Proposal for

Balboa Reservoir Property
On the Cover: Concept Rendering for Balboa Reservoir Property
June 2, 2017

Mr. Tom Shanahan  
Office of Economic and Workforce Development  
San Francisco City Hall  
1 Dr. Carlton B. Goodlett Place, Room 448  
San Francisco, California 94102-4653

Re: Balboa Reservoir Property RFP

Dear Mr. Shanahan,

Emerald Fund ("Emerald") and Mercy Housing California ("Mercy") are proud to present our ideas and approaches to Balboa Gardens, an inclusive new neighborhood for the twenty-first century.

The Emerald/Mercy partnership brings together two San Francisco firms with extensive experience managing each and every phase of the development process in San Francisco to create celebrated urban places that are welcomed by neighbors, residents and public officials. Emerald and Mercy have each been successfully entitling, designing, financing, building and operating housing in San Francisco for over 30 years. Emerald has created over 3,000 new housing units in neighborhoods across San Francisco since 1979. Mercy, while building over 10,000 housing units in California, has developed over 3,400 units in San Francisco alone. Combined, the two firms have developed 6,400 units of housing in San Francisco, roughly 2% of the housing stock in the entire City.

Over the years, Emerald and Mercy have each engaged with dozens and dozens of community and stakeholder groups; long worked with, or within, senior levels of San Francisco City government; developed relationships with institutions and leaders across the City in the public and private sectors; played active roles in city planning efforts, the creation of housing legislation and the civic dialogue around housing and land use in San Francisco.

Emerald and Mercy are joined by an award winning design team of Mithun/Solomon, Kennerly Architecture & Planning, Studio Vara and CMG Landscape Architecture. The four San Francisco firms bring extensive design, master planning and community outreach experience within San Francisco on numerous large-scale, community-transforming projects including Treasure Island, Hunters View, Mission Bay, Hunters Point Shipyards and Mission Rock.
Over the past two months, this team has met repeatedly; studied site constraints, opportunities and challenges; and arrived at a master plan, Balboa Gardens, that is inspired by the Garden City movement of early 20th century England.

Balboa Gardens will be a welcoming new neighborhood that is characterized by inclusivity, openness and connectivity. Designed as a concentric pattern of open spaces, public parks and radial streets, Balboa Gardens will promote porosity, flow and integration with the surrounding communities of City College, Westwood Park, Ingleside, Sunnyside and Ocean Avenue. Tree lined radial streets, bike pathways, pedestrian corridors, activated open spaces and outdoor recreational opportunities will welcome neighbors in and through Balboa Gardens, thereby weaving the existing communities together.

In creating an inclusive, diverse, multi-generational, mixed-income community, Balboa Gardens will provide approximately 1,245 units of housing, up to 50% of which will be income restricted. This will include 121 units of much needed senior housing, 122 units of family housing and up to 212 units of housing for City College faculty, staff and students. Balboa Gardens will also include a child care center, ground floor retail, 5.0 acres of public open space, enhanced connections to public transit, dedicated parking for City College and shared parking facilities with City College.

Our experienced team is inspired by the tremendous opportunity to create Balboa Gardens, a unifying, sustainable, equitable and thriving community for twenty-first century San Francisco. We look forward to discussing our vision in greater detail with you and the Balboa Reservoir neighbors.

Sincerely,

Doug Shoemaker  
President  
Mercy Housing California

S. Osborn Erickson  
Principal  
Emerald Fund

Marc Babsin  
Principal  
Emerald Fund
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1. General Information
Instructions: Please complete this form and submit within Part 1 of RFP response. The program proposed by the selected development team will constitute the starting point for that team’s planning and design, outreach, and other predevelopment work.

The requested figures may be provided as ranges and/or approximations, so long as the ranges given are narrow enough to clearly indicate the specific character of the project (e.g., approaches to density and open space, prioritization of public benefits, etc.) relative to that of other proposals.

Housing

1. Gross square feet: 1,245,700
2. Corresponding unit count: 1,245
3. Baseline affordable housing program:
   Check boxes to confirm that proposed development program includes:
   - [ ] 18% low-income units
   - [ ] 15% moderate-income units

4. Additional affordable units:
   a. Number of units in excess of 33% baseline: 212
   b. Corresponding percentage of total units: 17%
   c. Target income(s) (% of AMI): 150%

* We will explore a partnership with City College to provide housing for faculty, staff, and students.

Open Space

5. Total open space: 5.0 acres
6. Size of each proposed open space:
   - 2.0 acre Balboa Green
   - .54 acre Balboa Commons
   - .91 acre nature trail
   - .77 acre active, linear park
   - .78 acre paseo

Parking:

7. Number of Spaces: 660
8. Configurations:
   - 614 Parking Spaces in Garage Podiums
   - 46 Parking Spaces in Townhouses
   - 660 Total Parking Spaces
   - 135 Spaces exclusively for CCSF
   - 135-200 Spaces shared by CCSF and Residents
   - 325-390 Spaces exclusively for Residents
   - 660 Total Spaces

Childcare

9. Does proposed development include at least one childcare facility? Y / N
   - Yes

Additional Proposed Uses:

10. Uses and corresponding sizes:
    - Child Care Center - 6,000 sq ft indoors + outdoor play area
    - Neighborhood Serving Retail - 6,000 sq ft
    - Bike Share Station
B. Certificates of Good Standing / Emerald Fund

State of California
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME: EMERALD FUND II, LLC

FILE NUMBER: 201228210257
FORMATION DATE: 10/08/2012
TYPE: DOMESTIC LIMITED LIABILITY COMPANY
JURISDICTION: CALIFORNIA
STATUS: ACTIVE (GOOD STANDING)

I, ALEX PADILLA, Secretary of State of the State of California, hereby certify:

The records of this office indicate the entity is authorized to exercise all of its powers, rights and privileges in the State of California.

No information is available from this office regarding the financial condition, business activities or practices of the entity.

IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of May 15, 2017.

ALEX PADILLA
Secretary of State

NP-25 (REV 01/2016)
B. Certificates of Good Standing / Mercy Housing

State of California
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME:
MERCY HOUSING CALIFORNIA

FILE NUMBER: C1504952
FORMATION DATE: 09/27/1988
TYPE: DOMESTIC NONPROFIT CORPORATION
JURISDICTION: CALIFORNIA
STATUS: ACTIVE (GOOD STANDING)

I, ALEX PADILLA, Secretary of State of the State of California, hereby certify:

The records of this office indicate the entity is authorized to exercise all of its powers, rights and privileges in the State of California.

No information is available from this office regarding the financial condition, business activities or practices of the entity.

IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of May 01, 2017.

ALEX PADILLA
Secretary of State
C. Completed Disclosure Questionnaire & Respondent Certification Form / Emerald Fund

ATTACHMENT C

DISCLOSURE QUESTIONNAIRE & RESPONDENT CERTIFICATION FORM

Instructions: This form must be completed and executed by the respondent organization’s president, executive officer, or equivalent responsible party, such as the managing member of an LLC or the general partner of a limited partnership.

Any material misstatement of the information provided in this questionnaire and certification may be grounds for rejection of a proposal or avoidance of a land transaction.

GENERAL INFORMATION

RESPONDENT NAME: Emerald Fund II, LLC
(Print name as it would appear on contractual agreements with the City.)

LEGAL FORM (e.g. corporation, partnership, LLC, joint venture): LLC

MEMBER ENTITIES:
Alcalay-Erickson Family Trust, Babsin Development Inc., Tim Vrabel

ADDRESS:
235 Montgomery Street, 27th Floor
San Francisco CA 94104
CITY STATE ZIP
PHONE: 415-489-1330 EMAIL: marc@emeraldfund.com

KEY PERSONNEL INFORMATION: Provide the full name, title, address, phone number, and email address of all key personnel.

NAME: Oz Erickson, Principal
ADDRESS: 235 Montgomery Street, 27th Floor
San Francisco CA 94104
CITY STATE ZIP
PHONE: 415-489-1316 EMAIL: oz@emeraldfund.com

NAME: Marc Babsin, Principal
ADDRESS: 235 Montgomery Street, 27th Floor
San Francisco CA 94104
CITY STATE ZIP
PHONE: 415-489-1313 EMAIL: marc@emeraldfund.com
NAME:  Tim Vrabel, Principal  
ADDRESS:  235 Montgomery Street, 27th Floor  
San Francisco  CA  94104  
CITY  STATE  ZIP  
PHONE:  415-489-1330  EMAIL:  tim@emeraldfund.com  

NAME:  Shane Harris, Director of Construction  
ADDRESS:  235 Montgomery Street, 27th Floor  
San Francisco  CA  94104  
CITY  STATE  ZIP  
PHONE:  415-489-1323  EMAIL:  shane@emeraldfund.com  

NAME:  Justina Hollis, Director of Property Management  
ADDRESS:  235 Montgomery Street, 27th Floor  
San Francisco  CA  94104  
CITY  STATE  ZIP  
PHONE:  415-489-1318  EMAIL:  justina@emeraldfund.com  

NAME:  Spencer Sheaff, Analyst  
ADDRESS:  235 Montgomery Street, 27th Floor  
San Francisco  CA  94104  
CITY  STATE  ZIP  
PHONE:  415-489-1306  EMAIL:  spencer@emeraldfund.com  

NAME:  
ADDRESS:  
CITY  STATE  ZIP  
PHONE:  EMAIL:  

Please attach additional sheets as necessary.
DISCLOSURE QUESTIONS

RESPONDENT NAME: Emerald Fund II, LLC
(Print name as it would appear on contractual agreements with the City.)

If the answer to any of the disclosure questions requires additional space for explanation, please attach additional sheets as necessary.

1. Have you or any of your principals ever been a party to an agreement with a public entity that was terminated for cause (e.g. breach)? □ Yes □ No
   If yes, identify the public entity, state the nature of the agreement, the date of termination, and the specific reasons for the termination.

2. Have you or any of your principals ever been a party to an agreement with a public entity that was cancelled without cause? □ Yes □ No
   If yes, identify the party to the contract, the date of cancellation, and the specific reason for the cancellation.

3. Have you or any of your principals ever been in arrears on taxes or fees due to any business or operation? □ Yes □ No
   If yes, identify the jurisdiction and explain.

4. Have you or any of your principals ever been the subject of an enforcement action taken by any governmental body relating to unfair and/or fraudulent business practices, non-payment of taxes, or violations of any city, county state, or federal regulation, ordinance, or statute? □ Yes □ No
   If yes, identify the governmental body and explain.
Disclosure Questions, Cont’d

RESPONDENT NAME: Emerald Fund II, LLC

5. Have you or any of our principals ever been a party to any regulatory action, including any notice of violation, order, or fine, taken by a regulatory agency, including any local, regional, state, or federal agency with purview over air or water quality (including storm water management), or the handling, storage, or disposal of hazardous or solid waste? □ Yes □ No

If yes, identify the regulatory agency and explain.

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

6. Have you or any of your principals ever been a party to any legal proceedings, actions, convictions, judgements, arbitrations, or mediations? □ Yes □ No

If yes, provide: (a) the date each matter was initiated; (b) the present status of each matter; (c) if a judgement was entered against you, whether the judgement has been satisfied in full, and if not, the current status.

Emerald Fund II, LLC has NOT been subject to any legal proceedings, actions, convictions, judgements, arbitrations, or mediations. See attached Schedule 1 for more info.

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

7. Have you or any of your management staff ever been a party to any administrative complaints/hearings filed or any debarments or suspensions or other administrative actions commenced by any federal, state, or local government entity? □ Yes □ No

If yes, provide: (a) the date each matter was initiated and (b) the present status of each matter.

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

8. Have you or any of your principals ever filed for bankruptcy? □ Yes □ No

If yes, provide: (a) date and jurisdiction of each filing; (b) reason for filing; (c) case numbers and types of cases (e.g., Chapter 7 liquidation or Chapter 11 or Chapter 13 reorganization); and (d) current status of each case.

_________________________________________________________________________
_________________________________________________________________________
Disclosure Questions, Cont'd.

RESPONDENT NAME: Emerald Fund II, LLC

9. Describe any business, property, gifts, loans, investments or other financial relationships between you and any member of the SFPUC Commission or the Board of Supervisors (or members of their immediate families), which are financial interests as defined by Section 897103 of the California Fair Political Practices Act.

N/A

10. Have you or any of your principals ever violated the Campaign Reform Ordinance and/or Conduct code (Section 1.126 of the S.F. Campaign and Governmental Conduct Code, referenced in RFP Section 12.8)?  □ Yes  ■ No
   If yes, describe (a) the date of each violation and (b) the nature of each violation.

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
RESPONDENT CERTIFICATION

RESPONDENT NAME: Emerald Fund II, LLC

On behalf of the party named above, the undersigned certify under penalty of perjury under the laws of the State of California that:

1. The responses (including any required additional responses of related parties) to this Disclosure Questionnaire (“Questionnaire”) and Respondent Certificate (“Certificate”) (including any attached sheets) consist of 8 total pages.

2. The undersigned understands and agrees that the San Francisco Public Utilities Commission (“SFPUC”) and the City and County of San Francisco (“City”) makes no representations or warranties with respect to the offering described in the Request for Proposals (“RFP”), and that everything relevant to this proposal has been based on either the undersigned’s own knowledge or the information provided by the SFPUC and the City in the RFP and on the web page for the RFP.

3. The undersigned certifies that the Respondent named above has not agreed to pay now or in the future, and has not in fact paid, directly or indirectly, any fee, commission, or other things of value to any City or SFPUC employee, agent, representative, commissioner, or contractor in an effort to influence the SFPUC Commission’s decisions regarding the Balboa Reservoir development opportunity.

4. The undersigned represents that the Respondent has no conflict of interest that could interfere with the development and operations described in the proposal to which this Questionnaire and Certificate are attached.

5. The undersigned states that the Respondent is familiar with the conflict of interest provisions of Section 15.103 of the San Francisco Charter, certifies that it knows no facts that would constitute a violation of these provisions, and agrees to notify the City immediately upon becoming aware of any facts that would constitute a violation of these provisions. The undersigned further certifies that it has made a complete disclosure to the City of all facts bearing on any possible interests, direct or indirect, which the undersigned believes any officer or employee of the City presently has or will have in the land transaction by the proposal to which this Questionnaire and Certificate are attached or in the performance thereof or in any portion of the profits thereof.

6. By submitting the proposal to which this Questionnaire and Certificate are attached, the undersigned certifies that the Respondent has read and understands the key terms and conditions of the RFP and, if selected: (1) will satisfy all of the requirements for exclusive negotiations and for any extension thereof and (2) is ready, willing, and able to comply with all City requirements and other terms and conditions of the RFP as they apply to the attached proposal.

7. By submitting the proposal to which this Questionnaire and Certificate are attached, the undersigned certifies that the Respondent agrees that it will have no claim against the SFPUC or the City by reason of, and waives any and all rights with respect to, the following:
RESPONDENT NAME: Emerald Fund II, LLC

any aspect of the proposal to which this Questionnaire and Certificate are attached; any
informalities or defects in the selection process, the rejection of any proposal, the
acceptance of any proposal, the execution of any land transaction, the failure to complete
any land transaction, and any statement, representation, act, or omission of the City or its
agents in connection with the proposal to which this Questionnaire and Certificate are
attached or the RFP.

8. The individuals signing on behalf of the undersigned is/are authorized representatives of the
Respondent with full and complete rights to make the certifications above and to bind the
Respondent to the proposal to which this Questionnaire and Certificate are attached.

9. The responses provided to this Questionnaire and Certificate were formulated after
investigation of the Respondent's operations by myself personally or are based on
information provided to me by another responsible person with unlimited authority to obtain
the required information. The undersigned represents that each decision-making principal or
authorized representative of the Respondent has reviewed and understands the terms and
conditions that are the subject of this Questionnaire and Certificate and approved the
execution of this Questionnaire and Certificate.

10. I believe all information provided in response to this Questionnaire and Certificate is true and
correct.

If the Respondent is a joint venture or other form of undertaking by more than one individual or
entity, an authorized representative of each principal must sign and date this Certificate below:

Name of principal: Tim Vrabel
Signature: [Signature]
Date: 5/22/17
Title: Manager of Emerald Fund II, LLC

Name of principal:
Signature: __________________________ Date: __________________________
Title: __________________________

Name of principal:
Signature: __________________________ Date: __________________________
Title: __________________________

Please attach any additional signature pages as necessary.

Balboa Reservoir Development Opportunity, Request for Proposals Disclosure Questionnaire & Respondent Certification
Emerald Fund II, LLC has not been subject to any legal proceedings, actions, convictions, judgements, arbitrations, or mediations.

Oz Erickson, as a Principal in many LLCs and LPs, has developed thousands of for-sale condominiums in California. Condominium developments are almost always subject to claims from the condo Homeowners Association of construction defect or warranty claims. The development entities for these projects of which Oz Erickson was a Principal have always carried substantial insurance which has 100% covered all construction defect or warranty claims. Consequently, there has never been any uncovered liability for any of these development projects.

As a Principal, Oz has been occasionally personally named in HOA construction defect or warranty claims on past condo development projects dating back to 1980, but he was always removed as a named party, and the development entity that was subject to the claim has always obtained a settlement and full release of all claims. No project, entity, or Principal has ever been subject to a judgment of any kind.
C. Completed Disclosure Questionnaire & Respondent Certification Form / Mercy Housing

ATTACHMENT C

DISCLOSURE QUESTIONNAIRE & RESPONDENT CERTIFICATION FORM

Instructions: This form must be completed and executed by the respondent organization’s president, executive officer, or equivalent responsible party, such as the managing member of an LLC or the general partner of a limited partnership.

Any material misstatement of the information provided in this questionnaire and certification may be grounds for rejection of a proposal or avoidance of a land transaction.

GENERAL INFORMATION

RESPONDENT NAME: Mercy Housing California
(Print name as it would appear on contractual agreements with the City.)

LEGAL FORM (e.g. corporation, partnership, LLC, joint venture): corporation

MEMBER ENTITIES:

ADDRESS:
1360 Mission Street, Suite 300
San Francisco, CA 94103
CITY STATE ZIP
PHONE: (415) 355-7100 EMAIL: tdunn@mercyhousing.org

KEY PERSONNEL INFORMATION: Provide the full name, title, address, phone number, and email address of all key personnel.

NAME: Doug Shoemaker, President
ADDRESS: 1360 Mission Street, Suite 300
San Francisco, CA 94103
CITY STATE ZIP
PHONE: (415) 355-7100 EMAIL: dshoemaker@mercyhousing.org

NAME: Barbara Gualco, Director of Real Estate Development
ADDRESS: 1360 Mission Street, Suite 300
San Francisco, CA 94103
CITY STATE ZIP
PHONE: (415) 355-7117 EMAIL: bgualco@mercyhousing.org
NAME: Amy Bayley, Vice President, Community Engagement
ADDRESS: 1360 Mission Street, Suite 300
San Francisco, CA 94103
CITY STATE ZIP
PHONE: (415) 355-7148 EMAIL: abayley@mercyhousing.org

NAME: Tim Dunn, Senior Project Manager
ADDRESS: 1360 Mission Street, Suite 300
San Francisco, CA 94103
CITY STATE ZIP
PHONE: (415) 355-7113 EMAIL: tdunn@mercyhousing.org

NAME: Michael Liebe, Regional Vice President, Property Management
ADDRESS: 1360 Mission Street, Suite 300
San Francisco, CA 94103
CITY STATE ZIP
PHONE: (415) 355-7132 EMAIL: mliebe@mercyhousing.org

NAME: Samantha Hogg, Director, Senior Supportive Services
ADDRESS: 1360 Mission Street, Suite 300
San Francisco, CA 94103
CITY STATE ZIP
PHONE: (415) 355-7120 EMAIL: shogg@mercyhousing.org

NAME:
ADDRESS:
CITY STATE ZIP
PHONE: EMAIL:

Please attach additional sheets as necessary.

Balboa Reservoir Development Opportunity, Request for Proposals
Disclosure Questionnaire & Respondent Certification
RESPONDENT NAME:  Mercy Housing California
(Print name as it would appear on contractual agreements with the City.)

If the answer to any of the disclosure questions requires additional space for explanation, please attach additional sheets as necessary.

1. Have you or any of your principals ever been a party to an agreement with a public entity that was terminated for cause (e.g., breach)? ☐ Yes ☑ No
   If yes, identify the public entity, state the nature of the agreement, the date of termination, and the specific reasons for the termination.
   ____________________________________________
   ____________________________________________
   ____________________________________________

2. Have you or any of your principals ever been a party to an agreement with a public entity that was cancelled without cause? ☐ Yes ☑ No
   If yes, identify the party to the contract, the date of cancellation, and the specific reason for the cancellation.
   ____________________________________________
   ____________________________________________
   ____________________________________________

3. Have you or any of your principals ever been in arrears on taxes or fees due to any business or operation? ☐ Yes ☑ No
   If yes, identify the jurisdiction and explain.
   ____________________________________________
   ____________________________________________
   ____________________________________________

4. Have you or any of your principals ever been the subject of an enforcement action taken by any governmental body relating to unfair and/or fraudulent business practices, non-payment of taxes, or violations of any city, county state, or federal regulation, ordinance, or statute? ☐ Yes ☑ No
   If yes, identify the governmental body and explain.
   ____________________________________________
   ____________________________________________
   ____________________________________________
Disclosure Questions, Cont'd

RESPONDENT NAME: Mercy Housing California

5. Have you or any of our principals ever been a party to any regulatory action, including any notice of violation, order, or fine, taken by a regulatory agency, including any local, regional, state, or federal agency with purview over air or water quality (including stormwater management), or the handling, storage, or disposal of hazardous or solid waste?  
   □ Yes  X No
   If yes, identify the regulatory agency and explain.

6. Have you or any of your principals ever been a party to any legal proceedings, actions, convictions, judgements, arbitrations, or mediations?  X Yes  □ No
   If yes, provide: (a) the date each matter was initiated; (b) the present status of each matter; (c) if a judgement was entered against you, whether the judgement has been satisfied in full, and if not, the current status.
   See attached list of litigation. Mercy Housing California has no judgements that have been entered against it that have not been satisfied in full.

7. Have you or any of your management staff ever been a party to any administrative complaints/hearings filed or any debarments or suspensions or other administrative actions commenced by any federal, state, or local government entity?  □ Yes  X No
   If yes, provide: (a) the date each matter was initiated and (b) the present status of each matter.

8. Have you or any of your principals ever filed for bankruptcy?  □ Yes  X No
   If yes, provide: (a) date and jurisdiction of each filing; (b) reason for filing; (c) case numbers and types of cases (e.g., Chapter 7 liquidation or Chapter 11 or Chapter 13 reorganization); and (d) current status of each case.
Disclosure Questions, Cont'd.

RESPONDENT NAME: Mercy Housing California

9. Describe any business, property, gifts, loans, investments or other financial relationships between you and any member of the SFPUC Commission or the Board of Supervisors (or members of their immediate families), which are financial interests as defined by Section 897103 of the California Fair Political Practices Act.

   N.A.

10. Have you or any of your principals ever violated the Campaign Reform Ordinance and/or Conduct code (Section 1.126 of the S.F. Campaign and Governmental Conduct Code, referenced in RFP Section 12.8)? □ Yes X No
    If yes, describe (a) the date of each violation and (b) the nature of each violation.
RESPONDENT CERTIFICATION

RESPONDENT NAME: Mercy Housing California

On behalf of the party named above, the undersigned certify under penalty of perjury under the laws of the State of California that:

1. The responses (including any required additional responses of related parties) to this Disclosure Questionnaire ("Questionnaire") and Respondent Certificate ("Certificate") (including any attached sheets) consist of eight total pages.

2. The undersigned understands and agrees that the San Francisco Public Utilities Commission ("SFPUC") and the City and County of San Francisco ("City") makes no representations or warranties with respect to the offering described in the Request for Proposals ("RFP"), and that everything relevant to this proposal has been based on either the undersigned's own knowledge or the information provided by the SFPUC and the City in the RFP and on the web page for the RFP.

3. The undersigned certifies that the Respondent named above has not agreed to pay now or in the future, and has not in fact paid, directly or indirectly, any fee, commission, or other things of value to any City or SFPUC employee, agent, representative, commissioner, or contractor in an effort to influence the SFPUC Commission's decisions regarding the Balboa Reservoir development opportunity.

4. The undersigned represents that the Respondent has no conflict of interest that could interfere with the development and operations described in the proposal to which this Questionnaire and Certificate are attached.

5. The undersigned states that the Respondent is familiar with the conflict of interest provisions of Section 15.103 of the San Francisco Charter, certifies that it knows no facts that would constitute a violation of those provisions, and agrees to notify the City immediately upon becoming aware of any facts that would constitute a violation of those provisions. The undersigned further certifies that it has made a complete disclosure to the City of all facts bearing on any possible interests, direct or indirect, which the undersigned believes any officer or employee of the City presently has or will have in the land transaction by the proposal to which this Questionnaire and Certificate are attached or in the performance thereof or in any portion of the profits thereof.

6. By submitting the proposal to which this Questionnaire and Certificate are attached, the undersigned certifies that the Respondent has read and understands the key terms and conditions of the RFP and, if selected: (1) will satisfy all of the requirements for exclusive negotiations and for any extension thereof and (2) is ready, willing, and able to comply with all City requirements and other terms and conditions of the RFP as they apply to the attached proposal.

7. By submitting the proposal to which this Questionnaire and Certificate are attached, the undersigned certifies that the Respondent agrees that it will have no claim against the SFPUC or the City by reason of, and waives any and all rights with respect to, the following:
RESPONDENT NAME: Mercy Housing California

any aspect of the proposal to which this Questionnaire and Certificate are attached; any
informalities or defects in the selection process, the rejection of any proposal, the
acceptance of any proposal, the execution of any land transaction, the failure to complete
any land transaction, and any statement, representation, act, or omission of the City or its
agents in connection with the proposal to which this Questionnaire and Certificate are
attached or the RFP.

8. The individuals signing on behalf of the undersigned is/are authorized representatives of the
Respondent with full and complete rights to make the certifications above and to bind the
Respondent to the proposal to which this Questionnaire and Certificate are attached.

9. The responses provided to this Questionnaire and Certificate were formulated after
investigation of the Respondent's operations by myself personally or are based on
information provided to me by another responsible person with unlimited authority to obtain
the required information. The undersigned represents that each decision-making principal or
authorized representative of the Respondent has reviewed and understands the terms and
conditions that are the subject of this Questionnaire and Certificate and approved the
execution of this Questionnaire and Certificate.

10. I believe all information provided in response to this Questionnaire and Certificate is true and
correct.

If the Respondent is a joint venture or other form of undertaking by more than one individual or
entity, an authorized representative of each principal must sign and date this Certificate below.

Name of principal: Doug Shoemaker
Signature: ___________________________ Date: 5/18/17
Title: President

Name of principal: ___________________________
Signature: ___________________________ Date: _______________
Title: __________________________

Name of principal: ___________________________
Signature: ___________________________ Date: _______________
Title: __________________________

Please attach any additional signature pages as necessary.
<table>
<thead>
<tr>
<th>Claimant/Plaintiff</th>
<th>Defendant 1</th>
<th>Defendant 2</th>
<th>Date SOP</th>
<th>Primary Cause of Action</th>
<th>Detailed Cause(s) of Action</th>
<th>Court or Agency Filled With</th>
<th>County</th>
<th>Case Number</th>
<th>State of Original Jurisdiction</th>
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<th>Status</th>
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<td>Beckles, Lu Ella</td>
<td>Mercy Housing California</td>
<td>Mercy Housing California Senior Properties</td>
<td>1/22/2012</td>
<td>Premises Liability</td>
<td>Superior Court</td>
<td>Riverside - India District</td>
<td>PCC0005367</td>
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<td>Liao, Xia</td>
<td>Mercy Housing California</td>
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<td>6/26/2012</td>
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<td>Slip and Fall</td>
<td>Superior Court</td>
<td>Orange</td>
<td>39-2013-05576796</td>
<td>6/15/2013 Yes</td>
<td>Closed</td>
<td>6/14/2013</td>
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<td>Perry, Rachael</td>
<td>Mercy Housing California</td>
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<td>7/25/2012</td>
<td>Premises Liability</td>
<td>Negligence</td>
<td>Superior Court</td>
<td>San Francisco</td>
<td>CSC-12-1150152</td>
<td>7/1/2012 Yes</td>
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<td>Rose Hotel Tenants Council</td>
<td>Mercy Housing California</td>
<td>California Inc. MCHC</td>
<td>6/26/2011</td>
<td>Housing</td>
<td>Tenant alleging she was using a ladder to repair her home; the ladder fell in a hole allegedly dug by gofers.</td>
<td>HUD Community Planning and Development Div.</td>
<td>San Francisco</td>
<td>8/12/2011 Yes</td>
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<td>Hamilton Apartments</td>
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<td>09-140116-8</td>
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<td>Smart, Amaryllie</td>
<td>Mercy Housing California</td>
<td>Does Ono to Ten</td>
<td>10/2/2013</td>
<td>Housing</td>
<td>Tenant alleging she was walking her dog and stepped in a hole allegedly dug by gofers.</td>
<td>CCHS 10-134884</td>
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<td>10/22/2013 Yes</td>
<td>Closed</td>
<td>12/13/2013</td>
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<td>Sney, Vicki</td>
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<td>Premises Liability</td>
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<td>Wells, Steven</td>
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<td>10/21/2013</td>
<td>Housing</td>
<td>Discrimination</td>
<td>17008-739467</td>
<td>10/16/2013 Yes</td>
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<td>10/28/2013</td>
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<td>Anderson, Brenda</td>
<td>Mercy Housing California</td>
<td>Mercy Housing California XIX</td>
<td>10/12/2014</td>
<td>Housing</td>
<td>Breach of Warranty of Habitation</td>
<td>Superior Court</td>
<td>San Francisco</td>
<td>CSC-16-054248</td>
<td>10/16/2016 Yes</td>
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<td>Balintenes, Maria</td>
<td>Mercy Housing California</td>
<td>Mercy Housing Management Group, Inc.</td>
<td>8/1/2014</td>
<td>Employment</td>
<td>Wrongful Termination</td>
<td>Superior Court</td>
<td>San Francisco</td>
<td>CSC-16-05382</td>
<td>8/9/2016 Yes</td>
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<td>Carrigan, Anne</td>
<td>Mercy Housing California</td>
<td>7/8/2016 Housing</td>
<td>Discrimination [disability]</td>
<td>Department of Fair Employment and Housing</td>
<td>DFEH # 222850-138863</td>
<td>7/5/2016 Yes</td>
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<td>Mercy Housing California</td>
<td>8/21/2016 Employment</td>
<td>Discrimination [Wrongful Termination: age, gender [male]]</td>
<td>Department of Fair Employment and Housing</td>
<td>DFEH # 761301-224081</td>
<td>8/31/2016 Yes</td>
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<td>Ditties, Caralyn</td>
<td>Mercy Housing California</td>
<td>Rady, Marion</td>
<td>8/25/2016</td>
<td>Other</td>
<td>Plaintiff alleges that another resident committed certain torts against her including assault, battery, intentional infliction of emotional distress, et al. She alleges that the resident pushed her to the ground.</td>
<td>Superior Court</td>
<td>San Francisco</td>
<td>CSC-15-0557674</td>
<td>8/22/2016 Yes</td>
<td>Open</td>
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<td>King, Margorie; Ama, Adolph, Kwan, Anna</td>
<td>Mercy Housing California</td>
<td>Paul Lam</td>
<td>3/30/2015</td>
<td>Employment</td>
<td>Discrimination: Wrongful Termination; Retaliation [race, national origin]</td>
<td>Superior Court</td>
<td>San Francisco</td>
<td>CSC-15-054734</td>
<td>8/16/2015 Yes</td>
<td>Open</td>
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</tr>
</tbody>
</table>
D. References

Emerald Fund

Financial Capacity and Equity Reference
Jeff Kanne
President and Chief Executive Officer
National Real Estate Advisors
900 Seventh Street, NW, Suite 600
Washington, DC 20001
(202) 496 1250
jkanne@natadvisors.com

References on Housing Development in San Francisco
Tim Colen
Past Executive Director
SF Housing Action Coalition
(415) 601 1709
tim@sfhac.org

Todd David
Current Executive Director
SF Housing Action Coalition
95 Brady Street
San Francisco, CA 94103
(415) 541 9001
todd@sfhac.org

Mercy Housing

Reference on Mercy Housing
Developments at University of California Extension Site at 55/95 Laguna
Allen Meacham
Real Estate Services & Strategies
University of California—Office of the President
1111 Franklin Street
Oakland, CA 94607
(510) 987 9060
Allen.Meacham@ucop.edu

Reference on Mercy Housing
Developments with Public Agencies in San Mateo County
Janet Stone
Housing Policy & Development Manager
County of San Mateo—Department of Housing
264 Harbor Blvd., Building A
Belmont, CA 94002
(650) 802 3396
jstone@smchousing.org
2. Team Structure
2. Team Structure

A. Developer Partnership

Emerald Fund ("Emerald") and Mercy Housing California ("Mercy") intend to form a partnership to create a flourishing mixed-income community at Balboa Reservoir. Emerald and Mercy each bring a remarkable track record of successfully entitling and developing housing in San Francisco. Mercy has developed over 10,000 affordable housing units in California and over 3,400 in San Francisco alone. Emerald Fund has developed over 3,000 housing units in San Francisco. Together Mercy and Emerald have created nearly 2% of the entire housing stock that exists in San Francisco today. No other housing development firms have ever been able to match this level of achievement in San Francisco.

To bolster our ability to provide home ownership opportunities at a range of income levels, Habitat for Humanity, Greater San Francisco ("Habitat") will participate on the team.

Emerald will be the master developer and the lead on the market rate and 120%-150% AMI housing units. Mercy will be lead on the housing development at lower levels of affordability and the child care center.

Upon our team’s selection as the developer for the Balboa site, Emerald will form a new single purpose entity with National Real Estate Advisors ("National") that will serve as the master developer of the site ("Emerald-National LLC"). For the Balboa project National intends to use its INDURE open-end commingled fund, which has $2.1 billion of real estate assets under management. National will be the majority equity in Emerald-National LLC with 95% of the ownership, and Emerald will be the minority equity with 5% of the ownership. We have had great success using this exact type of 95/5 partnership on our two redevelopment projects, 100 Van Ness and 150 Van Ness, in the Civic Center neighborhood of San Francisco. These two adjoining projects consist of 838 residential units, 14,000 square feet of retail, and 288 parking spaces; and they are directly comparable to the size of the Balboa redevelopment opportunity.

Emerald, Mercy, and Habitat will form partnerships with each other for vertical building phases that contain associated residential units of each developer.

Major Tasks and the Development Team Members Involved

Predevelopment Planning: Emerald and Mercy will serve as co-leads.

Development Agreement Negotiations: Emerald and Mercy will serve as co-leads.

Master Entitlements: Emerald and Mercy will serve as co-leads. Jessica Berg of BergDavis Public Affairs has joined our team to help guide the community outreach and engagement (see Part 5.A. for more information on Community and Stakeholder Engagement).
Horizontal and Open Space Development: The Emerald-National LLC will be the master development entity for this scope.

Vertical Development: Each development team member (Emerald, Mercy, or Habitat) will be involved in a particular vertical development phase if that member has associated units involved in the phase, i.e., there will be some vertical phases that have both Emerald and Mercy units, and so Emerald and Mercy would be involved in that phase. Other vertical phases may have Emerald and Habitat, and so only Emerald and Habitat would be involved in that phase.

Land Acquisition: The Emerald-National LLC will be the entity that will have a direct contractual relationship with the City and acquire the land.

Master Development: The Emerald-National LLC will be the entity responsible for this scope.

Negotiations and Decision Making
Marc Babsin will be in charge of negotiations and decision making on behalf of Emerald Fund. Doug Shoemaker will be in charge of negotiations and decision making on behalf of Mercy.

Marc Babsin
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235 Montgomery Street, 27th Floor
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marc@emeraldfund.com

Doug Shoemaker
President
Mercy Housing California
1360 Mission Street, Suite 300
(415) 355 7100
dshoemaker@mercyhousing.org
Organizational Chart

Developer Entities
Market Rate Developer and Master Developer
Emerald Fund
• Oz Erickson—Principal
• Marc Babsin—Principal
• Tim Vrabel—Principal
• Shane Harris—Director of Construction
• Justina Hollis—Director of Property Management

Affordable Housing Developer
Mercy Housing California
• Doug Shoemaker—President
• Michael Liebe—Regional Vice President of Mercy Housing Management Group, Sacramento, and San Francisco
• Barbara Gualco—Director of Real Estate Development
• Tim Dunn—Senior Project Manager
• Amy Bayley—Regional Vice President of Community Planning

Affordable Homeownership Housing Developer
Habitat for Humanity, Greater San Francisco
• Maureen Sedonaen—Chief Executive Officer
• Jen Wilds—Chief Financial Officer
• Erin Colton—Construction Manager

1100 Ocean Avenue by Mercy
Design Team

Four award-winning firms make up the proposed design team—Mithun/Solomon, CMG, Kennerly Architecture and Planning, and Studio VARA. All share a deep understanding of and love for San Francisco’s distinctive neighborhood fabric. Their design work translates contemporary demands for mobility, inclusiveness and sustainability into generous and healthy spaces that enhance the City's special urban character.

Mithun is known for its early leadership and holistic embrace of sustainability at all scales, from green building to urban districts to regional planning. The visionary Lloyd Crossing plan, the genesis of the Eco-Districts framework, asserted that ambitious sustainability goals are best realized at the neighborhood scale and depend for their success on the collective wisdom of all stakeholders, including citizens, developers, community development organizations and municipal agencies. The merger of Mithun with San Francisco based Daniel Solomon Design Partners joins this sensibility with Solomon’s deep understanding of San Francisco housing and neighborhoods. The firm’s work includes the master plan for Hunters View and the Market-Octavia plan, along with housing and mixed-use buildings in neighborhoods all over San Francisco serving both market-rate and low-income residents.

Likewise, CMG Landscape Architecture exemplifies a passionate commitment to the public realm and, through its work on memorable urban spaces such as Mint Plaza and Daggett Park, has developed a reputation for cutting-edge sustainable designs that set precedents and delight visitors. CMG’s experience with neighborhood design at Hunters Point Shipyard and on Treasure Island demonstrates the firm’s ability to integrate public plazas and parks, highly technical stormwater management design, and experience with complex stakeholders and communities.

Kennerly Architecture & Planning has made the design of innovative, mixed-use and multi-family buildings a cornerstone of its practice. The work reconciles the sensitivities of context with the high level of design and spatial amenity that stakeholders demand in San Francisco. Kennerly’s work spans the range of scales from delicate infill buildings to complex mixed-use projects on challenging brown-field sites throughout the City. Recent projects including 300 Cornwall, 1180 Fourth, 660 Indiana, and Bill Sorro Community demonstrate a versatile and passionate design sensibility harnessed for market-rate and low-income housing in contexts ranging from historic neighbourhoods to redevelopment districts.

Studio VARA is a design practice driven by a deep commitment to architecture as a material craft and a discipline grounded in ideas. With the city as a reference point and inspiration for their work, they create holistic, well-considered design solutions and human-centered experiences at many scales. Studio VARA leverages their custom residential work at the scale of the individual San Francisco townhouse to bring a unique sensitivity to human scale and neighborhood context, which are applied to their multifamily projects through repetition, variation, and the articulation of difference through details, textures, and materials.

All four design firms view community engagement as indispensable to their work. Mithun/Solomon’s current outreach for the Balboa Park Upper Yard affordable housing project has successfully encouraged and embraced a wide variety of community voices in the design process. In neighborhoods as
disparate as the Mission, Bayview, NOPA, Dogpatch, and North Beach, the design team has relied on community insights to embed new development in its place. The proposed design for Balboa Gardens is intended to strengthen the diversity of the Balboa Park neighborhood, one of its defining characteristics; and the design team looks forward to refining both the vision and the details of its realization with the robust participation of a wide variety of community stakeholders.

Please see the Appendix for more information on each of the design firms.

Subject Matter Experts

The other proposed members on our development team will be responsible for carrying out technical analyses that provide information essential to the redevelopment of the site and managing the entitlement process:

Transportation Planning

Tim Erney of Kittleson & Associates.

Kittleson & Associates, Inc. (KAI) has provided comprehensive transportation planning, engineering and research services to government organizations and private clients for over 30 years. KAI has a long history of conducting circulation/access studies and preparing transportation impact reports for multiple projects in the Balboa Park area. In particular, current KAI staff managed the transportation studies for the Balboa Park Station Area Plan, 1200 Ocean Avenue (Avalon Ocean Avenue) and 65 Ocean Avenue, plus assessed in the circulation planning for the Phelan Loop reconfiguration and the modifications to Lee and Brighton Streets. In addition, KAI has relevant experience in providing initial transportation planning services for residential projects in San Francisco, including Parkmerced, Executive Park, Visitacion Valley, Candlestick Point, Bayview Hunters Point, and Market/Octavia. As part of these projects, KAI staff was responsible for developing travel demand management (TDM) programs, access and circulation plans, land use programming, parking supply and demand estimates, and on-site and off-site improvements.

Land Use Counsel

Steve Vettel of Farella, Braun + Martell LLP. Steve Vettel’s practice focuses on land use, zoning, legislative advocacy, environmental review and litigation. He provides ongoing counsel to a range of development entities in the Bay Area and regularly appears before planning commissions, legislative bodies and zoning officials to advocate on behalf of real estate developers, property owners, non-profit housing providers and governmental agencies.

Mr. Vettel has successfully represented several major developers in obtaining land use entitlements for the construction of some of the Bay Area’s largest residential, commercial and institutional developments, including in recent years the 55- and 45-story One Rincon Hill project in San Francisco, the San Francisco Museum of Modern Art expansion project, and the University of California’s University Village project in the City of Albany.

Mr. Vettel has also represented parties involved in complex public/private partnership deals, including disposition and development agreements, owner participation agreements, and ground leases. He negotiated the land disposition and acquisition agreement enabling the San Francisco Museum of Modern Art to acquire and demolish a city fire station to make room
for SFMOMA's planned expansion; obtained land use entitlements for development of a major hotel project on property owned by the City and County of San Francisco’s municipal railroad; and is currently representing the developers of a mixed-use project that will include a new permit center/office building for the City and County of San Francisco as well as over 500 units of rental housing.

Civil Engineer / Site Planning
Todd Adair of BKF Engineers. BKF is one of the leading civil engineering firms in Northern California. The BKF team will be led by Todd Adair, Principal/Vice President. Todd has personally led complex site planning efforts on some of the largest site planning projects in San Francisco over the past 12 years. Projects include:

- Treasure Island
- Candlestick/Hunters Point Phase 2
- Schlage Lock—Vistacion Valley
- Salesforce Tower
- Pier 70
- Mission Rock

Throughout these projects, Todd has worked closely with the Planning Department, SFDPW, SFPUC, and SFMTA. Efforts include early project planning, CEQA review, development of project standards, mapping, and construction drawings. This unique experience allows BKF the ability to understand the City process, and foresee the challenges the project will face as it moves forward.

As a leader in sustainable design, BKF has been working closely with the City agencies to develop new and innovative ways to achieve sustainability goals for stormwater management and grey/black water reuse. These designs are now being implemented on Treasure Island, Hunters Point Phase 2, Mission Rock and Pier 70. They include a blackwater piping network for blackwater treatment and reuse district wide, and centralized storm water treatment areas incorporated into the public open spaces prior to outfall into the Bay.

For the Balboa project, BKF will be providing early planning support, CEQA processing assistance, mapping/topographic surveying services, and infrastructure designs to support the proposed buildout of the site. Efforts would include grading designs, utility infrastructure designs (water, combined sewer, recycled water, joint trench), Tentative/Final Maps, and assistance during construction.

Community Engagement
Jessica Berg of BergDavis Public Affairs. Jessica Berg’s background in campaign politics and media strategy led her from Washington, D.C. to San Francisco where she established the professional consulting firm BergDavis Public Affairs with her partner Evette Davis in 1999. Ms. Berg and Ms. Davis supervise a staff which offers the highest quality counseling in media relations, community outreach, government affairs, and strategic communications.

Berg and her colleagues have worked on a number of housing, land use, arts and education projects during her tenure, helping to entitle tens of thousands of homes throughout Northern California. They also have significant experience working with public agencies in the Bay Area on public/private partnerships. The firm worked for the San Francisco Public Library (electoral campaign to approve bonds which resulted in the renovation and rebuilding of all city library branches), the Capital Planning Division of the San Francisco Department of Public Works (campaigns to support ballot measures to fund seismic repairs, a new jail, and various public safety initiatives), the
Port of San Francisco (campaign to rezone and rebuild Pier 70, now underway), the San Francisco Public Utilities Commission’s Real Estate Division (strategic planning and property management), as well as with library systems in Berkeley, Pacifica and Tiburon on strategic planning, community outreach and development.

Ms. Berg is currently providing pro bono services to the San Francisco/Marin Food Bank as it seeks to expand its facilities and to Planned Parenthood in San Francisco.

**B. New Team Members**

N/A—We do not have any new Development Team Members.
3. Project Proposal
3. Project Proposal

A. Narrative Overview

Inspired by the formal patterns and interconnected greenways of the adjacent neighborhoods including Westwood Park, Balboa Terrace and Ingleside Terraces, the Balboa Gardens master plan builds upon the historic ‘Garden City’ contours of the western neighborhoods while meeting the social and environmental equity goals of today.

Balboa Gardens is a welcoming new neighborhood characterized by inclusivity, openness and connectivity. Pedestrian and bike linkages connect Sunnyside, Westwood Park, Ingleside and City College to Balboa Park and beyond and offer a broad menu of active and passive recreational opportunities for the neighboring communities to enjoy. The primary east-west open space axis is crisscrossed with numerous and varied linkages to the surrounding neighborhoods. A robust sustainability framework, ranging from smart transportation strategies to sitewide stormwater management to green buildings, underpins the design. The neighborhood is a community resource for health, improved access to transit, and opportunities for outdoor play.
**Balboa Green**

Deriving inspiration from the design concepts of the Garden City movement of the early 20th century England, the radiating grid of principal streets all lead to Balboa Green, offering direct views of the new public park immediately upon entering the new neighborhood. Situated in the hub of the plan, Balboa Green is a neighborhood park that serves both the existing and new families and communities; neighbors, students and residents will enjoy the picnic area and playground and join in games on the flexible-use open lawn. Trees frame the park to provide both a sense of enclosure and screen the new development from the Westwood neighborhood.

The illustrative park design is just the starting point for our public engagement process. We look forward to working with the community to define the appropriate programs for the neighborhood open spaces.

**Lee Plaza**

Located where Lee Avenue intersects with the proposed east-west access street from Phelan Avenue, adjacent to Unity Plaza, Lee Plaza marks the entry hub and principal gateway to Balboa Gardens. Small, neighborhood serving spaces such as a café or pub, dry cleaner or bikeshare pod ring Lee Plaza, and, along with the new childcare center, form an active and convenient gathering and dropoff point for the wider neighborhood and new residents.

**Balboa Commons**

Along the primary radial axis, a second significant open space, Balboa Commons, enhances and extends the grand approach to the CCSF campus by directly aligning with the stately staircase approach to the historic Science Hall and then linking to Balboa Green and the western ocean view beyond. The dramatic approach up to Science Hall presents a unique design opportunity to physically and visually connect Balboa Gardens to the CCSF campus.
Balboa Commons will serve as a day-to-day gathering space for the community. Residents, faculty and students will enjoy their morning coffee in the garden, chat as their dogs frolic in the dog play area, or enjoy the sunset over the neighborhood from the Overlook.

**Unity Greenway**

Leading from Lee Plaza along the southern edge of the site, Unity Greenway activates a currently underutilized utility easement with a series of connected spaces that create greater porosity to the Ocean Avenue commercial district and extends the vitality of Unity Plaza to the north and west and into the site. Anchored by neighborhood serving retail and a ground floor child care center on the southeast corner of the site (adjacent to Unity Plaza), this active, linear park connects bikes and pedestrians to transit, shops, and the public library. The linear park passes through a network of active recreation and play spaces and leads directly to the new public park at the heart of the site, Balboa Green.

This active-use, southern edge of Balboa Gardens contrasts with, and links to the nature trail running along the northern edge of the site. While maintaining the existing dog walking and running routes from the north and northeast, the trail offers a serene experience and includes community garden space and abundant plantings.

**The Paseo**

The two distinct pathways are connected with a third linkage, a north-south public paseo, which wends its way through the residential blocks of Balboa Gardens.

Combined, this new network offers residents, community members and City College affiliates a variety of passageways through the site, minimizes conflicts with vehicles and encourages residents of all ages to safely walk and bike to their daily activities. These important neighborhood linkages draw on existing use patterns and connect the four sides of the Balboa Reservoir—City College, Ocean Avenue, Westwood Park and Sunnyside—into a seamless bike and pedestrian network, and guides pedestrians to transit lines on Ocean and Phelan.
Welcoming Edges

Lee Avenue is envisioned as a welcoming town edge, lined with residential entries, peeks into mid-block courtyards, and the possibility of active ground-floor spaces at important nodes such as the entry to the Balboa Commons. Our team looks forward to designing the arrangement and programming of all such spaces in collaboration with CCSF and the wider community.

The height, massing and siting of the buildings within Balboa Gardens offer a graceful transition from the existing neighborhoods. The single family homes in Westwood Park that currently abut the Balboa Reservoir are buffered by the wide, tree-lined pedestrian and bicycle pathway that runs along the western edge of Balboa Gardens lined on its eastern edge with two- and three-story townhomes. Buildings gradually step up in height from 20-30 feet to 65 feet along Lee Avenue and the Ocean Avenue commercial edge. Around Balboa Green, buildings drop in height to 55 feet, are lined with residential stoops and topped with roof gardens to enjoy the western view. A drop in grade along the northern edge of Balboa Gardens creates a compatible relationship to Archbishop Riordan High School.

All parking is below grade or lined with active uses and residential entries. Varied architecture and massing, with multiple entrances, portals, and ‘eyes’ on the street, will provide the visual interest and casual surveillance that characterizes the most successful urban places. The three award winning architecture firms - Mithun Solomon, Kennerly Architecture and Studio Vara – will together bring a diverse design aesthetic that will lend texture and complexity to the buildings that will shape Balboa Gardens.
Neighborhood Networks

Stormwater

Bike

Open Space

Pedestrian
Development Program
As an inclusive, diverse, multi-generational, mixed-income community, Balboa Gardens brings together seniors, families, City College faculty and staff, homeowners and renters with a wide range of incomes. Each section of the site will incorporate both market rate and income restricted housing opportunities.

112 affordable family housing units will be developed by Mercy as an extension of Mercy’s existing adjacent 71-unit affordable development at 1100 Ocean and will target families with children. Mercy will additionally develop 111 units of senior housing at the site. Although the city’s senior population is projected to increase substantially in the next twenty years as baby boomers reach retirement, no senior housing has been built in the vicinity of Balboa Gardens since 37 units were built in 2005 in the Outer Excelsior. Services will be provided to facilitate aging in the community and will be supported by Mercy’s fundraising and will not require city funding. Mercy’s senior service model focuses on health and wellness, housing stability, and community engagement. The onsite Resident Services Coordinator organizes activities and programming including financial stability seminars, voter registration, family reconciliation, and technology literacy among several other events and supportive services. In addition to tracking individual needs and goals, onsite staff work directly with residents to connect them to local service providers, in-home supportive services, and any other care they may need.

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1 According to the City and County of San Francisco 2015 – 2019 Consolidated Plan, the senior population is projected to increase from 154,730 in 2010 to 276,300 by 2030 (http://sfmohcd.org/sites/default/files/Documents/MOHCD%202015-19%20Con%20Plan%20and%202015-16%20Action%20Plan.pdf)
Floor Plans

Typical Floor

Ground Floor

Basement

- RETAIL
- CHILDCARE
- AFFORDABLE
- MARKET RATE HOUSING
- FACULTY / STUDENT HOUSING
- TOWNHOUSES
- CIRCULATION / LOBBIES
- PARKING
- COURTYARD
Among the highlights of the development program (all of the counts below are approximate):

- 1,245 total housing units
  - A range of unit types, from studios up to 2 and 3 bedrooms, to provide for all household sizes
  - 33–50% of housing units at income restricted levels
  - 111 senior housing units at 55% AMI
  - 112 family housing units at 55% AMI
  - 187 housing units at 120% AMI
  - 212 housings units made available to City College for faculty and staff at 150% AMI
  - 52 townhouses
  - For sale housing units at 120% AMI from Habitat for Humanity
  - Average unit size—728 sq ft

- 660 total off-street parking spaces
  - 135 spaces exclusively dedicated to City College students, faculty and staff
  - 135–200 spaces shared by City College and residents
  - Parking ratios: market rate housing, 0.5/1; 120% AMI housing, 0.5/1; CCSF faculty and staff housing, 0.25/1; family housing at 55% AMI, 0.25/1; senior housing, 0/1
  - In addition, 110 on-street parking spaces for public use

- 5.0 acres of publicly accessible open space
  - 2.0 acre Balboa Green
  - 0.54 acre Balboa Commons
  - 0.91 acre nature trail
  - 0.77 acre active, linear park
  - 0.78 acre paseo

- Child care center—6,000 sq ft

- Neighborhood serving retail—6,000 sq ft
Smart Transportation Approach

Balboa Gardens will leverage its location near the Muni Metro light rail station and the Balboa BART station, building on the already high rate of transit usage (25%) and walk/other modes (8%) boasted by the surrounding neighborhoods. Among other methods of encouragement, Balboa Gardens offers enhanced and efficient paths of travel from a resident’s home to the transit stations. Walking and biking to the nearby transit stations will become more direct, pleasant and safe.

Balboa Gardens will explore numerous travel demand management (TDM) strategies to discourage the use of private vehicles including providing abundant secure bicycle parking; car share vehicles; electrical vehicle charging stations; bikeshare and bike rentals; bicycle repair stations; dedicated ride share pickup/dropoff location; transit pass sales; real-time transportation information displays; storage for deliveries, cargo bikes, shopping carts and car seats; package delivery acceptance; cold storage reception area for grocery delivery; streetscape improvements; wayfinding/directional signage to transit and amenities; a transportation benefit program for employees; a TDM manager to execute transportation strategies and coordinate with relevant City agencies; provide parking space for motorcycles and scooters; commute planning assistance.

Transit Network

[Diagram showing bus routes, light rail, transit stops, and pedestrian links]
Residential and City College Shared Parking Opportunities

Given its proximity to City College, Balboa Gardens also has the unique opportunity to share parking resources with the CCSF students, faculty and staff. In particular, the peak parking demand for the college occurs during the weekday daytime hours (typically between 8:00 AM and 5:00 PM), whereas the peak parking demand for the residential is overnight and on weekends. By unbundling the residential parking (i.e., not assigning parking spaces to individual residential units), it would be possible to accommodate a significant amount of the City College parking demand within Balboa Gardens. The following table illustrates the peak parking demand for these uses and how shared parking arrangements can minimize the needed parking supply.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Residential</th>
<th>Community College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morning (7:00 AM to 9:00 AM)</td>
<td>75% to 85%</td>
<td>10% to 85%</td>
</tr>
<tr>
<td>Midday (10:00 AM to 3:00 PM)</td>
<td>60% to 70%</td>
<td>70% to 100%</td>
</tr>
<tr>
<td>Afternoon/Evening (4:00 PM to 8:00 PM)</td>
<td>75% to 85%</td>
<td>55% to 70%</td>
</tr>
<tr>
<td>Night/Overnight (8:00 PM to 7:00 AM)</td>
<td>95% to 100%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Below-Grade Parking
In addition, the project will review operations of the local roadways (such as Ocean Avenue and Phelan Avenue) to ensure that new vehicles, bicyclists and pedestrians won’t negatively affect circulation and access for the neighborhood. Measures could include modifications to signalization and land striping fixes at intersections to minimize delays to vehicles and buses.

In particular, during the midday period when City College would have its highest occupancy (100% of its demand), 30% to 40% of the residential parking spaces would be unoccupied. As such, up to an additional 155-206 parked vehicles (30% to 40% of the 515 residential parking spaces) could accommodate City College students/faculty/staff. In addition, the project will include about 135 parking spaces that will be exclusively available to City College (this will be done to guarantee that parking spaces are available during peak times and on weekends). Overall, more than 300 parking spaces could be made available to City College during a typical weekday.

Phasing of Build Out

Balboa Gardens offers a flexible program that allows for four phases of vertical development following a horizontal development phase. Each vertical phase will include the delivery of a significant public benefit (i.e. affordable housing, publicly accessible open space, parking for the City College community, housing for the City College faculty and staff).
B. Concept Drawings

Aerial View from Northwest
Scale Comparison: Mariposa Park and Balboa Green
Scale Comparison: Daggett Triangle Park and Balboa Commons
Scale Comparison: Emeryville Greenway and Unity Greenway
Scale Comparison: Playground at Joe DiMaggio Park and Childcare Play Space
Unity Greenway looking toward Balboa Green
C. Narrative on Development Principles & Parameters

We commend the Balboa Reservoir Community Advisory Committee (BRCAC) on its impressive and thorough work shaping a vision of a vibrant, diverse and sustainable new community at the Balboa Reservoir. The future community given shape through the BRCAC’s Development Principles & Parameters is one that could make all San Franciscans proud.

Emerald Fund (“Emerald”) and Mercy Housing California (“Mercy”) have assembled a team of experts with deep San Francisco experience in meeting development and design challenges similar to those outlined in the Development Principles & Parameters. Emerald and Mercy, considered together, have created nearly 2% of the entire housing stock that exists in San Francisco today. This total encompasses dozens of individual projects in neighborhoods across San Francisco. Time and again, both Emerald and Mercy have successfully worked with longstanding communities to shape an agreed-upon vision for a new mixed-use development within an existing neighborhood. The many, many Emerald and Mercy infill projects standing throughout San Francisco today that have been seamlessly weaved into the fabric of existing communities are a testament to each firm’s willingness and ability to listen to neighborhood desires and shape a proposed development accordingly.

Housing

The heart of the Balboa Gardens plan is housing. Our plan, while being sensitive to the adjacent Westwood Park neighbors and adhering to a 65’ height limit, is able to provide approximately 1,245 units of much needed housing. Affordable senior housing, which is woefully undersupplied in this part of the City, is featured prominently at Balboa Gardens. Mercy will develop approximately 112 senior apartments for those earning 55% of AMI or less. Based on the senior population demand, the unit mix will lean heavily to one-bedrooms (50% one-bedrooms and 50% studios). The senior housing building will be complemented by an affordable family housing development. With 50% of the 113 apartments being 2 or 3 bedrooms, the
Balboa Gardens has been designed with flexibility as to tenure (rental vs. ownership). The development program contains seven distinct buildings and 52 townhouses. While it is likely that the 52 townhouses will be developed as for-sale, the multi-building approach to the stacked flats component allows for either rental, ownership or a mix, depending on market demand and the financing available at the time of construction. The multiple building strategy allows for flexibility in phasing. Habitat for Humanity will also develop for-sale housing at 120% of AMI.

Economic diversity is also an organizing principle of Balboa Gardens. Each of the four housing quadrants at Balboa Gardens will contain a mix of market-rate and income-restricted homes. In addition to creating an economically integrated community, this strategy will allow for a mix of incomes to exist during each phase of the community build-out.

development program is designed for families with children. The adjacent 6,000 square feet child care center will further distinguish Balboa Gardens as a place for families.

Balboa Gardens has also designated two buildings, totaling 238 apartments, as possible housing for City College faculty, staff and students. City College will have the opportunity to make these homes available to faculty, staff and students at a 150% AMI level. To maximize the number of City College affiliates served, ninety percent of the City College housing is either studio or one-bedroom, with 10% two-bedrooms intended for families. By situating these two buildings next to City College, commutes will be diminished to a stroll across the nature trail and automobile trips will be greatly reduced.
Transportation

Balboa Gardens is designed with a primary goal of minimizing automobile trips, limiting the impact upon traffic congestion in the neighborhood and encouraging sustainable means of travel. Guiding the transportation effort for Balboa Gardens will be Tim Erney of Kittelson & Associates, Inc. (KAI). As Mr. Erney and KAI have a long history of conducting circulation/access studies and preparing transportation impact reports in the Balboa Park area, they are well aware of the neighborhood’s particular traffic congestion challenges and constraints. In particular, Mr. Erney managed the transportation studies for the Balboa Park Station Area Plan, 1200 Ocean Avenue (Avalon Ocean Avenue) and 65 Ocean Avenue, plus participated in the circulation planning for the Phelan Loop reconfiguration and the modifications to Lee and Brighton Streets. In addition, KAI has relevant experience in providing initial transportation planning services for large-scale residential projects in San Francisco including Parkmerced, Executive Park, Visitacion Valley, Candlestick Point, Bayview Hunters Point, and Market/Octavia. As part of these projects, KAI staff were responsible for developing travel demand management (TDM) programs, access and circulation plans, land use programming, parking supply and demand estimates, and on-site and off-site improvements.

Balboa Gardens keeps parking spaces to a minimum as a primary strategy to minimize automobile trips generated by the project. After designating 135 spaces for City College’s exclusive use, the parking ratio is only 0.42 parking spaces per residential unit across the site. Moreover, 135-200 of those
spaces are shared with City College affiliates, further reducing the parking ratios for residential-only parking spots to 0.26-0.31 spaces/unit.

Transit, pedestrian and bicycle trips are heavily encouraged through site and building design and numerous TDM measures (see discussion in Narrative Overview). Site and building design features will include multiple, safe designated bike lanes in the north-south and east-west directions throughout the site (including Lee Avenue); the placement of garage entrances to maximize pedestrian and bicyclist safety while minimizing vehicle queuing and traffic congestion; the design of short blocks; the provision of multiple site access points to distribute traffic; and traffic calming measures, among others. When auto travel is necessary, the use of electric vehicles, car share vehicles and ride sharing will be encouraged and prioritized.

City College
City College needs to be a vital partner for any successful community development to occur at the Balboa Reservoir site. City College has operated out of its Ocean Avenue campus for the past 76 years, and it is an integral part of the surrounding neighborhoods. City College is currently undergoing a Facilities Master Plan process; hopefully, a dialogue will soon commence between City College and Balboa Gardens so that the two efforts may be complimentary and compatible.

In developing the Balboa Gardens master plan, we made a deliberate effort to provide City College with housing opportunities for faculty, staff and students (238 units) and parking (135 dedicated spaces plus 60 spaces associated with the City College housing plus another 135-200 shared spaces) on the Balboa Gardens site. The Balboa Gardens’ 6,000 sq ft childcare facility will also be available to City College faculty, staff and students. In addition, we would like to explore the possibility of working with City College to locate or expand the City College Child Development Center on to the Balboa Gardens site. There are great opportunities for synergy considering the mission of the Child Development Center and the focus on families at Balboa Gardens.

Moreover, having built dozens of buildings in San Francisco on infill sites in near proximity to neighbors (including many institutional neighbors), our development team is well aware of the importance of clear, consistent and advance communications with any neighbors that might be impacted by construction activities. A comprehensive communications protocol will ensure that any potential impacts to neighbors, students, faculty, staff and visitors to CCSF’s Ocean Avenue campus from construction on the Balboa Gardens site will be considered, minimized and communicated in advance.
Public Realm

Porosity, interchange and flow are key concepts informing the public realm approach at Balboa Gardens. In linking Ocean Avenue, City College, Sunnyside and Westwood Park, Balboa Gardens offers an interconnected network of pathways, green spaces (both large and small), recreational opportunities, and places that encourage a chance encounter with a neighbor. Linked passageways weave around and in-between residential buildings, inviting passersby to engage with residents, thereby deepening connections and enhancing a sense of community. Balboa Gardens is intended to be both a pathway and a destination. Neighbors will jog through Balboa Gardens on a morning workout, and return with their puppy to the dog play area after work.

Ground floor, neighborhood serving retail and ground floor childcare facilities will activate the streetscape. The child care facility will be situated adjacent to an open space and near to Unity Plaza in hopes of serving as a link to Ocean Avenue’s vitality. Pathways will
be lined with recreational opportunities, gathering places and spaces designed for quiet contemplation.

Of course, Balboa Green and Balboa Commons will serve as congregating destinations for the wider community. These new public parks will be situated in the center of Balboa Gardens and will act as the heart of the new neighborhood. Patrons of the Ingleside Public Library, students of Archbishop Riordan High School, faculty at City College, retiree homeowners in Westwood Park and young families up the hill in Sunnyside will all make their way to Balboa Green and Balboa Commons. Much like Dolores Park, this new neighborhood park will bring together a diverse swath of neighbors seeking to enjoy themselves outdoors with family and friends.

To ensure the ongoing operations and maintenance of the public open spaces in perpetuity, a Community Facilities District will be created, as described in the Financing Plan of Part 4.
**Urban Design & Neighborhood Character**

Inspired by the Garden City movement of early 20th century England, Balboa Gardens forms a concentric pattern of open spaces, public parks and radial streets amongst which residential buildings are sited. The resulting fabric of streets, blocks and open spaces promotes integration with the surrounding communities of Westwood Park, Sunnyside, City College and Ocean Avenue and provides immediate access to green space at every turn. The radial streets create tree-lined visual connections to Balboa Green from each access point along Lee Avenue, inviting the wider community to come enjoy the park.

The scale of blocks and buildings are compatible with, and sensitive to, nearby residential neighborhoods while providing permeability and encouraging an easy flow of pedestrians and bicyclists. The mix of building types (townhouse and flats) and building heights (25’ rising gradually to 65’) will be modulated across the site as the buildings step back and away from Balboa Green and Westwood Park. To encourage a vibrant streetscape, ground floor retail will be situated at key nodes including the connection to Unity Plaza and possibly the intersection of Balboa Commons with City College.
The award winning architectural teams of Mithun Solomon, Kennerly Architecture and Studio Vara will bring different and varied sensibility to the design of the Balboa Gardens buildings. The resulting architecture will be fresh and distinctive yet compatible with the neighborhood character.

The green spaces that form the core of Balboa Gardens will be designed by CMG Landscape Architecture, one of the preeminent landscape architecture firms in the Bay Area and the nation. CMG's large-scale master planning and sustainability efforts have included Treasure Island, Bay Meadows, Moscone Center Expansion and Hunters Point Shipyard. CMG also excels as intimate spaces such as the SF MOMA Rooftop Sculpture Garden, Mint Plaza, and the 100 Van Ness rooftop.

**Sustainability**

Truly healthy neighborhoods address sustainability at all scales, from neighborhood pattern down to the design of individual homes; from parks and walkable streets to countertops. Our team’s portfolio includes communities awarded LEED certification for Neighborhood Design and multiple LEED and Green Point Rated buildings. The buildings’ energy-conserving exterior envelopes, solar and photo-voltaic arrays, energy-efficient fixtures and high-performance HVAC systems deeply reduce energy costs over their lifetime. Our water saving and re-use strategies have included low-flow fixtures, smart irrigation and storing storm- or grey-water for non-potable uses. This neighborhood-scale site is an opportunity to apply our experience on district energy and water re-use systems that take advantage of multi-building efficiencies to reduce the costs and increase neighborhood-wide performance.

As important as these built systems are the ways in which our team’s designs support healthy living patterns. The neighborhood layout encourages walking, biking and outdoor play for both residents and neighbors; and supports transit. The site is designed to be accessible to those with a range of physical abilities, encouraging active aging in place. Systems that support the City’s Zero-Waste goal, such as built-in kitchen casework and multiple disposal...
chutes in multi-story buildings, make recycling and composting user friendly and convenient. Our design team’s expertise in materials selected for both their impact on occupant health and for environmentally responsible sourcing has been part of our holistic approach to sustainability on many commissions.

A park-like edge surrounding Balboa Gardens could both smooth the transition to different neighborhood land uses and demonstrate the development’s commitment to sustainability. On-site stormwater collection, treatment and re-use in the landscape would make use of existing site resources to alleviate potential future drought challenges. A site cistern would store rainwater for re-use while recalling the story of the site’s original purpose. Targeted specific site strategies such as the use of pervious paving systems increase rainwater travel through the surface to replenish the aquifer below. Material re-use in the landscape and materials with recycled content are additional ways to reduce the carbon footprint of the site.

**Additional Public Benefits**

Balboa Gardens includes a 6,000 sq ft childcare facility. Mercy Housing has a long history of successfully financing and developing childcare centers in residential developments. Mercy has completed five licensed childcare centers in San Francisco and is currently under construction on a family development in Transbay that will include a childcare center to be operated by South of Market Childcare for up to 40 infants and toddlers. Mercy has negotiated a variety of ownership and financing structures to enable the development of childcare centers including air rights lot split and master leases.

We look forward to exploring a partnership where 17% of the housing units could be designated for City College faculty, staff and students. City College will have the opportunity to make these homes affordable at a 150% AMI level.

Our plan provides 5.0 acres of open space, more than the 4.0 acres called for in the RFP. Through thoughtful planning and site studies, our design team has found a way to accommodate 5.0 acres of publicly accessible open space while also providing a significant amount of new housing for San Francisco.

We will build a bike share station in Balboa Gardens. This bike share station would be part of the same network of bike share stations across the City, encouraging biking as a means of transportation from one node to another.

CCSF offers an Architecture program and a Construction Management program. Riordan High School offers an engineering class. The developer and architect team will explore partnerships with both CCSF and Riordan High School to invite students from these programs and classes to shadow the design, construction and development professionals on our team, sit in on design and construction meetings, and visit the site while it is under development and construction.
Non-Residential Uses
As discussed throughout this section and the Narrative Overview, Balboa Gardens provides a beautiful, active public realm, a key element of inclusivity and neighborhood vitality. The members of our development team each have a proven track record of creating vibrant, pedestrian-friendly public spaces overlooked by active ground floor uses. Balboa Gardens’ planned neighborhood-serving retail and the ground floor child care at Lee Plaza provide a convenient, day-to-day linkage between Unity Plaza, Ocean Avenue and Balboa Gardens. Lee Plaza is a welcoming entrance to Balboa Gardens that is also a node of activity, a convenient gathering and dropoff point for those coming and going into the new community. Similarly, the Overlook, the meeting point of City College, Lee Avenue and the Balboa Commons is an opportunity for an activated public realm/entry point to Balboa Gardens. Here, a hub of activity and a breathtaking vista across Balboa Commons and Balboa Green and to the Pacific Ocean will welcome City College affiliates and community members into the new neighborhood.

**Conclusion**

Balboa Gardens creates a thriving, economically-diverse community that knits together the fabric of the surrounding neighborhoods and City College. With 5 acres of open space, an abundance of linkages for pedestrian, bike and vehicular connections to and through the new neighborhood, new and safer connections to the wealth of nearby transit lines, childcare and other neighborhood amenities, and hundreds of units of housing affordable to a wide range of incomes, Balboa Gardens presents a compelling vision that both unifies and benefits the broader community.
4. Project Feasibility
4. Project Feasibility

Part 4—pages 83 through 104—are omitted from this copy per RFP instructions.
5. Implementation
5. Implementation

A. Community and Stakeholder Engagement
The development philosophy of Emerald Fund and Mercy goes beyond bricks and mortar to building healthy communities, a key element of our mission. A healthy “community” enfolds the residents, the neighborhood, and the greater community at large. We have traditionally invested a significant amount of staff time and resources to working with the community from the initial concept through the planning and development stages and later as part of on-going management.

Due to the inherent uniqueness of each development and the particular needs and sensitivities of the local community, the team approaches each new development differently. The process begins by identifying the individuals and groups who are invested in the area. For example, they might include members of the target population, neighbors, local resident councils and homeowners associations, area school districts, local agencies and city staff and elected officials.

Outreach to these interested individuals and groups is through written and personal communication and by hosting community meetings and open houses, and giving tours of existing affordable and market rate housing developments. A well-facilitated community design process is a key element of the overall planning effort. For a development to truly serve the community, it is vital for the development team to understand the needs and concerns of the interested parties, to educate individuals about infill development and affordable housing, and to get input from the interested parties on neighborhood, design, and operating issues.

To assist and help guide the community engagement process, Jessica Berg of BergDavis Public Affairs has joined our team. With her help, we will create a dialogue that focuses on key community priorities such as housing affordability, diversity of housing uses, open space, multi-modal transportation, impact on City College, neighborhood character, environmental footprint, and public benefits.

For the Balboa Reservoir site, the development team would initially meet with the CAC to review the community outreach plan. Mercy and Emerald would confirm how the CAC wants to be engaged during the design and entitlement process and inquire with the CAC who they believe are the other neighborhood stakeholders. Some of the other stakeholders that we have identified to outreach include:

- City College of San Francisco
- Archbishop Riordan High School
- Westwood Park Association
- Sunnyside Neighborhood Association
- Oceanview, Merced Heights, Ingleside—Neighbors in Action
- Ocean Avenue Association (Community Benefit District)
- Friends of Monterey Boulevard
- The Glen Park Association
- The Office of Supervisor Norman Yee
- Outer Mission Merchant and Residents Association
The initial outreach will be limited while the ENA is negotiated. During this time, the development team will outreach to the CAC and to City College primarily. It is envisioned that a broader outreach would commence once the ENA is negotiated but well before any master plan is fully developed. The design process for the master plan will be iterative as the plans for the Balboa Reservoir site evolve in conjunction with the CCSF Master Plan, especially in relation to the development of the proposed Performance Arts Center and reciprocal easements between CCSF and our development team. Final decisions related to access to the site, circulation, parking, and the activation of potential retail nodes for instance can only be determined in close collaboration with CCSF. Likewise, the design’s circulation will be impacted by discussions with other neighbors, such as Riordan High School, Westwood Neighborhood Association, Avalon Bay, and the SF public library.

Following initial meetings with the CAC, neighborhood association and the larger institutional neighbors, a larger community meeting will be held to get broader input. The meeting will be noticed to the local neighborhood groups listed above, as well as to all tenants and owners living within a 500’ radius of the site. Notices will also be posted at the library and on community college bulletin boards as allowed. The architect team will help facilitate the meeting and translation and interpretation in Chinese and Spanish will be provided.

In addition to meeting with neighborhood stakeholders, the development team will outreach to citywide advocacy groups during the CEQA review phase. As a member of each, Mercy brings a strong relationship with both the Council of Community Housing Organizations (CCHO) as well as San Francisco Housing Action Coalition and SPUR. Mercy also has existing relationships with other citywide groups engaged in land use such as PODER, Communities United for Health and Justice, and Livable City.

Throughout the development, the team will develop and maintain a stakeholder database that will serve as a mailing list and tracking tool for information and community participation. Households within a 300’ radius and organizations registered with the San Francisco Planning Department will receive notices from our team in advance of any required mailings from the Planning Department to ensure clear direct communication. All written communications will be timely, concise, and easily understood by a variety of stakeholders. Throughout the process, we recommend project status, alternatives and key meeting dates be posted in accessible areas on-site as well as in the media and on the Internet. We are prepared to manage all levels of media relations associated with the process and look forward to discussing those and other roles and responsibilities at project startup.

B. Schedule

Please note that Priority Processing by the San Francisco Planning Department will be necessary to meet the goal of obtaining entitlements in 2019. The attached schedule assumes that Priority Processing is applied to Balboa Gardens.
Emerald Fund & Mercy Housing - Entitlements Timeline

**Deal Terms**
- RFP Selection
- Execute ENA
- Negotiate Term Sheet
- PUC approval of Term Sheet
- Board of Supervisors Finance Committee approval of Term Sheet
- Board of Supervisors approval of Term Sheet
- Negotiate Development and Disposition Agreement
- Negotiate Development Agreement
- Planning Commission approval of Development Agreement
- SF PUC Approval of DDA
- Board of Supervisors approval of DDA & Development Agreement

**CEQA Analysis**
- Submit Environmental Evaluation Application (EEA)
- Environmental Planner assigned (through Priority Processing)
- EIR Consultant Selected
- EIR Scope Agreed Upon
- EIR Studies, Drafts and Revisions
- Planning Commission EIR Certification
- Board of Supervisors EIR Approval

**Community Outreach**
- Dialogue with community stakeholders
- Start Dialogue with Key Stakeholders
- PPA Meeting (first community open house)
- Community Meeting Update #2
- Community Meeting Update #3
- Community Meeting Update #4

**Project Approvals**
- Submit Preliminary Project Application (PPA)
- Planning Department issues response to PPA
- Planned Unit Development (PUD) and Conditional Use Applications and Processing
- Rezoning Application and Process
- Planning Code Amendments (including design & development controls)
- Planning Commission approval of PUD/Conditional Use, Rezoning, Planning Code...
- Board of Supervisors consideration of EIR appeal or Conditional Use appeal
- Board of Supervisors approval of Rezoning and Planning Code Amendments

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5. Implementation (continued)
Emerald Fund & Mercy Housing - Construction Timeline

Design
Permitting
Construction

Site work & Horizontal Construction
Vertical Construction (multiple phases)

Jan-20
Apr-20
Jun-20
Oct-19
Dec-20
Jan-21
Jun-21
Jan-23
Dec-21
Jun-22
Dec-22
Jan-24
Jun-23
Dec-23
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Jan-26
Jun-26
Dec-26
Jun-27
Jan-27
Jun-28
Dec-27
Jan-28
June 2020
June 2021
June 2022
June 2023
June 2024
June 2025
June 2026
June 2027
June 2028
C. Operations and Maintenance Property Management

Mercy Housing Management Group (MHM) is a national affiliate to Mercy Housing California (MHC) and will manage the affordable property at Balboa Gardens. MHM will provide a property manager, maintenance and janitorial staff, and desk coverage that will be dedicated solely to the affordable property at Balboa Gardens. Currently MHM manages a total of 290 affordable housing developments nationwide, 127 properties in California, and 34 properties in San Francisco, including 1100 Ocean, a 70-unit affordable multi-family development adjacent to the Balboa Reservoir site.

The senior component at Balboa Gardens will additionally include resident services to facilitate aging in the community. Services will be supported by Mercy’s fundraising and will not require city funding. Mercy’s senior service model focuses on health and wellness, housing stability, and community engagement. The onsite Resident Services Coordinator organizes activities and programming including financial stability seminars, voter registration, family reconciliation, and technology literacy among several other events and supportive services. In addition to tracking individual needs and goals, onsite staff work directly with residents to connect them to local service providers, in-home supportive services, and any other care they may need.

Emerald Fund will be the property manager for the market rate apartments. Emerald Fund currently manages over 1,800 residential apartments and 100,000 square feet of self-storage across eight properties in the San Francisco Bay Area.

Any for-sale condominium buildings would be managed by a Community Manager hired and paid for by the Homeowner’s Association for each particular condominium building.
Childcare Facility and Retail
Mercy has a long and successful history of developing childcare centers in residential developments, and partnering with nonprofit childcare providers, such as the South of Market Child Center and Cross-cultural Family Center. We are also excited about exploring a partnership with City College to locate or expand the City College Child Development Center on to the Balboa Gardens site.

Mercy also has had wild success on the retail leasing front. At the adjacent 1100 Ocean, Mercy landed three highly attractive retail operators - Philz Coffee, Poki-Hub, and Pakwan Restaurant – after doing a retail market study and exhaustive outreach to local businesses. At this proposed new development, Mercy has surveyed several of these neighborhood-based retailers, and received strong interest in this potential retail location, as evidenced by the attached letters of support from area business owners.

Open Space and Common Area Maintenance and Event Coordination
As mentioned in Part 4, we plan to form a Community Facilities District (“CFD”) to finance the cost of building, maintaining, and operating parks, open space, common areas, and the public realm of the Balboa Gardens project. The CFD will be structured and have a maintenance plan in place to ensure the costs of ongoing maintenance is covered.

In addition to the everyday activation of the dog park, the bike path, the linear recreation and play spaces, the playgrounds, and the nature trail, Balboa Gardens will also have programmed events for residents and the surrounding community to enjoy. The CFD will include a budget for event coordination including a contracted part-time event coordinator. Examples and ideas for events in Balboa Gardens include yoga in the park, morning boot camps, acoustic musical performances, arts fairs, and special movie nights.
D. ENA Revisions

The following are material revisions to the ENA that our development team would request:

- A proposed project submitted pursuant to the RFP selection process will be deemed to qualify for Priority Processing by the San Francisco Planning Department. Priority Processing by the Planning Department will be necessary to meet the entitlements goal of 2019.

- Section 4.1(c) the City can bill the Developer for costs up to 48 months after they are incurred. That is an extraordinarily long period of time. 6 months seems more reasonable.

- Section 4.2, the $125,000 Negotiating Fee should be applied to the Purchase Price since the Developer is already paying for the time of all the City personnel.

- Section 5.2 (d) obligates the Developer to provide “copies to City of any new or amended documents relating to Developer’s composition, members’ obligations to Developer, and operations.” This seems to be requiring copies of our LLC operating agreements, which is an internal document that shouldn’t need to be shared with the City or in the public domain.

- Exhibit C—Section 16 should be deleted. It says the Permittee has to pay possessory interest tax for use of the Permit Area. It seems this might be left over from use of this agreement for a more long-term lease-type license. It is also contrary to Section 1, which says we have no possessory interest.
May 24, 2017

Nancy Conover  
Mercy Housing California  
1360 Mission St., Ste. 300  
San Francisco, CA 94103

Re: Retail Space at Balboa Reservoir

Dear Nancy,

I'm very interested in talking about possible business ideas I have for the retail space you showed me, as part of the Balboa Reservoir area.

You know that I've operated the Java on Ocean Café for more than 20 years, serving delicious hot foods and drinks in a comfortable place to meet, greet, study and eat. I have strong experience and understanding of what will work for a new retail business in the Ocean Avenue neighborhood.

I hope you seriously consider me when you get further along with the Balboa project.

Sincerely,

Hossam M. Kaddoura  
Owner, Java on Ocean
May 22, 2017

Tim Dunn
Mercy Housing California
1360 Mission St., Ste. 300
San Francisco, CA 94103

Marc Babsin
Emerald Fund, Inc.
235 Montgomery St., 27th floor
San Francisco, CA 94104

Re: Prospective Restaurant Site at Balboa Reservoir

Dear Mr. Dunn and Mr. Babsin,

I am writing this letter to express our interest in the retail site proposed by Mercy Housing and the Emerald Fund as part of your Balboa Reservoir plan near City College.

As you know, we are weeks away from opening our second Tadu Restaurant, offering our unique Ethiopian selections in a larger, more airy setting on Fourth Street near Channel in Mission Bay.

This Balboa location near City College and Ocean Ave is very appealing to us, along with your expected timing five years out. We are seriously interested in talking with MHC/Emerald regarding a small restaurant or café at this development.

Please let us know when your team is ready to discuss this retail corner.

Sincerely,

[Signature]

Owners, Tadu Ethiopian Kitchen - San Francisco
Elias Bogale Shavel
Selamawit H. Tsegaye
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5. Implementation (continued)
6. Execution
6. Execution

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Appendix
Appendix

Additional information about each Design Team firm is in the following pages.
Design Team: Mithun
About Mithun/Solomon

Mithun/Solomon is a mission-driven firm committed to design for positive change. In 2012 Mithun merged with the award-winning design firm, Daniel Solomon Design Partners. The merged firm is committed to urban repair and the construction and reconstruction of urban neighborhoods.

Mithun/Solomon creates beautiful, inspiring places that are well-built, accessible to all, and support healthy, diverse and vibrant communities. We believe that social equity and sustainability are critical to the long-term success of neighborhoods. We have been recognized with more than 230 awards for excellence in design, including multiple ULI Awards of Excellence, the HUD Secretary’s Platinum Award for Excellence, EPA’s Smart Growth Achievement Award, AIA National Honor Awards, ERDA Place awards, four CNU Charter Awards and four AIA Top Ten Green Project awards.

Mithun/Solomon is a national leader in planning and community design as well as award-winning housing. Our multi-disciplinary teams bring holistic and collaborative design thinking to all projects, from mixed-income neighborhood revitalization, to institutional master plans, to innovative urban district plans. We draw on our diverse portfolio of built work to craft plans that embrace today’s values of health, resilience, environmental quality, economic sensibility, walkability, community connectivity and sense of place.

While we have worked in many cities, San Francisco’s beloved urban character, and its residents’ impassioned stewardship of their neighborhoods, continues to inspire our best work. Our vision for Hunters View, the revitalization of a distressed 14-acre site in the Bayview, captures the traditional character of San Francisco neighborhoods with a delicately scaled architecture that steps along the street, creating walkable thoroughfares, generous mid-block gardens, and hilltop parks with spectacular views. Affordable housing is interwoven with market rate housing. The new neighborhood includes integrated stormwater management, renewable energy, efficient use of resources and healthy buildings.

We consider community outreach indispensable to our work, and tailor our outreach and engagement for each specific circumstance. Our approach, developed through working with different neighborhoods in San Francisco—from Hayes Valley to the Mission, NOPA to the Bayview—nurture community support through a collaborative process that draws on the insights and preferences of neighbors to craft a highly responsive design deeply rooted in its place. We look forward to a robust discussion with the Balboa Reservoir stakeholders on how the design can best reflect neighborhood priorities, and balance the opportunity for new with neighborhood fit.
Neighborhood Transformation

<table>
<thead>
<tr>
<th>Client</th>
<th>Mayor’s Office of Housing and the San Francisco Housing Authority (Master Plan) and Hunters View Associates (Block 4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>Master plan for multi-phase redevelopment of San Francisco’s most grim public housing into a well-connected, mixed-income neighborhood (Master Plan) Redevelopment of San Francisco’s distressed Hunters View public housing into a thriving, mixed-income community (Block 4)</td>
</tr>
<tr>
<td>Program</td>
<td>750-units of mixed income housing, retail, community space, child care, public parks, mini-parks and courtyards at the interior of blocks (Master Plan) 54 housing units, community room, mid-block courtyards (Block 4)</td>
</tr>
<tr>
<td>Size</td>
<td>18.4 acres (Master Plan) 85,000 sf; 1.1 acres (Block 4)</td>
</tr>
<tr>
<td>Metrics</td>
<td>LEED ND Silver certified (Master Plan) GreenPoint Rated (Block 4)</td>
</tr>
<tr>
<td>Services</td>
<td>Urban Design and Planning (Master Plan) Architecture (Block 4)</td>
</tr>
<tr>
<td>Collaborators</td>
<td>Project started in 2006; Block 4 Construction Completed in 2013; Additional work in process; build out projected for 2019</td>
</tr>
<tr>
<td>Timeline</td>
<td>Initiated as WRT/Solomon E.T.C.</td>
</tr>
<tr>
<td>Cost</td>
<td>$500 M (Overall project cost); $23,696,507 (Final construction cost for Block 4)</td>
</tr>
<tr>
<td>Finances</td>
<td>Type of Financing - HUD ARRA Funds; HUD Replacement Factor Funds; HUD Neighborhood Initiatives Grant; HCD MHP Loan; CDLAC Tax Exempt Bond Allocation; San Francisco Redevelopment Agency Loan; Mayor’s Office of Housing Hope SF Loan; Federal Home Loan; Bank AHP Loan; 4% Tax Credit Financing</td>
</tr>
<tr>
<td>Public Process</td>
<td>San Francisco Public Agencies Involved - SFRA, DBI, BFP, Planning, MOH, MOD, DPW; Master Plan Conditional Use and Design for Development for a Planned Unit Development, approved by the San Francisco Planning Department. Environmental Impact Report, approved by the San Francisco Planning Department. Infrastructure Design, approved by the San Francisco Planning Department, Department of Public Works, Public Utilities Commission, Department of Building Inspection, Fire Department, and Municipal Transportation Authority.</td>
</tr>
<tr>
<td>Community</td>
<td>Community process informed the master plan design, program and phasing. Over the many community meetings that followed, the team learned many more things about life in the project that were incorporated onto the plan and the initial buildings. Most had to do with safety.</td>
</tr>
</tbody>
</table>

Hunters View Block 4

San Francisco, California

Groundbreaking Change
Block 4 is the centerpiece of Phase 1 of our master plan for redevelopment of Hunters View, San Francisco’s most distressed public housing project. It was essential that this first building embody the new plan’s ideas and set a standard for following phases.

Creating Connections
The building wraps two linked courtyards that provide secure play space for children and common space for adults. Single-loaded outdoor circulation galleries are visible to and from the courts. A generous community room serves all of Phase 1 and opens to stunning city views and the neighborhood’s first park.

Stepping over Challenges
On a site with many challenges, the new building provides secure, healthy housing for families and universal access on steep topography in a cost effective building type. The design demonstrates how a block-sized building with a simple organization can achieve the delicate stepping with slopes that characterizes San Francisco neighborhoods.
Community Based Development

Mosaica Alabama Street Housing

San Francisco, California

Innovative Mixed-use Model
Mosaica is a mixed-use block designed in collaboration with neighbors and stakeholders to support affordable housing and working-class jobs. The combination of four uses (low-income housing for seniors and families, market rate and below-market rate condos, and commercial space) in one transit-oriented development is the first of its kind in San Francisco.

Seamless Neighborhood Fit
Mosaica fits seamlessly in this mixed industrial and residential neighborhood. Housing units surround a network of mid-block open spaces. A new alley bisects the site through portals in the perimeter of the block, and is lined with commercial space for local artists and businesses.

Brownfield to Green Block
The former truck depot was transformed into a vibrant, green development with highly efficient MEP systems, recycled and non-toxic materials, and 75% construction waste diversion. Renewable energy comes from a 109.7 kw roof-mounted photovoltaic array, the largest residential installation in San Francisco when constructed.
New Gateway to Mission Bay

Enriching the City

1180 4th Street is a prominent symbol of San Francisco’s affordable housing efforts. The design brings a diverse population and dynamic exterior character to Mission Bay, introducing a vibrant complexity to the previously homogenous neighborhood.

Transforming Lives

The project delivers critically needed affordable housing for 150 low-income families, 50 of them formerly homeless. The rich program of tenant services and amenities—emphasizing fitness, nutrition, education and community life—are transformative in the lives of tenants.

Equity and Community

Sustainability and wellness grow from the urban context of this mixed-use development: walking distance to jobs, local and regional transportation, retail services and city parks. Details connect residents with the city and each other: circulation flooded with daylight and city views, a multilevel courtyard at the mid-block, and special nooks for children to explore.
A Good Neighbor

Sansome and Broadway Family Housing

San Francisco, California

Client: Chinatown Community Development Center
Overview: Housing for low-income and formerly homeless families on a former Embarcadero Freeway ramp site
Program: 75 residential units, community room, corner retail, social services offices, interior courtyard, and large roof garden with play area
Size: 65,800 sf building; 0.4 acre site
Metrics: Green Point Rated
Services: Architecture
Credit: Initiated as WRT/Solomon E.T.C.
Timeline: Construction started in 2013; substantial completion in January 2015; grand opening June 11, 2015
Cost: $29.3 M (Construction Cost)
Finances: Mayor’s Office of Housing, $4 M; California Housing Finance Agency, $7 M; Tax Credit Equity, $9 M
Public Process: San Francisco Public Agencies Involved—MOH, PUC, MOD, PLANNING, DPW, DBI, Department of Health. The Mayor’s Office of Housing designated the former freeway sites for affordable housing.
Community: Our successful outreach process to initially antagonistic neighbors at Broadway and Battery for a new affordable mid-rise resulted in approval without opposition for Broadway Family Apartments, and smooth sailing for the subsequent development at Sansome and Broadway.

Defining a New Future
Sansome and Broadway Family Housing completes the neighborhood repair started by Broadway Family Apartments, transforming freeway ramp sites into affordable housing in the heart of San Francisco. With its central location, supportive services and rooftop gardens, the building introduces low-income tenants to healthy, sustainable urban living.

Maximizing Outcomes
A stepped cross-section provides daylight for a rich program of services on the narrow, block-long site. With meticulous attention to context and program, the design achieves a density of 150 units/acre together with shared spaces that accommodate frequent community events.

Permanence and Dignity
The building responds to its location at the junction of historic building patterns—large historic warehouses to the east and small buildings stepping with the slopes on the other sides. The design communicates a sense of permanence and dignity that confirms residents’ place in the neighborhood and city.
Intimate Urbanism

Fulton Grove
San Francisco, California

Client: Urban Frontier Development
Overview: An intimate mid-block lane inspired by historic patterns creates a distinctive urban oasis
Program: 20 townhouses and two flats, each with its own entry, garage and rear garden
Size: 30,080 sf; 0.5 acres
Services: Architecture
Collaborators: By Daniel Solomon, FAIA
Timeline: Project was completed in 1992
Cost: $5.6 M (Construction cost)
Public Process: San Francisco Public Agencies Involved - SFRA, BFP Planning

Historic Patterns For Modern Housing
The 1847 platting of San Francisco’s Western Addition by Jasper O’Farrell subdivided many blocks with small lanes. Over time these small lanes, intimate in scale and sequestered from city traffic, became highly desirable residential address and a feature of San Francisco’s unique charm. Architects Daniel Solomon and Robert Heckel suggested replicating one of O’Farrell’s charming lanes for a new residential development.

Placemaking and Neighborhood Rebirth
Twenty sunlit townhouses and two stacked flats define a new mid-block lane accessed through large portals through the buildings at either end. This special place is a proud address for its cohesive community of residents, and was a catalytic project in the renaissance of the Hayes Valley neighborhood after the Loma Prieta earthquake brought down the Central Freeway.
Social Equity and Urban Repair

Oxford Plaza
Berkeley, California

Exemplary Affordable Housing
Oxford Plaza provides subsidized family and special-needs housing for downtown Berkeley. Together with the adjacent David Brower Center, it forms a dynamic mixed-use block that exemplifies environmentalism, social equity and urban repair.

Community Connectivity
The visionary urban infill and smart growth project is located within walking distance of major employers, services and transit linkages: BART, UC Berkeley, public schools, the library, YMCA, the farmers market, retail, restaurants and a growing arts district. On-site supportive services and accessible or adaptable units support quality of life for diverse residents.

Sustainable Expression
Oxford Plaza’s architecture draws upon the best traditions of urban social housing combined with expression of its environmental intent. Sustainable features include 75% waste diversion, energy-efficient building envelope and systems, rooftop solar thermal hot water system, low-cement concrete, low-flow plumbing fixtures and water-efficient irrigation.
Fostering Community and Opportunity

626 Mission Bay Boulevard North
San Francisco, California

Family Housing in Mission Bay
Located on a prominent site along the Fourth Street retail corridor, the project is designed to enhance community through diverse common spaces and amenities that connect low-income families with neighborhood programs, employment opportunities and a sense of community.

Amenities for All
A network of mid-block courtyards and shared spaces accommodate social gatherings, gardening, play and quiet relaxation. Outside, the length of Fourth Street and its corners are animated by retail spaces, restaurants and community programs that contribute vitality and services to the neighborhood.

Connections to Nature and Place
Pathways through 626 Mission Bay are arranged to bring residents in contact with the outdoors, natural daylight and views to the courtyards or Mission Bay Commons Park. Limited parking spaces, proximity to public transit and an abundance of bicycle parking encourage the use of alternative transportation to explore the surrounding neighborhood.

Client Overview
Tenderloin Neighborhood Development Corporation
Affordable mixed use housing development with amenities serving residents and the broader community

Program
143 residential units within a six-story main building and three-story townhomes, 10,000 sf retail, mid-block courtyards, garden, community room, parking for 41 vehicles and 136 bicycles

Size
181,856 sf; 1.45 acres

Metrics
Green Point Rated

Services
Architecture

Collaborators
Mithun, architect of record for the development and designers of the main building, in association with Studio VARA, designers of the townhomes
Design Team: Kennerly Architecture & Planning
FIRM EXPERIENCE

Founded in 1999, Kennerly Architecture & Planning, Inc. has made the design and construction of innovative, mixed-use and multi-family buildings a cornerstone of its practice. Working primarily in San Francisco, the work reconciles the sensitivities of context with the high level of design and amenity which developers and end-users demand in this City.

Starting with smaller multi-unit infill buildings, the projects have grown to include complex multi-family and mixed-use projects on challenging infill and brown-field sites throughout the City, utilizing a range of construction types including Type-1 concrete, and Type-3 metal framing. Starting in 2004, we completed the 201 Guerrero Street mixed-use development that re-invented the corner building type with vertical townhomes in the Mission District. Followed by 1020 Pine Street in San Francisco’s Nob Hill that inserted stylish, efficient flats into a glowing lantern of a building with elegant, well-proportioned interiors.

Since 2014, Kennerly has completed six new mixed-use, multi-family projects with several more under construction or on the boards. Highlights include 300 Cornwall Street which cantilevers 6 interlocked townhomes above gardens and retail near the Presidio; 1180 Fourth, a new city block in Mission Bay with 150 affordable family dwellings, retail space and a community center. Avalon Hayes Valley was a collaborative effort with other architecture firms, using Revit modeling for the design and construction of two larger buildings which bookend townhouses and to bring 180 units, retail and parking to the one-acre parcel on the site of the old central freeway off-ramp.
Two additional projects will be finishing this month: The 115 units at 660 Indiana Street bring an urbane street presence and a rich matrix of courts, lofts and flats to the Dogpatch Neighborhood; and the ten-story, mixed-use building at 200 Sixth Street developed by Mercy Housing for 67 low-income families will also finish in March.

Complimenting the multi-family / mixed-use work, the firm’s portfolio of custom residential, commercial interiors and high-end townhome buildings provide an opportunity to develop new design ideas and finishing methods that cross-fertilize the larger projects. The office utilizes both AutoCAD and Revit, depending on the needs of the project and the qualifications of the design and construction team.

**SUSTAINABLE DESIGN**

Sustainable design is not merely an overlay of products and systems, but a way of thinking about buildings and their design that users can appreciate with their bodies and their wallets. It begins with a concept of value and efficiency that minimizes material and embodied energy. Specialized areas of focus within the firm include Building Sciences / Passive design, Rain-water harvesting and retention, Renewable energy, and Healthy Building as it relates to materials, assemblies, and methods.

Optimizing the interior experience including ventilation, day-lighting, and air-quality further endears a building to its users, thereby reducing obsolescence and the need for alteration or replacement. Currently, 200 Sixth Street is on track to be Green-point rated with 156 points; 660 Indiana is Green-point rated with 151 points certified Platinum level; 1180 Fourth Street is a LEED for Homes Mid-rise pilot project; and Avalon Hayes Valley is certified LEED Platinum. A current custom home project is rooted in the Healthy Building movement using the Living Building Challenge as a template. The firm is working with specialized materials consultants, specification writers, and mechanical engineers to develop a toxin-free environment.
On a gateway site in the emerging Mission Bay neighborhood, 1180 4th Street is a new mixed-use development consisting of affordable rental housing for 150 families, retail space and a community center. The design reconciles the realities of affordable housing with the civic obligations of its site. With retail frontage along 4th Street, a glass community room facing Channel Park and town-homes wrapping the other sides, this block-sized project proposes a fine-grained yet bold, and cost-effective response.

Kennerly Architecture & Planning acted as Associate Design Architect with Daniel Solomon Design Partners (now Mithun-Solomon) as Executive Architect.

**Green Design:** This housing project is on track to achieve a Gold rating in the LEED for Homes mid-rise housing pilot program. The methodology for reaching this goal is an interdisciplinary approach requiring design integration at all scales and phases.
660 Indiana Street  San Francisco, CA

<table>
<thead>
<tr>
<th>Project Type:</th>
<th>Multi-Family Rental + Garage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year of Completion:</td>
<td>Completion March 2017</td>
</tr>
<tr>
<td>Scope:</td>
<td>61 townhomes and flats for M-building</td>
</tr>
<tr>
<td>Size and Cost:</td>
<td>52,300sf and $20 million</td>
</tr>
<tr>
<td>Software Used:</td>
<td>AutoCAD</td>
</tr>
<tr>
<td>Client Referral:</td>
<td>Build Inc</td>
</tr>
<tr>
<td></td>
<td>Lou Vasquez, Principal/ Managing Partner 415.551.7610</td>
</tr>
</tbody>
</table>

The 660-690 Indiana Street project transforms a block along the neighborhood’s western edge with two unique mixed-use residential buildings set above a destination Arts Café, and weaves a series of new courtyards and gardens into the urban fabric. The entire Project consists of 116 new apartments including 16 on-site BMR units. Set kitty-corner from Esprit Park, the design proposes the future Dogpatch Arts Plaza at the stub-end of 19th Street, designed by CMG landscape architects.

Each of the two buildings is designed by a separate architect. Kennerly is the Architect for the 61-unit “M” Building, extending down Indiana to 18th street with vertical bars of glass & corten steel, rolling wave-form roofs, and finished off by a crisp white tower that signals the lobby and a roof top party space with downtown views. Dwellings are a mix of flats and townhomes, with studios, one-bedroom and two bedroom units.

**Green Design:** The proposed project is on track to be Green-point rated with 151 points certified Platinum level.
This new 9-story mixed-use building will re-animate the abandoned corner of Sixth and Howard streets with 67 affordable family apartments, including 14 for developmentally disabled adults, over restaurant, retail, and community space.

To resonate with the rhythms of the surrounding historic district, the design begins with a double-height commercial space above which the building breaks into two brick-clad volumes, the taller marks the intersection as a tower; the other steps down with a roof terrace. Residential amenities include private balconies, two common roof gardens, day-lit corridors, and flexible spaces for community gathering, offices, and exercise.

**Green Design:** On track to be Green-Point rated, 200 Sixth will provide an ambitious combination of energy efficiency, air-quality, storm-water management, and grey water re-use.
In the years after the Loma Prieta earthquake, the Hayes Valley neighborhood fought to demolish the elevated Central Freeway and stitch their community back together. A grand tree-lined boulevard was built in its place with mixed-use housing planned on the parcels once occupied by the freeway.

Octavia Boulevard - Parcel P San Francisco, CA

Project Type: Rental/Retail  
Year of Completion: Fall 2014  
Scope: 41 units - Townhouses, Flats, Retail + Garage  
Size and Cost: 34,000sf  
Software Used: Revit BIM  
Client Referral: Lou Vasquez, Build Inc., 415.551.7610  
Meg Spriggs or Joe Kirchofer, Avalon Bay, 415.284.9080

Following our initial successful bid for the site in an RFP process in 2007, Kennerly Architecture & Planning continued working with Avalon Bay Communities to develop the design for a 182 dwelling unit mixed-use rental community based on the original successful proposal. Working with executive architect, Pyatok Architects, and consulting architect, Jon Wordon, the current scheme consists of six different buildings that define a series of mid-block courts and public passages. Kennerly’s scope as Design Architect includes the design of the 41-unit, 34,000 square foot mixed-use Octavia Building that fronts the new boulevard. The design features ground floor retail, expansive roof decks, and a dramatic 24-foot tall portal that links the inner courtyards to the street life beyond.

The design process is a collaborative one with the developers and other architects where all design team members contributing to a master Revit BIM model that is the basis of all regulatory submittals, design review, and cost estimating.
Octavia Boulevard - Parcel P San Francisco, CA
1020 Pine Street San Francisco, CA

Project Type: Rental
Year of Completion: 2010
Scope: 8 units
Client Referral: Buena Vista Builders
Gerry Agosta 415.863.6550
Gerry@bvbuilders.com

Project Honors:
2010 AIA San Francisco Design Awards, Merit Award
2010 Golden Nugget, Award of Merit
Published in Architectural Record
2010 Building Type Study

Inspired by San Francisco’s fine grain urbanism and the spirited Pre-War apartment buildings found therein, 1020 Pine inserts 8 modern dwellings into a postage-stamp parcel on the south slope of Nob Hill. Accessed through a double-height lobby, the dwellings above draw daylight and views through prismatic bay windows of clear & silk-screened glass. Penthouses emerge from the top of the building with double-height spaces, mezzanines and roof decks with views across downtown.

Green Design: Although the owner did not pursue LEED Certification, Kennerly Architecture & Planning made conscientious decisions to enhance Water Conservation, Material & Resources and Indoor Environmental Quality to achieve a positive result without a premium to the cost.
895 sf 2-bedroom, 2 bath flat. Double aspect, with private roof deck access
300 Cornwall San Francisco, CA

**Project Type:** Mixed-Use Condominium  
**Year of Completion:** July, 2013  
**Scope:** 6 Townhomes, Garage, and Retail  
**Client Referral:** Buena Vista Builders  
Gerry Agosta 415.863.6550  
Gerry@bvbuilders.com

**Project Honors:**  
2014 AIA San Francisco Design Awards, Merit Award

Here was a hiccup in the fabric where two broad streets slide together at an awkward angle, creating a mini district with unrealized potential as an urban place.

The narrow rhomboidal parcel is spanned by 3 wide bays that each holds two interlocked 3-bedroom townhomes. The building is cleaved by landscaped courts to soften the transition from city to home. Suspended between these gardens each of the six homes is clearly expressed as a 2-story box of wood, stucco and glass. A retail storefront space and parking garage are tucked beneath.

Interlocked in section, the living spaces of each townhouse stretch from street to street and open directly to private patios.
3-bedroom 2-level townhomes starting at 1,175 sf. Interlocking townhomes allow all entry and vertical circulation to be centralized with virtually no hallways. The result is surprisingly spacious homes in very small floor areas.

All units are triple-aspect.
Design Team: Studio Vara
WHAT IS STUDIO VARA?

NIMBLE, FLEXIBLE, LEAN, EXPERIENCED

Studio VARA is a San Francisco-based design practice driven by a deep commitment to architecture as a material craft and a discipline grounded in ideas. With the city as reference point and inspiration for our work, we create holistic, well-considered design solutions and human-centered experiences at many scales.

We believe that our practice is a design project. We have developed a process-oriented approach that allows design solutions to arise organically from the unique ecology of each project. Clients are engaged throughout the design and construction process in a working environment attuned to their aspirations and infused with ease and clarity. Together, we work side-by-side with our contractors and consultants to foster a truly team-oriented process. From the exterior form to the interior furnishings, this flexible, collaborative design approach builds trust and yields spaces that profoundly shape our client’s lives.

A UNIFIED DESIGN PROCESS Our deeply focused methodology yields high-quality, project-specific results by unifying the large-scale moves through to the refined details.

WE LISTEN To create spaces finely tuned to our clients needs, we have to listen first. We build personal relationships with our clients, fostering mutual trust and respect.

WARM MODERNISM Our aesthetic point of view unifies function with delight to achieve a humanized and inviting minimalism.

PEOPLE, ENERGY, PASSION We love what we do and the people we collaborate with.

CRAFTING THE DETAILS Materials inform and guide our approach. Regardless of scale, thoughtful refinement is essential to producing a complete and inviting experience.

RESOURCEFUL AND INVENTIVE We manage complex and varied projects with a small, focused, and effective team.
Studio VARA has extensive experience with the entitlements process for projects of all sizes in the City and County of San Francisco and beyond. We have worked with community stakeholders, neighborhood groups, and review agencies including the Office of Economic and Workforce Development, San Francisco Planning Department, (former) San Francisco Redevelopment Agency, Office of Community Investment and Infrastructure, Department of Building Inspection, Department of Public Works, Mayor’s Office on Disability, Mayor’s Office of Housing, Public Utilities Commission, Bay Conservation and Development Commission, and the Division of the State Architect. In particular, we have presented several projects to the Mission Bay Citizen’s Advisory Committee, including 626 Mission Bay Boulevard North, Mission Walk, and Family House.
MISSION WALK

LOCATION
San Francisco, CA

ROLE
Christopher Roach - Project Architect for LMSA

SIZE
225,000 sq.ft.

COST
$45M

GENERAL CONTRACTOR
J.E. Roberts-Obayashi

COMPLETED
2009

LEED SILVER

CONSTRUCTION TYPES
I, III

SOFTWARE USED
AutoCAD

FAMILY HOUSE

LOCATION
540 Mission Bay Boulevard North, San Francisco, CA

ROLE
Claudia Merzario - Project Architect / Project Manager for LMSA

SIZE
90,000 sq.ft.

COST
$28M

COMPLETED
2016

LEED PLATINUM

CONSTRUCTION TYPE
I, IV

SOFTWARE USED
AutoCAD
750 2ND STREET

LOCATION
750 2nd St
San Francisco, CA

ROLE
John Springer - Project Architect
for Gould Evans

SIZE
37,000 sq.ft.

COST
$17M

CONTRACTOR
Oliver & Company

DEVELOPER
Manchester Capital

COMPLETED
2012

LEED GOLD

CONSTRUCTION TYPE I

SOFTWARE USED
AutoCAD + Revit

ONE HAWTHORNE

LOCATION
1 Hawthorne Street
San Francisco, CA

ROLE
Christopher Roach - Project Designer for
EHDD

SIZE
290,000 sq.ft.

COST
$150M

CONTRACTOR
Webcor Builders

DEVELOPER
Jackson Pacific Ventures

COMPLETED
2009

GREENPOINT RATED

CONSTRUCTION TYPES
I, III, V

SOFTWARE USED
AutoCAD
Studio VARA teamed with Mithun and TNDC to develop the winning design for this 100% affordable housing project on one of the last residential sites in Mission Bay. We developed a row of 18 three-story townhomes along the mid-block walkway to mediate the scale of Mithun’s larger mass of stacked flats over a podium, and to activate the public realm with ground-floor residential entry stoops.

We drew on our extensive experience with single-family residential townhouses to bring a human scale and sense of individuality to this 143-unit housing development that includes supportive services for formerly homeless families. The townhomes feature individual entries, generous fenestration, and a rhythm of projecting bay windows and accent panels to activate and give scale to the landscaped pedestrian walkway.

Studio VARA has worked closely with Mithun and the consultant team to take the townhomes from design through construction and coordinate them with an entitlement process that included the Mission Bay CAC, OCII, San Francisco Building Department, SF Fire Marshall, Mayor’s Office on Disability, SFPUC, and DPW.

REFERENCES

Developer
Katie Lamont
Project Manager-TNDC
(415) 358-392
klamont@tndc.org

Prime Architect
Malcolm Harris
Project Manager-Mithun
(415) 489-4853
malcolmh@Mithun.com
LOCATION
540 Mission Bay Boulevard North, San Francisco, CA

ROLE
Claudia Merzario - Project Architect / Project Manager for LMSA

SIZE
90,000 sq.ft.

UNIT COUNT
80

COST
$28M

COMPLETED
2016

LEED PLATINUM

CONSTRUCTION TYPE
I, IV

FAMILY HOUSE

During her tenure with Leddy Maytum Stacy Architects, Claudia Merzario served as project architect on Family House, an entirely donor-funded, not-for-profit facility providing temporary housing to low-income families of children receiving treatment for serious illnesses at UCSF Benioff Children’s Hospital. Family House accommodates up to 34 families per night in private guest rooms grouped in clusters around communal living, dining, kitchen, play area and laundry rooms, and includes parking and a large garden courtyard.

REFERENCES

Developer
Alexandra Morgan
Director-Family House
(415) 476-1730
amorgan@familyhouseinc.org

Architect
Richard Stacy
Principal-LMSA
(415) 495-1700
rstacy@lmsarch.com
MISSION WALK

As Project Architect with LMSA, Christopher Roach carried this project from design through construction. Mission Walk is two LEED Silver buildings, which house 131 units of affordable condominiums for first-time homebuyers in Mission Bay. Simple materials and a pattern of projecting bays and balconies animate the facades, while two-story townhouses with landscaped terraces surround the perimeter at street level to enliven the public realm. Each building and its plaza were designed to relate to the public spaces, pedestrian mews, and Mission Creek boardwalk as part of the larger master plan. The entitlement process included neighborhood groups, San Francisco Redevelopment Agency, San Francisco Building Department, SF Fire Marshall, Mayor’s Office on Disability, Catellus, and BRIDGE Housing. Christopher worked with MOD through all phases of design and construction of Mission Walk to provide accessibility review and approval in areas such as accessible units, adaptable units, lobby, common areas and courtyards.

REFERENCES

Developer
Kim Nash
Project Manager-BRIDGE Housing
415-561-6200 ext 213
kim@ecbsf.com

Prime Architect
Richard Stacy
Principal-LMSA
415-495-1700
rstacy@lmsarch.com
750 2ND STREET

This project provides 12 boutique residential condominium flats and 2 two-level residential penthouse units, all with private balconies, ranging from 1 to 3 bedrooms. It includes two elevators, ground floor lobby and commercial space, and sub-grade resident parking using parking stackers. The building is of Type-1B construction, with an exterior facade composed of a combination of a rain screen terra-cotta tile system and multiple metal paneling systems. While employed at Gould Evans, John Springer served as project architect during CD for exterior detailing and coordination; including exterior envelope, facade finishes, roof, patio and deck waterproofing, and canopies at entry and penthouse decks. John also served to direct and mentor a junior project architect on the detailing and coordination of the interior scope.

REFERENCES
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Bart Kraft
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(802) 362-4410

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Principal
Robert Baum
Gould Evans
(415) 503-1411
Design Team:
CMG Landscape Architecture
CMG Landscape Architecture

FIRM PROFILE
CMG was founded as a landscape architecture firm in 2000, and at the core of our work is an attention to public space and to living systems, to how the built environment shapes human interaction, and to the way human innovation can foster a thriving natural world. We’ve earned national recognition and numerous awards for our work’s merits in design as well as its environmental and social value, including the American Society of Landscape Architects, AIA, California Preservation Foundation, National Association of Housing and Redevelopment Officials. From the east coast to the west coast and internationally, we’ve engaged with communities to develop sustainable, inclusive designs that connect people with each other and their environment. We have turned a derelict alley into a pedestrian plaza in the heart of downtown San Francisco. We have worked on a master plan for transforming Treasure Island, historically a military base in San Francisco Bay, into a new neighborhood with an ambitious social and ecological infrastructure. We have planned urban waterway infrastructures in Austin, Texas; industrial waterfronts into parks in Cleveland; and roof gardens for women and children in Riyadh.
ARTS + CULTURE

Imbuing landscapes with value and meaning relevant to the community they serve is a key goal of CMG’s work. Our projects include some of San Francisco’s most prominent institutions. For SFMOMA we conceived an outdoor gallery space to experience nature’s beauty and allow weather and light to animate the sculptures. For the Moscone Center Expansion, an ambitious project bringing community and public realm benefits to this important cultural asset, we designed new outdoor social spaces, each with different goals and criteria. At the Headlands Center for the Arts, we are creating a new public space that will house three newly commissioned art installations. In addition, CMG has designed memorials such as the Japantown Landmark in San Jose, and assisted in selection, coordination, and orchestration of art installations in other projects including Daggett Park, Mission Bay’s 4th Street Plaza, and Hunters Point.

COMMUNITY OUTREACH

CMG partners with community groups, local governments, park conservancies, institutions, developers, and designers to improve cities and the broader environment. We pride ourselves on our community projects, and the majority of our major public and public-private projects are born of or required significant community input to make them a reality. In West Oakland for City Slickers, we led neighborhood meetings and synthesized community feedback to create a conceptual plan for an urban farm/park. For the redesign of Willie ‘Woo Woo’ Wong Playground in San Francisco’s Chinatown, our community engagement process included public meetings, focus groups, and dialogues with community organizations and leaders and achieved resounding support from the community. Our community engagement process is genuine, practical, and strategic, and ideas generated by the public are translated into accessible verbal and graphic analysis which is reported back to the client and the public, and most importantly, translated into clear, resolved design responses.

HOUSING

CMG has worked on numerous residential projects that range from low-income, affordable housing to high-end developments to student housing. We consider landscapes bound to housing as gardens that provide immersive environments, primarily defined by planting. Often the private gardens that directly serve housing can be aggregated with public open space to afford a sense of an expansive landscape, increase ecological and infrastructural function, and more opportunities for social interaction.

For 1010 Potrero/Daggett Park, a mixed-use residential site, we designed a new 1-acre park, a corner garden, 3 streetscapes, and podium-level interior gardens for the buildings. The park design involved significant community engagement to develop the programming. At 855 Brannan, we intricately crafted an urban puzzle of landscape and civic pieces (garden, plaza, & courtyard) set within a 432-unit housing project. We provided a number of public benefit spaces throughout and within the housing project, allowing for public and private spaces in close adjacency while maintaining their boundaries.

MASTER PLANNING

CMG brings a nimble approach to master planning, informed by best practices and standards from a variety of clients who prioritize factors: managed change and preservation, community stewardship, sustainable infrastructure and retrofitting, enhanced provision of ecosystem services, and architectural and development mindfulness. We approached the master planning of Treasure Island as an opportunity to pioneer innovation in sustainable infrastructure and socially-oriented landscapes, and included influential advancements in thinking around large-scale stormwater management as well as pedestrian-oriented streets. Our master plan for Bay Meadows, the redevelopment of 80 acres of a former racetrack into a progressive transit-oriented neighborhood, placed a high value on the public realm as a quality and enduring framework on which this community will be built through generations. For Marin Country Day School Master Plan, we studied the broader systems, ecological and human, that form the 37-acre campus, and provided a refreshed and unique identity to this campus by creating a purpose for all exterior environments.
MISSION ROCK  CMG is writing public realm design guidelines for a 27-acre mixed use development that will replace an existing parking lot adjacent to AT&T Park. Mission Rock is a redevelopment site with multi-agency oversight. A varied network of six distinct open spaces and five pedestrian-oriented streets will shape this new neighborhood’s identity, which will be anchored by a vibrant waterfront park that will be a year-round regional amenity. The park will be activated with a diverse mix of uses and landscape environments, retail to draw visitors through the park, water access, and connections to city-wide waterfront bicycle trails. A new street, type, the Shared Public Way, will be the social hub for this new neighborhood. A key pedestrian connection and entry point to the site, this curbless street will provide ample seating and spill-out space for an active retail environment. At a network scale, the incorporation and coordination of integrated stormwater management, urban forest controls, and comprehensive sea level rise strategies to protect development parcels and the public realm have been essential to the planning phase.
TREASURE ISLAND MASTER PLAN  CMG has approached the large and complex redevelopment of Treasure Island as an opportunity to pioneer innovation in sustainable infrastructure and socially-oriented landscapes. The master plan included influential advancements in thinking around large-scale stormwater management as well as pedestrian-oriented streets, among other ideas that became relevant to the city at large. The project has involved a complex process to improve public land through private investment. Countless community meetings have made this one of the most publicly vetted projects in the history of San Francisco. CMG has been a leading partner in the project from the beginning, responsible for open space planning of parks, streets, stormwater management, and habitat creation. Significant planning steps have included the Design for Development entitlements, Open Space Master Plan, Streetscape Master Plan, and the Yerba Buena Habitat Management Plan. Twelve years later, we are now in Phase I of implementation, including the Cityside Waterfront Park.

LOCATION: San Francisco, CA
DATE: 2002–2014; construction documentation ongoing
AREA: 325 acres
AWARDS:  LEED-ND Platinum Certification
American Institute of Architects, 2009
Honor Award for Regional & Urban Design
California EPA, 2008 Governor’s Environmental and Economic Leadership Award
ASLA Northern California Chapter, 2008
Merit Award
AIA California Chapter, 2008
Urban Design Award
DOGPATCH ARTS PLAZA  Dogpatch Arts Plaza will convert a dead-end street into an 8,000 square foot arts-focused public pedestrian plaza at 19th and Indiana Streets in San Francisco’s Dogpatch neighborhood. Inspired by the popular Decompression Festival held on Indiana Street each year, the plaza combines Burning Man’s artistic spirit with the Dogpatch’s industrial heritage to create an outdoor gallery for large-scale and industrial art. The Dogpatch Arts Plaza combines the ideas of pocket plaza and outdoor gallery, creating a “third place” where neighbors and passers-by can come together to engage with art and with each other.
HUNTERS POINT SHIPYARD OPEN SPACE MASTER PLAN

This transformative redevelopment project will create a new San Francisco neighborhood of nearly 500 acres and 6,000 homes. CMG joined in 2004 for the early planning phases of the project, including the Open Space Master Plan and the Streetscape Master Plan, which are the foundation for the public realm. An art master plan was composed to enrich the open space planning and tell the story of the shipyard and community history. This complex planning phase involved many years and many public and city meetings to gain the approvals necessary for the implementation. As a partner with the City and the development team, CMG led the approval process for streets and open spaces, which were an integral part of the overall vision. The open space is being built in phases with significant parks, now completed or under construction: Hillpoint Park, Hillside Central Park, and Innes Court Park, as well as 16 pocket parks.

LOCATION: San Francisco, CA  
DATE: 2003–present  
AREA: 40 acres within 500 acre shipyard
DAGGETT PARK AND 1010 POTRERO  The existing Daggett Triangle is a brownfield site in the Potrero neighborhood that is being developed as a mixed-use residential site with components of ground floor retail and PDR space (production, distribution, and repair), retaining the character of the area. The project includes two new buildings and an existing right of way through the site. CMG designed the park, a corner community garden park, streetscapes, and podium level interior gardens for the buildings. A Shared Public Way, a new streetscape typology that CMG designed for Treasure Island, will create a curbless thoroughfare and plaza near the retail space to allow vehicular access yet prioritize pedestrians. The park design process involved significant community engagement to develop the programming for three major park components: a dog park; lawn for events and recreation; and two play sculptures - the Tilted Lawn and the Penta-Step. The park’s design also provides space for farmer’s market-type events.

LOCATION: San Francisco, CA
DATE: 2016
AREA: 6.65 acres
Once a horse track where Seabiscuit raced, Bay Meadows is a mixed-use redevelopment of 80-acres into a new transit-oriented neighborhood. CMG designed the comprehensive streetscapes and 15 acres of open spaces—a public park, community garden, linear park, town square, and comprehensive storm water treatment system that includes streetscape LIDs and a wetland pond. The design of the storm water treatment infrastructure preceded State stormwater guidelines established in 2010, yet exceeded those guidelines in performance and integration. Parks feature promenades, community gardens, wetlands, and league-size sports fields that meet the city’s significant demand for recreation space. CMG led a collaborative process with artist Evan Shively to incorporate art into the park and create an imaginative play environment through the use of salvaged eucalyptus trees. As a project partner, CMG played a key role in the project approval process including the Specific Plan, Design Guidelines, SPAR, and navigating an involved approval process with the community and the City of San Mateo.

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<th>LOCATION:</th>
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<td>AREA:</td>
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FACEBOOK MPK20 ROOF GARDEN  Facebook’s newest workspace houses 2,800 employees on one level, with parking on-grade below the building and topped by a 9-acre rooftop park. Working with Gehry Partners, CMG reimagined the building as landscape, where mature trees above determine the structure below. The rooftop is designed as an immersive and naturalistic environment – a place where, despite the scale, one can feel enclosed. As in cinematic direction, views of the roof and landscape beyond are framed, creating a sequence of experiences as one moves through the landscape. Organized around a half-mile loop, a network of paths weaves through and around planting areas, providing a sense of discovery. Designed to accommodate walking meetings and casual conversations, the landscape provides a place of respite with gathering spaces, cafes, and meeting nooks interspersed throughout. This hybrid aims to connect employees with the broader environment and reframe how they think about buildings and landscapes.

LOCATION: Menlo Park, CA
DATE: 2015
AREA: 22 acre campus, 9 acre rooftop park