BALBOA RESERVOIR
REQUEST FOR PROPOSALS RESPONSE

MASTER DEVELOPERS:
AVALONBAY COMMUNITIES & BRIDGE HOUSING

WITH: MISSION HOUSING, PACIFIC UNION DEVELOPMENT COMPANY, & HABITAT FOR HUMANITY OF GREATER SAN FRANCISCO

JUNE 2, 2017
Attn: Tom Shanahan

RE: PROPOSAL FOR DEVELOPMENT OF THE BALBOA RESERVOIR

AvalonBay Communities, Inc. and BRIDGE Housing Corporation, along with our team members Mission Housing Development Corporation, Pacific Union Development Company, and Habitat for Humanity of Greater San Francisco, are excited to submit our proposal to transform the Balboa Reservoir property into a vibrant new San Francisco neighborhood. We have assembled a team that is uniquely qualified to take on the challenge of meeting the ambitious goals laid out in the request for proposals.

OUR TEAM PROVIDES:

1. Diverse Development and Design Skills, with Unparalleled Local Experience
   - We have assembled a team of recognized experts in a number of diverse community development disciplines.
   - All members of our team have worked on recent improvements in the area surrounding the Balboa Reservoir, including the new mixed-use, mixed-income development right next door.
   - The master plan design team led by Van Meter Williams Pollack and PYATOK Architects has completed multiple successful large scale multi-phased master plans in San Francisco, and both firms bring a community-driven approach to help guide our inclusive design and outreach process.

2. Financial Capacity and Unrivaled Creativity
   - AvalonBay combines one of the strongest balance sheets in the REIT industry with a reputation for successful and appropriate development in the neighborhoods of San Francisco.
   - BRIDGE Housing is the largest non-profit builder of affordable housing on the west coast, and has created several large multi-phase developments, including the Rebuild Potrero HOPE SF development.
   - Mission Housing has deep roots in this community and unrivaled ability to build and maintain community acceptance for housing projects in San Francisco.
   - Pacific Union Development Company has extensive experience creating shared parking arrangements in public-private partnerships.
   - Habitat for Humanity of Greater San Francisco is one of the most innovative Habitat chapters in the country.
3. Commitment to a Community Driven Plan

- Building on our deep roots in the neighborhood, our team will engage in an interactive community process to shape a plan that strikes the right balance among the many shared goals.

- We all know this neighborhood and can rely on our experiences – at Avalon Ocean Avenue, Lick-Wilmerding, the Balboa BART Upper Yard, and others – to hit the ground running.

4. Commitment to Integrated Management and District-Level Solutions

- All members of our team bring a long-term ownership perspective. Our task is not only to develop this site, but also the ongoing stewardship of the new neighborhood we plan to create.

In this proposal we will present our ideas for the Reservoir site and demonstrate the feasibility of our proposal. Our team is eager to continue the valuable work embodied in the community driven Balboa Reservoir Principles and Parameters. We look forward to discussing our proposals with the community and the selection panel in the coming weeks, and ultimately working with all stakeholders to bring the community’s vision to fruition.

Respectfully submitted,

Nathan Hong
Senior Vice President
AvalonBay Communities

Brad Wiblin
Senior Vice President
BRIDGE Housing Corporation
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PART 1
GENERAL INFORMATION

PRIMARY TEAM CONTACTS

JOE KIRCHOFER, AvalonBay
Joe_Kirchofer@avalonbay.com
415-284-9082

KEVIN GRIFFITH, BRIDGE Housing
KGriffith@bridgehousing.com
415-321-3537
PART 1A
DEVELOPMENT PROGRAM OVERVIEW
ATTACHMENT D
DEVELOPMENT PROGRAM OVERVIEW FORM

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: ________________________________

2. Corresponding unit count: ________________________________

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: ________________________________
   b. Corresponding percentage of total units: ________________________________
   c. Target income(s) (% of AMI): ________________________________

Open Space

5. Total open space: ________________________________

6. Size of each proposed open space:
   Reservoir Park 2.2 ac
   Brighton Greenway 0.8 ac
   Balboa Gateway 0.4 ac
   PUC Recreation Zone 0.3 ac
   Reservoir Dog Park 0.2 ac
   Neighborhood Walks 0.3 ac

Childcare

9. Does proposed development include at least one childcare facility? Y / N
   Yes, for up to 100 children

Additional Proposed Uses:

10. Uses and corresponding sizes:
    Community Gathering Space at least 1,500 sf
PART 1B

CERTIFICATES OF GOOD STANDING
State of California
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME:
BRIDGE HOUSING CORPORATION

FILE NUMBER: C1112986
FORMATION DATE: 06/01/1982
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 08, 2017.

ALEX PADILLA
Secretary of State

NP-25 (REV 01/2015)
State of California
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME:
AVALONBAY COMMUNITIES, INC.

FILE NUMBER: C1943381
REGISTRATION DATE: 07/05/1995
TYPE: FOREIGN CORPORATION
JURISDICTION: MARYLAND
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 qualified to transact intrastate business 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 08, 2017.

ALEX PADILLA
Secretary of State

NP-25 (REV 01/2015)
PART 1C

DISCLOSURE
QUESTIONNAIRE AND
CERTIFICATIONS
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: BRIDGE Housing Corporation
(Print name as it would appear on contractual agreements with the City.)

LEGAL FORM (e.g. corporation, partnership, LLC, joint venture): 501(c)3 Corporation

MEMBER ENTITIES:

ADDRESS: 600 California Street, Suite 900

CITY San Francisco
STATE CA
ZIP 94609
PHONE: (415) 321-3537
EMAIL: kgriffith@bridgehousing.com

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

NAME: Brad Wiblin, Senior Vice President - Business Development
ADDRESS: 600 California Street, Suite 900

CITY San Francisco
STATE CA
ZIP 94609
PHONE: (415) 321-3565
EMAIL: bwiblin@bridgehousing.com

NAME: Kevin Griffith, Director of Business Development
ADDRESS: 600 California Street, Suite 900

CITY San Francisco
STATE CA
ZIP 94609
PHONE: (415) 321-3537
EMAIL: kgriffith@bridgehousing.com
DISCLOSURE QUESTIONS

RESPONDENT NAME: BRIDGE Housing Corporation

(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: BRIDGE Housing Corporation

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.

BRIDGE is not party to any legal proceedings, actions, convictions, judgements, arbitrations or mediations which would materially adversely affect the financial strength of BRIDGE or its ability to perform any of the obligations contemplated by the application.

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: BRIDGE Housing Corporation

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.
   None.

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: BRIDGE Housing Corporation

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 ___6____ 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:

BALBOA RESERVOIR PROPOSAL | 25
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: Brad Wiblin
Signature: [Signature] Date: 5.30.17
Title: Senior Vice President

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

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

Please attach any additional signature pages as necessary.
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: AvalonBay Communities, Inc.
(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:
455 Market Street, Suite 1650
San Francisco CA 94105

PHONE: 415-284-9080 EMAIL: joe_kirchofer@avalonbay.com

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

NAME: Nathan Hong, Senior Vice President

ADDRESS:
455 Market Street, Suite 1650
San Francisco CA 94105

PHONE: 415-284-9093 EMAIL: nathan_hong@avalonbay.com

NAME: Joe Kirchofer, Vice President

ADDRESS:
455 Market Street, Suite 1650
San Francisco CA 94105

PHONE: 415-284-9082 EMAIL: joe_kirchofer@avalonbay.com
DISCLOSURE QUESTIONS

RESPONDENT NAME:  AvalonBay Communities, Inc. 
(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.
   In the course of its ordinary operations, AvalonBay occasionally receives citations and notices for violations of minor regulatory requirements (e.g. expired operating permits, minor construction violations, minor code enforcement violations, etc.) that are resolved at an administrative level, otherwise AvalonBay has not been subject to any formal enforcement proceedings.
Disclosure Questions, Cont’d

RESPONDENT NAME: AvalonBay Communities, Inc.

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.

   In the course of its ordinary operations, AvalonBay occasionally receives citations and notices for violations of minor regulatory requirements (e.g. expired operating permits, minor construction violations, minor code enforcement violations, etc.) that are resolved at an administrative level, otherwise AvalonBay has not been subject to any formal enforcement proceedings.

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.

   In the course of its ordinary operations, AvalonBay is party to various civil and administrative proceedings (e.g. personal injury lawsuits, contract disputes, landlord-tenant actions, etc.), but AvalonBay does not currently believe that any of these proceedings, individually or in the aggregate, will have a material adverse effect on its financial condition or results of operations. AvalonBay is not currently a party to, and has not been convicted in, any criminal proceedings.

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.
   
   See response to Nos. 4 and 5 above.

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.

   See response to Nos. 4 and 5 above.
Disclosure Questions, Cont’d.

RESPONDENT NAME: AvalonBay Communities, Inc.

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.

   none

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: AvalonBay Communities, Inc.

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 six (6) 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:
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: Nathan Hong
Signature: [Signature]
Date: 6/2/17
Title: Senior Vice President

Name of principal: Joe Kircher
Signature: [Signature]
Date: 6/2/17
Title: Vice President

Name of principal: 
Signature: ____________________________
Date: ____________________________
Title: ____________________________

Please attach any additional signature pages as necessary.
PART 1D
REFERENCES
REFERENCES

BRIDGE HOUSING REFERENCES:

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Deputy Director of Housing
Mayor’s Office of Housing and Community Development
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Claudia Cappio
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Debbie Ruane
Development Manager
San Diego Housing Commission
1122 Broadway, Suite 500
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Former Redevelopment Director, Contra Costa County
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kennedyjim222@gmail.com

Sean Brooks
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Contra Costa County Dept of Conservation and Development
30 Muir Road
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Maureen.Toms@dcd.cccounty.us
PART 2
TEAM STRUCTURE
PART 2A
DEVELOPER PARTNERSHIP
ORGANIZATIONAL STRUCTURE

The Balboa Reservoir development requires expertise in a broad range of disciplines. It will take a stable and steady financial footing that can weather the uncertainty of economic cycles. And most importantly, it will require a development team with extensive experience creating housing for every demographic, at every level of the income scale.

We have assembled such a team. AvalonBay Communities, BRIDGE Housing, Mission Housing, Pacific Union Development Company, and Habitat for Humanity will combine to bring all the necessary pieces to this multifaceted process. Our team’s commitment to community-driven development, combined with our deep understanding of housing creation at all levels, gives us the creativity and flexibility needed to bring the Balboa Reservoir site to life.

BRIDGE and AvalonBay have negotiated a Memorandum of Understanding memorializing our roles throughout the life of the project.

BRIDGE and AvalonBay will be equal co-members in a Master Development Entity, which will be structured as a Limited Liability Corporation or similar Single-Purpose Entity. This Master Development Entity will negotiate an Exclusive Negotiating Agreement and Development Agreement with the City and SFPUC, plan and entitle the project, finance and construct the infrastructure, and facilitate development of the parcels. Both companies will provide development staff to manage the community outreach, approvals, financing, and construction of the project. Brad Wiblin, Senior Vice President of BRIDGE, and Nathan Hong, Senior Vice President of AvalonBay are designated as lead negotiators and decision-makers for the Master Development Entity.

BRIDGE and AvalonBay will jointly fund all Master Development Entity costs relating to the design, community outreach, entitlements, and environmental review phases of the master plan. The Master Development Entity will then subdivide the site to create parcels for development, complete the infrastructure per the approved master plan, and sell parcels to development partners for development. Financing for horizontal infrastructure improvements will flow through the Master Development Entity, but all land purchase costs and all costs of vertical development will be allocated directly to the developer of each parcel. It is anticipated that BRIDGE and Avalon will each develop at least one multifamily development per phase, while other parcels will be developed by the Development team members listed below. The for-sale townhouse portion of the project may be developed by a developer to be determined in the future.
OTHER DEVELOPMENT TEAM MEMBERS

Our development team for the Reservoir site also includes three other experienced and talented organizations. Each of these organizations is expected to develop one or more buildings on the Reservoir site, as described further below. While not formal members of the Master Development Entity, each of these three developers will join in the effort to perform community outreach and design the site, entitle the site, and carry out environmental review.

- Mission Housing Development Corporation will join BRIDGE in creating affordable housing, and will develop and own at least one building.
- Habitat for Humanity will develop affordable for-sale housing.
- Pacific Union Development Company will develop a new shared public parking garage and advise the team on parking solutions for the new neighborhood.
DESIGN TEAM

Master Plan Architects
We have carefully assembled a design team with both a forward-looking vision and a deep commitment to a community-based design approach. Van Meter Williams Pollock and PYATOK will jointly lead the master plan design effort for the Reservoir site.

Van Meter Williams Pollock (VMWP), has extensive San Francisco master plan experience, including the Schlage Lock Site Maser Plan, Rebuild Potrero and Sunnydale master plans, and the Kirkham Project.

PYATOK has extensive experience designing affordable and mixed income housing, and designed the adjacent Avalon Ocean Avenue development, in collaboration with the Ingleside and Westwood Park neighbors alongside AvalonBay.

Design Consultants
The remainder of the design team is made up of recognized experts in a variety of facets of neighborhood design and planning.

GLS Landscape | Architects, led by Gary Strang, has worked with both VMWP and PYATOK, creating strong streetscapes, parks and other open spaces which connect the community together. This includes the Schlage Lock Site, Rebuild Potrero, and Avalon Hayes Valley.

BKF Civil Engineers has led many community plans focusing on sustainable infrastructure, such as Park Merced and The Kirkham Project, and also engineered the adjacent CCSF Multi-Use Building.

Hyphae Design, led by principal Brent Bucknam, will help organize the ecologically-inspired process for the design of the site’s infrastructure.

Dan Burden, a recognized authority on walkability, will guide our pedestrian and bicycle strategy.

Fehr and Peers, one of the area’s leading transportation engineers, will consult on traffic, circulation, and parking issues and coordinate closely with Dan Burden to ensure that our site encourages efficient travel on all modes of transportation.
ADDITIONAL DESIGN TEAM MEMBERS

Our team acknowledges that the scale of the Reservoir site calls for a variety of diverse design viewpoints, rather than simply relying on the expertise of our master plan architects. Our development team has deep experience with this model, even going so far as to have multiple architecture firms design single buildings (as at AvalonBay’s recent projects in Hayes Valley and Dogpatch).

If our team is selected, we will select and engage additional architects that will ultimately design the site’s vertical buildings. We will bring these additional design voices into the master plan conversation, and also allow them to engage with the community and obtain feedback.

This way, we can not only design a harmonious master plan, but also incorporate the designs of the future buildings and ensure an appropriate diversity of styles and ideas.

To this end, we have reached out to the several firms listed below, all of whom have expressed their interest in joining our team. If our development team is selected, we will draw from this list to engage additional architects and landscape architects for individual building blocks.

- Yakuh Askew, YA Studio
- Anne Fougeron, Fougeron Architects
- Irving Gonzalez, G7A
- Paulett Taggart, Paulett Taggart Architects
- Toby Levy, Levy Design Partners
- Peter Pfau, Pfau Long Architecture
- April Philips, April Philips Design Works
- Jeff Miller, Miller Company Landscape Architects
PART 3
PROJECT PROPOSAL
PART 3A
OVERVIEW
A NEW SAN FRANCISCO NEIGHBORHOOD

Our team will bring a welcoming new neighborhood to the Reservoir site, organized around a large central park with direct connections to surrounding neighborhoods. Like the best San Francisco neighborhoods, this will be a diverse community serving a range of incomes and household types. It will be a deeply sustainable neighborhood that prioritizes walking, biking, and the shared stewardship of resources. We have assembled a team of committed developers and passionate experts who will craft a plan for this neighborhood that can be entitled, financed, and built. This complex development will be unusually challenging, and our team is up to the task.

DIVERSE AND INCLUSIVE HOUSING

In addition to the open spaces and public benefits embedded in this proposal, our development of the Reservoir site will also be a key part of the solution to San Francisco's housing crisis—providing up to 1,100 apartments and homes in a variety of sizes, shapes, configurations, and designated to be affordable to families at a range of income levels.

COLLABORATIVE PROCESS

This proposal is a first draft—our team's initial attempt to strike a balance between the need for mixed income housing and other important community goals. We are eager to engage in a dialogue with SFPUC community members, neighbors, business owners, and all facets of the CCSF community to ensure that we get this balance right. As described in Part 5.A., we commit to an extensive community process, to listen and learn from community members and other stakeholders who have long been active in this process.

ECO DISTRICT

All aspects of the development will be guided by the fundamental principles of the Eco District model, to enhance livability and to reduce the environmental footprint of residents living here for generations to come.

<table>
<thead>
<tr>
<th>PROPOSED PROGRAM at a glance:</th>
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<tbody>
<tr>
<td>Up to 1,100 Homes</td>
</tr>
<tr>
<td>apartments</td>
</tr>
<tr>
<td>for-sale dwellings</td>
</tr>
<tr>
<td>50% Affordable / Workforce</td>
</tr>
<tr>
<td>4.2 Acres of Open Space</td>
</tr>
<tr>
<td>Shared Public Garage</td>
</tr>
<tr>
<td>sized to meet City College Demand</td>
</tr>
<tr>
<td>Childcare Center</td>
</tr>
<tr>
<td>for up to 100 Children</td>
</tr>
<tr>
<td>potential for additional</td>
</tr>
<tr>
<td>200 Apartments for SF Educators</td>
</tr>
</tbody>
</table>
DESIGN APPROACH

Using the Principles and Parameters as a starting point, our Initial Design for the Reservoir site weaves together the best precedents from other San Francisco neighborhoods as well as other cities around the globe, with elements that are unique to this site and this community. The Initial Design presented in the following pages is our first effort at translating the Principles and Parameters into a tangible vision. As the selected development team we will refine this design process from the ground up, incorporating the vision, creativity, and commitment of all the community members who have work so hard to lay the foundation for this project.
1. WELCOMING PUBLIC REALM

The most critical factor in developing a successful vision for the Reservoir is the location and character of the public open space. In our Initial Design, the primary open space of Reservoir Park is centrally-located, allowing for convenient access and strong connections to the surrounding neighborhoods.

- A 2.2 acre central green provides an inclusive public space serving Westwood Park, City College and the Ocean Avenue neighborhood, along with the diverse range of new residents at the Reservoir.
- “Gateway” spaces greet visitors and provide shared gathering places between neighborhoods.
- Neighborhood greenways link gateways with the central green.
- Public outdoor spaces are varied and flexible so that they encourage a variety of public uses—child play spaces, community gardens, formal and informal gatherings.
2. PEDESTRIAN PRIORITY ZONE

By limiting automobile access to the perimeter of the site, our Initial Design establishes a fundamental priority in favor of walking and biking and allows for attractive connections to the City College bus terminal, Muni K-Line and the Balboa Park Station.

- The entire central zone of the Reservoir is a family friendly pedestrian and bike network creating a multiplicity of possible pathways into and through the site.
- Community facilities, a childcare center and other amenity spaces are located at activity nodes, providing convenient access for residents and community members.
- Openings between private courtyards and the public open space create a continuous network of connected outdoor space.
- Movement through the space on foot is intuitive and enjoyable.
3. NEIGHBORHOOD FIT

Reservoir Park sits at the juncture of four very different uses: a major commercial district, a college campus, a high school, and a single family neighborhood. Achieving a successful fit will require a distinct design response at each interface.

- Townhomes with private yards border homes on Plymouth Avenue, creating a pattern of back to back rear yards between neighbors and new owner-occupied units.
- Four direct connection points provide easy access to Ocean Avenue at: the Ingleside Library Garden, Brighton Plaza, Lee Avenue, and Unity Plaza.
- The extension of Lee Avenue becomes a tree lined bike boulevard that provides a front door to the Reservoir and complements the City College Master Plan.
- AvalonBay is well-positioned to make adjustments at Brighton and Lee Avenues to enhance connections to the Reservoir site.
- A slow street and wide pedestrian way borders Riordan High School—preserving views of Mount Davidson and providing ample setback from the existing fields.
4. AUTO CIRCULATION

Auto circulation and parking is organized around the open space and pedestrian network, instead of the other way around.

- Vehicle circulation is limited to the perimeter to create a pedestrian focused core and minimize the footprint of the roadways.
- No through connections are provided to the west, to avoid any traffic impacts on the Westwood Park Neighborhood.
- East-west slow streets provide vehicle access to below grade parking garages.
- A shared auto/pedestrian street provides access to townhomes bordering Westwood Park.
- A shared use garage accommodates City College parking overflow during the day and residential parking in the evening.
5. STEPPED BUILDINGS AND SHARED VIEWS

The shape and placement of new buildings reinforce the dramatic geography and sense of place by framing and preserving key public views.

- Two and three story townhomes on the western edge step up to six or seven story buildings to relate to the larger buildings at City College, frame the central open space, and preserve a large public "view shed", to the west.
- Building sites are limited to a maximum of approximately 200 x 200 ft to maximize opportunities for views between buildings and for pedestrian circulation.
- Individual blocks and buildings are designed with neighborhood-scale elements such as inviting facades and broad openings that allow for views between the public realm and sheltered courtyards within the neighborhood.
- Our proposed program can be accommodated within the 65-foot height limit set forth in the RFP. However, per the above diagram, we would like to explore, with the community, the idea of a 75-foot maximum along the eastern edge of the site, which we believe will allow better variation of building heights across the site.
6. DESIGN PRINCIPLES FOR A LIVEABLE COMMUNITY

Building blocks are shaped by key principles that reflect the scale, climate, and sense of place of the Balboa Reservoir.

- Buildings step down from east to west to provide a transition in scale and opportunities for views and roof terraces.
- Courtyards provide wind sheltered outdoor space and open directly to the public realm creating a continuous network of open spaces.
- Building lobbies and shared amenity spaces are concentrated along the Brighton Greenway to create a clear spine of activity.
- Deep entry porches and building overhangs provide transition zones between public space and the more private courtyards.
- Ground Floor units face the public realm with deep stoops that double as semi-private outdoor spaces.
- To ensure diverse neighborhood character, each block is designed by a different design team.
7. SUSTAINABLE INFRASTRUCTURE

The lean Infrastructure approach will maximize efficiency of site wide distribution and minimize long term operating costs.

- Storm water is collected in rain gardens at Brighton Greenway, creating a pattern of green terraces that step down the site, with a larger rain garden adjacent to the dog park and Ingleside Library.

- Greywater systems will be incorporated into residential buildings to provide recycled water for irrigation and toilet flushing. We will also work with SFPUC to explore the potential for district-scale water reuse on the Reservoir site.

- We will seek opportunities to collaborate with City College on development of shared infrastructure and district systems.
8. WORKING ROOFSCAPE

The roofscape is designed as a key part of the sustainable system, utilized for renewable energy, storm water management, shared outdoor space, and possible food production.

- Townhomes will be all electric and net-zero. Multifamily buildings will be LEED Gold or equivalent and will explore including net-zero elements as well.
- The highest rooftops will be designed to accommodate concentrated PV panels.
- Mid-range roofs with service access will be designed to accommodate potential food production.
- Vegetated roofs will provide additional storm water mitigation, building insulation, habitat for native species, and will make the neighborhood more attractive from above.
- Roof terraces will overlook public green space allowing residents to enjoy the active roofscape as well as views.
9. SUCCESSFUL PHASING

The phasing of buildings and public open space will ensure that Reservoir Park is an attractive place to live and a good neighbor during implementation, as well as at full completion.

- Phase I includes the south half of the site and the majority of Reservoir Park.
- The surface parking reserve on the north portion of the site provides up to 300 shared spaces for City College and residents.
- Remaining berms are planted in coastal scrub and managed as neighborhood open space.
PART 3B
CONCEPT RENDERINGS
INITIAL DESIGN

In our Initial Design, the core of the Reservoir Neighborhood is a pedestrian priority zone linking public and shared use outdoor spaces into a continuous web of family friendly outdoor spaces. At the heart of this new community is a welcoming central park with a centrally located community room creating a gathering place for the entire community. Townhomes on the western edge provide a good neighbor transition to the Westwood Park and distinctive open space elements mark each of the major gateways to the neighborhood.

KEY
1. Townhomes adjacent to existing homes
2. Potential pedestrian access at San Ramon Avenue
3. Central open space: “Reservoir Park”
4. Brighton Greenway
5. Brighton Plaza
6. Whole Foods
7. Potential site for new housing for SF Educators
8. Future City College Performing Arts Center
9. Balboa Plaza
10. City College Multi-use Building
11. Unity Plaza
12. City College Bus Terminal
View 1: Balboa Reservoir Park from Southeast
View 3: Reservoir Park looking towards City College
View 4: Balboa Plaza looking towards Mount Davidson
NEIGHBORHOOD PARKS

Reservoir Park will be programmed and designed to serve both new residents and the surrounding community. At 2.2 acres it is similar in size to San Francisco’s larger neighborhood parks.

OPEN SPACE & AMENITIES

<table>
<thead>
<tr>
<th>Public Open Space</th>
<th>Total in Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reservoir Park</td>
<td>2.2</td>
</tr>
<tr>
<td>2. Brighton Greenway</td>
<td>0.8</td>
</tr>
<tr>
<td>3. Balboa Pizza</td>
<td>0.4</td>
</tr>
<tr>
<td>4. PUC Recreation Zone</td>
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</tr>
<tr>
<td>5. Dog Park</td>
<td>0.2</td>
</tr>
<tr>
<td>6. Neighborhood Walks</td>
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</table>

**TOTAL**                                   **4.2**

1. Public open space is measured to an assumed property line 5 feet from face of building.
2. Public open space does not include streets and does not include Townhome courts.

DEVELOPMENT SUMMARY

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<tr>
<th>Block</th>
<th>Height</th>
<th>Units</th>
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<td>100-120</td>
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<tr>
<td>E</td>
<td>65-75'</td>
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**Subtotal Phase I**  **500-600**

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<td>F</td>
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<td>200-240</td>
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<tr>
<td>J</td>
<td>65-75'</td>
<td>140-160</td>
</tr>
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</table>

**Subtotal Phase II**  **500-600**

**TOTAL UNITS** up to 1,100

**Total Parking (including shared) 1,100 - 1,300**

Site Plan Legend

- Activated Ground Floor Space
- Parking Access
- Primary Building Entries
- Perspective Views
1. **Family Play Spaces**
   The public realm is designed to encourage families and children to explore and to utilize the entire open space network. Triangle Park provides a play structure and area for toddlers and a sloping play area for older children which steps up the hill adjacent to the Ocean View terrace. At the center of the park, a large green provides ample space for passive play flanked by picnic areas in an orchard like setting.

2. **Gathering Spaces**
   A large overlook area with outdoor seating adjacent to the community room provides a focal point for gathering at the heart of the site. A terraced lawn with views out towards the Ocean steps down to a raised platform which can double as a stage for community performances.

3. **Gardening and Food Production**
   Raised community gardens are provided at the perimeter of the Reservoir Park. The Initial Design also incorporates the potential for larger scale food production including orchards on Brighton Greenway.

4. **Dog Park**
   A large welcoming dog park is located along the PUC easement where it can be readily shared by residents and the larger neighborhood.

5. **Active Recreation**
   An active recreation space accommodating half court basketball and/or mini soccer is provided on the PUC easement adjacent to Unity Plaza.

6. **Wildlife Habitat**
   Habitat supporting endemic species are provided by groves of native trees, coastal scrub at rooftops, and flowering plants and rain garden that support insects and pollinators.

7. **Pop Up Activities**
   Pop up activities such as food trucks, farmer’s market and other activities are accommodated at Brighton Gateway, as a natural extension of the activity on Brighton at the entry to Whole Foods.

8. **Meeting Areas and Drop Off Zones**
   A covered kiosk at Balboa Plaza provides a meeting spot and pick up/drop off zones, close to transit and vehicle circulation.

9. **Walking and Views**
   Interconnected pedestrian ways offer opportunities to walk for pleasure and exercise, with resting points at the neighborhood gateways and views to the Ocean, Mount Davidson, McLaren Park, and other surrounding landmarks.

10. **Public Art**
    As part of the community design process we will work to identify opportunities where public art can enrich the neighborhood character for residents and visitors.

---

**KEY**

1. Tristania Conferta Street Trees
2. Corymbia Citriodora Street Trees
3. Cypress Allée
4. Meyer Lemon & Avocado Grove
5. Gingko Spine
6. Fog Belt Planting
7. Rain Garden
8. Community Garden
9. Roof Top Habitat (Coastal Scrub)
10. Roof Top Farming & Open Space

---

**PUBLIC REALM**

The Reservoir will be a modern urban form that captures the imagination and enhances the identity of the entire surrounding neighborhood. We will build on the site’s unique history and topography to create a dramatic, dynamic, and well-loved park. This is where our diverse community, both existing and new, can come together.
LANDSCAPE PRECEDENTS

The public space at the heart of the Reservoir will be programmed and designed as a series of distinct outdoor experiences, taking advantage of topography and views to create a uniquely San Francisco sense of place.
PART 3C
PRINCIPLES & PARAMETERS
HOUSING

Our team will create a new San Francisco neighborhood, which like the most vibrant neighborhoods in the city accommodates a diversity of households and families with a wide range of incomes. These 1,100 new homes will be a step toward alleviating our housing crisis.

VARIETY AND DIVERSITY: A HOME FOR EVERY HOUSEHOLD

Our proposal not only addresses income diversity—it also provides a diversity of building types and homes in a variety of sizes and shapes. This key strategy will allow us to meet the needs of the widest range of San Franciscans. Approximately 10% of our total units will be offered for sale—a mix of Habitat for Humanity homes and market-rate townhouses. Many of these townhouses will incorporate a ground-floor bonus studio that serves as a home office, guest room, or as a small rental, providing “naturally-affordable” housing and a source of extra income to help facilitate homeownership.

Each of the multifamily buildings will have individual identities, with varied architectural designs (by a variety of architects and designers), to echo the array of styles present in San Francisco’s most interesting neighborhoods. The market-rate rental buildings will be branded separately, with varied unit types and floorplans to meet the widest range of potential resident needs.

<table>
<thead>
<tr>
<th>Market-Rate Apartments</th>
<th>Market-Rate Townhouses</th>
<th>Low-Income Apartments</th>
<th>Low-Income Habitat Units</th>
<th>Moderate-Income Apartments</th>
<th>“Additional” Affordable Rentals</th>
<th>“Additional” Moderate-Income Habitat Units</th>
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<td>17%</td>
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<tr>
<td>Total Up to 1,100 Units</td>
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<table>
<thead>
<tr>
<th>Rental</th>
<th>For Sale</th>
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<tr>
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<td>City Subsidy</td>
<td>AvalonBay</td>
<td>AvalonBay / BRIDE</td>
<td>BRIDGE / Mission</td>
<td>Habitat for Humanity</td>
<td>BRIDGE</td>
<td>BRIDGE / Mission</td>
</tr>
</tbody>
</table>
SPECIAL FOCUS ON HOUSING FOR FAMILIES

Within this diversity, we place a special emphasis on housing for families. We commit to making at least 50% of the total units two-bedroom or larger, with a large number of three-bedroom units included in this mix. These units will be designed with ample storage, access to outdoor space, and other features that make them suitable for families. Common areas will be family oriented with community rooms and outdoor spaces designed to be kid-friendly, with easy access to pick-up and drop-off areas, with storage for strollers and car seats, and other thoughtful details that facilitate urban living with children.

HOUSING FOR SAN FRANCISCO’S PROFESSORS AND TEACHERS

San Francisco’s educators are one of the hardest-hit populations in the current housing crisis. Rising housing costs are driving our teachers and professors out of our City, to the detriment of our schools, our students, and our City’s future. It is a problem that we need to solve. That is why, in addition to the proposed Reservoir housing, our team proposes a new Educator Housing building to be built on the existing CCSF parking lot, just north of the proposed Performing Arts Education Center. This proposal relies on close cooperation with CCSF, but we believe this solution can increase the availability of CCSF parking, while providing up to 200 new homes for San Francisco educators. Our team has deep experience building housing for this population, and can implement best practices to ensure this proposal effectively serves these key public servants.

AFFORDABILITY ASAP!

We will also explore the concept of providing new affordable units as soon as the Reservoir project is approved—with no delay for tax credit financing or construction. This could be done by converting a portion of the market-rate rentals at Avalon Ocean Avenue to affordable units.
TRANSPORTATION AND MOBILITY

Our Mobility Plan is organized around a six step program to reduce reliance on the private automobile and to enhance access to the existing transit network.

STEP 1: TRANSPORTATION DEMAND MANAGEMENT

The team will establish a site-wide Transportation Demand Management program to incentivize walking, biking, and transit. We will identify TDM coordinators to manage these programs, coordinate with our neighbors and CCSF, and will monitor performance to ensure that our goals for transit use and trip generation are being met.

STEP 2: PEDESTRIAN PRIORITY ZONE

By limiting automobile access to the perimeter of the site, our Initial Design establishes a fundamental priority in favor of pedestrian and bicycle modes within the site. This first step is key to encouraging our new residents to walk, ride, and use transit.

Neighborhood Diagram
STEP 3: CONNECTIONS TO SURROUNDING NEIGHBORHOODS

We will enhance the experience of walking and biking in the larger neighborhood by providing multiple neighborhood connections and attractive routes through the Reservoir site for pedestrians and bicyclists accessing transit, shopping, and City College.

STEP 4: CONNECTIONS TO TRANSIT

We will extend our emphasis on pedestrian priority beyond the immediate neighborhood. We will work with the City and community to assist with improvements to the Ocean Avenue Corridor including enhanced connections to BART. Our team will also contribute towards improvements to the Phelan Intersection and other improvements that help alleviate local traffic congestion.

STEP 5: ACCOMMODATING SLOW MOVING VEHICLES

With the rise of ride-sharing, the expansion of home deliveries, and the advent of autonomous vehicles, the plan must successfully integrate slow-moving vehicles at key points on the Reservoir site. Our Initial Design provides auto-pedestrian courts at key locations to accommodate deliveries and passenger loading, and to allow vehicles to turn around. Access points for below-grade garages are located close to Lee Avenue, limiting circulation on Reservoir surface streets.

STEP 6: PARKING DESIGNED AND MANAGED AS A SHARED RESOURCE

Reserved residential parking will be built judiciously, likely at a ratio below 0.5:1. Instead, we will focus on efficient shared garages, that satisfy both residential and CCSF parking demand. See further discussion on the following page.
RELATIONSHIP TO CITY COLLEGE

We are eager to engage with CCSF and become a partner in the Facilities Master Plan process, working side by side to develop a shared vision that supports a thriving new residential neighborhood alongside a strong and sustaining City College.

RESOURCES THAT SERVE THE CCSF COMMUNITY

Many of the amenities and public benefits that we will create on the Reservoir site will be particularly valuable to members of the CCSF community. The new open space and pedestrian connections will clearly be an asset to all members of the community. In addition, our proposed child care center will provide a child care option for up to 100 children of students, employees, and faculty members. And our community space will be a convenient option for all CCSF groups to host meetings and events. We are also eager to brainstorm additional potential partnerships and synergies. Can we design the sloping east entry to the park so that it doubles as an outdoor performance space, expanding the range of performance venues available to future PAEC users? Could the CCSF Landscape Architecture program use a new community garden or food production facility as a teaching space? Let’s start this conversation and see how our new neighborhood can serve future CCSF students and faculty.

EDUCATOR HOUSING: A SHARED OPPORTUNITY

Our proposed shared garage (see next page) may also free up valuable land on CCSF’s current surface parking lots to serve people, rather than cars. Specifically, we propose to develop up to 200 new homes for San Francisco educators, which will be built just north of the proposed PAEC. These are in addition to the approximately 1,100 homes on the Reservoir site, and will be targeted to CCSF professors, as well as SFUSD teachers and other SF educators.

MAXIMIZE PARKING EFFICIENCY WITH A SHARED PUBLIC GARAGE

In conjunction with our overall TDM strategy, parking on the Reservoir site must be managed as a shared resource. Rather than simply build residential-only parking garages for new Reservoir residents, we propose a large portion of our parking as a shared public garage that serves CCSF students, faculty, and staff.
AvalonBay and BRIDGE have both built and operated garages that function as commercial-institutional parking facilities by day and residential parking by night. But for the Reservoir garage, we have brought in Pacific Union Development Company, an expert practitioner of innovative Public-Private parking solutions. PUDC has solved similarly complex parking issues for SFMOMA, UC Berkeley, UCSF (Mt. Zion campus), and the Jewish Home on Mission Street.

Based on this experience and our extensive analysis, we know the key to the Reservoir garage will be gaining maximum use from each space. Currently, there is lots of parking, and much of it is empty much of the time. In a large shared garage, residents will use most of the spaces at night, when classes are not in session. In the morning, as resident commuters leave, the spaces are available for the arriving CCSF community.

We have studied this garage extensively, and have considered a variety of sizes and configurations. Our base scenario includes a 500-space public garage that satisfies all current CCSF demand. However, we’re also interested in exploring larger garages, with partnership and participation from CCSF. These larger scenarios could serve more CCSF daily users, as well as audiences for future PAEC performances.

The diagram below provides a summary of the concept, but we’ve studied the different scenarios extensively, both for daytime and nighttime demand. And we’ve purposely included our shared garage in the later phase of our build-out. This leaves time for all of us to more fully study parking demand, enrollment patterns, TDM effectiveness, and the quickly evolving nature of auto use before casting this plan into concrete. Additional information is included in Part 4.B. and 4.C.
NEIGHBORHOOD CHARACTER

Each Building Block will be designed by a separate team of urbanists, architects, and landscape architects working in collaboration with community representatives and the larger master plan team. We will work closely with the community to develop design guidelines that capture the local character while also encouraging innovation.
The images below are drawn from the work of the local design firms indicated among the potential design team members:

- Van Meter Williams Pollack
- PYATOK Architects
- GLS Landscape | Architecture
- Fougeron Architecture
- Miller Company Landscape Architects
- Paulett Taggart Architects
- Y.A. Studio
- Pfau Long Architecture
- G7A
- April Philips Design Works
- Levy Design Partners
SUSTAINABILITY

The Balboa Reservoir has the unique opportunity to implement an Eco District approach, and to potentially connect with adjacent facilities, institutions and businesses as well as residents and community leaders in a strategy for neighborhood scale sustainability. To achieve this, our team will draw on our extensive San Francisco experience with innovative district-scale urban design, water and storm water solutions, cogeneration and other GHG-reduction techniques, net-zero ready, residential development.

COORDINATED MANAGEMENT
The Eco District will be managed by the project level Advisory Board, including representatives from each of the major development entities and the on-site development staff. The Advisory Board will measure real world performance, coordinate on-going improvements and maximize sustainable outcomes over the long term.

SHARED SUSTAINABILITY PRINCIPLES FOR EACH BUILDING SITE
Each building will be certified LEED Gold, or the equivalent under the GreenPoint Rated program. A set of specific sustainability guidelines will ensure that individual projects focus on sustainability features that reinforce the overall goals and best practices of the Eco District.

WATER MANAGEMENT, RECLAMATION, AND RE-USE
Water management will take place on both an individual scale as well as a district wide water management plan. The storm water management system will maximize on-site retention, reducing offsite flows and enhance water quality, while providing education and community identity. We will evaluate greywater systems to maximize water re-use within the development.

ON SITE RENEWABLE ENERGY
As part of the SFPUCs energy initiative to provide energy to large planning areas, this area will be evaluated as an energy district and potential smart grid. Townhomes will be provided with built-in PV panels and will meet net-zero standards stipulated under the 2020 California State Building Code. Multifamily buildings will balance green roofs, solar hot water, and PV energy production to find the optimal mix. We will explore additional renewable energy approaches including geo thermal and ground source systems.

FOOD PRODUCTION
In collaboration with the City College and potentially with Whole Foods, we propose to explore the potential for commercial food production. Urban agriculture groups would maintain food production areas, sell food to neighbors through a Community Supported Agriculture (CSA) program, and partner with non-profits such as Urban Sprouts to provide opportunities for families and residents to participate in growing local food.
ADDITIONAL PUBLIC BENEFITS

We look forward to engaging with the broader community to identify additional programming and/or amenities that would be appropriate to include in our new Balboa Reservoir neighborhood.

ON-SITE CHILDCARE
Our proposed childcare center will accommodate up to 100 pre-school age children, with ample outdoor play space that leverages the adjacent SFPUC easement for additional play space. This facility will be constructed in Phase I and will be operated by a local provider selected in consultation with the community.

COMMUNITY ROOM
We will provide a community room of at least 1,500 sf accommodating up to 100 occupants. This space will be located in one of the blocks along the western edge of the Reservoir site, convenient to CCSF, and will be designed to facilitate indoor/outdoor functionality. This space will be available by reservation to local organizations and groups.

RESERVOIR DOG PARK
We will create an attractive and well-maintained public dog park of at least 5,000 sf in a location that is well supervised and convenient to neighbors and new residents.

MODIFICATIONS TO ACCESS POINTS AT BRIGHTON & LEE AVENUE
As owners and operators of Avalon Ocean Avenue, AvalonBay is uniquely positioned to work with Whole Foods to modify the access between the existing Brighton Avenue extension and the new Brighton Plaza at the foot of the Greenway. Modifications may include re-working of the existing cooling tower to allow a more open connection and stronger view corridor, into the Reservoir site.

In addition, AvalonBay will work with Whole Foods to explore ways to limit the impact of the loading operation on traffic flow at Lee Avenue.

ONGOING PROGRAMMING FOR FAMILIES AND RESIDENTS OF ALL AGES
We propose to not only build these facilities, but also to activate them. The project Advisory Board will coordinate with community groups, community-driven organizations, CCSF, and others to provide programming aimed at all age groups. See Section 5C for additional details regarding project management.

HAVE ADDITIONAL IDEAS?
We’re eager to engage with the community and learn what else we can do to make this space great.
PART 5A

COMMUNITY AND STAKEHOLDER ENGAGEMENT
A COLLABORATIVE PROCESS

AvalonBay, BRIDGE, Mission Housing, Pacific Union Development Company, and Habitat are proud of our longstanding reputations for in-depth and successful community-oriented development. The first step to any successful project is a deep understanding of the project context – the people, places, institutions, and patterns that shape any neighborhood’s daily life.

That is why we have purposely assembled a team of developers who are committed to detailed and proactive engagement. It is also why we have selected a design team – led by Van Meter Williams Pollack and PYATOK Architects – whose philosophy is to “design with our ears.”

Through our previous work, our team is already familiar with the diverse group of stakeholders engaged in this planning effort. And while we know that the various neighborhood groups and stakeholders in the area have diverse viewpoints, we also recognize their history of working together toward shared goals. The Balboa Park Station Area Plan is a result of their productive collaboration, and its successful implementation provides the ground work for reaching community consensus on the Balboa Reservoir.

This consensus has already begun to emerge through the work of the Balboa Reservoir CAC over the past two years. We have followed the CAC’s work closely, and our proposal is built on the Principles and Parameters set forth by the committee. We have also closely followed the iterations of the CCSF Facilities Master Plan, along with various efforts to redesign and improve Ocean Avenue.

We know that there is much more work to be done to unify the neighborhood’s various constituencies around a shared development vision. Concerns about density, traffic, parking, and views are very real. But we also believe in the willingness of this larger community to consider new ideas, to compromise, and to embrace broad community values.

To achieve this shared vision, we have planned a community engagement process that is patient and thorough. Throughout the activities described below, we commit to listen first, and to learn from the community members and others who have long been active in this process. We also commit to share all information as openly and broadly as possible, so that all community members can fully evaluate the key choices and tradeoffs.
EXTENSIVE LOCAL EXPERIENCE

Every member of our team is known for our experience completing sensitive and responsive community developments. We are also unique in that all of us have recent experience in the immediate area of the Reservoir.

- **Avalon Ocean Avenue**: AvalonBay and PYATOK worked successfully with Westwood Park and Ingleside community groups, as well as with the local business owners of the Ocean Avenue Collaborative, to craft a design that transformed an underutilized site into the new mixed-use, mixed-income Avalon Ocean Avenue, right next door to the Reservoir. The community process led to a number of refinements, including massing reductions to reduce impacts on the new library and Plymouth Ave neighbors, and a careful re-working of parking garage access to ease traffic congestion on Ocean Avenue.

- **Balboa Park Upper Yard**: Since September of 2016, Mission Housing has engaged in a series of small and large community meetings, seeking comments and suggestions to determine the best way for this development at San Jose and Geneva to serve its surrounding neighborhoods. To date, the engagement process has been successful as it increased participation from community members and helped them feel more welcome into the planning process. The team has also collaborated with MOHCD, SFMTA and BART.

- **Pacific Union Development Company** is currently engaged in multiple efforts in the area. Joel Roos of PUDC managed the City approval process for planned improvements at Lick-Wilmerding HS. The company oversaw the entitlements and was part of the community outreach team for planned changes to the Jewish Home for the Aged on Mission Street. PUDC also won a competition to develop the P3 student housing project at San Francisco State, and are planning a groundbreaking there in 2018.

- **BRIDGE** is working on a new development at 4840 Mission St in the Excelsior, and also developed Holloway Terrace, just across Ocean Avenue in Ingleside. Moreover, BRIDGE has been engaged since 2009 on the Rebuild Potrero Community Building Initiative, with the goal of building the capacity of Potrero Terrace residents to improve their quality of life and effect positive change in their community. This master planning effort is noteworthy as it used a variety of outreach techniques, such as community-wide meetings, facilitated focus groups, and casual
“get-togethers,” to solicit resident input and tap local expertise, ensuring a successful and inclusive master plan. Once establishing trust with the public housing residents, BRIDGE extended the conversation to include neighbors from the surrounding Potrero Hill communities and businesses, establishing communication between the public housing population and the rest of the Hill for the first time. The result was collective buy-in and support for the redevelopment plan, which was able to gain planning approvals and certification of the associated EIR with nearly zero opposition.

- Habitat for Humanity just completed 28 new homes for low- and moderate-income homebuyers at Habitat Terrace in Ocean View.

This focus on the immediate area surrounding the Reservoir site has given us valuable insights into specific neighborhood issues and concerns. It also means that we are familiar with the key stakeholders in the area – neighbors, business owners, and institutions.

Not only do we have extensive experience in the neighborhood, but – simply put – we’ve done our homework. We have attended numerous CAC meetings to help us understand the key concerns and challenges of the site. We’ve listened first-hand to city staff, CAC members, supporters, skeptics, and dissenters. We are thrilled for the chance to present this tangible proposal in response to everything we’ve heard. And we are prepared to jump right in and engage in this conversation.
THE PROCESS

The Balboa Reservoir CAC has evolved over the past two years to become a strong and dynamic community forum, bringing together diverse voices and constituencies in the pursuit of many shared goals. We acknowledge and appreciate the extensive effort that has already gone into this endeavor. And we propose to continue to use this platform as the primary forum for discussion of the Reservoir’s future.

We will begin by engaging the CAC and the City to develop a robust community engagement process, giving community representatives the opportunity to shape the format of the dialogue. We expect that we would continue regular CAC meetings as a mechanism for soliciting community feedback and sharing our team’s ideas, designs, and revisions with the public. This format is very effective in bringing together engaged individuals and groups for an in-depth exploration of the opportunity. We can use a variety of strategies to facilitate this conversation, with experience leading both large group gatherings and smaller break-out sessions. We will also have translation services available as needed to ensure that all community members can fully participating in the dialogue. Translation services and translated materials will be available upon request for mono-lingual Spanish, Tagalog and Cantonese speakers in the community.

In addition, it is also critical that we expand outreach beyond this foundation, and we propose a variety of ways to do so.

The simplest way to broaden our outreach is to proactively and persistently reach out and meet with as many people and groups as are willing to talk to us. We will re-engage with our present and past community planning partners, and with any other groups who may be interested in the Reservoir’s future. This would include all relevant neighborhood groups; CCSF administration, faculty, staff, and students; local businesspeople; city-wide advocacy groups specializing in housing, transit, youth and families, and social justice; and interested individuals. By proactively seeking input from all parties, we can ensure that all important voices are heard.

We will also proactively engage with various organizations within the City government structure. This will of course include PUC stakeholders and various elected officials, but also MTA, Rec & Park, DPW/BSM, and others whose critical input will help us ensure that our work on and around the Reservoir site makes the whole neighborhood better.
RESOURCES

These face-to-face meetings are critical to the success of the Reservoir development. And we feel that our team’s combined skill and experience in seeking out and incorporating community feedback is on par with any in the Bay Area. However, we also believe that the scale and importance of the Reservoir calls for expanding beyond the traditional “community meeting” setting, and reaching out to additional stakeholders. We need to hear from neighborhood working parents who don’t have time to attend evening meetings, from CCSF students who rush to their jobs after class, from non-english speakers, and from others for whom the traditional methods of community outreach are not always adequate.

To this end, we propose a variety of additional tools and techniques to help us solicit input from a broader audience.

- **Internet:** We will develop a website for the development, and create a presence on appropriate social media sites with links to key information. The goal will be to spread the word about our work, to provide a clearinghouse for facts and information, and a portal for additional feedback. We plan to publish quarterly newsletter updates about the Reservoir development progress, and provide a running blog so that the wider community can express both concerns and support for various issues and elements.

- **Other Technology:** We have met with representatives from new technology platforms that are developing tools to reach interested people where they are, rather than asking them to come to us. One such company is CoUrbanize, a group that supplements a robust internet and social media presence with physical signs and markers that can be placed in the Reservoir area to illustrate potential changes and ask for feedback via text message. This platform could allow the team to communicate with the public and answer questions in real time, engendering an additional layer of feedback and dialogue.

- **Events:** We will host events on the site and invite people to experience and envision the Reservoir as something other than a parking lot. From larger-scale events to small pop-ups like food truck events or farmer’s markets, we will use these experiences to embed the perception that the Reservoir is a place for people, not just for cars.
Most importantly, our team is staffed with a plentiful roster of experienced and knowledgeable people. And we all have the right attitude – we’re ready to listen, to consider feedback, and to do as much as we can to incorporate what we learn into the finished product.

- **Kevin Griffith**, Director at BRIDGE Housing
- **Joe Kirchofer**, VP at AvalonBay, SF Resident
- **Scott Falcone**, Consultant at Mission Housing, long term Resident of Mission Terrace and Sunnyside
- **Karen Murray**, Partner at Van Meter Williams Pollack Architects, SF Resident
- **Joel I. Roos**, Partner at Pacific Union Development Company, SF Resident
- **Nathan Hong**, Senior VP at AvalonBay, SF Native
- **Brad Wiblin**, Senior VP at BRIDGE
- **Peter Waller**, Partner at PYATOK Architects
- **Rick Williams**, Partner at Van Meter Williams Pollack Architects
- **Sam Moss**, Exec Director at Mission Housing, SF Resident
- **Gary Strang**, Principal, GLS Landscape | Architects, SF Resident
- **Chirag Gunvantbhai Bhakta**, Community Engagement Coordinator, Mission Housing, SF Resident
- **Aditi Mahmud**, Project Manager at Mission Housing
- **Maureen Sedonaen**, CEO of Habitat for Humanity

In addition to this list, we also plan to bring in professional specialists to help coordinate and organize our outreach strategy, and to help facilitate regular communication with key City leaders. We have discussed this role with Lighthouse Public Affairs and will consider this firm if we are selected.
ONGOING OPERATIONS

The community’s interest in Balboa Reservoir will not end once the development master plan receives design approvals, and neither will the Development Team’s dialogue with community members and stakeholders.

Upon entitlements, we plan to continue to engage with the public and with interested individuals through various platforms. This will include information and regular updates during the time when the development team is obtaining permits and securing outside financing – a period when the team’s activities may not otherwise be visible to the community. It will also include information on construction activities, with meetings convened in advance of the construction start to discuss impacts and mitigations, including any interim parking arrangements. We will also establish a direct hotline for neighbors to report any concerns or issues arising from the construction work.

Once construction is complete and the development is operational, this process will naturally evolve into our team’s ongoing work with the community. As long term owners, each member of the Development Team is committed to becoming a part of the larger community, and wide participation will be a key objective in our work to activate the proposed public realm. This process is described in more detail in section 5.C., our Operations and Maintenance Plan.
PART 5B
DEVELOPMENT SCHEDULE

The conceptual schedule on the following pages plots a path to entitlements by the end of 2019. While all timelines between now and that point will be tight, we feel that this milestone is realistic and possible.
## BALBOA RESERVOIR - CONCEPTUAL DEVELOPMENT SCHEDULE

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**Notes:**

- **January:** Finalize Non-Binding Term Sheet if necessary.
- **February:** Review Community Outreach Feedback.
- **March:** Review Community Outreach Feedback.
- **April:** Review Community Outreach Feedback.
- **May:** Review Community Outreach Feedback.
- **June:** Review Community Outreach Feedback.
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August CONSTRUCTION
September CONSTRUCTION
October CONSTRUCTION
November Leasing / Sales
December Leasing / Sales
PART 5C
ONGOING OPERATIONS
AND MAINTENANCE
OPERATIONS AND MAINTENANCE PLAN

The extent and variety of public and semi-public spaces in our proposed Reservoir plan call for a robust and thoughtful ownership and operations structure. This structure is also critical to our sustainability and TDM goals, which require ongoing coordination and monitoring of activities on the site.

To ensure that the maintenance, operation, programming, and monitoring of site activities is fully coordinated, our team proposes the following ownership and management structure.

OWNERSHIP:

We propose that the City will own and maintain the following upon completion:

- Roadway and streetscape elements (including street trees) within the public right of way
- Water and Wastewater utility infrastructure and streetlights within the public right of way
- All stormwater infrastructure within the public right of way
- All power utility infrastructure within the public right of way

We propose that the parks and open spaces are owned and operated by the owners of the Reservoir buildings, per the structure described below.
OPERATIONS AND MAINTENANCE:

The following activities will be overseen by the Development Team:

■ Public Open Space Design and Construction
  ■ Our team will design the proposed open space plan and construct it, in the process ensuring that it is responsive to all community needs, and durable enough to be maintained successfully for the long term.

■ Public Open Space Management and Governance
  ■ Budgeting, Management, and Oversight of Ongoing Park Maintenance
  ■ Oversight of all Open Space activities

■ Open Space Programming and Activation
  ■ Coordinate a program of regular activities to activate the public open spaces, with activities targeted to residents, CCSF, students, neighbors, and the general public. Examples of such activities include:
    › “Family Movie In The Park” nights
    › Performances put on in the park, which could potentially be coordinated with CCSF and the adjacent Performing Arts Education Center
    › Youth Summer Camps
    › “Boot Camps” or other regular exercise classes
    › Activities coordinated with potential food production uses of the park, such as educational gardening classes for kids and adults.
    › Other ideas and concepts to be developed during the outreach process, with a focus on community needs and desires.

■ Ongoing Management and Coordination of Sustainability Infrastructure, including stormwater infrastructure, greywater recycling facilities and any other shared systems.

■ Ongoing TDM Monitoring and Management
  ■ Appoint a TDM Coordinator, who will oversee all TDM Programs and coordinate with other TDM efforts in the area (such as CCSF).
  ■ Monitor performance of TDM programs on the Reservoir site.
GOVERNANCE, HOA:

The project team, as overseen by Avalon Bay and BRIDGE, will establish a governance structure for the ongoing operations of the Reservoir site, along with the elements of each separate block or building that contribute to shared infrastructure (such as possible shared stormwater management infrastructure, or shared greywater re-use infrastructure). The intent of this structure is to insure an integrated management approach:

- **Management and Governance**
  - Establish guiding principles
  - Establish roles and responsibilities
  - Decision making procedures
  - Insure timely reporting and monitoring

- **Financing Strategies**
  - Master HOA fees paid by all participating projects will establish the baseline budget for park activities and maintenance
  - Leverage the baseline budget with philanthropic and other grant opportunities
  - Utilize the freedom of this privately funded public open space to create nimble, unrestricted options for activating the space

- **Outreach**
  - Ensuring communication and coordination with CCSF, local neighborhood groups, and other stakeholders.
BRIDGE, Avalon Bay and Mission Housing are all long term owners with decades of experience managing our own multifamily buildings and associated retail, open space, community facilities and private utilities. These three organizations will in turn oversee a project-level Advisory Board. This Advisory Board will be made up of representatives of each of the buildings in the project, with one representative appointed by each of the buildings at the Reservoir Site, including representation for townhouse owners and Habitat for Humanity homeowners.

This Advisory Board will be responsible for all activities described in the previous section. The Advisory Board will report to the Governance Team, establish annual budgets, contract with various vendors, provide oversight to any paid staff, and provide all required reporting and monitoring. The Advisory Board will also be the single point of contact for all local constituents including; neighbors, city of SF issues, SFPD/SFFD, CCSF, etc.
PART 5D
SUGGESTED ENA REVISIONS
PROPOSED ENA REVISIONS

MATERIAL REVISIONS TO KEY TERMS IN THE CITY’S FORM ENA

SECTION 2: TERM
Extensions and associated fees should not be required if delays are based City actions or inactions. We request that language be inserted to provide maximum processing times for City actions and responses. If these maximum allotted times are exceeded, the associated expirations dates should be extended by an equal amount at no cost to the Developer.

SECTION 2.3: REGULATORY FORCE MAJEURE
This extension should not be subject solely to the General Manager’s agreement. There should be a process for arriving at this conclusion jointly, or, at a minimum, the determination should have a reasonableness standard.

SECTION 2.4: LITIGATION FORCE MAJEURE
We are concerned that 24 Months is likely not enough time to resolve a CEQA dispute. At least three years is generally required to get through a Court of Appeal.

SECTION 2.6C: SFPUC’S RIGHT TO EXPAND OR CONTRACT THE SCOPE OF THE PROJECT
This right should terminate after Phase 1, by which time the Term Sheet has been approved.

SECTION 4.2: NEGOTIATING FEE
City should apply the Negotiation Fee and the Extension Fees to the purchase price for the Site. Any funds unspent should be returned to the Developer.
SECTION 5.2: SUBMITTALS TO CITY; APPRAISALS

We would like further clarification on the processes described in this section, especially with regard to adjustments and changes that will may take place over the course of the project. This development process could include a long and uncertain approval process, likely followed by a phased development and construction process, all of which could span more than one economic cycle.

SECTION 7.1: ASSIGNMENT

Need to ensure that this section aligns with Developer’s intended organizational structure, as described in Part 2 of the RFP.

SECTION 8: TERMINATION

Given that we do not yet know how political forces may shape the development process for the Balboa Reservoir, the Developer needs to maintain some mechanism to recoup costs in the event that the agreement is terminated through no fault of the Developer’s. In the event that Developer is proceeding according to the process outlined in the ENA and meeting all required milestones, we would like to better align the incentives of City and Developer.

SECTION 11.1: INDEMNITY

We would like to limit indemnification to third party claims for bodily injury, death or property damage arising out of the acts of Developer or its agents, and for liabilities arising out of the Developer's breach of the ENA, but not indemnify for consequential damages nor for the costs of defense of mandamus actions brought against the City challenging its decision to enter into the ENA.
PART 6
EXECUTION
Attn: Tom Shanahan

RE: PROPOSAL FOR DEVELOPMENT OF THE BALBOA RESERVOIR

AvalonBay Communities, Inc. and BRIDGE Housing Corporation, along with our team members Mission Housing Development Corporation, Pacific Union Development Company, and Habitat for Humanity of Greater San Francisco, are excited to submit our proposal to transform the Balboa Reservoir property into a vibrant new San Francisco neighborhood. We have assembled a team that is uniquely qualified to take on the challenge of meeting the ambitious goals laid out in the request for proposals.

OUR TEAM PROVIDES:

1. Diverse Development and Design Skills, with Unparalleled Local Experience
   - We have assembled a team of recognized experts in a number of diverse community development disciplines.
   - All members of our team have worked on recent improvements in the area surrounding the Balboa Reservoir, including the new mixed-use, mixed-income development right next door.
   - The master plan design team led by Van Meter Williams Pollack and PYATOK Architects has completed multiple successful large scale multi-phased master plans in San Francisco, and both firms bring a community-driven approach to help guide our inclusive design and outreach process.

2. Financial Capacity and Unrivaled Creativity
   - AvalonBay combines one of the strongest balance sheets in the REIT industry with a reputation for successful and appropriate development in the neighborhoods of San Francisco.
   - BRIDGE Housing is the largest non-profit builder of affordable housing on the west coast, and has created several large multi-phase developments, including the Rebuild Potrero HOPE SF development.
   - Mission Housing has deep roots in this community and unrivaled ability to build and maintain community acceptance for housing projects in San Francisco.
   - Pacific Union Development Company has extensive experience creating shared parking arrangements in public-private partnerships.
   - Habitat for Humanity of Greater San Francisco is one of the most innovative Habitat chapters in the country.
3. Commitment to a Community Driven Plan

- Building on our deep roots in the neighborhood, our team will engage in an interactive community process to shape a plan that strikes the right balance among the many shared goals.

- We all know this neighborhood and can rely on our experiences – at Avalon Ocean Avenue, Lick-Wilmerding, the Balboa BART Upper Yard, and others – to hit the ground running.

4. Commitment to Integrated Management and District-Level Solutions

- All members of our team bring a long-term ownership perspective. Our task is not only to develop this site, but also the ongoing stewardship of the new neighborhood we plan to create.

In this proposal we will present our ideas for the Reservoir site and demonstrate the feasibility of our proposal. Our team is eager to continue the valuable work embodied in the community driven Balboa Reservoir Principles and Parameters. We look forward to discussing our proposals with the community and the selection panel in the coming weeks, and ultimately working with all stakeholders to bring the community’s vision to fruition.

Respectfully submitted,

Nathan Hong
Senior Vice President
AvalonBay Communities

Brad Wiblin
Senior Vice President
BRIDGE Housing Corporation