



BALBOA RESERVOIR
REQUEST FOR QUALIFICATIONS RESPONSE

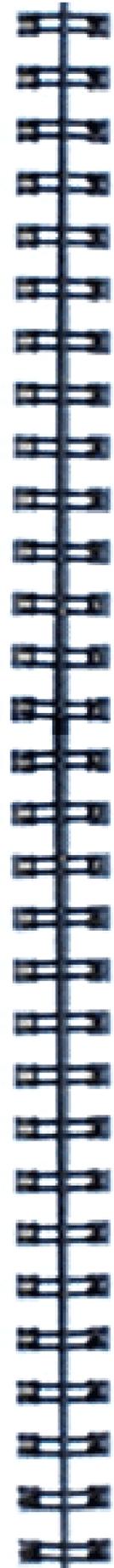
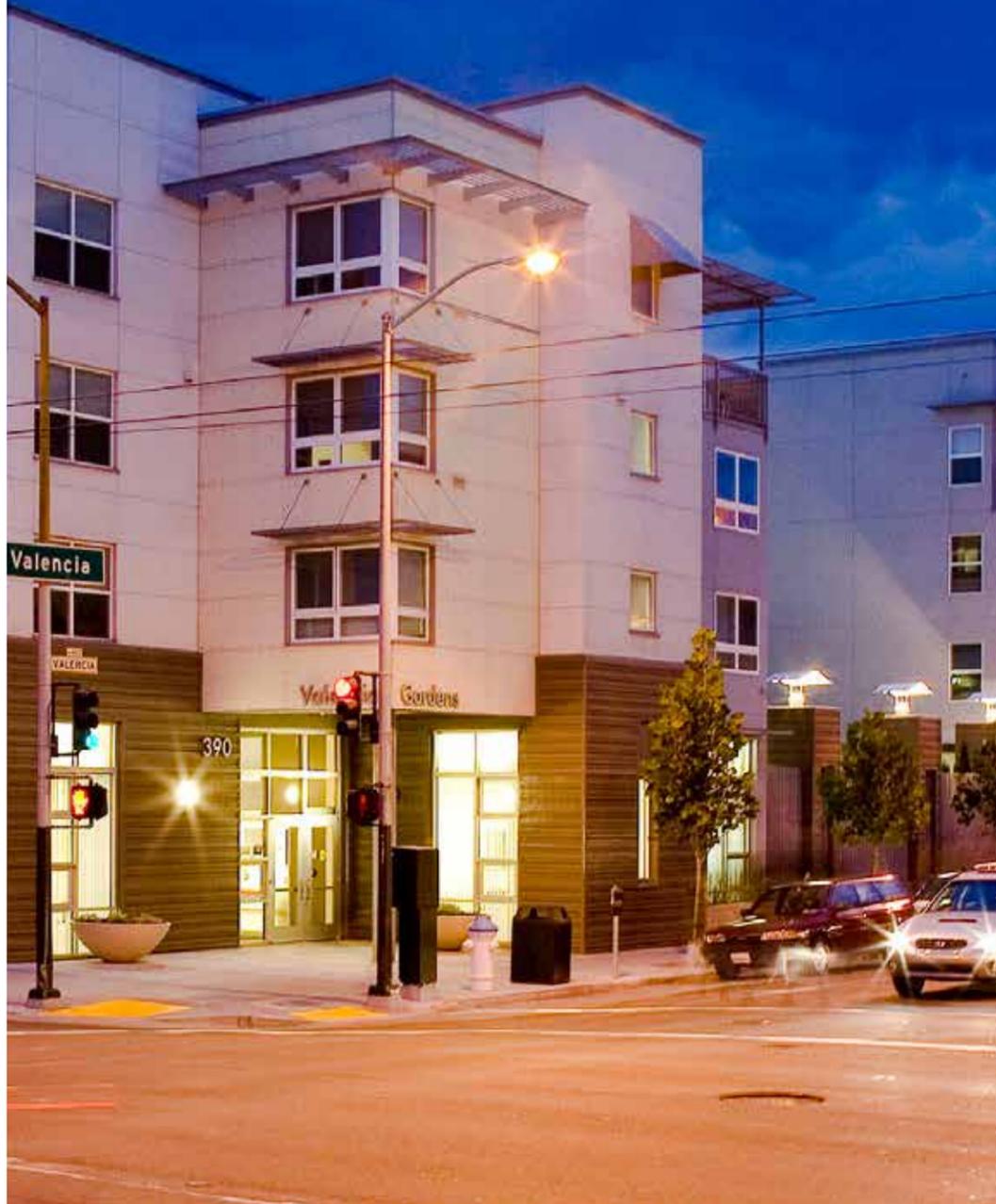
MASTER DEVELOPERS:
AVALONBAY COMMUNITIES & BRIDGE HOUSING

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

JANUARY 18, 2017



VALENCIA GARDENS
MISSION
MISSION HOUSING, VMWP



PRIMARY TEAM CONTACTS

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PART 1
EXPERIENCE

A TEAM THAT CAN GET IT DONE

The development of the Balboa Reservoir will be designed and performed by a joint venture of AvalonBay and BRIDGE Housing Corporation. Our two organizations combine extensive experience completing complex public-private and multi-phase developments. We also share great development and operational expertise, financial strength, and strong roots in San Francisco. Our partnership will leverage these unique talents and resources to collectively deliver a thoughtful and forward-looking new development at the Balboa Reservoir.

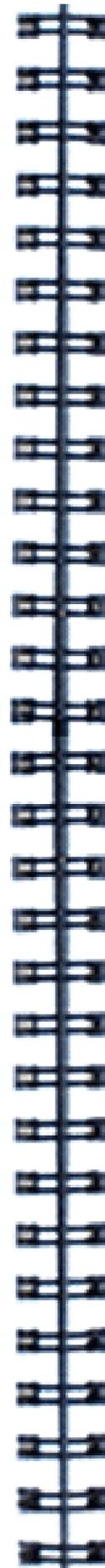
AvalonBay Communities is a real estate investment trust (REIT) and has been a leading developer, owner, and manager of San Francisco and Bay Area apartment communities for decades. AvalonBay currently owns housing throughout the City, including new developments in Mid-Market, Hayes Valley, and Dogpatch, and a multi-phase community along King Street in Mission Bay. The company also developed, owns, and manages Avalon Ocean Avenue, adjacent to the Balboa Reservoir. AvalonBay has extensive experience with complicated public-private partnerships and master developments, and the ability to develop complicated projects at very large scales is one of its key competitive advantages. AvalonBay has also developed extensive master-planned communities with BART in Walnut Creek and Dublin, and recently broke ground in Emeryville as part of a large-scale redevelopment of the Emeryville Public Market.

BRIDGE Housing has experience in building a range of development types in many settings and forms. BRIDGE is known for creating award-winning affordable homes that not only reflect the character of the community but also display the same quality of design and construction as market-rate housing. As a seasoned nonprofit developer, BRIDGE is uniquely equipped to both leverage capital and forge community partnerships. BRIDGE's specialized real estate development team and network of relationships allows BRIDGE to offer a range of cost and quality advantages with every project. BRIDGE is unique among affordable housing developers in its ability to tackle large multi-phase master-planned communities like the Balboa Reservoir. As a leading development partner, BRIDGE has the ability to respond creatively to development opportunities and community needs, plus the confidence to do things that have never been done before.

AvalonBay and BRIDGE will serve jointly as master developers, and have negotiated a Memorandum of Understanding that specifies each organization's role throughout the life of the project. Nathan Hong, Senior Vice President of AvalonBay, and Brad Wiblin, Senior Vice President of BRIDGE Housing, will serve as lead negotiators.

Along with AvalonBay and BRIDGE, our team includes three development partners that will join us in designing, entitling, and developing the Balboa Reservoir site:

Mission Housing Development Corporation has developed and operated over 1,600 units of affordable housing serving over 3,000 low-income families, seniors, and persons with special needs. The nonprofit provides interconnected and intergenerational services to support its residents in various neighborhoods throughout San Francisco. These services help to stabilize the residents in housing and assist them in maximizing their human potential, achieving greater self-determination and self-sufficiency. Mission Housing's developments include 14 new construction projects, 17 acquisition and rehab projects, and 12 scattered site developments, and they have also assisted local non-profit social service providers to develop 6 additional sites with 88 units of affordable housing for persons with special needs.



Pacific Union Development Company (PUDC) is a privately held real estate development, investment and property management firm. PUDC's projects include hotels, garage facilities, multi-family, student housing, mixed-use communities, senior housing, affordable housing, retail, civic structures/museums, schools, medical office buildings, single family homes and subdivision development. PUDC has deep experience in public-private partnerships, having successfully partnered with the UC Regents on projects, including the Maxwell Garage & Sports Field at UC Berkeley, the 2420 Sutter Garage and the 1701 Divisadero-Medical Office Building and parking facility at UCSF. In addition, PUDC has developed properties on behalf of large Bay Area non-profits including the San Francisco Museum of Modern Art (SF MOMA) with the development of their parking garage and sculpture garden adjacent to the museum. PUDC was recently awarded the opportunity to work with SF State University to develop a 550-bed mixed-use student housing project on SFSU's campus.

Habitat for Humanity of Greater San Francisco provides local families with a springboard to secure, stable futures through affordable homeownership, financial literacy and neighborhood revitalization. Habitat has provided homeownership opportunities for over 200 local families, and most recently has completed construction on a mixed-income development of 28 single-family homes in the Ocean View neighborhood of San Francisco.



PROMONTORY PARK AT HUNTER'S VIEW
BAYVIEW-HUNTER'S POINT
GLS

DESIGN TEAM

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 Pollack (VMWP) has extensive San Francisco master plan experience, including the Schlage Lock Site Maser Plan, Rebuild Potrero and Sunnysdale master plans, and the Kirkham Project. **PYATOK Architects** designed the adjacent Avalon Ocean Avenue development, having worked closely with the Ingleside and Westwood Park neighbors alongside AvalonBay. **GLS Landscape Architects**, led by Gary Strang, has worked with both VMWP and PYATOK, creating

strong streetscapes, parks and other open spaces which bring communities together.

Our team also includes nationally recognized specialists: **BKF Civil Engineers** has lead many community plans focusing on sustainable infrastructure including the adjacent CCSF Multi-Use Building. **Hyphae Design** will bring an ecologically-inspired focus on infrastructure strategies for the new neighborhood. **Dan Burden**, a recognized authority on walkability, will guide our pedestrian and bicycle strategy. **Fehr and Peers** will consult on traffic and circulation issues.

ROLE

AvalonBay is the sole Developer. AvalonBay also served as General Contractor, and is the sole Owner and Manager of the property.

DESIGN TEAM

PYATOK Architects

PROJECT STATUS

Completed in 2012

TIMELINE

2005	AvalonBay enters into contract to purchase land
2006 – 2009	Community Outreach and Entitlement Processing
2009	Balboa Park Station Area Plan adopted
2009	EIR and Entitlement Approval
2010	Construction Start
2012	Construction Completion



REPRESENTATIVE PROJECT

AVALON OCEAN AVE, SAN FRANCISCO, CA

The Avalon Ocean Avenue mixed-use project fulfilled the community vision of a full-service grocery and community gathering place immediately adjacent to City College. Bordering Westwood Park neighborhood to the north and the Ingleside Neighborhood to the south, this site at the top of Ocean Avenue was identified in the Balboa Park Station Area Plan as the linchpin in the revitalization of upper Ocean Avenue. It is also perfectly positioned to serve as a primary gateway to the new Balboa Reservoir community.

PROJECT SUMMARY

As the first major project approved under the new Plan, Avalon Ocean Avenue transformed a former parking lot and auto parts store into two new wood-frame buildings over a parking and retail podium. These buildings include 173 new apartments, 15% of which are permanently affordable on-site BMR's at 55% AMI. The building also includes extensive street-facing retail space, including a 26,000sf Whole Foods Market. Apartment features include fully equipped gourmet kitchens, modern designs, walk-in closets and washers and dryers in every home. The community also features dedicated underground parking, a 24-hour fitness center, courtyards with barbeques and WiFi access.

PROJECT FINANCING

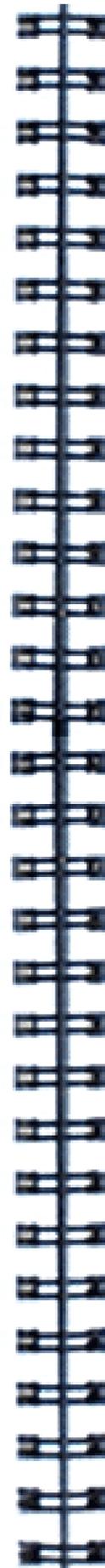
The \$59M development cost was fully funded using capital from AvalonBay's balance sheet.

PUBLIC SECTOR ROLE

The project included close

coordination with SFMTA and other city agencies, and a complex multi-party design process to re-design and re-build Lee Avenue. This new layout allowed for a re-configuration of the Phelan Loop bus terminal, and created space for a new affordable housing project and the new Unity Plaza just to the east of our project. Lee Avenue serves as a secondary access to this adjacent building, and also provides loading access to Whole Foods and egress from the store's public garage.

This project also included close collaboration with the San Francisco Planning Department to develop a design that sets a new standard for the inclusion of a full service grocery store in the mixed use development. The program includes a new urban plaza at Brighton Avenue that will provide a focal point for a grocery, café and other street front retail space. 173 new rental units including studio, one and two bedroom units are organized around



two central courtyards which provide outdoor space sheltered from the prevailing winds.

COMMUNITY ENGAGEMENT

PYATOK and the AvalonBay team led multiple meetings with Westwood Park and Ingleside community groups, as well as with local business owners of the Ocean Avenue Collaborative, to craft a design and transform this underutilized site. 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.

CHALLENGES FACED AND SOLUTIONS ACHIEVED

The most daunting challenge faced at the outset of this development was the simple fact of a major investment in an area where it had not occurred before. However, AvalonBay's in-depth market research, combined with our understanding and faith in the transformative power of transit-oriented development, and the City's Area Plan in particular, gave us the confidence to make this \$59M investment. The results were a great success, both for AvalonBay and for the community and City, with a healthy economic return and a reinvigoration of the street life along this key San Francisco commercial corridor.



ROLE

BRIDGE is the sole Master Developer

PROJECT STATUS

In Construction

DESIGN TEAM

Van Meter Williams Pollack

GLS Landscape Architects

Fehr and Peers

TIMELINE

2008	BRIDGE selected
2008 - Ongoing	Community Building Initiative
2008 - 10	Community Vision & Design
2010	Final Master Plan
2010 - 15	EIR and Land Use Approval
2013 - 14	PARADISE Plan (Program and Service Delivery Plan)
2016 - 17	Construction commences



REPRESENTATIVE PROJECT

REBUILD POTRERO, SAN FRANCISCO, CA

Rebuild Potrero is grounded in the City of San Francisco's HOPE SF initiative, which seeks to transform four of San Francisco's most distressed public housing sites into vibrant, thriving communities through holistic revitalization. BRIDGE worked with a diverse, broad-based task force that included residents, neighbors, and business owners to develop a set of principles that guide the development.

PROJECT SUMMARY

"Rebuild Potrero" is a comprehensive revitalization effort to completely rebuild 619 units of distressed public housing, create another 1,000 new homes, and add community facilities, retail, open space, and neighborhood programs. Potrero Terrace and Annex consists of about 60 buildings over 38 acres built on benches cut out of the steep slope of Potrero Hill. Rebuild Potrero will be constructed in phases and current residents will be relocated within the property to the greatest extent possible to allow demolition and rebuilding of the site a portion at a time. The project reestablish the street grid and increase connectivity to the neighborhood, and will be built to Leadership in Energy and Environmental Design for Neighborhood Development (LEEDND) standards. When complete, Rebuild Potrero will transform the Potrero Terrace and Annex public housing sites into a diverse, integrated new neighborhood; connect the South slope of Potrero Hill into the greater Potrero Hill and San Francisco community; and improve social outcomes for public housing families.

Through an extensive community master planning and design process, a Rebuild Potrero Master Plan was completed in 2010 that meets the vision established by the community and accomplishes the following goals:

- Rationalize the street grid and create more connections that will bind the neighborhood together.
- Economically integrate the neighborhood.
- Generate economic opportunities for public housing residents.
- Create a new main street hub and heart of the community with opportunities for informal interaction between neighbors.

PROJECT FINANCING

The Potrero rebuild will be funded through a combination of public and private sources. The sale of parcels to developers for market rate housing is a key source, but in order to avoid displacement of current residents, the Phasing Plan requires that market development occur in future phases. The City of San Francisco is bridging this financing by funding necessary infrastructure up front. Funding support includes: public subsidies from the City and County of San Francisco; tax credit equity; state funding, including Affordable Housing

and Sustainable Communities (AHSC) funding; Section 8 vouchers; proceeds from the sale of market rate parcels; private debt.

PUBLIC SECTOR ROLE

The entitlement for the site is a 25 year Development Agreement (DA) between BRIDGE Housing, the City and County of San Francisco, and the San Francisco Housing Authority. In exchange for the right to develop, we commit to the provision of public benefits and infrastructure improvements in the form of new affordable housing, community serving spaces, publicly accessible open space, and new streets, sidewalks and utilities.

POTRERO COMMUNITY ENGAGEMENT

The defining and most essential element Rebuild Potrero is a Community Building Initiative to ensure ongoing resident involvement in all aspects of the change process. The Rebuild Potrero Community Building Initiative has been underway since 2009 with the goal of building the capacity of residents to improve their quality of life and effect positive change in their community. The success of the development plan depended on buy-in from the existing residents and their neighbors on the Hill, and would not have been possible without this sustained community engagement effort.

These activities include:

- Healthy Living Program: Walking club, Zumba class, healthy cooking, meditation, and sober living support group.
- Garden Program: Two community gardens with family garden workdays twice a week, an



apprentice jobs program, monthly children workdays, and adult gardening classes.

- Healthy Generations Project: Peer-to-peer program focused on the developmental health of children ages 0-5 by providing parent workshops, parent/child activities, and daily "walking school buses."
- Community Building Group: Residents, community members, and Potrero stakeholders come together to share a meal, celebrate community building successes, and provide input into the Rebuild Potrero Transformation Plan.
- Unite Potrero Community-Wide Events: Several times a year, community wide events are held to bring the diverse communities of Potrero together for shared positive experience and to build a sense of understanding and social cohesion.

CHALLENGES FACED AND SOLUTIONS ACHIEVED

The project has experienced the challenge of maintaining community buy-in for a project that had an extended predevelopment period. BRIDGE was selected as the Master Developer in 2008, which coincided with a downturn in the economy. Much of the work we've done over the last years, in addition to the planning and design, has been to develop and implement a robust community engagement practice that we call Trauma-Informed Community Building (TICB). This model has allowed us to build and maintain trust with the community of residents, keep residents engaged in the development process, and ensure community input and participation is maximized and benefits the building that will follow.

ROLE

AvalonBay is the Master Developer, and the developer of the residential parcels. AvalonBay also served as General Contractor for the residential parcels, and is the sole Owner and Manager of the property.

PROJECT STATUS

Residential Phase I was completed in 2010, Phase II will begin construction in 2017. The office parcel is currently being marketed to potential end-user tenants.

TIMELINE

2005	AvalonBay enters into DDA with County and BART
2006	Garage Construction Start
2008	Garage Addition Completed, Phase I Construction Start
2010	Phase I Mixed-Use Buildings Completed
2014	Phase II Residential Design Review Approval
2017	Phase II Construction Start
2018	Potential Office Construction Start



REPRESENTATIVE PROJECT

AVALON WALNUT CREEK, WALNUT CREEK, CA

Avalon Walnut Creek is a Public-Private Partnership surrounding the Pleasant Hill BART Station, and is the result of a decade-long collaboration between Contra Costa County, BART, and AvalonBay. What was once a parking lot is now a thriving community, home to hundreds of new residents and a collection of successful small businesses.

Built on the site of a former BART parking lot, the project began with the intricate construction of a 1551-space, seven story addition to an existing BART garage. AvalonBay meshed these two large concrete structures together, while ensuring uninterrupted access and operation of the adjacent BART station. This new garage provided additional parking capacity for BART passengers at this key East Bay commuter hub, and also opened up surface lots to vertical development.

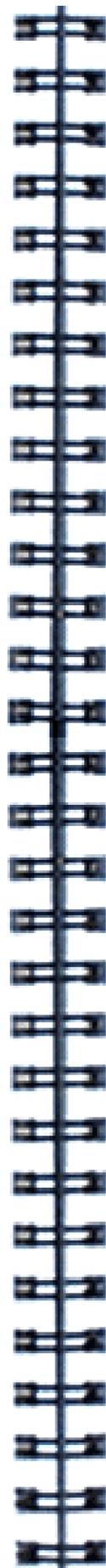
Phase I of the project included two LEED Certified mixed-use residential buildings featuring 418 apartments and 35,000sf of small-scale neighborhood retail space. The retail space is oriented jointly toward automobile traffic on the street and pedestrian traffic coming in and out of the BART station, and over the past five years it has fulfilled the County’s vision of a full-service community at this key station location with offerings such as Parada, from Michelin-starred restaurateur Carlos Altamirano, a Starbucks, and other neighborhood-serving uses like a salon and a ballet studio.

The Phase I residential project is made up of two wood-frame buildings atop concrete podiums, with apartments and townhomes that are 80% market-rate and 20% permanently affordable at 50% AMI.

Phase II of the residential project will add an additional 200 apartments, and is scheduled to break ground in 2017. The development of the office parcel has been on hold through the economic downturn of the late 2000’s, but the recent resurgence in the office market has renewed interest in this space among developers and tenants interested in a new transit-oriented headquarters. This project could begin construction as early as 2018.

PROJECT FINANCING

The entire site is owned by a joint powers authority made up of Contra Costa County and BART, and is governed by a ground lease with AvalonBay and another private developer. The \$151M development cost for Phase I residential was funded using capital from AvalonBay’s balance sheet, along with Tax Exempt Bonds associated with the 20% affordable housing at the site. We anticipate that the Phase II residential



will be funded 100% by AvalonBay. The office development site has been negotiated and controlled by AvalonBay, but will ultimately be built and financed separately by a dedicated office developer.

PUBLIC SECTOR ROLE

AvalonBay entered into a DDA for the development of the area in 2005, and has worked closely and consistently with Contra Costa County and BART throughout the past decade as changing economic realities have pushed and pulled the development of the various parcels. Phase I was completed very efficiently, opening its doors in 2010, despite the economic downturn that shook the Bay Area real estate market in 2008 and 2009. BART and the County have remained closely involved in subsequent years, as Phase II plans have been developed and reviewed, and as office development interest has grown during the current cycle.

COMMUNITY ENGAGEMENT

From 1995 to 2005, the County had been planning for other potential functions at this location, such as an entertainment complex or office park. As a part of that process, extensive engagement had already occurred with the community around its priorities and desires for the site. When AvalonBay came on board and the focus of the site shifted to residential and office, we picked up this community engagement process and maintained some of the key elements of previous schemes that had satisfied community priorities, such as the extensive amount of neighborhood-



serving retail. At each stage in the subsequent process, AvalonBay worked alongside the County and BART to ensure broad consensus on the vision for this new neighborhood.

CHALLENGES FACED AND SOLUTIONS ACHIEVED

In 2005, when the DDA was negotiated and executed, the economic world in Contra Costa County was quite different than it would be a few years later. Despite the market slowdown, AvalonBay’s unique access to capital and long-term development perspective was able to ensure that Phase I residential, along with the highly desired 35,000sf of retail space, was able to move forward on schedule. Likewise, it has maintained a flexible and collaborative relationship with County and BART officials that has helped ensure the expedient development of Phase II and the office parcel ahead of other transit-oriented East Bay sites.



ROLE

BRIDGE is the Master Developer

DESIGN TEAM

Van Meter Williams Pollack
Fehr and Peers

STATUS

Affordable housing and BART garage complete. Market-rate parcels under construction.

TIMELINE

1993	MacArthur BART Citizen Planning Committee envisions transit village
2004	Award of RFP
2008	\$37.3 million State awarded in Prop 1C Infill, TOD and CalREUSE funds
2011	Phase I Final Development Plan approved: BART infrastructure
2011	Phase II Final Development Plan approved: 90 Affordable apartments
2014	Garage complete
2015	Affordable housing complete
2016	Approval for 383 market-rate apartments plus retail
2017	Construction of market-rate phases



REPRESENTATIVE PROJECT

MACARTHUR STATION, OAKLAND, CA

MacArthur Station is a joint project of BRIDGE and landowner BART to create a TOD community on an underutilized surface parking lot. The rebuilt station will reconnect the street grid, stitching the new development in to the urban fabric and increasing connectivity. MacArthur Station will create a vibrant transit-oriented community that enhances bicycle and pedestrian use, with increased access to the BART station and connecting transit lines.

PROJECT SUMMARY

- 7.76 total acres – Includes 6-acre BART parking lot + 5 adjacent parcels
- 20% affordability requirement
- 478-stall parking garage: 450 stalls for BART
- Extensive community outreach program
- Community benefits include additional streetscape upgrades
- True public/private partnership

COMPLETED TO DATE

GARAGE & INFRASTRUCTURE

- 478-stall parking garage with 5,000 sf of retail
- 12,000 cubic yards of soil moved to create two new public streets with 2 new controlled intersections
- Expanded and improved shuttle pick-up and drop-off zone
- Environmental remediation complete
- West MacArthur Blvd. streetscape improvements complete
- Parking Permit Program paid for and enforced in surrounding neighborhoods

MURAL APARTMENTS

- 90 affordable homes for families, providing a majority of the affordability for master plan
- Qualifying affordable incomes 30% to 50% of AMI

MACARTHUR STATION: FUTURE DEVELOPMENT

BART PLAZA

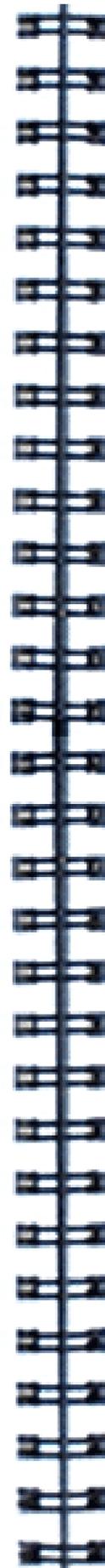
- Replacement of paving, new lighting, new security equipment, new seat walls and benches
- New, access-controlled bike station for 208 bikes

PARCELS A AND C1

- 383 rental units, with 12 affordable
- 20,000-30,000 sf of retail
- Commence construction in early 2017

PARCEL B

- Market rate, with small affordable percentage, to complete requirement for the overall project
- Ground-floor retail/commercial
- Commence construction in 2017



FINANCING

- Estimated Project Value: \$340,000,000
- Financing: Oakland Office of Neighborhood Investment, Bay Area Rapid Transit, CA Department of Housing and Community Development

PUBLIC SECTOR ROLE

The entitlement for the site consist of a Development Agreement and Owner Participation Agreement between developer and the City of Oakland. The Agreements provide BRIDGE with the development rights to the site in exchange for the provision of community benefits including new affordable housing, as well as the development of the site's infrastructure including streets, sidewalks and utilities.

COMMUNITY ENGAGEMENT STRATEGY AND OUTCOMES

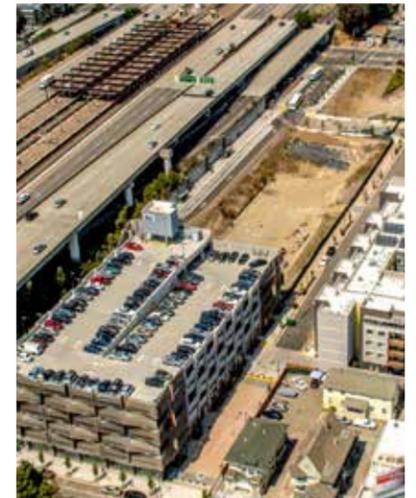
The MacArthur BART Citizen's Planning Committee (CPC) was created to assist the City and BART in the development of the MacArthur BART site. The CPC is made up of community members that live in the neighborhood surrounding the BART Station. Since being chosen in April 2004, MacArthur Transit Community Partners (MTCP) met regularly with the MacArthur BART CPC to discuss and receive comments on the development. The CPC and other neighborhood groups have played an important role in the evolution of the project. In addition,



MTCP also met with several neighborhood groups adjacent to the MacArthur BART station.

CHALLENGES FACED AND SOLUTIONS ACHIEVED

BRIDGE was chosen through an RFP process in 2004, when the site was considered a pioneering location that did not work financially. The City had committed early redevelopment funds to spark development at the site. BRIDGE obtaining a commitment of \$37 million from the State of California through Proposition 1C funds was the keystone in making the project feasible. In 2008, the 675 unit development was approved by the Oakland City Council. During the Recession BRIDGE moved forward with the infrastructure and with Mural, the affordable project, as the first vertical development in order to set the stage for future development of the site.



REPRESENTATIVE PROJECT

VALENCIA GARDENS, SAN FRANCISCO, CA

The original Valencia Gardens was built in 1943 under the US Housing Authority and was sponsored by the San Francisco Housing Authority. This was the fourth housing project developed by the SFHA. Renowned Bay Area architects William Wurster and Harry Thomsen received the commission for Valencia Gardens in 1939 and construction was completed in 1943. The landscape architect was Thomas Church, and Beniamino Bufano designed the eight animal sculptures that were installed at the site in 1944.

ROLE
Mission Housing Development Corporation is the sole Master Developer

DESIGN TEAM
Van Meter Williams Pollack

STATUS
Completed in 2006

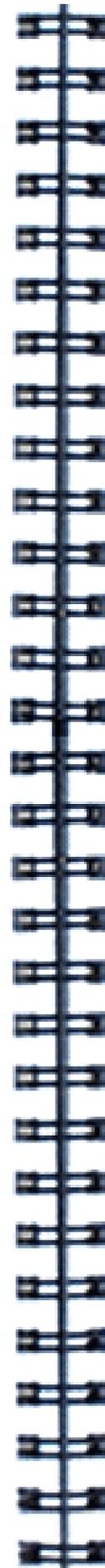


NEED FOR DEMOLITION AND NEW CONSTRUCTION

Valencia Gardens, like many other public housing developments, suffered from many physical problems directly related to its age, including deteriorated or obsolete sewage, plumbing and electrical systems, dysfunctional unit designs,

deteriorated landscaping, lack of usable community facilities, rodent infestation, and inoperable fire ladders. In addition, the original design was problematic for site security and did provide defensible, safe space. A new design providing individual “ownership” of each home’s space and a non-institutional setting similar to the rest of the neighborhood’s housing stock was needed.

The Valencia Gardens HOPE VI Revitalization included the demolition of 246 units and the reconstruction of 260 units of affordable housing and community spaces on a five-acre site located between Valencia, Guerrero, 14th and 15th Streets in San Francisco’s Mission District. Demolition began in November 2003. The project was approved in 2004, with construction beginning in November 2004 and completed in October 2006. The development provides 260 new 1, 2, 3 and 4 bedroom units, comprised



of 218 family flats and townhouse apartments, and 42 apartments for seniors. All family units have individual front doors facing the street and either secure backyards or upper rear decks. The first occupancy took place in June 2006.

The development includes the construction of a community center with property management offices, tenant association offices, and a multipurpose room. A learning center with after-school programs for youth and a day care center for pre-school age children, located in the building fronting on Valencia Street, have also been included in the development. The Bufano statues, generously cared for at the Randall Museum over 2 years, were returned to Valencia Gardens.

RESIDENT SERVICE PROGRAM

Residents of Valencia Gardens have access to programs and services that not only meet their specific needs, but encourage independence and growth. Valencia Gardens features different levels of support, depending on the service needs of the individual family. Service provision and coordination is a cooperative effort between MHDC, SFHA, and other community-based services providers who have partnered with MHDC. The supportive service model being utilized at Valencia Gardens focuses on stabilizing and empowering low income and working class families to be active agents of change within their own lives and their community, and some programs are available to members of the larger community.



COMMUNITY DESIGN PROCESS/TASK FORCE MEETINGS

Valencia Gardens residents and the community surrounding the Valencia Gardens site, including neighborhood businesses, service providers, and residents, participated in design workshops and task force meetings held on-site to gain neighborhood members’ perspectives on the new design and to update them on the development’s progress.

FINANCING

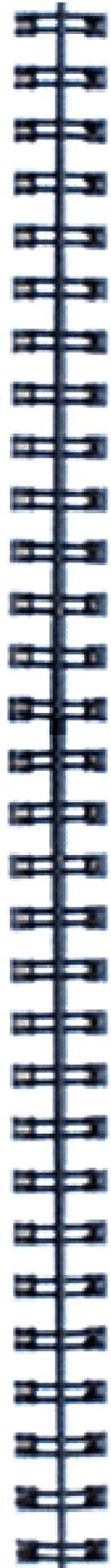
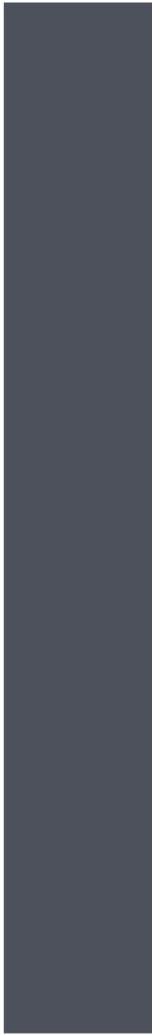
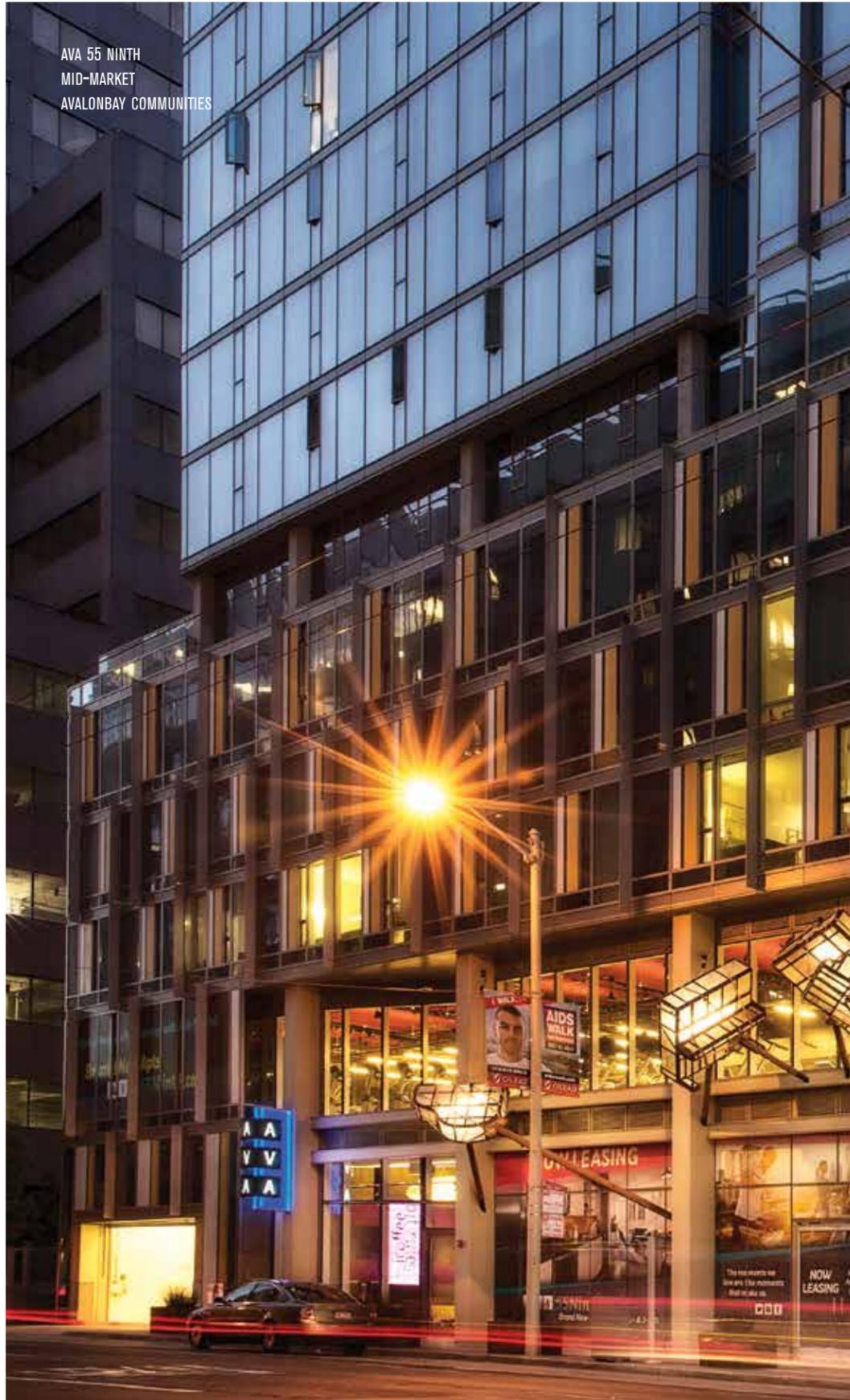
The project was redeveloped as part of the HOPE VI Program through the San Francisco Housing Authority, and also used tax credits and tax-exempt bonds.

CHALLENGES FACED AND SOLUTIONS ACHIEVED

After Valencia Gardens was renovated in 2007, the Complex

experienced some challenges with pre-existing criminal activities and safety issues surrounding the site. Mission Housing’s Valencia Gardens Resident Services team engaged with the onsite residents, surrounding neighbors & community groups and SF SAFE (San Francisco Safety Awareness for Everyone) to establish relationships and coordinate educational engagement throughout the community. The team also reached out to the Mission Police Station to collaborate, and held monthly onsite meetings to discuss potential activities in the area. This effort established productive channels of communications with Valencia Gardens’ tenants as well as the surrounding neighborhood associations, ensuring collaborative long term solutions were achieved.

AVA 55 NINTH
MID-MARKET
AVALONBAY COMMUNITIES



ADDENDA

Nathan Hong

AvalonBay

Senior Vice President – Development, Northern California

Mr. Hong has 30 years of experience in all aspects of Real Estate Development and Construction Management. As Senior Vice President at AvalonBay, Mr. Hong is responsible for overseeing and managing new and existing business including the acquisition and development of all major projects in the Northern California region. Mr. Hong has also managed all phases of developments from site acquisition, entitlements, financing, design, through construction and operations, and was responsible for the development of approximately 3,000,000sf of mixed use residential, and retail developments, including 2,500 apartments over a dozen developments in San Francisco and Northern California.

Prior to AvalonBay, Mr. Hong was a Managing Director for Oliver McMillan, a Real Estate Developer and Owner, and involved in acquisitions, developments, and dispositions in Northern and Southern California, the Pacific Northwest and Hawaii. Mr. Hong also served as the Chief Development Officer (CDO) for the Cosmopolitan of Las Vegas, where he was responsible for the management and completion of the \$3.9 Billion, 6,600,000sf resort and casino. In previous roles, Mr. Hong was a Senior Development Officer for the Continuum Company, a Real Estate Investment and Development company based in New York, and was a Project Engineer with O’Brien Kreitzberg in San Francisco.

Mr. Hong received an Associate of Science from City College of San Francisco, a Bachelor of Science in Civil Engineering from the University of California, Berkeley, and a Master of Business Administration from the Wharton School at the University of Pennsylvania.

Brad Wiblin

BRIDGE

Senior Vice President

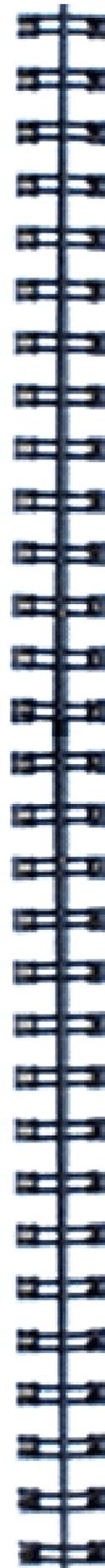
Mr. Wiblin joined BRIDGE in 1994 and has completed the development of over 2,500 units of affordable and market-rate housing in San Jose, Irvine, Carlsbad, San Marcos and San Diego. In 1998 he opened BRIDGE’s San Diego office, establishing a solid foundation for BRIDGE’s expanded presence in Southern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

Joe Kirchofer

AvalonBay

Vice President – Development, Northern California

Mr. Kirchofer manages all phases of the acquisition and development of complex multifamily and mixed-use developments, including design, entitlement, permitting, construction oversight and leasing. At AvalonBay, Mr. Kirchofer has managed the development of over 750 units in San Francisco, including AVA 55 Ninth in the Mid-Market neighborhood, Avalon Hayes Valley, and Avalon Dogpatch, which is currently under construction. Prior to joining AvalonBay, Mr. Kirchofer led complex mixed-use development projects for one of the nation’s premier affordable housing developers, MidPen Housing. He was fully responsible for all aspects of development and financing, and personally oversaw the development of over 350 units in multiple projects around the Bay Area. Mr. Kirchofer is on the Executive Committee of the San Francisco Housing Action Coalition and is a member of the SPUR Housing Policy Board. Mr. Kirchofer is a graduate of Stanford University.



Kevin Griffith

BRIDGE

Director of Business Development

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



Sam Moss

Mission Housing

Executive Director

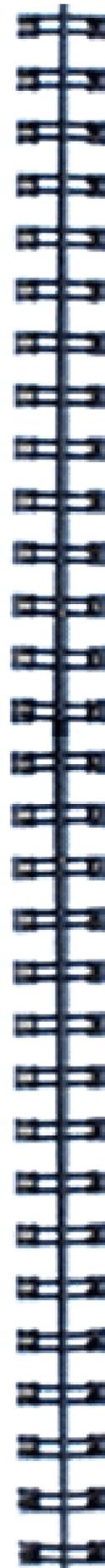
Mr. Moss has served as Mission Housing Development Corporation's Executive Director since September 2013. Mr. Moss has worked in real estate for 11 years, with a focus in real estate development and asset management from both a nonprofit & for-profit perspective. He joined Mission Housing in early 2012; initially serving as MHDC's asset manager and eventually as Director of Asset Management, overseeing its 35 building portfolio. Prior to joining MHDC Sam worked for WhiteStar Advisors, where he directed real estate investment ownership entities on behalf of union pension funds, the majority of which were building trades' unions, throughout the western United States. During his tenure at Mission Housing, Mr. Moss has focused on crafting working policies that earn MHDC the resources required to provide sustainable economic & real estate developments while maintaining an equitable balance of housing programs, the majority of which are supported through MHDC's own portfolio operations rather than public funds. Mr. Moss holds a B.A. in Political Science, Education & Public Policy from Bucknell University, and was recently appointed to the City Wide Energy Efficiency Coordinating Committee by the San Francisco Board of Supervisors.

Joel I. Roos

Pacific Union Development Company
Principal, Vice President of Development

Mr. Roos joined Pacific Union Development Company in 1993 as Vice President of Development. Mr. Roos is responsible for generating new development opportunities as well as managing the day-to-day development of the company's projects. Mr. Roos specializes in complex, large-scale, mixed-use urban infill projects. He is the project director of the proposed 550-bed student housing facility to be developed on SF State University's campus. He has been the Project Director on the Maxwell Garage and Sports Field development at UC Berkeley, the Owner's Representative for the San Francisco Jewish Home for the Aged's \$120 million expansion, and has managed the EIR and entitlements for the SF Museum of Modern Art expansion project. Mr. Roos is currently managing a new \$55 million assisted living and memory care facility structure which is scheduled to break ground in April 2016 and is also managing the master plan and entitlement effort for a 10-acre health care focused campus in Burlingame, CA.

Within the last several years, Mr. Roos completed a garage structure for University of California San Francisco under a P-3 arrangement with UCSF and the Board of Regents. He also completed the development of the Acacia Creek Continuing Care Retirement Community project in Union City, Ca, a multi-structure 450,000 square foot development on a 10-acre campus, as well as the development of the Phases I, II and III of the San Francisco Friends School. Mr. Roos also managed the entitlements for Lick-Wilmerding High School's proposed renovation project.



Maureen Sedonaen

Habitat
Chief Executive Officer

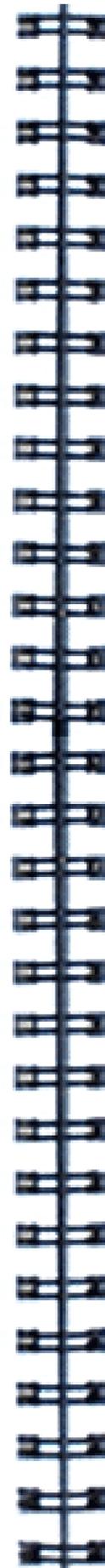
Maureen Sedonaen has 30 years of leadership experience in the public and nonprofit sector. Prior to Habitat, Sedonaen was a consultant for various social impact nonprofits, government initiatives, and other businesses. Previously, Sedonaen was the President and CEO of Goodwill San Francisco, overseeing all administrative, policy and fiduciary functions of the social enterprise. Before joining Goodwill San Francisco, Sedonaen worked for Revolution Foods as Regional Vice President, overseeing business development and operations. Sedonaen also founded and served as President and CEO for The Youth Leadership Institute for 20 years. Sedonaen was named one of San Francisco Business Times, "Most Influential Women in Bay Area Business" in 2015. Sedonaen has an MBA in Strategic Leadership from Dominican University where she is an adjunct professor.

Marcia Contreras

Mission Housing

Director of Operations & Resident Services

Since joining MHDC in 2009, Mrs. Contreras has assumed the responsibilities in various departments including: Asset Management, Resident Services and Operations. As the Director of Operations, Ms. Contreras has spearheaded and solidified interdepartmental collaborations for projects in addition to overseeing the overall operations at MHDC. These projects include: rehabilitation of residential buildings at various sites, engaging the community during the outreach process throughout all phases until project completion, as well as the relocation of residents. Mrs. Contreras also manages the Resident Services department and oversees 15 buildings sites with over 2,100 residents. In past 4 years as the Director of Resident Services, Mrs. Contreras has been able to continue the growth and solidification of the department through the assembly of a strong communal team. Furthermore, she has expanded MHDC's relationships with Community Based Organizations and also sits with the Calle24/Latino Cultural District Council to show solidarity with community-based leaders. Mrs. Contreras has held her California Real Estate License for 12 years with a Certification in California Real Estate. Mrs. Contreras also holds a degree in Accounting as well as a Certificate in Organizational Behavior and Management.



Scott Falcone

Mission Housing/Falcone Development Services

Development Consultant

As a resident of District 11 dedicated to improving the neighborhood, Mr. Falcone has contributed to several specific neighborhood improvement projects. For seven years, he regularly participated in the Balboa Park Station Area Plan process, consulting with neighbors during active workshops and outside of formal meetings, and was one of the first members nominated to sit on the Balboa Park Station Area Plan Community Advisory Committee (CAC), formally convened in 2012. Mr. Falcone continues to be an active community member and maintains relationships with his neighbors, neighborhood merchants, and members of several community-based organizations in the area including the New Mission Terrace Association, the Excelsior Action Group, Communities Uniting for Health and Justice, Geneva-Excelsior Lions Club, and the Ocean Avenue Revitalization Collaborative.

In his formal roles as project manager and director of development at Citizen's Housing Corporation, Mr. Falcone was involved in the development and community approval of several affordable housing projects including Mosaica Family and Senior Apartments, 990 Polk Senior Apartments, and Folsom+Dore Apartments.