

Holliday Development and BRIDGE Housing are excited to join forces with Lowney Architecture, Miller Company, Cannon Constructors, Rhoades Planning Group, and Miller Company Landscape Architects to bring the Mayfair site to life with a vibrant, mixed income and mixed use development that sets the stage for additional innovative, infill growth at the entire El Cerrito del Norte BART Station area. The Holliday and BRIDGE (HDBH) team envisions a new, sustainable community well integrated into the existing El Cerrito neighborhood that provides a variety of housing choices, including live-work and flex space, with amenities to support transit-oriented development with access to alternative transportation, open space, and local and neighborhood retail.

On the Mayfair site itself, we envision a total of 234 units for rent, with close to 30% (68 units), affordable comprised of two buildings joined by a central mews running from San Pablo to Kearny Street. The mews is designed as a central gathering, and circulation area that integrates the affordable and market rate buildings with quality, family friendly amenity space that all residents will enjoy together. By locating all of the parking needs for the Mayfair site within the market rate building, we are able to build the affordable building on grade, creating expansive open space and amenity space right off of San Pablo and Kearny. Both buildings are oriented as “U” shaped buildings that open towards each other, maximizing light, air, green-space, and overall connectivity between the two buildings. We intend to invest in public art down this mews and along the face of the building on Kearny to create dramatic site lines that connect from San Pablo to the BART site and Ohlone greenway.

Flanking the mews on both sides are internal courtyards created by the two “U”-shaped building facing a shared open space with graduated levels of access as the open space shifts from on grade to top of podium on market rate side up to the fifth floor deck. The fifth floor deck not only

creates another gathering space, but it is designed to maximize sunlight to homes within the courtyard.

The total project encompasses around 233,000 sq. ft. including 160,000 gross sq. ft. in the market rate building and around 75,000 sq. ft. in the affordable building with total public open space of over 20,000 sq. ft. Together the two buildings will provide studios, 1, 2 and 3-bedroom apartments that will serve mixed income tenants with a wide range of age groups and family structure as well as living arrangements. BRIDGE Property Management Company will property manage their housing themselves as they successfully do for thousands of apartments in the State, and Holliday will engage an experienced third party property management company.

Over 8,000 sq. ft. of retail is planned that will run primarily along San Pablo Avenue but that will also turn the corner onto Cutting to provide a presence and orientation back towards the BART station plaza. An additional 1,700 sq. ft. of office /retail space will be provided on San Pablo at the corner of Knott Avenue. Together along with the mid-block break between the two buildings, we will create an active street-front and provide more neighborhood serving retail to the community. As exemplified in our past and on-going projects, including 5800 Third Street and The Intersection, we have actively sought opportunities for local businesses and entrepreneurs in our retail space in order to help foster their enterprises and enrich the building and neighborhood. Such an approach to retail not only supports local economy but also enhances the cultural richness and health of the community.

Ground floor parking is anticipated to be at a ratio of 0.75:1 for affordable housing, and 0.5:1 for the market rate, and all enclosed parking is under the market rate building behind the San Pablo retail to provide a pedestrian welcoming urban gesture. The overall design would maximize features to encourage alternative modes of transit – among these features are a minimum of one-to-one secure bike parking, bike work stations and lounges, and multiple car-share spaces and

charging stations, and unbundled parking. Street parking is provided all around the Mayfair parcel to support the success of the ground floor retail.

**Overall Project Summary**

	Studio	1 BR	2 BR	3 BR	Total	Retail	Office	Gross SF
<b>Market Rate Apartments</b>	45	91	30	0	<b>166</b>	8,936	3,228	158,078
<b>Affordable Apartments</b>	8	24	19	17	<b>68</b>	1,745	-	74,757
<b>Totals</b>	53	115	49	17	234	10,681	3,228	232,835

The entire team has also been pioneering offsite construction, providing higher quality, more environmentally friendly construction techniques to our projects. By implementing offsite construction, we have greatly accelerated the construction period, reduced the impact to the neighborhood from construction activity, and reduced the number of workers needing to travel great distances to the site every day by over 50%. Bringing this approach to El Cerrito will mean higher quality, sustainable housing that is delivered to the community faster and with neighborhood/environmental lower impact.

Expanding beyond the core Mayfair site, the Kearney Street and BART parking parcel will be integrated into the future Ohlone Greenway master plan. We envision a combination of greenspace, live-work, and flex/commercial that could bring Kearney Street and the BART parking lot into the project and bring in a new mix of uses and energy, including small, creative flex space



that can serve as an incubator for local entrepreneurs. To further support the flex/commercial spaces, angled parking along Kearny on the BART parking parcel side will maximize the retail access while moderate the traffic flow for overall ease of pedestrian and bike approach.

These elements achieve a variety of City goals and engage the existing neighborhood by:

- Creating more housing to meet Citywide demand at mixed income levels, augment tax base, and increase patronage for neighborhood businesses;
- Provide new buildings of appropriate scale and style relative to the neighborhood and proximity to BART
- Offer community programming in partnership with neighborhood organizations and the City, expanding needed housing and local businesses;
- Providing commercial and retail space that is a signature amenity of the neighborhood and unites both the existing and new development.
- Creating through-street connections to break-up the existing “super block” and continue neighborhood block scale.
- Implementing the City’s public policy commitments under the new San Pablo Corridor Specific Plan.
- Prefabricated units for efficiency of construction, schedule and economy of materials, offsetting of carbon footprints both on and off-sites, with the collaboration of experienced team of professionals in modular building.

Successfully executing on this vision requires expertise in mixed income housing, community responsiveness, creative design, proven property management, innovation in construction, and a commitment to building a unique, vibrant community. The HDBH team has a proven track record over the past 25+ years of executing on their commitments, innovating in housing, and managing

and staying connected in their projects and communities for years beyond completion of the buildings.

### **1% Public Art Requirement**

The development team is committed to embracing this City goal, one of our key team members (Nickolos Gomez of Lowney Architects) has a great deal of experience in this area in his role on the Alameda County Public Art Advisory Committee. The team envisions significant opportunities to incorporate public art into the overall project vision, including;

- Along the Mews, integrated with landscape design elements
- At the visual terminus of the mews (on the BART property)
- Incorporated into the building, facing the BART tracks, embracing the movement of the BART trains and engaging the large number of viewers passing the site.

### **Affordable Housing Component**

The affordable housing component of the Mayfair proposal is located at the north end of the property, fronting on Knott Street to the north and a thru block mews that is shared with the market rate building to the south. This 68 unit building includes five levels, on grade, all wood frame construction to maximize efficiency and minimize costs. This family-oriented building includes 53% 2 and 3 bedroom units, clustered around a sheltered courtyard that includes a large common amenity that will be shared by all residents of the Mayfair property. This amenity includes outdoor lounging, seating, dining and BBQ areas, and is adjacent to a 2,565 indoor commons that will seamlessly open to the outdoor patio, allowing for community-wide gatherings. This unique feature will be the place where community happens making this more

than a building. This building also includes a small (1,745 s.f.), but well located retail / office space at the corner of Knott and San Pablo reinforcing the commercial spaces to the north. We envision this space being occupied by an emerging business seeking convenient curbside parking and visibility on San Pablo. Also on Knott, apartment units face the street with direct access via stoops. This residential frontage continues around the corner onto Kearney Street where apartments with street access help make Kearney a vibrant and safe place. Inside, the building has secure bike storage, a central mail station, elevator access to the upper floors, each served by a small common laundry. The management and leasing offices are located on the ground floor fronting on San Pablo, providing a commercial storefront vibe to this streetscape. The offices open onto the main courtyard providing visibility on this active space.

The proposed mix of incomes and rents are designed to serve a wide spectrum of families, and is tailored to meet the competitive requirements of both the 9% tax credit program and the Affordable Housing and Sustainable Communities (AHSC) program, the two main funding sources available. We have evaluated the project under both scoring systems, and the 9% tax credit scenario fares best under current program rules. The project is structured to compete effectively for 9% tax credits with a tie breaker score in the mid-to-high 50's, currently projected at 56%. We know this is a competitive region, BRIDGE is very active here. We recently were awarded 9% tax credits for similar TOD affordable developments at both the Macarthur BART station in Oakland and the San Leandro BART station, coincidentally both those projects also received AHSC funds (or Prop1C funds) as well.

As shown in the table below, the affordability levels include 10% of the units affordable at 30% AMI, these 7 units would be supported with Project Based Vouchers from the Housing Authority of Contra Costa County. Although this is also a scarce resource, we believe that this small number of vouchers is readily attainable. The project also includes 20% of the units affordable at 40%

AMI, with the balance at 50% and 60% AMI. In order to support the lowest income residents and provide services to the entire community, we have budgeted \$45,000 per year in services that will likely include after school programs, financial literacy, ESL classes (if warranted), and nutrition classes held in the community room or the outdoor BBQ area. BRIDGE Property Management Company will be the property manager, and will coordinate all resident services, contracting with local nonprofit service providers with whom we have long standing relationships at properties throughout the East Bay and the greater Bay Area.

**Unit Mix and Affordability**

	30% AMI	40% AMI	50% AMI	60% AMI	Total	%
<b>Junior 1 Bedroom</b>						
# units	1	2	4	1	8	12%
Net Rent	\$481	\$651	\$847	\$993		
<b>1 Bedroom 1 Bath</b>						
# units	2	4	9	10	25	37%
Net Rent	\$506	\$689	\$872	\$1,055		
<b>2 Bedroom 1 Bath</b>						
# units	2	4	8	4	18	26%
Net Rent	\$603	\$823	\$1,041	\$1,261		
<b>3 Bedroom 2 Bath</b>						
# units	2	4	8	3	17	25%
Net Rent	\$693	\$947	\$1,200	\$1,453		
<b>Total</b>	<b>7</b>	<b>14</b>	<b>29</b>	<b>18</b>	<b>68</b>	<b>100%</b>
<b>(%)</b>	<b>10%</b>	<b>21%</b>	<b>43%</b>	<b>26%</b>	<b>100%</b>	

**Project Schedule**

<b><u>July 2016</u></b>	Development Team Selected
<b><u>November 2016</u></b>	DDA Approved, Entitlements Completed, and Design Development drawings underway
<b><u>December 2016</u></b>	Approach and Apply to Contra Costa County for HOME/CDBG funding, Rebound Funds and to the Housing Authority for Project Based vouchers
<b><u>May/June 2017</u></b>	City Submits DDA to Oversight Board for approval of land sale Market rate building completion of construction drawings, submit for building permits
<b><u>July 2017</u></b>	Apply to TCAC for an allocation of 9% tax credits
<b><u>August/Sep 2017</u></b>	Close of Escrow, Market Rate parcel and start of construction
<b><u>December 2017</u></b>	Close of Escrow, Affordable parcel and start of construction
<b><u>Oct/Nov 2018</u></b>	Market Rate apartments completed, occupancy granted
<b><u>February 2019</u></b>	Affordable apartments completed, occupancy granted

**Preliminary Transportation Demand Management Plan and Multimodal Transit Features**

The Mayfair project will be a true Transit Oriented Development (TOD) project. The project is at once a mini-multimodal transit hub and a bicycle and pedestrian connection for the El Cerrito community that enhances connectivity to San Pablo Avenue with neighborhoods to the east and the El Cerrito Del Norte BART station steps away to the south. These elements are especially important for this proposal because of the high level of family-oriented and apartment affordability. The Mayfair site incorporates the goals and vision of the San Pablo Avenue Specific



Plan through both programmatic and design features, such as locating infill development near existing bus and rail transit infrastructure, strengthening pedestrian and bicycle connectivity through existing and new connections, providing alternatives to single-occupancy vehicle travel and storage, and locating affordable housing near varied modes of transportation.

In addition to being located literally steps away from the Del Norte BART station that provides links to destinations throughout the San Francisco Bay Area, there are numerous AC Transit, and other bus transit lines that service the Del Norte BART Station. There is also strong connectivity with San Pablo Avenue, with streetscape, pedestrian, and bicycle features that welcome and accommodate users of different transportation modes to provide a balanced, inviting, and comfortable environment for existing and new transit users and residents. San Pablo Avenue, which includes the 72 Bus Rapid line, provides efficient transit linkage throughout the San Pablo corridor linking San Pablo to the north with destinations south all the way to Downtown Oakland.



*Multimodal Hub*

The project will enhance transportation and transit infrastructure investment, contribute to the community's transportation mode shift goals, and catalyze economic development with strong use of sidewalk and public spaces for use by commercial enterprises.

The Mayfair project will include the following multimodal opportunities and green transportation features:

- Proximity to El Cerrito Del Norte BART and AC Transit lines, as well as the multi-use Ohlone Greenway
- Electric vehicle charging stations
- Car share spaces
- A minimum of one secure bicycle parking space for each unit and additional publicly accessible bike spaces for public and retail employees in the mews and in the streetscape where appropriate

### *Programmatic Transportation Demand Management*

Key features will include:

- Free AC transit passes or BART-equivalent Clipper Card value for each residential unit
- A bike “fix it” room and showers for riders
- Smaller parking spaces for smart cars
- Enhanced transit, pedestrian and bicycle connectivity through streetscape and site design
- Unbundled parking – the market rate portion of the project will unbundle parking from residential units. The team will explore the ability to do so for the BMR portion of the project



The project is consistent with the San Pablo Avenue Specific Plan Environmental Impact Report, which refers to the West Contra Costa Transportation Advisory Committee’s Action Plan. Objectives from the Action Plan include:

- Enhance local and regional transit services and connectivity to BART
- Increase the use of active modes of transportation
- Implement Complete Streets enhancements identified in local plans
- Actively manage growth to support regional land use and transportation goals.



The transportation demand management features included in the Mayfair project promote both the goals of the local San Pablo Avenue Specific Plan as well as larger county and regional goals for placing housing, especially workforce and affordable housing, near transit and reducing reliance on single occupancy vehicle travel.

### **Plan Conformance**

The City has recently adopted a range of policy plans intended to create a more sustainable, livable community that supports new housing and amenities, manages natural resources, and improves access to all modes of transportation including transit, biking, walking, and vehicle travel. Our proposal fulfills this vision by locating a mixed-income and mixed-use development directly adjacent to BART, major AC Transit routes, and the Ohlone Greenway.

#### *San Pablo Avenue Specific Plan and Form-Based Code*

The architecture, use mix, and urban design elements described above achieve Goals A through F of the San Pablo Avenue Specific Plan and engage the existing neighborhood by:

- Creating more affordable, workforce, and market-rate housing to meet local and regional demand, and increasing the tax base to help the City achieve long-term financial sustainability.

- Integrating new development at a scale and size that is appropriate for and consistent with the surrounding neighborhood and in direct proximity to BART and key AC Transit routes.
- Providing commercial, creative and retail spaces that can improve the convenience of shopping, work, and recreation activities.
- Creating through-street connections to break-up the existing “super block” and continuing the neighborhood block-scale grid pattern of the area.
- Improving pedestrian and bicycle access to BART and the Ohlone Greenway.
- Adding landscaping and open spaces within and along the perimeter of the site that reduce impervious surface, improve stormwater management, and help to establish a sense of place.
- Designing a sustainable and efficient project by utilizing modular units that reduce construction-related reduce greenhouse gas emissions.

Our proposal is rooted in the urban design and architectural framework contemplated by the Plan’s form-based code. Located in the Plan’s Transit Oriented High Intensity Mixed Use (TOHIMU), the project fulfills the purpose of the district by providing a vibrant, walkable, transit oriented development that proposes a wide variety of uses including retail, commercial, residential and public uses in the Uptown area. It also encourage a variety of multifamily use types, including a substantial number of 2- and 3-bedroom units to accommodate families, as envisioned by the district. It takes advantage of the flexibility of the form-based code to create a high-intensity, 6-story development with parking integrated into the design and at ratios below the maximum allowed. The building faces onto public streets while at the same time arranging the site plan to reduce noise impacts from BART and maximum natural sun and light access for future tenants. Building articulation and architectural details are consistent with form-based code standards to create visual interest at the ground level.

The Mayfair site together with the BART parcel are bound by four of the street types that are part of the San Pablo Avenue Specific Plan and Form Based Code: San Pablo Avenue Community Street, Gateway Street (Cutting Boulevard), Neighborhood Street (Kearney and Knott Streets) and the Ohlone Greenway.

The portion of the project that addresses San Pablo Avenue includes over 9,700 square feet of active retail space that wraps both onto Cutting Boulevard to the south and Knott Street to the north. Most of the retail will be along San Pablo Avenue, creating an active and varied pedestrian environment and inviting gathering spaces which will enhance and maintain a strong sense of place along the Avenue.

Cutting Boulevard will serve as connection between San Pablo Avenue though to Kearney Street and the BART station. The San Pablo Avenue Specific Plan calls for Cutting Boulevard to become a two-way street which will quiet traffic from the BART station and create a more pedestrian-friendly environment. The project capitalizes on the City's plan to convert Cutting Boulevard to a two-way street by placing street trees and generous landscaping along Cutting Boulevard to provide a transition from the more urban feel of San Pablo Avenue to Kearney Street which will have lower-intensity, neighborhood uses.

The project will enhance and maintain the character of the existing neighborhood along Kearney and Knott Streets. Kearney Street will have speed tables to reduce traffic speed and will provide pedestrian and bicycle connections to the BART station as well as to potential maker and retail spaces on the BART parcel. The mews provides a mid-block break between the project's two buildings and will create an inviting public space that will stretch from San Pablo Avenue to Kearney Street. Street trees and landscaping along both Kearney and Knott Streets will support the transition from the commercial uses along San Pablo Avenue to the neighborhood and residential uses along Kearney and Knott Streets.

The BART parcel is adjacent to the Ohlone Greenway and serves as an opportunity to add to the pedestrian and bicycle connections created by the project. The relationship between the potential maker and retail spaces, Kearney Street and the Greenway is an exciting aspect of the project and will provide a unique experience beyond that of most mixed-use developments.

Lastly, the proposal is likely to fall within the Tier IV review process, as an innovative high-quality project that complies with the intent of the Specific Plan, but does not conform to all Specific Plan regulations, namely the potential for shadows casting onto neighborhood streets and adjacent residential properties, and a building length beyond the 300-foot limit.

### *Zoning Compliance*

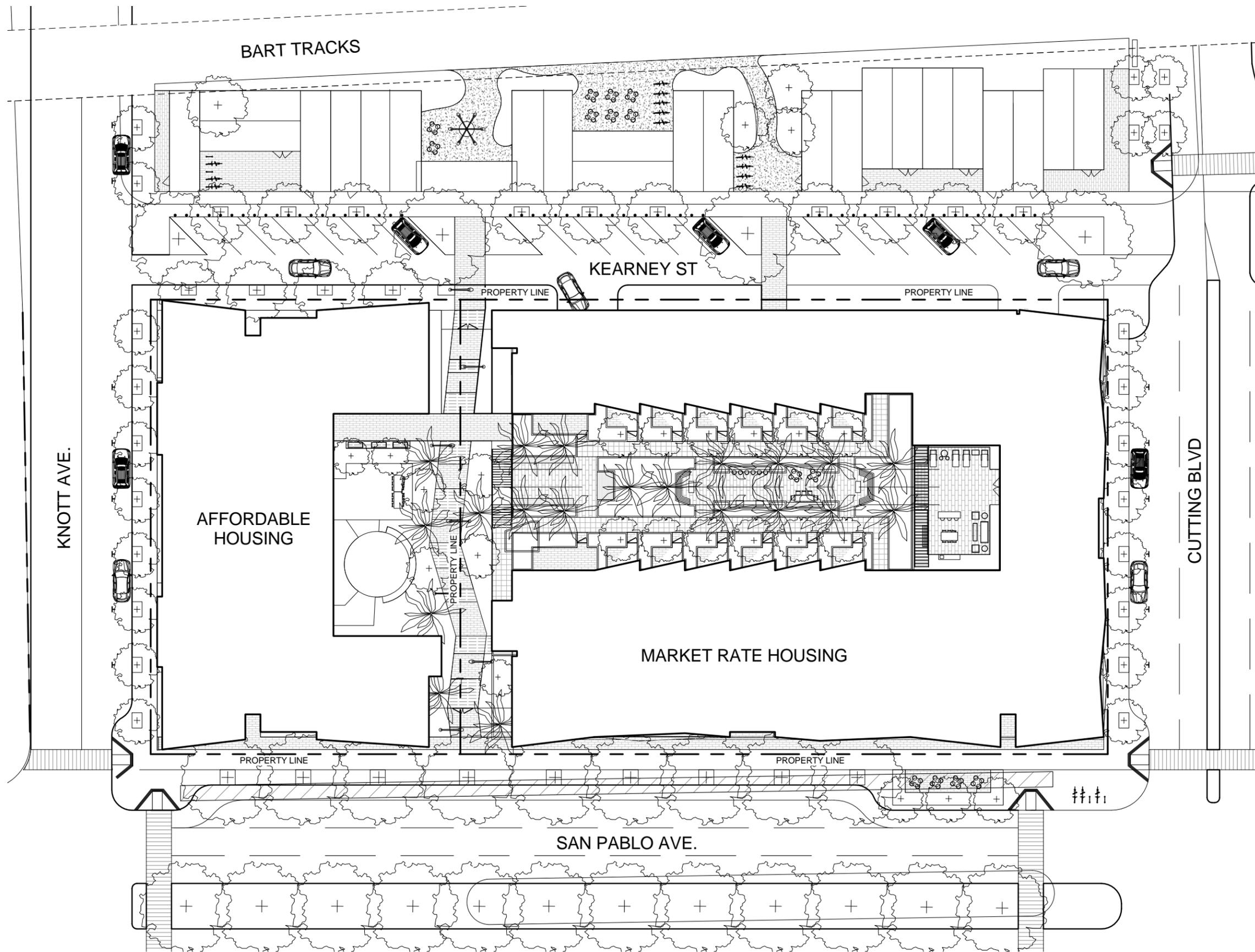
As required by the Municipal Code and as part of the project's overall urban design strategy, the project anticipates incorporating public art along the Mews, on the BART property, and within the building, as a screen element facing the BART tracks. Also, required by the Code, the project will include a cohesive Master Sign Program that is integrated into the design of the buildings and connects the residential mixed use component, development on the BART parcel, and the greater neighborhood.

### *Urban Greening and Active Transportation Plan Policy Vision*

The proposal also supports policies of the recently adopted Urban Greening Plan, Active Transportation Plan, and objectives of the Climate Action Plan by:

- Adding new drought-tolerant landscaping and trees along the public right-of-way on the perimeter of the site, and establishing a high level of stormwater capture and treatment consistent with Bay-Friendly guidelines.
- Improving safety and adding special landscaping along Cutting Boulevard to establish a gateway feature that exemplifies the prominence of this district.

- Adding safe and convenient connections to the Ohlone Greenway and supporting the future pedestrian and bicycle Blue/Green Connection to the hills and Bay.
- Creating a mid-block public route through the site to improve walking and biking access to the Greenway, transit, and local businesses.
- Supporting bicycling and walking as practical, healthy, and convenient options by building in secure bike storage and a workroom, and designing the street with safe convenient connections to the Greenway and future planned bicycle networks.



**PROJECT INFORMATION**

Market rate building GSF:	158,078 SF
Affordable building GSF:	74,757 SF
Total GSF (both buildings):	232,835 SF
Public open space:	20,376
Retail:	8,396 SF
Office:	3,228 SF
Site area market rate building:	45,818 SF
Site area affordable building:	22,582 SF
FAR market rate building:	3.5
FAR affordable building:	3.3
Height:	67'-8"

**Parking Count**

Market Rate:		
.50 spaces x 166 units	=	83 spaces
Affordable:		
.75 spaces x 68 units	=	51 spaces
Residential parking required:		134 Spaces
Residential parking provided:		<b>139 Spaces</b>

**Unit Mix – Market Rate Housing**

Studio:	45 Total = 27%	Avg. 450 SF
1-BD:	91 Total = 55%	Avg. 650 SF
2-BD:	30 Total = 18%	Avg. 880 SF
		<b>166 Units Total</b>

**Unit Mix – Affordable Housing**

Studio:	8 Total = 12%	Avg. 480 SF
1-BD:	24 Total = 35%	Avg. 650 SF
2-BD:	19 Total = 28%	Avg. 860 SF
3-BD:	17 Total = 25%	Avg. 1,025 SF
		<b>68 Units Total</b>

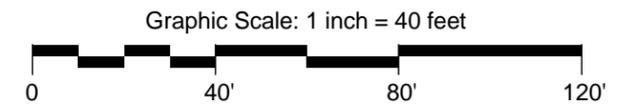


**MILLER COMPANY**  
landscape architects



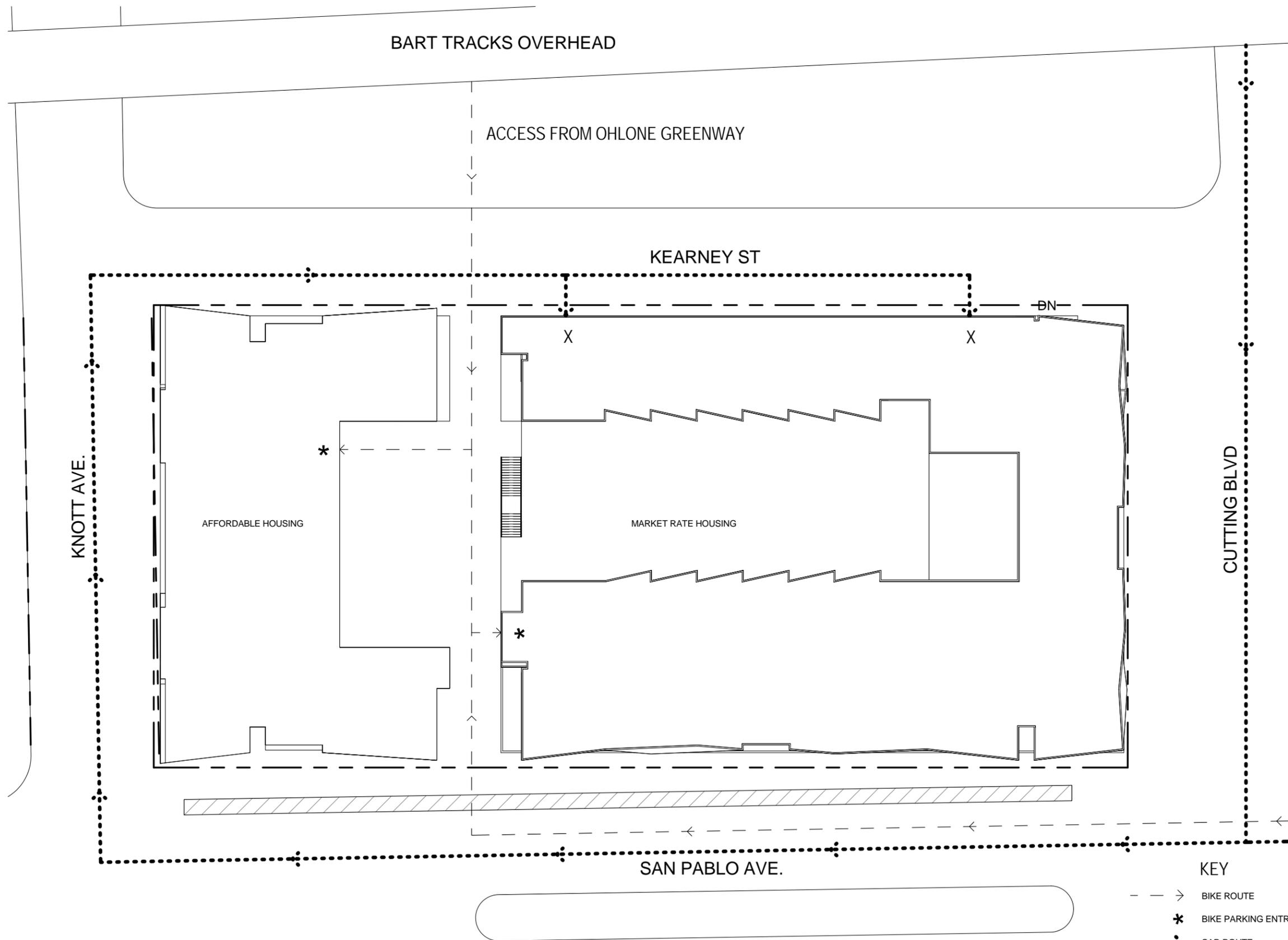
Site Plan

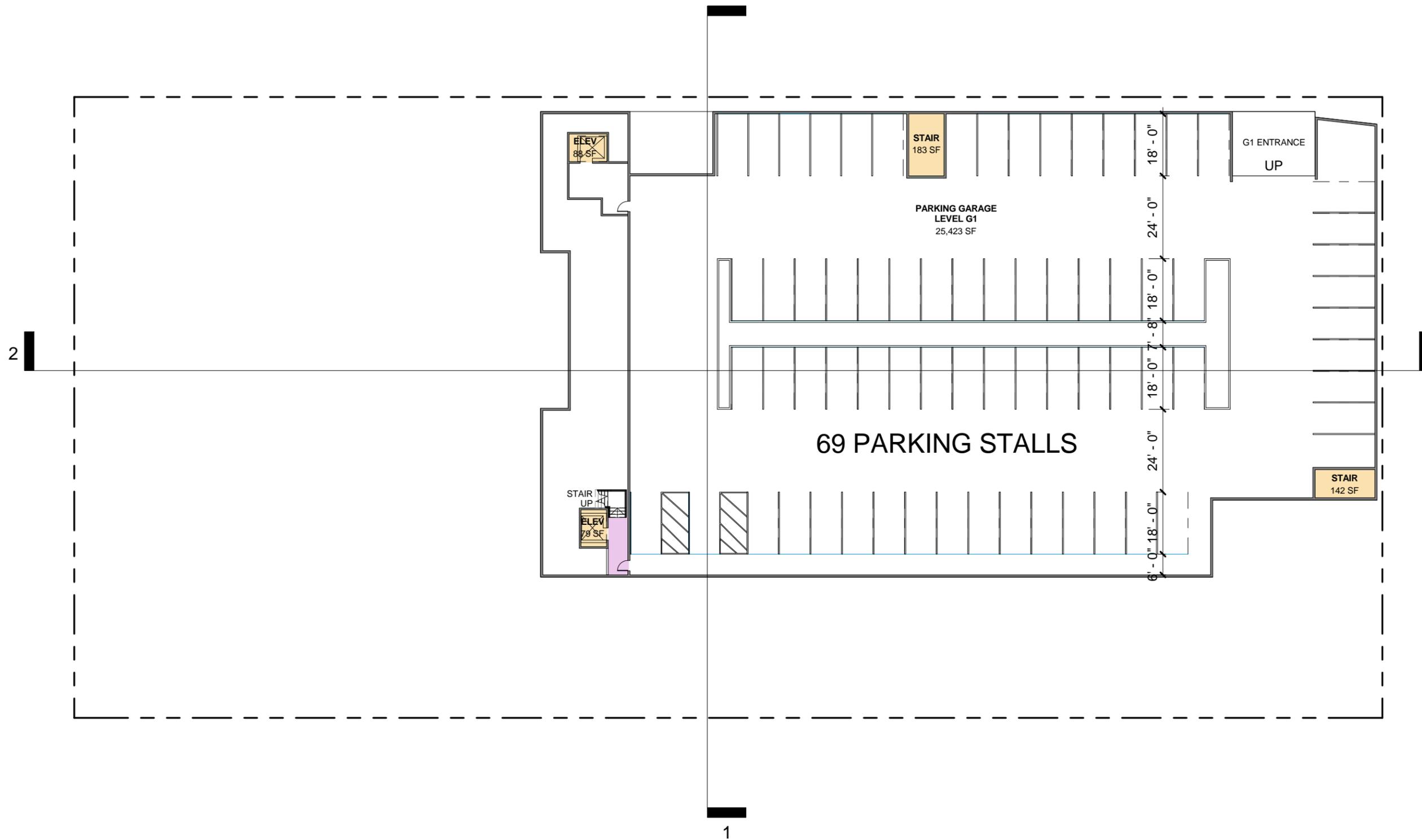
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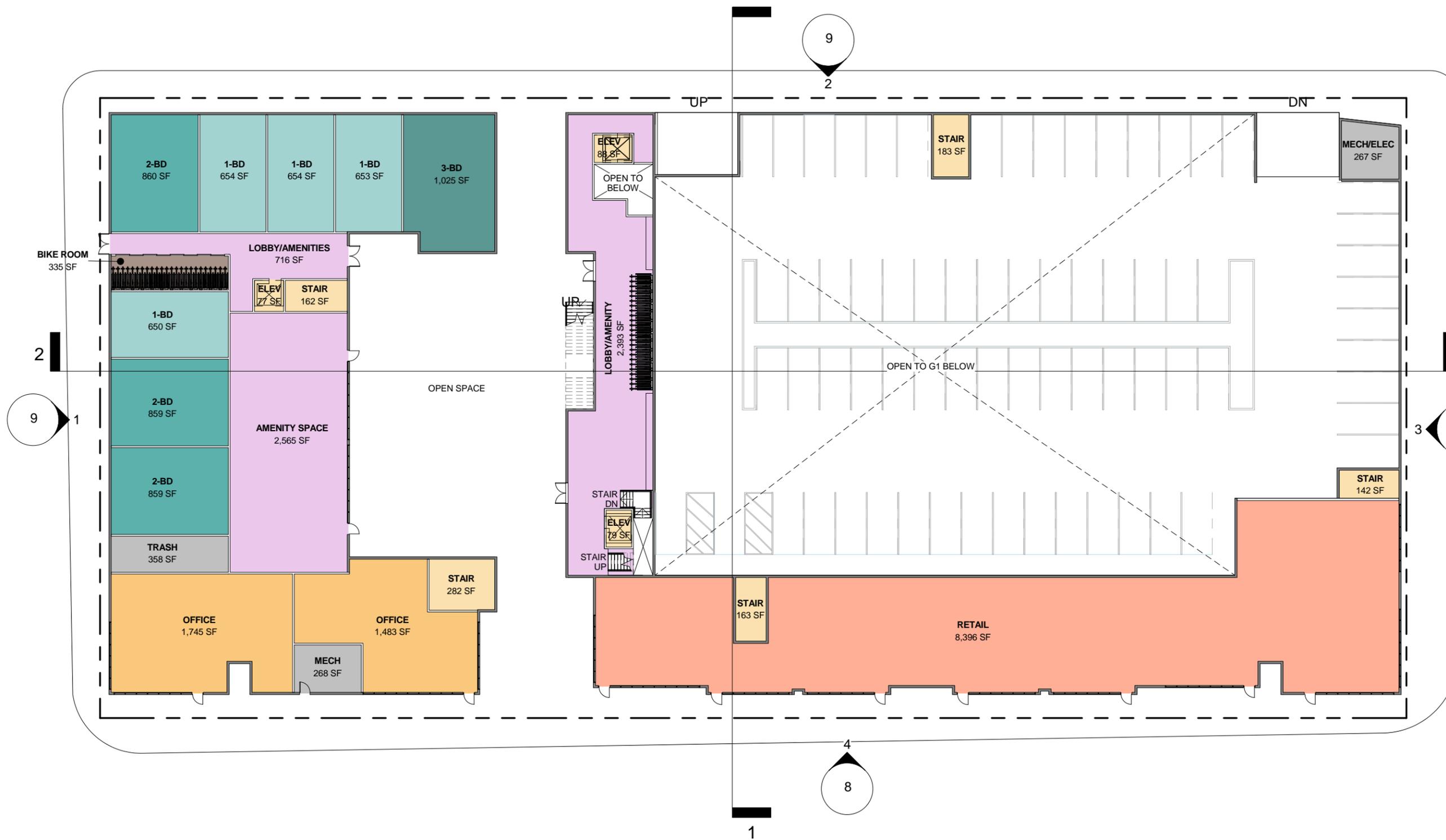


RFQ for the Acquisition  
and Development of the  
Mayfair Parcels

06/02/2016







**Legend**

- 1-BD
- 2-BD
- 3-BD
- CIRCULATION
- AMENITY
- UTILITY
- LOBBY
- OFFICE
- RETAIL

**GROUND FLOOR PLAN**

1" = 30'-0"



Graphic Scale: 1 inch = 30 feet



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2

1

**Legend**

- 1-BD
- 2-BD
- 3-BD
- CIRCULATION
- AMENITY
- UTILITY
- GARAGE
- LOBBY
- OFFICE
- RETAIL

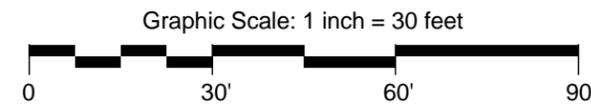


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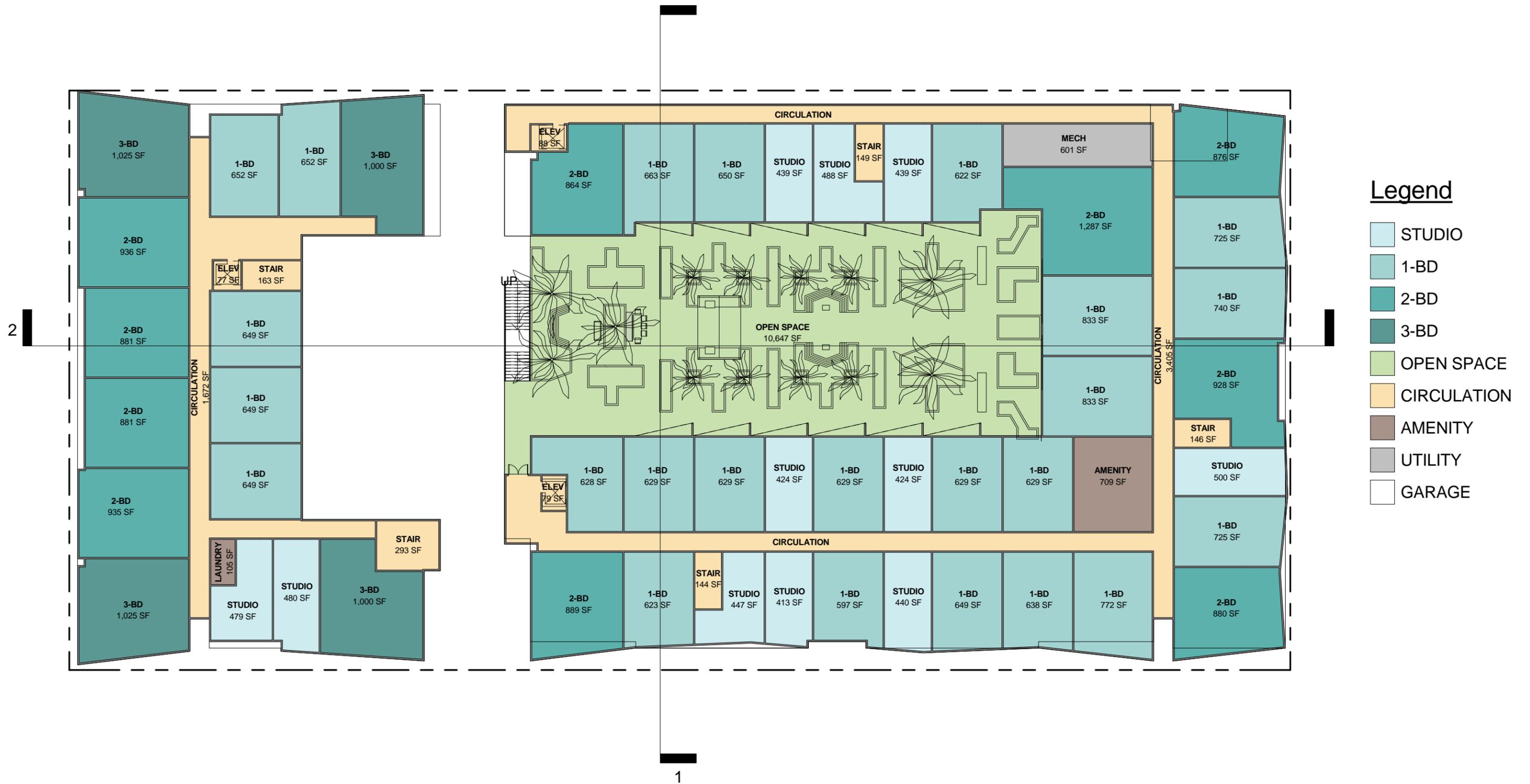
**GARAGE LEVEL 2**

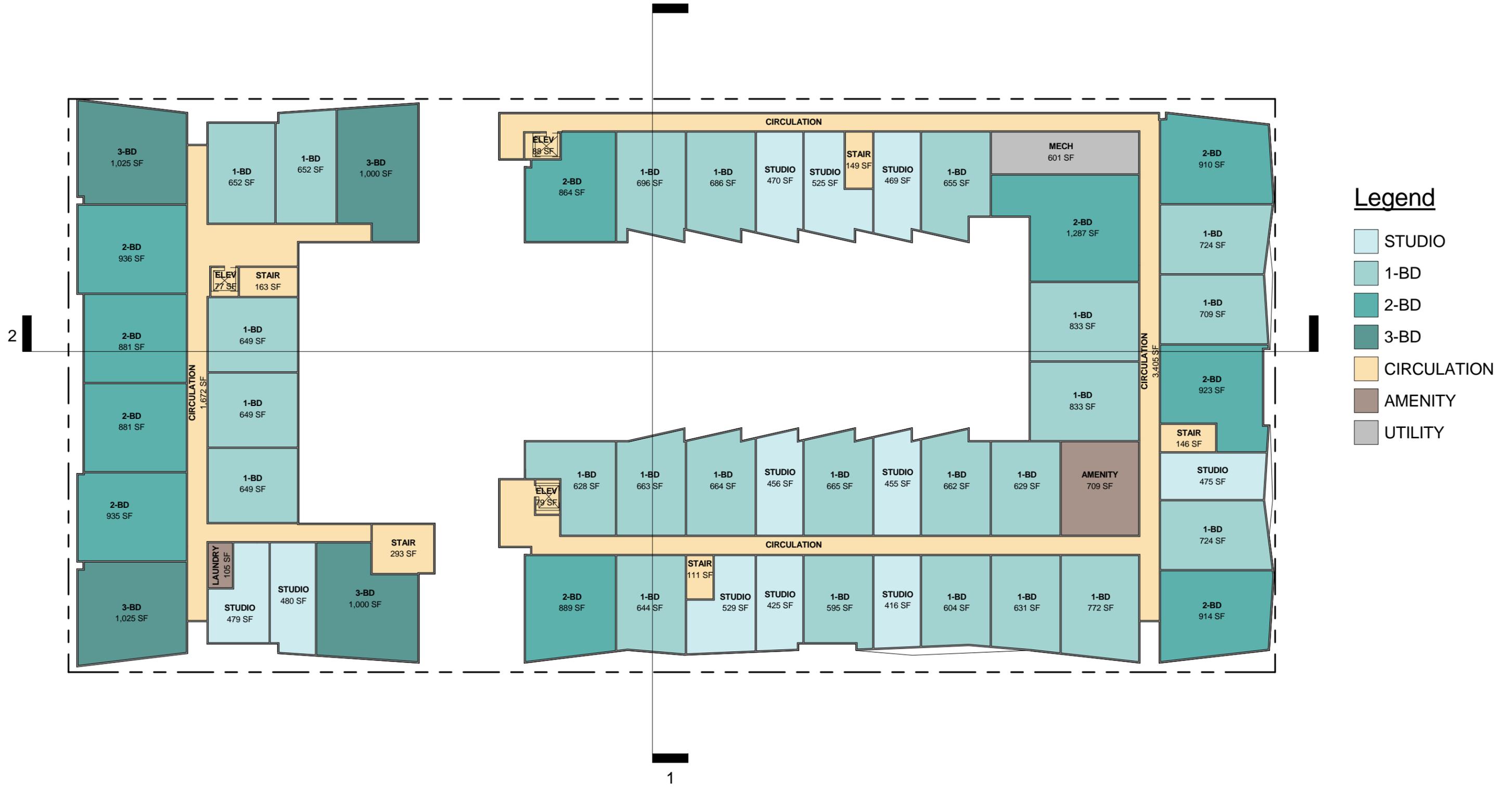
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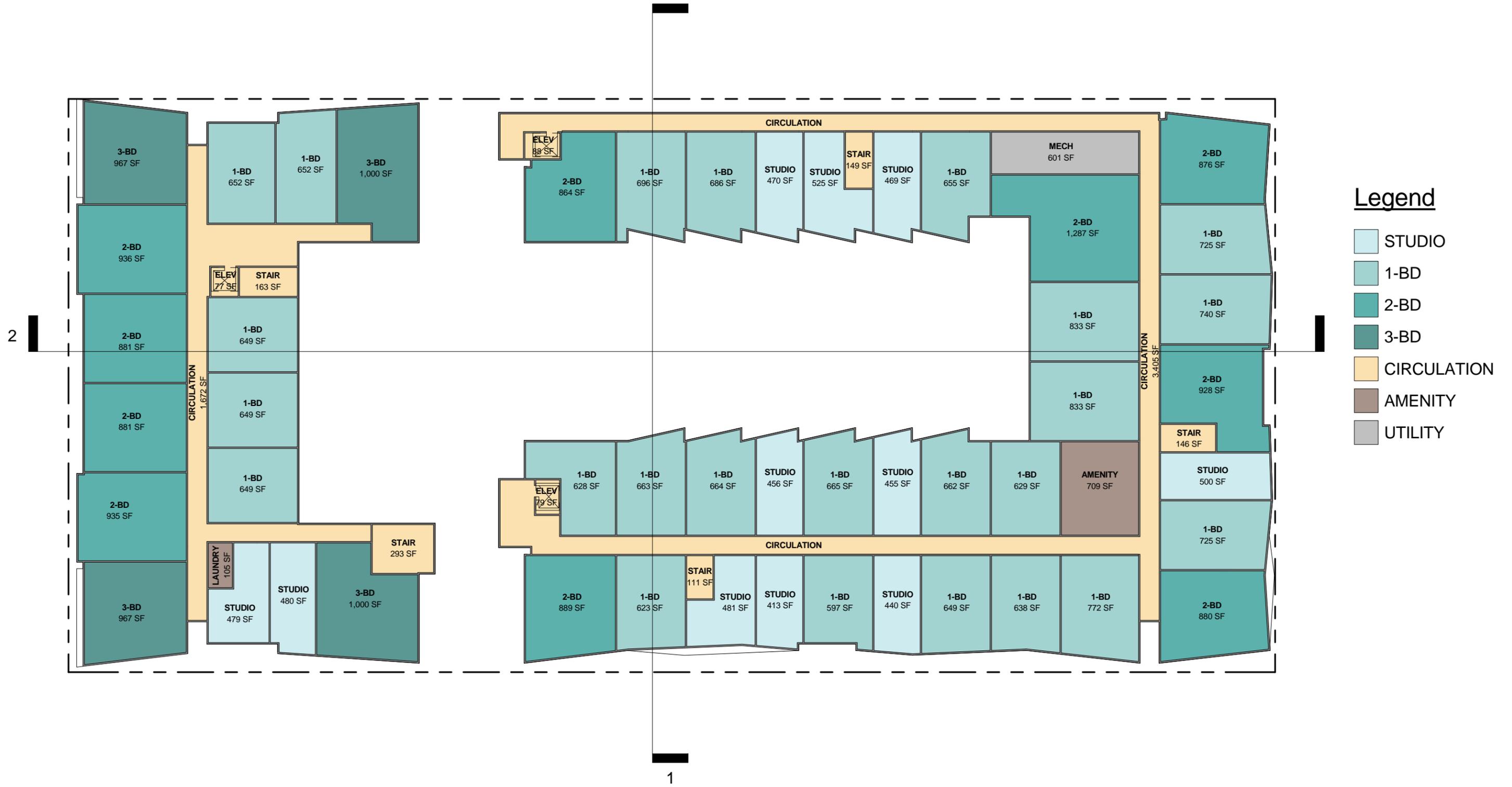


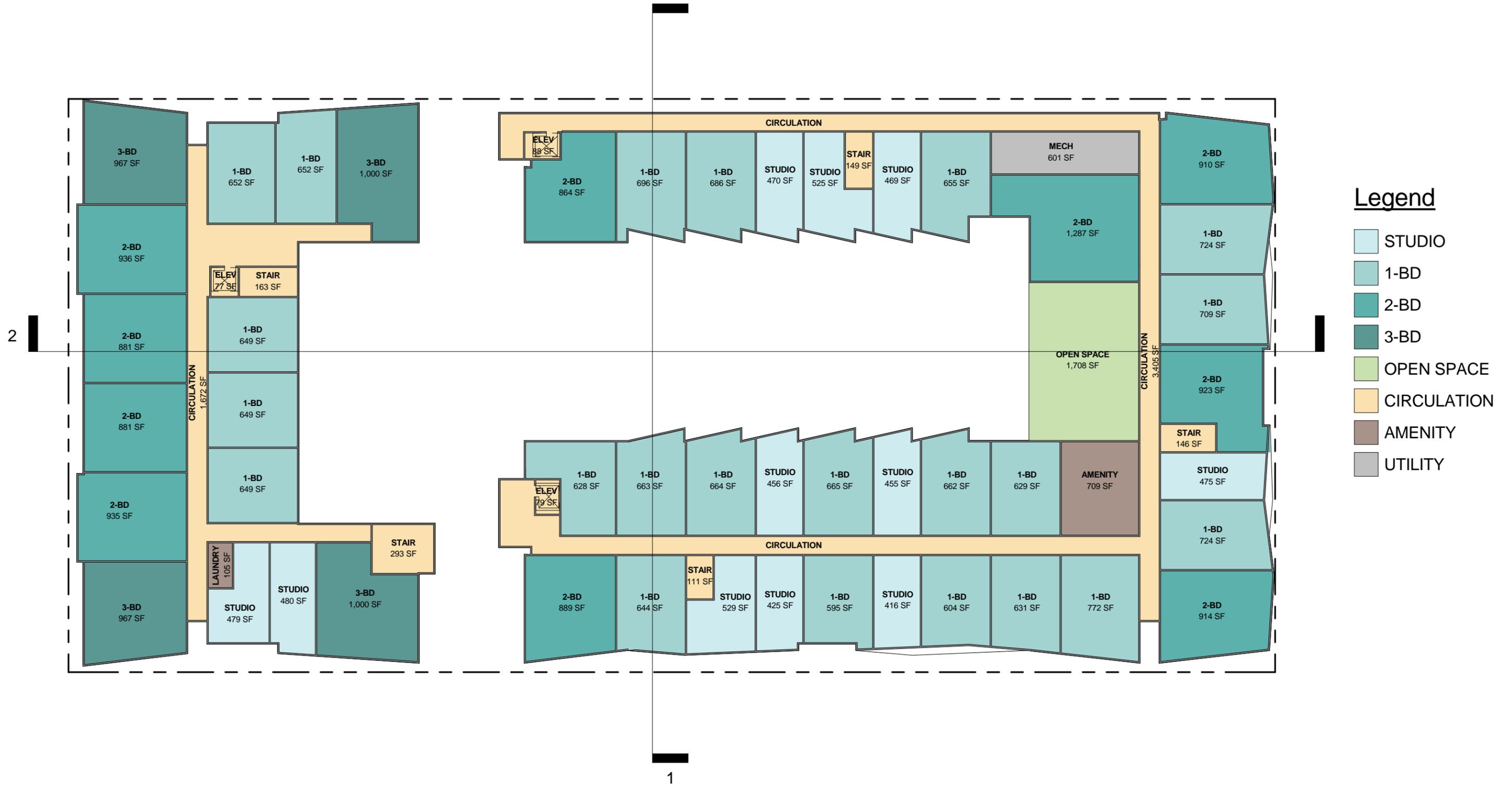
RFQ for the Acquisition and Development of the Mayfair Parcels

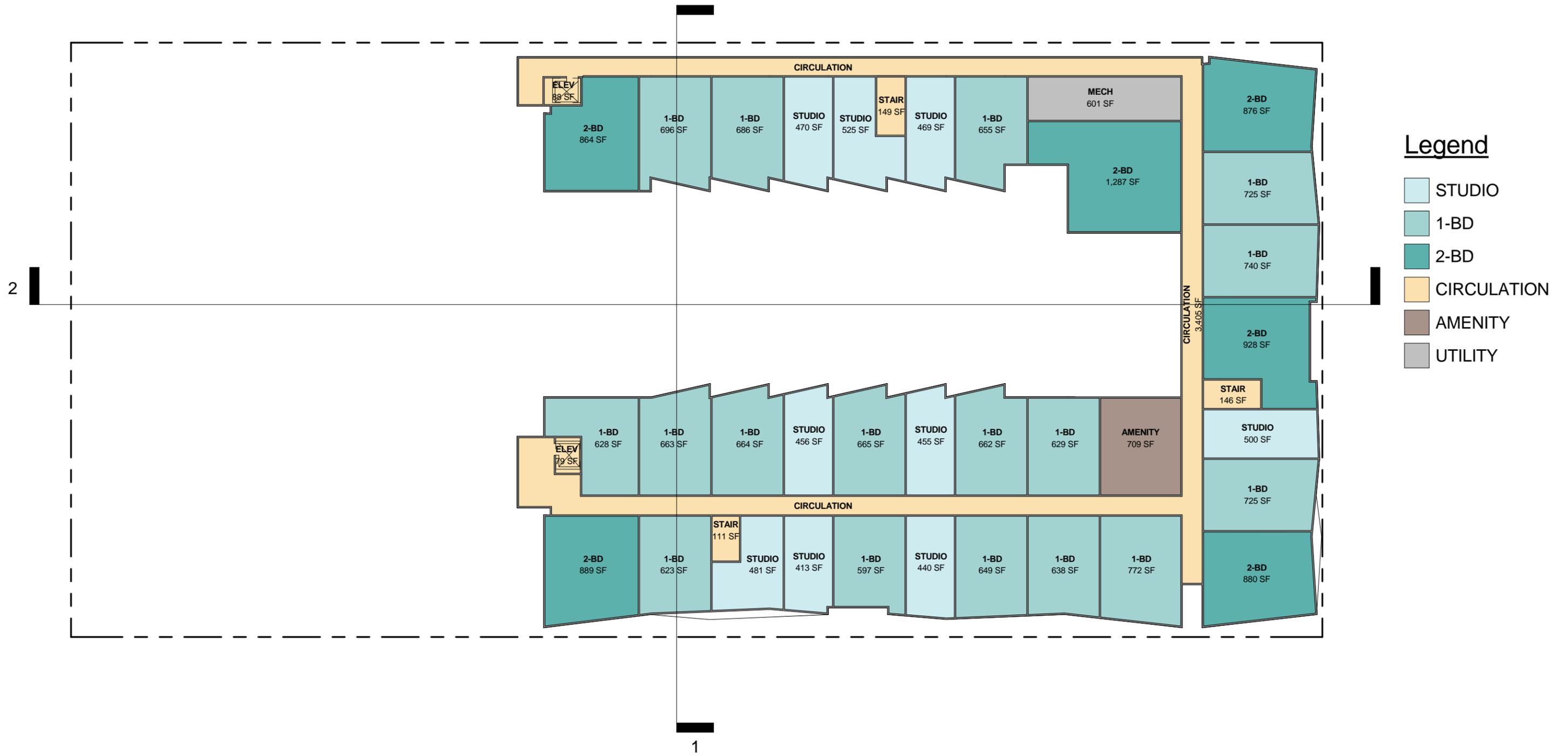
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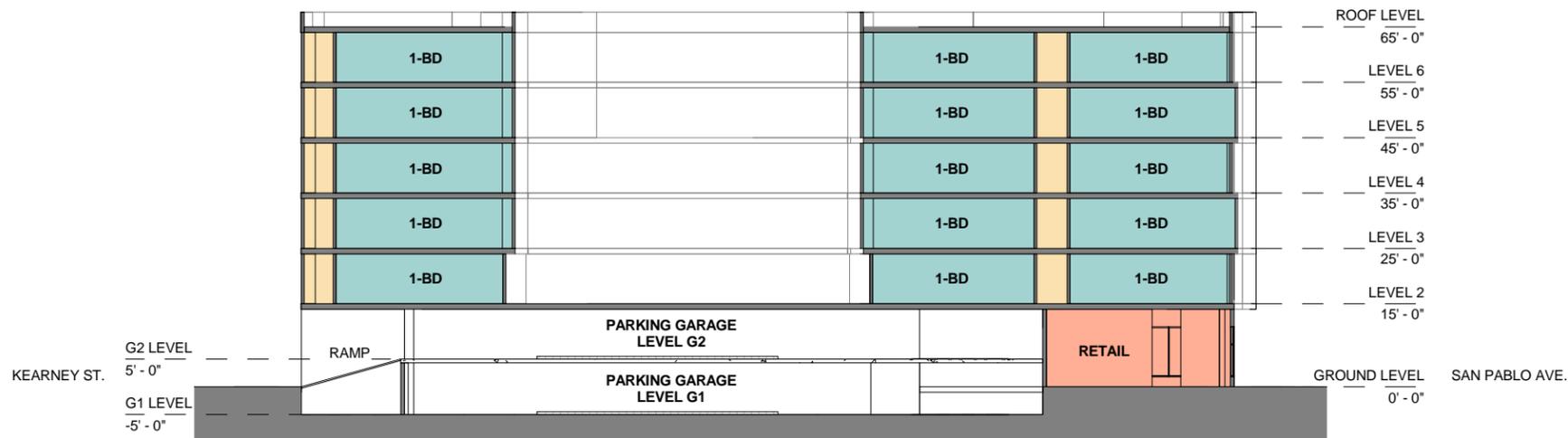




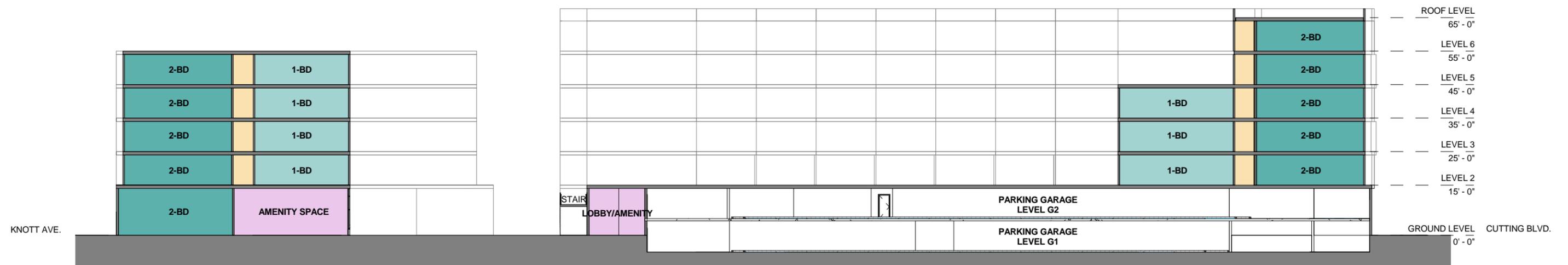








1 Section 1  
1" = 30'-0"



2 Section 2  
1" = 30'-0"



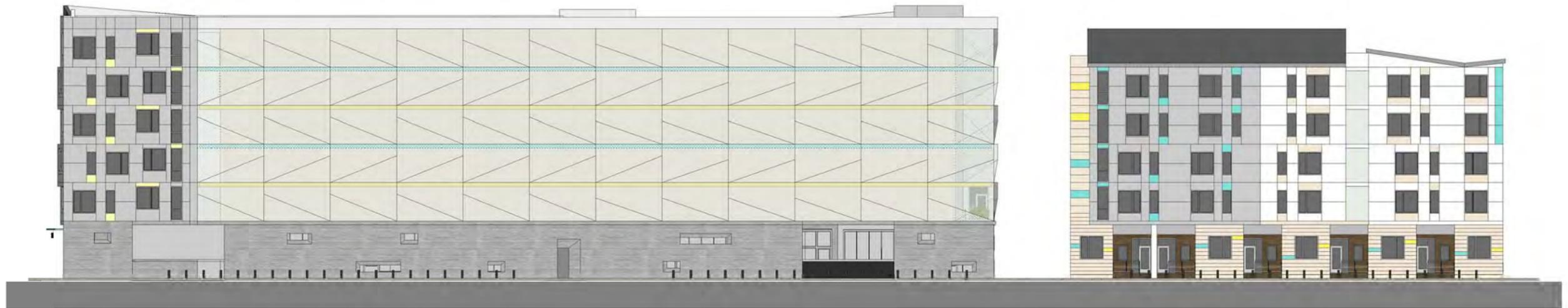
③ EXTERIOR ELEVATION - SOUTH  
1/32" = 1'-0"



④ EXTERIOR ELEVATION - WEST  
1/32" = 1'-0"



① EXTERIOR ELEVATION - NORTH  
1/32" = 1'-0"



② EXTERIOR ELEVATION - EAST  
1/32" = 1'-0"



AERIAL PERSPECTIVE LOOKING SOUTHWEST



PERSPECTIVE FROM SAN PABLO AND CUTTING



RETAIL PERSPECTIVE ALONG SAN PABLO



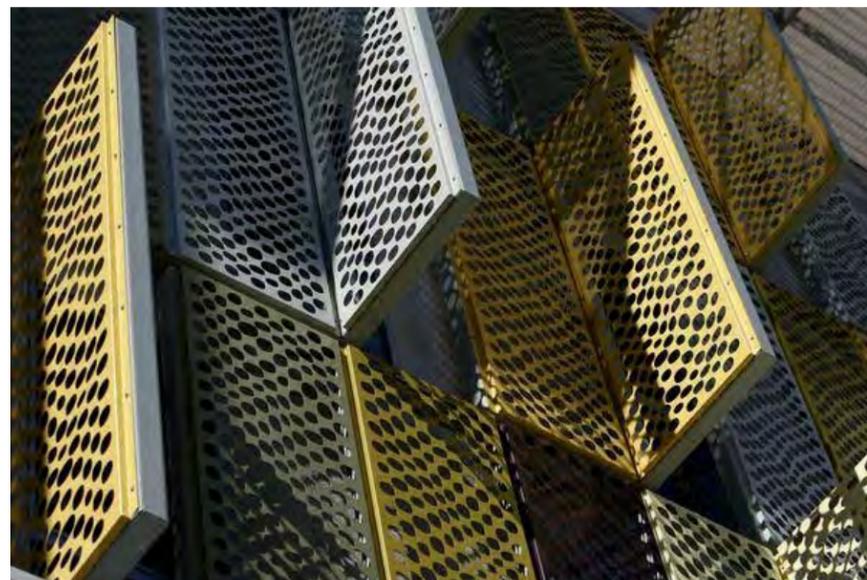
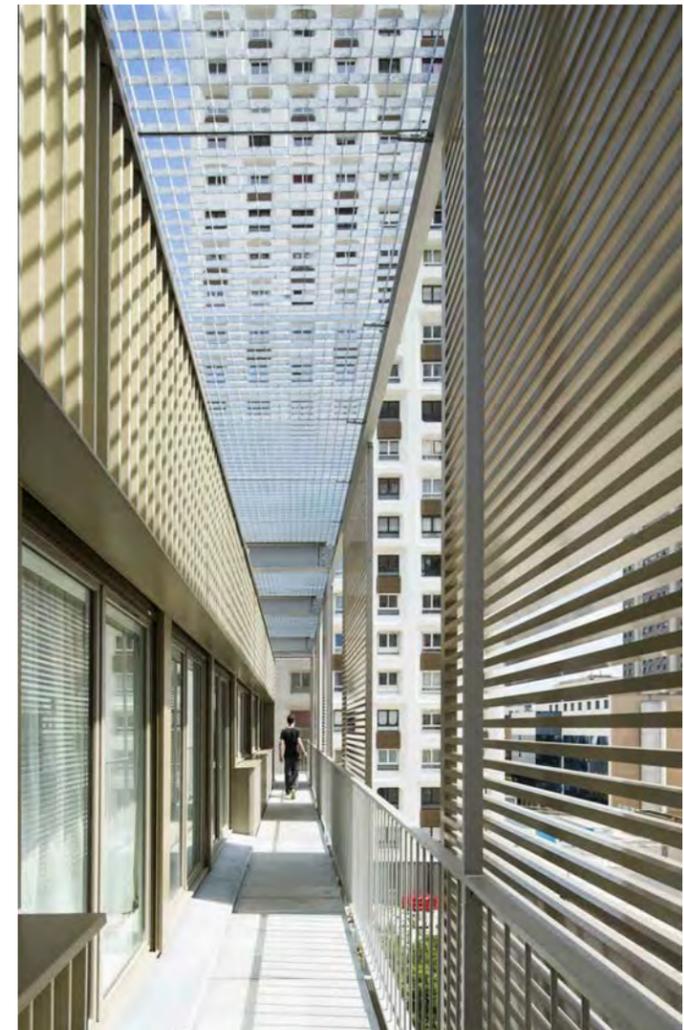
PERSPECTIVE AT SAN PABLO AND KNOTT



COURTYARD PERSPECTIVE LOOKING EAST TOWARDS THE MEWS



MEWS PERSPECTIVE LOOKING SOUTH







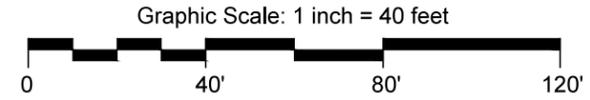
- LEGEND**
1. MAKER SPACES/ STUDIO & RETAIL
  2. CURBLESS STREET (ONE WAY)
  3. GARAGE ENTRY/EXIT
  4. CROSS WALK WITH SPECIAL PAVING
  5. BUILDING STAIRS
  6. MEWS/MID BLOCK CONNECTION
  7. AFFORDABLE HOUSING COURTYARD
  8. 2ND LEVEL COURTYARD
  9. 5TH FLOOR DECK
  10. PLANTING AND AMENITY IMPROVEMENT
  11. BULB-OUT WITH ADA RAMP
  12. NEW STREET TREES, TYP.
  13. PEDESTRIAN CROSSING
  14. STREET PARKING
  15. TYPICAL CITY OF EL CERRITO OHLONE STREET CROSSING SIGN
  16. BART BUS ACCESS



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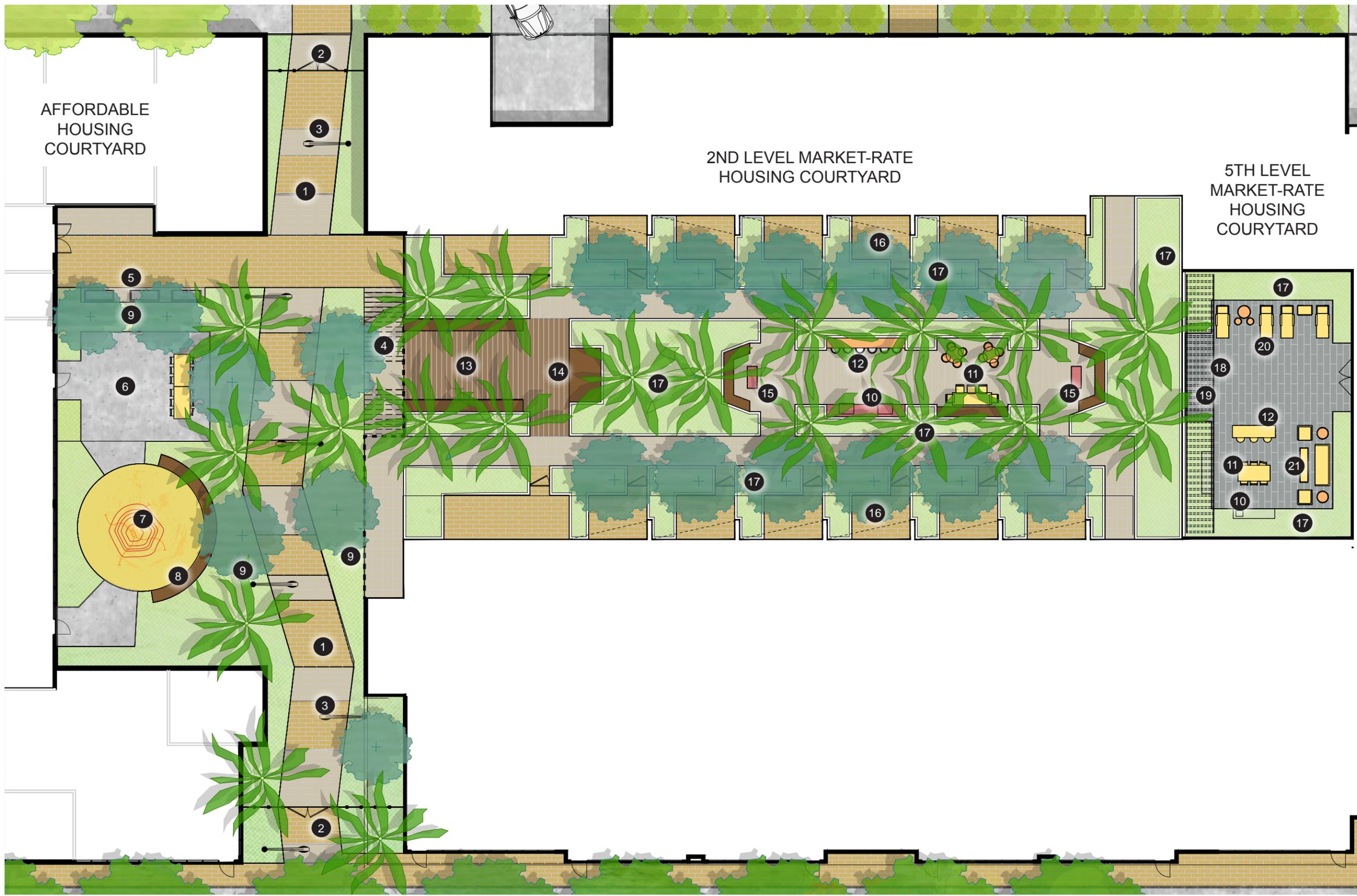


**SITE PLAN**  
1" = 40'-0"



RFQ for the Acquisition and Development of the Mayfair Parcels

06/02/2016



**LEGEND**

1. MEWS/MID-BLOCK CONNECTION
2. ENTRY GATE
3. FEATURE LIGHT FIXTURE ALONG CONNECTION ROUTE
4. STAIRS TO COURTYARDS
5. SEATING AT LOBBY ENTRANCE
6. COMMUNITY COURTYARD WITH AMENITIES
7. PLAY SPACE W/ ABSTRACT PLAY PIECES FOR CLIMBING AND EXPLORING
8. BUILT-IN CIRCULAR SEATING
9. PLANTING AREA
10. OUTDOOR KITCHEN
11. COMMUNAL DINING AREA
12. BAR TABLE
13. OVERLOOK W/ BUILT-IN BENCHES
14. BUILT-IN RECLINING LOUNGE BENCH
15. BUILT-IN SEAT WITH FIRE TABLE
16. UNIT PATIOS AND GATES
17. RAISED PLANTERS
18. COURTYARD OVERLOOK
19. TRELLIS
20. SUN LOUNGES
21. LOUNGE FURNITURE

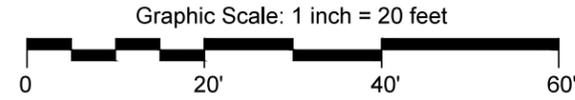


MILLER COMPANY  
landscape architects



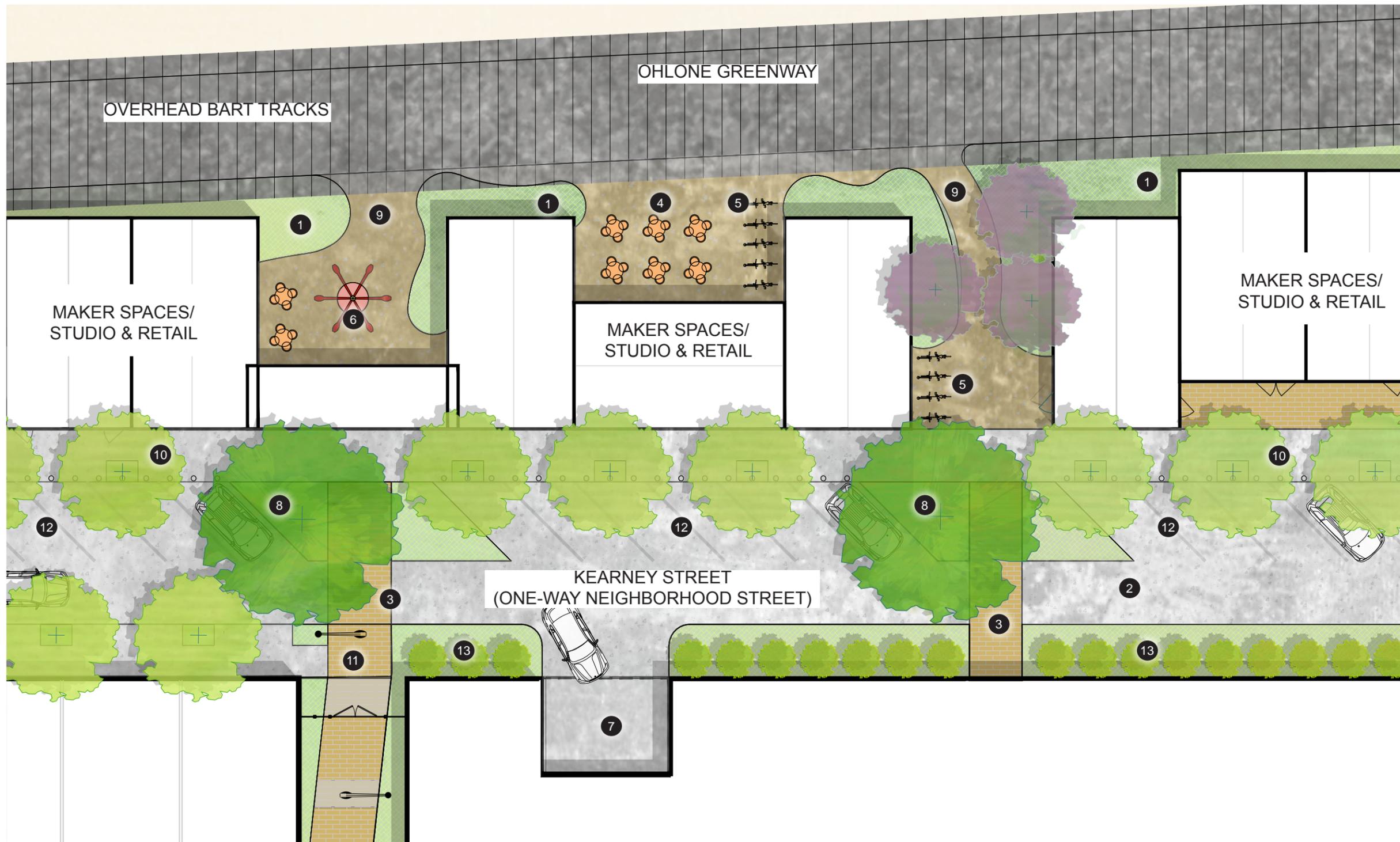
RESIDENTIAL COURTYARD

1' = 20'-0"



RFQ for the Acquisition and Development of the Mayfair Parcels

06/02/2016



**LEGEND**

1. PLANTING AND AMENITY IMPROVEMENT AT GREENWAY
2. CURBLESS STREET
3. CROSS WALK WITH SPECIAL PAVING
4. OUTDOOR CAFE AREA
5. BIKE RACKS
6. FOCAL ART ELEMENT
7. GARAGE ENTRY/EXIT
8. PLANTING WITH FEATURE TREE
9. ACCESS TO GREENWAY
10. STREET TREES
11. MEWS CONNECTION
12. BACK-IN PARKING STALL W/ SAFETY BOLLARDS
13. PLANTING AREA



MILLER COMPANY  
landscape architects



KEARNEY STREET &  
RETAIL / STUDIO ZONE

1' = 20'-0"

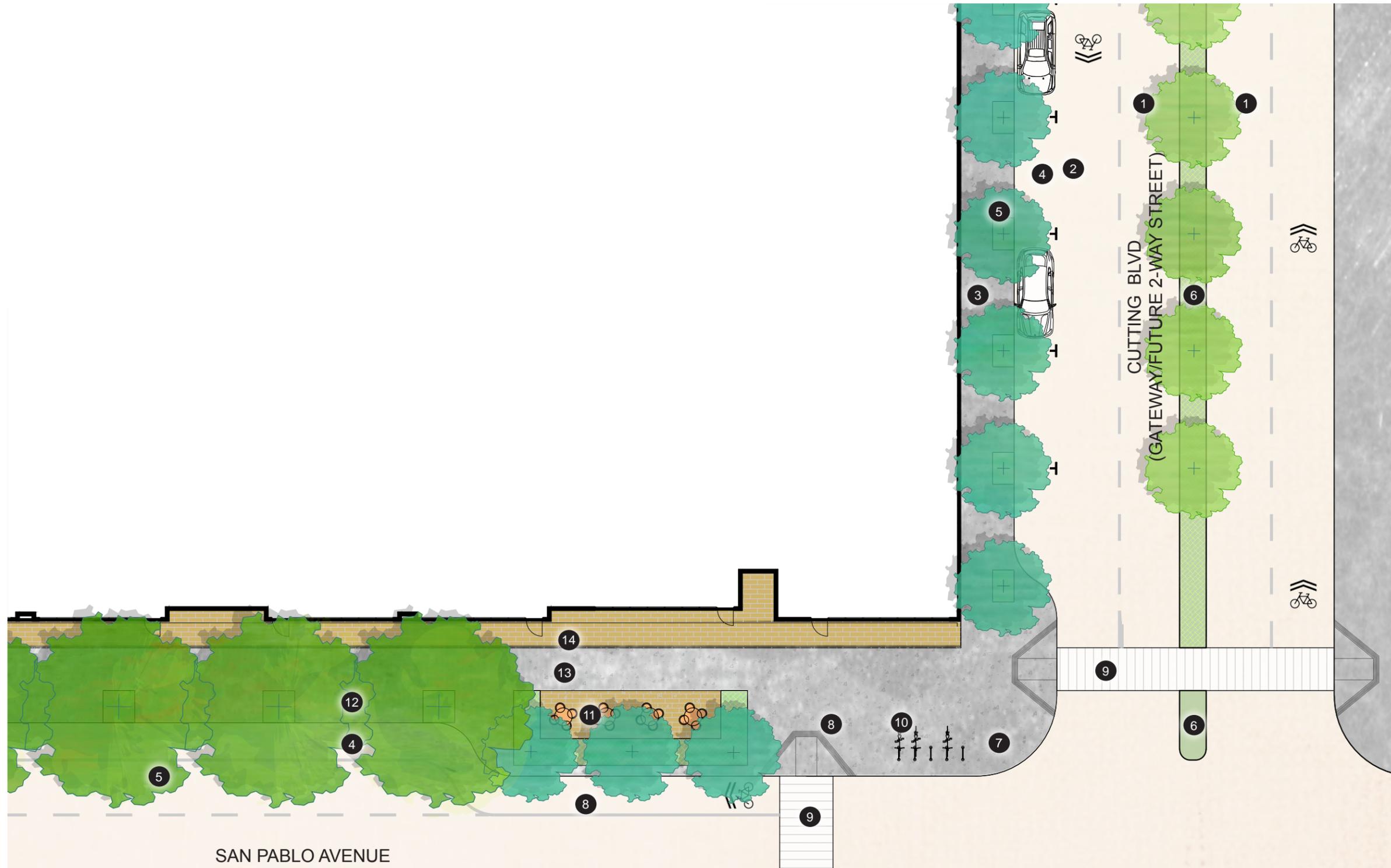


Graphic Scale: 1 inch = 20 feet



RFQ for the Acquisition  
and Development of the  
Mayfair Parcels

06/02/2016



**LEGEND**

- 1. FUTURE TWO-WAY STREET
- 2. SHARROW
- 3. 10' WIDE SIDEWALK
- 4. PARALLEL PARKING
- 5. STREET TREES
- 6. 5' WIDE PLANTED MEDIAN
- 7. BULB-OUT WITH ADA RAMP AT KEY INTERSECTIONS, TYP.
- 8. BIKE LANE
- 9. PEDESTRIAN CROSSING
- 10. BIKE RACKS
- 11. AMENITY SPACE FOR NEW RETAIL
- 12. SIDEWALK AMENITY ZONE
- 13. SIDEWALK PEDESTRIAN ZONE
- 14. SIDEWALK ACTIVITY ZONE



MILLER COMPANY  
landscape architects



CUTTING BOULEVARD &  
SAN PABLO AVENUE SCAPE

1" = 20'-0"



Graphic Scale: 1 inch = 20 feet



RFQ for the Acquisition  
and Development of the  
Mayfair Parcels

06/02/2016



SEATING AND PATIOS



CHILDREN PLAY AREA WITH SCULPTURAL ELEMENTS



BUILT-IN RECLINING LOUNGER



ENTERTAINMENT BALCONY & LOUNGE



FIRE TABLE



PLANTED TRELLIS



COMMUNAL TABLE



FEATURE PAVING BANDS



RAISED PLANTERS



COURTYARD LANDSCAPE

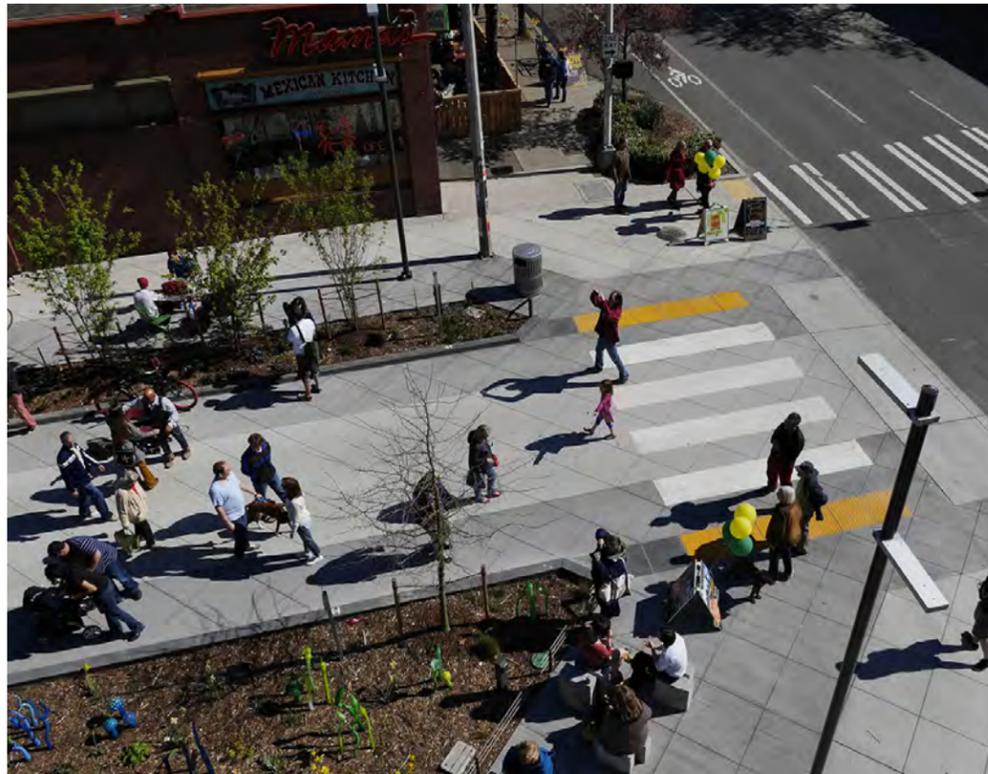


OUTDOOR KITCHEN



PEDESTRIAN MEWS WITH FEATURE LIGHTING





CURBLESS STREET WITH PLANTING & PEDESTRIAN AMENITY



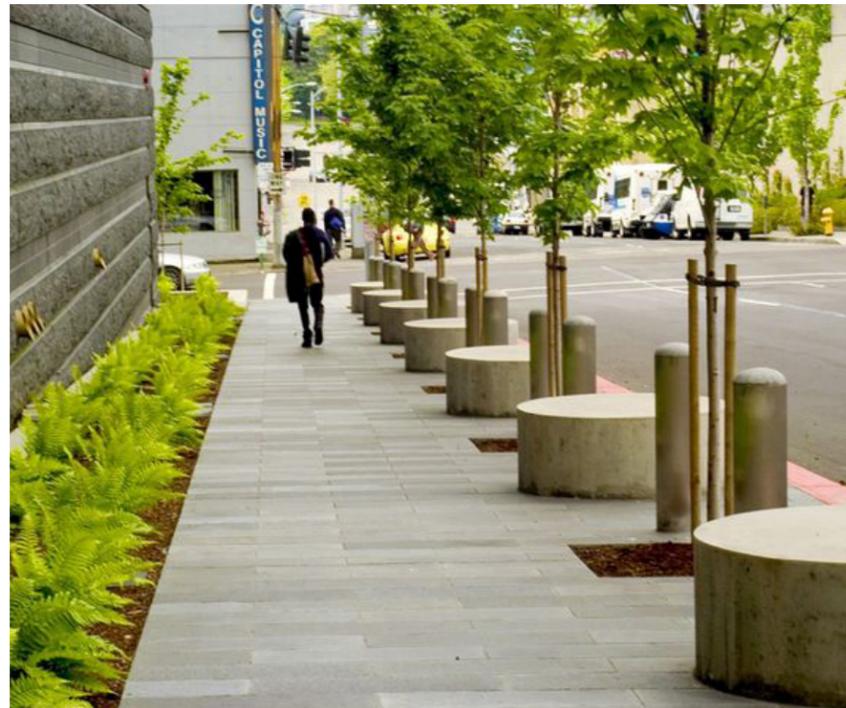
SIDEWALK AMENITY AREA



LANDSCAPED BULB OUTS AND ADA RAMPS



MODULAR, PREFAB RETAIL AND STUDIO SPACES



WIDENED SIDEWALKS WITH STREET TREES



OUTDOOR DINING SPACES ALONG OHLONE GREENWAY

**Co-developer** BRIDGE Housing Corporation

**Co-developer** Holliday Development

**Architect** Lowney Architecture

**Landscape Architect** Miller Company

**Construction Contractor** Cannon Constructors

**Legal Representation** Coblenz Patch Duffy & Bass LLP

**Proposed Property Management** BRIDGE Property Management Company for the BRIDGE development

Potential managers to be engaged and selected for Holliday Development

**Urban Planning and Land Use Consultant** Rhoades Planning Group



Holliday Development and BRIDGE Housing Corporation will joint venture to master plan the development site, including the creation of legal parcels. Each developer will then acquire its respective development parcel from the master plan entity and separately finance, develop, and own the resultant projects. There will be shared facilities including the large common amenity, parking. There will be other joint responsibilities that fall on the development parcels, including common area maintenance, ingress and pedestrian easements. All responsibilities of the ultimate owners will be documented in the conveyance agreements, a joint development agreement and related easement agreements if necessary.



**Co-Developers: BRIDGE Housing and Holliday Development**

In addition to their own independent work over the past decades, Holliday Development and BRIDGE Housing have successfully built mixed income, transit-oriented developments integrated with each other. This includes the Iron Horse Lofts and Coggins Square projects adjacent to Pleasant Hill BART, and the Central Station Master Plan near West Oakland BART, which includes Holliday's Pacific Cannery Lofts and BRIDGE's Ironhorse Apartments projects along with several other development parcels comprising over 1,000 additional ownership and rental homes. In addition, each of the companies have successfully planned and built modular housing projects as a progressive model for much needed housing near public transit hubs.

Combined, Holliday and BRIDGE have built multiple mixed use projects and thousands of units in collaboration with Cannon Constructors and Lowney Architecture. Rhoades Planning Group brings a technical and public responsiveness orientation that has helped to plan, design, entitle and build hundreds of transit-oriented units in the East Bay.

In addition to Holliday Development and BRIDGE, the HDBH team includes many other critical partners that we have long term relationships with, including Cannon Constructors, Lowney Architecture, Miller Company, and Rhoades Planning Group. Together, we are creative, experienced, flexible, and well-capitalized, and we are excited to bring our energy and our passion to the Mayfair site.



**BRIDGE Housing Corp** (Co-developer)

BRIDGE Housing Corporation (BRIDGE) was formed in 1983 with a mission to develop large volumes of high-quality, affordable homes in California. Transit-oriented development, which benefits people, neighborhoods, the environment and the economy, is one of BRIDGE's key strategies to achieving growth and sustainability. BRIDGE has created more than 75 transit-oriented and transit friendly developments, representing nearly 11,000 homes. Its commitment to smart growth, affordability and green principles has focused the organization, with thousands of additional homes in the transit-friendly pipeline.

In its 30-year history, BRIDGE has become one of the largest non-profit housing developers of multifamily homes in the United States. BRIDGE carries out its development work both on its own and in partnership with local government, foundations, private sector partners and other non-profit groups. The organization's successful endeavors with large scale mixed-use and mixed-income developments throughout California attest to BRIDGE's holistic approach to community development.

Working with partners, BRIDGE serves communities by designing housing solutions that also create jobs, retail activity, provides access to transit, services, and open space: all ingredients for sustainable neighborhoods. BRIDGE pursues an ambitious goal of "quality, quantity and affordability" while meeting the growing demand for affordable housing in high-cost California. We provide well-designed homes for working families and seniors in many settings and forms, from large-scale, mixed-use developments to low-rise apartment buildings designed to blend into their surrounding neighborhoods.

BRIDGE is a very strong and healthy development company with the expertise and flexibility to undertake challenging projects and create integrated developments with quality living environments that revitalize communities. To date, BRIDGE has:

- Built over 14,000 affordable homes for more than 35,000 Californians.
- Helped one-fourth of our residents advance to homeownership.
- Provided more than 550,000 square feet of commercial space, providing hundreds of construction and permanent jobs for local residents.
- Launched a number of innovative financing strategies, including the BUILD Initiative working with California Public Employees' Retirement System (CalPERS) to invest pension funds in mixed-income housing developments.
- Extended our reach beyond the Bay Area to San Diego, Los Angeles, Orange, San Bernardino and Ventura Counties and more recently to the Pacific Northwest where we are serving fast growing communities with ever-increasing housing needs.
- Won more than 50 state, national and international awards.

### **Financial Strength**

BRIDGE is in excellent financial condition and has ample access to capital, excellent lender relationships, a record of exemplary past performance, and strong creditworthiness. BRIDGE's long track record of success has resulted in the company having access to both debt and equity resources on extremely favorable terms even during the recent downturn. BRIDGE has also used a variety of innovative financing tools to finance the development and operations of its developments. BRIDGE has an extremely strong balance sheet and has sufficient working capital to invest early seed money into high priority housing developments. BRIDGE has strong relationships with all of the industry's major real estate lenders, including Wells Fargo Bank, Bank of America, US Bank, Union Bank and Citibank. And most recently, BRIDGE received an A+ credit rating from Standard & Poor's Ratings Services.

**Key Team Members****Cynthia A. Parker, President and CEO**

Cynthia A. Parker is responsible for the overall direction of BRIDGE, as well as its major affiliates such as BUILD, an investment advisor to CalPERS under the California Urban Real Estate Program, and BASS, a licensed life care provider. She joined BRIDGE Housing as President and CEO in February 2010. Ms. Parker brings over 30 years of diverse and relevant experience to BRIDGE, most recently as Regional President for Mercy Housing and President of Intercommunity Mercy Housing. Prior to her tenure at Mercy, she served as Senior Vice President for Seattle-Northwest Securities, a public finance firm, where she oversaw affordable housing, commercial and public facility real estate financing in five Northwest states. Previously, Ms. Parker worked for the City of Seattle, where she established the new Office of Housing, doubled the agency's housing production and managed a \$61 million biannual budget. Earlier, she served as the Executive Director of Anchorage Neighborhood Housing Services and General Manager of Portland Student Services. A former President of the National Neighborhood Housing Network and a former director of the Federal Reserve Bank of San Francisco, she has chaired the Sound Families Initiative for the Bill & Melinda Gates Foundation. She currently serves as a director of the National Affordable Housing Trust and the Federal Home Loan Bank of Seattle. Ms. Parker is a graduate of Portland State University.



**Brad Wiblin, Senior Vice President**

Mr. Wiblin joined BRIDGE in 1994 and has completed the development of over 2,500 units of affordable and market-rate housing in San Jose, Irvine, Carlsbad, San Marcos and San Diego. In 1998 he opened BRIDGE's San Diego office, establishing a solid foundation for BRIDGE's expanded presence in Southern California. Currently Mr. Wiblin is managing BRIDGE's statewide business development and acquisition activities. He is an associate member of the Urban Land Institute and a member of the Residential Real Estate Committee of the University of San Diego. Mr. Wiblin holds a Bachelor of Science in Design from Arizona State University and a Master of City Planning from the University of California Berkeley. Mr. Wiblin is a Berkeley resident.



**Kevin Griffith, Director of Business Development**

Mr. Griffith has over 16 years of experience in real estate development with a particular emphasis in affordable housing. Mr. Griffith joined BRIDGE in 1998 and as a Project Manager led the development of 8 projects including over 800 units of rental and for-sale housing. Mr. Griffith is currently tasked with new business development, with particular focus on BRIDGE's expansion in to the Portland and Seattle regions. His efforts have resulted in fifteen new developments and over 2,500 units in BRIDGE's pipeline. Before coming to BRIDGE, Mr. Griffith attended the Department of City and Regional Planning at the University of California, Berkeley where he graduated with a Master's degree in City Planning.



**Ann Silverberg, Executive Vice President**

Since she joined BRIDGE in 1990, Ms. Silverberg has assumed increasing responsibility in real estate development and asset management. As Project Manager and Director of Development, she produced many of BRIDGE's signature projects, including Montevista Apartments, a 306-unit, mixed-income property in Milpitas. As head of the Portfolio Management Team, she focused on maintaining the physical and financial health of BRIDGE's assets. Today, as Executive Vice President, she oversees the company's real estate development and major rehab activities in Northern California as well as debt and equity placement. Ms. Silverberg serves on the Board of Trustees and the Investment Committee of the National Affordable Housing Trust and the Board of Directors of the California Housing Consortium (CHC). She is a member of the Investment Committee for the Housing Partnership Equity Trust, the only equity REIT that focuses on affordable housing and is a past President of the Board of Directors of the Non-Profit Housing Association of Northern California (NPH). Ms. Silverberg holds a Political Science degree from UCLA and a Master's in City and Regional Planning from UC Berkeley.

# Central Station, Oakland, CA



Central Station is a redevelopment of 29 acres of underutilized land located in West Oakland into a vibrant mixed-income neighborhood.



Affordable Units / Total Units: 99 / 596  
Original Project Value: \$51,500,000

The majority of the Central Station site was vacant at purchase except for two warehouse structures and a former railroad terminal designated as a historical landmark. Renovation of the historic train station will be developed using a phased approach, with The Station ultimately being a community asset for the Central Station neighborhood, West Oakland and the entire Bay Area. Central Station currently includes Ironhorse, a 99-unit affordable rental property developed by BRIDGE Housing; Pacific Cannery Lofts, 164 live/work condo units developed by Holliday Development; and Zephyr Gate, 130 three-story townhomes developed by Pulte Homes. Ultimately, the plan is for a total of 1,200 to 1,500 units of mixed-income housing and mixed-use development from Grand Avenue on the north to 10th Street on the south.



# Coggins Square / Ironhorse Lofts, Walnut Creek, CA



Located adjacent to the Pleasant Hill BART station in Contra Costa County, Coggins Square is a great example of “smart” transit-based workforce housing.

Affordable Units / Total Units: 87 / 141  
Original Project Value: \$24,200,000

BRIDGE partnered with Holliday Development and The Martin Group to develop the 3.5 acre master planned site. The apartments, developed by BRIDGE, received joint planning approvals with 54 townhomes developed by Holliday Development and The Martin Group. The two projects are designed by the same architect and share site amenities including a pool, play area, and open space.

**Architect:** David Baker & Partners

**General Contractor:** Segue Construction

**Financial Partners:** Contra Costa County Redevelopment Agency, Contra Costa County Community Development, Wells Fargo Bank, World Savings Bank, Federal Home Loan Bank, Fannie Mae, Metropolitan Transportation Commission



# MacArthur Station, Oakland, CA



A mixed-use, mixed-income transit-oriented development, MacArthur Station will provide 675 new housing units, as well as commercial, retail and community space.

Affordable Units / Total Units: 112 / 675  
Project Value: \$340,000,000

The overall MacArthur Station development will include construction of five buildings for high density, multifamily housing, with a new 478-space parking garage, completed in September 2014, for BART patrons and guests. In addition the development includes Mural, 90 apartments developed by BRIDGE for very low income families, as well as 42,500 square feet of local commercial and retail space along with 5,000 square feet of space for community use. Ultimately MacArthur Station will create a vibrant transit-oriented community that enhances bicycle and pedestrian use, with increased access to the BART station and connecting public transit lines.

**Architects:** McLarand Vasquez Emsiek & Partners (master plan); Lowney Architecture and International Parking Design, Inc. (parking structure); Van Meter Williams Pollack (affordable); Ankrom Moisan Architects, Inc. (parcels A & C1)

**General Contractors:** James E. Roberts Obayashi Corp. (affordable); Howard S. Wright, a Balfour Beatty Company (parking structure); McGuire and Hester (site development); Cannon Constructors (parcels A & C1)

**Financial Partners:** Office of Neighborhood Investment (RDA Successor Agency), Bay Area Rapid Transit (BART), California Department of Housing and Community Development, City of Oakland



# Marea Alta, San Leandro, CA



Marea Alta is an innovative mixed-use, transit-oriented, affordable housing development at the San Leandro BART station.

Affordable Units / Total Units: 115 / 115  
Project Value: \$60,000,000

Marea Alta will include 115 affordable apartment homes for families and a child care center operated by Davis Street Family Resource Center. Sited on what was formerly a BART parking lot adjacent to the San Leandro BART Station, the development will include the creation of more than 240 below-grade parking spaces for BART patrons. Removal of the existing parking lot, combined with the ground floor community-serving space, will enrich San Leandro Boulevard and promote pedestrian activity.

Marea Alta, which is being constructed with an innovative design-build process to increase project efficiencies, is the first phase of a two-phase development. Phase II, currently in predevelopment, will consist of 85 units of affordable senior apartments.

**Public Partner and Land Owner:** San Francisco Bay Area Rapid Transit District (BART)

**Architect:** Ankrom Moisan Architects, Inc.

**General Contractor:** Cannon Constructors North, Inc.

**Financial Partners:** Wells Fargo, N.A.; California Department of Housing and Community Development; City of San Leandro; Federal Home Loan Bank of San Francisco

# Strobridge Court Apartments, Castro Valley, CA



Strobridge Court Apartments includes a mix of senior and family apartments and is located at the Castro Valley BART station.

Affordable Units / Total Units: 96 / 96  
Original Project Value: \$13,300,000

The development of Strobridge Court includes the renovation of the historic Strobridge House and the inclusion of a BART police substation. The Metropolitan Transportation Commission conferred its Grand Award upon Strobridge Court, which was also given the Pacific Coast Builders Conference Gold Nugget "Best in the West" award.

**Architect:** Treffinger, Walz & MacLeod

**General Contractor:** Agresti & Associates

**Financial Partners:** Wells Fargo Bank, Alameda County, SAMCO, Federal Home Loan Bank, CalPERS, World Savings Bank, Edison Capital Housing Investments



# Trestle Glen, Unincorporated San Mateo County, CA



Trestle Glen is part of the redevelopment of a 2.7-acre site adjacent to the Colma BART Station into a high-density, transit-friendly, residential community.



Affordable Units / Total Units: 119 / 119  
Original Project Value: \$44,500,000

The 119 affordable apartment homes at Trestle Glen range from one to three bedrooms. Amenities include a community room, landscaped courtyard areas, and a 56-slot child care facility with outdoor play space. This GreenPoint-rated community's location encourages walkability and the use of the adjacent transit services. The property is decorated with over 40 works of art from Creativity Explored, a nonprofit visual art center where artists with developmental disabilities create, exhibit, and sell art. In November 2007, Trestle Glen received an award for its exemplary program and site design from the Grand Boulevard Initiative, which aims to transform El Camino Real into a vibrant, safe and welcoming place to live, work and play.

**Architect:** KTG Group, Inc.

**General Contractor:** Segue Construction, Inc.

**Financial Partners:** County of San Mateo Department of Housing; The California Department of Housing & Community Development; Citi Community Capital; Housing Endowment and Regional Trust (HEART) of San Mateo County; Wachovia Affordable Housing Community Development Corp., a Wells Fargo Company; Union Bank; Federal Home Loan Bank of San Francisco; U.S. Department of Housing and Urban Development

### Experience

**Holliday Development** has been a pioneer in Bay Area real estate and community development for nearly 30 years, starting with San Francisco's first live-work lofts with iconic projects like The Clocktower and 601 4<sup>th</sup> Street, and continuing into transitioning neighborhoods like Emeryville and West Oakland. Most recently, HD has also pushed innovation in building technology, successfully undertaking San Francisco's largest off-site construction project to-date with 5880 Third Street, 136 units in the Bayview community built largely off-site at McClellan Air Force Base. The offsite construction improved the speed of construction, improved quality, created less disruption for the community, and facilitated greener construction techniques than conventional construction.

Holliday Development has also achieved consensus on bold visions among competing interests that resulted in unanimous votes of planning commissions and city councils, most recently and notably in Oakland, San Francisco, and Truckee, California. HD has realized success on ambitious land use entitlements to turn 30 industrial acres in politically-charged West Oakland into 1,200 units of housing, and create 900,000 square feet of new development in a historic downtown near environmentally-sensitive Lake Tahoe. Our approach towards new development is in partnership with the community and city's with which we work in order to achieve the greatest outcomes.

We believe in creating a development of the highest possible use intensity that is civically, socially, and environmentally responsible. Our buildings are not just about the physical structure, they are about the integration with the existing community and the homes that are being created for years to come. Mixed use development is critical to vibrant infill projects, and we commit extra effort to finding local retail partnerships that serve both the residents of our buildings as well as the community as a whole. This work has been proven in our recently completed work on Third Street in San Francisco and our currently under construction project in Emeryville, The Intersection.



**Rick Holliday, President**

Bay Area native Rick Holliday graduated from the University of California at Berkeley, earning both an undergraduate degree in urban policy, and a master's degree in city and regional planning. He went on to first launch Eden Housing and later BRIDGE Housing Corporation, two of the most successful affordable-housing corporations in the nation, before starting Holliday Development in 1988. Rick oversees the strategic, corporate, and political positioning of Holliday Development. Additionally, he is a guest lecturer for the Urban Land Institute, the University of New Mexico's graduate program in Real Estate, and the Real Estate MBA Program at his alma mater. Married with two grown daughters, he currently resides in Berkeley.



**Kevin Brown, Partner**

Kevin has been applying his passion for innovative real estate and community development for over a decade with Holliday Development. In addition to working with Rick on the strategic vision for the company, Kevin manages all aspects of the development process, starting from acquisitions and finance through to design, construction, and marketing. Kevin has overseen more than \$300 million of new developments and helped over 750 new residents join award winning Holliday Development communities. His work has ranged from boutique residential developments to complex master plans and land development. After receiving a degree from Georgetown's McDonough School of Business with an emphasis on Finance and Psychology, he returned to his Bay Area roots and lives in Lafayette with his wife Andi and twin boys Adam & Graham. A licensed real estate broker, member of ULI and SPUR, he is also an active cyclist and USAT tri-athlete.



**Nancy Holliday, Creative Director**

Nancy has been involved in Holliday Development since the company's inception; the house that she and Rick built by hand served as equity to start Holliday Development. Formally trained in exercise physiology at UC Berkeley, Nancy developed programs in corporate and hospital health promotion and in nutrition and cardiac rehabilitation for over 10 years. In 1990, she shifted her focus and began running design centers at Holliday Development's Bay Area loft projects. Recognizing a unique opportunity, she soon opened her own business, DesignMesh, which worked to find creative and cost-effective ways to furnish the common spaces in affordable housing projects, including reselling developers' model furniture and using student art and photography. DesignMesh then expanded into the budding tech world and produced some of the earliest real estate websites, winning a Best of the Bay award for Holliday's Emeryville Warehouse project. Nancy now serves as the Creative Director at Holliday Development where she is responsible for websites, photography, branding, and interior design. In addition to her work at HD, Nancy is also an artist working with her photography and alternative printing materials.

**Pacific Cannery Lofts** (PCL)

1201 Pine Street, West Oakland

With 163 for-sale homes, PCL is pioneering work in a renovated industrial space in West Oakland. Sustainable adaptive reuse of the original Pacific Canning Company, the project was a leader in providing a bike lounge with repair stations, lockers and work tables, and the first to provide a communal dog wash station. **Bridge Housing** has built 99 affordable units next door in their ***Ironhorse Apartments*** project.

- AWARDS:
  - 10's Best Residential Landscapes
  - MHN (Multi-Housing News) Excellence Award – Best New Development/Adaptive Reuse
  - CalGeo 2010 Outstanding Project Award
  - Gold Nugget James Hardie Design Award
  - Gold Nugget Award of Merit – Best Adaptive Re-Use Project
  - National Honor Award for Residential Design
- GreenPoint Rated
- Development Cost: \$50 million







## The Intersection

3800 San Pablo Avenue, Emeryville

The Intersection is a mixed use project that combines new construction and rehabilitation of an existing building. The site straddles the Emeryville/Oakland border, and it is a model of **transit-oriented development** with amenities and programs to encourage alternative transportation use with transit passes, live transit displays, free public transportation (Emery Go Round), walking distance to BART, car share membership, EV charging stations, bike share, and bike parking & lounge with repair station. The mixed use project integrates residential and commercial programs involving local neighborhood serving businesses. The site has direct connection to local restaurants and retailers, particularly in support of entrepreneurs, and co-working space to foster sharing and innovation. The green features include exceeding Title 24 by 24% with features such as solar-assist hot water and upgraded glazing systems, and a rain garden design in collaboration with SF Estuary Partnership.

- 105-unit multi-family + over 25,000 sf of commercial + 1050 sf of live-work spaces
- Green/Healthy Design
  - Exceed 20% beyond California Energy Code
  - Retrofitting and repurposing of existing commercial building
  - Domestic solar hot water & PV ready
  - Roof garden
  - Drought-tolerant landscape
  - Innovative storm water strategy – collaboration with SF Estuary Partnership on a Rain Garden.
  - Tenant-use dog runs and dog wash station
- Estimated Development Cost: \$38 million





## Iron Horse Lofts

Las Juntas Way & Coggins Drive, Walnut Creek

**Iron Horse Lofts** comprises of 54 Townhouse-Lofts adjacent to **Pleasant Hill BART station** and **Iron Horse Regional Trail**, connects cities of Concord and Pleasanton.

- Construction by **Cannon Constructors**, 2000 - 2001
- Designed and built in tandem with **Coggins Square Apartments** by **Bridge Housing**, 87 affordable apartment rentals including 5 subsidized Section 8 apartments.
  - Shared amenities – outdoor pool, play area and landscaped space with Coggins Square
- AWARDS:
  - Award of Excellence (California Redevelopment Association)
  - Builder's Choice Grand Award
  - Gold Nugget Award of Merit
  - Real Estate Deal of the Year Award – Best Suburban Residential
  - Best Townhome Community Finalist
- GreenPoint Rated
- Development Cost: \$21 million





## The Union

532 Union Street, West Oakland

The Union is a 110-unit housing project with 3,300 sf of commercial space in West Oakland planning to start construction in the fall. It is a **TOD – BART oriented project**, 1/4-mile from West Oakland BART station. An open plaza with a garden, a light court at grade and a roof deck provide active communal spaces for the residents. It is a bike-friendly project with secure shared bike terrace on every floor to encourage connecting to over 150 miles of interconnected bikeways in Oakland. Within a mile distance are local eateries, art and entertainment venues, community fitness center and independent retailers for vibrant urban living.

- Estimated Development Cost: \$36 million



## 5800 Third Street

Bayview, San Francisco

A master plan of four buildings comprising of just under 400 units a block from **Carroll Avenue Light Rail Station**, has transformed Carroll Station in the Bayview. **Holliday Development** is responsible for the construction of 273 of the units with Cannon Constructors as the General Contractor. HD collaborated with the **SF Redevelopment Agency** to convert the fourth building site to be for senior housing (Dr. George W. Davis Senior Building) with **Bayview Senior Services** (aka Bayview Hunters Point Multipurpose Senior Services) for 121 affordable senior rental units. The senior housing shares outdoor open space with **the adjacent buildings, which include** a communal terrace deck with BBQs, a fire pit, a dog wash station, and generous secure bike parking.

**5800 + 5900 Third Street** project, the other two of the four buildings, comprises of 137 units and over 20,000 sf of retail space. Also a block from **Carroll Avenue Third Street Rail Corridor**, **Bridge Housing** has built **Armstrong Place Senior Housing**, 116 affordable rentals with 9,000 sf of commercial space.

- **5800 & 5900 Third Street**, total of 137 units including 17 Below Market Rate (BMR) units - Inclusionary Housing Program, and 20,000 sf of commercial by local businesses
- **Dr. George W. Davis Senior Building** – 121 affordable senior units with senior center
- **5880 Third Street**, to be completed by May of 2016, total of 136 units, including 20 affordable
  - Modular housing – efficient & ecological construction – all work done prevailing wage
  - SF Chronicle article (10/9/15)
  - Development Cost: \$90 million







## Blue Star Corner

Halleck Street & Park Avenue, Emeryville

Blue Star Corner is innovative 20 four-level townhouses with efficient yet spacious living, outdoor open space and bikeable community inspired by a high density Dutch development in Amsterdam.

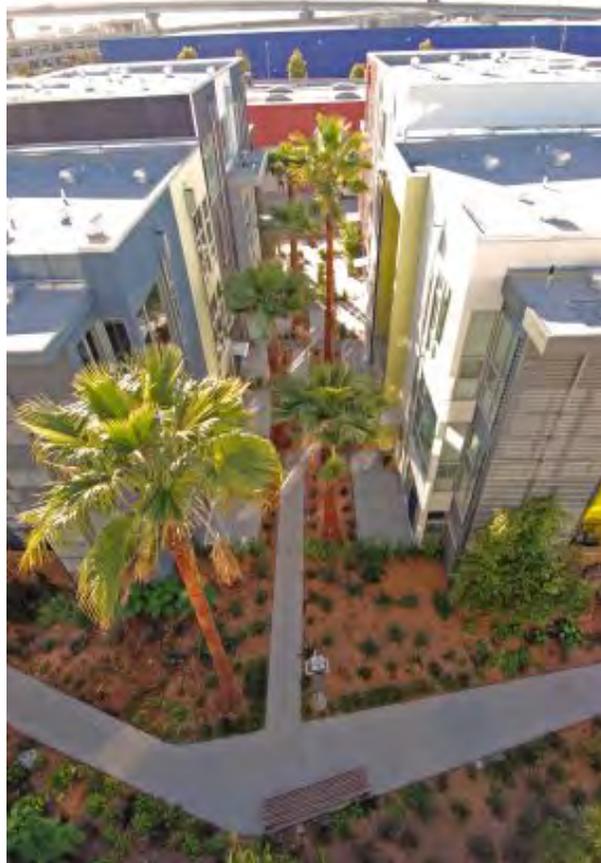
- GREEN
  - First Multi-family **LEED for Homes** certified project in California (2007) – chosen as one of the nine to partake in a pilot program; the only one on an urban infill site, setting the standard for green building
  - Sustainable, walkable community
  - overhangs, natural ventilation, 30% fly ash in concrete, additional insulation, bamboo flooring, native drought-tolerant plants, permeable paving, 27% of site as open green space, low-flow fixtures, Energy Star appliances, private flexible multi-use spaces
- AWARDS
  - Gold Nugget Award of Merit – Best Sustainable Community
  - 2008 Exceptional Residential – Bay Area Regional Design Merit Award
  - AIASF Citation Award – Excellence in Architecture
- Development Cost: \$15 million







Cheredia / Mark Cucchiara



## List of Other Projects

### **The Clock Tower**, San Francisco

- Three building live/work community with 127 units
- AWARDS
  - Award of Merit for Residential Design Excellence
  - Design Excellence – Adaptive Reuse

### **Durkee Lofts**, Berkeley

- Rehab of 1929 factory warehouse, 18-unit affordable rentals
- The first artist housing funded with federal and state tax credits
- Gold Nugget Merit Award

### **355 Bryant Street**, San Francisco

- Rehab of 1916 brick-and-timber printing house
- 44-unit lofts for sale
- Gold Nugget Merit Award

### **Goodman 2 @ Arkansas Park**, San Francisco

- Mix of affordable and market-rate for sale housing with 94 units, and a community art performance space
- Merit Award

### **The Marquee Lofts**, San Francisco

- San Francisco's first north of Market Street lofts.
- 450,000 sf mixed-use with 51 luxury condos, multiplex cinema, 35,000-sf fitness center, a restaurant, a business incubator, and 401 underground public parking spaces
- Rehab of the Year Award

### **Hamilton Park**, Novato

- Nation's first conversion of a military base into a mixed residential/commercial development
- With parks, tree-lined streets, a town center, retail & office space, attached & single-family homes, townhomes (Hamilton Park) a senior residential facility (the Villas at Hamilton Park) for a total of 216 units, and open space and wetlands.
- Mixed Use Project of the Year Award

### **Emeryville Warehouse**, Emeryville

- Adaptive use of former furniture factory from 1920 into 142 live-work lofts
- AWARDS
  - Builder's Choice Grand Award
  - Golden Nugget Merit Award – Best Mixed Use

### **Rhoda Goldman**, San Francisco

- Seven-story 155 rental units, offers services and facilities to foster independent lifestyle for the elderly

**Warehouse Artist Lofts**, Sacramento

- Adaptive reuse of a furniture storage warehouse with over 90,000 sf in a six-story concrete building and a three-story brick & timber framed exceeding 9,300 sf of space.
- New construction includes a six-level structured parking garage, lofts, garage podium loft penthouses, and six freestanding townhomes for total of 137 units.
- Sustainable project partnership with SMUD (Sacramento Municipal Utility District) and NREL (National Renewable Energy Lab) to reduce energy consumption by 50-80% while generating its own energy.

**Jamestown / Candlestick Heights**, San Francisco

- Revived a partially built 198-unit development to offer spacious family housing with world class views and beautiful outdoor space including community gardens.
- Mixed-income housing

**601 4<sup>th</sup> Street**, San Francisco

- Conversion of the Heublein Building, a historic wine distributorship into 85 loft units.
- Best Dressed Award

**Projects in Progress**

**Central Station**, Oakland

- In collaboration with **Bridge Housing** as one of the players, between now and 2013, Central Station will bring between 1,200 to 1,500 new homes, condos, townhomes, and apartments to a 29-acre area affected by the 1989 Loma Prieta earthquake.
- Parks, community services, and shops will enliven the neighborhood
- Reuse of 16<sup>th</sup> Street Station to be owned and operated by a nonprofit

**Truckee Railyard**, Truckee

- Three distinct districts will guide and shape the redevelopment of the Master Plan Area: The Downtown Extension, The Industrial Heritage, and The Trout Creek
- It will be an eclectic mix of building types and uses within an attractive, pedestrian-oriented neighborhood.



SmartSpace Harriet



3800 San Pablo - The Intersection



2539 Telegraph



2701 Shattuck

## FIRM PROFILE

Lowney Architecture is a 30 person architectural firm with experience in lifestyle and civic oriented projects. Ken Lowney founded the firm in 2003, and brings over 20 years of experience to his roles as President and Design Director. The firm is based in Oakland, and knows and builds retail from restaurants to grocery stores to shopping centers, throughout the greater Bay Area. Lowney Architecture has a strong multi-family and student housing practice, bringing on award winning designers, and working with some of the area's most innovative and forward-thinking developers. In addition to traditionally built housing, the firm is a leader in factory-built housing projects, working closely with the two largest manufacturers of factory-built housing in the market. The firm has extensive experience working with multi-layered civic and institutional client organizations and complex projects ranging from campus masterplanning, to individual projects such as libraries, museums, classroom buildings, and city halls amongst others with Elisabeth Sporer and Mark Donahue in Lowney's leadership team. The firm's dedication to design and technical excellence in conjunction with an early adoption of cutting-edge BIM technology, has resulted in a strong, steady growth as a company. The Lowney team is bringing its knowledge, skills and values to every new project.

## FRESH CONCEPTS AND INNOVATIVE DESIGN

Lowney Architecture brings fresh thinking to each project, because we blend the latest techniques with the deep personal experience of our senior staff in design and construction. Community engagement and understanding the perspectives of the people who use our buildings are central to our design process. This responsiveness comes from our extensive experience planning, programming and designing large mixed-use retail and multi-family developments, where our work is focused on providing memorable experiences for the people who visit, live and work at our projects, as well as providing a tightly coordinated project delivery process to meet our clients' strict budgets and schedules.

## SENSITIVE SITE PLANNING

Site specificity and contextual sensitivity are fundamental to our approach on all of our projects. Our experience working in complicated urban and natural settings has honed our ability to make safe and inviting places compatible to their surroundings and that engage the community. For UC Santa Cruz, our team of Walker Macy and Sherwood Design Engineers offers intimate knowledge of the campus environment that will allow us to carefully work with the existing building clusters situated with respect to the marine terraces and ravines, and continue to celebrate the beauty of the existing natural environment while adding new elements, enhancing view corridors, and assessing pedestrian connections that will enrich the campus fabric.

## SUSTAINABLE DESIGN

We added the most forward thinking experts in the field of sustainability to our team, to ensure we are not leaving a stone unturned that may allow for a better approach. Lowney Architecture has experience designing and building Net Zero Energy and LEED Platinum level projects.

## CLIENT/OWNER REFERENCES

### **Patrick Kennedy**

Panoramic Interests  
2116 Allston Way, Suite 1  
Berkeley, CA 94704  
510-883-1000x300  
pck@panoramic.com

Project: 2539 Telegraph, SmartSpace Harriet, Pasadena Art Center

### **Gaye Quinn**

Westlake Urban, LLC  
520 S. El Camino Real, 9th Floor  
San Mateo, CA 94402-1722  
650-353-5627  
gaye.quinn@westlakeurban.com

Project: Santa Rosa Housing

### **Matt Branagh**

Chief Executive Officer and Owner, Branagh Development  
100 School St  
Danville, CA 94526  
925-743-9500  
mattb@branagh.net

Project: 4045 Broadway

## CONTRACTOR REFERENCES

### **Derek Davis**

Davis Reed  
3480 Sunrise Blvd, Suite 201  
Rancho Cordova, CA 95742  
916.504.4070

### **Robert Jones**

Regional Superintendent, The Whiting-Turner Contracting Company  
4690 Chabot Drive, Suite 120  
Pleasanton, CA 94588  
925.271.6586

**Ken Lowney**  
Design Principal



Ken Lowney founded Lowney Architecture in 2003 and is the President and Design Director of the firm. Mr. Lowney has worked with small and large corporations, non-profits, city governments, communities, and private developers in Northern California and throughout the United States. Projects range in scale from \$100,000 to \$100,000,000. Project expertise includes grocery stores, retail, housing, restaurants, offices, parking structures, and master plans. The firm has begun to develop an educational project sector. It has won numerous design awards from business and trade organizations, including the Golden Nugget and the American Institute of Architects. The San Francisco Business consistently ranks Lowney Architecture amongst the top firms in the greater Bay Area.

Ken believes that architecture encompasses more, and has more to contribute to society, than just buildings. Locally, in Oakland, he is involved with leading discussions about community and economic development through leadership roles in the Oakland Metropolitan Chamber of Commerce and the Oakland Land Use Committee. Regionally and Nationally, Ken is a Full Member of the Urban Land Institute's (ULI) Small Scale Development Council and the International Council of Shopping Centers (ICSC), where he regularly speaks about design innovation and the future of cities.

**Education**

SCI - Arc  
Master of Architecture

Architectural Association  
Architectural Studies

Occidental College  
Bachelor of Arts, Philosophy

**Affiliations**

SPUR Oakland, Board of Directors

Oakland Metropolitan  
Chamber of Commerce:  
*Board of Directors*

Oakland Land Use Committee, Chair

Oakland Builders Alliance

American Institute of Architects

Urban Land Institute:  
Small Scale Development Council, Member

International Council of Shopping Centers

**Relevant Projects**

Broadway Valdez Specific Plan, Oakland, CA

Smart Space Harriet Modular Housing, Berkeley, CA

The Orchards Specific Plan, Walnut Creek, CA

South King Student Housing, Honolulu, HI

The Intersection Mixed Use Housing, Emeryville, CA

2539 Telegraph Avenue Student Housing, Berkeley, CA

Truckee Railyard Downtown Expansion, Truckee, CA

San Pablo Tower Housing, Oakland, CA

2701 Shattuck Modular Housing, Berkeley, CA

MacArthur BART Transit Village Retail / Parking Structure, Oakland, CA

Site G - Jack London Square Retail / Parking Structure, Oakland, CA

**Other**

Head Start Child Care Center, Oakland, CA

Kids Country Afterhour Care, Livermore, CA

Whole Foods, Multiple Locations California

Safeway, Multiple Locations in US & Canada

Restaurants in Oakland: Southie, Cafe Underwood, Chow, Clove & Hoof

JLS Bowling Alley, Oakland, CA

The Warren Modular Housing, Sacramento, CA

Toler Oaks Condominiums, Oakland, CA

**G. Elisabeth Sporer**  
Principal In Charge



Elisabeth directs day-to-day operations at Lowney Architecture. She provides office leadership in meeting financial goals and project performance, with direct daily management of project delivery, administrative operations and risk management. Elisabeth has a proven record of creative and strong technical orientation as well as strategic problem solving ability. She enjoys working in a team-based environment that specializes in providing a high degree of service and design quality. Elisabeth's professional experience includes award winning small to large scale architecture, interior architecture, and masterplanning projects encompassing civic, academic, commercial, transportation and residential / mixed-use housing projects for firms such as EHDD, SMWM [now Perkins Will], and STUDIOS.

**Education**

Master of Science in Advanced Arch. Design  
Columbia University  
New York, New York

Diplom Ingenieurin in Architektur  
(Equivalent to MArch)  
Technische Universitaet Berlin  
Berlin, Germany

Vordiplom in Architektur  
(Equivalent to BArch)  
Technische Universitaet Berlin  
Berlin, Germany

**Relevant Projects**

South King Student Housing, Honolulu, HI  
UCSC Biomed Building, Santa Cruz, CA\*  
California Dept. of Health Services Office Building, Richmond, CA\*  
2539 Telegraph Ave. Student Housing, Berkeley, CA  
UCB Clark Kerr Student Housing Renovation, Berkeley, CA\*\  
The Intersection Mixed-Use Housing, Emeryville, CA  
UCSB Ocean Sciences Building, Santa Barbara, CA\*  
Truckee Railhouse Housing, Truckee, CA  
Pomona Millikan Classroom Building, Pomona, CA\*  
10 The Orchards Neighborhood Lifestyle Center, Walnut Creek, CA  
San Pablo Residential Tower, Oakland, CA  
Union City Library Masterplan/Concept, Union City, CA\*

**Awards**

The Chicago Athaneum American  
Architecture Award For California Department  
Of Health Services (Cdhs) Office Building

AIA East Bay Award Of Merit  
For CDHS Office Building

AIA Sf Green Design Award  
Santa Rita Elementary School In Los Altos

AIA Sf Excellence In Design Award/Best Of  
The Bay For Milpitas City Hall

**Other**

The Pruneyard at Campbell Mixed-Use Commercial Campus, CA  
Sacramento Intermodal Transit Facility Masterplan/Concept (TOD), Sacramento, CA \*  
Treasure Island Masterplan/Concept (TOD), Treasure Island, CA\*  
Milpitas City Hall, Milpitas, CA\*  
Exploratorium Museum, San Francisco, CA  
Los Altos School District Masterplan, Los Altos, Ca  
UC Merced Student Housing, Merced, CA  
The Packard Foundation, Los Altos, CA

\*Performed with previous firm

**Nick Gomez**  
Senior Designer



Nick has over 15 years experience in affordable multi-family housing and educational projects. He has worked in all capacities on these projects from Schematic Design through Construction Administration. Many of the housing projects he has completed have received awards at both the local and national levels. Nick's expertise in housing and experience with regulatory agencies like DSA has been a good fit for Lowney's factory built housing projects with Zeta Communities. Nick has a background in the arts, and has exhibited his work and collaborations at local galleries and museums. He was appointed to sit on the Alameda County Public Art Advisory Committee, where he helps select artists to participate and advise on the implementation of public art projects.

**Education**

Barch  
California College of the Arts

**Affiliations**

Alameda Public Art Advisory  
Committee - Second Year of a  
Four Year Term

**Awards**

Gold Nugget Award of Merit  
SOMA Residences  
Pacific Coast Builders Conference

Exceptional Residential  
Bay Area Design Merit Award  
Folsom & Dore  
AIA East Bay

National Green Building Award  
Folsom & Dore  
American Institute of Architects

AIA National Housing Award  
Richardson Apartments  
American Institute of Architects

**Relevant Projects**

The Intersection Mixed-Use Housing, Emeryville, CA\*\*  
5830 3rd St Housing, San Francisco, CA\*\*  
335 Third St Housing, Oakland, CA  
41st St. Townhomes, Oakland, CA  
4045 Broadway Housing, Oakland, CA  
40th St. Apartments, Oakland, CA  
Eviva Midtown Modular Housing, Sacramento, CA\*\*  
Harmon Street Apartments, Berkeley, CA  
The Richardson Apartments, San Francisco, CA\*  
888 Seventh Street, San Francisco, CA\*  
Folsom + Dore Housing, San Francisco, CA\*  
SOMA Residences, San Francisco, CA\*  
The Warren Modular Housing, Sacramento, CA

**Other**

Berkeley High Stadium - Berkeley Unified School District - New building\*  
Richmond High School Stadium - West Contra Costa School District - New building\*  
BUSD Transportation Facility - Berkeley, CA - New Building\*  
Helms Middle School - West Contra Costa School District - New campus\*  
MLK JR. Dining Commons - Berkeley Unified School District. - New building\*  
2701 Shattuck Modular Housing, Berkeley, CA

\*Performed while with previous firm

\*\*Under construction

**Alexandra Lee**  
Project Manager



Alexandra has worked in the San Francisco Bay Area and New Mexico on projects ranging from commercial retail, public schools, multi-family housing and single family residences. Her diverse skills draw from her hands-on academic career, and her background in advertising and marketing. At Lowney Architecture, she has focused her work on enhancing local communities by creating interactive, sustainable and beautiful designs. She currently resides in San Francisco.

**Affiliations**

Equity by Design  
Urban Land Institute Young  
Leaders Group  
Bay Area Young Architects

**Education**

Bachelor of Architecture  
California Polytechnic State University,  
San Luis Obispo, 2008

Denmarks International Study Abroad  
Program, Copenhagen, 2007

**Retail**

"The Orchards" - Shopping Center, Walnut Creek, CA - 200,000 s.f.  
Shops On Broadway, Oakland, CA - 36,000 s.f.  
ShoeBiz Blackhawk Plaza, Danville, CA - 3,500 s.f.  
Safeway, Berkeley, CA - 50,000 s.f.  
Safeway, Los Altos, CA - 50,000 s.f.  
Point West Plaza Shopping Center, Sacramento, CA - 173,000 s.f.  
Walgreens, Petaluma, CA - Size s.f.  
2190 Shattuck Avenue, Berkeley, CA - 53,000 s.f.  
8930 MacArthur Boulevard, Oakland, CA - Size s.f.

**Multi-Family Housing**

Safeway La Playa, San Francisco, CA  
Grocery - 65,000 s.f. / 50 unit residential / Shops - 2,000 s.f.  
Montgomery 7, San Jose, CA - 30 modular units, ground floor retail  
Charlotte Drive, San Jose, CA - 191 modular units  
Kirkham Heights Apartments San Francisco, CA - 170 modular units  
Zeta Smart Space, San Francisco, CA - 23 modular units  
Channing Apartments, Berkeley, CA - 15,500 s.f.  
New Life Homes, Albuquerque, New Mexico (LEED Platinum)\*

**Restaurants**

Marzano, Oakland, CA - 1,400 s.f.

**Special Projects**

Early Headstart, Oakland, CA - 10,000 s.f.  
Ruidoso Middle School, Ruidoso, New Mexico - 140,000 s.f. (LEED Silver) \*

**Planning**

The Orchards Specific Plan, Walnut Creek, CA - 25 acres

**Office/ Interiors**

EBALDC Office Headquarters, Oakland, CA - 20,000 s.f.  
WE Lyons Office Building TI, Walnut Creek, CA - 12,000 s.f.

## Jesse Duclos

Senior Designer



Jesse has over ten years of experience in architecture and design, primarily in retail, hospitality and all scales of residential design. He has worked on several large Bay Area retail developments, working at both the urban and building scale to create spaces that are thoughtful and sensitive to the communities in which they are found.

Additionally, his love and understanding of material has helped expand the office's palette by constantly trying to educate and share trends with other designers.

Outside of the office, Jesse loves working with wood, whether it be carving spoons for his friends or building his own furniture. He enjoys honing his design craft and love for details in smaller projects. He can also be found in the kitchen, throwing dinner parties or making homemade liqueurs; working to create things with his hands whenever he can.

### Education

Master of Architecture,  
University of California, Berkeley

Bachelors of Arts in Architecture,  
Washington University, St. Louis

### Retail

"The Orchards" - Shopping Center, Walnut Creek, CA\*\*

Chow Piedmont- Oakland, CA\*\*

Safeway Albany - Albany, CA

Sports Basement - Various Locations, CA\*

Bay Street - Emeryville, CA\*

Diesel Books - Larkspur, CA\*

Sunnyvale Town Center - Sunnyvale, CA\*

### Multi-Family Housing

2539 Telegraph Avenue, Berkeley, CA

2711 Shattuck - Berkeley, CA

Truckee Mixed Use - Truckee, CA

Bancroft Mixed Use - Berkeley, CA

41st St. Townhomes - Oakland, CA

Cost Plus Site - Oakland, CA

### Hospitality

Plank - Oakland, CA

1LM - Oakland, CA

Darling's Bar - Oakland, CA

M.Y. China - San Francisco, CA\*

### Office/ Interiors

Essex Art Gallery - Lawrence, MA\*

### Single Family Residential

The Crow's Nest, Sugar Bowl, CA \*

Echo Park House, Echo Park, CA \*

Glass Stair House, Echo Park, CA \*

Carpinteria Beach House, Carpinteria, CA \*

\* Performed while with previous firms

\*\* Under Construction

**Domingo Cuevas**  
Project Architect



Talented and results-oriented Project Architect - Coordinator with strong passion, commitment and appreciation for design, detail and teamwork. Proven record of achievement in managing complex architectural and construction projects from conceptual to construction administration, including A&E/team collaborations and client/contractor interactions. Expertise includes multi-family, higher education, public and water projects; knowledgeable in sustainable design techniques, applications, DSA, ADA, local and national building codes. Demonstrated time and again, the ability to deliver projects within strict time deadlines and budget constraints without sacrificing creativity and ingenuity. Currently pursuing licensure.

**Education**

Bachelors of Architecture,  
Woodbury University

**Multi-Family Housing**

3800 San Pablo Avenue - The Intersection, Emeryville, CA\*\*  
1239 Turk Street - Rosa Parks II Senior Housing, San Francisco, CA\* \*\*  
Richmond Village - Richmond CA\*  
1250 Sunnydale Avenue - Britton Courts, San Francisco CA\*

**Educational**

Student & Administrative Building - Butte Community College, Oroville CA\*  
ARTS Building - Butte Community College, Oroville CA\*  
Harris Center for the Arts - Folsom Lake College, Folsom CA\*  
Library Renovation and Expansion - Butte College, Oroville CA\*

**Additional Projects**

Joseph Jensen Treatment Plant Oxidation Building - Granada Hills, CA\*  
Easterly Waste Water Treatment Plant Lab Expansion - Vacaville, CA\* \*\*

\*Performed while with previous firm

\*\*Under construction

**Chandara Sunder**  
Senior Designer



Chandara is a senior designer with over four years of experience ranging from small, single-family residences to 400-unit mixed-use buildings to affordable multi-family housing projects. She has worked in all capacities on these projects from Schematic Design through Construction Documentation. With a strong background in interior design and architecture, Chandara has the drive to come up with creative and practical solutions in all scales of complex spaces. She is an expert in Revit as well as other design software such as ArchiCad, AutoCAD, Adobe Photoshop, Sketchup, and Studio Designer.

**Education**

Master of Fine Arts- Interior Design  
New York School of Interior Design

Bachelor of Architecture  
Anna University

**Relevant Projects**

41st St. Townhomes, Oakland, CA  
4045 Broadway Housing, Oakland, CA  
40th St. Apartments, Oakland, CA  
The Warren Modular Housing, Sacramento, CA

**Other**

High End Residential- Cap Cod, MA- Renovator\*  
Mill Building Multi-Family Residential, Mix-use- Renovation\*

\*Performed while with previous firm

## 5830 3rd STREET

San Francisco, California

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<b>CLIENT</b>	L+M Development Partners and Holliday Development
<b>SIZE</b>	136 units 198,260 sf
<b>COST</b>	\$32 million
<b>YEAR</b>	Construction began 2015

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<b>PROJECT TEAM</b>	<b>FACTORY BUILT HOUSING ARCHITECT</b> <b>Lowney Architecture</b> Ken Lowney, Principal
	<b>DESIGN ARCHITECT</b> <b>Sternberg Benjamin Architects</b> Andrew Meagher
	<b>PODIUM STRUCTURAL ENGINEER</b> <b>Murphy Burr &amp; Curry</b> Steve Curry
	<b>FBH STRUCTURAL ENGINEER</b> <b>Tipping Mar &amp; Assoc.</b> Andrew Wagner
	<b>MEP ENGINEER</b> <b>Fard Engineer</b> Max Saiidnia
	<b>CIVIL ENGINEER</b> <b>KCA</b>
	<b>FBH BUILDER</b> <b>Zeta Design+Build</b> Eric Lind
	<b>CONTRACTOR</b> <b>Cannon Contractors</b> Michael Adler

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The factory-built mixed-income apartment in the Bayview neighborhood of San Francisco is 4 stories of modular housing over a concrete podium that includes parking and amenities, with an additional subterranean level of parking. The FBH (Factory Built Housing) modules include a unit mix of 1-bedroom, junior 1-bedroom, and 2-bedroom units. The unit mix will include junior one bedroom, one bedroom, and two bedroom units. 15% of the units will be income/rent restricted at 55% of AMI, and 85% of the units will be unrestricted/market rate



## SOUTH KING STUDENT HOUSING

Honolulu, Hawaii

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**CLIENT** Steve Heaton  
Laconia Development LLC  
925.937.4111

**SIZE** 195 units  
126,000 sf Residential,  
20,200 sf Retail

**YEAR** 2017 (anticipated)

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**PROJECT TEAM**

**ARCHITECT**  
**Lowney Architecture**  
Ken Lowney  
Elisabeth Sporer  
Mark Donahue  
Alda Capi

**LANDSCAPE ARCHITECT**  
**Brownlie & Lee**  
Ben Lee

**STRUCTURAL ENGINEER**  
**Base**  
Frank Humay

This 14-story high-rise project to be constructed in Honolulu, Hawaii, is a mix of student housing, aesthetically integrated parking, ground floor retail, and top floor amenities. The project enhances the public realm through its varied, engaging, and pedestrian-oriented site design, fifty percent of which will be landscaped with a variety of trees, shrubs, and grasses. The landscape design will be incorporated with public plazas, creating gathering spaces that enable social interaction among a thriving community. Construction is scheduled to begin in 2016.



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**FEATURES** - 10,000 sf of open public space provided on-site  
- Student amenities on top level

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## SMARTSPACE HARRIET HOUSING

San Francisco, California

Lowney Architecture provided architectural design services for a new factory-built prefabricated apartment building. The building has 23 micro-units, each a single module in size. The units were designed for versatility and are now successfully serving as student housing for the California College of the Arts. The project is located in an infill site in SOMA and has extensive bicycle storage, no on-site parking, and is near rail and bus stops. It is a LEED Platinum Design that uses Net Zero Energy. The project was completed in 2012.

**CLIENT** Patrick Kennedy  
Panoramic Interests  
510.883.1000

**SIZE** 23 units  
11,740 sf

**COST** \$3 million

**YEAR** 2012

**PROJECT TEAM** ARCHITECT  
**Lowney Architecture**  
Ken Lowney, President

BUILDER/FABRICATION  
**Zeta Communities**

STRUCTURAL ENGINEER  
**Tipping Mar & Associates**  
David Mar

MEP ENGINEER  
**Interface Engineering**  
George Arrellano

ENERGY MODELER  
**David Energy Group**

GEOTECH ENGINEER  
**Alan Kropp & Associates**  
Wayne Magusen

CIVIL ENGINEER  
**KPFF**  
Steve Murray

CONTRACTOR  
**Pankow Special Projects**  
Jim Coyle

**FEATURES**

- LEED Platinum Design
- Net Zero Energy
- Design build delivery method
- Use of recycled content
- Infill site
- ULI Global Excellence Award 2014



## THE INTERSECTION MIXED USE COMPLEX

Emeryville, California

**CLIENT** Rick Holliday  
Holliday Development  
510.588.5133

**SIZE** 105 units  
90,00 sf Residential,  
6,000 sf Retail

**COST** \$25 million

**YEAR** Under construction

**PROJECT TEAM**

**ARCHITECT**  
**Lowney Architecture**  
Ken Lowney  
Elisabeth Sporer  
Nick Gomez

**LANDSCAPE ARCHITECT**  
**Miller Company**  
George Loew

**STRUCTURAL ENGINEER**  
**Buehler & Buehler**  
William Rader

**MEP ENGINEER**  
**Iron Mechanical**  
Logan Brimer

**CONTRACTOR**  
**Davis Reed Construction**  
Nathan Gunderson

**FEATURES**

- Design build delivery method
- 20% performance improvement over title 24
- Improved site stormwater management

Located at a gateway-site to the City of Emeryville, this 7-story project creates a dynamic mixed-use destination for people of all ages and is scheduled to open doors in late summer 2016. 105 factory built modular apartments and a reimagined existing commercial structure for small retail businesses are connected with a Gallery that will highlight local arts and artists and act as a community room for the residential building, the commercial spaces, and the neighborhood as a whole. A mix of studio, one-, two- and four-bedroom units will be efficiently designed for area work-force, younger and family renters looking for an apartment experience with a strong sense of community and urban energy. Amenities include ground floor retail spaces, a new Adeline Street Plaza public open space, a demonstration rain garden, and a central urban-infill location along transit and bicycle corridors, and within a mile of the MacArthur BART station.



## CORNERSTONE

San Leandro, California

**CLIENT** ADHI NAGRAJ  
BRIDGE HOUSING CORPORATION  
415.959.1111

**SIZE** 115 units  
118,319 sf

**COST**

**YEAR** COMPLETION 2016

**PROJECT TEAM** FBH ARCHITECT  
**Lowney Architecture**  
Ken Lowney, President

**BUILDER/FABRICATION**  
**Zeta Communities**

**FBH STRUCTURAL ENGINEER**  
**Tipping Mar & Associates**  
John Wolfe

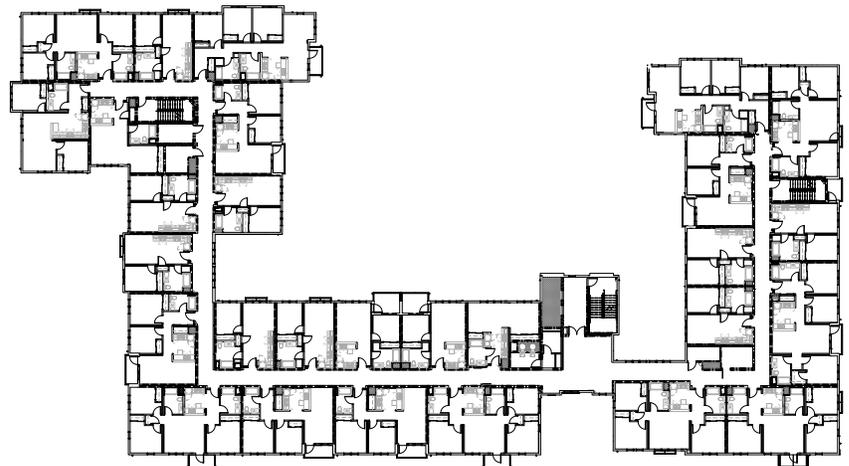
**MEP ENGINEER**  
**Interface Engineering**  
George Arrellano

**ENERGY MODEL**  
**ENERGY SOFT**

**CIVIL ENGINEER**  
**LEA & BRAZE ENGINEERS**  
Jim Toby

**CONTRACTOR**  
**CANNON CONSTRUCTORS**  
Mike Adler

Marea Alta (San Leandro Family Apartments) will include 115 affordable apartment homes for families and a child care center operated by Davis Street Family Resource Center. Sited on what was formerly a BART parking lot adjacent to the San Leandro BART Station, the development will include the creation of more than 240 below-grade parking spaces for BART patrons. Removal of the existing parking lot, combined with the ground floor community-serving space, will enrich San Leandro Boulevard and promote pedestrian activity. Marea Alta, which is being constructed with an innovative design-build process to increase project efficiencies, is the first phase of a two-phase development. Phase II, currently in predevelopment, will consist of 85 units of affordable senior apartments.



## THE RAIL HOUSE MIXED USE DEVELOPMENT

Town of Truckee, California

**CLIENT** Holliday Development  
Rick Holliday  
510.547.2122

**SIZE** 46 units  
74,000 sf

**YEAR** TBD

This project is a four-story mixed-use building containing retail, restaurant, parking, and luxury residential occupancies and is part of a complex master plan currently in the entitlement phase. The floor plans are staggered on the north side of the site to work within a solar access plane and prevent the new construction from blocking natural light to neighboring buildings. The Rail House is designed to reflect the historic character and scale of the surrounding Town of Truckee through a mix of facades and changes in material. Lowney is leading the master planning effort to realize the future plan for the Town of Truckee.

**PROJECT TEAM** **ARCHITECT**  
**Lowney Architecture**  
Ken Lowney  
Elisabeth Sporer  
Winston Win  
Nick Gomez  
Alda Capi

**LANDSCAPE ARCHITECT**  
**High West Landscape Architects**  
John Pruy

**CIVIL ENGINEER**  
**Eastern Sierra Engineering, PC**  
Debbie Jenkins

**STRUCTURAL ENGINEER**  
**IDA Structural Engineers**  
Steve DeJesse



**FEATURES** - Luxury apartments  
- Solar panels on roof



## THE WARREN

Sacramento, California

**CLIENT** Micheal Johnson  
**East End Gateway One, LLC**  
415.553.4022

**SIZE** 118 units  
176,521 sf

**COST**

**YEAR** 2015

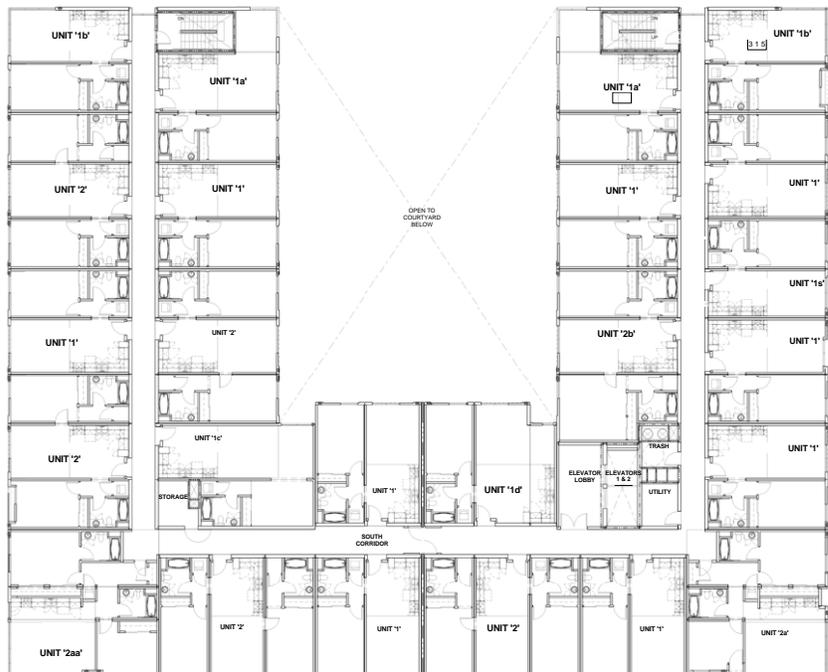
**PROJECT TEAM** ARCHITECT  
**Lowney Architecture**  
Ken Lowney, President

MODULAR DESIGN BUILDER  
**Guerdon Enterprise**  
Lad Dawson

STRUCTURAL ENGINEER  
**DCI ENGINEERS**  
Troy Bean

CONTRACTOR  
**Tricorp Hearn Construction**  
Tony Moayed

EVIVA MIDTOWN (formerly “The Warren”) is a 118 unit condominium-style apartment building being constructed at the corner of 16th and N Streets, in the heart of Sacramento. The six-story structure (5 stories of modular wood construction over a podium) will have both below and at-grade parking. The unit mix includes 78 one bedroom units ranging from 700 – 800 square feet and 40 two bedroom units ranging from 1,100 – 1,200 square feet.



## SAFeway ON COLLEGE AVENUE

Oakland, California

Safeway on College and its adjacent shops are a new compact urban retail anchor project for the north end of Oakland's Rockridge neighborhood.

Consisting of a 50,000sf grocery store and another ten thousand square feet of small shops to support walkable retailing, the project replaces an undersized and aged store, a blighted surface parking lot and a corner gas station with new storefronts, public spaces and discrete rooftop parking to serve all the local merchants.

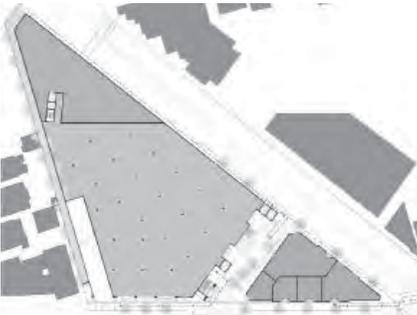
A new public walk-street and plaza create an urban scaled pedestrian connection through the site aligned with 63rd street, and is activated by Safeway and shop storefronts and seating, as well as landscaping features.

The roof top parking deck is accessed via auto ramps from College and Claremont Avenues, and shoppers descend by way of elevators or a dramatic stairway within the main elevation. At the heart of the new walk-street, Safeway's check out area and outdoor seating are set below an arched canopy.

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<b>CLIENT</b>	Todd Paradis Safeway 925.467.2078
<b>SIZE</b>	50,000 s.f. store; 11,000sf retail
<b>COST</b>	\$20 million (estimate)
<b>YEAR</b>	2014

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## SAFeway BURLINGAME

Burlingame, California

CLIENT	Safeway
SIZE	45,000 s.f., 6,800 s.f. 2nd floor support space
COST	\$20 million
YEAR	2011

PROJECT TEAM	FACTORY BUILT HOUSING ARCHITECT <b>Lowney Architecture</b> Ken Lowney, Principal  LANDSCAPE ARCHITECT <b>Bruce Jett Associates</b>
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AWARDS LEED Certified

This project redevelops the edge of downtown Burlingame by extending retail walk streets along Primrose, converting an existing bank into small scale retail spaces, and introducing a new grocery store. It includes a raised plaza and public rooftop garden that connects the surrounding community, including Primrose and Howard, the new grocery store and the main entrance by a series of stairways. The design is sensitive to the existing site and is anchored around a mature oak tree. It also provides public seating and gathering space, and a clear pathway to all site amenities.



## WHOLE FOODS MARKET

San Jose, California

<b>CLIENT</b>	Adam Smith Whole Foods Market 510.428.7400 x7446
<b>SIZE</b>	72,000 SF
<b>COST</b>	\$15 million
<b>YEAR</b>	2010

<b>PROJECT TEAM</b>	<b>ARCHITECT</b> <b>Lowney Architecture</b> Ken Lowney, Principal
	<b>CONTRACTOR</b> Eric F. Anderson
	<b>STRUCTURAL ENGINEER</b> <b>INGRAHAM DEJESSE ASSOCIATES</b> Stephen Dejesse

Lowney Architecture designed this center composed of a 51,000 square foot grocery store, 23,000 square feet of retail space, and 17,000 square foot public plaza. The plaza features a grove of plum trees, landscaped areas and outdoor seating. The front entry wall creates a marquee to call attention to the supermarket entrance. The building exterior is a careful composition of eco-friendly materials, including reclaimed timber and composite wood plank. The site features native and drought-tolerant plantings and vegetated bioswales, which naturally filter impurities from the groundwater.

The project creates a hub for both local businesses and residents and is a model for the area's future redevelopment plans.



before



after



- FEATURES**
- Urban infill
  - Eco friendly

## 2084 MOUNTAIN BOULEVARD RETAIL AND OFFICES

Montclair, California

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**CLIENT** Basil Christopoulos  
C&H Development Co.  
925.906.1966

**SIZE** 23,000 sf

**YEAR** 2017 projected

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This project is a multi-use building with ground floor retail, second floor offices, and a third floor restaurant. Existing on-site parking will be relocated off-site and all required parking will be provided in the underutilized garage nearby. The building will work with the adjacent pedestrian court project by the Montclair Village Association to create a more pedestrian-friendly environment for Montclair residents. An outdoor stair draws pedestrians up to the third floor restaurant and rooftop bar, which will use planters to soften the transition between building and environment. Iridescent tile will be applied in the subtractive space created by the outdoor stair to further draw patrons up to the third floor.

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**PROJECT TEAM** ARCHITECT  
**Lowney Architecture**  
Ken Lowney  
Elisabeth Sporer  
Alda Capi

CIVIL ENGINEER  
**Calichi Design Group**  
Reco Prianto

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**FEATURES** - Rooftop bar  
- Exterior stair

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## Company Profile

### History

Miller Company is a professional landscape architecture group offering creative and functional design solutions for every major type of open space development. Established in 1980, Miller Company has worked consistently to achieve the highest standards in terms of design and finished product. We are particularly proud to be recognized as a leader in the arena of community participation in the design process.

### Services

Each project has a particular site and a unique client. We perceive our role to be that of a guide to our clients in our mutual effort to realize project goals within the constraints of time and budget. We attribute our success to an inclusive approach and remain convinced that expressive, interesting environments are born in a collaborative environment. To this end, we pursue and welcome input from our clients, other professionals, and the community members invested in each project.

We believe in developing strong conceptual ideas that inform a project's direction and ensure a comprehensive finished product. We offer a continuum of services to our clients including Landscape Master Planning, Site-Specific Design, Construction Administration, and when possible, On-Site assistance during construction. We provide a great deal of personal care in our approach to the landscape planning, development and building process.

### Community

Of particular merit has been our design work involving the sensitive resolution of community needs. The Miller Company has worked extensively with public agencies, non-profit organizations, and community groups to design public spaces, parks, urban plazas, multi-family communities, health-care facilities, and school grounds. We team with neighborhood members, our clients and other professionals to create livable, sustainable communities. We have worked with arts organizations and public art agencies having collaborated widely with artists working with the landscape. Our School projects range in scale from the design of individual sites to citywide district planning, and from pre-school to college campus environments. We have collaborated closely with many neighborhoods in the Bay Area to develop playgrounds, urban parks, community gardens, and enhanced streetscapes. We have worked to create environments that provide an array of social and intimate spaces threaded together by a sustainable landscape design.

### Sustainability

Miller Company endeavors to foster the creation of sustainable landscapes in all of our project work. It is our goal to make optimum use of the materials available on site and limit the importation of materials from off site. We invest the time to consider the ever-evolving palette of sustainable construction materials and techniques available to the industry and apply them wherever appropriate. Our staff actively participates in professional organizations promoting the goals of sustainability such as the American Society of Landscape Architects, the Collaborative for High Performance Schools, the US Green Building Council, Emerging Green Builders, and the San Francisco Planning and Urban Research Association.





## Project Experience

### MULTI FAMILY AND MIXED USE PROJECTS

346 Potrero Avenue, San Francisco  
645 Texas Street, San Francisco  
777 Tennessee Street, San Francisco  
800 University Ave, Berkeley  
923 Folsom Street, San Francisco  
1394 Harrison Street, San Francisco  
3800 San Pablo, Emeryville  
5800 Third Street, San Francisco  
7th and H Housing, Sacramento  
8th and Harrison Street, San Francisco  
18th and Arkansas/G2, San Francisco  
Age Song at Bayside Park, Emeryville  
Alemany Development RAD Renovation  
Alice Griffith Block 1, San Francisco  
Brush Street Family Housing, Oakland  
Clementina Commons Senior Campus  
Coleman House Senior Housing, San Francisco  
Dr. George W. Davis Senior Building  
Emeryville Lofts, Emeryville  
Iron Horse Lofts/Coggins Square, Walnut Creek  
Jamestown Apartments, San Francisco  
Laurel Grove Family Housing, San Jose  
MacArthur Station, Oakland  
Ocean Avenue, San Francisco  
Octavia Court, San Francisco  
One Henry Adams Street, San Francisco  
Opera Warehouse, San Francisco  
Oroysom Senior and Family Housing, Fremont  
Pacific Cannery Lofts, Oakland  
Park Avenue Senior Housing, San Jose  
St. Peters Place, San Francisco  
Sunnydale HOPE SF, Block 6, San Francisco  
Tanforan Cottage, San Francisco  
Villa San Pedro Affordable, San Jose  
Woolf House Senior Housing, San Francisco  
Yerba Buena Plaza East, San Francisco  
Zephyr Gate, Oakland

Handel Architects  
BDE Architecture  
BDE Architecture  
Trachtenberg Architects  
SCB Architecture  
Macy Architecture  
Lowney Associates  
Brand & Allen Architects  
Mogavero Notestine Associates  
Kava Massih Architects  
David Baker Architects  
Kava Massih Architects  
Gelfand Partners  
Torti Gallas Architecture  
Pyatok Architects  
Kwan Henmi Architecture  
Kwan Henmi Architects  
David Baker Architects  
David Baker Architects  
David Baker Architects  
Brand Allen Architects  
Gelfand Partners  
Ankrom Moisan Architects  
Pyatok Architects  
IE Collaborative Architects  
BAR Architects  
Pyatok, Mithun /Solomon, Kennerly  
David Baker Architects  
David Baker Architects  
Gelfand Partners  
Herman, Coliver, Locus Architecture  
Toby Levy Architecture  
Gelfand Partners  
Gelfand Partners  
Kwan Henmi Architects  
Fred Powell Partners  
Kava Massih Architects

## Jeffrey Miller, ASLA, LEED AP BD+C, Principal in Charge

Jeffrey Miller, ASLA, is a licensed landscape architect and landscape contractor with over thirty years of experience designing and building projects in the Bay Area. A past president of the community gardening organization, SLUG (San Francisco League of Urban Gardeners), he continues to successfully engage community groups in the landscape design process. Jeffrey has worked extensively with non-profit organizations and neighborhoods in the design of school grounds, multi-family communities, health care facilities, and civic parks. In addition to working to realize community values, Jeffrey strives for sustainability in all of his projects. He is well versed in the evolving palette of sustainable construction materials and the feasibility of reusing existing site materials.



### Education

Master of Landscape Architecture, University of Massachusetts, Amherst, MA  
Bachelor of Arts, Bard College, Annandale-on-Hudson, NY

### Registration

Landscape Architect, California #2031, National Council of Landscape Architectural Registration Boards  
Landscape Contractor, California #420587 Contractors State License Board California  
LEED Accredited Professional

### Professional Activities

Member, American Society of Landscape Architects (ASLA)  
Member, Architects, Designers, and Planners for Social Responsibility (ADPSR)  
Director, Past President, San Francisco League of Urban Gardeners (SLUG)  
Member, US Green Building Council (USGBC)  
Member, San Francisco Planning and Urban Research Association (SPUR)

## Kyla Burson, ASLA, LEED AP - Associate, Project Landscape Architect

Kyla earned a Master of Landscape Architecture degree from the University of California, Berkeley. She has eight years of urban design experience in the Bay Area. At Miller Company, she is involved with all aspects of design from the conceptual stages to construction documentation. Through project management, she has shown her talents for organization and effective communication. Her interests focus on sustainable development and design strategies. She is a member of the US Green Building Council's Northern California Chapter, participates in the Emerging Green Builders committee, and is a LEED Accredited Professional.



### Education

Master of Landscape Architecture, University of California Berkeley, Berkeley, California  
Bachelor of Arts, Comparative History of Ideas, University of Washington, Seattle, Washington

### Registration

Landscape Architect, California #5547, National Council of Landscape Architectural Registration Boards  
LEED Accredited Professional

### Professional Activities

Awarded LEED Accredited Professional status, September 2006  
Speaker, Oakland Green Roof Symposium, February 2006  
Studio Juror, College of Environmental Design, UCB  
Member, US Green Building Council - Northern CA chapter

## Šárka Volejníková - Landscape Architect

Šárka is a registered landscape architect with over twelve years of professional experience in designing urban open spaces in the San Francisco Bay Area. Her work includes multi-unit housing and mixed use projects, urban parks and streetscapes, retail centers, and college campus improvements. Born in the Czech Republic, she came to the United States in 1990. As a past president of the Northern California Chapter ASLA, she contributes to professional leadership in the Bay Area. She is interested in work that bears social and environmental responsibility, helps conserve natural resources, and inspire and educate the public.



### Education

Bachelor of Landscape Architecture, UC Berkeley, College of Environmental Design, 1998

### Registration

California state registration license No. 5391

### Professional Experience

Miller Company Landscape Architects, 2014 - present

KenKay Associates, 2012 - 2014

Keller Mitchell & Company, 2011 - 2012

Cliff Lowe Associates, 2002 - 2008

PGAdesign, 1998 - 2002

### Professional Activities

Member, American Society of Landscape Architects, 2010 - present

Member, Architects, Designers, and Planners for Social Responsibility (ADPSR), 2006 - present

Instructor, Academy of Art University, Landscape Architecture Department, Spring 2014

Chapter President, ASLA-NCC, 2012 - 2013

Volunteer, Historic American Landscape Survey, Berkeley City Club, 2010

Studio review critic, UC Berkeley, UC Berkeley Extension

Volunteer, Preschool construction, Viviendas León, Nicaragua, 2005

Mentor, UC Berkeley Mentorship Program, 2005-07

Steering Committee Member, Organization of Women Architects and Design Professionals, 2004-05

## George Loew - Landscape Designer

George came to the profession after 15+ years in community development, engagement, and health projects in both the US and Latin America. Those experiences inspired a keen interest in the relationship between people and the places they occupy. This background helps him understand the many forces that influence the form, function and feel of private and public landscapes. Landscape architecture offers an opportunity to integrate these diverse interests and focus on achieving tangible transformations. Since graduating from the University of Melbourne, he has worked on a broad range of projects all over the world including tropical resorts in the Maldives and Pacific, private residences in the Middle East, and urban design master plans in the Bay Area and Australia. He enjoys all stages of the design process, from early concept design to considering the tactile and sensory experience related to material selection and detailing.



### Education

Masters in Landscape Architecture, University of Melbourne, Melbourne, VIC

B.A. in Public Policy, Stanford University, Stanford, CA

### Professional Experience

Miller Company Landscape Architects, Landscape Designer, 2015

Katharine Webster MLA, Inc. Senior Landscape Designer/Project Manager, 2012 - 2015

Topo Design Studio. Landscape Architect, 2009 - 2012

Landprojects. Landscape Architect, 2009

Tract Consultants. Graduate Designer, 2008

## Pacific Cannery Lofts Oakland, CA



Description: Conversion of a historic cannery into market-rate loft housing, with four landscape courtyards, perimeter landscape, and streetscape. Landscape award from National American Society of Landscape Architects.

Role on project: Landscape Architect (Landscape Master Planning, Design, and Construction)

Architect: David Baker + Partners Architects

Date completed: 2009

Total number of units: 163 units, multi-family attached

Total gross sq. ft.: 261,974 sq. ft.

Construction cost: \$48,000,000.-

Awards: 2010 Honor Award, Design Category American Society of Landscape Architects, Northern CA Chapter  
2010 Honor Award, Residential Design Category American Society of Landscape Architects  
2010 Best Adaptive Reuse Project, Pacific Coast Builders Conference

Contact: Rick Holliday, Founder, Holliday Development, project client/developer  
Tel: (510) 547-2122. Email: rick@hollidaydevelopment.com

## 5800 Third Street San Francisco, CA



- Description: Mixed-use multi-family housing and ground-floor commercial space on two adjacent lots, with pedestrian greenway, two podium courtyards, streetscape, public plaza, and at-grade landscape design.
- Role on project: Landscape Architecture
- Architect: Brand + Allen Architects
- Date completed: 2010
- Total number of units: 360 units
- Total gross sq. ft.: 300,000 sq. ft.
- Construction cost: \$45,000,000.00
- Construction type: Type 5 over Type 2 new construction
- Contact/Reference: Rick Holliday, Founder, Holliday Development, project client/developer  
Tel: 510-547-2122 Email: rick@hollidaydevelopment.com
- Sustainability Component: Sustainability components: Permeable pavers, drought-tolerant plants, low use irrigation system, high SRI, recycled materials

## G2/Potrero Heights San Francisco, CA



Description:	Market-rate housing and artist housing
Role on project:	Landscape Architect (Landscape Master Planning and Design)
Architect:	David Baker + Partners Architects
Date completed:	1994
Total number of units:	130 units
Total gross sq. ft.:	240,000 sq. ft.
Project density:	33 units/acre
Site size:	174,000 sq. ft.
Parking:	45 spaces
Construction cost:	\$38,000,000.
Awards:	2002 Honor Award - American Society of Landscape Architects 1999 Award of Honor - National Concrete Masonry Association 1995 Finalist for Excellence - Urban Land Institute
Contact:	Rick Holliday, Founder, Holliday Development, project client/developer Tel: (510) 547-2122 Email: rick@hollidaydevelopment.com

## Emeryville Lofts Emeryville, CA



Description:	Live/work loft units, communal and private outdoor spaces for residents, main entry court features a 54-foot waterfall.
Role on project:	Landscape Architect (Landscape Master Planning, Design, and Construction)
Architect:	David Baker + Partners Architects
Date completed:	1999
Total number of units:	142 units
Total gross sq. ft.:	220,000
Construction cost:	\$40,000,000.
Awards:	Builder's Choice Grand Award Builder's Magazine and National Association of Home Builders Gold Nugget Award of Merit: Best Mixed-Use Project, Pacific Coast Builders Conference
Contact/Reference: :	Rick Holliday, Founder, Holliday Development, project client/developer Tel: (510) 547-2122 Email: rick@hollidaydevelopment.com



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## **I.**

### **Company Overview**

Mission Statement

History & Philosophy

Collaboration

Management



## **Mission Statement**

*Cannon Constructors North, Inc. is a collaboration of construction professionals dedicated to providing expertise to a broad range of real estate endeavors throughout California.*



*Our ethos is to offer an uncompromised level of service at the lowest possible cost and with efficiency, consistency, predictability and unsurpassed quality.*



*We accomplish these goals by assiduously gathering an understanding of our clients' core needs and adapting our organization to fulfilling these needs through the use of traditional practices and cutting-edge technology.*



*The satisfaction of our clients and subcontractors, the accomplishments of our employees, our profitability and our ability to support our community through philanthropic acts measure our success.*



## History & Philosophy

**Cannon Constructors North, Inc.** was founded in 1995 as a division of Cannon Constructors. Led by principals Michael Adler and Larry Pace, Cannon maintains a commitment to our clients, a dedication to quality and service, and an acute awareness of our fiduciary responsibility. More than ninety percent of Cannon's projects result from client, architect, or designer referrals. Our clients represent a broad spectrum of businesses: developers, property owners and managers, entrepreneurs, tenants, retail operators, hospitality providers, restaurants, and technology firms.

Throughout our 20 years of serving clients in the San Francisco Bay Area, we have taken great care to maintain a balanced, experienced, and motivated staff in all areas of commercial construction while developing expertise in emerging construction techniques. Cannon is committed to the founding philosophy of the company: discover what our client needs and wants, and deliver it reliably, consistently, and at the highest quality for a fair price.

With each project, Cannon provides clients with a group of disciplined managers and staff members that perform as a cohesive team, solving problems and concluding transactions in an expeditious and cost effective manner. Though the company is organized on a departmental basis, employees are encouraged to collaborate across departmental lines and capitalize on each other's expertise, ensuring that each project is the best it can be.

**Quality, not quantity, is Cannon's objective.** Because the principals of the company are personally involved in every project from inception to completion, Cannon Constructors North, Inc. is well positioned to deliver the absolute best pre-construction and construction management services our clients require. Cannon's dedication to principal involvement, coupled with our excellent employees, provides our clients with assurance that a project will stay on schedule and within budget, while being superbly executed.



## Collaboration

The foundation of Cannon Constructor's philosophy is **COLLABORATION**. We partner not only with our clients, but also with the project consultants, vendors, and subcontractors. **Our primary objective is to understand and achieve our clients' needs and project goals.**

**Our second objective is to create a project environment that is conceived, scheduled, and coordinated such that our subcontractors can perform at peak efficiency.** This enables us to provide a final project that is well built in the shortest possible time. To accomplish this level of excellence, we emphasize the value of, and expect our employees to collaborate and employ teamwork.

A number of basic tenets underlie our ability to cultivate strong partnerships with our clients:

- We determine what the project goals and needs are and how best to achieve them.
- We produce precise, detailed, and timely budgets, schedules, etc.

- We maintain the highest level of communication with our project partners. Good communication is the key to a successful project.
- We are solution oriented rather than problem oriented and proactive rather than reactive.
- We have the flexibility to respond to project issues whether they conform to our standard procedures or not.
- We incorporate a positive spirit of cooperation.
- Despite the serious nature of our business, we never take ourselves too seriously.
- We enjoy what we do, and our goal is to ensure everyone else on the project does too.

Whether working on a small project for which the roles of estimator, project manager, and superintendent may be combined for expediency, or on a large project with several personnel, our in-house project teams are structured to provide maximum results with minimum fuss.

# CANNON

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## CONSTRUCTORS

### MICHAEL ADLER

Michael began his construction career in 1971 with H.L. Lazar, Inc. (later to become *NICO Industries*), a New York based General Contracting that specialized in construction management and tenant improvements. Between 1971 and 1976, Michael held a variety of positions, including Estimator, Superintendent, and Billing Department Manager. In 1976, he transferred to the southwest regional office in Dallas as Operations Manager, where he was responsible for operations in Atlanta and Houston. In 1977, Michael moved to San Francisco and replaced the retiring Chief Estimator/Operations Manager.

In 1981, Michael joined Rockefeller Center Construction Company as Chief Estimator. In 1983, Michael joined Swinerton & Walberg with the purpose of developing the firm's Tenant Improvement Division. Michael and his team were responsible for the initial tenant construction at 101 California Street, which included over 700,000 sq. ft. of Class A downtown San Francisco office space and had a value (in 1982 dollars) exceeding \$30 million.

In 1983, Michael had the opportunity to join Apersey Construction, a young and rapidly growing company, initially with the primary responsibility for Tenant Improvement Projects. He advanced to Division Manager, then Vice President, and Senior Vice President before being promoted to President/COO in 1988. Apersey's projects ranged in size from a few hundred dollars to over \$32 million.

In 1995 with the retirement of Apersey's owner and the closure of the firm, Michael formed Cannon Constructors, Inc.'s Northern California Division with three partners. By 2000, Cannon's Northern California office yearly volume exceeded \$99 million for a diverse portfolio of work in hospitality, tenant improvements, retail, structural renovations, and multi-family housing. Clients included The Rosenberg Company, Reliance Development, TMG Partners (formerly *The Martin Group*), McKesson Corp, Prentiss Properties, Holliday Development, Del Monte Foods, Trinity Properties, and others. Michael has been directly involved in the negotiation, execution, and completion of well over nine million square feet of office space, computer facilities, bank branches, retail and restaurants, as well as over 1,500 residential units. Michael is licensed as a General Contractor in the State of California (License Number 652778).



# CANNON

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## CONSTRUCTORS

### LARRY PACE

Larry Pace has been in the construction industry since 1974. He started with the Army Corps of Engineers as a framer and in concrete until ultimately working his way into the general construction side of the business. Larry is one of the original founding principals of Cannon's Northern California Division.



During the span of his career, Larry has managed a variety of building and construction types and has been responsible for over two million square feet of Tenant Improvement work for such clients as Del Monte Foods, Piper Jaffrey, Embarcadero Center, Equity Office Properties, McKesson Corporation, TCSI, and Looksmart, among others.

Some of Larry's commercial structures have included De Anza College Advanced Technology Center – a 70,000 square foot, cast-in-place concrete structure, and The Holiday Inn at Fisherman's Wharf – a five-story, cast-in-place concrete structure.

One of Cannon's strengths is managing complicated seismic and structural rehabilitations, and Larry's years of experience enhance that capability. Recent projects include 410 Townsend Street, a 80,000 square foot brick and timber warehouse conversion; 625 Second Street, a 135,000 square foot brick and timber warehouse conversion; 680 Second Street, a 65,000 square foot brick and cast-in-place concrete conversion; the Baker Hamilton Building with a 250,000 square foot brick and timber warehouse conversion; and 74 New Montgomery, a 162,400 square foot cast-in-place concrete office to condo conversion.

Larry's multi-family housing experience includes rentals and for-sale properties. Projects in San Francisco include The Clock Tower, Potrero Square Lofts, The Fillmore Center, Indiana Street Lofts, 88 Townsend, The Lansing, 450 Rhode Island, and the Trinity Plaza Building A apartments. Other Bay Area projects include Emeryville Warehouse Lofts, Phoenix Lofts in Jack London Square, The Iron Horse Lofts in Walnut Creek, and 200 Second Street Condos in Oakland.

Cannon's single largest mixed use multi-family project is The Brannan, with three 17-story luxury condominium-towers over a parking podium for a total of 336 residential units and secured underground parking. The complex includes three 10,000 square foot commercial spaces, a fitness center of 3,000 square feet, and an outdoor pool area of 11,000 square feet.

As company Co-President, Larry brings an expert level of experience, energy, enthusiasm, and commitment to each project and to the entire operations. Unique among his talents is his ability to ensure that projects stay on course and on schedule while upholding Cannon's high standards for quality.



## II.

### Contractor's Qualification

#### Statement

**1. THE FIRM:**

**Cannon Constructors North, Inc.**

301 Howard Street, Suite 130

San Francisco, California 94105

Tel.: (415) 546-5500

Fax: (415) 546-5501

*Michael W. Adler*

*Larry Pace*

**Cannon Constructors South, Inc.**

17000 Ventura Boulevard, Suite 301

Encino, California 91316

Tel.: (818) 906-6200

Fax: (818) 906-6220

*Michael Stieger*

*John LoCascio*

**2. FORM OF OWNERSHIP AND YEAR OF COMMENCING BUSINESS:**

California Corporation founded in 1978

**3. EXPERIENCE:**

Cannon Constructors North, Inc. is a General Building Contractor holding California Contractors License B918396. We are experienced and actively engaged in tenant improvements, retail, hospitality, historic renovations, adaptive reuse, structural renovations, office buildings, parking structures, and multi-family housing.

**4. NUMBER OF EMPLOYEES:**

Cannon Constructors has over 45 full-time employees.

**5. AVERAGE VOLUME PER YEAR:**

In excess of 100 million dollars.

**6. STATEMENT OF FINANCIAL CONDITION:**

We are a privately held corporation and, as such, we generally do not release statements regarding our finances. Our retained earnings are in the low seven figures. If we are selected as the General Contractor for a project, and if at that time it is required, we will make available our financial information on a selective and confidential basis.

If you need any additional information, please call Michael C. Stieger, Chief Financial Officer, at our Los Angeles office, (818) 906-6200.



**7. FINANCIAL REFERENCES:**

Bank: Pacific Western Bank  
Contact: Ray Perez  
Phone: (310) 278.7200

Accountants: RBZ, LLP  
Contact: David Zaslow  
Phone: (310) 478-4148

**8. (SF) CURRENT WORK LOADS AND PROJECTED JOB COMMITMENTS:**

Our current active jobs are valued at approximately 70 million dollars. Our current backlog is approximately 40 million dollars.

**9. BONDING:**

Our bonding broker is Gallagher Construction Services, San Francisco.

**10. INSURANCE:**

**General Liability**

Scottsdale Insurance Company  
Policy #BCS0025149  
Expiration 6/19/2013  
\$2,000,000 Aggregate  
\$2,000,000 Products & Completed Operations  
\$1,000,000 per occurrence

**Automobile Liability**

Travelers Indemnity Company of CT  
Policy #DT-810-2276R632-TCT-12  
Expiration 6/19/13, \$1,000,000

**Excess Liability**

Scottsdale Insurance Company  
Policy #XLS0082809, Expiration 6/19/13, \$10,000,000

**Workers' Compensation**

Travelers Indemnity Company of CT  
Policy #DTJ-UB-2294R601-TIL-12  
Expiration 6/19/13, \$1,000,000



### **III.**

## **Projects & References**

Professional References

Curriculum Vitae

Project Profiles

Partial List of Clients



## Professional References

**Rick Holliday**, Principal  
Holliday Development  
1201 Pine Street, Suite 151  
Oakland, CA 94607  
510-547-2122, Ext. 101  
rick@hollidaydevelopment.com

**Walter Schmidt**, CFO  
Trinity Properties  
1145 Market Street, Suite 1200  
San Francisco, CA 94103  
415-864-1111  
wschmidt@trinitymanagement.com

**Peter Osborne**  
Restaurant Owner/Operator  
760 Second Street  
San Francisco, CA 94107  
415-227-8660  
info@sfmomos.com

**Mark MacDonald**, Principal  
448 Linden Street  
San Francisco, CA 94102  
415-692-5062  
mark@dm-dev.com

**Adhi Nagraj**, Direct of Development – Northern California  
BRIDGE Housing Corporation  
600 California Street, Suite 900  
San Francisco, CA 94108  
415-321-3523  
anagraj@bridgehousing.com

**James Reuben**, Principal  
Reuben, Junius, & Rose, LLP  
One Bush Street, Suite 600  
San Francisco, CA 94104  
415-567-9000  
jreuben@reubenlaw.com

**Henry Lambert**, President  
Lambert Development, LLC  
5 Hanover Square, 14th Floor  
New York, New York 10004  
212-785-0090  
hlambert@lambertdevelopment.com

**David Murphy**, Principal  
Murphy Burr Curry, Inc.  
85 Second Street, Suite 501  
San Francisco, CA 94105  
415-546-0431  
dmurphy@mbcse.com

**Mike Karasik**, Principal  
ROK Properties  
415-710-7511  
mkarasik@rokproperties.com

**Daniel Ruth**, CEO  
Jewish Home of San Francisco  
302 Silver Avenue  
San Francisco, CA 94112  
415-562-2675  
druth@jewishseniorlivinggroup.org

# CANNON

CONSTRUCTORS

## Curriculum Vitae

### Residential & Mixed Use Projects



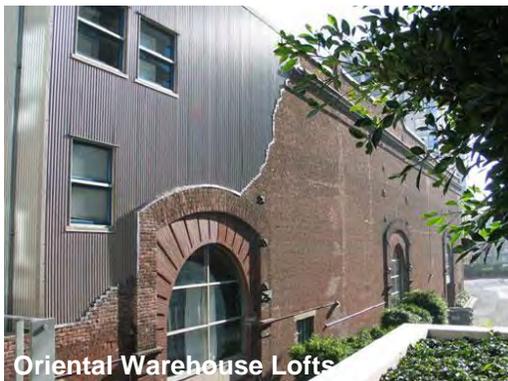
The Clocktower

Larry Pace's career is rooted in mixed-use construction. In the late 1980's he was responsible for building an entire city block of the San Francisco **Fillmore Center**. This cast-in-place and post-tension concrete structure included 333 residential units, 120,000 square feet of retail and commercial space, and parking for 440 cars. Larry later became the Senior Superintendent in charge of construction for **The Clocktower**, a loft project in San Francisco with 127 units and 75 percent wood frame construction. The Clocktower is considered to be one of the most prominent Bay Area urban infill and adaptive reuse projects. It has garnered both national and international attention for its developer, Rick Holliday. <http://hollidaydevelopment.com/project/the-clocktower/>; <http://www.dbarchitect.com/ClockTowerLofts>

Michael Adler and Larry Pace acted as the Project Executive and Superintendent, respectively, on the **Potrero Square Project** at 701 Minnesota Street. This turn-of-the-century unreinforced masonry warehouse was successfully converted into 62 live-work loft units and earned a Gold Nugget Grand Award in 1994, the highest accolade awarded by the West Coast Builders' Conference, for "Best Adaptive Reuse Project." The scope included carving out the center of this red brick warehouse and infilling it with four stories of live-work units overlooking a landscaped open-air courtyard.



Potrero Square



Oriental Warehouse Lofts

In 1995, Cannon was retained by Lambert Development Group, Inc. (then operating as Reliance Development Group, Inc.) as Construction Manager for the multi-phased **Oriental Warehouse Project** at Brannan and Embarcadero in San Francisco. The renovation transformed a vintage 1906 bonded warehouse structure into 66 loft units. Like the Potrero Square Project, the existing brick and timber warehouse was in-filled with new timber and wood framed units. Completed in three phases, each phase sold out in less than two months, far exceeding the developer's expectations. <http://lambertdevelopment.com/recent-developments/the-oriental-warehouse/>

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#### Residential & Mixed Use Projects



So successful was Cannon's relationship with Lambert Development on the Oriental Warehouse, they invited Cannon to be the program manager and general contractor for **The Brannan**, a luxury condominium complex adjacent to the Oriental Warehouse. The Brannan consists of three 17-story, cast-in-place and post-tensioned concrete structures, comprising 336 luxury condominium residential units atop a podium containing parking, retail, and recreation areas.

The Brannan boasts a spectacular view corridor with 180° views of the bay and units from 1,100 to over 2,000 square feet. Accoutrements include a lobby, exterior walls, and a lily pond finished in limestone. Built in three phases, The Brannan was started in 1997 and completed in 2002 at an approximate value of \$144 million. The Brannan also offers a health club, a swimming pool, meeting rooms, and full-service kitchen. [www.thebrannan.com](http://www.thebrannan.com)

Cannon teamed up with developers Rick Holliday and The Martin Group (now TMG Partners), architect David Baker & Partners (now David Baker Architects), and structural engineer Tipping Mar & Associates (now Tipping Structural Engineers) on **The Emeryville Warehouse Lofts**. Phase One involved the conversion of the existing concrete warehouse structure into approximately 115 residential lofts. Phase Two included a new concrete parking structure, first floor retail space, and two-story residential lofts facing the main street. After over a year of pre-construction activity – including extensive budgeting, product analysis, mock-ups, and general project investigation – and eighteen months of construction, units closed in mid-1999. This project has an approximate construction value of \$18.5 million. <http://hollidaydevelopment.com/project/emeryville-warehouse/>



<http://www.dbarchitect.com/IndianaIndustrialLofts>

In 1999, Cannon completed the **Indiana Street Lofts**, which earned a Gold Nugget Award of Merit in 2000. Designed by David Baker Architects and located just off the 280 Freeway in San Francisco, Indiana Lofts consists of 4-story, wood frame construction over a concrete garage/podium. Cannon became involved during the pre-construction process of budgeting and worked with the architect and owner to ensure, among other things, the economic viability of the job. Indiana Street consists of 18 units, each averaging 1,200 square feet, with a total project cost of approximately \$4 million.

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The renovation of an existing concrete warehouse in the Jack London Square area, **Phoenix Lofts** combines both residential lofts and commercial office space. Cannon and the private developer spent over a year honing the scope and cost of the project, meeting lender goals in an area where no reasonable comparisons for loan valuation existed. The complex includes a retail space, first level parking, and 30 loft units.



The existing building was stripped down to its elemental structure, and contemporary seismic improvements were introduced, featuring a combination of brace frames and shear walls. The project included a roof top garden; all new mechanical, electrical, elevator, and fire alarm systems; along with provisions for a 5,400 square foot loft for the developer. Occupancy began the summer of 2000, and the project value is approximately \$5 million.



**Iron Horse Lofts**, another product of Cannon's long and successful relationship with Holliday Development, is adjacent to the Pleasant Hill BART station and the Iron Horse Trail. Comprising 54 three-story townhouse-loft style dwelling units, these cluster type homes are slab-on-grade, first level parking with three stories of wood framing and stucco exterior. Representative of a classic team-collaboration, Cannon played an integral part in the pre-construction development of the final product. With a start date in fall of 2000, models were on line in winter of 2001, and occupancies began on the first

phase in the latter part of the fourth quarter 2001. The total project value, which includes roads, site utilities, and hardscape, is approximately \$12.1 million. The Iron Horse Lofts won *Builder Magazine's* "Grand Award," PCBC's "Gold Nugget Award of Merit - Best Attached Project," and the *San Francisco Business Times's* "Best Suburban Residential Project." <http://hollidaydevelopment.com/hd/portfolio/iron-horse-lofts.php>

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## CONSTRUCTORS

### Curriculum Vitae

#### Residential & Mixed Use Projects



In early 2001, Cannon was the negotiated contractor for **Green City Lofts**. This team included architects Swatt Associates (now known as Swatt | Miers Architects), structural engineers KPFF Consulting Engineers, Project Manager Dewitt Brock, and Paul Zeger, then of Pacific Marketing Associates. Located at Adeline and 41<sup>st</sup> Street, bordering Emeryville and Oakland, Green City Lofts is intended to showcase green, sustainable design and the use of energy efficient, recycled, or recyclable materials. Green City Lofts comprises a below grade, cast-in-place concrete parking structure, post-tensioned podium, and five residential buildings with heights of up to five-stories. After considering height and fire codes, local soil conditions, and sustainability factors, the team decided to build the superstructure with metal stud construction with shear accommodated by a combination of Sureboard and steel frames. With 62 units and parking totaling almost 105,000 square feet, the construction value is approximately \$21 million. Cannon provided ongoing scheduling, pricing, and pre-construction evaluation and also performed construction. This project began in June of 2004 and was completed in March 2006. [www.greencitylofts.com](http://www.greencitylofts.com)

During the first quarter of 2002, Cannon began working on **88 Townsend** with The Rosenberg Company and ROK Properties. This residential project is located at San Francisco's Second Street corridor, just feet away from AT&T Park. 88 Townsend consists of two levels of concrete construction, one and a half of which are below grade, creating a 150-space parking area, core building elements, retail, and a



podium for the four stories of metal stud framed residential units. Comprised of 112 for-sale units and featuring a plaster exterior with thin-brick facing, this is one of the first San Francisco projects built out of light gauge metal framing versus traditional wood. 88 Townsend started construction in August of 2003 with an approximate budget of \$23 million. Completed in December 2004, this project sold out in less than ninety days. [www.88townsend.com](http://www.88townsend.com)

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## CONSTRUCTORS

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#### Residential & Mixed Use Projects



In 2002, Cannon was retained as the construction manager and general contractor for Lambert Development, stewarding the pre-construction and construction process for an eight-story, post-tension, and poured-in-place concrete condominium project. **The Lansing**, located at 50 Lansing Street in San Francisco, is near the former Union 76 Clocktower, One Rincon. 50 Lansing comprises two levels of parking and 82 residential units that command spectacular bay vistas. Working with SB Architects and structural engineers Murphy Burr Curry, Cannon played an integral role in the development of The Lansing from its very inception. Construction began in the second quarter of 2004 and was completed in the second quarter of 2006 with an approximate construction value of \$25 million.

<http://www.thelansinghoa.com/>



In early 2004, Cannon began consulting with the owners of a development for a residential project at **200 2<sup>nd</sup> Street** in Oakland. The collaborative team included architects David Baker Architects, structural engineer Nishkian Menninger, and geotechnical engineer Treadwell &

Rollo, now known as Langan Treadwell Rollo. This 74 unit condominium project consists of three concrete levels – two parking and one on grade, as well as a six-story light gauge metal frame construction above. Built on a classic urban infill site, the project required dewatering, underpinning, and shoring of adjacent properties. It has a total gross square footage of 107,500, with 66,316 square feet of living space. Construction began in April 2005 and was completed in March 2007 with an approximate budget of \$22,000,000.

<http://www.200secondstreet.com/>

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### Curriculum Vitae

#### Residential & Mixed Use Projects

Cannon was once again retained by Lambert Development as the program manager and contractor in their collaboration with O'Connor Development for **The Potrero** at 450 Rhode Island in San Francisco. Built on the former site of the S&C Ford warehouse facility, the Potrero is built into the steeply sloping terrain between Rhode Island, 17<sup>th</sup>, and De Haro Streets. The Potrero is a low rise mixed-use project consisting of 165 residential units that total 182,000 square feet; 43,000 square feet of a Whole Foods retailer; and 117,600 square feet of parking. The parking/podium and retail space is a cast-in-place concrete structure, and the residential section is metal stud frame construction with stucco exteriors. The residential area is made up of two main structures with central garden courts that are separated by landscaped mews. Construction began mid-2005 and was completed by the third quarter of 2007. The architect of record is HKS, Inc.; and design architect Christiani Johnson Architects, Inc., structural engineer Nishkian Menninger, and MEP engineer CB Engineers rounded out the team. This project, which has a value of approximately \$52.8 million, represents the fourth for-sale residential project for Cannon with Lambert Development. <http://thepotrero.com/home.asp>



Originally the printing and distribution offices of the *San Francisco Call* newspaper, when **74 New Montgomery** was converted into 107 upscale residences, it also underwent a significant structural renovation. Starting in the summer of 2004 and continuing for over a year, Cannon worked with the owners, marketing team, structural engineers, architects, historic consultants, and land use attorneys in a robust pre-construction period. Cannon faced unique challenges when creating modern residential spaces while maintaining the integrity of the historic envelope of the building. 74 New Montgomery required a complex seismic renovation – including new elevators, stairs, and mechanical and electrical systems – and an update of the high-rise life safety system. The residences incorporate contemporary interiors, creative use of space, large windows, and dramatic ceiling heights characteristic of a building from the early 1900s. With a budget of approximately \$37 million, we began construction in May 2006 and finished in August 2008. [www.TheMontgomerySF.com](http://www.TheMontgomerySF.com)

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## CONSTRUCTORS

### Curriculum Vitae

#### Residential & Mixed Use Projects

This 2.1 acre site located on Pine Street in West Oakland contains three adjoining structures built between 1909 and 1928. These buildings were originally home to the Pacific Canning Company, a fruit and vegetable cannery founded by Low Hing. Though suffering from decades of neglect, the main cannery building still had possibilities. Holliday Development, along with Cannon Constructors, undertook the rehabilitation and striking adaptive reuse of the complex. **Pacific Cannery Lofts** has 163 for-sale condominiums and town homes and a four-story 242 stall concrete garage. Cannon joined the project team in 2005 working with Holliday Development, David Baker Architects, Tipping Structural Engineers, and a host of other consultants to plan, schedule, budget, and execute the development of this project. With a start date in the fall of 2006, this project was completed in the third quarter of 2008 with a budget of approximately \$50 million.

<http://hollidaydevelopment.com/project/pacific-cannery-lofts/>



**1188 Mission Street, Building A.** The first building of Trinity Plaza, a multi-structure mixed-use development site, Building A is a 24-story cast-in-place concrete structure with an approximate value of \$97M. The 440-unit apartment building has a skin comprising precast and metal panels, a curtain wall, and inset windows. Construction started in December 2007, and the first wave of tenants began moving in mid-January, 2010. As with most of our projects, Cannon was retained as a collaborating member of the project team well in advance of the start of construction and began working in early 2006 on all aspects of the project including schedule analysis, site staging, major and iterative budgets, value engineering, product selection, permit process strategy, test piles, site security, subcontractor bidding and preparation of a guaranteed maximum price. Team members included owner Trinity Properties, architect Arquitectonica, structural engineer MKA, and mechanical/electrical engineer CB Engineers. <http://www.1188missionapts.com/>



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## CONSTRUCTORS

### Curriculum Vitae

#### Residential & Mixed Use Projects



**Carroll Street Station** is a mixed-use development containing retail space and for-sale residential condominiums located at 5800 Third Street in San Francisco. Phase One of the project consisted of two independent structures totaling 201,000 square feet. Building One includes 71 residential units and 5,700 square feet of retail space. Building Two includes 66 residential units and 15,000 square feet of retail space. Each building has a partially below grade concrete podium with parking and support spaces, on-grade concrete retail fronting on Third Street, and four levels of wood framed residential

areas above the podium. The project developer is Holliday Development with financial partners Goldman Sachs and CitiGroup. The architect of record was Brand + Allen Architects. Christiani Johnson Architects, design architects, and Murphy Burr Curry, structural engineer, made up the rest of the team. Construction started in October 2008. Building One was completed in May 2010, and Building Two was finished that August. Phase One of 5800 Third Street has an approximate value of \$47M. <http://hollidaydevelopment.com/portfolio/5800-third-st.php>

Pre-construction began in February 2009 on the façade rehabilitation of 88 King Street – also known as **One Embarcadero South** – located in SOMA across from AT&T Park. Cannon teamed up with the One Embarcadero South homeowners association; their project managers, The Albert Group; and architects Ferrari Moe for this façade and infrastructure renovation. The work done at 88 King Street, where there are 208 condo units and 25 townhomes, included window removal and replacement; concrete deck repairs; and the repair and replacement of waterproofing, deck coating, and the exterior insulation and finishing system. The residents continued to occupy the building during construction, which further necessitated careful coordination and thorough communication. The renovation, which has a value of approximately \$13 million, began in March 2010 and was completed in March 2012.



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## CONSTRUCTORS

### Curriculum Vitae

#### Residential & Mixed Use Projects

**Candlestick Heights**



Cannon Constructors took over completion of **Candlestick Heights**, a partially-built for-sale residential housing project on Jamestown Avenue in San Francisco's Bayview District. Cannon's involvement began in 2009 with a forensic investigation of the existing Phase One construction and a review of the drawings before preparing biddable documents. Cannon finalized construction of three buildings and completed the required infrastructure for project utilities, common areas, landscaping,

hardscape, irrigation, exterior lighting and amenities. Cannon prepared a guaranteed maximum price to both correct and complete the existing work, which was approved by developer Holliday Development and financial partners Goldman Sachs and CitiGroup. Construction began in September 2010 and was completed in June 2011. Phase One has an approximate value of \$9.4 million. <http://candlestickheights.com/>



**Octavia Gateway**

Cannon joined the **Octavia Gateway** project team almost two years before breaking ground. This project was designed by Stanley Saitowitz. We worked closely with DM Development and DDG Partners, Stanley's office, and the full consultant group to help define the scope of this project to meet the collective design and spatial needs at the most advantageous price. Many iterations and investigations were made on significant elements of the building, including the electrically-operated air-foil shaped louver sun shades. Vertical courtyards are interspersed throughout the building, enhancing the sense of openness. Other unique

amenities include European cabinets and European-design inspired bathrooms, which contain sliding glass bathroom doors and soaking tubs. <http://8octavia.com>

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## CONSTRUCTORS

Cannon, working with DDG and DM Development, recently completed construction of **400 Grove**, a five-story post-tension concrete building with 34 units, ground-floor retail space, and one level of below-grade parking. The building, designed by Fougeron Architecture, contains a mix of junior one-, one- and two-bedroom units surrounding a central courtyard designed by Marta Fry Landscape Associates. Construction began in November 2013, and tenants began moving into their new homes in October 2015. <http://400grove.com/>



### **Current Projects**

Cannon is also working with DDG and DM Development on 450 Hayes Street, a four-story concrete building with 41 living units. Construction began in March 2014.

In December 2014, Cannon began construction of the largest modular housing development ever built in San Francisco when it broke ground at 5830 Third Street. The mixed-income development will have two four-story modular residential towers above a concrete podium. A mix of junior one-, one- and two-bedroom units will make up the 136 units.

In February 2015, Cannon broke ground on phase one of Marea Alta, a mixed-use, transit-oriented modular housing development on the site of the former San Leandro BART station parking lot. Phase one includes 115 affordable apartments and approximately 400 parking spaces in two underground levels. Construction is expected to be completed in the spring of 2016.

Cannon broke ground in February 2016 on Windflower Lofts, a 244-unit transit-oriented modular housing development adjacent to the Union City BART station. Construction is expected to be completed in February 2017.

Founded in 1871, The Jewish Home of San Francisco is a skilled nursing facility located on just over nine acres on Silver Avenue and Mission Street in San Francisco. In order to expand its services to the aging population, the Jewish Home's master plan calls for a new development on approximately half of its site, consisting of 175 independent living units, 15 assisted living units and 20 memory care units. Through a very rigorous selection process Cannon was selected in January 2012 as the general contractor with the immediate responsibility to provide pre-construction services for this significant project that is scheduled to break ground in 2016.

## Candlestick Heights

In September of 2010, Cannon began construction on **Candlestick Heights**. Project developers Holliday Development again partnered with Cannon to complete construction on a condominium project located in San Francisco's Bayview District.



Phase One entailed completion of the three partially constructed buildings with a total of 66 for-sale condominiums. With over 25,000 square feet of common open space allowing residents to meet friends, do some gardening, or just lounge and enjoy some of the best weather San Francisco has to offer, in addition to the fact that Candlestick Park is just up the street, Candlestick Heights has a lot to attract homeowners and football fans alike.

Buildings 4 and 5 contain a total of 30 two- and three-bedroom units that face a well-lit street with parking for guests. Each of the buildings has three levels of wood framed residential areas, with the 36 residential units of Building 11 rising above a concrete podium with ample parking below. The project boasts inner courtyards, landscaping, bicycle parking, and gated entries for residents.

**Location:**

855-867 Jamestown Avenue  
San Francisco, CA

**Architect Reference:**

Brand + Allen Architects  
Patrick Bartlett  
(415) 441-0789

**Owner's Representative:**

Holliday Development  
Rick Holliday  
(510) 547-2122

**Completion Date:**

June, 2011

**Square Footage:**

Building 4 – 15,635  
Building 5 – 23,020  
Building 11 – 46,752

**Approximate Value:**

\$9.4 million

**Website:**

<http://candlestickheights.com>

The lack of appropriate project documentation proved to be a major challenge on this project. For instance, PG&E's records regarding the inspection of on-site underground gas line installation were either misplaced or never documented, thereby delaying connection to the gas main. PG&E was reluctant to energize the lines without re-inspection, necessitating the potholing and exposure of all connections at each building entrance.

Another difficulty we experienced on the project involved the need for public street improvements. Because the original developer intended to build out all eleven buildings in one phase, Cannon, Holliday Development, KCA civil engineers, and attorneys Reuben & Junius, coordinated with representatives from the San Francisco Supervisor's office, City Attorney, City Surveyor, Planning, DPW, and MTA to create a multi-staged plan for necessary street improvements.

Completed in June, 2011, Candlestick Heights has an approximate value of \$9.4 million.

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## CONSTRUCTORS

### Carroll Station

In October, 2008 Cannon began construction on **Carroll Station**, located at 5800 and 5900 Third Street. Project developers Holliday Development retained Cannon to continue construction on a mixed-use project located in San Francisco's Bayview District. This partially completed project had been stagnant for a number of years. Overall, the project was only about 10% complete when Cannon took over.

The project includes 135 condominiums, consisting of 1-, 2- and 3-bedroom units, spread across 2 separate buildings, with concrete parking structures, 20,000 SF of retail space, and ample common outdoor areas. Each residential unit includes at least one private balcony and some have private entrances. The project is located at the site of an old Coca-Cola bottling plant, so some of the subterranean construction encountered unforeseen obstructions.

The project was high-profile in the neighborhood, requiring an extensive amount of coordination and outreach, in order to ensure that the neighborhood's needs were met and that prior commitments and agreements were maintained. Cannon also implemented a local hiring program, allowing the local community to benefit and become directly involved in this successful project.

**Location:**

5800 & 5900 Third Street  
San Francisco, CA

**Architect Reference:**

Brand + Allen  
Patrick Bartlett  
(415) 441-0789

**Owner's Representative:**

Holliday Development  
Rick Holliday  
(510) 547-2122

**Completion Date:**

August, 2010

**Square Footage:**

325,000

**Approximate Value:**

\$45 million

**Website:**

[www.5800third.com](http://www.5800third.com)



Each building has a partially below grade concrete podium with parking and support areas, on grade concrete retail fronting on Third Street, and four levels of wood framed residential areas above podium. The project boasts inner courtyards, landscaping, and a gated entry with a private street to Phase One. In the courtyard between the two buildings is a communal barbeque deck, and a dog washing station for pet lovers. For biking enthusiasts, there is a bicycle lounge with storage room for bikes and gear, maintenance equipment, and a repair rack set at just the right height so that you no longer have to stoop or kneel to fix your bike. The project is a great addition to the neighborhood.



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## CONSTRUCTORS

### Windflower Lofts

Construction of Windflower Lofts began in February 2016. The completed development will have 243 apartment units.

Phase one of the project includes 115 affordable apartments and two underground levels of approximately 400 parking spaces, 240 of which will be available for BART patrons. There will also be a childcare center in the ground-floor level.

**Location:**  
34588 11<sup>th</sup> Street  
Union City, CA 94587

**Architect Reference:**  
David Baker + Partners

**Completion Date:**  
Projected: Q1 2017

**Square Footage:**  
213,058 (net leasable: 167,692)

**Approximate Value:**  
\$65 million

The project consists of three buildings: Building A, which will be one level of concrete construction with three levels of wood construction above; Building B, which will be four levels of wood construction; and a multi-level concrete garage. Housing common areas will include two pavilion buildings of one-level wood construction for property management offices, lounges, an eating area, and exercise rooms.

Public improvements will include new sidewalks, street trees, site furnishings, and lighting. A fire access lane and landscaped access easement will be provided.



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## CONSTRUCTORS

### Marea Alta

Cannon broke ground in February 2015 on phase one of Marea Alta, an affordable housing design-build project on the former site of the San Leandro BART station parking lot. Marea Alta is currently the largest affordable modular development in California.

Phase one of the project includes a mix of studios and one-, two-, and three-bedroom apartments. There will also be two underground levels of approximately 400 parking spaces, 240 of which will be available for BART patrons. The ground floor will contain a childcare center and a retail space. Marea Alta will also feature a playground, community garden beds, on-site laundry, bike parking, and a community room for educational and wellness programs for residents.

**Location:**

1400 San Leandro Boulevard  
San Leandro, CA 94577

**Architect Reference:**

Ankrom Moisan

**Owner's Representative:**

Bridge Housing

**Completion Date:**

Projected: May 2016

**Square Footage:**

306,192 gross; 93,387 leasable

**Approximate Value:**

\$46 million

WNS&D





## Partial List of Clients

### Tenant Improvements

Bay Club San Francisco  
BDO  
Cloudmark  
Endpoint Clinical  
FinancialForce.com  
Foundations Recovery Network  
Galvanize  
The Hanover Insurance Group  
IGN Entertainment  
Jewish Community Federation  
JVS  
Pacific Fertility Center  
Pacific Union  
Reuben, Junius & Rose, LLP  
Tishman Speyer

### Law/Financial Firms

Barclay's Bank  
Blum Capital Partners  
Francisco Partners  
Gross Belsky Alonso LLP  
Jones Day  
Lieff Cabraser Heimann & Bernstein, LLP

### Structural/Historic /Renovations

410 Townsend  
543 Howard Street  
601 Townsend – Baker Hamilton Building  
625 Second Street  
680 Second Street  
Building 106: Arnold Palmer Golf Management  
The Jewish Home of San Francisco  
Temple Beth Abraham  
The Hive – Art Studios

### Multi-Family/Lofts

200 Second Street Residences  
74 New Montgomery  
88 Townsend  
Candlestick Heights  
Carroll Station  
Crown Plaza Hotel  
Emeryville Warehouse Lofts  
Green City Lofts  
Indiana Lofts  
Iron Horse Lofts

One Embarcadero South  
Pacific Cannery Lofts  
Phoenix Lofts  
The Brannan  
The Lansing  
The Potrero  
Trinity Place – Building A

### Hospitality/Restaurants/Retail

Bay Club San Francisco  
Best Western Plus Americana  
Brown Sugar Kitchen  
Carriage Inn  
Ferry Plaza Wine Merchant  
Good Hotel  
Hotel Carlton  
Izzy's Bagels  
John Walker & Co.  
Lake Merced Golf Club  
Limón Rotisserie  
The Melt  
Mikli  
Mission Rock Resort & Oyster Bar  
MoMo's Restaurant  
Pedro's Cantina  
Pete's Tavern  
Ted Baker London  
W San Francisco Hotel  
Waterfront Hotel

### Developers

Bridge Housing  
DDG Partners  
DM Development  
Gordon Development  
Holliday Development  
L+M Development Partners  
Lambert Development  
Prado Group  
Trumark Urban

### Property Managers

Boston Properties  
CAC Group  
Colliers International  
Jones, Lang, LaSalle  
The Prado Group  
ROK  
Trinity Properties



## **IV.**

### **Project Staffing**

Roles & Responsibilities

## Project Staffing

Our most important asset and product are our people and their finely honed skills. While each project has its own demands that may require us to adapt our roles in one form or another, the following key roles and responsibilities are offered to you.

### Roles & Responsibilities

#### 1. PRINCIPAL:

A Principal of the Firm is involved with the project from inception to completion. The Principal acts as a unifying force, ensuring that the client's needs are being met in everything we do. This is part of Cannon Constructors' basic philosophy of quality control.

#### 2. PROJECT ESTIMATOR:

Cannon's Estimator is responsible for preparing detailed budgets, ensuring that those budgets are formatted to meet the client's needs, and to prepare and present potential "what if" scenarios. They provide value engineering, presenting alternate means that will accrue either to reduced cost, reduced schedule, or both. The estimator prepares all bid documents, manages the bid process, and presents final contractual values. The estimator has a keen knowledge of construction cost, a detailed orientation to the project, and excellent communication skills. They work closely with the balance of the

Cannon Project Team, as well as the Client, Architect, and Engineers.

#### 3. PROJECT MANAGER:

Our Project Manager handles the project administration. Coordinating with the Estimator and Superintendent, the Project Manager ensures an accurate and timely flow of all project paperwork, such as schedules, submittals, project reports and financial projections. The project manager conducts all project meetings, records and distributes minutes, and monitors deliveries to ensure timeliness. Cost projections and control are maintained and monitored by the project manager with the assistance of the Superintendent. The Project Manager plays a crucial part in Cannon's dynamic construction team.



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## CONSTRUCTORS

#### 4. SUPERINTENDENT:

The Superintendent's basic responsibility is to ensure timeliness of completion, quality of workmanship, and job safety. Working on the construction site, the superintendent monitors the workflow of each vendor and subcontractor to ensure that project stays on schedule. By conducting weekly sub meetings and preparing schedule extracts, the superintendent can monitor and adjust progress and thereby prevent potential problems. Quality is the goal of the superintendent as he strives for a "No Punch List Job." Every day, the superintendent scrutinizes the jobsite to ensure quality, dimensional control, and adherence to specifications. Budget, cost controls, and projections, are performed in conjunction with the project manager. Safety, being of utmost importance, is monitored closely by the superintendent by holding regular safety meetings and upholding strict protection standards.



#### 5. GENERAL SUPERINTENDENT:

Cannon's General Superintendent has oversight responsibility for all projects. Operating under the theory that the staff on the "front lines" can occasionally lose perspective, the general superintendent provides an objective set of eyes to monitor and review the project. The general superintendent operates as an information resource (being the most experienced construction professional on the management team) and providing quality control.

The General Superintendent visits every job at least once a week, and attends many of the Owner and Subcontractor project meetings. The general super also chairs weekly review meetings with all project managers and superintendents.

#### 6. PROJECT ACCOUNTANT:

Each project is assigned a Project Accountant to act as the central source for financial information processing from the inception of the project to its closeout. The project accountant ensures the flow of payment from the Owner to subcontractors and vendors, maintains financial reports, prepares monthly financial analysis where applicable, ensures receipt of proper liability and worker's compensation insurance, and obtains proper lien releases as a part of the project's closeout.



**V.**

**Project Services**

## Project Services

### I. PRE-CONSTRUCTION

Handled properly, the pre-construction phase identifies all possible project issues and develops the means to deal with them. In effect, it acts as a rehearsal so that construction proceeds flawlessly, without any unforeseen conditions or surprises. This phase allows the project team members of various firms to coalesce under the common goals and needs of the project. The project momentum develops much earlier in the process.

The team works together at the inception of the project to help establish sufficient conceptual information to prepare preliminary budget estimates and project schedules. These budgets and schedules are updated as project information develops. The budgets allow the client and project team to make informed decisions about potential alterations. The goal is to ensure that cost and schedule are always predictable elements. This *real time* analysis and feedback process allows the team to investigate various alternates and make informed decisions.

An important option to consider during pre-construction is **Value Engineering**. Value engineering represents the ongoing review of systems, means, methods, and products, in order to

evaluate cost and benefit. Performing ROI analysis and evaluating alternatives allows the team to explore options that might mean the difference between a project that goes ahead with every desired element and one that is unduly compromised. Value Engineering is NOT Value Reduction!

Another benefit of the pre-construction process is that it provides a forum for the identification of long-lead items and the option of pre-bidding or pre-ordering.



### Services included in the Pre-Construction Stage:

- Coordinate with project team members
- Attend all relevant project meetings
- Review and analyze designs and specifications
- Prepare and update preliminary budgets as needed
- Prepare preliminary schedules, including tracking and milestones for pre-construction and construction activities
- Provide exploratory demolition and project mock-ups as appropriate
- Provide Value Engineering options
- Identify long-lead items and proposed action options
- Identify project pre-bid/pre-purchase values
- Request Developer and Project Team approval of subcontractor and vendor bidding lists

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## CONSTRUCTORS

- Develop bid documents/forms that complement those of the architect and other consultants
- Evaluate bids, meet with low bidders as required, and prepare final pricing for client approval
- Award subcontracts and begin work
- Perform all tasks necessary to ensure a complete and successful project

### 2. CONSTRUCTION PROJECT MANAGEMENT

The Project Management portion of the construction process represents one part of a two part responsibility. Operating “hand-in-hand” with the superintendent, the project manager takes the lead on all documentation, delivery of special items, reporting, financial analysis, cost control, and schedule updates. The project manager acts as the primary liaison for project administration. The project manager is always striving to be ahead of the project curve, anticipating issues and following up on items to ensure the project’s consistency, predictability, and conformity to goals and needs.

#### **Project Manager Responsibilities:**

- Quality control
- Timely and concise communication with project team members
- Manage all project correspondence
- Prepare and update project schedules and reports on a regular basis
- Chair all meetings, prepare and distribute meeting minutes
- Prepare and distribute all financial projections and reports
- Coordinate monthly draws and payments to subs and vendors

- Track, expedite, and report on submittals, transmittals, samples, and shop drawings.
- Track and expedite products and fabrication
- Expedite and confirm material and product deliveries
- Coordinate receipt of project closeout data; compile and submit warranties, guarantees, as-builts, equipment operating manuals, attic stock, and other required products

### 3. CONSTRUCTION SUPERVISION

The Supervision process complements the project management process; whereas the project manager is responsible for the project administration, the superintendent is responsible for the actual production. Stationed on-site, the superintendent controls and monitors construction to ensure adherence to schedule, quality of construction, and overall job safety. The superintendent and project manager maintain a high level of communication.

#### **Supervision Responsibilities:**

- Quality control
- Work with the project manager to carefully review, prepare, and regularly update project schedules.
- Prepare three-week expanded *rolling schedule* updates for field staff
- Chair regular subcontractor and safety meetings
- Adhere to contract documents
- Monitor job site safety
- Ensure timely completion of project
- Ensure timely completion of punch list and closeout items

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## CONSTRUCTORS

#### 4. PROJECT TOOLS & SYSTEMS

We draw upon a variety of resources to ensure that we provide our clients with the very best product possible. From the latest cutting-edge technology, to basic pick and shovel - we use it. Our staff members are equipped with networked Pentium-based computers with the most advanced software, email, and voice mail in addition to cellular phones. No one is more than ten minutes away at any time. We acknowledge that each project has its own set of needs and demands, and we have purposely formulated our reporting systems, forms, and tools to allow maximum flexibility and diversity. **We adapt our tools to meet your needs.**

##### **Project Tools & Systems:**

Cannon utilizes the following reporting tools and systems to enhance project communication and information flow.

- Permit expediting
- Prepare subcontractor and vendor agreements that reference and complement the owner-contractor agreement
- Weekly meetings with owner and subcontractors
- Process submittals, samples, and shop drawings; update corresponding logs weekly
- Master project schedules on SureTrak Project Manager
- Update and distribute three-week *rolling schedules*
- RFI's and RFI logs
- COR's and COR Logs
- Daily Field reports

- Hold periodic safety meetings; review safety procedures
- Project cash flow reports and updates
- Monthly client invoicing; disburse client funds to proper subcontractors and vendors, and ensure receipt of partial and final lien releases as appropriate
- Ensure that all subcontractors and vendors have appropriate liability and workers' comp insurance
- Quality control reports
- Coordinate building department inspections
- Expedite product fabrication and delivery
- Inventory controls
- Real time cost reporting
- Internal auditing
- Project closeout punch list
- Project closeout warranties and guarantees, operating manuals, as-built drawings, and attic stock

#### 5. PROJECT ACCOUNTING

Each of our projects is assigned a Project Accountant who works with the project manager to handle all aspects of the project's accounting needs. By combining the services of accounts payable and receivable, payroll, general ledger, and insurance under one account manager, we provide cohesiveness in our approach: an individual who has a vested interest in the project outcome.

##### **A. Planning Phase:**

- Establish project-specific billing and payment procedures
- Develop a preliminary cash flow schedule

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## CONSTRUCTORS

- Review the financial qualifications of proposed subcontractors

### **B. Construction Phase:**

During construction, the primary focal points are cost and risk control. The project accountant will:

- Prepare frequent internal audits
- Evaluate subcontractor liability and worker's compensation insurance
- Review and update cash flow schedules
- Ensure receipt of proper lien releases and other interim documents

- Comply with any special project reporting requirements
- Standard payroll, accounts payable, accounts receivable, and general ledger processing

### **C. Project Closeout:**

- Prepare final billings
- Closeout subcontractor and vendor accounts
- Acquire and submit appropriate final releases
- Prepare any project specific reports and documentation

## Legal Representation

During the initial stages of the project, including City negotiations on land and entitlements, legal representation the Holliday/BRIDGE team Legal will be provided by Robert Stein of Coblenz Patch Duffy & Bass LLP.

Coblenz Patch Duffy & Bass LLP  
Robert Stein  
T 415.772.5705  
rstein@coblenzlaw.com

During the Development Stage of each the project the following representation is contemplated:

### BRIDGE Housing Corp

Tax Counsel            Gubb and Barshay  
Transaction Counsel   Goldfarb & Lipman  
In-House Counsel     Becky Hlebasko

### Holliday Development

Coblenz Patch Duffy & Bass LLP

### **Holliday Development**

Holliday Development will make the determination of a property management agent further along in the development process. Each project has a unique identity and we wish to engage with a few potential managers to select the firm that will provide the best fit for the new resident population and the surrounding neighborhood. Holliday has relationships with multiple well regarded property management companies that are active in the East Bay.

### **BRIDGE Property Management Company**

BRIDGE's affiliated award winning property management company, BRIDGE Property Management Company (BPMC), joins BRIDGE Housing Corp., as a team member. BRIDGE formed BPMC in 1987 as a financially independent but affiliated nonprofit tax-exempt management company to ensure that the award-winning quality of BRIDGE's developments would be maintained over time. Revenues from the company, in excess of costs, are devoted to aid residents, and to provide supportive services. BRIDGE Property Management Company (BPMC) currently manages over 75 developments with more than 7,800 rental units.

BPMC and BRIDGE collaborate to develop a menu of supportive services tailored to each of its housing developments, including childcare facilities, family counseling services, credit counseling, homebuyer workshops, senior rides and escorts, and educational services such as homework clubs, computer learning centers, English as a Second Language classes, nutrition and cooking classes, health seminars, connections to higher education, scholarships for continuing education and referrals to area service providers. The mission statement for BRIDGE's Programs Department is: "To provide educational opportunities that help families and individuals build a foundation of knowledge upon which to build careers, better manage their finances, tap in to community resources, open-up greater opportunities for their children, and step into home ownership."



## Strategic Urban Planning and Development Consulting

Rhodes Planning Group offers urban planning and design expertise combined with experience entitling sustainable infill and affordable mixed-use housing development projects. We provide a complete range of planning and development services for the private, non-profit and public sectors.

We have in-depth knowledge of the policy, zoning and economic realities of designing and building sustainable mixed-use projects – the next wave of urban investment. Rhodes Planning Group’s clients benefit from a unique combination of development and urban planning know-how: an integrated, forward-thinking and reality-based approach to planning and development for private investors and public agencies.

### Development Services

We employ highly successful strategies that engage stakeholders, decision-makers and design teams alike. Our development services include:

- Property Acquisition, Land Use Yield
- Project Planning and Design Consultation
- Land/Use/Planning/Zoning Entitlement and Process Consultation
- State Department of Real Estate Services
- State Density Bonus Law, Inclusionary Zoning, Infill Development



### City Planning Consulting

We craft innovative approaches for infill development as well as organizational management advice. Our city planning services include:

- Drafting Zoning Ordinances
- Planning and Community Development Administration/Organizational Management
- Development and Environmental Review Processes
- Strategies for Sustainable Infill Development - Policies and Implementation Measures
- State Density Bonus Law, Inclusionary Zoning





**The Residences at Berkeley Plaza, Downtown Berkeley**  
 Client - Hill Street Realty  
 302 Transit-Oriented Dwelling Units  
 10,535 SF Retail/Restaurant  
 326,685 GSF



**Acheson Commons, Downtown Berkeley**  
 Developer - Equity Residential  
 205 Transit-Oriented Dwelling Units  
 30,000 SF Historic Retail  
 196,491 GSF



Parker Place, Berkeley  
Client - Lennar Multifamily

155 Transit-Oriented Dwelling Units  
22,000 SF Retail/Restaurant  
139,200 GSF



The Overture, Berkeley  
Client - 1812 University Ave., LLC

44 Transit-Oriented Dwelling Units  
4,907 SF Retail/Restaurant  
36,554 GSF



Eureka!, Berkeley  
Client - Eureka! Burger  
3,958 SF Retail/Restaurant



2035 Blake Street, Berkeley  
Client - 2035 Blake Street, LLC  
82 Transit-Oriented Dwelling Units + 2 Live/Work Units  
2,000 SF Retail/Restaurant  
70,450 GSF

## Mark A. Rhoades, AICP

Mark Rhoades founded Rhoades Planning Group in 2012 and has 22 years of experience as a land use planner and development consultant in both the public and private sectors. Mark is a member of the American Institute of Certified Planners and the California Planning Roundtable. Between 1998 and August 2007, he served as City Planning Manager for the City of Berkeley during a period of unprecedented development activity and increasing politicization of land use.

Mark has been acknowledged for his professional leadership by the City of Berkeley, and by the American Planning Association (APA) which awarded Berkeley the California State Chapter Award for Distinguished Leadership in 2003 for the City's infill development program, which he designed. He has lectured extensively at UC Berkeley for graduate courses in planning and real estate, at Housing California, Urban Land Institute, and at various APA conferences.

As Berkeley's City Planning Manager and Zoning Officer, Mark was responsible for both policy development and implementation. His major efforts revolved around infill and new transit-oriented housing while achieving a high degree of project feasibility and community responsiveness. Approximately 2,400 housing units were built or approved during Mark's tenure in Berkeley's Planning Department. Prior to Berkeley, Mark was a Senior Planner/Project Manager at Pacific Municipal Consultants. Mark consulted with local agencies on general plans, specific area plans, development projects, CEQA analysis and entitlement process improvements.

Over the past seven years Mark has worked with private-sector clients to entitle mixed-use development projects with more than 800 dwelling units in Berkeley, including the two largest development projects in Berkeley's history, one of which was the first high rise project approved in Berkeley in the past 40 years. Mark is currently a member of the American Planning Association, the California Planning Roundtable, the Urban Land Institute, and on the Board of Directors of the Berkeley Chamber of Commerce and Berkeley Design Advocates.

Rhoades Planning Group's strategic mission is to support community growth by focusing on large and small projects that have the ability to transform neighborhoods.

[mark@rhoadesplanninggroup.com](mailto:mark@rhoadesplanninggroup.com)

## **Mia Perkins, Project Manager**

Mia Perkins has over 13 years of experience in land use and real estate. Her background includes real estate law, specifically in land use and development. Mia's project management experience includes all aspects of entitlements for urban infill development. In addition she has worked on projects for cities, including yield analysis and zoning and general plan research.

Prior to joining Rhoades Planning Group, she worked as a project manager at Citycentric Investments, an infill development and consulting company. Prior to Citycentric, Mia worked as sales counselor and project manager in the San Francisco Bay Area Division of John Laing Homes. Before working in real estate, she worked as an associate at the law firm of Case Bigelow Lombardi in Honolulu.

Mia was born and raised in Hawaii and earned a Bachelor of Arts from Occidental College and a Juris Doctorate from the University of Hawaii at Manoa. Mia has an active California broker's license and is a member of the Urban Land Institute.

[mia@rhoadesplanninggroup.com](mailto:mia@rhoadesplanninggroup.com)

## **Katie Gladstein, Project Manager/Associate Planner**

Katie Gladstein has experience working in planning and community development in the public, private, and nonprofit sectors. Her work has focused in entitlements and strategic consulting for residential, commercial, and mixed-use development projects, local land use and regional planning policy, as well as community outreach and program development. Katie's understanding of the roles of policy and politics in planning and development have allowed her to lead a variety of complex planning projects for public and private clients.

Katie's previous professional experience includes work as a consultant at Urban Planning Partners, Inc., where her responsibilities included project coordination for large-scale CEQA projects, as well as contract planning in Bay Area cities, allowing a close understanding of both private and public approaches to urban development projects. Previous work experience includes land use policy analysis at the UCLA School of Public Affairs, program development at the Sonoma County Economic Development Board, and community campaigns and public outreach in the City of Berkeley.

Katie earned a Bachelor of Arts in Development Studies at the University of California, Berkeley, and a Master of Urban and Regional Planning at the University of California, Los Angeles. Katie is an active member of the American Planning Association and Urban Land Institute.

[katie@rhoadesplanninggroup.com](mailto:katie@rhoadesplanninggroup.com)

BRIDGE Housing Corporation and Holliday Development will be the master developers of the Mayfair site, and will make the financial commitments necessary to complete the project. Additional information about the partners' financial condition is described in detail below.

Attached is an initial letter of interest from Citi Community Capital, a lender that both Holliday Development and BRIDGE have extensive relationships with as described in the letter. It may be beneficial and more efficient to utilize a single construction lender for both projects proposed on the Mayfair site given the close coordination necessary on all of the inter-related components of the larger project.

### **Holliday Development**

Holliday Development has a 27 year track record of building strong financial relationships and executing on projects with a range of equity and debt partners. HD is in excellent financial condition, and our strong track record of performance results not only in access to capital, but access to favorable rates and terms that are best suited to each specific opportunity.

HD currently has active relationships both with regional banks and larger national banks like. Similarly on the equity front, in addition to our own private investment into our projects, Holliday Development partners with local equity sources, public agencies and the State, and institutional partners as appropriate. We have formed formal and informal partnerships with multiple cities and public agencies (including the City of San Francisco, City of Oakland, Town of Truckee, and the Capitol Area Development Authority), and have successfully secured a range of state grants for our projects (including the Infill Infrastructure Grant Program, Affordable Housing and Sustainable Communities Grant Program, Catalyst Projects for California Sustainable Strategies Pilot Program, and CalReuse Grant Program).



Projects of the scale and cost envisioned at the Mayfair site are within the scope and expertise of Holliday Development's portfolio of work. With nearly three decades of relationships, HD is able to be a creative and nimble in applying the right relationships to the specific needs of each project.

### **Land Purchase Price**

Attached is a detailed proforma showing income and expense projections, sources and uses, and a 10 year cash flow projection. We view the market value of the land at \$4 million. Given the proposal for 30% affordable housing on the site, we are proposing a land price of \$3.5 million, and HD is proposing a \$500,000 investment into the BRIDGE Housing project to help close the funding gap for that project and increase funds for additional community programming and services in the project. With these factors taken into account, we are projecting initial returns to our investors of 6%, and a debt service coverage ratio of just over 1.3. These figures allow us to meet the requirements we believe will be needed to secure the debt and equity on the project, and we can see a potential return to our investors reaching 10% around year 7. If the project were to be sold in 10-15 years, we would project an IRR to our investors in the 15-18% range.

We also understand that there are some discrepancies regarding the exact size of the Mayfair property that will be conveyed. To the extent the site is larger than projected and that the additional square footage works on the site in a way that allows for an increase in the amount of market rate housing, we would project the price for that additional footage being in \$50/sq. ft. range.

### **Predevelopment Capital**

Holliday Development has the working capital and commitment to invest early predevelopment capital into high priority housing developments.

### **Construction and Permanent Financing**

HD has active relationships with regional banks like the Mechanics Bank, and larger national banks including Bank of America and Citi Community Capital. As mentioned in Citi's letter of interest in the Mayfair site, HD is currently completing a successful 136 apartment project with Citi Community Capital as the lender utilizing offsite construction, and they are excited to partner with us on this new opportunity.

### **Equity**

HD has active equity relationships with both large institutional investors as well as smaller family offices and investors. Each project's capital structure is based on the specific needs and characteristics of the opportunity. With over 25 years of experience, repeat relationships with our investors, and a proven commitment to our partners, we have multiple options available to raise the required capital for the project based on our existing relationships.

### **Detailed Proforma**

Attached is a detailed proforma describing the sources and uses of funds, rent structure, hard and soft cost assumptions, and cash flow projections.

### **BRIDGE Housing**

BRIDGE is in excellent financial condition and has ample access to capital, multiple successful lender and investor relationships, exemplary past performance and strong creditworthiness. BRIDGE's long track record of success has resulted in the company having access to both debt and equity resources at extremely favorable rates. The fact that BRIDGE developments get the best rates for financing means that our local government partners have a smaller funding gap to fill. BRIDGE has also used a variety of innovative financing tools to finance the development and operations of its mixed-use, urban infill developments. BRIDGE does not have any non-

performing assets and has never defaulted on a loan. Neither BRIDGE nor any of its affiliates have filed for bankruptcy or lost a project to foreclosure.

BRIDGE Housing has received an “A+” issuer credit rating from Standard & Poor’s Ratings Services. BRIDGE pursued the rating as part of its five-year strategic initiative to double its production of affordable and mixed-income housing. S&P noted several attributes driving this rating of BRIDGE, including strong overall management, coupled with a strategic plan that supports BRIDGE’s mission to provide quality low-income housing in the least-affordable markets, a strong enterprise risk profile supported by extremely strong economic fundamentals, a very strong asset quality, and very strong liquidity versus the average for BRIDGE’s social and affordable housing peers.

It is BRIDGE’s standard practice to secure commitments for debt and equity much later in the process. Periodically we will put out requests for proposals to a large pool of lenders and investors including several projects in each request. We have found that we are able to obtain the best rates and terms when soliciting debt and equity proposals in this way and we would propose to use the same method for the Mayfair development. Following is a discussion of BRIDGE’s financial strength and capabilities.

### **Predevelopment Capital**

BRIDGE has a strong balance sheet and has sufficient working capital to invest as early seed money into high priority housing developments.

### **Construction and Permanent Financing**

BRIDGE has strong relationships with all of the industry’s major real estate lenders, including Wells Fargo Bank, Bank of America, Union Bank and Citibank. Recent transactions include a \$28 million construction loan from Wells Fargo Bank for the construction of Rene Cazenave Apartments at



Transbay Block 11A, and a \$16.9 million private placement of bonds with Bank of America for 474 Natoma Street in SOMA. Celadon at 9th and Broadway in San Diego received a total of over \$75 million in debt and equity from US Bank (construction loan and tax credit equity).

### **Equity**

BRIDGE's developments typically attract large equity investments from private parties, most often utilizing Low Income Housing Tax Credits, which induce private corporations to invest in affordable housing developments. BRIDGE's track record in developing and managing high quality, sustainable communities results in lower risk for investors, which in turn leads investors to pay higher rates when investing in BRIDGE developments.

For example, our four most recent tax credit projects were able to attract equity investments at an average of \$1.15 per dollar of tax credit. Among other factors, this level of pay-in reflects the investor's assessment that a BRIDGE sponsored development carries less risk than other sponsors, based on our success developing over 80 such projects.

### **State Funding Sources**

Outside sources of subsidy funding are crucial for the development of affordable communities, and BRIDGE has an excellent record in competing strongly in the programs that need to be targeted. BRIDGE has quickly understood and secured funds from California's new "Affordable Housing and Sustainable Communities" program funded by proceeds from the State's Cap and Trade pollution credit program. BRIDGE received two awards totaling the maximum \$15 million, one of which will provide key capital for our San Leandro BART project. BRIDGE has also been a frequent user of the State Housing and Community Development Department's Multifamily Housing, Transit Oriented Development, and Infill Infrastructure programs. These programs all reward experience, financial strength, and management company performance, all areas in which

BRIDGE routinely scores the maximum available points, which is crucial when competing for scarce resources.

### **Financing Innovation**

In recent years, BRIDGE has taken the initiative to access capital outside the typical affordable housing sources. BRIDGE is currently engaged in a major campaign to increase the financing tools at our disposal with a focus on patient capital that is aligned with the time horizons inherent in affordable housing.

- BRIDGE is currently raising a proprietary equity fund, with a goal of \$100 million in the initial round.
- Last year BRIDGE was able to structure an equity investment of \$8 million with a private party, in order to acquire a large (474 unit) apartment complex in Seattle. This investment is structured to provide a market rate return to our investor while preserving affordability in the project.
- BRIDGE is also a founding Board Member of the Housing Partnership Equity Trust (HPET), an affordable housing equity REIT which has raised \$100 Million of capital in its first round.

BRIDGE has a long record of sourcing capital on the most advantageous terms in order to fulfill our mission of providing affordable housing and community benefits in sometimes complex transactions. We have the ability to match our capital sources to each project in order to maximize benefits and meet community goals. We will bring all of our resources to bear on the Mayfair site to ensure that our team can deliver all of the goals stated in the RFP.

### **Financing Plan for the Affordable Component**

As discussed, we are proposing a 9% tax credit scenario as the most efficient (smallest gap), but we have also include an AHSC (Cap and Trade) proforma as well for comparison. Please see the attached Summary Sheets from our proforma that detail the following:

- Sources and Uses of Funds
- Hard Cost details
- Soft Costs details
- Operating Expenses
- Financing Costs
- Cash Flow Projections
- Operating and Replacement Reserves
- Vacancy Rates for residential and commercial components
- Utility Allowances

### **Subsidy Sources**

The first decision we made was to build the most cost effective building we could, while maximizing the site – this is a 5 story, wood frame building, with no podium, stacked flats, double loaded corridors served by an efficient stair and elevator configuration. Keeping costs low if the first step in minimizing scarce subsidies. The project as presented here includes payment of prevailing wages on a site-built building. Our team also has experience building modular buildings and should we be selected we would fully analyze this methodology to garner any potential cost savings.

The proposed unit mix, incomes and rents are designed to serve a wide spectrum of families, and are tailored to meet the competitive requirements of both the 9% tax credit program and the Affordable Housing and Sustainable Communities (AHSC) program, the two main funding sources

available. We have evaluated the project under both scoring systems (and presented proformas for each), and the 9% tax credit scenario fares best under current program rules. The project is structured to compete effectively for 9% tax credits with a tie breaker score in the mid-to-high 50's, currently projected at 56%. We know this is a competitive region, as BRIDGE is very active here. We recently were awarded 9% tax credits for similar TOD affordable developments at both the Macarthur BART station in Oakland and the San Leandro BART station, coincidentally both those projects also received State funding (AHSC or Prop 1C funds) as well.

We are assuming that the land for the affordable component will be provided cost-free. We propose a 9% tax credit scenario, combined with State tax credits and 7 Project Based Vouchers from the Housing Authority of Contra Costa County, and Federal Home Loan Bank "AHP" funds. This yields a project with a modest remaining funding gap of about \$40,000 per unit. We would propose to fill this gap with County HOME and/or CDBG funds, County Rebound funds and a commitment from Holiday Development of funds that otherwise would have paid for land. This amount is yet to be determined but we would like to discuss a few scenarios with the City of El Cerrito as part of the land price negotiation.

The timing of various funding cycles is shown in the project schedule, it is our experience that the earlier we can gain site control and initial entitlements, the faster we will be able to garner funds from the disparate sources needed to fund the project.

Mayfair Project  
**Project Summary**  
6/1/2016

**Project Information**

Total Residential Units	166		
Market Rate Units	166		
Low/Mod Income Units	0		
Unit Sq. Ft., Mix		<u>Market</u>	<u>BMR</u>
	<u>Sq. Ft.</u>	<u>Count</u>	<u>Count</u>
Studio	400	45	0
One Bed	700	91	0
Two Bed	<u>880</u>	<u>30</u>	<u>0</u>
<b>Total Net Rentable Sq Ft</b>	<b>108,100</b>	<b>166</b>	<b>0</b>
Commercial Sq. Ft.	8,396		
Parking Spaces	83		

**Construction Costs**

Total Construction Costs	\$	43,575,000
Building Cost per unit	\$	262,500

**Financing Costs**

Construction Loan Estimate	\$	43,000,000
Construction Loan Rate		4.00%
Construction Loan Fees/Points	\$	450,000
Construction Loan Interest	\$	1,450,000
Permanent Loan Amount	\$	43,000,000

**Land**

Land Value	\$	3,500,000
Land value per unit	\$	21,084
Title, Closing Costs	\$	75,000

**Revenue & Expense**

Market Rents	Per Unit	Per SF
Studio	\$ 1,800	\$ 4.50
One Bed	\$ 2,350	\$ 3.36
Two Bed	\$ 2,975	\$ 3.38
Commercial Rent Per Foot		\$ 1.50
Commercial Rent Per Month		\$ 12,594
Commercial Rent Per Year		\$ 151,128
Garage rent per space per month		\$75
Total Garage Rent per month		\$6,225
Total Garage rent per year		\$74,700
Annual % Growth in Revenues		3.0%
Annual % Growth in expenses		3.5%
Vacancy Rate		5%
Total Operating Expenses per unit/yr	\$	(8,190)

**Soft Costs**

Permits/Fees/Utility Hook-Ups	\$	3,000,000
Legal/Accounting	\$	200,000
Insurance/Bonds	\$	300,000
Property/Business Taxes	\$	50,000
Architecture + Engineering	\$	1,750,000
Marketing + Lease-up	\$	300,000
Furnishings & Equipment	\$	100,000
Construction Security	\$	100,000
Special Inspections	\$	200,000
Developer Fee/Overhead	\$	1,500,000
Affordable Housing Support	\$	500,000
Soft Cost Contingency	\$	350,000

Mayfair Project  
**Sources and Uses**

<i>Sources</i>	<i>Construction</i>	<i>%</i>	<i>Permanent</i>	<i>%</i>
BRIDGE Parking Contribution	\$ 1,785,000	3%	\$ 1,785,000	3%
Construction Loan	\$ 43,000,000	75%	\$ -	0%
Private Equity	\$ 12,615,000	22%	\$ 12,615,000	22%
Permanent Loan	\$ -	0%	\$ 43,000,000	75%
<b>Total Sources</b>	<b>\$ 57,400,000</b>	<b>100%</b>	<b>\$ 57,400,000</b>	<b>100%</b>

<i>Uses</i>	
Land	\$ 3,575,000
Hard Cost	\$ 43,575,000
Soft Cost	\$ 8,350,000
Finance	\$ 1,900,000
<b>Total Uses</b>	<b>\$ 57,400,000</b>

*Apartment Loan Summary*

<i>Amortized Loan</i>	
Debt Service (per annum)	\$ 2,463,463
Rate	4.00%
Term (yrs)	30
Loan Amount	\$ 43,000,000

Mayfair

**10 Year Cash Flow Projections**

		<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>		<b>Year 6</b>		<b>Year 7</b>		<b>Year 8</b>		<b>Year 9</b>		<b>Sale Year 10</b>	
<b>Gross Income (3% growth)</b>																					
Gross Market Rent	\$	4,609,200	\$	4,747,476	\$	4,889,900	\$	5,036,597	\$	5,187,695	\$	5,343,326	\$	5,503,626	\$	5,668,735	\$	5,838,797	\$	6,013,961	
Gross Below Market Rent	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
Garage Rent	\$	74,700	\$	74,700	\$	74,700	\$	74,700	\$	74,700	\$	74,700	\$	74,700	\$	74,700	\$	74,700	\$	74,700	
Commercial Rent	\$	151,128	\$	155,662	\$	160,332	\$	165,142	\$	170,096	\$	175,199	\$	180,455	\$	185,868	\$	191,444	\$	197,188	
Other (laundry)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
Less Vacancy	5%	\$	(241,751)	\$	(249,004)	\$	(256,474)	\$	(264,168)	\$	(272,093)	\$	(280,256)	\$	(288,664)	\$	(297,324)	\$	(306,243)	\$	(315,431)
<b>Effective Gross Income</b>	\$	<b>4,593,277</b>	\$	<b>4,728,834</b>	\$	<b>4,868,458</b>	\$	<b>5,012,271</b>	\$	<b>5,160,398</b>	\$	<b>5,312,969</b>	\$	<b>5,470,117</b>	\$	<b>5,631,979</b>	\$	<b>5,798,698</b>	\$	<b>5,970,418</b>	

**Expenses (3.5% growth)**

Management	\$	(183,731)	\$	(190,162)	\$	(196,817)	\$	(203,706)	\$	(210,836)	\$	(218,215)	\$	(225,852)	\$	(233,757)	\$	(241,939)	\$	(250,407)
Administration	\$	(80,000)	\$	(82,800)	\$	(85,698)	\$	(88,697)	\$	(91,802)	\$	(95,015)	\$	(98,340)	\$	(101,782)	\$	(105,345)	\$	(109,032)
Payroll	\$	(150,000)	\$	(155,250)	\$	(160,684)	\$	(166,308)	\$	(172,128)	\$	(178,153)	\$	(184,388)	\$	(190,842)	\$	(197,521)	\$	(204,435)
Utilities	\$	(150,000)	\$	(155,250)	\$	(160,684)	\$	(166,308)	\$	(172,128)	\$	(178,153)	\$	(184,388)	\$	(190,842)	\$	(197,521)	\$	(204,435)
Repair & Maintenance	\$	(125,000)	\$	(129,375)	\$	(133,903)	\$	(138,590)	\$	(143,440)	\$	(148,461)	\$	(153,657)	\$	(159,035)	\$	(164,601)	\$	(170,362)
Insurance	\$	(100,000)	\$	(103,500)	\$	(107,123)	\$	(110,872)	\$	(114,752)	\$	(118,769)	\$	(122,926)	\$	(127,228)	\$	(131,681)	\$	(136,290)
Reserves	\$	(20,750)	\$	(21,476)	\$	(22,228)	\$	(23,006)	\$	(23,811)	\$	(24,644)	\$	(25,507)	\$	(26,400)	\$	(27,324)	\$	(28,280)
Taxes	\$	(550,000)	\$	(569,250)	\$	(589,174)	\$	(609,795)	\$	(631,138)	\$	(653,227)	\$	(676,090)	\$	(699,754)	\$	(724,245)	\$	(749,594)
<b>Total</b>	\$	<b>(1,359,481)</b>	\$	<b>(1,407,063)</b>	\$	<b>(1,456,310)</b>	\$	<b>(1,507,281)</b>	\$	<b>(1,560,036)</b>	\$	<b>(1,614,637)</b>	\$	<b>(1,671,149)</b>	\$	<b>(1,729,640)</b>	\$	<b>(1,790,177)</b>	\$	<b>(1,852,833)</b>

<b>Net Operating Income</b>	\$	<b>3,233,796</b>	\$	<b>3,321,771</b>	\$	<b>3,412,148</b>	\$	<b>3,504,990</b>	\$	<b>3,600,362</b>	\$	<b>3,698,332</b>	\$	<b>3,798,967</b>	\$	<b>3,902,340</b>	\$	<b>4,008,521</b>	\$	<b>4,117,584</b>
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Debt Coverage Ratio		1.31		1.35		1.39		1.42		1.46		1.50		1.54		1.58		1.63		1.67
Debt Service	\$	2,463,463	\$	2,463,463	\$	2,463,463	\$	2,463,463	\$	2,463,463	\$	2,463,463	\$	2,463,463	\$	2,463,463	\$	2,463,463	\$	2,463,463
Net Cash Flow	\$	770,333	\$	858,308	\$	948,685	\$	1,041,527	\$	1,136,899	\$	1,234,869	\$	1,335,505	\$	1,438,877	\$	1,545,058	\$	1,654,122

**Distributions**

Investor Equity Distributions	\$	770,333	\$	858,308	\$	948,685	\$	1,041,527	\$	1,136,899	\$	1,234,869	\$	1,335,505	\$	1,438,877	\$	1,545,058	\$	1,654,122
Return on Equity		6.11%		6.80%		7.52%		8.26%		9.01%		9.79%		10.59%		11.41%		12.25%		13.11%

**El Cerrito BART Affordable - 9% Tax Credits**

Assumptions		Density (Units per Acre):		Gross Building Area	
Total Site Area (Acres)	0.87	38,000	s.f.	78	DUAC
Total Number of Units	68				
Special Needs Units @ 35%	0				
Number of Parking Spaces	51				
				Residential Net Area	53,540

**A. DEVELOPMENT BUDGET SUMMARY**

Description	Total Amount	per Resid. Unit	per Resid. NSF	per Resid GSF
Acquisition & Related	\$3,400,000	\$50,000	\$63.50	\$49.78
Offsites	\$0	0	0.00	0.00
Holding Costs	0	0	0.00	0.00
<b>subtotal</b>	<b>\$3,400,000</b>	<b>\$50,000</b>	<b>\$63.50</b>	<b>\$49.78</b>
Construction	\$19,245,986	\$283,029	\$359.47	\$281.80
Offsites	\$0	0	0.00	0.00
Furnishings and Equipment	95,000	1,397	1.77	1.39
Hard Cost Contingency	1,347,219	19,812	25.16	19.73
<b>subtotal</b>	<b>\$20,688,205</b>	<b>\$304,238</b>	<b>\$386.41</b>	<b>\$302.92</b>
Architecture/Engineering	\$1,439,759	\$21,173	\$26.89	\$21.08
Permits and Fees	1,339,829	19,703	25.02	19.62
Construction Loan Interest/Fees	921,387	13,550	17.21	13.49
Bond Cost of Issuance	0	0	0.00	0.00
Permanent Loan Fees/Costs	195,720	2,878	3.66	2.87
Legal	75,000	1,103	1.40	1.10
Appraisal/Market Study	25,000	368	0.47	0.37
Marketing/Lease-up	165,000	2,426	3.08	2.42
Title/Audit/Cost Certification	105,000	1,544	1.96	1.54
Insurance	204,821	3,012	3.83	3.00
Property Taxes	0	0	0.00	0.00
Soft Cost Contingency and Reserves	297,068	4,369	5.55	4.35
<b>subtotal</b>	<b>\$4,768,584</b>	<b>\$70,126</b>	<b>\$89.07</b>	<b>\$69.82</b>
Syndication Costs and Developer Fee	\$1,540,361	\$22,652	\$28.77	\$22.55
<b>TOTAL DEVELOPMENT COSTS</b>	<b>\$30,397,151</b>	<b>\$447,017</b>	<b>\$567.75</b>	<b>\$445.08</b>
check \$	-			

**B. SOURCES AND USES**

Sources of Funds	Construction Period	Permanent Period
Permanent Mortgage	\$0	\$4,943,140
Permanent Mortgage - Sec 8 tranche	\$0	\$678,793
Construction loan (residential)	61% \$17,879,291	\$0
<b>Gap Loan</b>	<b>\$2,778,129</b>	<b>\$2,778,129</b>
AHP	\$680,000	\$680,000
Investor Equity - Tax Credits	\$4,019,237	\$17,288,664
Commercial Space	\$0	\$0
Contra Costa County Home / CDBG	\$0	\$0
GP Equity	\$0	\$0
Reimbursement for Common Amenity Space from Holliday	\$628,425	\$628,425
Land Donation	\$3,400,000	\$3,400,000
<b>TOTAL SOURCES</b>	<b>\$29,385,083</b>	<b>\$30,397,151</b>
<b>Uses of Funds</b>		
Acquisition	\$3,400,000	\$3,400,000
Construction	\$20,688,205	\$20,688,205
A/E, Permits	\$2,779,589	\$2,779,589
Indirect Expenses	\$559,821	\$574,821
Financing and Carry Costs	\$1,117,107	\$1,117,107
Other (Prop. taxes + Soft Cost Contingency)	\$100,000	\$297,068
Developer Fee + Syndication Costs	\$740,361	\$1,540,361
<b>TOTAL USES</b>	<b>\$29,385,083</b>	<b>\$30,397,151</b>
NET SURPLUS(SHORTFALL)	\$0	\$0

**C. FINANCING ASSUMPTIONS**

<b>CONSTRUCTION LOAN</b>	
Lender:	
Loan Amount:	\$17,879,291
Loan Term:	23 mos
Note Rate:	3.00%
> 50% Basis plus land?	yes
<b>PERMANENT DEBT SOURCE 1</b>	
Loan Amount:	\$4,943,140
Loan Amortization:	35
Loan Term:	35
Note Rate:	5.25%
Payment (annual):	\$311,472
DCR:	1.20
<b>PERMANENT DEBT SOURCE 2 (B Tranche)</b>	
Lender:	
Loan Amount:	\$678,793
Loan Term:	15
Note Rate:	5.25%
Payment (annual):	\$66,506
DCR:	1.20
<b>Gap Loan</b>	
Loan Amount:	\$2,778,129
Per Unit:	\$40,855
<b>AHSC</b>	
Loan Amount:	\$0
Loan Term:	55
Note Rate:	3.00%
Minimum Annual Pmt	\$0
Per Assisted Unit	\$0
<b>AHP</b>	
Loan Amount:	\$680,000
Loan Term:	15
Note Rate:	0.00%
Per BMR Unit	\$10,000
<b>Investor Equity - Federal Credit</b>	
Credit Rate (follow link below)	9%
Net Rate	\$1.150
Net Pay-in	\$16,076,947
Initial Pay-in	\$4,019,237
Credit Rate (May 2016)	9.00%
Annual Federal Credits	\$1,398,135
<b>Investor Equity - State Credit</b>	
Net Rate	\$0.600
Net Pay-in	\$1,211,717
<b>Voluntary Reduction in Basis</b>	
	\$7,800,000
<b>TCAC Second Tie-Breaker Scoring</b>	
a. Ratio of Public Financing to TDC	
Committed Public Financing	\$12,099,125
TDC	\$30,397,151
Ratio	0.3980
b. Ratio of Eligible Basis to TDC	
Unadjusted Eligible Basis	\$15,534,835
TDC	\$30,397,151
(1 - Ratio)÷3	0.1630
<b>Total TB Score</b>	<b>0.5610</b>

**D. FIVE YEAR CASH FLOW**

Description	2017	2018	2019	2020	2021	
Tenant Rental Income - Affordable	2.00%	\$788,751	\$804,526	\$820,616	\$837,029	\$853,769
Tenant Rental Income - PBV Increment	2.00%	\$132,835	\$135,492	\$138,202	\$140,966	\$143,785
Rental Income - Comm/Office Space	3.00%	\$52,350	\$53,921	\$55,538	\$57,204	\$58,920
Misc. Income (Laundry)	2.00%	\$8,160	\$8,323	\$8,490	\$8,659	\$8,833
<b>Gross Scheduled Income</b>		<b>\$982,096</b>	<b>\$1,002,262</b>	<b>\$1,022,846</b>	<b>\$1,043,858</b>	<b>\$1,065,307</b>
less Vacancy/Collection Loss - Residential	5.00%	(\$46,487)	(\$47,417)	(\$48,365)	(\$49,333)	(\$50,319)
less Vacancy/Collection Loss - Commercial	10.00%	(\$5,235)	(\$5,392)	(\$5,554)	(\$5,720)	(\$5,892)
<b>Effective Gross Income</b>		<b>\$930,374</b>	<b>\$949,452</b>	<b>\$968,927</b>	<b>\$988,805</b>	<b>\$1,009,096</b>
less Operating Expenses	3.00%	(\$453,000)	(\$466,590)	(\$480,588)	(\$495,005)	(\$509,855)
less Property Taxes		\$0	\$0	\$0	\$0	\$0
less Replacement Reserves	\$350	(\$23,800)	(\$23,800)	(\$23,800)	(\$23,800)	(\$23,800)
less CFD Fees		\$0	\$0	\$0	\$0	\$0
less HCD Min Payment		\$0	\$0	\$0	\$0	\$0
less Ground Lease Payment		\$0	\$0	\$0	\$0	\$0
<b>Net Operating Income</b>		<b>\$453,574</b>	<b>\$459,062</b>	<b>\$464,539</b>	<b>\$470,000</b>	<b>\$475,441</b>
1. Conventional 30 yr. Debt - Tranche A		(\$311,472)	(\$311,472)	(\$311,472)	(\$311,472)	(\$311,472)
2. B Tranche - Section 8 Increment		(\$66,506)	(\$66,506)	(\$66,506)	(\$66,506)	(\$66,506)
<b>DISTRIBUTABLE CASH FLOW</b>		<b>\$75,596</b>	<b>\$81,084</b>	<b>\$86,561</b>	<b>\$92,022</b>	<b>\$97,462</b>
less PM, AM Fees & Add'l Rep Reserve		(\$28,000)	(\$28,750)	(\$29,523)	(\$30,318)	(\$31,138)
<b>Net Cash Flow</b>		<b>\$47,596</b>	<b>\$52,334</b>	<b>\$57,038</b>	<b>\$61,703</b>	<b>\$66,325</b>
<b>Cash Flow Distribution</b>						
Deferred Developer Fee	\$0	\$0	\$0	\$0	\$0	
Incentive Management Fee to GP	50.0%	\$23,798	\$26,167	\$28,519	\$30,852	\$33,162
To HCD		\$0	\$0	\$0	\$0	\$0
To Pay Gap Loan	50.0%	\$23,798	\$26,167	\$28,519	\$30,852	\$33,162
To Investor		\$0	\$0	\$0	\$0	\$0
<b>Debt Coverage Ratio</b>		<b>1.20</b>	<b>1.21</b>	<b>1.23</b>	<b>1.24</b>	<b>1.26</b>

**E. ANNUAL OPERATING EXPENSES ( /UNIT)** \$6,000 per unit per year  
 \$45,000 Resident Services  
 \$453,000 Total per year

**F. UNIT MIX AND RENTS**

	30% AMI	40% AMI	45% AMI	50% AMI	60% AMI	Market	Total (%)
<b>Junior 1 Bedroom</b>							
#	1	2	0	4	1	0	8
Net Rent	\$481	\$651	\$737	\$847	\$993	\$1,250	12%
<b>1 Bedroom 1 Bath</b>							
#	2	4	0	9	10	0	25
Net Rent	\$506	\$689	\$781	\$872	\$1,055	\$1,750	37%
<b>2 Bedroom 1 Bath</b>							
#	2	4	0	8	4	0	18
Net Rent	\$603	\$823	\$1,042	\$1,042	\$1,261	\$1,900	26%
<b>2 Bedroom 2 Bath</b>							
#	0	0	0	0	0	0	0
Net Rent	\$603	\$823	\$1,042	\$1,042	\$1,261	\$2,150	0%
<b>3 Bedroom 2 Bath</b>							
#	2	4	0	8	3	0	17
Net Rent	\$693	\$947	\$1,073	\$1,200	\$1,453	\$2,500	25%
<b>Total</b>	<b>7</b>	<b>14</b>	<b>0</b>	<b>29</b>	<b>18</b>	<b>0</b>	<b>68</b>
<b>(%)</b>	<b>10%</b>	<b>21%</b>	<b>0%</b>	<b>43%</b>	<b>26%</b>	<b>0%</b>	<b>100%</b>
<b>% of Affordable</b>	<b>10%</b>	<b>21%</b>	<b>0%</b>	<b>43%</b>	<b>26%</b>	<b>0%</b>	



**El Cerrito BART Site with AHSC**

**Assumptions**

Total Site Area (Acres)	0.87	38,000 s.f.	Density (Units per Acre):	78 DUAC	Gross Building Area	70,041
Total Number of Units	68				Residential Net Area	53,540
Special Needs Units @ 35%	0					
Number of Parking Spaces	51					

**A. DEVELOPMENT BUDGET SUMMARY**

Description	Total Amount	per Resid. Unit	per Resid. NSF	per Resid GSF
Acquisition & Related	\$3,400,000	\$50,000	\$63.50	\$49.78
Offsites	0	0	0.00	0.00
Holding Costs	0	0	0.00	0.00
<b>subtotal</b>	<b>\$3,400,000</b>	<b>\$50,000</b>	<b>\$63.50</b>	<b>\$49.78</b>
Construction	\$19,245,986	\$283,029	\$359.47	\$281.80
Offsites	0	0	0.00	0.00
Furnishings and Equipment	95,000	1,397	1.77	1.39
Hard Cost Contingency	1,347,219	19,812	25.16	19.73
<b>subtotal</b>	<b>\$20,688,205</b>	<b>\$304,238</b>	<b>\$386.41</b>	<b>\$302.92</b>
Architecture/Engineering	\$1,439,759	\$21,173	\$26.89	\$21.08
Permits and Fees	1,339,829	19,703	25.02	19.62
Construction Loan Interest/Fees	933,943	13,734	17.44	13.67
Bond Cost of Issuance	0	0	0.00	0.00
Permanent Loan Fees/Costs	194,048	2,854	3.62	2.84
Legal	75,000	1,103	1.40	1.10
Appraisal/Market Study	25,000	368	0.47	0.37
Marketing/Lease-up	165,000	2,426	3.08	2.42
Title/Audit/Cost Certification	105,000	1,544	1.96	1.54
Insurance	204,821	3,012	3.83	3.00
Property Taxes	0	0	0.00	0.00
Soft Cost Contingency and Reserves	293,690	4,319	5.49	4.30
<b>subtotal</b>	<b>\$4,776,090</b>	<b>\$70,237</b>	<b>\$89.21</b>	<b>\$69.93</b>
Syndication Costs and Developer Fee	\$3,425,791	\$50,379	\$63.99	\$50.16
<b>TOTAL DEVELOPMENT COSTS</b>	<b>\$32,290,087</b>	<b>\$474,854</b>	<b>\$603.10</b>	<b>\$472.80</b>
check \$	-			

**B. SOURCES AND USES**

Sources of Funds	Construction Period	Permanent Period
Permanent Mortgage	\$0	\$4,728,681
Permanent Mortgage - Sec 8 tranche	\$0	\$662,965
Construction loan (residential)	62% \$18,149,320	\$0
<b>Gap Loan</b>	<b>\$4,203,847</b>	<b>\$4,203,847</b>
AHP	\$680,000	\$680,000
Investor Equity - Tax Credits	\$2,328,493	\$11,282,178
AHSC	\$0	\$4,303,991
Contra Costa County Home / CDBG	\$0	\$0
GP Equity	\$0	\$2,400,000
Reimbursement for Common Amenity Space from Holliday	\$628,425	\$628,425
Land Donation	\$3,400,000	\$3,400,000
<b>TOTAL SOURCES</b>	<b>\$29,390,086</b>	<b>\$32,290,087</b>
<b>Uses of Funds</b>		
Acquisition	\$3,400,000	\$3,400,000
Construction	\$20,688,205	\$20,688,205
A/E, Permits	\$2,779,589	\$2,779,589
Indirect Expenses	\$559,821	\$574,821
Financing and Carry Costs	\$1,127,992	\$1,127,992
Other (Prop. taxes + Soft Cost Contingency)	\$100,000	\$293,690
Developer Fee + Syndication Costs	\$734,480	\$3,425,791
<b>TOTAL USES</b>	<b>\$29,390,086</b>	<b>\$32,290,087</b>
NET SURPLUS(SHORTFALL)	\$0	\$0

**C. FINANCING ASSUMPTIONS**

<b>CONSTRUCTION LOAN</b>	
Lender:	
Loan Amount:	\$18,149,320
Loan Term:	23 mos
Note Rate:	3.00%
> 50% Basis plus land?	yes
<b>PERMANENT DEBT SOURCE 1</b>	
Loan Amount:	\$4,728,681
Loan Amortization:	35
Loan Term:	35
Note Rate:	5.25%
Payment (annual):	\$297,959
DCR:	1.20
<b>PERMANENT DEBT SOURCE 2 (B Tranche)</b>	
Lender:	
Loan Amount:	\$662,965
Loan Term:	15
Note Rate:	5.25%
Payment (annual):	\$64,955
DCR:	1.20
<b>Gap Loan</b>	
Loan Amount:	\$4,203,847
Per Unit:	\$61,821
<b>AHSC</b>	
Loan Amount:	\$4,303,991
Loan Term:	55
Note Rate:	3.00%
Minimum Annual Pmt	\$18,077
Per Assisted Unit	\$63,294
<b>AHP</b>	
Loan Amount:	\$680,000
Loan Term:	15
Note Rate:	0.00%
Per BMR Unit	\$10,000

<b>Investor Equity - Federal Credit</b>	
Credit Rate (follow link below)	4%
Net Rate	\$1.150
Net Pay-in	\$9,313,974
Initial Pay-in	\$2,328,493
Credit Rate (May 2016)	3.21%
Annual Federal Credits	\$809,992
<b>Investor Equity - State Credit</b>	
Net Rate	\$0.600
Net Pay-in	\$1,968,204

**D. FIVE YEAR CASH FLOW**

Description		2017	2018	2019	2020	2021
Tenant Rental Income - Affordable	2.00%	\$788,751	\$804,526	\$820,616	\$837,029	\$853,769
Tenant Rental Income - PBV Increment	2.00%	\$132,835	\$135,492	\$138,202	\$140,966	\$143,785
Rental Income - Comm/Office Space	3.00%	\$52,350	\$53,921	\$55,538	\$57,204	\$58,920
Misc. Income (Laundry)	2.00%	\$8,160	\$8,323	\$8,490	\$8,659	\$8,833
<b>Gross Scheduled Income</b>		<b>\$982,096</b>	<b>\$1,002,262</b>	<b>\$1,022,846</b>	<b>\$1,043,858</b>	<b>\$1,065,307</b>
less Vacancy/Collection Loss - Residential	5.00%	(\$46,487)	(\$47,417)	(\$48,365)	(\$49,333)	(\$50,319)
less Vacancy/Collection Loss - Commercial	10.00%	(\$5,235)	(\$5,392)	(\$5,554)	(\$5,720)	(\$5,892)
<b>Effective Gross Income</b>		<b>\$930,374</b>	<b>\$949,452</b>	<b>\$968,927</b>	<b>\$988,805</b>	<b>\$1,009,096</b>
less Operating Expenses	3.00%	(\$453,000)	(\$466,590)	(\$480,588)	(\$495,005)	(\$509,855)
less Property Taxes	1.00%	\$0	\$0	\$0	\$0	\$0
less Replacement Reserves	\$350	(\$23,800)	(\$23,800)	(\$23,800)	(\$23,800)	(\$23,800)
less CFD Fees		\$0	\$0	\$0	\$0	\$0
less HCD Min Payment		(\$18,077)	(\$18,077)	(\$18,077)	(\$18,077)	(\$18,077)
less Ground Lease Payment		\$0	\$0	\$0	\$0	\$0
<b>Net Operating Income</b>		<b>\$435,497</b>	<b>\$440,986</b>	<b>\$446,462</b>	<b>\$451,923</b>	<b>\$457,364</b>
1. Conventional 30 yr. Debt - Tranche A		(\$297,959)	(\$297,959)	(\$297,959)	(\$297,959)	(\$297,959)
2. B Tranche - Section 8 Increment		(\$64,955)	(\$64,955)	(\$64,955)	(\$64,955)	(\$64,955)
<b>DISTRIBUTABLE CASH FLOW</b>		<b>\$72,583</b>	<b>\$78,071</b>	<b>\$83,548</b>	<b>\$89,009</b>	<b>\$94,450</b>
less PM, AM Fees & Add'l Rep Reserve		(\$28,000)	(\$28,750)	(\$29,523)	(\$30,318)	(\$31,138)
<b>Net Cash Flow</b>		<b>\$44,583</b>	<b>\$49,321</b>	<b>\$54,026</b>	<b>\$58,691</b>	<b>\$63,312</b>
<b>Cash Flow Distribution</b>						
Deferred Developer Fee		\$0	\$0	\$0	\$0	\$0
Incentive Management Fee to GP	50.0%	\$22,291	\$24,661	\$27,013	\$29,345	\$31,656
To HCD	25.3%	\$11,277	\$12,476	\$13,665	\$14,845	\$16,014
To Pay Gap Loan	24.7%	\$11,015	\$12,185	\$13,347	\$14,500	\$15,642
To Investor		\$0	\$0	\$0	\$0	\$0
<b>Debt Coverage Ratio</b>		<b>1.20</b>	<b>1.22</b>	<b>1.23</b>	<b>1.25</b>	<b>1.26</b>

<b>E. ANNUAL OPERATING EXPENSES ( /UNIT)</b>	\$6,000 per unit per year
	\$45,000 Resident Services
	\$453,000 Total per year

**F. UNIT MIX AND RENTS**

	30% AMI	40% AMI	45% AMI	50% AMI	60% AMI	Market	Total (%)
<b>Junior 1 Bedroom</b>							
#	1	2	0	4	1	0	8
Net Rent	\$481	\$651	\$737	\$847	\$993	\$1,250	12%
<b>1 Bedroom 1 Bath</b>							
#	2	4	0	9	10	0	25
Net Rent	\$506	\$689	\$781	\$872	\$1,055	\$1,750	37%
<b>2 Bedroom 1 Bath</b>							
#	2	4	0	8	4	0	18
Net Rent	\$603	\$823	\$1,042	\$1,042	\$1,261	\$1,900	26%
<b>2 Bedroom 2 Bath</b>							
#	0	0	0	0	0	0	0
Net Rent	\$603	\$823	\$1,042	\$1,042	\$1,261	\$2,150	0%
<b>3 Bedroom 2 Bath</b>							
#	2	4	0	8	3	0	17
Net Rent	\$693	\$947	\$1,073	\$1,200	\$1,453	\$2,500	25%
<b>Total</b>	<b>7</b>	<b>14</b>	<b>0</b>	<b>29</b>	<b>18</b>	<b>0</b>	<b>68</b>
<b>(%)</b>	<b>10%</b>	<b>21%</b>	<b>0%</b>	<b>43%</b>	<b>26%</b>	<b>0%</b>	<b>100%</b>
<b>% of Affordable</b>	<b>10%</b>	<b>21%</b>	<b>0%</b>	<b>43%</b>	<b>26%</b>	<b>0%</b>	





## Community Capital

June 1, 2016

To Whom It May Concern:

On behalf of Citi Community Capital ("CCC"), the community development lending and investing division of Citi, I am pleased to provide this letter of interest and reference for Holliday Development and BRIDGE Housing in connection to their response to the Mayfair Parcels Acquisition and Development RFP.

CCC has had a long a productive relationship with both Sponsors. We have found them to be consistently committed, professional, and resourceful. They have proven to have the organizational capacity and financial strength to see projects through to their successful completion and ensure that their buildings are assets to the community. We consider both of them to be valued clients with whom we are always eager to partner.

CCC's current relationship with BRIDGE includes 22 facilities with approximately \$117 million in exposure. Additionally, at this time Citi is working to arrange \$25.5 million in acquisition financing for BRIDGE on a 332-unit 100% affordable project in Seattle, WA. Beyond our own lending relationship with them, CCC considers BRIDGE one of the premier affordable developers in the Bay Area.

CCC also has a long relationship with Rick Holliday and has had the privilege to work with Holliday Development on two new construction projects in the last four years, both in San Francisco. One of those projects, a 136 unit mixed income development was completed earlier this year and now that the project is fully leased, our \$37.4 million loan is scheduled to be paid off in the next two weeks.

CCC is committed to being the preferred financing partner for developers focused on community development and affordable housing. We have a wide variety of loan programs that we utilize to finance projects such as this and should the City of El Cerrito select Holliday and BRIDGE to develop this project, CCC would be very interested in providing financing to this highly qualified and accomplished development team. If you have any questions or need anything further, please don't hesitate to contact me by phone at (415) 658-4309 or via e-mail at [merle.d.malakoff@citi.com](mailto:merle.d.malakoff@citi.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "Merle Malakoff", written over a light blue horizontal line.

Merle Malakoff

Authorized Signatory

**Sean Brooks, Department Manager**

Real Estate and Property Development BART  
300 Lakeside Drive, 21st Floor  
Oakland, CA 94612  
(510) 414-1657 [sbrook1@bart.gov](mailto:sbrook1@bart.gov)

**Olson Lee, Deputy Executive Director, Housing**

San Francisco Mayor's Office of Housing  
One South Van Ness Avenue, 5th Floor  
San Francisco, CA 94103  
(415) 749-2479 [Olson.lee@sfgov.org](mailto:Olson.lee@sfgov.org)

**Claudio Cappio, Assistant City Administrator**

City Manager Administration, City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612  
(510) 444-CITY [ccappio@oaklandnet.com](mailto:ccappio@oaklandnet.com)

**John Kauh, Senior Vice President**

Wells Fargo bank  
1 Montgomery Street  
San Francisco, CA 94104  
(415) 396-0966 [kauhj@wellsfargo.com](mailto:kauhj@wellsfargo.com)

**Tony Lashbrook, Town Manager**

City of Truckee  
10183 Truckee Airport Road  
Truckee, CA 96161  
(530) 582-2901 [TLashbrook@townoftruckee.com](mailto:TLashbrook@townoftruckee.com)

**Patrick Kennedy**

Panoramic Interests  
2116 Allston Way, Suite 1  
Berkeley, CA 94704  
510-883-1000x300 [pck@panoramic.com](mailto:pck@panoramic.com)



**Tom Bates, Mayor**

City of Berkeley  
2180 Milvia St, Berkeley, CA 94704  
[mayor@cityofberkeley.info](mailto:mayor@cityofberkeley.info)

**Carol Johnson, Acting Planning Director**

City of Berkeley  
2180 Milvia St, Berkeley, CA 94704  
[cjohnson@cityofberkeley.info](mailto:cjohnson@cityofberkeley.info)

**Steve Hall, Managing Director**

Citi Community Capital  
(212)723-5689 [steven1.hall@citi.com](mailto:steven1.hall@citi.com)

**Kristina Lawson, Partner**

Manatt, Phelps & Phillips, LLP  
One Embarcadero Center, 30th Floor  
San Francisco, CA 94111  
[klawson@manatt.com](mailto:klawson@manatt.com)

**Joseph Penner, Founder**

Hill Street Realty  
[joe@hsrc.com](mailto:joe@hsrc.com)

**Chris Calfee, Senior Counsel**

Governor's Office of Planning and Research  
[Christopher.Calfee@opr.ca.gov](mailto:Christopher.Calfee@opr.ca.gov)

**Gaye Quinn**

Westlake Urban, LLC  
520 S. El Camino Real, 9th Floor  
San Mateo, CA 94402-1722  
650-353-5627 [gaye.quinn@westlakeurban.com](mailto:gaye.quinn@westlakeurban.com)

**Matt Branagh**

Chief Executive Officer and Owner, Branagh Development  
100 School St  
Danville, CA 94526  
925-743-9500 [mattb@branagh.net](mailto:mattb@branagh.net)



Over their decades of experience, Holliday Development, BRIDGE Housing, and Rhoades Planning Group have become expert at conducting community outreach and garnering acceptance and support for affordable housing projects. Below is presented an outline of a strategy we might employ; of course the actual strategy would only be finalized with input from the City as partner.

1. Convene a Project Advisory Group, which might include members of the Planning Commission and Design Review Board, in addition to community representatives. The Advisory Group will help determine the Community Outreach Strategy and guide its implementation.
  
2. Identify additional Stakeholders and Leaders with interest in the project, likely to include:
  - a. Neighborhood groups
  - b. Homeowners Associations
  - c. Representatives of Downtown Businesses
  - d. Public Employee Representatives
  - e. Housing supporters / advocates
  - f. City Agencies
  - g. BART representatives

We would meet with these groups as needed and invite ongoing participation from each through designated representatives.

3. Schedule one or more Town Hall Meetings to introduce the development team to discuss the project concept. We program these meetings thoughtfully and include members of the team who can address specific concerns – Property Management staff can discuss resident screening procedures and property upkeep; the Project Architect can address

design issues; the Project Planner will address questions relevant to the City's zoning standards, processes and environmental review, Development Staff can talk about schedule and financing; and we ask that the Public Sector be represented as well to address anticipated questions about safety, school impacts, etc. By addressing concerns in an up-front manner with issue-area experts, real concerns can be addressed in a way that inspires confidence in meeting participants and de-escalates the emotion that can sometimes occur in public discussions of infill housing.

Our team is skilled at providing creative answers to complicated questions about urban design, planning and development. Our team's interdisciplinary approach is just the kind of team that El Cerrito needs to help implement the goals and policies of the San Pablo Avenue corridor specific plan.

4. Establish a smaller group for ongoing participation. Those with a desire to have constructive input are welcome to continue involvement all the way through the development process and potentially beyond, once the project is completed.
5. Offer community members and City officials a tour of similar completed properties by BRIDGE and Holliday Development. We have done this in a variety of ways, from informal small groups to using a bus to visit several properties in an organized and efficient loop around the East Bay. We would typically visit older established properties, and some of our newest TOD properties to show our stewardship of our assets over time. This can also be helpful to visualize the kind of place making that is possible, and see the density and mix of uses, as well as the varied architectural character of our buildings.

The development team is adept at managing the process of community interaction to allow concerns to be aired and questions addressed forthrightly, while maintaining control of the forum and preventing a situation where only the loudest or most boisterous are heard. These techniques allow honest concerns to be heard and addressed but prevent the breakdown of communication that often characterizes public participation around controversial projects.

Our team embraces the work that has gone in to the San Pablo Avenue Specific Plan and Urban Greening Plan to outline strategies for incorporating sustainability into all elements of project design. We plan to use this work as a platform to create a project specific set of strategies to create a sustainable and livable environment for our future residents, and contribute to the greening of the Station Area and San Pablo Corridor. Our development team has a strong track record of incorporating sustainability measures in to our work in creative ways.

The Form-Based Code incorporated into the San Pablo Avenue Specific Plan includes intentions and policies to promote sustainability. These include reducing energy usage and using energy efficiency and energy generation technologies (including general energy reduction via promotion of passive heating and cooling techniques, use of external shading devices to control solar heat gain and glare, and promotion of solar and wind power); preserving and enhancing the natural environment and ecological systems (including appropriate plant selection, open space access, and green infrastructure such as rain gardens); and supporting urban farming (including home gardens, community gardens, green roofs, and rooftop greenhouses).

The El Cerrito Urban Greening Plan promotes enhancement of public open spaces to support environmental sustainability and quality of life improvements for local residents. The Urban Greening Plan promotes the creation of an interconnected network of green spaces, public places, and new ways to meet community needs that will enhance quality of life for residents as the city grows via infill development along transit corridors. It also includes strategies for ensuring open spaces are environmentally sustainable, such as stormwater management requirements. Contributions to open spaces in the public realm are a key goal of this policy and will contribute to the success of infill development along the San Pablo Avenue corridor.

Holliday Development and BRIDGE Housing are committed to implementing sustainable building practices that minimize environmental impacts and reduce energy use in the projects we develop consistent with El Cerrito's San Pablo Corridor Specific Plan policies. The team has completed several projects that have been certified by Enterprise Green Communities, NYSERDA Multifamily Performance Program, LEED, and Build it Green, and have won Brownfield redevelopment awards and grants. The firms have long been on the cutting edge of adopting innovative new strategies to create more responsible development. Holliday's Blue Star Corner in Emeryville was the first LEED certified multifamily residential project in the State of California, and the Truckee Railyard redevelopment was one of the original pilot projects to apply the new LEED for Neighborhood Development rating system. In 2015, HD's Truckee Railyard project was also one of the first projects in the state to be awarded funds under the State's Cap & Trade grant program, the Affordable Housing and Sustainable Communities Grant.

BRIDGE was an early adopter of green building principles and has been committed to Green Building in its affordable housing and mixed use projects for over a decade. Since 2001, all BRIDGE projects have incorporated significant green building components, meeting an internal standard of 100 points on the Green Point Rated scale (and routinely exceeding 150 points). These measures not only reduce the burden on natural resources consumed within our buildings, but they also benefit lower income tenants by reducing monthly energy bills that can be a significant portion of their budget.

BRIDGE has also completed six LEED Certified projects, including three that achieved LEED Gold. BRIDGE's green building practices have been incorporated into over 30 projects, totaling over 3,700 units. BRIDGE is also committed to a 20% reduction in energy and water consumption for our portfolio as part of our participation in the federal Better Buildings Challenge, and we recently committed to an expansion of our solar portfolio as part of the White House's Climate Action Plan.



The precise menu of green features will need to be crafted as a development plan evolves, but the team anticipates the project will include:

- Dense mixed-use housing (FAR of 3.4) with superior transit accessibility
- A commitment to significant, usable, high-quality bicycle parking
- Car-sharing
- Welcome packets for residents with transit passes
- Energy efficiency (Energy Star Systems and Appliances, LED Lighting)
- Renewable energy (Roof-mounted Photovoltaic or Solar Hot Water Panels)
- Water efficiency in both residential use and landscape
- Stormwater Management through rain gardens
- Incorporation of Native Plants
- Incorporation of Public Plazas and Improvement of Pedestrian Access

We have utilized all of these features in various buildings throughout the Bay Area.

The City's Urban Greening Plan for Cutting and San Pablo recommends several specific responses all of which are incorporated into our proposed project, including;

- Pocket Park – our mews and common amenity will function as an urban park space
- Temporary Pocket Parks – the BART property across Kearney Street presents an opportunity for additional open space, both interim and long term
- Green Infrastructure – the perimeter of the site, the mews and the courtyards will all bring much needed green elements to this rather hard edged transit location. Some of these include storm water management solutions designed as landscape amenities, street trees, and drought tolerant plan materials throughout. We will also be implementing the streetscape improvements anticipated in the San Pablo Avenue Specific Plan.
- Green Gateway – at Cutting and San Pablo, our urban building and associated landscape improvements will provide a dramatic new gateway to the BART station.

### Streetscape Concept

The Mayfair Parcels offer an exciting opportunity to move El Cerrito towards its stated planning and transportation goals in terms of pedestrian experience, multi-modal transportation, and public realm design. The El Cerrito Complete Streets guide recommends our project area for significant traffic/right-of-way improvements many of which have been incorporated into our plan.

- Streetscape improvements on San Pablo Avenue include:
  - Incorporating a widened sidewalk with the properly dimensioned amenities, pedestrian, and activity zones.
  - Providing dedicated bike lanes.
  - Bulb outs with ADA ramps at all intersections.
- Streetscape improvements on Cutting Boulevard include:
  - A layout for Cutting Boulevard that reflects its proposed transformation into a two-way, Gateway street conforming to goals stated in El Cerrito's Complete Streets guide.
  - Two travel lanes (one with a sharrow) in each direction are provided with parallel parking and a 10' wide sidewalk.
  - New street trees on the project (North) side and a 5' wide planted median.
  - Bulb outs with ADA ramps at the San Pablo Avenue intersection.
  - The plan resolves the complex traffic situation at the intersection of Kearney Street and Cutting Boulevard providing safe access for the BART bus and includes a narrowing of the street (now two-way) Cutting Boulevard, a desired pedestrian crossing from the BART station, and a broken connection of the Ohlone Greenway.
- Our plan transforms Knotts Avenue into a neighborhood street.
  - Provides parallel parking and a 10' wide sidewalk.
  - New street trees on the project (South) side.

- A single travel lane with sharrow, and bulb out with ADA ramp.
- Transformation of Kearney Street include:
  - Creating one-way street lined with street trees with traffic moving North to South.
  - Eliminating curbs in order to emphasize pedestrian use and cross-street circulation.
  - Adding back-in parking with safety bollards to serve the proposed maker and retail spaces on the BART parcel.
  - Feature crosswalks and trees at key points along the street.
- Enhancements of the Ohlone Greenway include:
  - Adding native plantings to enhance the “greenway” feel.
  - Addition of typical El Cerrito signs at street crossings.
  - Layout of the BART parcel buildings open space to relate to the greenway and provide amenities for greenway, residential, and Bart users.

### Residential Landscape Concept

The residential component of the landscape design is broken into three sections. Taken with the streetscape, there are ample opportunities on site for storm water capture and treatment.

- Affordable Housing Courtyard and Mews/Mid-Block Connection
  - The main feature of the affordable housing courtyard is a children’s place space, ringed by built-in benches. The play space will feature abstract natural play elements for climbing and exploration providing a sculptural focal point for the residents.
  - The play area is surrounded by planting and a patio area that will connect in function to the adjacent community room.
  - The central spine is a pedestrian muse that could be secured at both ends. The muse will be lit at night by a signature light fixture that adds to the sense of

movement through the space. The mews terminates across Kearney at an art element that creates a sense of connection to the Ohlone.

- Seating is provided near the lobby entrance.
- 2nd Level Market-Rate Courtyard
  - The 2nd floor of the market-rate building connects both visually and physically to the mews and courtyard below. A stair leads up from the ground floor open space, while an overlook sited at the railing allows for views back down. The overlook space features built-in benches and contoured lounge.
  - A central activity space offers outdoor cooking and dining amenities and is bookended by two seating areas featuring fire pit warming elements.
  - The courtyard provides secured private patios, extensive planting, and fluid circulation.
- 5th Level Market-Rate Courtyard
  - The 5th floor of the market-rate building includes a second residential balcony that will function as an outdoor bar/lounge and sun bathing deck.
  - Perched up high, party amenities will include outdoor bar with sink, raised tables, and sofas.
  - A trellis along the balcony's edge frames the views below, with the viewing area aligning with the central axis of the space below.

BRIDGE, Holliday Development, and Cannon have excellent relationships with a number of union contractors and regional Labor Councils. BRIDGE has built a large percentage of its projects in compliance with Prevailing Wage requirements and in a couple of instances entered in to Project Labor Agreements. Prevailing Wage requirements are frequently applied to affordable housing developments in the Bay Area and BRIDGE takes such agreements seriously and ensures compliance to any agreements we sign. In addition, Holliday Development Team has worked with numerous government entities and is very familiar with labor unions including prevailing wage requirements. Because of our collective experience with multiphase mixed income developments and public-private partnerships, our team is also adept at structuring agreements and sequencing and phasing development work so as not to extend Prevailing Wage requirements to projects that would not otherwise be subject to these restrictions.

Many of the 2,200 units currently in BRIDGE's pipeline will be built using union labor, or pay prevailing wages. Cannon Constructors is a signatory to the Carpenters Union. Cannon is also the general contractor of the 5880 Third Street housing project in San Francisco's Bayview District, a 273-modular unit project built by union labor force in the factory. Several likely funding sources for BRIDGE's proposed development may require union construction labor or prevailing wages. Our experience has been that the funding available will exceed the added construction costs over non-union projects.