

BALBOA RESERVOIR

SIGNATURE DEVELOPMENT GROUP STATEMENT OF QUALIFICATIONS



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**SIGNATURE
DEVELOPMENT
GROUP**

EXPERIENCE

Signature Development Group and its principals have developed an expertise in design, entitling and developing mixed-use urban infill projects in areas that require the project sponsors to balance challenging political environments, the desires of multiple stakeholder groups all in light in obtaining entitlements that result in a financially viable project. This expertise is due in part to our significant experience with complex projects which include master planned communities, mixed-use projects and residential projects consisting over 30,000 residential units, 2 million feet of retail with a combined value of over \$2 billion throughout the California for over twenty years.

From that experience, we have developed a particular expertise in creating successful urban in-fill projects (residential, retail and mixed-use) that have been well received by the surrounding communities, stakeholder groups and the market. Our knowledge goes beyond the acquisition of entitlements and includes the full spectrum of development activities, from project assembly and acquisition of necessary land-use entitlements through the construction, lease up, operation and disposition of the projects. As a result, we are able to bring unparalleled practical experience to bear in designing, entitling, developing and delivering new projects. Based on this experience and market knowledge, we are confident that we can design and secure the necessary land use entitlements to redevelop subject site into a successful mixed-use development.

SDG has over twenty years of creating successful partnerships, management functions and joint ventures with land owners and Public/Private Partnerships. We have accomplished this by listening, managing the projects collaboratively, being transparent in decision making/financial reporting, and retaining a first-class project team. Perhaps the best evidence is that we have never been in litigation with a partner. We work hard to ensure shared interests and that we are “shoulder to shoulder” with our partners. SDG is a privately held corporation.

Each member of our team brings a unique perspective and skill set that creates a culture of excellence and creativity in planning and execution of our development projects. For the Balboa Reservoir Property Mr. Michael Ghielmetti will be the lead negotiator. Attached are the Signature Development Group key personal and design team.

DEVELOPMENT TEAM

Mike Ghielmetti

President



Michael Ghielmetti is the founder and President of Signature Development Group (SDG), a private real estate development company based in Oakland, California that specializes in residential and mixed-use projects in Northern California. Prior to founding SDG, Mr. Ghielmetti was a principal at Signature Properties, Inc. one of Northern California's largest private land development and homebuilding firms, serving as President from 2003-2010. Mr. Ghielmetti has developed and invested in more than 30 residential, commercial, and mixed-use real

estate projects valued at over \$1.5 billion. He leads all aspects of the development process from acquisition and entitlement to financing and construction.

Mr. Ghielmetti served on the Board of Directors of the Building Industry Association of the Bay Area, including the position of Chairman. He served on the Board of Directors of the Pacific Coast Builders Conference, helping to create its first multi-housing conference and is currently a Director of the California Building Industry Association. Mr. Ghielmetti also served as Co-Chair of the Jobs and Housing Coalition, an Oakland based non-profit business advocacy group that he co-founded. Since 2010, he has also been on the Board of Directors of the Bay Area Council, the regional business group for the San Francisco Bay Area. In 2013, Governor Brown appointed Mr. Ghielmetti to the Board of Directors of the California-China Office of Trade and Investment.

He has given generously of his time and resources on behalf of community and charitable groups, including Oakland's Children's Hospital, Shepherd's Gate, the Cypress Mandela Training Center, Covenant House, and Cal Performances. Mr. Ghielmetti is married and has three young children.

PAUL NIETO, EXECUTIVE VICE PRESIDENT

As Executive Vice President, Paul Nieto is responsible for multiple activities including land acquisition, concept design, entitlements, and debt and equity financing. He further oversees the implementation of individual projects. Paul has extensive experience in multi-family, master-planned communities, land development, civil engineering, and finance. Prior to joining SDG, Paul was President of Avant Housing, an urban multi-family developer in the Bay Area, where he led the development of 665 units in San Francisco. Previously, Paul served as President/CEO of the Eastlake Development Company, responsible for a 3,200-acre, 9,000-unit master-planned community in San Diego County, with a 200-acre business park, six schools and 100 acres of neighborhood, lifestyle and big box retail. Concurrently, Paul served as the head of Boswell Properties, overseeing the 957-acre Interlocken Business Park in Boulder County, Colorado. Paul began his career with Union Bank in Beverly Hills where he managed both the Los Angeles construction financing and California participating mortgage offices.



Paul is the current Chairman of the Board of the Building Industry Association of the Bay Area (BIA). He is involved in the Urban Land Institute and Lambda Alpha Society. He has been involved on the boards of numerous charities, including: The Burn Institute, Community HousingWorks, Junior Achievement and Sharp Chula Vista Medical Center.

Paul is a graduate of UCLA in Economics and received his MBA from USC. He is married and has two children.

TOM QUAGLIA, SENIOR VP



Tom Quaglia brings 35 years of experience to his role as Partner and Project Manager. In his present role, Tom pursues new land opportunities in the greater Silicon Valley where he has established many long-term relationships with landowners, municipalities and community groups. In addition to pursuing new developments, Tom takes the lead on taking new developments through the public process.

Prior to joining SDG, Tom served on the City of Pleasanton Planning Department. During his tenure there he was responsible for designing and implementing the development plan for the Hacienda Business Park, a

commercial development with 11,000,000 square feet of office and retail. As a private developer, Tom has designed, processed and been involved with the construction of over 30 new residential communities in and around the greater Bay Area. Tom holds a BS in Environmental Planning and Management from UC Davis.

ERIC HARRISON, VP OF DEVELOPMENT



Eric Harrison is an expert in land development with a focus on entitlements and complex approvals from governmental agencies. Eric was involved with several San Francisco developments, including a highly successful residential development in the Mission Bay district and a residential mixed-use development in Candlestick.

Prior to joining the SDG team, Eric was with DMB Associates, where he oversaw the entitlement of a large mixed-use urban infill project in the Bay Area. Eric has also been a team member at Signature Properties, where his responsibilities included property acquisition, due diligence, budget preparation, and development and implementation of entitlement strategies. Projects included infill developments ranging from a 125-unit mixed-use development to the reuse of a manufacturing site creating 3,000 units in a mixed-use transit-oriented community. Eric has also worked for Catellus Development Corporation, where he implemented the community development aspects of Mission Bay in San Francisco (all horizontal and public improvements) oversight of the initial infrastructure construction phase of over \$100 million, creation of the public financing mechanism, establishment of the community governance structure for residential and commercial developments, transportation management association and a risk management plan to address the impacted soils.

Eric received both undergraduate and graduate degrees from California State University Long Beach.

JOE SOUTH, PROJECT MANAGER



As Project Manager, Joe South is responsible for the execution of daily activities to ensure accomplishment of project objectives and milestones throughout all project phases. This includes implementing the strategic vision of SDG's senior partners; managing relationships with consultants, contractors, and government staff members; coordinating critical deliverables; and overseeing project budgets and schedules.

Joe has ten years of experience in logistics and operational planning and project management, in both private and government sectors, and is a veteran of the United States Marine Corps. He is a graduate of the United States Naval Academy, and received both his MBA and Interdisciplinary Graduate Certificate in Real Estate from UC Berkeley.

Joe is married and has two young daughters.

DEBORAH TU, PROJECT MANAGER



A born and raised Bay Area native with more than ten years of experience in urban real estate development, Deborah Tu started her career with the City and County of San Francisco.

Prior to SDG, Deborah worked for an impact investment fund investing in affordable and moderate housing in developing countries and lead a team to finals in the Chase Community Development Competition on behalf of a non profit in New Orleans.

As a Project Manager at SDG, Deborah is responsible for acquiring and managing infill, residential, and mixed-use projects throughout the Bay Area. At present, she is working with the SDG team, consultants, investors, and government staff to redevelop a 64-acre, mixed-used waterfront site. She holds a BA in Architecture from the University of California at Berkeley and an MSRED from Columbia University.

JAMIE CHOY, PROJECT MANAGER

Jamie Choy is a real estate professional and native of San Francisco. As a Project



Manager with SDG, he manages the full development cycle of select projects including new land acquisition, entitlements, finance, construction management and the marketing and leasing/sales of residential/commercial spaces. Jamie specifically oversaw the development of the Hive mixed-use project in Uptown Oakland, and is currently managing the expansion of this successful project into the surrounding neighborhood.

Prior to his role with SDG, Jamie constructed new homes with Habitat for Humanity in New York City, and oversaw the rehabilitation of a portfolio of senior housing developments for the John Stewart Company in San Francisco.

Jamie holds a BA from McGill University and an MBA from the Haas School of Business at UC Berkeley. While in graduate school, Jamie placed first in the Bank of America Low-Income Housing Challenge, second in the UT Austin National Real Estate Challenge, and worked with both the affordable housing finance group at Union Bank and with the Related Companies of California. He continues to live in San Francisco with his wife and daughter.

“Prior to his role with SDG, Jamie constructed new homes with Habitat for Humanity... and oversaw the rehabilitation of a portfolio of senior housing developments”

Signature Development Group or a related affiliate would be the legal entity that would enter into an ENA and other related agreements with the City/County of San Francisco.

REPRESENTATIVE PROJECTS

Experience in Entitling and Developing Master Planned Communities

Our overarching philosophy is to design and develop communities that create a sense of place yet weave into the fabric of the existing community through providing key linkages, enhancements to public amenities and provide benefits to the community through a program of direct community outreach in a way to better understand items of concern. Furthermore, we look at the site constraints, both physical and regulatory as an opportunity to utilize innovative methods to create enduring neighborhoods based on sound planning principles. In the following representative projects, the narrative will provide a brief overview not only of the project but the constraints and the resulting positive outcome.

Northern California Urban infill experience



Brooklyn Basin, Oakland

Brooklyn Basin was a 64-acre former Port of Oakland site used historically for industrial purposes cut off from the rest of Oakland, with limited public access to Oakland Estuary. Industrial uses resulted in a releases of contaminants into the soil and ground water. SDG with its team developed a viable land plan to create a vibrant neighborhood consisting of 3,100 dwelling units and 200,000 square feet of ground floor neighborhood serving retail that addressed key aspects of neighborhood building in a four phase development program. With an estimated

completion value of \$1.8B, Brooklyn Basin was the first LEED ND 4.0 certified project in the world. We are designing the project to be a city-wide leader in green technologies, designing the infrastructure to include the capacity for on-site renewables and electric powered vehicles. Specifics regarding Brooklyn Basin are as follows:

1. **Planning** - Creation of a transit oriented walkable mixed-use neighborhood including the provision of ground floor retail and personal service uses capable of serving the residents of Brooklyn Basin and surrounding neighborhoods.
2. **Connectivity to Oakland's neighborhoods** -Improvement of connectivity to Oakland through the providing provisions of multi-modal linkages in addition to automobiles. Connectivity improvements include pedestrian and bicycle paths, neighborhood shuttle connecting to the Lake Merritt BART station and 1.5 miles of the "missing" Bay Trail link along Oakland's Estuary.
3. **Accessible Parks and Open Space** – Creation of a waterfront "necklace" of destination open space to address the lack of public access to Oakland's long historical working waterfront. When completed, Brooklyn Basin will augment the City's park and open space inventory with high quality improvements. To ensure that the park and open space improvements are maintained commensurate with the projected use without burdening the City's general fund, a special taxing district was formed to provide a funding source for the parks and public access improvement in perpetuity.
4. **Community Benefits – Jobs** - Provision of community benefits agreement which includes funding community based organizations for job readiness training, a commitment to hire Oakland residents in the construction efforts and to hire local construction contractors, subcontractors and professional service firms
5. **Community Benefits – Inclusive Housing** – Creation of a mixed income community by partnering with a not-for-profit housing provider to construct and operate 465 dwellings units at affordability levels ranging from 30% up to 60% of AMI.
6. **Site Remediation** – Development of a strategic Remedial Action Plan which targeted removal of discrete or predefined hot spot areas for remediation instead of extensive excavation approach.
7. **City of Oakland Land Use Entitlements** – Processing of a Project EIR, General Plan Amendment, Estuary Plan Amendment, Rezone, Vest Tentative Subdivision Map and Development Agreement
8. **Resource Agencies coordination** – SDG obtained permits from BCDC, Army Corps of Engineers, and the San Francisco Regional Water Quality Control Board to permit construction of park, open space and shoreline edge improvements within each agencies jurisdiction. In addition, SDG worked the State Lands Commission staff to resolve tidelands trust issues on subject lands.
9. Time frame – 2001 through *estimated 2022*

Candlestick Cove, Executive Park Subarea, San Francisco

SDG acquired the 17.4-acre site within the Executive Park Subarea Plan with existing entitlements to permit the construction of over a 500,000 square feet of commercial office uses in multiple tower structures and a high-rise hotel. Immediately SDG began outreach to the nearby Bayview and Visitation Valley communities and working San Francisco Planning Staff to re-entitle the site for development of a residential neighborhood consisting of 450 dwelling units in three product types in two phases. As a byproduct of SDG's planning efforts it resulted in the catalyst for the remaining property owners and City to consider broad land use modifications within the Executive Park Subarea. Ultimately amendments to the General Plan, Planning Code Text and Map amendments were approved. Adoption of preliminary Design Guidelines were subsequently approved for the Executive Park neighborhood to permit residential land uses.

1. **Innovative Planning** – Creation of a community that supported family housing with townhomes of up to four bedrooms, in response to the community's desire for a neighborhood with diversity of housing types.
2. **Community benefits** – agreed to a commitment of local hire within designated nearby communities of as defined by zip codes with high unemployment rates. Organized similar product tours to familiarize the community with representative products that were proposed. SDG was instrumental in the organization and funding of the neighborhood shuttle that provide direct service to two BART Stations and one Caltrain Station
- Entitlements** – SDG developed a land use entitlement program which included a conditional use permit to permit residential uses, addendum to the EIR to assess potential impacts in the proposed change in land use from commercial and hospitality uses to residential uses, and Tentative Subdivision Map.
3. **Entitlements** – SDG developed a land use entitlement program consisting of a Conditional Use Permit for residential uses, an addendum to the EIR to assess potential impacts caused by the proposed change in land use, and Tentative Subdivision Map.
 - a. Our vision and approved entitlements for Candlestick Cove created the framework that the City used to study and eventually permit high density residential land uses, creating new public accessible trail linkages to Bayview Hill and rock slide mitigation in locations identified by the
4. **Timeframe** – 2005 through *estimated 2020*

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communities and working San Francisco Planning Staff to re-entitle the site to develop a residential neighborhood consisting of 450 dwelling units in three product types in two phases. As a byproduct of SDG's planning efforts it resulted in the catalyst for the remaining property owners and City to consider broad land use modifications within the Executive Park Subarea. Ultimately a General Plan amendment, Planning Code Text and Map amendments and adoption of preliminary Design Guidelines for the broader Executive Park neighborhood to permit residential land uses was approved following the Candlestick Cove entitlements.

5. **Innovative Planning** – Creation of a community that supported family housing with townhome style units providing up to four bedrooms in response to the community's desire of a neighborhood providing a diversity of housing types.
6. **Community benefits** – SDG committed to local hire within the building trades from designated nearby communities of as defined by zip codes with high unemployment rates. Additionally, we organized product tour to familiarize interested members of the community of representative residential buildings that were proposed. In creating a neighborhood that provided multi-modes of transportation SDG was instrument in organizing and funding the neighborhood shuttle that provide direct service to two BART Stations and one Caltrain Station
7. **Entitlements** – SDG developed a land use entitlement program which included a conditional use permit to permit residential uses, addendum to the EIR to assess potential impacts in the proposed change in land use from commercial and hospitality uses to residential uses, and Tentative Subdivision Map.
 - a. As a result of our vision to expand the residential neighborhood within the Executive Park Subarea, our land use entitlements approved for Candlestick Cove created the framework which the City used to study modifications to land uses with the Executive Park subarea land use modifications to permit high density residential land uses. Created new public accessible trail linkages to Bayview Hill. Rock slide mitigation in locations as requested by the community.
8. Timeframe – 2005 through *estimated 2020*



Hive, Oakland

The Hive is a redeveloped square block in Uptown Oakland that has re-envisioned Oakland's historic Auto Row with the creative re-use of 100,000 SF of existing spaces, paired with 105 new market rate apartments. The Hive houses 15 commercial tenants representing an eclectic mix of local entrepreneurs and has created an inviting destination of both public and private spaces. 80% of the tenants are local and 50% are women or minority owned businesses

Initially entitled in 2004 with a 16-story tower that encompassed the entire block, Hive was re-imagined in 2013 as a lower-scale development that took advantage of the existing buildings, interest from local businesses and artists, and economic conditions at the time. During this time the City of Oakland produced the Broadway Valdez District Specific Plan, of which Hive was an initial catalyst and continues to remain the economic and cultural heart.

“The Hive houses 15 commercial tenants... 80% of the tenants are local and 50% are women or minority owned businesses”

SDG modified the entitlements on this project, through multiple variations based on market demands, until the Hive was conceptualized that took into account a number of important factors:

1. **Planning** – Creative re-use of existing spaces, coupled with construction of new, denser complementary spaces.
2. **Oakland-Centric** – Hive can be considered a hyper-local representation of Oakland in the diversity of businesses housed, the demographic of patrons attracted, and the residents who choose to make Hive their home.
3. **Site Remediation** – Worked with the Department of Toxic Substances Control (DTSC) and the California Land Reuse and Revitalization Act (CLRRRA) to remediate a site that formerly housed auto repair facilities and the related impacts to soil and groundwater.
4. **Land Use Entitlements** – Project EIR and three EIR Addenda, Planned Unit Development (PUD), Variances, Conditional Use Permit, Tentative Tract Map

CONSULTANT TEAM

SDG selects a design team best suit for the project. Given the scale and multi-faceted nature of the Balboa Reservoir site our team is likely to be comprised of the following:

Architecture and Planning

Given the disciplines of site planning and building design and architecture, we see opportunities for multiple architectural firms as follows:

BAR architects

Flynn Architecture

KTGY architecture

Perkins + Will

Civil and Structural Engineering

KPFF

Geotechnical/Soil Engineering

ENGEO

Landscape Architecture

Guzzardo Partnership

JETT Landscape Architecture