

INDUSTRIAL

PROPOSAL FOR THE  
REHABILITATION *and* ADAPTIVE REUSE OF

THE HENRY J. KAISER  
CONVENTION CENTER



One Lake Merritt

Submitted to the City of Oakland  
November 12, 2014



**PROPOSAL FOR THE REHABILITATION *and*  
ADAPTIVE REUSE OF  
THE HENRY J. KAISER CONVENTION CENTER**

**Submitted to the City of Oakland  
November 12, 2014**



November 12, 2014

Dear Oakland,

We love you. There, we said it. Feels much better to just come right out with it before we say anything else. We love you for so many reasons - you're diverse, passionate and creative - you make us feel special. You make the Bay Area feel special. You stand for equality and opportunity while the world around us seems to simply stand by as equality and opportunity pass by. We'd do anything to be with you. So we're giving you our heart, our imagination, and our soul. Please meet One Lake Merritt.

Over the last two years, Creative Development Partners has fallen even more deeply in love with Oakland in assembling One Lake Merritt. We have learned a great deal, through the engagement of so many segments of the community, how we can build what Oakland needs, wants and deserves. But ultimately, we are proposing One Lake Merritt because we are an Oakland team. We are the team, the investors, and the deep relationships with the community, institutions and organizations, to work with the City to transform the Henry J. Kaiser Convention Center into a project that creates opportunities for all, propels the economy, and lifts up our identity. We will create a place so dynamic, engaging and inspiring that the misinterpreted quote from Gertrude Stein, "no there there" will no longer be true, that you CAN go home again, and that Oakland is the right place at the right time.

One Lake Merritt is uniquely, creatively and decidedly about hope and opportunity. It builds on a burgeoning economic renaissance of Oakland to make sure that there is opportunity for all.

One Lake Merritt provides hope by creating opportunities for: not just jobs, but career advancement; not just a renovated HKC Center, but a renewal of diverse cultural and creative expression; not just a green building but sustainability integrated into the buildings, operations and jobs; and not just another hotel but a one-of-a-kind project that turns the district around the southern end of Lake Merritt into a premier cultural and tourist destination.

One Lake Merritt generates new tax dollars to maintain the beautifully-renovated Lake Merritt and its parks. It sustains an arts-based revitalization through direct support to the Oakland Museum of California, Oakland-based performing arts organizations who will be in residence at the HKC Center, and artists and makers who will be hired and/or contracted to provide goods and services.

One Lake Merritt engages, through direct partnerships based on mutual financial and career ladder performance obligations, every level of educational agency to create a direct and effective pathway to good jobs and careers for folks who need jobs the most. From OUSD and their Linked Learning Program, to Laney College, Merritt College and the Peralta Community College District (the core of the hospitality and other career ladder programs), to the four-year hospitality degree granting programs at CSU-EB, SFSU, and USF, to the State Community College Chancellor's priority industry focus on hospitality, One Lake Merritt will generate 1,700 jobs, training and career ladder opportunities for 1,000 more annually. There is no other combined hotel+hotel training school and event center like One Lake Merritt anywhere in the country; it will make Oakland the epicenter for the hospitality training in the region, placing people with great skills and experiences in the best jobs in the region.

Creative Development Partners and our team has expertise in complex projects including historic rehabilitation, tax credit financing, and high rise new construction in Oakland; we have committed access to capital and the financial resources to match our ambition; as a firm and a team, we are dedicated to Community Benefits by Design, a proactive approach to real estate development that achieve more, better and deeper community benefits than any community benefits agreement; we believe in and will build the most deeply sustainable project that is possible, and we have the talent to create a signature green building.

Thank you for loving and believing in Oakland so deeply. In an economy which threatens to swamp many boats and lift up only few, One Lake Merritt is a vessel for Oakland that can carry us all. It will be an icon. We hope to build it with you.

Sincerely,



Jeremy Liu  
Managing Partner



# TABLE OF CONTENTS

1. **One Lake Merritt**
2. **Plans and Illustrations**
3. **Team**
4. **Financials**
5. **1LM Detail**
6. **Letters of Support**

**Appendix A. Team Credentials**

**Appendix B. Supplemental Schedules**

“ Auditorium of the *City of Oakland*  
dedicated by the citizens to the  
intellectual and industrial progress of  
the people ANNO DOMINI MCMXIV. ”

– 1914

# 1. ONE LAKE MERRITT

## 1.1. Introduction

One century after it originally opened its doors, the Henry J. Kaiser Convention Center (HJK Center) is beautifully positioned to participate in the burgeoning economic renaissance of Oakland. As the cornerstone of the One Lake Merritt (1LM) project, however, the HJK Center will not just be a successful event center. It will be a thriving catalyst for meaningful, measurable, and long-lasting progress for the citizens and the City of Oakland. This proposal is carefully crafted based on decades of deep first-hand knowledge of Oakland and personal expertise in innovative community/real estate development to:

- Build a sustainable community, not just a successful real estate project. As part of the Oakland community our endgame is not merely to hit specific targets at build out. At CDP, we embrace Community Benefit by Design™, building in a range of positive social impacts as the primary goal, not as a byproduct, afterthought, or through coercion.
- Restore the HJK Center to its former glory and ensure access and inclusion. CDP will steward social, environmental, and financial sustainability through thoughtful design and deep engagement of both new and existing partners in the arts, culture, sports, entertainment and industry.
- Protect and leverage the City's recent \$150M investment in Lake Merritt,

**Oakland has been consistently ranked as one of the top 10 cities to visit, live and do business in**

- Dedicate this project to the citizens and City of Oakland by providing access to myriad experiences, exhibitions, performances, sports/civic events, and the like, and
- Generate four-dimensional returns through jobs and tax dollars that grow over time, enhanced by the best-in-class 1LM Works! career training program that engages K-12 through adults in opportunities to reimagine their careers.

### **What is 1LM?**

1LM is a landmark real estate project for the San Francisco Bay Area. It elegantly pairs the historic revitalization of the HJK Center with an adjacent 280-room arts-integrated green hotel, a collaborative partnership with an anchor cultural institution (Oakland Museum of California; OMCA), and a unique workforce-training program (1LM Works!) with Peralta Community College District's Laney and Merritt Colleges, with a feeder program through OUSD and articulation with nearby four-year universities. This pairing produces unprecedented community impact with a catalytic effect on Oakland's economy and for Oakland's residents.

1LM will generate approximately 1,700 jobs and at least 300 immersive learning opportunities annually. Every level of educational agency in Oakland will be engaged to create a direct and effective pathway to good jobs and careers for folks who need jobs the most—from OUSD and their Linked Learning Program, to Laney/Peralta, to the four-year hospitality programs at Cal State East Bay, the University of San Francisco, and San Francisco State University.

### **Why now?**

1LM's opening coincides with the rejuvenation of Oakland's downtown economy and the renaissance of Oakland's art, food, technology and tourism markets. Structural changes to the market point to a ripe opportunity for 1LM as a straight hotel opportunity, a hotel+convention center+museum, and as a hotel+school. Hotel market forecasts indicate the huge growing demand for hotel rooms in the Bay Area and Oakland with limited supply. In a September 2014 PKF report, Oakland was identified as one of the top four national markets with room for ADR and occupancy gains in the next five years (two of the others are San Francisco and San Jose). The continued expansion and concentration of employment centers in San Francisco and along the I-80 East Bay Corridor will further increase this demand.

Oakland has been consistently ranked as one of the top 10 cities to visit, live and do business in by the NY Times, Movoto, and National Venture Capital Association. The City of Oakland receives 2.75 million visitors per year and the City forecasts doubling jobs-housing growth in south Lake Merritt in the next 15 years

### **Why us?**

We have been a part of the Oakland community for more than 25 years. Our team has decades of successful experience in real estate development, entitlement processes, creative financing, and arts/cultural development. For this project, our team also includes one of Oakland's top architects; an historic architect well-respected by Oakland preservationists, a local contractor with commercial and historic preservation experience; a world renowned deep green engineering firm; and a leading advisory and planning firm specializing in convention, sport, and entertainment industries. CDP is well equipped to lead the team through design, development, and execution to ensure the total success of 1LM.

The sophistication and far-reaching vision of the 1LM concept has received significant interest. CDP has secured Letters of Intent/Agreements with developer partners, equity investors, premium select hotel brands and potential HJK Center operators including Harbinger, Starwood Hotels and Resorts, and Synergy. CDP has secured a commitment from the Peralta Community College District and two of their campuses, Merritt College and Laney College, to collaboratively administer 1LM Works! Additionally, CDP has worked alongside OMCA executives throughout the design process. Please see section Section 6: Letters of Support for more detail.

## **1.2. 1LM Deep Green Design Philosophy**

1LM will create a cutting-edge opportunity for visitors and residents to experience sustainability in Oakland. Guests will be entranced by the wall of gorgeous greenery filtering fresh air within the 1LM Hotel, but the space itself will simply feel wonderfully different. Air flow, light, and accommodation will be excellent. Families will enjoy fresh, local food as they dance and play in the new HJK Center lakefront plaza. Symphony-goers will arrive early to the artfully-restored Calvin Simmons Theater because the experience there—deep in history and ornate detail—will begin before the show even starts.

From green construction materials to the local food served in the restaurants, from onsite transportation opportunities to the efficient heating and cooling systems, from historic preservation to the community access program, 1LM will exude a vibrant, diverse, thoughtful, and grounded ethos throughout.

This is much more than a green real estate project. It's a destination, a learning center, a performance home, an art exhibit (in and of itself), a job creation hub, and a welcoming community. It's transformational. It peaks your curiosity. It fills you with pride and joy for south Lake Merritt, for Oakland, and it moves you to come back over and over again.

CDP's triple bottom line approach is good for the community, but it's also critical for good business. While the exceptional buildings, diverse programmatic offerings, and collection of key partners are remarkable, it is their combination that creates true sustainability at 1LM. This structure is the foundation for the HJK Center to flourish and ensure this community thrives well into the future.

### 1.3. The HJK Center Vision

CDP will redevelop and reignite the HJK Center by showcasing the rich diversity of Oakland's history. Beginning with the addition of a 4-star, arts-integrated hotel and drawing upon the primacy of Oakland as a world-class destination for business, the arts, and entertainment, the HJK Center will serve a unique role on the hospitality landscape and thrive in the mid-size venue market. With no comparable facility in the Bay Area, the HJK

Center will attract conferences, conventions and other meetings that currently bypass Oakland. The historic HJK Center will also host entertainment properties that are either too big for the Fox and Paramount Theaters, or too small for the Oracle Arena.

#### *Uses and Activities*

We intend to fully restore the HJK Center as a major hub of Oakland culture, society, business, and community by maintaining the original historic spaces and uses to the greatest extent possible (current square feet would equal historic dimensions).

The modern realization of the HJK Center's original intention could include uses and activities such as:

- **Within the arena:** The Arena has a long history of hosting sporting events, including basketball, boxing and a variety of amateur tournaments. An updated list of offerings will include a revival of similar activities such as Oakland city-wide and regional basketball Tournaments of Champions, combative sports from club boxing to mixed martial arts, semi-pro leagues and other amateur athletics. The goal of the sports program at the HJK Center is to attract families and regional audiences to the arena, which is well suited for crowds of spectators between 3,500 and 5,000.
- **Within the Calvin Simmons Theater:** The Calvin Simmons Theater will once again host a range of established and emerging cultural arts presenters, including resident arts companies and iconic Oakland cultural institutions. CDP's long and deep ties to the Oakland and Bay Area arts community has generated a real excitement among local arts groups (see Section 5.2 and 6 for supporting entities). CDP's ability to understand the needs of arts organizations and provide viable solutions to current challenges will elevate the arts in Oakland by establishing a world-class performing arts center. The Calvin Simmons Theater will also embrace the underserved cultural consumers not being sufficiently served by other venues in Oakland, including ethnic dance, music and performance, but also chamber,



choral and symphony music, jazz, blues and soul, and lectures, stage plays, and independent film. We are pleased to have Meyer Sound Laboratories on our team as they are intimately familiar with the HJK Center and Calvin Simmons Theater through several previous installations. The company will work closely with the CDP team in all areas of sound reinforcement and acoustic engineering to enable the best experience possible for users.

- **Within the ballrooms:** The ballrooms will host a range of events, exhibitions, and performances, including meeting use from 1LM Hotel, weddings, lectures, and product launches. Local arts groups have requested smaller, more intimate spaces for theater productions, poetry, choral and chamber music, and dance.
- **Within the lobby areas:** The lobbies will feature publicly accessible art and exhibition space, along with transient retail concessions and pop-ups.
- **Within the basement:** The basement will house production and meeting facilities including sound, media stage production. It has also been considered as a location for a regenerative power source, allowing “scale jumping” for 1LM.
- **On the lakefront plaza/multi-use parking lot:** The plaza will host concerts, festivals, private parties (such as OMCA or 1LM Hotel associated wedding space), and other events such as the proposed Interim Uses (Section 1.6.1).

### **Rehabilitation plan**

Our team will implement a sensitive and selective structural intervention to restore the Henry J. Kaiser Convention Center to its original use. Holmes Culley and Pankow will lead the geotechnical and structural team, in collaboration with Alan Dreyfuss, a historic preservation architect at WJE. Pankow and Holmes Culley have collaborated on a number of complex seismic renovation projects in the past to find the least intrusive solutions. Their wide knowledge of structural solutions and innovative materials will assist the design team in achieving seismic stability and historic preservation.

The central focus of our geotechnical and structural team during the initial phases of the renovation design will be a rigorous evaluation and testing program to give our team a deep understanding of the structure’s existing condition. We believe the existing structure has “good bones,” and intend to maximize and leverage its capacity to minimize the impact of any intervention to the historic fabric of the building. This begins with a comprehensive geotechnical investigation, material testing and investigation program, and a performance based seismic evaluation. Depending on the results of the investigations, we can use sophisticated non-linear time-history analyses to reduce the amount of intervention required.

We do not anticipate strengthening of the existing concrete walls or steel gravity system will be necessary, but will work closely with the City of Oakland and historic architect to develop sensitive strengthening or repair solutions should they be needed. We will explore the restoration of the historic skylight that once spanned the main arena, but was subsequently filled in, considering the use of a “smart glass” and photovoltaic system to replace it. If feasible, this may require strengthening of the roof diaphragm through additional concrete topping or supplemental steel reinforcement. Additionally, we will recommend initiating a building monitoring program to identify any potential settlement issues, and investigate foundation strengthening

options in collaboration with the geotechnical engineer.

WJE's role will include the conservation and restoration of the historic building envelope. We will restore the beauty and elegance of the original building while retrofitting it with new technologies that enhance comfort and reduce energy costs. New and rehabilitated lighting, windows, skylights, insulation, and HVAC technology will breathe new life into the building, making it easier and more responsive to use while preserving its historic look and feel.

### **Green design**

In pursuit of Net Zero energy consumption and LEED platinum certification, CDP is considering several regenerative concepts for the HJK Center. We are proposing to replace the original skylights in the arena, which are currently covered, with smart photovoltaic glass and place a heating and cooling plant for the entire facility, and if possible the 1LM hotel, in the basement, taking advantage of its underground temperate zone and cooling capacities. We are also pursuing system wide water recycling, balancing gray and potable water as appropriate. Examples of economical, sustainable designs that could be incorporated include manufactured wood products (stronger than sawn lumber), optimum framing, recycled materials, Structural Insulated Panels, and resilient design. Engineers at Holmes Culley have led the way in measuring and minimizing the environmental impact of seismic damage, and the advancement of resilient design measures. Engineers at Integral Group and Loisos + Ubbelohde are leading the cutting edge in green engineering design and installation. Combining the sciences of hazard loss estimation and life-cycle analysis, we can optimize the design and reduce the investment of natural resources over the life of the structure.

### **Community Access, Engagement and Inclusive Programming**

CDP is committed to local arts and community organizations. We will provide facilities access grants to allow all community groups to use the space, and the HJK Center will host several resident nonprofit arts organizations. Additionally, the facility will be operated as a non-exclusive house, creating an opportunity for the broadest range of music, performance, and other artistic genres.

### **Schedule and Approach to Securing Regulatory Approvals**

CDP is experienced in completing public projects in Oakland and throughout the Bay Area. Our team is sophisticated in moving projects to completion that often have multiple sources of public financing requiring historic and environmental reviews as well as strong community buy-in. Our schedule reflects a timely approval process with expected community input for planning entitlements, environmental and historic review and building permits. We recognize the complexity of 1LM will require significant public review, but we are also confident that our local roots and extensive pre-RFP groundwork will enhance the process.

<b>April 2015</b>	<b>Predevelopment start</b>
Spring - Fall 2015	Targeted Community Engagement; Historic and Environmental Review for Historic Tax Credits and CEQA determination; Schematic Drawings
Winter 2015 - Summer 2016	Master plan review and approval (with expected CEQA mitigated negative declaration); State Historic Preservation Office Approval; Design Development Drawings
Fall 2016 - Spring 2017	Construction Drawings; Building Permit Review
Fall 2017	Building Permit Approval (Phased for HJK Center and 1LM Hotel); Start construction

<b>April 2015</b>	<b>Predevelopment start</b>
Summer 2019	Complete HJK Center
Summer 2020	Complete 1LM Hotel
Winter 2019/2020	Occupancy

*Please see Section 5.2 for additional detail regarding the shared space arrangement throughout 1LM, management and maintenance, revenue generation, and a special broadcasting.*

## 1.4. Circulation

To revive the HJK Center as a hub of civic activity in Oakland we are planning a strong connectivity between the HJK Center (including the Calvin Simmons Theatre), OMCA, the proposed hotel, and Lake Merritt. We will craft flexible spaces that can serve more than one function and, through integrated design, sustainably link environmental, social, and physical systems.

Connecting the Calvin Simmons Theatre and the hotel, a plaza with flush curbs and bollards receives hotel guests while being flexible enough to serve as pedestrian plaza space for events of varied sizes. Similarly, the parking area at the site’s northern edge is envisioned as a flexible plaza space that accommodates vehicles but can be used for events when a large gathering space is needed. The parking area’s trees and subsurface will be used to filter hotel graywater, avoiding the need for potable water irrigation.

The 1LM Hotel will energize the site, serving as a draw for visitors. This will be maximized by creating connections to the Oakland Museum, potentially directly from the Museum’s garden level into the hotel itself. Views to the lake at the hotel’s northern edge provide a natural setting for outdoor dining, naturally energizing the adjacent corner of the Museum, which could then further develop outdoor exhibits, or potentially create an additional point of entry.

New public spaces will open out from the HJK Center, providing a “front porch” for the building and serving as a connecting node between Laney College, Lake Merritt, the Oakland Museum of Art, and the new 1LM Hotel. This space will flow seamlessly into the hotel, the lobby of which will serve as a public indoor space and an extension of both the HJK Center as well as the Museum. Enhancement of the 10th Street frontage will create an identifiable ‘district.’

As the first (and only) land use that an outsider can see and assess, retail often assumes an outsized importance in visitor perceptions and experience. Indeed, invigorating and broadening the now-limited tenant mix in the area surrounding the One Lake Merritt site will be critical to the performance of the overall development as well as its component parts.

We will create a retail strategy as part of One Lake Merritt, informed by the possible collaboration with the Oakland Museum store, and focused on the lakeside and Laney faces of the project, to create a compelling street level experience. For this reason, we have included MJB Consulting (MJB) on our team. MJB is an award-winning, Berkeley, CA and New York, NY-based consultancy that specializes in urban retail, with a unique approach geared towards actual implementation. Working in collaboration with project anchors as well as other nearby stakeholders (e.g. OMCA, Laney College, Chinatown organizations, etc.), the firm will be responsible for devising and executing a practical strategy for catalyzing district-wide retail revitalization.

## 1.5. 1LM Hotel

The 280-room 1LM Hotel will be nestled between OMCA and the HJK Center. The hotel's design will focus on sustainability while referencing the adjacent historic HJK Center. The 1LM Hotel is sited so as to not cast a shadow on the HJK Center. It also will not block the view of the northern façade from any point around Lake Merritt. The western façade is also fully visible from the entry-level plaza on 10th Street or OMCA.

The building will exemplify green building initiatives, exceed the City of Oakland's Green Building Code, and strive to meet LEED Platinum, Living Building Challenge, or similar standards. At a minimum, it will use solar energy to generate all of the power needed for the lighting systems, and it will feature passive solar heating and cooling, a central water system, and water and energy conserving appliances and fixtures. We are also proposing a beautiful exterior skin on the 1LM Hotel tower that heats, shades, and incorporates significant vertical landscaping, establishing the development as an important addition to the Oakland skyline.

The hotel itself is oriented to balance energy generation, daylight, ventilation, and views. Its exterior structural armature will integrate shading, solar panels, vegetation, and balconies. The interiors will be designed for natural ventilation so that supplemental cooling is not needed for thermal comfort. Almost 100 percent of the hotel spaces will have access to daylight, virtually eliminating the need for electric lighting during the day. Advanced lighting, heating, and appliance technology will ensure that this is a near Net Zero Energy facility.

The 1LM hotel features seamless connections to the HJK Center via open plazas and courtyards, and to the OMCA via a raised, walkway. The main entrance to the 1LM Hotel is via a shared 10th street plaza, nestled between OMCA and the west side of the HJK Center, that can also be activated for outdoor events. Museum-quality art will be displayed inside the hotel lobby and throughout the elevated walkway to the OMCA.

Additional key features of the 1LM Hotel include:

- \$190 ADR upscale hotel
- Meeting rooms and shared facilities with the HJK Center, Laney College, and OMCA
- The 1LM Works! career training program
- Lakefront location with Oakland and San Francisco harbor, bay, and city views.
- Lifestyle and concept amenities: pool, spa, restaurant and bar overlooking Lake Merritt.
- We are in detailed discussions with top-tier brands such as Starwood, Virgin Hotels, and Commune's Joie de Vivre (see section 6 for Letters of Support and the Confidential Financial Capacity for more detail).

## 1.6. Key Terms

### 1.6.1. Interim uses

Both CDP as an organization and 1LM as a concept are built upon community benefits by design. We have a long history of community-based work. We bring its values, relationships, and vision to the table. As noted by our attached letters of support from key community anchor institutions (Section 6), we are keen to link and leverage with existing activities at OMCA, Laney College, and other neighbors. Our interim use strategy will honor what currently exists, and fill in the gaps.

We believe there are seasonal opportunities for holiday pop-up retail, spring concerts, summer movies, street basketball and extreme sports activities--all themed around past historic events at the HJK Center. We believe a powerful interim use is to encourage community formative design, thereby providing educational opportunities for youth and young adults to help shape the physical plant, event programming and proposed

training program partnerships.

Additional interim uses may include film and media productions not requiring public assembly. Our film and media partners West Wind Artists, Oakland Film Society and BALANCE Edutainment are eager to help re-activate small- and medium-sized traditional and digital productions for television and web broadcast.

### **1.6.2. Community-based financing**

As noted by the letter of support from Cutting Edge Capital (Section 6), we are building a Direct Public Offering (DPO) concept into our financing strategy. Cutting Edge Capital is the leading Oakland-based and national player in community-based financing space, with the legal and financial expertise to structure a direct public offering (DPO) for a property development. As they have learned and expounded, such initiatives create community buzz and engagement that serves as a pre-marketing effort. We believe 1LM Works! is an excellent candidate for this financing in the 1LM project.

As a team with very deep community connections, we believe we can leverage the DPO process effectively with Cutting Edge, garnering community-based investors, both groups and individuals, to build sustainable grassroots, social media initiatives.

### **1.6.3. Public Input**

We visualize breaking out public participation into meaningful streams of information:

#### **Event, In-person Strategy**

Building off current events, and tapping into the seasonality of events, we will create energy in this area of Lake Merritt. QuestionBridge, recently utilized at OMCA, is a wonderful example of how an innovative transmedia project can be used in public spaces.

#### **Outreach, Target Population Strategy**

CDP is working with intention around community benefits. We have a strong determination to work with target populations in Oakland and the East Bay that are underserved and underrepresented. We believe that no other development team interested in this site and responding to the RFP has put this kind of deep effort into conversations and dialogue with the community college district, Oakland Unified, community based organizations, and neighbors.

#### **Social Media Strategy**

A variety of elements of the building, from public art to event programming, can be designed in competitive format with prizes and recognition--thereby jumpstarting careers of local residents. Even various facility design issues can be opened up as design challenges.

### **1.6.4. Onsite presence**

We will of course create a physical presence, along with security, on site during the course of pre-development. But as noted above, we believe the process of development can also be a process of community engagement. Our events will force the issue of maintaining the property well, being present often, and encouraging a positive presence at the site. Temporary lighting that will be both decorative and functional, bringing attention to the HJK Center, will be installed.

### **1.6.5. Required Investment**

1LM has secured significant interest from the capital markets as evidenced by the letters of support (Section

6 and Confidential Financial Material). Representing the varying benefits and audiences of 1LM, our financial partners are diverse as well.

### 1.6.6. Lease Terms

Lease terms will need to be negotiated. CDP's expectations for the ground lease, however, as detailed in our financial projects for One Lake Merritt, are typical, in our experience, for a public project such as this one. We assume the land lease between CDP and the City for the site will be \$1/year for up to 66 years, details to be defined in negotiation.

### 1.6.7. Community Benefits

#### *1LM Community Benefits Summary*

1LM is a destination, a center for learning and hospitality, a performance home, an art exhibit (in and of itself), a job creation hub (especially with the 1LM Works! career training program), and a rejuvenating and growing community. Its diverse benefits include:

#### Whole neighborhood revitalization

- **Insurance on the City's recent \$150 million investment by Invigorating Lake Merritt** as an arts, culture and environmental destination.
- **Propel the OMCA of California** by engaging in an active programmatic and operating partnership that will dramatically expand their audiences and presence in the neighborhood, on Lake Merritt, in the City and in the region.
- **A campus like setting for indoor/outdoor festivals, street fairs, exhibitions and performances**, through a facility sharing arrangement with Laney College and the OMCA.
- **Activate the adjacent Peralta Park** as an outdoor Maker playspace.

#### Job creation and Career training

- **More than 1,700 total jobs** will be created at 1LM.
- **The 1LM Works! Career Training Program** will yield more than 300 immersive learning jobs via a new pipeline of employees versed in best-in-class hospitality, creative arts, and other highly-skilled trades. The program will include the first deep green hospitality school in the United States, and the 13th joint hospitality school and hotel in the country.

#### New revenue streams

- **\$200 million economic throughput for local, small businesses.**
- **More than \$3 million in annual new tax revenue for the City of Oakland .**
- **Direct financial support for key arts and cultural entities** in Oakland by generating over \$1.5 million annually in Transient Occupancy Tax, which funds a portion of the City of Oakland Cultural Arts and Marketing Office, the OMCA, the Chabot Space & Science Center, the Oakland Zoo, and Visit Oakland. Additional support for the arts and other community benefits may come through a percentage of tickets, hotel rooms and concessions.

## Community access and expression

- **A home base for resident music and performing arts companies** to rehearse and perform in the Calvin Simmons Theater.
- **Foster diverse community expression** by maintaining a varied, inclusive and accessible format. Partnerships will include the neighboring institutions along with the full array of local arts groups. CDP will engage the underserved cultural consumers, recruiting traditional and ethnic arts and performance—sorely missing from other venues in the East Bay.
- **Operate creative co-working space and sound stages for artists, makers, film & media producers** to foster 365-day activity.

### *1LM Works!*

1LM Works! is an embedded workforce development and training program within 1LM. For this, we've entered into a programmatic partnership with the two Oakland campuses of the Peralta Community College District: Laney and Merritt, offering contextualized learning and employment opportunities in several high mobility career pathways including:

1. Hospitality and Culinary Arts
2. Facilities (Maintenance, Management, Environmental Control Technologies)
3. Creative Arts (Stage, Lighting, Sound and Media Production)
4. Administration of Justice (Hotel and Event Security, First Responders, Safety Ambassadors)
5. Landscaping and Horticulture (Groundskeeping, Sustainable Agriculture)

1LM Works! will provide close to 300 employment and contextual learning opportunities for over 500 participants in our workforce development programs. A significant portion of this training will target green collar jobs. All of the program participants will also receive additional career training in business and entrepreneurship. 1LM Works! will be coordinated with all of the local educational systems, and are developing a curriculum that is articulated with the three local four-year hospitality training institutions--Cal State East Bay, San Francisco State University and University of San Francisco--to provide baccalaureate level theory and management coursework.

The program is also aligned with Oakland Unified School District's Academy, Linked Learning and Career Pathway programs, creating a pipeline of students entering Laney and Merritt Colleges. CDP Principal Randolph Belle serves on the Hospitality, Tourism and Recreation Advisory Committee to ensure alignment and maximize access to resources for OUSD students. The Alameda County Office of Education and the California State Community College Chancellor's Office complete the full complement of hospitality focused educational systems supporting the 1LM Works!, the contextualized learning, and other employment opportunities.

## 2. PLANS AND ILLUSTRATIONS

# ONE LAKE MERRITT

*an iconic opportunity for the citizens and the City of Oakland*

**Keeping Lake Merritt Beautiful**

**\$4.9M+** New tax revenue annually

**\$200 mil** Local spending

**Boosting Oakland Pride & Reputation**

**Putting Oakland on the Map as the Regional Center for Hospitality Careers**

**Revival of the HJK Center for Oakland!**

**HJK Center + 1LM Hotel**

**STEM, Entry-level & Career Path jobs**

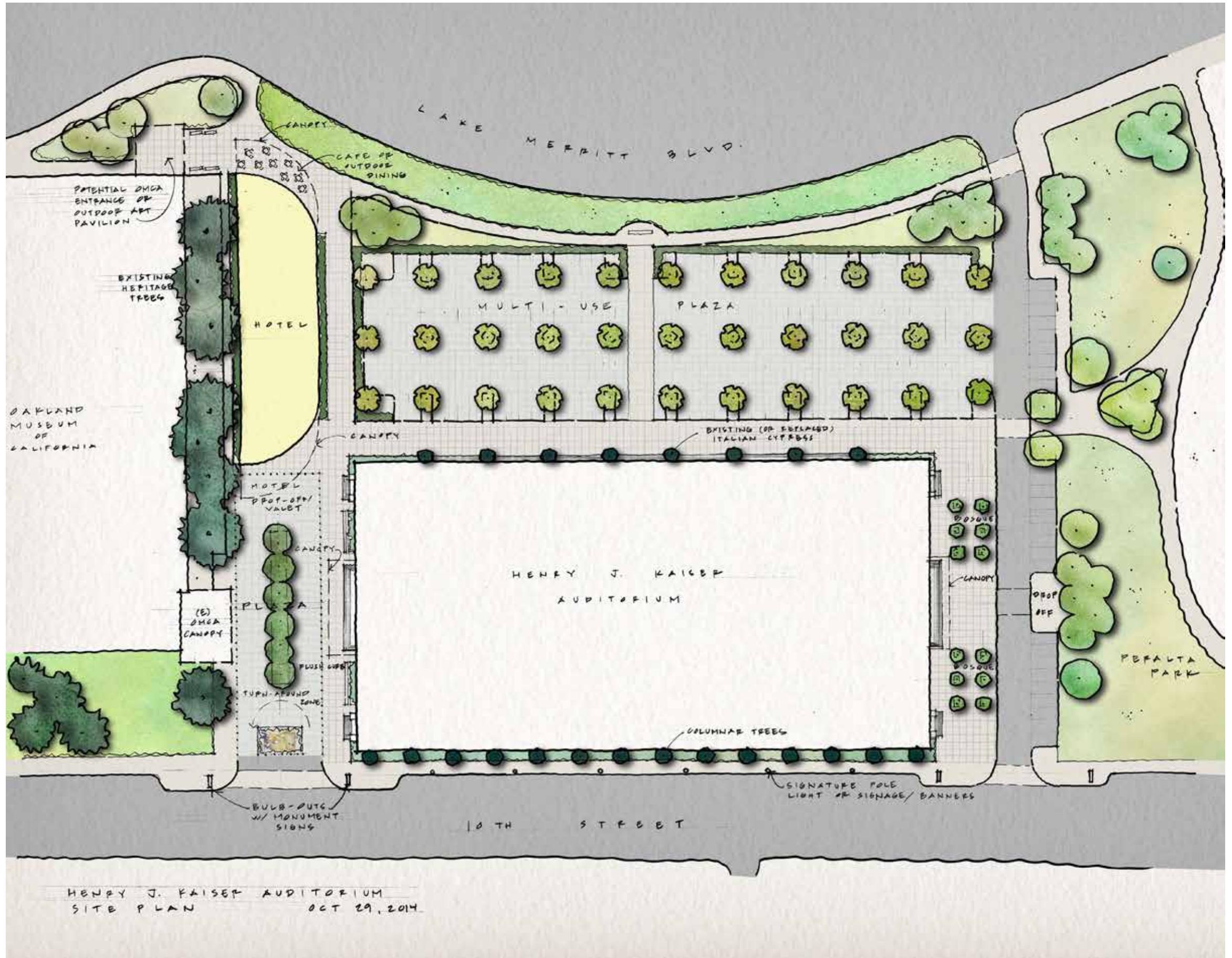


**In Partnership With:**

Oakland Unified School District - Laney College - Merritt College - Peralta Community College District - California Statue University-East Bay - San Francisco State University - University of San Francisco - Alameda County Office of Education - State of California Community Colleges Chancellor's Office



# Kaiser Auditorium Site plan



HENRY J. KAISER AUDITORIUM  
SITE PLAN  
OCT 29, 2014





## HYPHAE DESIGN LABORATORY

### PROJECT NARRATIVE: AN ECOLOGICAL SYSTEMS APPROACH

The Hyphae Design Lab is an ecological engineering and design firm based in Oakland, dedicated to creating innovative living infrastructure. Hyphae's multi-disciplinary team includes architects, landscape architects, and civil engineers, allowing for a multi-faceted approach to design challenges and the capacity to engineer elegant ecosystem-driven solutions.

For the project at 1 Lake Merritt, we see an opportunity to combine the regeneration of Oakland's iconic auditorium with the reinvigoration and ecological overhaul of an extraordinary public space. As a flexible parking lot and gathering space, we view the plaza in front of the Henry J. Kaiser Auditorium as a large-scale water filter, gathering and filtering stormwater, as well as possibly cleansing greywater harvested from the proposed tower. This beautiful and adaptive space will also be a living infrastructure, capable of providing all of its own irrigation needs through storage and filtration. Furthermore, planting strategies for the plaza and proposed tower will give rise to a continuous ecological fabric capable of uniting the spatial programming of the auditorium, hotel, and museum, while making legible both infrastructural performance and circulation to these institutions.

#### KEY STRATEGIES:



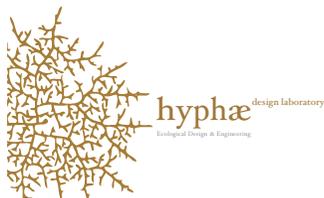
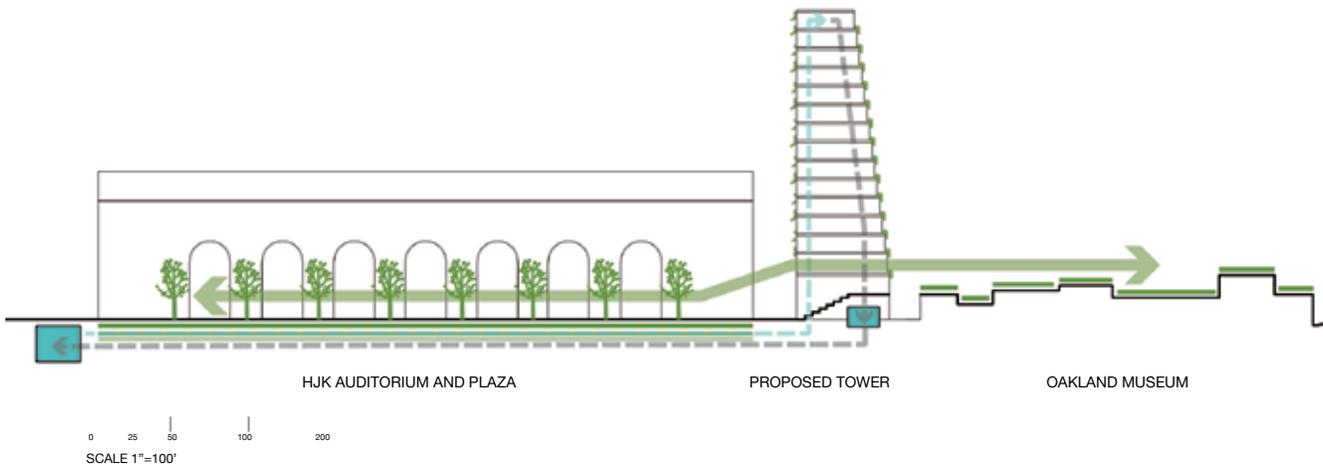
**PLAZA / PARKING AS FILTER**  
LINEAR TREATMENT  
WETLAND PLANTERS



**INTEGRATED SYSTEMS**  
HOLISTIC WATER MANAGEMENT  
AND STORAGE



**CONTINUOUS ECOLOGY**  
LIVING ARCHITECTURE  
AND TERRACED PLANTINGS





## 3. TEAM

### 3.1. Development Entity

#### *Development Entity and structure*

Creative Development Partners is proposing 1LM as a comprehensive redevelopment of the HJK Center building and site. The proposed development of the HJK Center and the adjoining 1LM Hotel will be developed by CDP with two separate subsidiary development entities. Creative Development Partners, Equinox Hospitality-SynergyEB5, and Harbinger Development will form a new joint venture entity whose sole purpose is the development and management of 1LM. Equinox-SynergyEB5 and Harbinger Development will be providing capital directly for the purposes of entitling and building 1LM. Select financial information for Equinox Hospitality-SynergyEB5 and Harbinger Development is provided in the Confidential Financial Packet; more will be provided if CDP is selected.

The diverse and seasoned development team of 1LM has demonstrated expertise in real estate development, construction, education, and community engagement needed to make this project a success. Our experience includes analysis, planning, and strategy, as well as financing, construction, and property management. As master developer, CDP represents decades of cumulative experience securing funding from the many possible sources of financing that might be applied in this project, including New Markets and Historic Tax Credits, local housing tax credits, tax-increment financing, and tax exempt bond financing (issued for 1LM, as proposed, by California Municipal Finance Agency). For 1LM, CDP is engaging the resources of philanthropy and community development financial intermediaries as well, including PolicyLink, Pacific Community Ventures and LISC, with the San Francisco Foundation and The California Endowment as expected participants in a 1LM funding pool.

Equinox Hospitality brings experience in hotel ownership, management, acquisition, and development. Equinox hospitality is backed for 1LM by financing through Synergy California Green Hospitality Regional Center, an EB-5 Regional Center that specializes in hospitality projects and operates out of the San Francisco Bay Area. CDP also has access to additional EB-5 Regional Centers, which specialize in hospitality projects.

Harbinger Development is an internally capitalized, private development company with significant financial resources. The Company is organized to be entrepreneurial in pursuit of development opportunities that require at risk early capital investment for entitlements and the ability to co-invest larger amounts for vertical construction. Harbinger has the financial resources to fund 100 percent of the pre-development cost, and the ability to co-invest equity for vertical development—although we do not expect that Harbinger will fund predevelopment entirely by itself. Evidence of Harbinger's line of credit for pursuing development in Oakland is included in the confidential attachments. The team expects to have the Ground Lease fully negotiated for execution and all entitlements completed in order to close the construction financing coincident with final entitlement.

As proposed, CDP will have a 51 percent ownership stake in the development, while Harbinger will have 39 percent and Equinox/Synergy will have 10 percent. These percentages speak to issues of control and responsibility more than equity positions. CDP will run the project, working early on and closely with Conventions, Sports & Leisure International (CSL), for instance, to determine the best programming for the HJK Center in the context of 1LM, which decision will help determine which of our proposed operators for the HJK Center is the best fit, and then moving to retain one of them. Likewise, while Harbinger is prepared to spend money now on predevelopment costs associated with entitlement, and has the capacity to do so, CDP will have the lead in bringing the rest of the money to the table—for predevelopment and the final project itself. Letters of interest from several prospective investors or financing partners are attached to that effect. The financing plan is also discussed in more detail in Section 4.

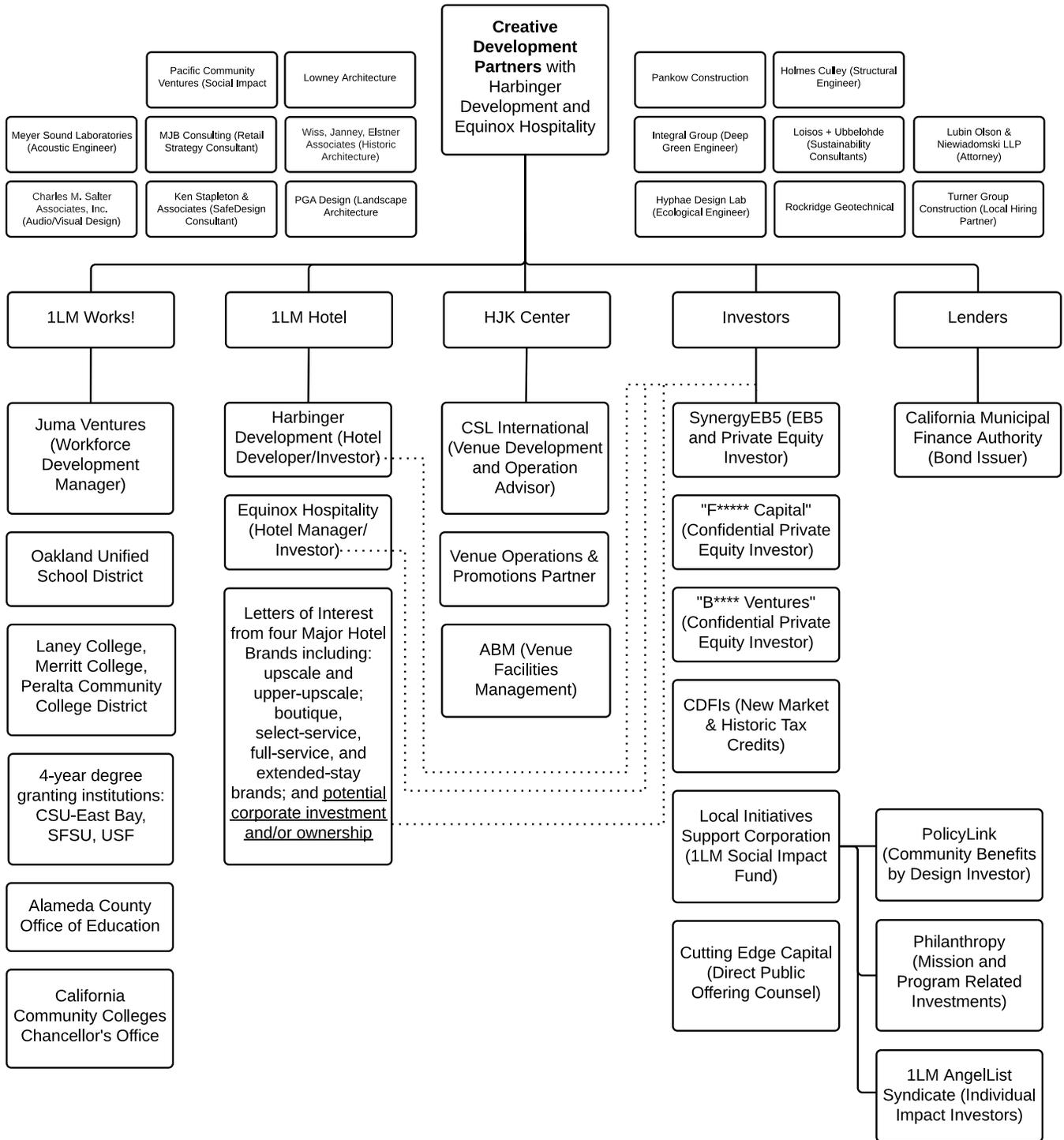
## *Points of Contact*

1LM is a complex project involving the rejuvenation of the HJK Center, an adjoining new construction hotel, and the development and facilitation of community benefits integrating the surrounding educational and cultural institutions. The success of this project requires a team of key people to steward the vision and manage the variety of partners in the project. These key leads will be strongly advised and supported by day-to-day project management staff. The key persons in charge of negotiations are Jeremy Liu from CDP, Eamon C. O'Marah from Harbinger, and Adam Suleman from Equinox (resumes included in Appendix A).

Key personnel in decision-making and day-to-day project management from CDP supporting Jeremy Liu include Karoleen Feng (VP Project Development), Jason Vargas (VP Finance) Cort Gross (Senior Advisor, Project Development) and Randolph Belle (VP Community and Government Relations, Programs). CDP and its partners will evaluate and select the appropriate hotel “flag” (several well-known brands have expressed interest, see Confidential Financial Materials) and HJK Center operators as part of their role. Equinox will also take the lead to negotiate Letters of Intent (LOIs) with the selected hotel brand, negotiate management agreements, and identify and engage the appropriate interior design firm(s), along with providing furniture, fixtures & equipment (FF&E) procurement and coordination assistance to the project management team.



# Organizational Structure



The development process is not linear, as the City of Oakland understands. Once this team has secured site control, we will necessarily continue to refine the roles of each team member. Based on the vision, demands, and financing of the project, the lead entities reserve the right to adjust, remove, and replace team members. During the last two years, the development team has drummed up significant excitement in the development of 1LM.

The current organizational structure for the entitlement phase with the team members and their key personnel are as follows:

### ***Development Entity (to-be-formed Joint Venture entity)***

#### **Creative Development Partners**

<http://www.creativedevelopmentpartners.com>

Lead: Jeremy Liu  
Oakland, CA

#### **Harbinger Development**

<http://harbingerdevelopment.com/>

Lead: Eamon O'Marah  
Boston, MA

#### **Equinox Hospitality**

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

Lead: Adam Suleman  
San Francisco, CA

### ***The HJK Center***

#### **Convention Center Advisor**

Conventions, Sports & Leisure International (CSL), a leading advisory and planning firm specializing in consulting services for the convention, sport, entertainment and visitor industries, will serve as advisor and developer's representative in planning and operations of the HJK Center.

#### **Operations**

The HJK Center's venue management strategy is comprised of a team of high capacity "best in class" operators, each a leader in their field and selected to serve a particular purpose. For booking, talent and general management, CDP is in discussion with several name brand national and international firms, which have shown great interest in the building. Upon selection, CDP will work with our consulting partner CSL to select the best operator to meet our mission and revenue goals. Each of the prospective operators possess the ability to attract and book large commercial acts, sporting events and family entertainment, in addition to engaging community based arts and cultural presenters, and each is a non-exclusive management company, thereby expanding the number of bookings possible. By selecting a non-exclusive operator for the HJK Center, CDP meets its goal of featuring the broadest range of activities and makes possible the opportunity to provide access to ethnic arts groups and community based organizations, which based on our in-depth conversations with local cultural arts presenters, are locked out or priced out of many local venues.

To augment bookings at the HJK Center, we have enlisted select local promotions companies with great local impact to join our team. These firms bring a unique, eclectic and true Oakland experience, along with diverse audiences, and will centralize their focus and operations at the HJK Center. CDP has reviewed concept feasibility with several major operators and facilities managers. For operations of the HJK Center, Davidson Hotels and Resorts are strongly interested in managing hotel-related events, entertainment, sports, cultural and broadcast events. ABM Industries, which already provides facilities management services to

OMCA, has joined our team and brings significant knowledge and efficiencies to operating the HJK Center. During development, the operator entities will be involved in structuring operations of the project to ensure the financial feasibility, as well as the built in community benefits, including the workforce pathway, are successful. The ongoing property management will be separate for the HJK Center and the 1LM Hotel.

### **1LM Hotel**

#### **Owner**

National Credit hotel owners or sponsors (with interest and capacity to invest/own) are described in the Confidential Financial Materials submitted separately.

#### **Hotel Brands**

We are in detailed discussions with top-tier brands such as Starwood, Virgin Hotels, and Commune's Joie de Vivre. We have several Letters of Interest and have secured a strong letter from a four-star, full service brand (please see the Confidential Financial Materials for more detail).

#### **Hotel Management**

Equinox Hospitality, Davidson Hotels and Resorts, and Commune are possible operators of 1LM Hotel.

Creative Development Partners is proposing  
1LM as a comprehensive redevelopment of the  
HJK Center building and site.

### **3.2. Disclosures**

The development entities listed above have nothing to disclose; we are not involved in any litigation, bankruptcies, nor off-balance sheet liabilities.

### **3.3. Developer Experience**

1LM's diverse and seasoned development team has the demonstrated expertise in real estate development, construction, education, and community engagement needed to make this project a success. Our experience includes analysis, planning, and strategy. As master developer, CDP represents decades of cumulative experience securing funding from the many possible sources of financing that might be applied in this project, including historic tax credits, New Market Tax Credits, local housing tax credits, tax-increment financing, and tax exempt municipal bonds (issued by CA Municipal Finance Agency). Our development portfolio is listed in Appendix A.

### 3.3.1. Local Roots and Local Knowledge

We have relationships at the community, city, and state level that we will leverage on behalf of this project to help identify challenges early and smooth the process of overcoming them. For instance, CDP's team members have been involved in developing the Lake Merritt Station Area Plan and have worked in partnership with the many stakeholders to finalize that plan. CDP partners also have worked on multiple school sites, working closely with Laney College in particular, on strategic, educational, and facilities projects. A CDP Principal has deep roots in the local arts community, having launched several commercial and community arts facilities including the first gallery in the Uptown area in 1998, served as Vice Chair of the Cultural Affairs Commission and as President of Pro Arts. Pankow Builders brings experience and relationships developed while completing multiple projects in the City of Oakland. Similarly, Lowney Architecture's history with the Chamber of Commerce and the City of Oakland's Planning Commission brings access and understanding of local issues. Alan Dreyfus of WJE is respected by Oakland historic groups and has also successfully completed many adaptive reuse federal, state and local historic buildings. Turner Group Construction (TGC) is a Local Minority-Woman-owned company, with S/LBE, MBE, DBE certifications in Oakland and other cities and counties around the Bay Area. Being Oakland natives, TGC has a strong commitment to improve the city in which we live and work.

Perhaps most importantly, many of our team members live, work, and are raising families in Oakland. We are deeply invested in a successful outcome for the HJK Center, the City, and the community alike. We are prepared to engage with the multiple groups invested in this project to ensure a successful outcome for all involved.

When CDP, a local and small business, carefully pulled together the team for 1LM, one of the overarching goals was to maximize local and small business involvement in the project. We also recognize the many advantages to maintaining competition in subcontracting, and the use of LBE & SBE businesses is a key element to maintaining a competitive advantage. In seeking expertise beyond Oakland, CDP specifically reached out to entities with stated willingness or track records for working with SLBEs.

CDP has worked with local community banks, including Community Bank of the Bay, and economic development organizations to draft a small business lending and support program to help prepare and scale up local businesses or social enterprises that may provide products and services to 1LM. Through this program, we intend to contract local entities to provide things such as laundry and floral service, or products and accoutrements for the hotel rooms like organic soap and towels.

We also have preliminary interest from the Maker community at Laney College and throughout the area to consider the possibility of fabricating interior design and exterior hardscaping elements for the hotel and surrounding landscape (see Section 5.3 for more detail).

#### **Past experience with local and small business subcontracting**

The CDP team is comprised of principals who have led or are part of local and small business entities. The principals have a strong track record of projects that met or exceeded local and small business subcontracting for the professional areas of the work (development and design), construction, and operations. The challenge of meeting these goals is typically two-fold--not starting early enough in the development process to include SLBEs and not having a pathway for effectively building the capacity of small and local businesses. At least 50 percent of the professional team engaged in 1LM is a local and small business. 1LM Works, the comprehensive workforce pathway model described in the narrative, will also continually educate local talent and build capacity in the city.

As the lead entity in the development team, CDP is structuring the decision making to reflect CDP's 51 percent ownership in the project. To further deepen local investment and ownership of One Lake Merritt, CDP will include community financing vehicles as part of CDP's equity in the project. The details of the community financing are in Section 1.6.2 under the Key Terms.

### 3.3.2. Green Building Experience

Green building is largely about creative engineering. CDP has consequently engaged two of the best green engineering firms in the country—Integral Group and Loisos + Ubbelohde, both located in the East Bay—to advise us on our preliminary green design, as shown. Should we be selected, we plan to formally retain them.

Integral Group has engineered several significant projects such as the energy upgrade of the OMCA, the new Exploratorium at Piers 15 and 17 in San Francisco, and the new David and Lucile Packard Foundation building in Los Altos. Farther away, they contributed to the sustainable design of the River Rock resort and casino in Vancouver, the Savoy and Marriott Grand Marquis hotels in London, the redesign of several stadiums and other venues for the 2015 Pan Am games in Toronto, even the Grand Mosque in Mecca. Please see Section 5.6 for more detail.



Likewise, Loisos + Ubbelohde has been involved with several significant projects across the country, advising on lighting design, air flow, energy (re)generation technologies, and other green design characteristics. Their long client list includes some of the country's largest developers, as well as some of the most significant in the Bay Area.

### 3.4. Design Team

CDP has assembled a leading team of subject experts with decades of experience in real estate development, entitlement processes, creative financing, green building, and arts/cultural development. Resumes and recent project samples can be viewed in Appendix A.

#### Structural Engineer

Homes Culley  
San Francisco, CA  
<http://www.holmesculley.com/>  
Lead: Zander Sivyler, SE, LEED AP

#### Builders

Pankow  
Oakland, CA  
<http://www.pankow.com/>  
Lead: Jim Coyle, LEED AP

#### Ecological Engineer

Hyphae Design Lab  
Oakland, CA  
<http://hyphae.net/>  
Lead: Brent Bucknum

#### Deep Green Engineer

Integral Group  
Oakland, CA  
<http://www.integralgroup.com/>  
Lead: Andrea Traber, LEED AP

#### Sustainability Consultant

Loisos + Ubbelohde  
Alameda, CA  
<http://www.coolshadow.com>  
Lead: George Loisos

#### Lead Architect

Lowney Architecture  
Oakland, CA  
<http://www.lowneyarch.com/>  
Lead: Ken Lowney, LEED AP

#### Landscape Architect

PGA Design  
Oakland, CA  
<http://www.pgadesign.com/>  
Lead: Chris Pattillo

### **Historic Architect**

Wiss, Janney, Elstner Associates, Inc.

Emeryville, CA

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

Lead: Alan Dreyfuss

Role: Historic preservation, existing building envelope design

### **Geotechnical Engineer**

Rockridge Geotechnical

Oakland, CA

<http://www.rockridgegeo.com>

Lead: Craig Shields

Role: HJK Center assessment

### **SafeDesign**

Ken Stapleton & Associates/ The Safedesign Insitute

Cleveland, OH

Lead: Ken Stapleton

Role: crime prevention through environmental design

### **Sound Engineer**

Meyer Sound Laboratories

Berkeley, CA

<http://www.meyersound.com>

Lead: John McMahan

### **Acoustical Consultant**

Charles M. Salter Associates, Inc.

San Francisco, CA

<http://www.cmsalter.com>

Lead: Cristina Miyar

### **Retail Consultant**

MJB Consulting

Berkeley, CA

<http://www.consultmjb.com>

Lead: Michael Berne

### **Local Hiring Partner**

Turner Group Construction

Oakland, CA

<http://turnergroupconstruction.com>

Lead: Fred MacKay

### **Venue Development and Operation Advisor**

Convention, Sports, & Leisure International

Minneapolis, MN

<http://www.cslintl.com>

Lead: Bill Krueger

We estimate \$3.46 million per year  
from the hotel to the City of Oakland

## 4. FINANCIALS

The financing proposed for 1LM is diverse. Drawing on a range of public support and private investment, the two sides of 1LM (HJK Center + 1LM Hotel) support each other and stand on their own for this \$142,740,533 project. Hard costs of construction have been estimated working with Pankow Builders, based on the review of existing building plans, site inspection, and design proposals. Soft costs, including financing costs, have been developed in dialogue with other parties.

Financing proposed to pay those costs, for the HJK Center, consists of equal parts public and private debt and equity. A conventional first position loan of approximately \$26.5 million, secured by a leasehold on the property, is proposed, funded by a tax exempt bond issue, and to be serviced by operating cash flow from the HJK Center operations. We also propose a second position loan of approximately \$13.5 million to be funded by tax revenue generated by operations. We propose that approximately \$1.5 million of the more than \$1.7 million in anticipated tax revenue from the HJK Center operations be set aside to service this loan, a kind of tax increment structure. Issuers and underwriters have both expressed interest in supporting the bond issue, with both these conventional and TIF-like characteristics. Financing for the HJK Center also assumes City support in the form of a grant or deferred loan of \$3 million to support the Calvin Simmons Theater restoration. We have assumed historic and new markets tax credit financing of about \$25 million in equity proceeds, based on CDP's experience with other, similar projects. Private equity of \$5.9 million is also assumed.

The majority of private equity in 1LM, however, estimated at about \$20.4 million, will pay for the cost of the 1LM Hotel, including the costs of 1LM Works!. We anticipate that this will be a mix of conventional return-oriented investment and impact investment support. In addition to engaging private hotel investors and investors with a green agenda, CDP is in conversations with the California Endowment, the San Francisco Foundation and PolicyLink, among others, that are focused on development of a pool funded by program related investment, or PRI funds, for this purpose. We already have funding interest for 1LM Hotel in excess of our goal, with expectations to set equity composition in the near future. CDP assumes a small portion of total NMTC equity proceeds for the hotel. The remainder of approximately \$50 million needed for the hotel is funded by conservatively underwritten debt, about half of it from the same bond issue that will support the HJK Center redevelopment—although funded on the hotel side of the development with revenue from hotel operations—and half in a subordinate structure that will be funded with EB5 proceeds, with an effective interest rate well below market. Net operating revenue from the hotel does not only service debt, we estimate about \$3.46 million per annum in revenue from the hotel in occupancy tax, property tax, land lease proceeds, and parking taxes—**all income to the City of Oakland.**

While we have confidence in both debt and equity amounts for the project as defined, it is still too early in the process for financing commitments; underwriting cannot commence until CDP has site control. The development and financing partners already at the table—Synergy, Equinox, Harbinger, PolicyLink and others among them—express confidence these targets can be achieved, however, and are all prepared to help fund the estimated \$4-5 million predevelopment budget the 1LM project will require to get it to closing with funders and the speedy start of construction.



**Creative Development Partners**

HJ Kaiser Convention Center and 1 Lake Merritt Hotel  
Hotel Analysis - Full Service Hotel

Today's Date 11/10/2014  
Last Updated 10/23/2014  
By cg

Property Information	Assumption/ Ratio	Value
<b>Building floorplate above atrium</b>		11,970
Total Above Grade SF (FAR)	13 F abv atrm	160,000
Less Retail GSF	1.00%	1,600
Less Room Support GSF	2.00%	3,200
Less Food & Beverage GSF	4.00%	6,400
Less Ballroom GSF	2.50%	4,000
Less Meeting Room	2.00%	3,200
Less Board Room	0.50%	800
Less Ballroom Support	1.25%	2,000
Less Function GSF (Core)	5.00%	8,000
Less Fitness	0.50%	800
<b>Total Non-Room GSF</b>	<b>18.75%</b>	<b>30,000</b>

Loan Information	Assumption/ Ratio	Value
First Loan		280 keys
Stabilized NOI		28,629,138
Debt Coverage Ratio		5,725,828
Available for Debt Service		1.25
Loan Constant		4,580,662
Interest Rate		0.0644
Amortization		5.0%
LTV Limit (loan to cost)		30
Debt Service Annual Payment	70%	73,150,000
Debt Yield		(1,844,249)
		20.0%

Other Property Information	Assumption/ Ratio	Value
Residual Room GSF (81.25% total GSF)		130,000
Rentable Hotel Room SF	90%	117,000
Keys	280 keys	280
Average Room size / Gross Room SF	418	571
Req Parking - Greater of Zoning and Market	0.75	210

Total Annual Revenues Inputs	Assumption/ Ratio	Value
Stabilized ADR	190	190
Stabilized Occupancy / RevPAR	75%	143
Stabilized Room Revenues		14,563,500
Stabilized conf and mtg space revenue	\$ 35.00	3,360,000
Stabilized parking revenue	210 spaces	1,149,750
Rooms Revenue % Total Revenue	85%	
Total Annual Revenues		17,133,529.41
Stabilized NOI after Reserves		5,725,828
Implied Cap Rate at Stabilization		7.83%
*Based on Full Service Expenses		
Cash Flow		\$3,881,579

Financing (sources of funds)	Assumption/ Ratio	Value
28% Equity	27.8%	20,356,336
39% First Loan	39.1%	28,629,138
0% City Financing (Secured by Tax)	0.0%	-
29% EBS subordinate debt	28.7%	21,000,000
4% Other Equity (NIMTC, 30mm allocation)	4.3%	3,159,859
<b>Total Development Cost (uses of funds)</b>		<b>73,145,333</b>

Timing	Assumption/ Ratio	Value
Pre-Const and entitlement (April start)	26 mos	winter 2016
Construction complete on HJK Center	28 mos	spring 2019
Complete 1LM hotel	12 mos	spring 2020
Months to Stabilize HJKCC	8 mos	winter 2019
Months to Stabilize Hotel	8 mos	winter 2020
Total Project Timeline	82 mos	6.8 yrs

Total Development Cost (uses of funds)	Assumption/ Ratio	Value
Acquisition		-
Hard Cost & Contingency	330 PSF	52,800,000
Parking Hard Cost & Contingency	11,000	3,010,000
FF&E & Contingency	10,750	8,371,500
Soft Cost & Cntgcy	15.0%	4,097,998
Construction Loan Interest and Op Def Rsrsv	5.00%	476,835
Financing fees	1.50%	4,389,000
Professional Fee	6.00%	73,145,333
<b>Total Project Costs (TPC)</b>		<b>73,145,333</b>
<i>total costs per key</i>		261,233

Creative Development Partners		2,330,055									
HJ Kaiser Convention Center and 1 Lake Merritt Hotel											
FINANCIAL PERFORMANCE — PRO FORMA HOTEL ONLY											
		FY16									
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
<b>Revenue</b>											
Rooms											
ADR		14,563,500	15,000,405	15,450,417	15,913,930	16,391,348	16,883,088	17,389,581	17,911,268	18,448,606	19,002,064
Telecommunications		38,325	38,325	38,325	38,325	38,325	38,325	38,325	38,325	38,325	38,325
TOT and sales tax offset	97%	2,249,660	2,317,150	2,386,665	2,458,265	2,532,012	2,607,973	2,686,212	2,766,798	2,849,802	2,935,296
Conf and mtg space											
ADR	2%	3,360,000	3,427,200	3,495,744	3,565,659	3,636,972	3,709,711	3,783,906	3,859,584	3,936,776	4,015,511
TOT and sales tax offset	95%	446,082	455,004	464,104	473,386	482,854	492,511	502,361	512,408	522,656	533,109
Food and Beverage											
Restaurant room service	2%	3,200,000	3,264,000	3,329,280	3,395,866	3,463,783	3,533,059	3,603,720	3,675,794	3,749,310	3,824,296
sales tax offset	95%	296,400	302,328	308,375	314,542	320,833	327,250	333,795	340,470	347,280	354,225
Other income											
parking	2%	1,149,750	1,172,745	1,196,200	1,220,124	1,244,526	1,269,417	1,294,805	1,320,701	1,347,115	1,374,058
tax offset	95%	152,917	155,975	159,095	162,276	165,522	168,832	172,209	175,653	179,166	182,750
Energy Tariff (see note #6)	0%										
Hotel/University Land Tariff (see note #6)	1%										
<b>Total Revenue</b>	<b>100.0%</b>	<b>25,418,309</b>	<b>26,133,132</b>	<b>26,828,203</b>	<b>27,542,372</b>	<b>28,276,175</b>	<b>29,030,165</b>	<b>29,804,913</b>	<b>30,601,002</b>	<b>31,419,037</b>	<b>32,259,635</b>
<b>Departmental Expenses</b>											
Rooms											
housekeeping, room maint	25.00%	3,640,875	3,750,101	3,862,604	3,978,482	4,097,837	4,220,772	4,347,395	4,477,817	4,612,152	4,750,516
Telecommunications		76,650	76,650	76,650	76,650	76,650	76,650	76,650	76,650	76,650	76,650
Occupancy Tax	13.00%	1,893,255	1,950,053	2,008,554	2,068,811	2,130,875	2,194,801	2,260,645	2,328,465	2,398,319	2,470,268
Sales Tax	9.75%	431,486	446,154	460,120	474,517	489,359	504,659	520,431	536,689	553,449	570,725
Conf and mtg space											
housekeeping, room maint	15.00%	504,000	514,080	524,362	534,849	545,546	556,457	567,586	578,938	590,516	602,327
Occupancy Tax	13.00%	436,800	445,536	454,447	463,536	472,806	482,262	491,908	501,746	511,781	522,016
Sales Tax	9.75%	32,760	33,415	34,084	34,765	35,460	36,170	36,893	37,631	38,384	39,151
Food and Beverage											
Restaurant	90.00%	2,568,000	2,619,360	2,671,747	2,725,182	2,779,686	2,835,280	2,891,985	2,949,825	3,008,821	3,068,998
Sales Tax	9.75%	312,000	318,240	324,605	331,097	337,719	344,473	351,363	358,390	365,558	372,869
parking											
parking maint serve	50.00%	574,875	586,373	598,100	610,062	622,263	634,708	647,403	660,351	673,558	687,029
parking tax	14.00%	160,965	164,184	167,468	170,817	174,234	177,718	181,273	184,898	188,596	192,368
Occupancy Tax											
<b>Total Departmental Expenses</b>	<b>41.8%</b>	<b>10,631,666</b>	<b>10,904,146</b>	<b>11,182,740</b>	<b>11,468,769</b>	<b>11,762,436</b>	<b>12,063,951</b>	<b>12,373,531</b>	<b>12,691,399</b>	<b>13,017,783</b>	<b>13,352,918</b>
<b>Gross Operating Income</b>	<b>58.2%</b>	<b>14,786,643</b>	<b>15,228,986</b>	<b>15,645,463</b>	<b>16,073,603</b>	<b>16,513,739</b>	<b>16,966,214</b>	<b>17,431,381</b>	<b>17,909,603</b>	<b>18,401,254</b>	<b>18,906,717</b>
Professional Fee	6% 0										
<b>Undistributed Oper. Expenses</b>											
Admin. and Gen.	9.7%	2,339,217	2,534,914	2,602,336	2,671,610	2,742,789	2,815,926	2,891,077	2,968,297	3,047,647	3,129,185
Management Fees (see note #3)	3.5%	374,566	385,803	397,377	409,299	421,578	434,225	447,252	460,669	474,489	488,724
Workforce Program Fees	0.0%	-	-	-	-	-	-	-	-	-	-
Operator's Monthly Program Fee		509,723	525,014	540,765	556,988	573,697	590,908	608,635	626,894	645,701	665,072
Sales and Marketing		2,262,230	2,325,849	2,387,210	2,451,271	2,516,580	2,583,685	2,652,637	2,723,489	2,796,294	2,871,108
Utility Costs (see note #4)		429,240	429,240	429,240	429,240	429,240	429,240	429,240	429,240	429,240	429,240
Property Oper. and Maint.		1,194,661	1,228,257	1,260,926	1,294,491	1,328,980	1,364,418	1,400,831	1,438,247	1,476,695	1,516,203
<b>Total Undistributed Oper. Expenses</b>	<b>28.0%</b>	<b>7,109,636</b>	<b>7,429,077</b>	<b>7,618,956</b>	<b>7,812,899</b>	<b>8,012,863</b>	<b>8,218,402</b>	<b>8,429,672</b>	<b>8,646,837</b>	<b>8,870,066</b>	<b>9,099,531</b>
<b>House Profit</b>	<b>30.2%</b>	<b>7,677,007</b>	<b>7,799,909</b>	<b>8,027,110</b>	<b>8,260,704</b>	<b>8,500,876</b>	<b>8,747,813</b>	<b>9,001,710</b>	<b>9,262,766</b>	<b>9,531,188</b>	<b>9,807,186</b>
<b>Fixed Charges</b>											
Insurance	1.5%	218,453	225,006	231,756	238,709	245,870	253,246	260,844	268,669	276,729	285,031
Property Taxes (see note #2)	5.3%	\$770,178	\$793,283	\$817,082	\$841,594	\$866,842	\$892,847	\$919,633	\$947,222	\$975,638	\$1,004,908
Land Lease (see note #5)		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Renewal and Replacement	3.0%	762,549	783,994	804,846	826,271	848,285	870,905	894,147	918,030	942,571	967,789
<b>Total Fixed Charges</b>		<b>\$1,951,180</b>	<b>\$2,002,283</b>	<b>\$2,053,684</b>	<b>\$2,106,574</b>	<b>\$2,160,998</b>	<b>\$2,216,999</b>	<b>\$2,274,624</b>	<b>\$2,333,921</b>	<b>\$2,394,939</b>	<b>\$2,457,728</b>
<b>Income Before Debt Service</b>	<b>22.5%</b>	<b>5,725,828</b>	<b>5,797,625</b>	<b>5,973,426</b>	<b>6,154,130</b>	<b>6,339,878</b>	<b>6,530,814</b>	<b>6,727,086</b>	<b>6,928,845</b>	<b>7,136,249</b>	<b>7,349,458</b>
<b>Debt</b>											
first loan	77%										
EB5	23%	(1,844,249)	(1,844,249)	(1,844,249)	(1,844,249)	(1,844,249)	(1,844,249)	(1,844,249)	(1,844,249)	(1,844,249)	(1,844,249)
<b>Cashflow</b>	<b>18.04%</b>	<b>(20,356,336)</b>	<b>\$3,671,579</b>	<b>\$3,743,376</b>	<b>\$3,919,177</b>	<b>\$4,099,881</b>	<b>\$4,285,629</b>	<b>\$4,476,565</b>	<b>\$4,672,837</b>	<b>\$4,874,596</b>	<b>\$5,082,000</b>
<b>Operating Statistics</b>											
Occupancy	0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Average Daily Rate	3%	\$190.00	\$195.70	\$201.57	\$207.62	\$213.85	\$220.26	\$226.87	\$233.68	\$240.69	\$247.91
RevPAR		\$142.50	\$146.78	\$151.18	\$155.71	\$160.39	\$165.20	\$170.15	\$175.26	\$180.51	\$185.93
Number of Rooms		280	280	280	280	280	280	280	280	280	280
Days In Period		365	365	365	365	365	365	365	365	365	365
Available Rooms		102,200	102,200	102,200	102,200	102,200	102,200	102,200	102,200	102,200	102,200
Occupied Rooms		76,650	76,650	76,650	76,650	76,650	76,650	76,650	76,650	76,650	76,650
<b>Total Revenues</b>		<b>\$25,418,309</b>	<b>\$26,133,132</b>	<b>\$26,828,203</b>	<b>\$27,542,372</b>	<b>\$28,276,175</b>	<b>\$29,030,165</b>	<b>\$29,804,913</b>	<b>\$30,601,002</b>	<b>\$31,419,037</b>	<b>\$32,259,635</b>
<b>Total Costs</b>		<b>\$19,692,481</b>	<b>\$20,335,506</b>	<b>\$20,854,778</b>	<b>\$21,388,242</b>	<b>\$21,936,297</b>	<b>\$22,499,351</b>	<b>\$23,077,827</b>	<b>\$23,672,157</b>	<b>\$24,282,788</b>	<b>\$24,910,176</b>
<b>Check</b>		<b>\$ -</b>									

**Creative Development Partners**  
**HJ Kaiser Convention Center and 1 Lake Merritt Hotel**  
sources and uses and cashflow projections

Height	60 feet	OTHER ASSUMPTIONS	10.00%
Floors	3 floors	Vacancy	2.00%
Floor Plate (SF)	80,000 SF	Rent Escalation	3.00%
Total SF	216,000 SF	Expense Escalation	20.00%
Parking	70,000 SF	Replacement Reserve	
<b>Operating INCOME (see op-assmptns tab)</b>			
Gross Operating Income	8,904,490		
Est Operating expenses	(5,209,127)		
NNN Operating income before rent	3,695,363		
<b>NET Operator Income</b>	1,103,363	12% cash on cash net return	

<b>HIKCC Rental INCOME*</b>	SF	PPSF (Mo)	PPSF (Annual)	daily	Total monthly	total annual rent
Event Space	80,000	1.00	12.00	2,667	80,000	960,000
Event Space	80,000	1.00	12.00	2,667	80,000	960,000
Other	56,000	1.00	12.00	1,867	56,000	672,000
*Operator pays HIKCC	216,000	1.00			12.00	2,592,000

<b>HIKCC (Owner) EXPENSES</b>	NNN	SF	PPSF (Mo)	PPSF (Annual)	Total
0.80 Reimbursable	216,000	4.80	0.40	4.80	1,036,800
		Non-rm/brsl % of EGI	10%		

<b>CASH FLOW</b>						
<b>Income</b>						
GPI		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Vacancy		2,592,000	2,643,840	2,696,717	2,750,651	2,805,664
parking		(259,200)	(264,384)	(269,672)	(275,065)	(280,566)
Reimbursable Expenses	1.25%	172,800	174,960	177,147	179,361	181,603
Effective Gross Income		829,440	854,323	879,953	906,351	933,542
		3,335,040	3,408,739	3,484,145	3,561,299	3,640,243

<b>Expenses</b>						
Reimbursable (as % of EGI)	31%	(1,036,800)	(1,067,904)	(1,099,941)	(1,132,939)	(1,166,928)
Non Reimbursable	9%	(285,120)	(290,822)	(296,639)	(302,572)	(308,623)
Total Expenses	40%	(1,321,920)	(1,358,726)	(1,396,580)	(1,435,511)	(1,475,551)
<b>NOI</b>		<b>2,013,120</b>	<b>2,050,013</b>	<b>2,087,565</b>	<b>2,125,788</b>	<b>2,164,693</b>

Debt Service, 1st loan		(1,610,496)	(1,610,496)	(1,610,496)	(1,610,496)	(1,610,496)
TIF (see HIKCC tax tab)	(13,500,000)	n/a*	n/a*	n/a*	n/a*	n/a*
Replacement Res		(80,525)	(87,903)	(95,414)	(103,058)	(110,839)
State Payment		-	-	-	-	-
<b>CASH FLOW</b>		<b>322,099</b>	<b>351,613</b>	<b>381,655</b>	<b>412,233</b>	<b>443,357</b>

<b>Sources</b>			
Equity	8%	5,913,571	
1st Trust	38%	26,592,288	
TIF Bond	19%	13,500,000	
CS Theater grant		3,000,000	
NMTC	11%	7,370,141	
HTC	19%	13,219,200	
		69,595,200	

<b>Uses</b>		
Acquisition note		48,600,000
Hard Costs		9,720,000
Soft Costs		7,776,000
Contingency (incl flnl costs)		3,499,200
Professional Fee		69,595,200

<b>1st position debt financing</b>	
Interest Rate	5.00%
Amortization	35
Term	10
NOI	2,013,120
DSCR	1.25
Available for DS	1,610,496
Max DSCR Loan	\$26,592,288
Loan to Value Ratio	70%
Value	69,595,200
Max LTV Loan	48,716,640

Max Loan	\$26,592,288
----------	--------------

<b>TIF Bond financing</b>	
Effective rate	2.16%
Amortization	10
Term	10
DSCR	1.15
total est tax revenue	1,727,522
*tax rev available for DS	1,502,193



## 4.1. Financial Capacity and Earnest Money Deposit

One copy of CDP's financial information is included in a separate sealed envelope, designated "Confidential Financial Materials for the HJK Center RFP: CDP." The Earnest Money Deposit was issued and submitted to City of Oakland on November 12, 2014 date.

## 5. 1LM DETAIL

### 5.1. Developer Portfolio

#### *Historic Preservation*

- 114 key Ames Hotel in Boston. \$75MM. Harbinger Development. Owner and developer of record. Opened November 2009. Financing included State and Federal Historic Tax credits total \$17MM.
- 137 unit California Hotel in Oakland. \$43MM. Development Lead for Developer. Opened December 2013. Financing included Low-Income Housing Tax Credits and Federal Historic Tax credits.
- 284 key The Davenport Hotel in Spokane, Washington. \$32MM. Equinox Hospitality. Development Services.
- The Old Mint in San Francisco. Project manager for Sponsor (under long term lease with the City, as owner). Financing included federal New Markets and Historic tax credits.

#### *Hotels*

- 11,535 keys, 26 upscale hotel brands in 36 high-rise buildings in Makkah, Saudi Arabia. Equinox Hospitality. Hotel Planning.
- 180 key Hotel Buckminster in Kenmore Square. Harbinger Development. Hotel planning.
- W Hotel & Residences 40-story tower Providence RI, permitted. \$120MM. Harbinger Development. Owner and developer of record. Project was not built.
- Laguna Cliffs Marriott Resort and Spa in Dana Point California. \$55MM. Equinox Hospitality. Project development and management of day to day operations.

#### *Convention and Events Centers*

- NFL Eagles training facility, Philadelphia. Construction management. \$45MM. Harbinger Development. Project Manager for the Eagles ownership.
- NBA San Antonio Spurs. New facility planning and construction management. \$185MM. Harbinger Development. Project Manager for Spurs ownership.

#### *Others*

- 40 Thorndike Cambridge, MA. 550,000 sf office conversion planning. Harbinger Development. Consultant to the State of Massachusetts.
- 45 Stuart Street, Boston, MA. Acquisition of 30-story, 404 unit multi-family tower permitted and sold to Avalon Bay. \$145MM. Harbinger Development. Owner and developer of record for permit. Sold site.
- Bank of America HQ, Providence, RI. Acquisition and renovation. \$35MM. Harbinger Development. Project manager for building owner.
- Intercontinental Real Estate Corp. HQ facility, Boston, MA. Project management. \$35MM. Harbinger Development. Project Manager for owner.

#### *Current projects*

- 11,535 keys 26 upscale hotel brands in 36 high-rise buildings in Makkah, Saudi Arabia. Equinox Hospitality. Hotel Planning. Ongoing.
- 330 room Starwood Aloft hotel at the Boston Convention Center, MA. \$101.5MM. Harbinger Development. Development advisor to owner. Opens January 2016.
- 180 room Starwood Element extended stay hotel at the Boston Convention Center, MA. \$54.5MM. Harbinger Development. Development advisor to owner. Opens January 2016.
- 225 key hotel and 25,000 square foot retail project on Parcel 9 along the Boston Greenway in the North End, MA. \$88mm. Harbinger Development. 40% investor owner and developer of record. Opens January 2017.
- 180 room Marriott Residence Inn, Concord MA. \$45MM. Harbinger Development. Development advisor to owner. Opens April January 2016.

- 330 room Full Service hotel in base of 60-story new tower development. \$830MM. Harbinger Development. Development advisor to owner. Opens July 2017.

## 5.2. HJK Center Detail

### *Management and Maintenance*

The HJK Center’s venue management team consists of several high capacity international booking, management and maintenance firms. Global Spectrum operates a wide range of venues across the globe, including arenas, convention centers, theaters and performing arts facilities. CDP chose Global Spectrum for their ability to attract and book large commercial acts, sporting events and family entertainment, in addition to engaging community based arts and cultural presenters. As a non-exclusive management company, the number of bookings possible expands, given the ability to work with all promotion companies including major international firms, local promoters and production partners featuring ethnic dance, music and stage productions. Global Spectrum is backed by Comcast Spectator, which brings a wealth of additional resources through a network of affiliates and translates to increased revenue possibilities and added viability.

The reason for selecting a non-exclusive operator for the HJK Center was to enable a range of promotions to occur in the building, allowing for the broadest representations, and based on our in-depth conversations with local arts groups and presenters. This strategy makes possible the ability to feature ethnic arts, sports, family entertainment and other attractions, which are locked out or priced out of many local venues.

Ankh Marketing specializes in creating intellectual properties that integrate culture, technology and education. Ankh seeks to use its vast network to connect brands with their desired demographic while seamlessly providing music fans unique and high-quality event experiences with their favorite performing artists. Known for professionalism, experience, and an intense work ethic, Ankh Marketing strives to provide nothing less than top quality services for all of its clients and customer base. Ankh has produced hundreds of successful events since 2004, becoming the most prolific independent event production and marketing company in the San Francisco Bay Area. Ankh has produced numerous high-profile event marketing campaigns locally and nationally for corporate, government and non-profit organizations.

Top Ten Social curates creative connections for inspired people in the social & civic discourse of the communities they call home, with a very active presence in Oakland. Top Ten Social connects disruptive innovators thru concerts, social gatherings, film festivals and lectures, with a most diverse audience.

ABM is the company we have chosen to maintain the physical plant including engineering, janitorial, systems control and several other operational functions. With over 100 years of facility solutions experience, ABM serves thousands of clients across the U.S. and in over 20 international locations. Currently maintaining the Oakland Museum and other modern Oakland facilities, ABM’s integrated building solutions and expertise in energy solutions are a perfect match for CDP’s vision for a sustainable development. ABM is also eager to cooperate with CDP’s integrated workforce development program, drawing the most skilled employees from Laney College’s Building Facilities Maintenance, Environmental Control Technologies and Automated Building Systems programs.

### *Operational connectivity*

A comprehensive circulation plan for 1LM means more people, revenue, jobs, visibility, and opportunity for south Lake Merritt.

- In the surrounding area, future development is expected to occur along the 14th Street corridor, which runs straight into downtown Oakland. 1LM will serve as a catalyst to bring together the surrounding civic, arts and educational institutions with the growing downtown office demand and vibrant Chinatown-Old Oakland shopping and eating attractions.
- The hotel will serve as an anchor, around-the-clock visitor destination drawing visitors from the Lake and from BART to create an active and lively presence at OMCA’s rear entrance and serving as OMCA’s “entrance” on the Lake

- Activating the third side of the OMCA courtyard through a direct connection to the Hotel and the HJK Center, and possibly a new entrance to the Museum
- Operational collaboration between the three facilities can produce cost savings and generate increased revenue, in the form of off-peak hotel parking in the OMCA garage; joint event bookings and marketing; and, shared staffing and services like landscaping, parking, security, etc.
- Programmatic opportunities to expand reach and resources can be aligned with OMCA's focus on art, culture/ history and natural sciences

## **Media Production and Broadcast**

Media production and broadcast are a major component of the strategy for success at the Oakland Auditorium and provide an opportunity to showcase local talent and cast an authentic light on Oakland and the range of artistic, musical, athletic and cultural talents here. Our goal is to build upon the renaissance and change the narrative of Oakland, but to also represent the diversity of Oakland and pay tribute to the tradition and legacy of Oakland. Our strategy includes a full range of broadcast offerings including web, mobile, film and television. Web strategies include the creation of a Multi Channel Network featuring four primary categories- Arts, Science, Sports and Entertainment. 1LM will be the greatest marketing vehicle that Oakland has ever known- built on the strength and contributions of the people.

CDP has assembled an incredible team of accomplished local artists and producers to provide a full range of content production and broadcast services.

Lathan Hodge will assist CDP with the development of a comprehensive media strategy. Based in Oakland, Mr. Hodge is an award-winning producer that has garnered three NAACP Image Awards, two Emmy Awards and the NEA Award for his work, having produced over 3,500 television shows. Mr. Hodge is the Executive Producer of digital media visionaries M. Herbert Production, who create content for digital, film and television broadcast.

D'Wayne Wiggins is an Oakland native, multiple Grammy award-winning international recording artist and producer, and the founder and Creative Director of West Wind Artists. West Wind Artists will develop media production, music promotions and broadcast properties at the HJK Center. West Wind Artists produces high quality digital media content for the music industry, television, internet and family programming.

Co-founded by longtime fellow Oakland residents, Dave Room and Aaron Ableman, BALANCE Edutainment is an entertainment technology firm and producers of the award-winning brand, Pacha's Pajamas, a celebrity-studded story being used in communities, schools and children's hospitals across the USA. Pacha's Pajamas has done over two hundred live performances, reaching audiences of over 70,000, and will bring this program to global TV syndication in the coming years. BALANCE is committed to using their passion for education and entertainment in service to the HJK Center's vision for the future. With them comes the potential for a top notch animation studio, broadcasting web/TV, and a healthy kids entertainment & restaurant venue!

Additional media production and broadcast services will be provided by the Laney College Media Communications Department, KDOL/Oakland Unified School District Media Enterprise Alliance (MEA) and Peralta TV. The Laney College Media Communications students receive career technical education with industry standard instruction, including graphic design and media production for sound and video broadcast. KDOL and the MEA are the lead agency for the five OUSD Media Arts Academies and prepare students for the industry in the state of the art KDOL studios, one block from the HJK Center.

Finally, the Kaiser will host content for broadcast through a new Multi Channel Network (MCN), OakLife.com, featuring arts, science, sports and entertainment channels. In addition to high-targeted exposure, MCNs generate revenue through advertising and premium services.

## Revenue Generation

The HJK Center Arena and Calvin Simmons Theater present CDP several distinct revenue generation opportunities- 1) client-based events driven by full-service facility rental fees, ticket sales and food and beverage sales; 2) non-audience based productions for broadcast with Production Partners, which may or may not be based on standard rental fees and ticket sales, but cost-covering fees and revenue sharing agreements; 3) sponsorship, advertising, and naming opportunities, and 4) hybrid opportunities which may include a combination of rental fees, ticket sales, production fees and broadcast revenue sharing.

To maximize revenue potential, it is proposed that [[120 plus]] days adhere to the full service client- based facility rental model including conventions, tradeshow, concerts and special events, and the remaining days be utilized for hybrid relationships with entertainment industry Production Partners, including film and media production and original content development.

The addition of an adjacent premium select service hotel will allow Oakland to capture group association meeting business that generally bypasses Oakland for other second tier cities with better hospitality offerings. This business generates a significant amount of revenue from extended visitations and increased spending. Oakland's and the Auditorium's proximity to San Francisco and the region, makes it the perfect meeting facility in the perfect location.

Additional revenue will be generated through advertising and sponsorship on-site and through Multi Channel Network broadcasting.

## 5.3. HJK Center Community Partners

### Nonprofit Arts Organizational Support

Two Oakland based nonprofit organizations will ensure access and support to community-based arts organizations. In addition to fundraising, the organizations will provide fiscal sponsorship for non-incorporated artists and arts organizations.

Support Oakland Artists (SOA) was founded in 1994 and incorporated as a 501(C)3 corporation in 2002. SOA works to enhance local artists' ability to thrive and increase citizens' participation in cultural activities, with a focus on economic and community development. SOA has sponsored critically acclaimed art exhibitions, public speaking forums and community projects, along with sponsoring individual artists and unincorporated arts groups.

The Calvin Simmons Center for the Performing Arts provides access to a full array of artistic elements and delivers a broad spectrum of Arts to the community. The organization's programs focus on young people, teachers, and families, training artists and arts managers to provide relevant art that appeals to the audiences of the future.

### Local cultural presenters who lent their support to CDP's effort to include:

Oakland Film Society	Lorraine Hansberry Theater	CaribelinQ	Pacha's Pajamas	Thelma Harris Gallery
West Coast Blues Society	Eastside Arts Alliance	Eastlake Music Festival	West Wind Artists	Axis Dance Theater
Diamano Coura	Museum of the African Diaspora	Savage Dance	Destiny Arts Center	Top Ten Social
World Arts West	San Francisco Friends of Chamber Music	American Steel Studios	Tarika Lewis	
African American Shakespeare Company	Friends of the Exposition Organ	Dimensions Dance Theater	Destiny- Harpist from the Hood	

## Events and exhibitions that have been planned for the Arena and Theater include:

- Oakland Basketball Hall of Fame Tournaments
- Oakland Music Hall of Fame Concert Series
- Oakland International Film Festival
- Malcolm X Winter Jazz Festival
- Oakland International Arts Festival
- South 25th Street Artisan Bazaar
- OakLife Festival
- Eastlake Music Festival
- Hood Games- Extreme Sports

## *Makers Community Engagement*

CDP Principal Randolph Belle has long been a leader in the Oakland and Bay Area Arts community and in recent years worked closely with leaders in the Maker community to advance the impact of arts, science and application through strategic partnerships, promotion, arts education and application. The Maker community is cohesive, yet diverse. The One Lake Merritt strategy for inclusion of the Maker community includes four components- Education, Exhibition, Retail and Infrastructure. The Education component includes K-14 STEAM (Science, Technology, Engineering, Arts & Math) activities featuring temporary installations, interactive exhibitions and a proposed outdoor Makers playspace at Peralta Park. Additional permanent Maker co-working activities may be housed in the Kaiser basement. These activities will primarily include technology based Makers.

Exhibitions will showcase the wealth of industrial and monumental arts being produced in Oakland- throughout the hotel and convention center and on the surrounding grounds. Of all the large scale art being produced in Oakland. Very little is actually on exhibit here. One Lake Merritt, the surrounding grounds, and select locations around Lake Merritt, will provide a high profile venue for residents and visitors alike around the bustling jewel of Oakland.

As part of this exhibition strategy, CDP will be working with an existing coalition of artists and Makers who have developed a proposal to create a new, public sculptural play landscape at the Peralta Park that supports rich narrative play for children of all ages and engages adults with their public spaces in new ways. The group has plans to create five such artist-shaped playground projects within the greater San Francisco Bay Area and their goal is to launch the initiative in Oakland, the epicenter of the Maker movement where much of the industrial and monumental arts is produced and shipped for display around the country. The Artists' Playground Project will help create a new kind of public art project, a community space combining sculpture and social practice. The project will provide a way for art to be accessible and endemic to children and at the same time, provide important opportunities for artists to connect with, influence, and to be influenced by their own communities.

Retail opportunities for artists and craftspeople will be integrated into fixed locations in the hotel, transient pop-up opportunities at events and artisan marketplaces around the facility. With the renovation of Lake Merritt, we have developed a strategy to generate revenue to build upon activities around the lake including supporting local artisans. New concessions around the lake will attract visitors from around the region and further energize the renaissance currently being experienced. Oakland Makers is a nonprofit working group comprised of makers, manufacturers, educators, and economic developers working to sustain and build making and manufacturing in Oakland. Oakland Makers will play a lead role in facilitating local artisan producers, industrial fabricators, entrepreneurial manufacturers and food and beverage micro-enterprises at One Lake Merritt. The City of Oakland has provided seed money to support the growth of the Maker and creative economy in a diverse and sustainable manner.

The local Maker community will be built in to the infrastructure of One Lake Merritt wherever feasible. Possible applications include interior designs, outdoor hardscaping, fixtures and other items that can be crafted by the Laney College Machine Technology and Advanced Manufacturing Departments, and other Oakland-based Makers.

Our partnership with Laney College also includes programmatic activities that highlight the college as a National Science Foundation Center and home of the only Oakland FabLab, a technology tinkers workshop on the Laney campus, which is affiliated with a growing number of similar operations at Oakland Unified school sites. Laney College is also affiliated through shared faculty and students with the major industrial arts and Maker centers throughout Oakland, making it a central hub of the Maker community. Part of the 1LM Works programming will coordinate with an exciting new approach to education, the Laney College MBA (Makers, Builders, Artisans), which is an entrepreneurship workshop in a contextualized business and entrepreneurship education format. Contextualized learning means that instead of hearing lectures and reading about the fundamentals of business, participants in the program start their own 'prototype' business. Participants also become versed in the four disciplines of manufacturing-Carpentry, Wood Tech, Machining and Welding.

## 5.4. Career Training Program



### Career Pathways Embedded in One Lake Merritt Operations:

**Hospitality and Culinary Arts-** Hotel Management, Convention and Event Services

**Facilities-** Maintenance, Management, Environmental Control Technologies, Convention Services

**Creative Arts-** Stage, Lighting, Sound and Media Production

**Administration of Justice-** Hotel and event security, first responder, safety ambassadors

**Landscaping and Horticulture-** Groundskeeping, Sustainable Agriculture

**Business and Entrepreneurship-** Principles of Business Administration

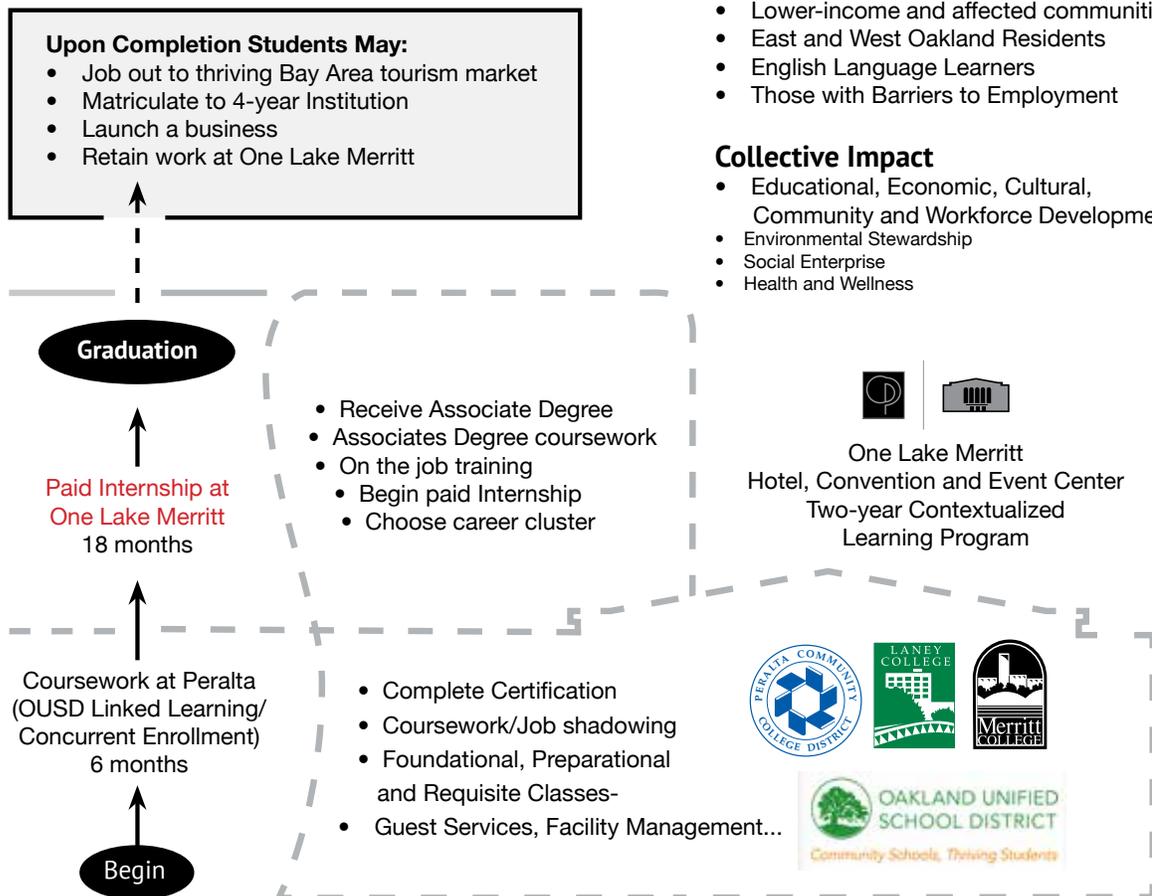
**Additional-** Cosmetology, Architectural Design

### Target Populations

- Boys and Men of Color
- Lower-income and affected communities
- East and West Oakland Residents
- English Language Learners
- Those with Barriers to Employment

### Collective Impact

- Educational, Economic, Cultural, Community and Workforce Development
- Environmental Stewardship
- Social Enterprise
- Health and Wellness



Projected Timeline for Launch of Training Programs

Curriculum, coursework and operational plan completed 2015

Curriculum and coursework accredited by State January 2016

Target Enrollment for Year 1- 500 Students in six (6) Career Pathways; Year 2 Goal- 1000

## 5.5. Local job sourcing strategy

The entire 1LM team is committed to creating and sourcing jobs for Oakland. For example, our lead builder, Pankow Builders, manages its own workforce development program (separate from the 1LM Workforce Training Program). Pankow Builders collaborates with the Oakland-based, non-profit organization The Cypress Mandela, Inc. Training Center and currently has a representative, Luis Perez, BIM Manager, serving on the Board of Directors. Luis' involvement includes determining adequate curriculum for students, overseeing fundraising programs and assisting with providing local job placement through the organization's connections. The Cypress Mandela program is dedicated to, "Improving the lives of the people it serves by providing pre-apprentice construction and life skills training along with employment assistance." This hands-on and in the classroom training opportunity for the Oakland population prepares students for skilled trades jobs that are relevant to today's construction industry. The Cypress Mandela program has received local and national recognition, establishing itself as one of the top pre-apprenticeship construction training centers of its type.



**A comprehensive circulation plan for 1LM means more people, revenue, jobs, visibility, and opportunity for south Lake Merritt.**

Pankow is also a proud supporter of The Ella Baker Center for Human Rights, whose mission is to "advance racial and economic justice to ensure dignity and opportunity for low-income people and people of color." We strongly support giving back to our communities and organizations such as this in an effort to make the places we work, live and play a place we are proud of. The Ella Baker is also closely tied to the Green Jobs movement. The HJK Center project offers a unique opportunity to leverage strong existing programs (such as Pankow's) and new endeavors (1LM Works! career training program) to advance quality green jobs for the City of Oakland.

Turner Group Construction (TGC) is a Local Minority-Woman-owned company, with S/LBE, MBE, DBE certifications in Oakland and other cities and counties around the Bay Area. Being Oakland natives, TGC has a strong commitment to improve the city in which we live and work. TGC understands the importance of economic stimulation through the creation of local jobs, work education programs, and youth mentoring programs and has a vested interest in the community's success. TGC is committed to the preservation of parks, open spaces and safe neighborhoods, which is why they are fully committed to initiating local programs including Summer Internships, On-the-job Training (Oakland Private Industry Council, Richmond Build) and Community Sponsorships.

## 5.6. Sustainable development experience

### Sustainability Initiatives

We innovate first by **leveraging our strong partnerships** with groups working on cutting edge research & technology like the Center for the Built Environment at Lawrence Berkeley Labs, the Rocky Mountain Institute, Carnegie Institute at Stanford, the International Living Futures Institute, the new WELL standard for health, Building Health Initiative, California Best Building Challenge.

#### WELL Building Standard

Integral Group has been working for the last two years on the first standard for Health and Well Being – the WELL Building Standard® with The International WELL Building Institute, Delos and its partners at Cleveland and Mayo Clinics. A pilot version of this program was launched in 2013 and the world's first WELL certified projects are being tested and refined. Integral Group is one of the firms providing technical expertise on specific pilot project audits and review of the standard. Integral Group has audited several projects, including CBRE in Los Angeles, Akron Children's Hospital BMT Recovery Unit, Lyfe Kitchen, and currently TD Bank in NJ, among others.

The WELL Building Standard is comprised of seven categories of Wellness that, when working together, describe ideal conditions for human health and well-being: Mind, Comfort, Fitness, Light, Nourishment, Water and Air. In each of the features within the WELL Building Standard®, there is a conceptual 'WELL Dial' which helps identify the areas of impact that the feature has in relation to the health and wellness categories that the IWBI has identified. The dial clearly shows which categories of wellness are affected by the feature - and in broad strokes how much impact there likely would be.

#### Building Health Initiative

As a participant in USGBC-NC's Healthy Building Initiative, Integral Group is one of 29 globally prominent corporations and organizations that have pledged to implement new organizational actions to generate awareness of how the built environment affects our well-being. The initiative frames green design as a health issue and will catalyze the demand for healthy products and communities.

#### Clinton Climate Initiative, Advisor

The Clinton Climate Initiative (CCI) implements programs that create and advance solutions to the root causes of climate change – while also helping to reduce our reliance on oil, saving money for individuals and governments, creating jobs, and growing economies. CCI focuses on helping large cities reduce their carbon emissions. Other programs aim to increase energy efficiency through building retrofits; to increase access to clean energy technology and deploy it at the government, corporate, and homeowner levels; and to reverse deforestation by preserving and regrowing forests.

#### California Best Buildings Challenge

In 2010 Obama created the Better Buildings Challenge, where he challenged participants to cut their buildings' energy use by 20 percent by 2020. In response, the Northern California chapter of the US Green Building Council (USGBC-NCC) created the Best Buildings Challenge in which Challenge participants will meet Obama's goals of 20 percent energy reduction by 2014, six years sooner than Obama's Challenge partners. To go even further, the Best Buildings Challenge added a part to the pledge to reduce water use and waste by 20 percent by 2014 as well. Participants in the California Challenge include some very large and notable brands—Google, Lockheed Martin, Genentech, and Adobe, to name a few. Integral Group, with an office in San Jose and an office in Oakland, signed up as well, and we're the smallest firm to do so.

While Integral Group's committed square footage may be one of the smallest in the California Best Buildings Challenge, we still feel our participation is critical for several reasons: Energy, water, and waste reductions are our Life's Work, and we want to bring our leadership to bear to support others whenever possible. And even with highly efficient facilities already (LEED platinum and net zero energy), we want to demonstrate that this work is never "finished." No matter how well you think you're doing, you can always do better!

--Jeff Thomas,

Senior Engineer, Integral Group

#### Climate Reality Leadership Corps

Andrea Traber is an active leader in the Climate Reality Leadership Corps. Climate Reality Leaders are trained by the Chairman and Founder of the Climate Reality Project, former Vice President Al Gore to educate others about climate change and tackle the crisis head on. They're engaging their communities with acts of leadership, building networks, and inspiring solutions and action in their communities.

#### EcoDistricts

Integral group is a founding and active member of EcoDistricts. EcoDistricts brings together city builders and entrepreneurs, policymakers and innovators to create vibrant neighborhoods and smart cities. They convene and provide tools, resources to advance sustainable cities.

At Integral Group, we wanted to support and assist a new organization that is focused on solving the issues of sustainability at the district and community scale. EcoDistricts is the convener of this dialogue, and as an industry pioneer and leader, we are proud to be a Founding Member.

--Kevin Hydes,

Founder and CEO, Integral Group

[www.integralgroup.com](http://www.integralgroup.com)



# Accelerating the adoption of sustainable building design

that mitigates global environmental impacts and reduces ecological degradation.

The following represent Integral Group's sustainable design principals using the LEED rating system

## LEED Platinum Certified

- 110 First Street, Los Altos, CA Bayshore Property Management
- 1315 Peachtree Street Atlanta, GA Perkins+Will
- Aquarium of the Pacific Watershed Addition Long Beach, CA EHDD Architecture
- Caltech Linde + Robinson Lab for Global Environmental Science Pasadena, CA Architectural Resources Group
- CANMET Materials Technology Laboratory, Toronto, ON, Diamond Schmitt Architects
- Clif Bar Headquarters Emeryville, CA ZGF Architects
- ClimateWorks Phase 1 San Francisco, CA Leddy Maytum Stacey
- ClimateWorks Phase 2 San Francisco, CA Leddy Maytum Stacey
- Creekside Community Recreation Centre Vancouver, BC Nick Milkovich Architects
- David Brower Center Berkeley, CA Solomon E.T.C., San Francisco
- Discovery Green Building 12 Burnaby, BC B+H Bunting Coady
- Exploratorium, LEED Platinum Certified, Net Zero Energy, San Francisco, CA EHDD Architects
- Gordon and Betty Moore Foundation Palo Alto, CA Hawley Peterson Snyder
- Heifer International Center Little Rock, AR BNIM Architects/Elements
- Integral Group Office Oakland, CA, Komorous-Towey Architects
- Kaneda Residence Cupertino, CA Leddy Maytum Stacy Architects
- Lewis & Clark State Office Building Jefferson City, MO BNIM Architects
- Live Oak Resource Center Santa Cruz, CA Boone Low Ratliff Architects
- Millennium Water (Southeast False Creek) Vancouver, BC gBL Architects Group Inc.
- Mills College, Betty Irene Moore Natural Sciences Oakland, CA EHDD Architecture
- Montenay Office Building, Burnaby, BC Chernoff Thompson Architects
- Moraga Barn Moraga, CA Canyon Construction
- Packard Foundation Headquarters
- Perkins+Will Office Washington, DC Perkins+Will
- Portola Valley Town Center Portola Valley, CA Siegel & Strain
- Salinas Gateway Salinas, CA OJK Architects + Planners
- Sequoia High School Gymnasium Redwood City, CA Cody Anderson Wasney
- StopWaste.org Headquarters Oakland, CA Komorous Towey Architects T
- Tah.Mah.Lah. Residence Northern CA, Hill Glazer Architects
- UC Davis, Tahoe Center for Environmental Sciences Incline Village, NV Collaborative Design Studio
- Watsonville Water Resources Center, Watsonville, CA, WRNS Studio





## It is our belief that optimal buildings

contribute to human well-being in balance with the environment. Sustainable building practices provide direct financial returns to our clients and benefit society.

### Net Zero

#### Certified

- IDeAs "Z Squared" Office, San Jose, CA
- Packard Foundation Headquarters | LEED Platinum Certified, Los Altos, CA

#### Completed

- Aquarium of the Pacific | LEED Platinum Certified, Long Beach, CA
- Blackford Elementary School, Campbell, CA
- Castlemont Elementary School, Campbell, CA
- Clif Bar Headquarters | LEED Platinum Certified, Emeryville, CA
- Del Mar High School, Science Education Facility | CHPS Certified, Campbell, CA
- Exploratorium | LEED Platinum Certified, San Francisco, CA
- J. Craig Venter Institute, La Jolla, CA
- Kaneda Residence | LEED Platinum Certified, Cupertino, CA
- Leyva Middle School Administration, San Jose, CA
- Lynhaven Elementary School Multi-Purpose, Campbell, CA
- Millennium Water (Southeast False Creek) | LEED Platinum Certified, Vancouver, BC
- Montenay Office Building | LEED Platinum Certified, Burnaby, BC
- OUSD, Downtown Educational Complex | CHPS Certified Pending, Oakland, CA
- Regent College Library, Vancouver, BC
- Sherman Oaks Elementary School - Multi Use Facility, Campbell, CA
- Tah.Mah.Lah. Residence | LEED Platinum Certified, Northern CA
- VanDusen Visitor Centre | Living Building Challenge, Vancouver, BC
- Watsonville Water Resources Center | LEED Platinum Certified, Watsonville, CA
- Westmont High School - Science Education Facility | CHPS Certified, Campbell, CA
- UniverCity Childcare Facility | Living Building Challenge, Burnaby, BC

#### Construction

- Metalsa Research Building, Mexico
- Vernonia K-12, Vernonia, OR
- Yosemite Institute, Yosemite National Park, CA

#### Design

- 2 Bryant, Perkins & Will Office, San Francisco, CA
- 415 Mathilda, Sunnyvale, CA
- 435 Indio Sunnyvale, CA
- 895 Emerson, Schmidt Family Foundation Offices, Palo Alto, CA
- 946 Front Street, DPR, San Francisco, CA

- Bishop O'Dowd High School, Environmental Science Center, Oakland, CA
- California State Polytechnic University, Pomona, Student Center, Pomona, CA
- Medical Office Building, Confidential Client, Los Angeles, CA
- Hanover Page Mill, Palo Alto, CA
- Hawaii Portable, Oahu, HI
- Rowland Hall-St. Mark's School, Salt Lake City, UT
- Sacramento Market Co-Op, Sacramento, CA
- San Jose Environmental Innovation Center, San Jose, CA
- Stanford University Living Lab, Palo Alto, CA
- UC Davis California Avenue Lecture Hall, Davis, CA
- UC Santa Cruz Hay Barn Reconstruction, Santa Cruz, CA
- UC Santa Cruz, Big Creek, Santa Cruz, CA
- Hayward Library, Hayward, CA

#### Masterplan

- OUSD, Fremont High School Master Plan, CHPS Certified Pending, Oakland, CA
- Station Pointe Sustainable Master Plan Edmonton, AB

### Living Building Challenge

- 2 Bryant, Perkins & Will Office, San Francisco, CA
- Boy Scouts of America, The Summit Bechtel Reserve, Glen Jean, WV
- FAHR Next Gen Climate Action, San Francisco, CA
- Google Bay View, Mountain View, CA
- Marine Research and Education Center, Platinum Targeted, Living Building Challenge, St. Croix, US Virgin Islands
- Tah.Mah.Lah. Residence, LEED Platinum Certified, Positive Energy, Living Building Challenge, Northern California
- UniverCity Childcare Facility, Net Zero Energy, Living Building Challenge, Burnaby, BC
- VanDusen Visitor Centre, Targeting LEED Platinum, Net Zero Energy, Living Building Challenge, Vancouver, BC

[www.integralgroup.com](http://www.integralgroup.com)



# 6. LETTERS OF SUPPORT

## 6.1. Letters



# Peralta Community College District

333 East Eighth Street • Oakland, California 94606 • (510) 466-7200

---

July 31, 2014

Randolph Belle, VP Community and Government Relations  
Creative Development Partners  
490 Lake Park Avenue, #16242  
Oakland, CA 94610

Re: Letter of Support for Creative Development Partners  
One Lake Merritt Development

## I. PURPOSE

The purpose of this Letter of Support is to establish a commitment in theory and principle, and a general framework for a programmatic partnership between Peralta Community College District ("PCCD") and Creative Development Partners ("CDP") for the proposed economic and community development project, One Lake Merritt, on the site of the Henry J. Kaiser Convention Center. One Lake Merritt includes the redevelopment of the Henry J. Kaiser Convention Center as a convention and event center, and the construction of a new full service museum hotel (hereafter referred to as the Project).

The proposed programmatic partnership between PCCD and CDP includes related coursework at Laney College and Merritt College and encompasses the development of a multidisciplinary and integrated Workforce Development Training initiative ("Initiative"). The intent of the Initiative is to provide a contextualized learning environment and pipeline of highly-trained and skilled students, graduates and trainees that will comprise a significant portion of the ongoing labor force at One Lake Merritt.

PCCD understands that shared programming is also anticipated with the Oakland Museum of California, including the integration of curated cultural exhibitions into the One Lake Merritt hotel, cultural programming at the Henry J. Kaiser Convention Center, and other opportunities for shared cultural programming.

PCCD will engage in a facility-sharing program to maximize the utilization of each individual facility and create a campus-like space for business, cultural, educational and community events. Operations at One Lake Merritt will strive to spur facilities rental opportunities at Laney College and the Oakland Museum through conventions, weddings and other special events that require additional accommodations such as parking.

## II. PRINCIPLES

**Peralta Community College District (PCCD)** recognizes the value of establishing innovative, effective and cooperative relationships in the creation and development of assets that serve Bay Area residents in need of educational and cultural resources.

- **The Peralta Community College District** has long been at the epicenter of workforce development activities, serving a broad and multi-cultural range of students, including immigrant and lower-income populations, and conducting specific initiatives serving Men of Color - building economic, social and cultural capital, and providing efficient, meaningful, practical, relevant and high-quality education. Peralta students attain career/technical education, matriculation support, foundation skills education and support services such as learning communities - all core tenets of this Initiative. This Initiative will build upon existing programs and offerings at Laney and Merritt Colleges to provide a significant portion of the labor resources required for operation of the Project.
- The Initiative embraces a Career Pathways model, which values and embraces students, education, employers and economic development partners, targeting regional workforce needs, focusing on industry-recognized credential attainment and providing instruction that make work and work readiness a central context for learning. The Initiative will build upon pertinent research, and statewide and national precedents in education, workforce preparation, and economic development to become an exporter of trained talent in a range of industry sectors.
- Lower-income and underserved residents need affordable options that provide access to career-track employment in the growth sectors unique to the Bay Area, creating increased earning potential, reduced rates of poverty and eliminating or mitigating other barriers to building a healthy and vibrant local economy.
- PCCD believes that effective workforce development is closely aligned with industry and clear pathways to living wage employment opportunities with upward mobility. The development of One Lake Merritt as a training facility achieves these goals by expanding the economic vitality of the region and increasing the number of jobs available to participants in the Initiative.
- PCCD's ability to reach and serve under-resourced populations' needs and strengths will be a key factor in the success of this partnership and this Initiative. The Oakland East Bay Area and Peralta Community College population is uniquely positioned to excel in the specific growth sectors covered in this Initiative.

### III. PCCD UNDERSTANDING

- Creative Development Partners is entering into a competitive bidding process to gain site control over the Henry J. Kaiser Convention Center and surrounding property. Once site control has been attained, the parties will engage in the planning and implementation of cooperatively developed programs and activities in support of the development of One Lake Merritt. It is the intent of this document to express PCCD's support for a programmatic partnership that builds upon the existing programs and activities of each partner, increases the impact of the partnering agencies, and greatly expands the partners' ability to impact the local economy.
- Development, financing, operations, and facilities maintenance of the Henry J. Kaiser site is the responsibility of Creative Development Partners
- Upon success in site control, PCCD activities will include and are not limited to:
  - Identify and assign dedicated lead representative(s) with authority to jointly plan and implement initiative activities
  - Leverage joint and agency-specific funding opportunities through local, state, federal, philanthropic, corporate and other sources
  - Develop an inventory of positions and the related qualifications/skill levels for each occupation of the Project, and work collaboratively to create curriculum aligned with industry and trade needs and standards to support education and training in those occupations
  - Conduct outreach to industry, government, community, labor and other entities in support of the Initiative
  - Meet on a regularly scheduled basis to implement the workplan and carry out the activities described in the Letter of Support.

- Develop assessment and evaluation systems to evaluate partnership effectiveness
- Develop specific strategy for inclusion of industry and labor in the development of the Initiative

**IV. ANTICIPATED OUTCOMES**

The anticipated outcomes of the Initiative are:

**A. Educational Outcomes**

- A first-rate education and training program linked to economic and workforce development
- Increased student completion rates through integrated work-study program
- A clearly defined Student Pathway/Career Track including the following tracks
- Comprehensive workforce development/skills development and Academic coursework
- Internship, pre-apprenticeship and apprenticeship program in related fields including apprenticeship articulation strategy
- Continuing education for incumbent union members
- Certificate program array for related fields
- Associate Degree program in related fields
- High school career pathway

**B. Cultural Outcomes**

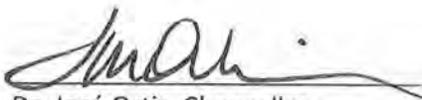
- Shared cultural activities program with Laney College and Oakland Museum
- Development of the Lake Merritt Arts, Culture and Environmental District (ACE)

**C. Administrative Outcomes**

- Facility sharing agreement
- Joint resource development strategy and implementation plan including entrepreneurial activities
- Co-marketing strategy

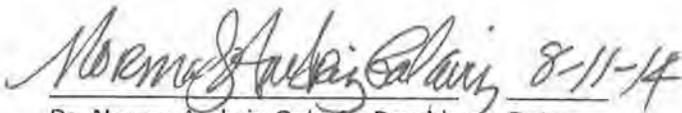
We are excited to support the One Lake Merritt project and look forward to partnering on the launch of the Initiative for Oakland and the East Bay.

Sincerely,



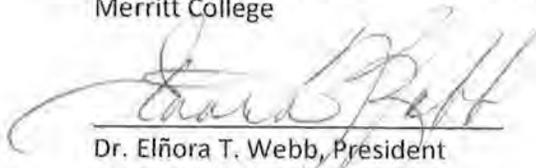
Dr. José Ortiz, Chancellor  
Peralta Community College District

8.14.14  
Date



Dr. Norma Ambriz-Galaviz, President  
Merritt College

8-11-14  
Date



Dr. Elñora T. Webb, President  
Laney College

8.7.14  
Date

PRESIDENT'S

OFFICE

AUG 6 '14 AM 11:18

**CALIFORNIA COMMUNITY COLLEGES  
CHANCELLOR'S OFFICE**

1102 Q STREET  
SACRAMENTO, CA 95811-6549  
(916) 445-8752  
<http://www.cccco.edu>



November 10, 2014

Randolph Belle, VP Community and Government Relations  
Community Development Partners  
490 Lake Park Avenue, #16242  
Oakland, CA 94610

**Re: Letter of Support for Creative Development Partners  
One Lake Merritt Development**

Dear Mr. Belle:

The California Community Colleges Chancellor's Office (CCCCO) extends our support for Creative Development Partner's (CDP) efforts to create multi-sectorial career pathways, with embedded contextualized learning and employment opportunities, through your unique partnership with the Peralta Community College District's (PCCD) two Oakland Campuses, Laney and Merritt Colleges, the Oakland Unified School District (OUSD) and the Alameda County Office of Education (ACOE), in the development of One Lake Merritt, a large scale economic and community benefits-driven real estate project. (CDP, PCCD, OUSD and ACOE hereafter referred to as "Partners"). California's community colleges are an essential catalyst to the State's economic recovery, with the goal of job creation at the local and regional level. The sectorial training components that you've identified for your development are well suited to prepare Oakland's population to thrive throughout the Northern California economy.

We understand the One Lake Merritt development to be as follows:

- Creative Development Partners is entering into a competitive bidding process to gain site control over the Henry J. Kaiser Convention Center and surrounding property. Once site control has been attained, the Partners will engage in the planning and implementation of cooperatively developed programs and activities in support of the development of One Lake Merritt. It is the intent of this document to express CCCCCO support for the Partners to build upon the existing programs and activities of each Partner, increase the impact of the Partners, and greatly expands the Partners' ability to impact the local economy.
- Development, financing, operations, and facilities maintenance of the Henry J. Kaiser site is the responsibility of Creative Development Partners.
- The proposed development of One Lake Merritt includes the redevelopment of the historic Henry J. Kaiser Convention Center as a convention and event center, along with the development of a new full service 4-star hotel and expanded Hospitality School in partnership with Laney College and Oakland Unified School District.
- Once CDP has gained site control, Partners will engage in the coordination of existing Career Pathway programs throughout Alameda County and the completion and implementation of cooperatively developed, comprehensive curriculum for students engaged in the related programs.
- The core career pathways to be embedded into the ongoing operational plan for One Lake Merritt include:
  - Hospitality and Culinary Arts Hotel Management, Convention and Event Services
  - Building & Facilities Maintenance, Management, Environmental Control Technologies, Sustainable Building and Development
  - Creative Arts Stage, Lighting, Sound, Film and Media Production
  - Administration of Justice Hotel and event security, first responder, safety ambassadors
  - Landscaping and Horticulture Grounds keeping, Sustainable Agriculture

- o Requisite curriculum for all participants Business and Entrepreneurship Principles of Business Administration
- o Additional Pathways Cosmetology, Architectural Design
- CDP will embrace a “Learn and Earn” approach with students enrolled in the program, working with Laney and Merritt Colleges, Juma Ventures, an established workforce development training agency, and the management operators at One Lake Merritt, to provide a contextualized learning environment and pipeline of highly-trained and skilled students, graduates and trainees that will comprise a significant portion of the ongoing labor force.
- The ultimate goal of this program, in addition to overall academic achievement and student success, is completion, with students either transferring to a 4-year institution, securing permanent employment or other positive and productive result of completing the 2-year program.
- The specific collective impacts of this program include 1) Supports for Boys and Men of Color; 2) Support for Peralta students entering or re-entering the school setting (average age of Laney College student is 30); 3) Effective implementation of Linked Learning programs that matriculate OUSD students through the higher education system to gainful employment in a “good” job; 4) Support for lower-income and affected communities of East and West Oakland
- Program curriculum will be articulated with local 4-year hospitality programs including San Francisco State University, University of San Francisco and Cal State East Bay

The California Community Colleges Chancellor's Office Division of Workforce and Economic Development and its focus on *Doing What MATTERS* for Jobs and Economy, bridge the skills and jobs mismatch and prepare California's workforce for 21st century careers. The framework includes a four-pronged framework to respond to the call of our nation, state, and regions to close the skills gap -- 1) Give Priority for jobs and the economy; 2) Make Room for jobs and the economy; 3) Promote Student Success; 4) Innovate for jobs and the economy. We believe your proposed project embraces this spirit and we support that vision.

With respect to the career pathways embedded in the Partners' plan, the correlating CCCCCO priority areas are:

- o Retail, Hospitality and Tourism “Learn and Earn”
- o Information & Communication Technologies (ICT)/Digital Media
- o Advanced Manufacturing
- o Energy (Efficiency) & Utilities
- o Small Business

### **Anticipated Outcomes**

- A first-rate education and training program linked to real jobs and economic impact.
- Increased student completion rates through integrated work-study program.
- A clearly defined student pathway/career track coordinated with middle and high schools.
- Accredited internship, externship, pre-apprenticeship and apprenticeship programs in related fields.
- Curriculum articulated from K12 through community college, to 4-year institution.
- Certificate and Associate Degree programs in related fields.
- Joint resource development, implementation and sustainability plan including entrepreneurial activities.

We are excited to support the One Lake Merritt project and look forward to your success and the launch of this important Initiative for Oakland and the Bay Area Region.

Sincerely,



Van Ton-Quinlivan, Vice Chancellor  
Workforce and Economic Development Division



# Alameda County Office of Education

October 27, 2014

Pathways to College and Career Division  
Alameda County Office of Education  
313 W. Winton Avenue, Rm. 280  
Hayward, CA 94544

Re: Letter of Support for Creative Development Partners  
One Lake Merritt Development

**Sheila Jordan**  
Superintendent

**Damon Smith**  
Associate Superintendent  
of Business

**L. Karen Monroe**  
Associate Superintendent  
of Education

## BOARD OF EDUCATION

**Joaquin Rivera**  
Trustee Area 1

**Marlon L. McWilson**  
Trustee Area 2

**Ken Berrick**  
Trustee Area 3

**Aisha Knowles**  
Trustee Area 4

**Fred Sims**  
Trustee Area 5

**Eileen McDonald**  
Trustee Area 6

**Yvonne Cerrato**  
Trustee Area 7

## I. PURPOSE

The purpose of this Letter of Support is to establish a commitment in theory and principle, and a general framework for a programmatic partnership between the Alameda County Office of Education ("ACOE") and Creative Development Partners ("CDP") for the proposed economic and community development project, One Lake Merritt, on the site of the Henry J. Kaiser Convention Center. One Lake Merritt includes the redevelopment of the Henry J. Kaiser Convention Center as a convention and event center, and the construction of a new full service museum hotel (hereafter referred to as the Project).

As part of the Project, CDP has proposed the creation of an embedded Career Technical Education and workplace learning program, which will incorporate existing Linked Learning Career Pathways in the Oakland Unified School District, Alameda County Office of Education, Peralta Community College District and California State Community College Chancellor's Office, to provide a seamless continuum for students, contextualized learning experience and employment opportunities at One Lake Merritt. Students throughout Alameda County will benefit from an integrated education and employment program that employs a "closed loop" approach to training and employment.

## II. PRINCIPLES

**Alameda County Office of Education (ACOE)** recognizes the value of establishing innovative, effective and cooperative relationships in the creation and development of assets that serve East Bay residents in need of educational and cultural resources. ACOE provides learning opportunities for a well-prepared, responsible, and responsive community of students and educators.

ACOE embraces a "Cradle to Career" approach to education. Specific ACOE initiatives that align with the core values of CDP and the development of One Lake Merritt include:

- Project EAT (Educate, Act, Thrive), which promotes principles of nutrition and physical activity to over 27,000 students through experiential education. Currently, high school students are trained on 'farms' on two campuses in Alameda. Tennyson High is piloting the ProFreshional Career Pathway beginning summer 2015.
- The Alliance for Arts Learning Leadership provides high quality arts education for every child, in every school, every day and develops public understanding about the essential role of arts in inquiry and deeper learning across the curriculum.
- The Green Pathways Support Network exposes students to opportunities available to them in the green environmental fields.

313 W. Winton Ave.  
Hayward, California  
94544-1136

(510) 887-0152

www.acoe.org



- Pathways to College and Career Department (Pathways 2C&C) which is engaged in developing College and Career Pathways in 14 Alameda County school districts to and through the six Community College Districts in Alameda County. Additionally, Pathways 2C&C is working with the local Workforce Investment Boards (WIBs) to provide job placement for our youth.

One Lake Merritt and the embedded training programs will serve regional workforce needs, valuing and embracing students, education, employers and economic development partners and focusing on industry-recognized credential attainment to provide instruction that makes work and work readiness a central context for learning. Lower-income and underserved residents need affordable options that provide access to career-track employment in the growth sectors unique to the Bay Area, creating increased earning potential, reduced rates of poverty and eliminating or mitigating other barriers to building a healthy and vibrant local economy.

ACOE and CDP believe that effective workforce development is closely aligned with industry and clear pathways to family sustaining wages employment opportunities with upward mobility. The development of One Lake Merritt as a training facility achieves these goals by expanding the economic vitality of the region and increasing the number of jobs available to participants in the Initiative.

ACOE's ability to reach and serve under-resourced populations' needs and strengths will be a key factor in the success of this partnership and this Initiative. The Oakland East Bay Area and Alameda County school population are uniquely positioned to excel in the specific growth sectors covered in this Initiative.

### III. ACOE UNDERSTANDING

Creative Development Partners is entering into a competitive bidding process to gain site control over the Henry J. Kaiser Convention Center and surrounding property. Once site control has been attained, the parties will engage in the planning and implementation of cooperatively developed programs and activities in support of the development of One Lake Merritt. It is the intent of this document to express ACOE's support for a programmatic partnership that builds upon the existing programs and activities of each partner and institution, increasing the impact of the partnering agencies, and greatly expanding the partners' ability to impact the local economy.

Development, financing, operations, and facilities maintenance of the Henry J. Kaiser site is the responsibility of Creative Development Partners.

Where appropriate, Creative Development Partners will Support in programmatic funding for Academic and Workforce performance development by ACOE. In addition, CDP, will coordinate with ACOE to create seamless Pathways to College and Career for the success of all participants.

Upon success in site control, ACOE activities will include and are not limited to:

- Outreach to Alameda County residents who may benefit from the proposed programs
- Identify and assign dedicated lead representative(s) with authority to jointly plan and implement Initiative activities
- Identify ACOE programs that may align and be leveraged to support the partnership
- Leverage joint and agency-specific funding opportunities through local, state, federal, philanthropic, corporate and other sources
- Develop assessment and evaluation systems to evaluate partnership effectiveness

**IV. ANTICIPATED OUTCOMES**

Educational Outcomes

- A first-rate education and training program linked to economic and workforce development
- Increased student completion rates of certificates and graduation through integrated work-study program
- Clearly defined Student Pathways linked to Career Clusters as defined by the Department of Labor including the following tracks: Hospitality (including Management), Culinary Arts, and Urban Agriculture including Food Production and Distribution
- Comprehensive workforce development/ soft skills development, and Academic coursework corresponding to the Career clusters
- High school career pathway

We are excited to support the One Lake Merritt project and look forward to partnering on the launch of the Initiative for Oakland and the East Bay.

Sincerely,



L. Karen Monroe  
Associate Superintendent



Chris Boynton, Ed.D.  
Executive Director  
Pathways to College &  
Careers/Project EAT



131 STEUART STREET, SUITE 201  
SAN FRANCISCO, CA 94105

SAN FRANCISCO | OAKLAND | SAN DIEGO | NEW YORK  
T 415 371 0727 F 415 371 1634 WWW.JUMA.ORG

November 7, 2014

City Of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

To whom it may concern,

Juma Ventures is committed to the education, workforce development and employment of Oakland's underserved youth population and the advancement of innovative community partnerships that include public, private and educational institutions.

We are a Bay Area based organization with offices in Oakland, that provide youth development programs nationwide, combining employment in social enterprises, college preparation, and financial asset building to create a safe, supportive community where under-resourced youth can achieve their dreams of a college education.

We are very excited about participating in the One Lake Merritt project, which would renovate and reinvent the Henry J. Kaiser Convention Center, the area around it, and develop a new hotel and hospitality school. This project is directly aligned with our organizations mission, with a solid social enterprise and partnership with the Oakland Unified School District, Laney College and the Peralta Community College District, and a variety of county and state agencies.

Our participation with One Lake Merritt as the lead workforce development agency represents one of the most innovative and ambitious community development projects ever undertaken and we believe that the residents of Oakland deserve such a bold gesture of support for it's most underserved populations.

We look forward to your positive response to this proposal.

Thank you,

A handwritten signature in cursive script that reads "Marc H. Spencer".

Marc Spencer, CEO  
Juma Ventures



November 5, 2014

re: One Lake Merritt Redevelopment Project

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94619

To whom it may concern,

I'm writing to express my support of Creative Development Partners in their effort to redevelop the Henry J. Kaiser Convention Center and develop a new hotel and hospitality school. As designed, the project places community and the residents of Oakland first, and targets some of the most vulnerable populations in the area including boys and men of color, a programmatic priority of the foundation. The project will also support other populations in need of quality training and employment opportunities. Geographically, many residents of East and West Oakland will benefit from the project's programs, along with English language learners and other residents with barriers to employment.

The project will achieve the collective impact of positive educational, economic, and cultural outcomes, through their deep ties in the community and robust partnerships with a host of community institutions including the Oakland Unified School District, Laney and Merritt Colleges.

The project embraces many of the principles of The California Endowment's Building Healthy Communities initiative, of which East Oakland is one of fourteen communities designated around the State of California. Building Healthy Communities brings together youth and adult residents, community based organizations, schools, business, health care service providers, and government agencies to work towards improved community and individual health. Additionally, our Sons and Brothers work supports efforts to build comprehensive local systems to keep boys and men of color on track to receive the skills necessary to participate in the 21<sup>st</sup> C economy. Creative Development Partner's project can strive for similar goals, by coordinating the efforts of a host of local resources and serving as a hub for social and economic impact.

Thank you,

Dr. Anthony Iton  
Senior Vice President for Healthy Communities  
The California Endowment



November 5, 2014

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

Re: Henry J. Kaiser Convention Center Redevelopment

Dear City officials:

I'm writing to express my enthusiastic support for Creative Development Partners' effort to redevelop the Henry J. Kaiser Convention Center and establish a new hotel and hospitality school. I'm excited about the possibilities that One Lake Merritt brings to our vibrant and growing city. This redevelopment team presents a multifaceted and well-considered plan that addresses myriad opportunities in Oakland. Firstly, One Lake Merritt would establish much-needed additional hotel rooms and conference meeting space. The beautiful setting next to the Oakland Museum and Lake Merritt will reinforce Oakland's appeal as a viable conference host city, resulting in a valuable uptick in visitor-related revenue. Secondly, the connections to a host of community institutions including the Oakland Unified School District, Laney and Merritt Colleges will provide critical training and economic pathways for Oakland students and residents into the hospitality industry, one of the Bay Area's most robust sectors. Thirdly, One Lake Merritt could greatly increase the standards for what a public/private real estate development partnership can yield for Oakland and its residents, providing a model for how to achieve the collective impact of positive educational, economic, and cultural outcomes through a unified development project.

We at the Kapor Center relocated here from San Francisco in 2012 because of our commitment to Oakland (90% of our staff lived in the East Bay) and excitement around actively contributing to the burgeoning innovation community here. As we look to open our own building at 2148 Broadway in late 2015, we're exploring the potential for convenings that will draw top tech, civic, and social justice leadership to our great city. We *need* the space that One Lake Merritt will offer as a beacon of bright pride in the best of Oakland. I have deep confidence in Creative Development Partners to implement this plan and project, due in part their longstanding community orientation and roots, and I hope that you will fully support this important redevelopment pursuit.

If I have erred on the side of brevity, please don't hesitate to contact me at [cedric@kaporcenter.org](mailto:cedric@kaporcenter.org) or 510-255-4655. May thanks for your serious consideration!

Best,

A handwritten signature in black ink, appearing to read "Cedric Brown", with a stylized flourish at the end.

Cedric Brown  
Managing Partner



City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

November 5, 2014

Re: Henry J. Kaiser Convention Center Redevelopment

To whom it may concern:

I am writing to express my support for Creative Development Partner's ("CDP") effort to redevelop the Henry J. Kaiser Convention Center into a new entertainment and convention facility and hotel and hospitality school.

The proposed One Lake Merritt project uses a very innovative business model that not only includes world class facilities that will bring more visitors and commerce to our City, but directly addresses the job and job training needs of the residents of Oakland. Like Community Bank of the Bay, CDP is committed to building an economic and environmentally sustainable community and has incorporated into their business plan a commitment to utilize small local businesses as preferred vendors. This effort will provide an important economic boost to our local "makers community" and CDP's plan even provides ongoing support to help them scale and access capital.

As CEO of Community Bank of the Bay, an Oakland-based community bank and the first California bank to be certified as a Community Development Financial Institution, I am committed to smart, sustainable and inclusive development and I support this project for its innovative approach to economic development, job creation and training and outreach to local entrepreneurs. I believe that this project will transform the economic landscape of the Lake Merritt area as well as the greater City of Oakland and I urge your support as well.

Please do not hesitate to contact me directly at 510-433-5404 if I can be of any assistance.

Sincerely,

Community Bank of the Bay

A handwritten signature in blue ink that reads "William S. Keller".

William S. Keller  
President & CEO



## BOARD OF SUPERVISORS

**KEITH CARSON**  
Supervisor, Fifth District

November 6, 2014

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

To Whom It May Concern:

I am writing to express my support for the Creative Development Partners' proposal to re-develop the Henry J. Kaiser Convention Center. The project creatively addresses a range of issues facing Oakland and our communities including workforce development and the creation of much needed hotel and event space which is essential to making Oakland a unique destination location on the West Coast.

The innovative proposal put forward by Creative Development Partners will provide a pathway to livable wage careers for Alameda County residents who are facing barriers to employment; curbing the gentrification which is draining Oakland of one of its greatest strengths, our diversity. The proposed economic benefits will also provide a boost to our local economy and the city's general fund while creating strategic partnerships between the Oakland Unified School District and the Peralta Community College District which could be the model for our state and the nation.

As the President of the Alameda County Board of Supervisors and Chair of the East Bay Economic Development Alliance, I am clear that our economic survival is tied to preparing all of our residents to participate in the future workforce. The East Bay has a robust mixture of history, world class educational facilities and residents who are known for their numerous talents and contributions around the globe. The comprehensive proposal advanced by the Creative Partners of Oakland can be a binding thread in the rich tapestry that continues to make our city one of the brightest in the Bay Area.

Thank you for your consideration.

Keith Carson  
President, Alameda County Board of Supervisors



# CAREER LADDERS PROJECT

November 4, 2014

Randolph Belle  
VP Community and Government Relations  
Creative Development Partners  
490 Lake Park Avenue, #16242  
Oakland, CA 94610

Re: Letter of Support for Creative Development Partners, One Lake Merritt  
Development

Dear Mr. Belle:

The Career Ladders Project (CLP) works to impact education and workforce development policy and practice in California. CLP works across multiple venues—including local community colleges, the California Community College (CCC) system, the legislature, and other state level arenas—to raise issues, share effective practices, address barriers, and pose systemic solutions.

As the primary technical assistance provider for the statewide Career Advancement Academies (CAAs) funded by the CCC Chancellor's Office, CLP has worked closely with four regional CAA collaboratives, including the East Bay CAA. Over the past seven years, the CAAs have served more than 8,700 students across 32 community colleges, providing bridge programs resulting in career path certifications through contextualized basic skills, cohort based instruction, accelerated instructional formats and other cutting edge pedagogical and service delivery strategies. With the East Bay CAA, we have helped develop on-ramps to in-demand careers for young adults with multiple barriers to post-secondary education and training, including on-ramps to careers in sectors such as transportation and logistics, the automotive industry, construction and trades, and early childhood education.

This letter is to offer our enthusiastic support for the proposed economic and community development project, One Lake Merritt, on the site of the Henry J. Kaiser Convention Center. One Lake Merritt includes the redevelopment of the Henry J. Kaiser Convention Center as a convention and event center, and the construction of a new full service museum hotel.

CLP believes that One Lake Merritt is an innovative, effective and cooperative project that would benefit the educational and cultural needs of the Bay Area. This project brings together East Bay high schools, colleges and universities in a multidisciplinary and integrated training initiative that promises to transform the landscape for education and training in the East Bay. The project's educational

design follows a Career Pathways model which values and embraces students, education, employers and economic development agencies, targeting regional workforce needs, focusing on industry-recognized credential attainment and providing instruction that makes work-based and workplace learning central to education. This model has been successful in providing lower-income and underserved students access to career track employment in the growth sectors unique to the Bay Area, creating increased earning potential and reduced rates of poverty, and eliminating or mitigating other barriers to building a healthy, vibrant local economy. Creative Development Partners has demonstrated a deep understanding of the community benefits from education and career pathways and has formed significant collaborations and strategic partnerships within the education community.

While we work across the state, CLP is based in Oakland and we have made a long-term commitment to engage with local educational and philanthropic institutions, businesses, industry, and community organizations to build an effective workforce system deeply connected with economic and community development in our home city. In addition to our involvement with the CAAs, CLP has been a leader in the East Bay for workforce systems redesign. Our current and recent work includes:

- Development of coherent pathways in key sectors including hospitality, environmental control technologies, and electronics with the CAAs, and in the manufacturing/trade/logistics sectors, under the “Design it, Build it, Ship it” project funded by a Department of Labor TAACCCT grant.
- Implementation of the Irvine Foundation-funded California Community College Linked Learning Initiative which focuses on a bridged career pathway design that begins in a high school academy and transitions students to the successful completion of community college certificates, degrees, and transfer.
- Technical assistance and strategic partnership development to the East Bay Career Pathways Consortium, a collaboration between eleven K-12 school districts and six community colleges.
- Intensive work with faculty at Laney College to develop more effective and innovative approaches to student success based on contextualized approaches to foundational skills in English, math and English Language Learning.

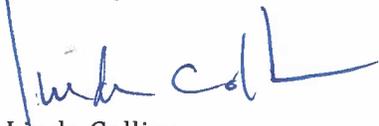
Creative Development Partners is entering into a competitive bidding process to gain site control over the Henry J. Kaiser Convention Center and surrounding

Randolph Belle  
Page 3  
November 4, 2013

property. Once site control has been attained, CLP will bring our expertise to engage educational partners in the planning and implementation of cooperatively developed programs and activities in support of the development of One Lake Merritt and its educational programs.

We are pleased to support the One Lake Merritt project and look forward to partnering on the launch of the educational initiative.

Sincerely,

A handwritten signature in blue ink, appearing to read "Linda Collins", with a stylized flourish at the end.

Linda Collins  
Executive Director



November 6, 2014

Mr. Randolph Belle  
Vice President, Government and Community Relations  
Creative Development Partners  
490 Lake Park Avenue, #16242  
Oakland, CA 94610

Re: One Lake Merritt

Randolph,

The Insight Center for Community Economic Development heartily endorses the development of the One Lake Merritt Hotel and redevelopment of the Oakland Auditorium proposed by Creative Development Partners. The Insight Center is a 45 year old nonprofit, Oakland-based organization dedicated to bringing good paying jobs and economic resources to lower income neighborhoods. The proposed project offers an exciting mix of jobs and job training plus economic stimulus from the hotel, auditorium, and arts and cultural enhancements. The partnerships with the School District, Community College District, and Museum are exactly the type of collaboration needed to bring real change to an often overlooked part of our city.

We look forward to supporting these efforts over the coming months to help this project realize its full potential.

Sincerely,

A handwritten signature in blue ink that reads 'Henry A.J. Ramos'.

Henry A.J. Ramos  
President & CEO



**SAN FRANCISCO  
STATE UNIVERSITY**

COLLEGE OF BUSINESS  
HOSPITALITY AND TOURISM MANAGEMENT

1600 Holloway Avenue  
San Francisco, CA 94132-4171

Phone: 415/338-6087  
Fax: 415/405-0364

November 10<sup>th</sup> 2014.

**To whomever it may concern.**

**Reference One Lake Merritt Place, Oakland.**

I write in connection with the proposed project at One Lake Merritt Place, Oakland.

I believe the project to be an extremely valuable and innovative concept. It includes several of the core values of SF State University, including widening access to education for minorities and social justice.

I consider that the renovation of the Henry J. Kaiser Center, combined with a new environmentally friendly hotel will bring good level jobs to the region. An especially interesting aspect of the project is the ancillary career-training program that will be developed in collaboration with the Peralta Community College District.

This will enable students to develop much-needed specialist skills in the hotel or related convention center.

As you may know, travel and tourism is an important economic generator and employer in the bay area. Despite the existence of several CSU hospitality and tourism programs, the University of San Francisco's hospitality program and hospitality and tourism courses from community colleges, supply of well-qualified hospitality graduates cannot meet the demand from industry.

I am fully in support of the project, and will be happy to provide any further information directly.

Yours faithfully,

Colin Johnson, PhD

Colin Johnson  
Professor and Chair



UNIVERSITY OF  
SAN FRANCISCO

CHANGE THE WORLD FROM HERE

School of Management  
2130 Fulton Street  
San Francisco, CA 94117-1080  
Tel 415.422.6771  
Fax 415.422.2502  
Email [management@usfca.edu](mailto:management@usfca.edu)  
[www.usfca.edu/management](http://www.usfca.edu/management)

November 10, 2014

Re: One Lake Merritt

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

To whom it may concern,

As the Chair of the Department of Hospitality Management at the University of San Francisco, I fully support Creative Development Partners' efforts to develop a new hotel and hospitality school in Oakland. The multi-tiered partnership with Laney College, Oakland Unified School District, Alameda County Office of Education and the California State Community College Chancellor's Office will create a full complement of hospitality related coursework, contextualized learning, and employment opportunities.

With the Bay Area being one of the top tourist destinations in the world, the hospitality industry employs thousands of Bay Area residents, from entry-level positions to high paying management and specialized positions. The residents of Oakland and the East Bay deserve opportunities such as the ones proposed by CDP. The hospitality industry provides fantastic opportunities for upward mobility and both the new hotel and convention center enable students to chart the course which best suits them.

Members of our Hospitality Management faculty are willing to provide assistance as an advisor to CDP as they begin to build out their hospitality training program, curriculum and integration model into a new hotel. Additionally, USF welcomes any Laney College students who wish to continue their education and receive baccalaureate level theory and management coursework- further opening the doors of success.

Best Regards,



David L. Jones, PhD  
Professor and Department Chair  
Department of Hospitality Management



Antwan Wilson, Superintendent

---

November 12, 2014

Mr. Jeremy Liu  
Managing Partner  
Creative Development Partners  
490 Lake Park Avenue, #16242  
Oakland, CA 94610

**Re: Oakland Unified School District Property – 2<sup>nd</sup> Avenue & 10<sup>th</sup> Street**

Dear Mr. Liu:

This letter is a follow-up to our recent meetings and discussions regarding your firm's interest in undertaking a joint development with the Oakland Unified School District (OUSD) for the above referenced property.

I am acknowledging that OUSD is in receipt of your proposal in response to our RFQ process. As you are aware, no commitments have been made. We are pleased that you have submitted this proposal and look forward to reviewing as we go through our process and enter the next phase with this property.

Furthermore, it is my understanding that you are planning to submit a proposal to the City of Oakland to undertake the renovation and redevelopment of the Kaiser Auditorium Building, which is located across the estuary from our property. As you have described your concept for the Kaiser property, you are recommending it be developed in conjunction with our OUSD property into one comprehensive master plan that offers the opportunity of expanding the options available to our students and faculty, as well as the entire Oakland community.

I would be pleased to engage your team and the City in further discussions at the earliest possible time in order to maximize these opportunities.

Sincerely,

Antwan Wilson  
Superintendent  
Oakland Unified School District



November 11, 2014

To whom it may concern,

I am writing to express my enthusiasm for the Creative Development Partner's plans to renovate and redevelop the Henry J. Kaiser Convention Center. We met on October 14, 2014 to discuss some of the Oakland East Bay Symphony's specific views and needs as they relate to the Calvin Simmons Theater portion of this project.

The willingness of this developer to actively engage and seek input from one of the potential major clients and users of this renovated space is extremely encouraging. It was a pleasure to meet the Creative Development Partner team and engage in exciting and fruitful conversation around their ideas for the renovation and repurposing of the Center.

The renovation of the Calvin Simmons Theater will have a huge impact on the Oakland East Bay Symphony. The world class acoustics of the theater will allow our Music Director, Michael Morgan, to offer a greater variety of types of concerts and draw from a broader pool of potential repertoire and guest artists. In addition, the orchestra's sound will improve, not only because of the acoustics of the hall itself, but the ensemble will adapt to the space and be in a better position to fine-tune themselves. The smaller capacity is suitable for a wider variety of programming from solo recitals, chamber music, chamber orchestra, and full orchestra. The addition of a larger pit will also enable that programming to be expanded further to musical theater, dance (including ballet) and opera.

The financial model around the use of the theater will take shape over the coming years. But with the RFP calling for low, or rent free, use of the theater to local nonprofits, then this will also have a major impact on the ability of nonprofits such as our to use the space. Rental and labor costs at halls currently availability make adventuresome programming a high risk venture.

On behalf of the Oakland East Bay Symphony, I thank Creative Development Partner for taking the time to share their plans and include me in their process. Should their bid be successful, I will offer them the full support of this organization and look forward to working with them to develop a performing arts theater which benefits the Oakland community.

Best wishes,



A handwritten signature in blue ink, appearing to read "S. Payne", is positioned to the left of the printed name.

Steven Payne  
Executive Director



November 5, 2014

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612  
re: Henry J. Kaiser Convention Center Redevelopment

To Whom This Concerns:

On behalf of Oakland Makers, we are writing to express our support for Creative Development Partners (CDP) and their proposal to redevelop the Henry J. Kaiser Convention Center as One Lake Merritt. Oakland Makers is a 400+ strong organization that is dedicated to growing the diverse, sustainable creative economy in Oakland. We represent artisan producers, industrial fabricators, manufacturers, and educators. Oakland Makers received initial seed funding from and works closely with the City of Oakland's Economic Development Agency.

CDP has developed a project vision that includes an Arts, Culture and Environmental (ACE) District that adeptly showcases the Makers Movement in Oakland.

One Lake Merritt Makers also includes STEM educational components that, again, seamlessly align with Oakland Makers. Our board members include representatives from Laney College's Workforce Development and from FabLab programs that work with OUSD. Exhibitions and installations that include interactive, participatory, kinetic, and monumental sculptures will create a hub of ACE activity for residents and visitors alike. Lake Merritt holds a particularly key resource for highlighting art. Other core group members include representatives from American Steel, The Crucible, The 25<sup>th</sup> Street Collective, NIMBY, and many more artisans and industrial fabricators.

If awarded, Oakland Makers would support One Lake Merritt in facilitating temporary and permanent retail artisan marketplaces throughout the project site, link artisans and entrepreneurs with business support and accelerator programs, and cross promote with Friday Nights @ the Oakland Museum. In addition, Oakland Makers' industrial fabricator's, metal, glass and furniture makers could be given the opportunity to help build the facility's interiors, exteriors, outdoor hardscaping, architectural details, lighting fixtures, etc.

Oakland Makers supports One Laker Merritt because it includes community in the planning process and has the potential to grow Oakland's indigenous, local creative economy. We look forward to working with Creative Development Partners to uniquely present Oakland as a center of diverse, creative arts, fabrication and manufacturing.

On behalf of Oakland Makers,

Hiroko Kurihara  
Oakland Makers, Co-Founder  
[hello@oaklandmakers.org](mailto:hello@oaklandmakers.org)  
[www.oaklandmakers.org](http://www.oaklandmakers.org)



November 7, 2014

re: Henry J. Kaiser Convention Center Redevelopment

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

To whom it may concern

I'm writing to express my support for Creative Development Partner's effort to redevelop the Henry J. Kaiser Convention Center Arena and Calvin Simmons Theater. CDP and the project address the greatest needs and desires of the local arts community and targets the cultural institutions that represent the heart and soul of local communities.

AXIS Dance Company exists to change the face of dance and disability. We have proudly called Oakland home for 27 years, and leverage local and national attention for disabled artists in our city. We believe CDP has a plan that will help us achieve our mission more fully.

CDP has expressed the desire to work closely with the arts community identify new ways to market, promote and support the arts. Their plan to engage a non-exclusive management company will allow much greater access to nonprofit arts groups like us. Principal, Randolph Belle has, for over 20 years, worked closely with the Oakland art community to enhance economic and community vitality, and promote Oakland's greatest natural resource. Over the past several weeks, Randolph has taken the time to hear our concerns and has folded our feedback into CDP's proposal. This reflects a commitment to deep community engagement, which will be vital to the success of this cultural center.

CDP's approach will include the input of the local arts community to leverage their knowledge and talents, and develop a facility that provides the broadest range of options for the highest levels of community impact.

Sincerely,

A handwritten signature in blue ink that reads "Karl Cronin".

Karl Cronin  
Managing Director  
AXIS Dance Company

Oakland. This leakage diverts revenue that support the City of Oakland, jobs, economy and cultural vibrancy. Please do not hesitate to contact me with any additional questions and I look forward to continuing to work with Oakland's performing arts organizations to ensure access to the Henry J. Kaiser Convention Center. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Cristy Johnston Limon". The signature is fluid and cursive, with the first name "Cristy" being more prominent and the last name "Limon" written in a more compact, connected style.

Cristy Johnston Limon  
Executive Director

**Destiny Arts Center**

DAC is at the forefront of peaceful and socially conscious approaches to violence prevention and conflict resolution through arts and movement learning. Our programs serve over 1,500 socio-economically and culturally diverse children and youth, ages 3 to 24, offering opportunities for self-expression and transformative growth within modern and hip hop dance, and martial arts classes, all taught by our professional teaching artists. Our school-based outreach program offers more variety of dance disciplines (African dance, Capoeira, salsa) and reaches more than 1,000 youth in disenfranchised regions of Oakland and the greater Bay Area. Destiny Arts Center is a leader in teaching artist training in our violence prevention curriculum and educator training as arts integration specialists. Destiny teaching artists are professional artists from the communities we serve.



November 12, 2014

Re: Henry J. Kaiser Center Call for Proposals

To Oakland City Council:

As a leading Oakland grown youth development and performing arts organization, we at Destiny Arts Center are incredibly **supportive of the redevelopment of the Henry J. Kaiser Convention Center Arena and the Calvin Simmons Theater.** We were contacted by Creative Development Partners as a bidder for the project and upon consideration of the proposed business model, community benefits proposition, and strong reputation for local development projects by the project partners, this letter is to support CDP's proposal.

**Performing arts organizations in Oakland struggle to find adequately appointed and financially accessible venues** for our cultural events and performances. Like our performing arts peer organization's, Destiny Arts Center has had to rent subpar space to produce our high quality, sold-out shows, showcases, recitals, fundraisers and community building events. Production costs, difficulty obtaining timely if any response from Parks and Recreation managed facilities or School District facilities compound accessibility issues. Like many arts institutions in the City of Oakland, we are funded by the City's Cultural Funding Program, whose mission is to provide residents access to the arts- however the City gets in its own way when we attempt to provide access to as many residents as possible.

**Smart economic growth is long overdue in Oakland.** CDP enjoys a competitive advantage in their approach to the redevelopment of the Center and the theater because of their deep relationships and understanding of Oakland's unique cultural landscape. Their proposal encourages a variety of cultural events, while providing for local jobs, and a high quality facility that will be financially accessible to the hundreds of local businesses and organizations that contribute to Oakland's vibrancy and cultural magnetism. The proposed business model allows arts organizations to provide affordable arts programming for our communities.

**It's about jobs.** CDP assures us that their project will leverage partnerships with some of Oakland's largest institutions to manage and operate the facility, such as the culinary and hospitality program at Laney College and to embed workforce development and training programs in the creative arts, media production, broadcasting, hospitality and so forth **where Oakland residents might pursue careers in their own community in professions that are in demand.**

Regardless of which developer is chosen for this project, Destiny Arts Center urges the council to consider the lack of affordable rehearsal and performance space and the leakage that currently occurs when cultural organizations choose to host their events outside of



THE OAKLAND FILM SOCIETY

November 5, 2014

re: Henry J. Kaiser Convention Center Redevelopment

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

To whom it may concern

On behalf of The Oakland Film Society, which presents The Oakland International Film Festival, I am writing to express my profound support for Creative Development Partner's (CDP) effort, Principled by Randolph Belle, to redevelop the Henry J. Kaiser Convention Center Arena and Calvin Simmons Theater.

The Oakland Film Society has a mission of improving the mental, physical, spiritual health of the diverse populations of the East Bay through inspiring films. We believe, CDP's proposal of an arts-focused Oakland Auditorium Arena and Calvin Simmons Theater will put Oakland on par with other world-class cities that proudly lift up the arts as a beacon and vital tool of cultural and economic development and support events like The Oakland International Film Festival where such venues do not exist.

Randolph Belle has, for over 20 years, worked closely with the Oakland art community. When he shared the CDP proposal to me, I was especially fond of the proposals ability to employ a comprehensive and inclusive strategy to include the input of the local arts community to leverage their knowledge and talents, to develop a facility that will provide a broad range of options for artist, which is similar to the role Mr. Belle conducted under Support Oakland Artist years ago.

Their vision of embedding workforce development and training programs in the creative arts I believe can foster a new generation of cultural workers and heighten the image of Oakland, simultaneously.

Sincerely yours,

David N. Roach

Executive Director  
The Oakland Film Society

# Diamano Coura West African Dance Company

---

1428 Alice Street, Suite 201  
Oakland, CA 94612

Phone: 510-326-1968  
E-mail address: [diamanoc@aol.com](mailto:diamanoc@aol.com)



## BOARD OF DIRECTORS

October 23, 2014

Zakarya Diouf, PhD

Re: Henry J. Kaiser Convention Center Redevelopment

Veronica La Foucade

To whom it may concern,

Odell Washington

Four decades ago Diamano Coura was founded with the vision that performing arts can save lives, revitalize communities and strengthen our cultural economy. For four decades through educational programming, cultural exchanges, professional development workshops, free workshops in music and dance, arts-in-education programming and apprenticeships, we have touched and turned around the lives of over 100,000 people.

Elizabeth Grady, MD

Betty Robinson, PhD

Coco Kelley

In addition to our regular weekly programming throughout the Oakland/San Francisco Bay Area, Diamano Coura produces two major concert events, one of which, Collage des Cultures Africaines, began as an annual event at the Henry J. Kaiser Convention Center's Calvin Simmons Theater almost 20 years ago. Annually, the event draws sellout crowds and a host of local and international dance companies, along with a range of artisans, local businesses and partnering organizations. Diamano Coura's other major event is the annual repertory concert, drawing similar attendance, but because of the lack of performing arts venues in Oakland that can accommodate our growing audiences, we are constantly forced to take many of our events and programming outside the City.

We are excited about, and fully support the proposal of Creative Development Partners to revitalize and return the Henry J. Kaiser to a place where the arts thrive and the economic health of Oakland continues to explode. CDP's Principal, Randolph Belle has, for over 20 years, worked closely with the Oakland art community, across the spectrum, to enhance economic and community vitality, and promote Oakland's greatest natural resource. CDP's proposal employs a comprehensive and inclusive strategy to create an economically viable facility that celebrates the traditional arts in Oakland and the organizations that have shaped the culture here.

CDP's approach will include the input of the local arts community to leverage their knowledge and talents, and develop a facility that provides the broadest range of options for the highest levels of community impact. Their efforts will allow Oakland to shine in the brightest light possible.

Hopefully you will join in the efforts to help keep the Oakland arts community alive and thriving.

Sincerely,

Naomi Diouf, Artistic Director  
Diamano Coura West African Dance Company



Destiny Muhammad *Harpist from the Hood*

November 7, 2014

re: Henry J. Kaiser Convention Center and Calvin Simmons Theater Redevelopment

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

To whom it may concern

I'm writing to express my support for Creative Development Partner's effort to redevelop the Henry J. Kaiser Convention Center Arena and Calvin Simmons Theater, and develop a new arts-integrated hotel on the shores of Lake Merritt. I have personally know CDP Principal Randolph Belle for decades and believe he is uniquely qualified to deliver what the Oakland arts community has always needed- a world-class performing arts center. Support for the arts in general, and artists in particular, have never seemed to be a priority for the City of Oakland, yet Randolph Belle has been working tirelessly for over 20 years to promote the economic and community impacts of the arts, and to support individual artists, whatever their genre.

This project that CDP has proposed presents the opportunity to support the arts community and generate a significant amount of tax revenue to support other vital services. I travel a great deal to play in all variety of venues and events and to be able to have all that here, close to my home, is very exciting to me and many artists like myself. I also produce concerts, which require intimate settings with the correct capacity and the appropriate acoustics. CDP's plans will create a variety of well-equipped and acoustically retrofitted spaces for smaller performances.

CDP's plans to integrate media production and broadcast into the operation will enable arts groups to develop new audiences and greatly heighten the exposure of the arts. The introduction of the hotel will also greatly improve the financial viability of the Kaiser as an arts facility by supporting the arts community through new revenues to the City of Oakland and the Oakland Museum and by attracting new cultural tourists. I can imagine an environment with live music from local artists entering into the hotel lobby, cool jazz in the lounge, an intimate concert or reading in the ballroom, a stage play in the theater, and a headline act in the arena. I see that all happening with this development and believe this is the team to make that happen.

I look forward to your favorable response to this proposal,

Destiny Muhammad  
Harpist from the Hood



## DIMENSIONS DANCE THEATER

---

*Established in 1972. 40+ Years Strong!*

*Enriching and Inspiring Oakland Communities and the Bay Area.*

November 10, 2014

To whom it may concern,

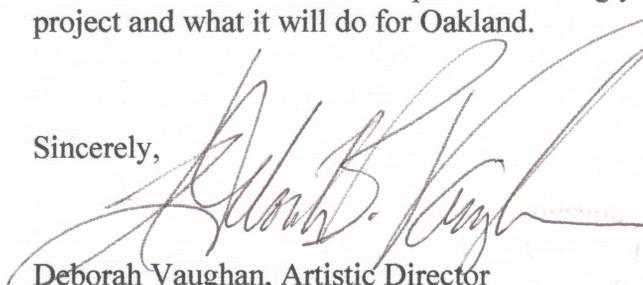
I'm writing to express my support for Creative Development Partner's effort to redevelop the Henry J. Kaiser Convention Center Arena and Calvin Simmons Theater. My name is Deborah Vaughan and I am a native of Oakland; furthermore, I am the Artistic Director of Dimensions Dance Theater a forty year old Oakland based organization with a dance company and a community based dance program for youth. The CDP project addresses some of the greatest needs and desires of the local arts community and will help many of our cultural institutions enrich Oakland.

As Oakland is expanding and attracting new residents we need a world class arena and an arts-focused theater. A renovation of The Oakland Auditorium Arena and Calvin Simmons Theater would give the city a needed state of the arts facility that would accommodate a wide range of cultural, educational and entertainment activities; moreover, the facility could become a main attraction for the citizens of Oakland as well as tourists.

According to the detailed plans in CDP's proposal the revitalized venue would allow for spaces to accommodate a range of performances and events, from intimate audiences of 200 to larger audiences up to 1000 patrons and arts festivals up to 10,000. There are several other benefits that the updated facility would bring to our city such as a training program, employment, a hotel, media production and more.

Dimensions Dance Theater's mission is to perform and teach dance forms that have derived from the African Diaspora. The update of The Oakland Auditorium Arena and Calvin Simmons Theater would greatly enhance our ability to develop new audiences and would increase the level of exposure. I strongly support Creative Development Partner's project and what it will do for Oakland.

Sincerely,



Deborah Vaughan, Artistic Director  
Dimensions Dance Theater



November 11, 2014

re: Henry J. Kaiser Convention Center Redevelopment

---

**BOARD  
OF DIRECTORS**

Jack Mahan  
*President*

Carl Resnikoff  
*Vice-President*

Darryl Jones  
*Treasurer*

Peter Bland  
*Secretary*

Sabrina Knuckles  
*OIYC Liaison*

Bernadette McDonald

Dr. Matais Pouncil

Mark DeSaulnier

Terrance Kelly

---

**STAFF**

Mark DeSaulnier  
*Executive Director*

Terrance Kelly  
*Artistic Director*

Briget Boyle  
*Production Manager*

Farley Walker  
*Office Manager*

Kari DeSaulnier  
*Database Administrator*

Julie Kanter  
*Grants Manager*

---

655 13<sup>th</sup> Street  
Suite 301  
Oakland, CA 94612

(510) 839-4361 Phone  
(510) 984-2197 Fax

[www.oigc.org](http://www.oigc.org)

[admin@oigc.org](mailto:admin@oigc.org)

Oakland Interfaith Gospel Choir  
655 13<sup>th</sup> Street, Suite 301  
Oakland, CA 94612

To whom it may concern

I'm writing to express my profound support for Creative Development Partner's effort to redevelop the Henry J. Kaiser Convention Center Arena and Calvin Simmons Theater. CDP and the project address the greatest needs and desires of the local arts community and targets the cultural institutions that represent the heart and soul of local communities. Not only will an arts-focused Oakland Auditorium Arena and Calvin Simmons Theater put Oakland on par with other world-class cities, it would also accommodate a range of performances and events from intimate audiences of 200 to larger audiences up to nearly 2000 patrons and arts festivals up to 10,000. This is very attractive to OIGC as our Holiday Concert performance best fits with a venue such as the Calvin Simmons Theater offering a seating capacity of 1500 to 2000. A revitalized Oakland Auditorium Arena and Calvin Simmons Theater will fill Oakland's performing arts void and allow Oakland to shine in the brightest light possible.

It is the mission of Oakland Interfaith Gospel Choir to bring inspiration and joy through black gospel and spiritual music traditions to the community and beyond. CDP's proposal offers a platform for OIGC to continue meeting this mission as we move into our next 30 years of existence.

All my best,

Mark DeSaulnier  
Executive Director  
Oakland Interfaith Gospel Choir

November 11, 2014

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

Re: Henry J. Kaiser Convention Center Redevelopment

To whom it may concern,

I am writing to express my support for Creative Development Partner's effort to redevelop the Henry J. Kaiser Convention Center Arena and Calvin Simmons Theater. This project will have great positive impact on both the local economy and the local arts community.

I have been working as the Executive Director of World Arts West for twelve years, producing and presenting world dance and music programs which feature local Bay Area artists as well as international guest artists connected to local master artists. My organization is keen to see this project realized and will participate to ensure that the traditional and ethnic arts are represented.

We work with over 450 Bay Area dance companies, which are the heart and soul of the diverse communities we serve. We have featured more than 100 world dance forms, all being sustained by artists now living and working in the Bay Area.

An arts-focused Oakland Auditorium Arena and Calvin Simmons Theater will put Oakland on par with other world-class cities that proudly lift up the arts as a beacon and vital tool of cultural and economic development. By working closely with the local arts community, this project will also help to identify new ways to market, promote and support the arts.

I hope to see this project come to fruition to further serve the local artists who work so tirelessly to sustain important cultural traditions, nourishing people and strengthening community. Please feel free to contact me at [julie@worldartswest.org](mailto:julie@worldartswest.org) or (415) 474-3914 if I can answer any questions, or for more information.

Best regards,



Julie Mushet

Executive Director

World Arts West, Producers of the annual San Francisco Ethnic Dance Festival



## APPENDIX A. Team Qualifications

### **1LM Team Members (in alphabetical order)**

**CDP** PROJECT LEAD

**HARBINGER DEVELOPMENT** PROPOSED JV PARTNER

**HOLMES CULLEY** STRUCTURAL ENGINEER

**HYPHAE DESIGN LAB** ECOLOGICAL ENGINEER

**INTEGRAL GROUP** DEEP GREEN ENGINEER

**KEN STAPLETON & ASSOCIATES** SAFEDESIGN CONSULTANT

**LOISOS + UBBELOHDE** SUSTAINABILITY CONSULTANTS

**LOWNEY ARCHITECTS** LEAD ARCHITECTS

**MEYER SOUND LABORATORIES** SOUND ENGINEERING

**MJB CONSULTING** RETAIL STRATEGY CONSULTING

**PANKOW BUILDERS** BUILDERS

**PGA DESIGN** LANDSCAPE ARCHITECTS

**ROCKRIDGE GEOTECHNICAL** GEOTECHNICAL ENGINEERS

**SALTER ASSOCIATES** AUDIO/VISUAL DESIGN

**TURNER GROUP CONSTRUCTION** LOCAL HIRING PARTNER

**WJE HISTORIC ARCHITECTS**



## **Jeremy Liu**

Jeremy Liu is the Managing Partner of Creative Development Partners, and for nearly 15 years he led two, nationally-recognized community development corporations managing budgets of over \$11M, staff of 100+, and hundreds of millions of dollars of real estate development, community programs, and assets. He work as an urban planner, real estate developer, artist, community organizer, and technology designer with a passion for innovation. He advises purpose-built social enterprises in real estate, workforce development, food justice-urban agriculture, food retail, mobile banking, green infrastructure, and arts/culture, including serving as a strategic advisor on the boards of the Center for Neighborhood Technology, IGo Car Sharing (sold to Enterprise Car Rental), the Interaction Institute for Social Change, and the New England Foundation for the Arts.

He launched the first ever Solar Mosaic crowdfunded solar installation; created an open source, distributed language interpreter services platform - a founding projects of the MIT Center for Civic Media; designed the original scope of Participatory Chinatown, a game for community planning and empathy funded by the MacArthur Foundation Digital Media and Learning Competition; integrated social epidemiology into community development with support from The Ford Foundation and NeighborWorks America; and led comprehensive community planning and development initiatives.

Jeremy is also an award-winning artist, having been recognized by the Artadia Artist Prize and grants from Visible Republic/NEFA, the LEF Foundation, and the Creative Work Fund. His work has been exhibited at the LA County Museum of Art, Hammer Museum, Smart Museum, Yerba Buena Center for the Arts, SITE Santa Fe, Boston Center for the Arts, Blaffer Art Museum, and at the Live Biennale in Vancouver, the Open Engagement Art + Social Practice Conference, and the Grantmakers in the Arts conference.

## **Experience**

### **Managing Partner at Creative Development Partners**

July 2013 - Present (1 year 5 months)

Creative Development Partners (CDP) is an innovative real estate investment and development company that delivers unique solutions for urban-based developments based on the principal we call Community Benefits by Design. CDP is a diverse team of real estate, finance and creative professionals that generate new opportunities and uncover hidden value for clients and investors. With decades of experience in real estate development, neighborhood and cultural planning and leveraging sophisticated public-private financing, CDP strives to achieve a multiple bottom-line on

every project. We deliver financial returns for investors, sustainable solutions for the environment and benefits to the community that create jobs, stimulate the economy and enhance cultural vitality.

**Executive Director at EBALDC. (The East Bay Asian Local Development Corporation)**

December 2009 - May 2012 (2 years 6 months)

EBALDC is a nationally-recognized community developer that creates long-term and sustainable community well-being in neighborhoods of Oakland and the East Bay by building healthy and vibrant neighborhoods that include high quality homes affordable to all, businesses and organizations of and for the local community, and the full range of services that families need to lead fulfilling lives. EBALDC works with and for all the diverse communities of the East Bay to discover and develop the resources to realize their dreams--of affordable homes, new businesses, educational opportunities, fulfilling jobs, and of parks and cultural centers. In cooperation with other agencies and community organizations, it focuses local and national resources towards collaborative, innovative strategies to revitalize East Bay neighborhoods. As a 1st-generation social enterprise founded in 1975, EBALDC generates >75% of revenue from earned income from real estate development, property management, economic development, and human development.

I led the formal adoption of the Social Determinants of Health as our strategic policy framework, becoming the first community development corporation to aggressively pursue this transformative path. I oversaw four business lines, 110 staff, and \$10M+ in revenue and \$150M+ in assets. I designed and raised capital for a private real estate investment fund screened for positive health impacts. Other accomplishments include: overseeing 10 affordable housing, commercial and mixed-use developments projects in the East Bay, including historic preservation, new construction, rehabilitation, and horizontal entitlements, repositioning Swan's Market leading to the revitalization of Old Oakland; organizational affiliation with NeighborWorks America; redevelopment of the historic California Hotel; acquisition of 6 development sites including a portfolio of distressed assets; tax exempt bond refinancing of our existing portfolio; acquiring and redeveloping a signature new headquarter building for EBALDC in downtown Oakland; and forming mission-aligned partnerships with Kearny Street Workshop, Oakland Digital Arts & Literacy Center, and Hyphae Design Lab.

**Executive Director at Asian Community Development Corporation**

December 1998 - November 2009 (11 years 1 month)

At ACDC, Jeremy managed a wide range of initiatives including community media programs, housing and commercial real estate development, cultural heritage and tourism promotion, community organizing, neighborhood planning, community technology development, and social enterprise creation.

He oversaw the planning, entitlement and financing of the \$130,000,000 Parcel 24/One Greenway project--one of the largest developments in Boston--a joint venture with a triple bottom line private equity fund, and consisting of a 414,710 SF Mixed Use Residential Development on a 65,000 SF infill, urban site featuring: 362 residential units (217 market-rate rental units, 95 affordable rental units & 50 affordable condominiums units), 3,355 SF ground-floor commercial space, 5,050 SF interior community space, 13,275 SF central open space that provides new pedestrian connection between Hudson and Kneeland streets, and a 135-space underground parking garage. Project raised over \$13,300,000 in public, private and tax credit equity. He oversaw the construction, sales and lease up

of the \$89,000,000 The Metropolitan project, a joint venture with a private, for-profit developer, and consisting of a 419,795 SF Mixed Use Development on a 43,860 SF infill, urban site featuring: 251 residential units (133 rental units and 138 condominium units), 39,814 SF of commercial space, 10,000 SF of open space, and a 238-space underground parking garage. Project raised over \$18,797,610 in public, private and tax credit equity.

He oversaw the acquisition and project predevelopment for six infill, urban sites in the Greater Boston region, consisting of over \$200,000,000 of development pipeline. His leadership responsibilities include designing and implementing programs, and monitoring and evaluating outcomes; guiding leadership and professional development of residents, staff and board members; facilitating organizational and strategic planning; building and sustaining coalition and partnership activities; conducting and directing research; managing consultants, staff, and volunteers; and fundraising, including foundation, government, and corporate relations. His accomplishments include: affiliating ACDC with the United Way of Massachusetts Bay, securing foundation funding from The MacArthur Foundation and The Ford Foundation, and expanding ACDC's impact by overseeing its first project outside of Boston.

One of the original designers, with with Eric Gordon, of Participatory Chinatown, an online-offline hybrid game for community planning in Boston Chinatown, that was awarded a MacArthur Foundation Digital Media and Learning grant. With Tad Hirsch at the MIT Media Lab, designed and created a lightweight, open source tool called Speakeasy for a distributed language interpreter services platform that the MIT Center for Civic Media supported. Co-produced, with Michael Blockstein, A Chinatown Banquet (<http://bit.ly/OmpDRU>), a pioneering digital storytelling project in Boston that was integrated into a neighborhood-wide community planning process.

### **Co-Founder and Principal at Creative Ecology Partners**

January 2007 - Present (7 years 11 months)

Hybrid design and community development studio and consulting firm providing expertise and innovation in community development, public participation, and arts & cultural planning to nonprofits, foundations, municipal government, and others. Creative Ecology also creates engaging public, educational, and community art projects independently and by commission. Co-founded with Hiroko Kikuchi. Projects include:

- Finalist with SiteLab Urban Studio for Connect Kendall Square open space framework design competition
- Founder of CityFarmShare, a project of the Oakland Community Land Trust
- Senior advisor to Urban Habitat initiative on Bus Transit Oriented Development
- Strategic technology advisor to Greenbelt Alliance on development of their Public Square technology-for-participation tool
- Business development and strategic advisory services to Hyphae Design Lab and Adapt Oakland, their green infrastructure master plan for West Oakland
- The STEAM Exploration Lab, an arts-integrated science, technology, engineering and mathematics learning space in "main streets" retail locations
- Reviewing arts and community development plans and proposals for public and private funders

- Providing cultural planning and community participation services to the Washington DC Offices of Planning and Asian Pacific Islander Affairs
- Developing public art and neighborhood branding projects for Philadelphia and Honolulu Chinatowns
- Guest lecturer or visiting reviewer at the Harvard School of Public Health, Tufts University, MIT, National Taiwan University, and the Boston Architectural Center.

## **Organizations**

The Barr Foundation  
 Barr Fellow  
 2009 to Present

The Barr Fellows Program honors the contributions of some of the most gifted and experienced leaders in the Boston area. Over a three-year period that includes a sabbatical, international travel, a series of retreats, and peer learning, these distinguished leaders have an important opportunity to reflect on the accomplishments of their organizations and find the inspiration to attain even higher levels of effectiveness, creativity, and innovation. The Barr Fellows Program was launched in 2005. Each new group of twelve will join a network of Barr Fellows from prior years, who have toiled effectively to build a better Boston for all – as champions of the poor, the homeless, the environment, public school kids, the region’s artistic soul, and more.

## **Volunteer Experience**

Advisor, Bay Area Inspire Awards/Philanthropic Ventures Foundation  
 ([www.bayareainspireawards.org](http://www.bayareainspireawards.org) and [www.venturesfoundation.org](http://www.venturesfoundation.org))  
 March 2014 - Present

Member, Board of Directors at The Center for Neighborhood Technology ([www.cnt.org](http://www.cnt.org))  
 October 2011 - Present (3 years 2 months)

Member, Board of Directors at The Interaction Institute for Social Change ([www.iisc.org](http://www.iisc.org))  
 March 2011 - Present (3 years 9 months)

Member, Board of Directors at I-GO Car Sharing (<http://www.igocars.org>)  
 June 2012 - June 2014

Member, Board of Directors at The New England Foundation for the Arts ([www.nefa.org](http://www.nefa.org))  
 June 2007 - Present (7 years 6 months)

Campaign Chairman at The Committee to Elect Sam Yoon ([http://en.wikipedia.org/wiki/Sam\\_Yoon](http://en.wikipedia.org/wiki/Sam_Yoon))  
 May 2004 - October 2009 (5 years 6 months)

Member, Board of Directors at Associated Grantmakers of Massachusetts  
 2007 - 2009 (2 years)

Trustee at The Boston Foundation for Architecture

2005 - 2007 (2 years)

Elected Student Director at Berkeley Unified School District Board of Education  
1989 - 1990 (1 year)

## **Education**

Harvard University Kennedy School of Government  
Executive Education, Achieving Excellence in Community Development, 2006 - 2007

University of Miami - School of Architecture  
Fellowship, Knight Program in Community Building, 2004 - 2005

University of Massachusetts Boston - College of Management - Center for Collaborative Leadership  
Fellowship, Emerging Leader Program, 2003 - 2004

Japan-U.S. Community Education & Exchange  
Fellowship, Nichibei Pathfinding Opportunity Program, 2000 - 2000

Tufts University  
Biology and Environmental Studies

Berkeley High School

## **Honors and Awards**

Barr Fellow (2009-2011, The Barr Foundation)

Excellence in Neighborhood Empowerment (2009, Metropolitan Area Planning Council - Data Day Award)

Young Leaders of Affordable Housing (2008, Affordable Housing Finance Magazine)

Rising Star Award (2007, MA Ass'n of Community Development Corporations)

Artadia Prize (2007, Artadia)

40 Under 40 Award (2006, Boston Business Journal)



**4242B Masterson Street, Oakland, CA 94619**  
**phone: (510) 842-7871 e-mail: rb@randolphbelle.com**

As a veteran of the arts and community development in Oakland, I have experience as a working artist, entrepreneur, project manager and communications professional. In close to 25 years in Oakland, I have worked tirelessly to bridge the arts, economic and community development. Creative, innovative and dependable – my goal is to utilize my creative talents and organizational management experiences to provide innovative solutions to pressing problems, and practical efficiencies to complex campaigns.

### **Arts and Public Affairs Accomplishments**

- Founded the first art gallery in the now-bustling Uptown District in 1998- Oakland Art [dot] Com was a business development center for the arts, hosting critically acclaimed exhibits, providing printing and web services, and technical assistance to artists and arts organizations
- Led the Arts and Culture program development team for the construction of the Ashland Youth Center, which included facilitating a year of meetings with youth, school and district officials, community based organizations and government agencies
- Participated on the team that facilitated community benefits agreement on the Oak-to-Ninth Street Development (Brooklyn Basin), which included campaign design and development, community outreach, inter-agency coordination, meeting facilitation and technical assistance
- Participated on the team that facilitated a multi-million dollar community benefits agreement on the Bayview Hunters Point Shipyard in San Francisco, which included campaign design and development, community outreach, inter-agency coordination, meeting facilitation, technical assistance and reporting
- Served on the team that developed a state-accredited community development curriculum for Laney College, including meeting facilitation and program design
- Lead Facilitator for the Arts and Culture planning process for the development of the Ashland Youth Center, a new state of the art facility serving teens and young adults
- Designed and implemented a community outreach and tenant attraction campaign for a St. Vincent DePaul retail development, Redux in Alameda, CA, which reached 80% capacity as a result.
- Developed programming, outreach and communications materials for the Offices of the President at Laney and Merritt Colleges in the Peralta Community College District, and developed a comprehensive communications and marketing strategy for Merritt College to recruit students from diverse communities
- Directed a family/community art program called 100 Families, which provided arts activities and access to community resources to low-income neighborhood residents in four neighborhoods in Oakland- Fruitvale, East Oakland, West Oakland and Chinatown and included intensive community engagement, meeting facilitation and interagency coordination
- Launched pilot 100 Families program in the Bayview Hunters Point area of San Francisco with funding through the United Way, with low-income residents at the Willie Mays Boys & Girls Club, Urban Services YMCA and Joseph Lee Recreation Center
- Designed and produced marketing, communications and conference materials for the National Council of Black American Affairs, a national affiliate organization of the American Council of Community Colleges serving community college administrators
- Led technical assistance initiative InfoAlameda.org (not the current Urban Strategies Council initiative), an effort to coordinate government agencies, arts and community based organizations, and technical assistance consultants to implement training programs, which served over 3,000 nonprofit organizations in Alameda County
- Was the lead writer on a highly competitive grant from Bank of America, which was awarded \$200,000



## Professional Experience

- 2006-2012**      **Urban Strategies Council- Special Assistant to the CEO**  
1720 Broadway, Oakland, CA 94612  
Urban Strategies Council is a nonprofit organization, which works with community partners to end persistent poverty. As the Special Assistant to the CEO, I managed the marketing and communications strategies including design, layout and production, as well as design for web and PowerPoint presentations. I also supported program units with grant writing, preparation and submission and provided support on special projects as directed by the Chief Executive Officer.
- 2008-Present**      **RBA Creative Design- Owner**  
4242B Masterson Street, Oakland, CA 94619  
RBA Creative is a commercial design firm working with all sizes of businesses, charitable organizations, educational institutions and government agencies. As the co-owner and artistic director, I conduct all aspects of the business including business development, design and production. RBA Creative specializes in graphic design and print publication adaptable to the web, and collaborates with a host of web designers, programmers and social media experts.
- 2006-2008**      **100 Families, Art and Social Change- Director**  
5275 Broadway, Oakland, CA 94618  
100 Families is a community art program created by a Bay Area philanthropist in partnership with the California College of the Arts, in which lower-income families worked with professional artists for a series of art-making workshops to create a body of work for public display. As the Director of the initiative, I coordinated all aspects of the program including artist recruitment, community outreach, program development and project management.
- 2004-2006**      **Keller Williams Residential Real Estate Brokerage- Real Estate Agent**  
4341 Piedmont Avenue, Oakland, CA 94611  
As a sales agent, I assisted first-time buyers and home sellers in Oakland, CA and surrounding cities to buy and sell residential real estate. I was responsible for marketing, client relationships and sales.
- 2000-2004**      **East Bay Resource Center for Nonprofit Support- Director of Information**  
The East Bay Resource Center for Nonprofit Support served over 3,000 nonprofit community-based agencies and their staff, boards and volunteers in Alameda and Contra Costa counties. As the Director of Information, I developed marketing materials and publications, workshops and programming, as well as conducting and directing on-site technical assistance and event management.
- 2002-Present**      **Support Oakland Artists (SOA)- Founder**  
P.O. Box 16242 Oakland, CA  
Support Oakland Artists (SOA) is a nonprofit organization that works to enhance local artists' ability to thrive and increase citizens' participation in cultural activities, with a focus on economic and community development. SOA has sponsored critically acclaimed art exhibitions, public speaking forums and community projects, along with sponsoring individual artists and unincorporated arts groups. I initially founded SOA with a group of artists after conducting youth serving arts workshops and seminars for several years. SOA was expanded to include



**1998-2000**

**Oakland Art [dot] Com- Owner**

1928 Telegraph Avenue, Oakland, CA  
 Oakland Art [dot] Com combined a fine art gallery, commercial design facility and exhibition space, with online resources for artists and art patrons. Oakland Art [dot] Com spawned Oakland's now-bustling Uptown Arts district, hosting special events and featuring a wide and diverse range of local and national artists. Also housing a digital printing service, custom frame shop and photography lab, Oakland Art [dot] Com served as a resource center for the local artist community.

**1994-1998**

**Support Oakland Artists (SOA)- Partner, Commercial Design Studio- Founder**

3412 Park Boulevard, Oakland, CA  
 SOA was a partnership of four dynamic local artists with a complementary skill set. In addition to graphic design, painting and illustration services, the partnership operated an innovative youth development program that taught business and computer skills to talented young artists aged 12-21. SOA was a model business at the forefront of the Social Enterprise movement, combining a commercial enterprise with community development activities.

**1990-1994**

**Spankin' D-Signz Commercial Art and Design Studio- Owner**

731-29th Street, Oakland, CA / 335- 15<sup>th</sup> Street, Oakland, CA  
 Originally located in San Francisco, this business was transplanted to a West Oakland loft and later, a downtown storefront, where I produced an eclectic array of art projects for a wide-ranging client base. While developing a niche market in the areas of custom airbrushed artwork, apparel and computer graphic design, I began building a network of resources through special events and community engagement.

**Civic Affiliations**

2010-present	Advisory Member, The Crucible	Oakland, CA
2009-present	Boardmember, Oakland Film Society	Oakland, CA
2009-present	Boardmember, Museum of Children's Art	Oakland, CA
2007-2009	Member, Oakland Partnership Arts Cluster	Oakland, CA
2006-2009	Chair, Mayor Dellums' Arts/Economic Dev. Task Force	Oakland, CA
2005-2008	Advisory Member, Alameda County Office of Education Alliance for Arts Learning Leadership	Oakland, CA
2002-present	Founding Executive Director, Support Oakland Artists	Oakland, CA
1997-2000	Co-Chair, Cultural Affairs Commission, City of Oakland	Oakland, CA
1997-2000	Member, Public Art Advisory Committee, City of Oakland	Oakland, CA
1996-1998	President, Board of Directors, Pro Arts	Oakland, CA
1994-2000	Member, Board of Directors, Pro Arts	Oakland, CA

**References**

Keba Konte, Owner, Guerilla Café', Chasing Lions Café' and Founder, Soul Salon 10 Art Collective  
 Phone: (510) 517-5582  
 E-mail: ib@kebakonte.com

David Roach, Founder, Oakland Film Society  
 Phone: (510) 776-4178  
 E-mail: oaklandfilmfestival@gmail.com

Steve Snider, District Manager, Downtown Oakland/Lake Merritt-Uptown Community Benefit Districts  
 Phone: (510) 452-4529  
 E-mail: steve@downtownoakland.org

# KAROLEEN FENG

kfeng@creativedevelopmentpartners.com

## PROFILE AND PROFESSIONAL APPROACH

Outcomes-driven community development professional with demonstrated commitment to mission and impact. Experience advancing complex projects towards goals with diverse stakeholders in Affordable Housing, Healthy Neighborhoods, Economic Development and Organizational Development. An Urban Planning Degree coupled with a proven track record of accomplishments in project design and coordination, peer coaching, strategic planning, performance accountability, business development, data analysis.

## KEY REAL ESTATE PROJECTS

Swans' Marketplace, (Mixed use retail) Created and established real estate portfolio and pipeline database tool for reporting, analysis and evaluation of department capacity. Hired and increased department capacity in acquisitions, mixed-use and commercial development. \$11mm Financing: New Markets Tax Credits, City of Oakland

California Hotel (Multifamily rental, supportive housing), Leverage development of storied historic landmark into organizational and community asset for greater neighborhood stabilization and community revitalization. Engagement of stakeholders in planning process to establish renewed pride and ownership. Remake California Hotel as permanent supportive housing, incorporating arts and music legacy of building, economic and food self-sufficiency, health and green practices. \$40mm Financing: Low-Income Housing Tax Credit, Federal Historic Tax Credit, Energy Tax Credit equity, City of Oakland

Lillie Mae Jones Plaza, (Multifamily rental, supportive housing) Energized a stalled, small 26 unit family housing with new sources of financing (2009 TCAC ARRA and MHSA funds). Embedded property management and residential services participation in project development and design. \$4mm Financing: 2009 TCAC ARRA and MHSA funds, City of Richmond, FHLB-AHP, MHP,

Jack London Gateway Phase 2 (Multifamily, senior rental) Manage predevelopment, acquisition and construction phases of 61-unit senior, newly constructed, Green-Point rated building. Applied and closed on financing for 9% tax credits, AHP and Project-Based Section 8s. \$21mm Financing: Low-Income Housing Tax Credits, City of Oakland

Sausal Creek Homes (Single family homeownership) Manage predevelopment, construction, marketing and sales of 17 2 to 3-bedroom homes for first-time homebuyers targeted to the Lower San Antonio neighborhood population and participants of asset-building programs.

## KEY PROFESSIONAL HISTORY

Vice President, Project Development, <u>Creative Development Partners</u>	2013-Current
Director of Community Real Estate, <u>Mission Promise Neighborhoods</u> , <u>Mission Economic Development Agency</u>	2013-Current
Assistant Project Manager-Project Manager-Senior Project Manager-Associate Director/Acting Director Real Estate Development, <u>East Bay Asian Local Development Corporation</u>	2004 – 2013
Asset Mgmt Project Specialist <u>Tenderloin Neighborhood Development Corp.</u> , San Francisco	2004
Assistant Project Manager <u>Little Tokyo Service Center</u> , Los Angeles	2003 – 2004
Affordable Housing Policy Research Associate <u>PolicyLink</u> , Oakland	2004

## PROFESSIONAL AFFILIATIONS

Board Member/ Housing Development Committee, Community Housing Partnership Member, <u>National CAPACD</u> Member, <u>EBHO</u> , <u>NPH</u>	2014
Treasurer/Board Member, <u>Mission Economic Development Agency</u> , San Francisco	2006 - 2013

## EDUCATION

Masters of City Planning <u>University of California at Berkeley</u>	May 2002
Regional Planning and Development, Department of City and Regional Planning Bachelor of Arts with high honors <u>University of California at Berkeley</u>	May 1998
<i>Major</i> Political Economy of Industrialized Societies; <i>Minor</i> City and Regional Planning	

**PROFESSIONAL SKILLS**

---

ProForma Analysis /Modeling/Argus Market Analysis	Asset Management Affordable Housing Finance HUD Financing/ NMTC Complex Excel Modeling	Project Management Budgeting and Monitoring Revitalization and Renovation Residential Property Management
--	---	--

**EXPERIENCE**

---

- Associate Director, Real Estate Development and Investing** **2011-Present**  
*East Bay Asian Local Development Corporation, Oakland, CA*
- Acquired, repositioned, recapitalized multifamily, office and retail projects totaling over \$100M
  - Manage team of development project managers in acquiring and developing new construction projects and rehabilitation of existing multifamily, retail and office projects
  - Created and continue to lead an acquisitions team responsible for the development of EBALDC's leveraged fund for affordable housing (\$30M). Defined procedures, systems and spreadsheets for generating both back of the envelope and detailed analysis of projects. Oversee and lead all presentations to investment committees.
  - Lead and created consulting group within the firm that advises other real estate owners/partners on complex financing, acquisition, management and development projects which increased departmental revenues by 20%
  - Subject matter expert on New Market Tax Credit financing as well as conventional and other creative project sourcing
- Development Project Manager** **2009- 2011**  
*The Neighborhood Development Company (NDC), Washington, DC*
- Lead team to review and acquire potential equity investment and development opportunities for office, multifamily, retail and mixed-use projects and assessed each projects financial feasibility and valuation
  - Structured equity investment deals with complex waterfalls which consisted of multiple hurdles totaling over \$700M
  - Negotiated with banks for terms and prepared Investment Equity and Debt Packages for equity investors, bank loans and internal committees outlining complex waterfalls and promote schedules
  - Delivered reports on market due diligence and provided recommendations for alternate sourcing and/or design options Modeled complex affordable housing scenarios which include Low Income Housing Tax Credits, Historic Tax Credits, and other tax credits in combination with tax exempt bonds, tax increment financing and other financing sources such as HUD loans and grants. These projects include a \$26M mixed use 50% affordable project and \$30M mixed use 100% affordable project (Excel)
  - Responsible for reducing projects costs through the review of schematics, design documents and construction documents.
  - Other Asset Management activities included: Set financial strategies for property operations, preparing and reviewing operating budgets, setting income strategies, benchmarking against the standard, creating OPEX reducing strategies and being sure that 3 party managers executed on these strategies
- Senior Associate** **2008-2009**  
*Reznick Real Estate Consulting Group, Bethesda, MD*
- Consulted and structured complex Low Income, New Market and Historic Tax credit financial transaction models for developers, institutional tax credit investors and community development entities.
  - Provide support in closing both consulting contracts and tax credit transactions
  - Creation of complex tax credit organizational charts and models
- Development Associate** **2007-2008**  
*KMG Management, Baltimore MD*
- Performed real estate valuations of multifamily and residential properties through the analysis of comparative sales, income, and cost approaches to determine feasibility
  - Reviewed budget pro formas for ongoing monitoring of cash flows to assess / improve health of asset
  - Provided market research support to development team and property managers
- Real Estate Entrepreneur** **2003-2007**  
*Self Employed, Baltimore MD*
- Acquired, financed, added value through asset management and rehabilitation and disposed of several residential properties and vacant land parcels

- Managed rehabilitation projects including the design, budget, schedule and entitlement processes as well as oversight of third parties including: architects, general contractors and subcontractors

## **EDUCATION**

---

### **Master of Real Estate Development & Finance**

University of Maryland, College Park, MD

### **Bachelor of Science**

University of Maryland College Park, MD

## **AFFILIATIONS / ACTIVITIES / AWARDS**

---

- Urban Land Institute, Young Leaders Group Member
- Institute of Real Estate Management, Member
- National Trust For Historic Preservation, Member
- Int. Council of Shopping Centers, Member
- LEED® AP Accredited
- Neighborworks Asset Management Certificate
- Golden Key National Honor Society, Recipient
- Society of Real Estate Developers UMCP, Member

## HENRY CORT GROSS

718 27<sup>th</sup> Avenue  
San Francisco, California 94121

415.317.4565  
cort@wessven.com

---

### EXPERIENCE

**WESSINGTON VENTURES, LLC**, San Francisco, California  
FOUNDER AND MANAGING MEMBER

**April, 2009 - Present**

**DEVINE & GONG, INC.**, San Francisco, California  
SENIOR ASSOCIATE

**January, 2000 - March, 2009**

- Senior project manager and financial consultant on complex housing and community development projects. Focus in real estate finance and development, with specialty in tax credit, tax exempt, and HUD financing and their use in addressing special needs of residents. Expertise in new markets tax credit, charter school, and conservation financing techniques.

**BRIDGE HOUSING CORPORATION**, San Francisco, California  
VICE PRESIDENT, CHIEF FINANCIAL OFFICER

**1998 - 2000**

- Directed financial management for regional nonprofit housing developer, supervising accounting staff of five, with responsibilities for holding company and numerous affiliated entities financial accounting (close to \$1bb property value, with \$120mm consolidated balance sheet under management), budgeting, audit, and corporate and tax filings, reporting to President and Board of Directors.
- Lead corporate recapitalization campaign under direction of President and Board Capitalization Committee, including strategic planning, corporate identity, balance sheet management, investor solicitation and deal structuring, fundraising and funder relationships. Raised over \$12mm in corporate debt and equity for \$20mm holding company in less than 24 months.
- Supervised predevelopment and construction draws for all projects in development (approx. 15/mo. building 1,000+ units/yr.), permanent loan closings and investor pay-ins.
- Participated in four member officers' management team, including staff credit committee

**TRI CAPITAL CORPORATION**, San Francisco, California  
VICE PRESIDENT, AFFORDABLE HOUSING

**1996 - 1998**

- Director of affordable housing lending for national mortgage banker, with responsibilities for loan origination, supervision of underwriting, product marketing, and program and capital market development, reporting to the President. Over 2,000 low income units financed using low income housing tax credits, tax exempt bonds, and multiple government subsidy programs.
- Concentration in FHA and Fannie Mae DUS multifamily lending programs.
- Focus on preservation of at-risk properties, HOPE VI, acquisition and rehabilitation, and new construction using debt and equity structures including tax exempt bonds, low income housing tax credits, government funding programs, and other private or nonprofit sources of capital.

**PROGRESSIVE EQUITY ADVISORS**, San Francisco, California  
PRINCIPAL

**1995 - 1997**

- Founder of consulting business serving financial institutions, foundations, and community development corporations in financial consulting, organizational development, and project management.

**LOW INCOME HOUSING FUND**, San Francisco, California **1990 - 1995**

## PROGRAM MANAGER-LENDING

- Managed staff underwriting, closing, and monitoring of loans, credit administration, and development of lending programs for national nonprofit community development financial institution.
- Directed HUD Preservation Programs, and other public sector and training programs.
- Hired, trained, and supervised a staff of eleven.
- Underwrote and packaged loans for all phases of low income housing development, from predevelopment to permanent financing, with additional focus on construction loans and lines of credit.

**CORO FOUNDATION**, San Francisco, California **1989 - 1990**

## FELLOW IN PUBLIC AFFAIRS

- Participant in selective national leadership training program, with focus in housing and urban affairs.
- Work included five internships in the Bay Area, case studies, service projects, and group process.

**DOWNTOWN COOPERATIVE MINISTRY**, New Haven, Connecticut **1986 - 1989**

## CAMPAIGN FACILITATOR (PART-TIME)

- Managed city-wide campaigns advocating for children and homeless families.
- Aided in founding and capitalization of affordable housing loan fund.
- Led advocacy worship services for the city's poor.

**FOOD FIRST, HOSPITALITY HOUSE**, San Francisco, California **1985 - 1986****ECUMENICAL HUNGER PROGRAM**, East Palo Alto, California

## INTERN

- Wrote a training manual for volunteers at Food First.
- Wrote publicity for programs serving street kids at Hospitality House.
- Resourced and delivered food at EHP.

**MORRISON AND FOERSTER**, San Francisco, California **1984 - 1985**

## CASE CLERK, BUSINESS DEPARTMENT

- Worked on banking, maritime commerce, real estate, and trademark accounts

**E D U C A T I O N****Yale University Divinity School**, New Haven, Connecticut, 1986 - 1989

**Master of Divinity degree**, focus in liberation theology, study in accounting, politics, and economics.

**Stanford University**, Palo Alto, California, 1981 - 1985

**Bachelor of Arts degree, History**, focus in Renaissance and Reformation studies, study in politics, economics, literature, and philosophy.

**P E R S O N A L**

**Member**, National Loan Committee, Nonprofit Finance Fund, and Board Treasurer, NorCal chapter of the US Green Building Council. Former Board member, Tenderloin Neighborhood Development Corporation, Conard House, Inc., and Argonne Alternative School Council of Empowerment, Inc.

**Married**, with two children. Avid cyclist, musician, and cook.



## philip vincent arca

435 Oakes Boulevard, San Leandro, CA 94577 C Phone (510) 910-4869 philiparca@gmail.com  
Linkedin.com

### PROFESSIONAL SUMMARY:

A **seasoned turnaround leader with broad and deep experience**, strategic consulting professional expertise with **groundbreaking start-up**, and a commitment to the voluntary sector contribute to a **holistic vision** of the nonprofit arena, including **published articles** and nonprofit management book in process. **Executive Director of a \$7 million, 85 employee, 800 volunteer**, faith-based social services organization working throughout Alameda County. In other positions, have led **turnaround of large cultural facility**, startup of a new U.S. fair trade coffee initiative and the **strategic alignment and growth of a statewide communications organization** focused on children's issues. Can walk the streets of San Pablo Avenue in **West Oakland** and connect with those in the midst of substance abuse, homelessness, then meet with **REDF** in the offices of **Kohlberg Kravis and Roberts**, and gather with Board and Staff to work through the specifics of a Taproot project – **all in the same day**.

### CAREER HISTORY:

#### arca & associates, Principal

San Francisco Bay Area, CA (2013 to Present)

Innovative, experienced, respected leader offering the following services – **Interim Leadership; Social Enterprise Design; Strategic Planning; Fundraising Feasibility Studies; Evaluation; HR Audits; Executive Search; Property Asset Management/Facilities Planning** to a wide range of NGO's and small businesses. Associates comprised of personally networked experts in key arenas, tapped as needed.

#### Executive Director, Society of St. Vincent de Paul of Alameda County

Oakland, CA (2003 to 2012)

- Leading and envisioning the mission of a countywide social services organization, complete with turnaround success and the re-building of an organization with previously aged constituency, amidst a difficult economy, increasing need, and constrained resources.
- **Led turnaround of operating deficit of \$1.8 million** to roughly \$200,000 annually in subsequent years.
- Fundraising accomplishments include creation of the development program at most recent organization, raising more than \$1.5 million annually. Secured **a role in the REDF portfolio**. Created and lead a Development Department/Committee, Volunteer program, Social Enterprise activities – **all new to the organization**.
- New initiatives include Taproot Foundation branding project, Redux, Found Art in Residence, Culinary Academy, Transitional Employee program, capital campaign.
- **Leadership experience in human resources** includes the expansion of employee benefits with minimal additional cost. Currently engaged in a Taproot Foundation HR project.
- Updated Board Governance activities, Committee structure to transition to a **new generation of engagement**.

#### Executive Director, Action Alliance for Children

Oakland, CA (2000 to 2002)

- Stabilized statewide communications organization providing analysis, reporting and distribution of a newspaper (**with readership of 30,000**), key player in convening forums/conferences, and sustainer of grassroots organizations working on children's advocacy issues. Envisioned, drafted and received **Packard Foundation grant garnering more than \$250,000** in operating grants in one year for a small children's advocacy organization.
- **Marketing and public relations successes** include the creation of all new message and materials at current organization, appearing in print, on radio and TV. Envisioned and implemented the **Talk Series at The Commonwealth Club**.

### arca & associates, Principal

San Francisco Bay Area, CA (1998 to 2000)

- Providing hands-on consulting and leadership experience to an array of nonprofits in various organizational situations. Specific projects include: The Center for Electronic Art, **turnaround of a nonprofit digital media school**; TransFair USA, a not-for-profit certification/licensing organization promoting fair trade products and a recipient of Ford Foundation seed grant. Played key roles in the **development of various websites** and organizational videos.

### Assistant Director, The Oakland Zoo

Oakland, CA (1990 –1998)

- Managed nonprofit cultural institution with annual budget of \$3.8 million, major capital improvement program, **and regular staff of 50 with increase to 120 employees during summer season.**
- Initiation and staff coordination of pro bono marketing campaign for a cultural facility developed by Ketchum Advertising with estimated value of \$250,000, public speaking engagements and media interviews.
- Led start-up of an annual fund in a cultural facility with first year goal of \$30,000, rising to \$100,000 in two years.
- Initiated youth employment program, winner of **City of Oakland Mayoral Award**. Scripted and directed safety training video filmed at no cost through insurance carrier, reduction of a Workmen's Compensation premium by \$50,000.
- Other accomplishments include **designing and implementing bond administration internal monitoring systems, drafting financial operations manual.** Envisioned and supervised revision of Chart of Accounts and installation of new accounting hardware/software.

### Project Manager, The Salvation Army

San Francisco, CA (1988 –1990)

- Managed the architectural design, capital funding, program design, operational funding and other related aspects of the construction of a \$5.1 million transitional housing facility for 30 homeless families.
- **Grantwriting includes being awarded HUD operating grant of \$2.1 million.**

### District Representative, Senator Alfred E. Alquist, California Legislature

San Jose, CA (1985 –1986)

- Responsible for local issue coordination, newsletter articles, community outreach, constituent casework and correspondence.

### TEACHING, CONSULTING AND TRAINING EXPERIENCE:

- Assessment Team Member, San Antonio District **MATRIX Initiative**, Annie E. Casey, Stuart Family Foundations (2001)
- **Lecturer: *Overview of the Nonprofit Sector***; Cal State University Extension, Hayward (1998, 1999, 2000)
- Reviewer: **Institute of Museum Services (IMS) General Operating Support Grants** (1997, 1998)
- **On-Line Virtual Lecturer: *Human Resource Management*; AmeriCorps /Cal State Extension, Hayward (1997)**
- **Lecturer: *Administration and Finance*; Museum Studies, John F. Kennedy University** (1995, 1996)
- Lecturer: *Human Resource Management*; Cal State University Extension, Hayward (1995, 1996, 1997)

### EDUCATION:

University of Southern California, **MPA**, (June 1988), Emphasis in Public Policy Analysis and Management  
**Recipient of SCAPA Praetors Merit Scholarship and Certificate of Merit Award**

Santa Clara University, **Bachelor of Science in Psychology**, (June 1981)

## PUBLICATIONS:

- Case Study and Book Review, **Social Enterprise Reporter** (2004, 2005)
- Case Study entitled *Volunteers, Race and Communication*, **USF, Institute Nonprofit Organization Management** (1998)
- **Paper entitled** *Cross Cultural Collab: Collaborating for New Visitors*, American Zoo and Aquarium Association (1996)
- **Paper entitled** *HR Management: Three Keys to Doing a Better Job*, American Zoo and Aquarium Association (1996)
- **Essay entitled** *Issues of Race in the Not-for-Profit Sector* published in *Advancing Philanthropy* (1995)
- **Essay entitled** *Marketing and Fundraising: Which is Which and Does It Matter?* published in *Nonprofit Times* (1995)

## PROFESSIONAL TRAINING:

- **Stanford University**, Executive Program in Nonprofit Leadership (EPNL) (2008), scholarship funded by REDF
- Nichibei Pathfinding Opportunity Program (NPOP) (2002)  
Exchange program to promote a civil society by **linking the nonprofit sectors in Japan and the US**
- Facilitative Leadership (2001)  
**Interaction Associates**
- Institute for Nonprofit Consulting (2000)  
**Support Center for Nonprofit Management/CompassPoint**
- Center for Museum Studies, Awards for Museum Leadership (1998)  
**Smithsonian Institution**
- Museum Management Institute (**MMI**) (1997)  
**American Federation of the Arts, The J. Paul Getty Trust**
- National Society of Fund Raising Executives (NSFRE) (1996)  
**Certified Fund Raising Executive (CFRE)**
- Society for Human Resource Management (SHRM) (1994)  
**Professional in Human Resources (PHR)**

## COMMUNITY LEADERSHIP:

- Board Member, **Stanford Alumni Consulting Team** (2005)
- Interim Executive Director, Board Member, **East Bay Resource Center** (2003, 2004)
- Advisory Board Member, **KQED Education Department** (2002)
- Board Member of **Sports 4 Kids**, nonprofit supporting after school sports (2001)
- Serving on Advisory Board of The Odyssey - **A Cyber Educational Experience** (2000)
- Member of **Oakland Marketing Board** (1996)
- Selected as one of **Ten Outstanding Young San Franciscans** by Jr. Chamber of Commerce (1991)
- **Founding Member** of Board of Directors of **Community Housing Partnership** (1990)

San Francisco, California USA  
EMAIL alexa@bach-mcelrone.com  
TEL 707.246.4596  
SKYPE alexabachmcelrone  
WEB www.bach-mcelrone.com

CV Alexa Bach-McElrone



**Alexa is a** business advisor, communications specialist, and sustainability coach. She helps leading social entrepreneurs and sustainable businesses launch and scale, and works in the capital markets to design appropriate investment products and platforms for those leaders. Her work spans the spectrum from orchestrating creative community financing for community development projects in the United States, to overseeing the launch of an entrepreneurial incubator in Kenya, and guiding the communications strategy for a global nonprofit building sustainable communities through women's health and a girl's right to education.

Alexa has advised budding entrepreneurs, entrepreneurial incubators, growing enterprises, established entities (for- and not-for-profit), and associated investors. This diverse experience enables her to translate between disciplines, to wear many hats, and to orchestrate authentic, groundbreaking solutions. Additionally, Alexa is a published author on Amazon, she has ghostwritten for heads-of-state, and her work has been featured alongside Thoreau, Steinbeck, and the United Nations.

### Honors

**2014 Hive Global Leader** Hive is a global community of leaders and entrepreneurs under 40 who are focused on creating a better world.

### Education—degrees

**Master of Environmental Management/Sustainable Development** Duke University, Durham, NC, 2003  
GPA: 3.7. United States Presidential Management Fellowship finalist, Doris Duke Charitable Foundation Fellow for academic excellence and promise in conservation leadership, David Brower Memorial Scholarship, Whitney Chamberlin Scholarship, Nicholas School Scholarship, Nicholas School Research Assistantship.

**Bachelor of Science** University of Maryland, College Park, MD, 2001

GPA: 3.93. *magna cum laude*, honors in Biology, Phi Beta Kappa Honor Society, Academic Honors (1997-2001), Golden Key National Honor Society, Honors Research Grant (2000, 2001), National Society for Collegiate Scholars, Outstanding Academic Achievement Award (1998-2000), Senior Summer Scholars Award (2000).

### Education—certificates

**Sustainable Tourism Planning and Management** George Washington University, Washington, D.C., 2007

**Nonprofit Business Management** Duke University, Durham, NC, 2004

### Country experience

Australia, The Bahamas, Belize, Canada, Ecuador and the Galápagos, Madagascar, Mexico, New Zealand, and the United Arab Emirates

## Experience

### **Senior Advisor, Leap Hubs** Seattle, WA 2014 - present

Advising the Global Peace Foundation on the launch and scale of Leap Hubs—a youth leadership and entrepreneurship program for secondary school students in the developing world. The program is testing in 15 schools in Kenya, with plans to expand globally.

### **Founder and Owner, Bach-McElrone Consulting** Benicia, CA 2008 - present

Shaping businesses into tools for pushing the boundaries of sustainability; we help passionate entrepreneurs and responsible businesses cultivate profit and sustainable solutions worldwide. Services include: business advisory, executive/entrepreneur coaching, strategic planning, branding and communications, investor relations, business development, team building, impact analysis, sustainability advisory, and orchestration of all of the above. So, while I can redesign the organizational structure of a global entity or manage a diverse team of international experts, I can also rearrange your em dashes—people care about what they understand—and streamline your core messaging.

I connect silos. I work both vertically and horizontally to link changemakers, cross-fertilize innovators, and engage and empower all stakeholders—and I follow through. Creative new ideas are paired with coherent, integrated action plans, clearly articulated metrics for tracking success, and a healthy bottom line. Work ranges from advising an angel investor or organizing a dinner party for unusual suspects on a key issue to partnering on project-based work or advising incubators and launching enterprises.

Sample project-based clients include: the Aspen Institute's Global Health and Development, Creative Development Partners, the Government of Malawi, the Sustainable Accounting Standards Board, Sustainable Travel International, and ViewCraft. Advisor/judge at: The Center for Young Entrepreneurs at Haas/UC Berkeley, Hult International Business School's Co-Creation Lab, Duke University's Nicholas School of the Environment & Fuqua School of Business.

### **Director of Marketing and Communications, Adler Deutsch Vineyard** Saint Helena, CA 2013-2014

Led business strategy and communications for a new ultra-boutique, ultra-lux Napa wine brand.

### **Communications Manager, Coral Reef Alliance (CORAL)** San Francisco, CA 2012

Directed CORAL's messaging and strategic communications program during a transitional period.

### **Sustainability Consultant, Urban Green** San Francisco, Ca 2006 - 2008

Provided sustainability counsel to developers, nonprofit organizations, and local/national governments around the world; advocated for natural resource conservation and social equity as priorities within complex land planning and real estate transactions. Areas of focus included protected area establishment, capacity development, stakeholder outreach, climate change adaptation, policy writing and analysis (e.g., worker rights, community access, green building, land and biodiversity conservation), and sustainability benchmarking.

### **Scholar-in-Residence—Sustainable Development, Urban Land Institute** Washington, D.C. 2004 - 2006

Authored, co-authored, and edited more than a dozen publications; member of Mayor C. Ray Nagin's team tasked to evaluate and plan for the City of New Orleans' next steps following Hurricane Katrina; ULI forum speaker; staff director for two sustainable community advisory panels. Co-created the Latin American Real Estate Conference in 2006 and the Green Development Conference in 2005 and 2006.

### **Conservation Development Consultant, The Conservation Fund** Arlington, VA 2004

Defined the vision and business strategy for The Conservation Fund's Center for Conservation and Development. Composed initial resource library and established inaugural Board of Advisors.

## CREATIVE DEVELOPMENT PARTNERS

Project Name: Parcel 24

Project Location: Boston, MA

Project Cost: \$125 million

Project Size: 456,200 gsf

Project Year: 2008

\* Completed by a Principal of CDP while at another organization

Parcel 24, LLC, a joint venture of Asian Community Development Corporation (ACDC) and New Boston Fund, Inc. (New Boston), was designated by the Massachusetts Turnpike Authority (MTA) to develop Parcel 24. The proposed project will provide much needed mixed-income housing while restoring the vibrancy of the

neighborhood that existed on Hudson Street more than forty years ago. In the 1950s and 1960s, homes and businesses on the east side of Hudson Street were cleared to make way for a highway ramp. The removal of the ramp as part of the Big Dig project allows this block to be reknit into the urban fabric as a smart growth, transit-oriented development.

The Parcel 24 Plan has affordable rental and homeownership units, market-rate homeownership units, open space, commercial and community space, and underground parking, incorporated into a neighborhood-sensitive, sustainable design. This program responds to the Community Vision developed by Hudson Street for Chinatown (HSC), a coalition of community organizations and current and former residents. The MTA's Request for Proposals incorporated the Boston Redevelopment Authority's Development Guidelines, which referenced HSC's Community Vision.

Program Breakdown:

Residential	325 units, 366, 550 gsf
Commercial/retail	5,500 gsf
Community Use	6,050 gsf
Parking	175 spaces



## CREATIVE DEVELOPMENT PARTNERS

Project Name: 32 Thirty-Two  
Apartments/The Heights  
Project Location: Washington, D.C.  
Project Year: 2013  
\* Completed by a Principal of  
CDP while at another  
organization

Thirty-two (32) Apartments is located at 3232 Georgia Avenue NW in the Parkview/Columbia Heights neighborhood of Washington, DC; it contains a mix of affordable one bedroom, two bedroom and three bedroom units. The building incorporates many green elements, including a unique second floor garden area, green roof deck, and other sustainable development features. In addition to bringing new affordable rental housing to the community, the building's ground floor level has nearly 11,000 square feet that has nearly been completely leased. The project was developed as a public-private partnership with public and private funding.



Program Breakdown:

Residential	69 Units
Commercial/retail	11,000 gsf +/-

## CREATIVE DEVELOPMENT PARTNERS

Project Name: CityCenterDC  
Project Location: Washington, D.C.  
Project Cost: \$700 million  
Project Size: 1.35 million sf  
Project Year: 2011  
\* Completed by a Principal of CDP while at another organization



The Hines Company and Archstone-Smith, two of the world's most respected real estate development companies, are leading the development of CityCenterDC, a world class real estate project representing over 1.35 million square feet of mixed-use space. Hines | Archstone have



selected The Neighborhood Development Company (NDC) along with four other local companies to become 22.5% partners in CityCenterDC.

Designed by the world famous architect Sir Norman Foster, the project will cost approximately \$700 million to develop and is projected to be valued at over \$1 billion when completed. CityCenterDC is located at the highly coveted site of Washington DC's Old Convention Center and is one of the largest private development projects in the history of Washington, DC. The project broke ground in April 2011.

## CREATIVE DEVELOPMENT PARTNERS

Project Name: Lillie Mae Jones Plaza

Project Location: Richmond, CA

Project Year: 2011

\* Completed by a Principal of CDP while at another organization



Lillie Mae Jones Plaza brings 26 high quality, affordable apartments for families and individuals in the Iron Triangle neighborhood of Richmond. The project represents a successful joint-venture partnership between Community Housing Development Corporation and



East Bay Asian Local Development Corporation. Residents enjoy environmentally sustainable amenities, and supportive services are available on site for individuals living with a disability. Completed in July 2011, the building is named after a respected local activist and promises to honor her legacy by providing a healthy and vibrant place to live.

Lillie Mae Jones is a respected local activist and long-time resident of Richmond. She began her advocacy and organizing work in the 1970's getting people involved in community service and neighborhood beautification. She reached out to young people and her impact extends throughout the city of Richmond.

### Funding Sources

City Of Richmond, California Department of Housing & Community Development, California Department of Mental Health, California Housing Finance Agency, California Pollution Control Financing Authority, California Tax Credit Allocation Committee, Contra Costa County Department of Conservation & Development, Contra Costa Health Service Department - Mental Health Division, Corporation for Supportive Housing, U.S. Department of Housing & Urban Development, Federal Home Loan Bank/Mechanics Bank, Enterprise Community Partners, LISC/ Home Depot Foundation, Richmond Community Redevelopment Agency, Richmond Housing Authority

## CREATIVE DEVELOPMENT PARTNERS

Project Name: Jack London Gateway

Senior Housing

Project Location: Oakland, CA

Project Year: 2010

\* Completed by a Principal of CDP while at another organization

Residents of West Oakland have historically faced health disparities including high asthma rates due to the industrial land uses in the neighborhood. The

development of Jack London Gateway begins to address these disparities by supporting resource-efficient land use

strategies and sustainable building practices. A model in design and construction, this 61-unit affordable senior housing development is an infill of an underutilized urban shopping center parking lot. From concept to daily operations, the quality of life and health concerns of the low-income to extremely low-income residents were considered and has resulted in the highest Green Point Rated multifamily building to date.

Jack London Gateway received the 2010 Gold Nugget Grand Award for Green Point Rated Community of the Year.

### Green Building Features:

The building received the highest Green-Point Rating given by Build It Green

Common areas and hot water heating are powered by solar energy.

Low-VOC interior paints and interior flooring was used.

Water-saving toilets were installed.

Water-saving irrigation methods and reclaimed/recycled water are used for landscaping.

Lower floors are designated non-smoking.

Raised garden boxes and composting bin are available for residents' use

### Funding Sources

Union Bank, City of Oakland, Silicon Valley Bank, Federal Home Loan Bank, Alameda County Source Reduction and Recycling Board (StopWaste.org)



## CREATIVE DEVELOPMENT PARTNERS

Project Name: California Hotel

Project Location: Oakland, CA

Project Year: 2013

\* Completed by a Principal of CDP while at another organization

The California Hotel is listed on the National Register of Historic Places. It is owned by the East Bay Asian Local Development Corporation (EBALDC) and is currently under construction, while partially occupied, to convert



the property and reconfigure the units to create permanent supportive housing for 135 households. The new design provides vast unit and building upgrades, as well as energy efficient improvements. Twenty five percent of units are reserved for people who are homeless and have special needs. Significant services will be available on site. Program-specific rooms are available on each floor, and People's Grocery operates a large community garden in the back of the property. Construction will be complete in December 2013.

Bonnewit Development Services played a key role in conceptualizing the project. Once a funding commitment was secured from the City of Oakland, Ms. Bonnewit provided extra project management support and capacity building services until the construction loan closed. Ms. Bonnewit's current focus is on securing funding for services and providing project management on an as-needed basis.

### Funding Sources

Redevelopment, HOME and NSP funds administered by the City of Oakland Department of Community and Economic Development

Mental Health Services Act funds via Alameda County's Department of Behavioral Health Care Services and California State Housing Finance Agency

9% Tax Credits and Historic Tax Credits

Investor equity via Enterprise Community Partners

US Bank Construction Loan

Build it Green

Project Based Section 8 Operating subsidies awarded via Oakland Housing Authority

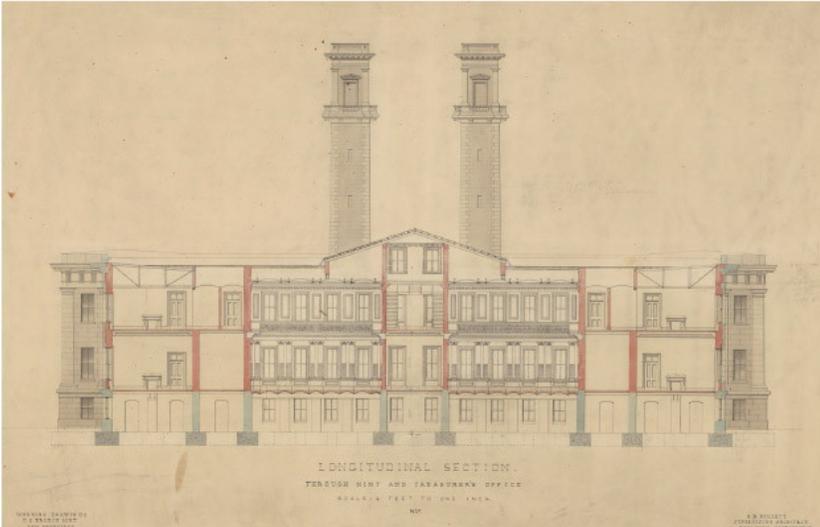


## CREATIVE DEVELOPMENT PARTNERS

Project Name: The Old Mint

Project Location: San Francisco, CA

\* Completed by a Principal of CDP while at another organization



One of the first buildings in the country designated as a national historic landmark in 1961 as “the last major example of classical revival architecture”, the Old Mint was one of few buildings left standing after the '06 earthquake and fire in San Francisco. Cort Gross’s consulting work involved close coordination with retained historic architects (Page & Turnbull and Architectural Resources Group) and project management on costs and scope, as well as management of an approval process with the City’s historic architect, supervision of “soft” demolition in the building, removing additions from the late 70s and early 80s that were non-historic and in the way of the renovation plan, as well as strategic structural strengthening of the building’s historic smoke stacks, and securing and closing several million dollars of NMTC financing for predevelopment. Several more million dollars in historic and additional new markets tax credit financing was committed but not closed due to owner’s failure in a capital campaign. Current status of the project is that the building is being used for events; the planned San Francisco Museum at the Mint is in a turnaround campaign mode.

Cort Gross has completed several other historical engagements, both project management and financing related, including a unanimous approval by San Francisco’s Historic Preservation Commission for the demolition of a building constructed in the 20s in an historic district, and approval of a few investments in NMTC/HTC financed transactions similar in scope to 1LM as a loan committee member of Nonprofit Finance Fund.

## Eamon C. O'Marah

### Managing Director



Prior to forming Harbinger Development, Mr. O'Marah was recruited and held the key leadership position at Jones Lang LaSalle Americas (NYSE:JLL) in Boston heading Investment Development activity. During his three year tenure with the publicly traded company, Mr. O'Marah lead the firm to record performance in the Hotel development sector with 915 hotel rooms in development in Boston. He also secured lucrative long term State contracts for the company with the Massachusetts Department of Transportation and Division of Capital Asset Management. He utilized his deep professional and public sector contact base to strengthen JLL's position in the market place.

Mr. O'Marah managed a private real estate investment company prior to joining JLL and during that time developed the 115 room Ames Hotel in Boston with Normandy Real Estate Partners and Morgans Hotel Group. Also during this period, he purchased the prime development site in Boston known as the "Jacob Wirth Parcel" and doubled its value at sale. After acquisition, he successfully planned the site for a 30-story, 404-unit and subsequently sold the site to Avalon Bay residential. Mr. O'Marah and his equity investors in the deal enjoyed a three times equity multiple on their investment for this transaction.

Prior to starting his own private investment development firm, Mr. O'Marah also worked for two of the most successful and prominent real estate development companies in Boston – The Beacon Companies and Intercontinental Real Estate Corp. Before entering real estate development, he worked for NY based Morse Diesel Construction Management and started and ran the company's Sports Sector successfully negotiating and building some of the nation's largest professional sports facilities for the NFL, NHL, NBA and MLB. In 2006 Mr. O'Marah was selected one of the "40 under 40" leading business individuals old by the Providence Business News.

Mr. O'Marah holds a B.A. from the Rhode Island School of Design and is married with 2 daughters.

Harbinger Development, LLC



**SIZE:**  
38,000 SF

**COST:**  
\$5M

**COMPLETION:**  
2008

**ARCHITECT:**  
Philip Banta & Associates

**CONTRACTOR:**  
Estate Construction

**PEER REVIEW:**  
Maryann Phipps, Estructure  
Professor Dr. Andrew Whittaker, SUNY Buffalo

The historic Cathedral Building project converted existing office space to residential condominiums that would serve the heart of downtown Oakland. The conversion required a seismic evaluation and Holmes Culley assessed the performance of the 14-story building built in 1914, designed by Benjamin Geer McDougall, against today's seismic design code requirements. The Gothic Revival Style building has a narrow triangular footprint, structural system of riveted steel frame and ornate exterior ornamentation. This building has been placed on the National Register of Historic Places.

The team developed a three-dimensional finite element computer model of the building based on material testing and the original drawings. The model simulated the building's response to ground acceleration records from real earthquakes.

A rigorous implementation of the FEMA-356 procedure (performance based engineering approach) for modeling and evaluating steel columns made it possible to represent the building's performance and contribution of the existing structure as accurately as possible. To achieve this, the non-linear analysis included continuous updating of the columns' yielding characteristics at any instant during the simulated earthquake. Detailed finite element modeling of the riveted "clip angle" beam-column connections allowed the response of these critical components to be accurately represented in the full building model.

The building's existing "soft-story" condition between the first and second floors was mitigated by adding new perimeter reinforced concrete frames cast against the inside face of the existing frames as well as a pair of transverse steel eccentrically braced frames between the first and second floors.

After solving the "soft-story" condition, the modeling illustrated that the Cathedral Building would perform close to the level required for an equivalent new building constructed on the present site. The targeted scheme supported the building's historic value while simultaneously implementing a strengthening that satisfied modern code requirements.



**SIZE:**  
58,000 SF

**COST:**  
\$50M

**COMPLETION:**  
2013

**ARCHITECT:**  
FME Architecture + Design

**INTERIORS:**  
Ken Fulk

**CONTRACTOR:**  
BCCI

**AWARD:**  
SEONC Merit Award Retrofit/Alteration

The Battery renovated the historic unreinforced masonry warehouse into a new social club. Holmes Culley delivered a seismic strengthening system and Holmes Fire provided the life safety design that are sensitive to the building's historic fabric. A new fourth floor penthouse created an event space. A dramatic glass encased hanging steel staircase provided new circulation. An open air plaza with basement created a courtyard and gym.

Holmes Culley provided the complete design and documentation of a seismic retrofit scheme in accordance with the Basic Safety Objective of ASCE 41-06, utilizing performance based engineering. Holmes Culley developed a three-dimensional finite element computer model of the building based on the original drawings and extensive material testing. The model simulated the building's response to a suite of ground acceleration records from real earthquakes and allowed retrofit concepts to be rapidly input, tested and evaluated to keep the masonry exposed.

The performance based fire engineering by Holmes Fire allowed for the dramatic design to provide life safety through alternatives shown to be equivalent or better than code requirements. Alternative solutions were developed for the internal grand stair, to allow its non-fire rated glass enclosure. An assessment confirmed that the existing exposed wood floor system would achieve adequate fireresistance to support new enclosed exit stairs, without added fire protection. Other solutions were developed to address external boundary wall openings, fire safety provisions for rooftop assembly use space and occupant evacuation from the building.

# DEL MONTE WAREHOUSE

## ALAMEDA, CA



**SIZE:**  
552,000 SF

**COST:**  
Confidential

**COMPLETION:**  
Anticipated 2017

**CLIENT:**  
Tim Lewis Communities

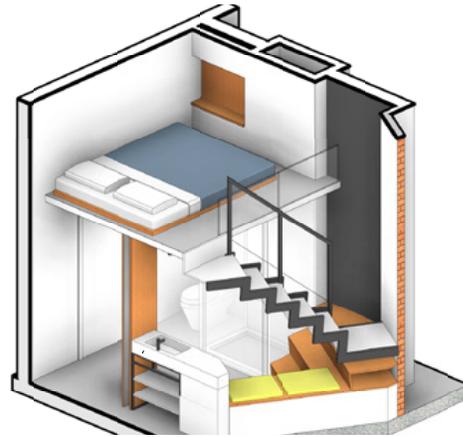
**ARCHITECT:**  
BAR Architects

The Del Monte Warehouse is a large existing landmarked building comprised of unreinforced masonry and timber structure. It is currently being adapted into multi-family residential units. In plan, the 1000' long facades are curved to follow the tracks of the train that would transport the goods stored in this large facility. The historic facades of the buildings will be retained as the building is transformed into over 200 residences, parking, and retail space.

The project will adaptively reuse the existing building by preserving the exterior masonry and timber structure. Parking will be located in the interior of the structure, providing a podium for a new four story building above. The new building will be modern and sit within the existing footprint but extend higher than the existing roof level, providing the developer the extra units needed and the residents fantastic views of the Bay. The height of this new structure is carefully designed not to be imposing or seen from the adjacent street levels by being set deep within the interior of the building. Two-story lofts will infill under the existing roof, providing units with historic features including exposed brick and timber.

Two open air pedestrian courts will run between the facade units and the new modern interior units. Access to the units will be provided through this pedestrian area as well as entrances to the parking garage with 300 spaces for vehicles plus additional bike parking. One bay facade will provide 12,000 sf of commercial space that looks out over the Estuary's Alaska Basin. Interior cross-pedestrian courts will connect the retail space and one side of the structure to the other providing public access.

HOLMES CULLEY :: STRUCTURAL ENGINEERS :: 5



**SIZE:**  
61,000 SF

**COST:**  
Confidential

**COMPLETION:**  
Anticipated 2016

**CLIENT:**  
Synapse Development

**ARCHITECT:**  
BAR Architects

**LEED:**  
Targeting Platinum

This eight story building was constructed in 1904 with unreinforced masonry and a terra cotta facade. 1095 Market not only survived San Francisco's 1906 earthquake but the subsequent fires, which consumed the building's interior.

Holmes Culley is performing a full seismic upgrade to the building with special care to preserve the historic features of the building. The project team is aiming to achieve the Secretary of the Interior's Standards for the Treatment of Historic Properties. Using a nonintrusive and sensitive structural scheme, there will be no indication of the building's new strengthening from the three facades. Minimal concrete sheer walls have been designed to hide within the original layout of the building, preserving the original hallways and main layout.

The building will house a unique hotel aimed at young business travelers. The hotel rooms will be small rooms for short stays, including some rooms with bunk beds or lofted beds. Holmes Culley strengthened the roof top to allow it to be repurposed as a bar with amazing views of Downtown.



Having worked in New Zealand, the United Kingdom and for the last twelve years in California, Zander brings international experience to the team. Zander has led Holmes Culley for eight years with a focus on historic building assessment and retrofit, as well as new institutional buildings. Zander has completed numerous projects using Performance Based Engineering (PBE) in accordance with ASCE41-06. As a LEED accredited professional, Zander has led the structural engineering efforts on several LEED certified building designs including the new School of Social Sciences and Management at UC Merced.

Zander has specific expertise in detailed design in concrete, structural steel and marine structures. He is currently contributing to the development of new building codes including the Port of San Francisco Building Code.

**EDUCATION:**

B.E. (Honours 1st class)  
University of Auckland, New Zealand

**LICENSES:**

Registered Structural Engineer,  
State of California License No. S4952/  
C63967; Utah 8116254-2203;  
Oregon 87076PE

Member Institution of Professional  
Engineers New Zealand

**PROFESSIONAL AFFILIATIONS:**

U.S. Green Building Council  
LEED Accredited Professional

Director of the San Francisco Architectural  
Heritage Foundation

Member of the Structural Engineers  
Association of California (SEAONC)

Member of American Concrete Institute

Member of the American Institute of Steel  
Construction

**PUBLICATIONS AND PRESENTATIONS:**

Joint Conference Proceedings: 7th  
International Conference on Urban  
Earthquake Engineering & 5th  
International Conference on Earthquake  
Engineering

**REPRESENTATIVE PROJECTS:**

**Presidio Buildings 101 & 103, San Francisco, CA**

Size: 80,000 SF

Project Type: Seismic Retrofit

Seismic retrofit and rehabilitation of two original barracks buildings on the main post of the Presidio. The existing un-reinforced brick masonry buildings are strengthened with carbon fibre reinforced polymer (FRP). Performance based design to ASCE41 was used to verify the retrofit scheme. The buildings will be commercial office space. This project is LEED certified Gold.

**140 New Montgomery Street, San Francisco, CA**

Size: 340,000 SF

Project Type: Seismic Renovation Commercial

The 26-story terracotta clad, brick and concrete steel frame building is to be restored for commercial office space. The design includes a full seismic upgrade using performance based engineering techniques. This project received a LEED Gold certification.

**390 Main (BAHA Regional Agency Headquarters), San Francisco, CA**

Size: 300,000 SF

Project Type: Peer Review and Seismic Renovation, Government

Engaged by the client to develop an alternative structural solution to minimize construction cost to this 1940's era, eight-story office building. The renovation and seismic retrofit will house five major public agencies of the Bay Area.

**2155 Webster Street, San Francisco, CA**

Size: 160,000SF

Project Type: Seismic Renovation Residential

This concrete structure, originally designed by SOM in 1964, will be retrofitted and renovated to become sixty-six premier residences. The luxury market rate condominiums will also have a parking level below street level. The heavy precast concrete facade will be removed, lightening the structure and allowing for a contemporary high-performance curtain wall facade. Additional, townhomes are designed for the adjacent lot.



**EDUCATION:**

M.S. Structural Engineering and  
Geomechanics  
Stanford University

B.S. Architectural Engineering  
Cal Poly San Luis Obispo

**LICENSES:**

Registered Structural Engineer,  
State of California License No. S5252

**PROFESSIONAL AFFILIATIONS:**

San Francisco Earthquake Safety  
Implementation Program (ESIP)

U.S. Green Building Council  
LEED Accredited Professional

Member of the Structural Engineers  
Association of California (SEAONC)  
Sustainable Design Committee

California Preservation Foundation

**PUBLICATIONS AND PRESENTATIONS:**

Advocating for Resilient Public Policy  
Structural Engineer Magazine, 2013

Building Information Modeling for  
Engineer of Record  
CASE/SEI, 2011

\*Project completed with previous firm

Erik Kneer brings over 13 years of experience in structural engineering to Holmes Culley, with an emphasis on integrated practice and sustainable design. His experience includes a strong background in advanced structural analysis, design and seismic retrofit, with a dedication to constructability and attention to detail. As an early adopter and user of BIM technology, Erik brings a wealth of technical experience to this project and is committed to interdisciplinary collaboration.

Erik Kneer is a founding member and past chair of the Structural Association of Northern California's (SEAONC) Sustainable Design Committee where he co-authored two papers on the engineer's role in sustainability. He continues to advocate for seismic resilient communities through his roles serving on the California Building Standard Commission's CALGreen Building Task Force, San Francisco Earthquake Safety Implementation Program, and US Green Building Council (USGBC) CA Advocacy Committee's Council of Experts.

**REPRESENTATIVE PROJECTS:**

**Del Monte Warehouse, Alameda, CA**

Size: 552,000 SF

Project Type: Adaptive Reuse, Residential

The existing masonry and timber structure is a tall warehouse in Alameda. Working with the developer, we are designing a retrofit solution that allows for multi-story residential units and parking to be contained within the existing building envelope. A penthouse addition will allow for additional space without interfering with the historic facade.

**University of California, Bancroft/Doe Library Annex, Berkeley, CA\***

Size: 103,000 SF

Project Type: Seismic Retrofit, Education

Developed a complete interior renovation and retrofit scheme for the Bancroft Library to both increase useable space by of the structure with thoughtful placement of a lateral force resisting system and to provide a seismic resistant system. The Library houses historical archives of irreplaceable books, manuscripts, papers and other documents. The seismic strengthening approach protects the contents of the space, as well as its occupants.

**Lawrence Livermore National Laboratory B511, Livermore, CA\***

Size: 65,000 SF

Project Type: Seismic Retrofit. Public Institution

Evaluated and provided seismic retrofit scheme for a 1-story, timber World War II era aircraft hanger turned machine shop, office, and laboratory space. The project required a heavy amount of non-structural coordination due to decades worth of abandoned mechanical and electrical conduits that lined the high-bay walls needing to be strengthened.

**Bay Street, Emeryville, CA\***

Size: 500,000 SF

Project Type: Commercial

Design engineer for 5-building mixed residential and retail complex. The complex includes 400,000 square feet of retail space, a 100,000 square foot cinema facility, and parking structures for 1,600 vehicles. Acted as lead designer of a prefabricated 142-foot steel truss vehicular bridge that spanned between two of the buildings.



Nina has seven years of professional experience encompassing a variety of new building construction projects and seismic strengthening of existing structures. Nina recently completed the seismic retrofit of 140 New Montgomery, one of the tallest historic preservation seismic retrofits. Nina is responsible for the detailing and construction administration. During the height of the project she was on site for three months.

Her expertise in high performance structures has been invaluable in the analysis and design of seismic retrofit solutions for numerous seismic retrofit designs. Nina joined Holmes Culley in 2011, after working in New York City on a multitude of structural retrofits and renovations.

**EDUCATION:**

Master of Engineering,  
High Performance Structures  
Massachusetts Institute of Technology

Bachelors of Science, Civil Engineering  
University of California, Los Angeles

**LICENSES:**

Registered Civil Engineer,  
State of California License No. C78947

U.S. Green Building Council  
LEED Accredited Professional

**PROFESSIONAL AFFILIATIONS:**

Structural Engineers Association of  
Northern California (SEAONC) & YMF

SEOANC Outreach Committee member

The Association for Preservation  
Technology International

UCLA Alumni Northern California

MIT Club of Northern California

**LANGUAGES:**

English  
French  
Farsi

**REPRESENTATIVE PROJECTS:**

**140 New Montgomery Street, San Francisco, CA**

Size: 340,000 SF

Project Type: Historic Renovation and Seismic Retrofit, Commercial Office

The 26-story terracotta clad, brick and concrete steel frame building is to be restored for commercial office space. The design includes a full seismic upgrade using Performance Based Engineering (ASCE41-06). This project received a LEED Gold certification.

**Fort Scott, Presidio Building 1201, San Francisco, CA**

Size: 11,000 SF

Project Type: Historic Renovation and Seismic Retrofit, Commercial

Seismic upgrade and renovation of a two story plus basement historic building. This circa 1910 Mission style barracks are the iconic design which graces the Presidio Trust's logo. The building, comprised of concrete exterior walls with wood framed flooring and wood interior bearing walls, was retrofitted for use as commercial office space.

**2155 Webster Street, San Francisco, CA**

Size: 160,000SF

Project Type: Seismic Renovation Residential

This concrete structure, originally designed by SOM in 1964, will be retrofitted and renovated to become sixty-six premier residences. The luxury market rate condominiums will also have a parking level below street level. The heavy precast concrete facade will be removed, lightening the structure and allowing for a contemporary high-performance curtain wall facade. Additional, townhomes are designed for the adjacent lot.

**459 Geary Street, San Francisco, CA**

Size: 22,000 SF

Project Type: Seismic Retrofit, Commercial Retail

Seismic retrofit of a seven story reinforced concrete building with concrete infill walls/concrete column and wood framed floors. This project transforms the space into a working art studio and gallery as well as residential units. Performance based engineering seismic analysis as well as new circulation and accessibility additions.



DALZIEL BUILDING • 250 FRANK H. OGAWA PLAZA, SUITE 3341 • OAKLAND, CALIFORNIA 94612

Department of Contracting and Purchasing

(510) 238-3970  
FAX (510) 238-3363  
TDD (510) 238-2007

13-Feb-14

Certification Number 5628

**Integral Group, Inc.**

Maria Briggs  
427 13th St.  
Oakland, CA 94612

RE: Recertification with the City of Oakland's Local/Small Local For Profit and Not For Profit Business Enterprise Program

Dear Maria Briggs:

Based on our review of documents submitted, the City has determined that your firm qualifies for certification under the above Program as a:

- **Local Business Enterprise**

This certification will expire on **31-Mar-16**

Please refer to the attached certificate to determine your services and NAICS codes. The City reserves the right to reevaluate your company at any time during the certification period to determine if your firm continues to meet the City of Oakland and Redevelopment Agency programs and definitions. You are advised that it is your responsibility to initiate the re-certification process.

Should you have any questions, please contact Ernestine Nettles at (510) 238-6160, and refer to the Certification Number as it appears above.

Very truly yours,

  
Shelley Darenburg  
Senior Contract Compliance Officer

# Local Business Enterprise

Presented to:

**INTERGRAL GROUP, INC.**

Services Provided:

541330 Engineering Services

5628

31-Mar-16

Certification Number

Expiration Date

*Shelley Darenburg*

Shelley Darenburg,  
Senior Contract Compliance Officer

02-13-14

Date



CITY OF OAKLAND





## 140 New Montgomery Historic Renovation

San Francisco, California

Developer: Wilson Meany Sullivan / Stockbridge Real Estate Funds

Architects: Perkins + Will

General Contractor: Plant Construction

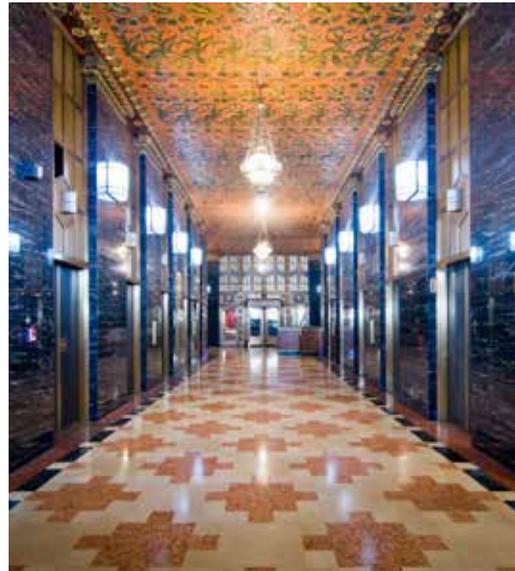
Area: 370,000gsf (Office: 280,000sf / Retail: 9,000sf)

LEED® Certification: Gold

Completed: 2013

San Francisco's historic Pacific Telephone and Telegraph building office building, built in 1925, is a 26-story steel-frame terracotta clad high rise Art Deco tower, designed by Timothy Pflueger. It was restored into the quintessential office space, blending timeless design and expansive Bay and City views with 21st century building systems interior building systems to offer Future tenants have a high degree of flexibility and options, such as class A, fully air-conditioned space, as well as ultra-low energy passive office spaces. The primary objective was to attract a variety of varying tenants, offer flexibility, and simplicity at a low cost, thereby making a truly green office affordable to all tenants.

Integral Group provided mechanical and plumbing engineering, as well as preliminary energy and occupant comfort modeling, integrating façade performance analysis, for the \$60 million renovation of the exterior shell and core of the building. The renovation requires the complete replacement of all major systems of the building as well as, seismic upgrades, repurposing of the utility/services and a new landscaped courtyard at the rear of the building. High-end retail and restaurant spaces will occupy the historically preserved lobby and ground level.



### REFERENCE:

Charles D Noll

Wilson Meany

[cnoll@wmspartners.com](mailto:cnoll@wmspartners.com)

(415) 905-5390

Four Embarcadero Center, Suite 3330

San Francisco, CA 94111

[www.integralgroup.com](http://www.integralgroup.com)





## Exploratorium

Location: San Francisco, CA  
 Area: 210,000 ft<sup>2</sup>  
 Architect: EHDD Architecture  
 LEED® Certification: Platinum Certified  
 Targeting: Net Zero Energy and Carbon  
 Completion Date: 2013/ Construction Cost: \$220 Million

This internationally acclaimed science museum's new home is on San Francisco's historic Piers 15 and 17, bringing life to a formerly dormant section of San Francisco's waterfront. Integral Group performed the mechanical engineering, plumbing design, and fundamental commissioning for the building. The building is designed to be a net zero energy and net zero carbon building. It houses an observatory, public exhibitions, classrooms, programs, a restaurant and café, a museum store, a national center for teacher development, event space, laboratory space, exhibit fabrication spaces and workshops, and ancillary offices.

With integrated design, the building's load has been reduced to less than half of that of a conventional museum building - the remainder of the building energy will be met with a large 1,400-kW solar photovoltaic system. After Zero Energy operation is confirmed, it will be the world's largest public Zero Energy museum in America. Innovative mechanical and energy efficient system designs included in the project are: a bay water heat exchange system; radiant slab heating and cooling; natural ventilation; daylighting; heat pump heating. All electric heating allows for the net zero energy. The building also features a rainwater harvesting system for toilet flushing.

Energy Efficiency: Zero Energy + Zero Carbon Building – 1.4 MW PV system & 55 percent lower energy consumption compared to typical U.S. museum

Water Efficiency: 65 percent better than typical U.S. Museum.



REFERENCE:  
 Marc L'Italien, FAIA, LEED AP BD+C  
 Principal  
 EHDD Architecture  
 500 TREAT AVE. #201  
 San Francisco, CA 94110  
 (415) 285-9193  
 m.litalien@ehdd.com

- AWARDS
- 2014 Honor Award Energy + Sustainability, AIA San Francisco Chapter
  - 2012 Best Rehab/Renovation Real Estate Deal of the Year, San Francisco Business Times

www.integralgroup.com





## Oakland Museum Renovation

Location: Oakland, California  
Area: 210,000 gsf  
Owner: City of Oakland  
Architects: Mark Cavagnero Associates  
LEED Certification: Silver  
Completion Date: 2010

After completing a master plan and phase 1, the Daryl Lillie Art Education Center, Integral Group began the second phase of the project which encompasses the master plan's most complex and expansive elements and totals 210,000 SF with three stories of underground parking. Beyond the renovation and expansion of the art and history galleries, this phase includes the integration of a glass enclosure that unifies the existing walkway and terraces into a centralized lobby and circulation spine. At the Museum's main entry on Oak Street, the enclosure gives the entrance greater prominence and clarifies entry sequences while linking the three floors under cover. The new enclosures are designed to be lightweight, almost floating elements.

The HVAC, electrical and plumbing systems were upgraded in the three main galleries (Art, History and Natural Sciences), staff support spaces, and the cafeteria. The HVAC upgrades consisted of replacing the existing air handling units with more efficient units, reconfiguring the air distribution within the spaces, low pressure drop ducting design, and upgrading the automated controls system. The plumbing system upgrades consisted of replacing existing restroom facilities with dual-flush water closets, waterless urinals, and low-flow lavatory fixtures. In addition, plumbing hot and cold water distribution piping, fire sprinkler piping, waste piping, and storm drainage piping were modified to accommodate the revised configurations of these spaces.

The enclosure's stainless steel frame provides a counterpoint to the heaviness of the concrete structure, while its simple form complements the purity of the original building. MCA is also developing the conceptual design for the project's third phase, the renovation of the Natural Science Gallery and expansion of the Education Department and Store.



REFERENCE:  
John Burke, Director of Conservation  
Oakland Museum  
510.238.3806  
jb@museumca.org

AWARDS:

- AIA East Bay Design Award, Citation for Architecture Design, 2011
- Green Good Design Awards, Green Architecture, 2011

[www.integralgroup.com](http://www.integralgroup.com)



# Integral Group



## Andrea Traber, AIA, LEED Fellow Principal

Internationally recognized as a green building and sustainability expert, Andrea contributes over 20 years of experience as Project Architect and Principal on numerous green building projects, climate action plans, as well as sustainability and energy programs, to the Integral team.

Delivering a holistic, integrated approach to design is Andrea’s mission. Serving as a “translator,” Andrea bridges the design and communication gaps naturally occurring between A/E/C disciplines, while identifying opportunities for increased resource efficiency and sustainability through informed, holistic building systems design. Her ability to translate complex technical information to understandable and actionable strategies, and alternatives, has resulted in projects, which have achieved the highest sustainability and energy efficiency goals.

In 2013, Andrea joined Integral Group following a seven year tenure at a leading global energy and sustainability consulting firm, where she led the Sustainable Buildings and Communities consulting group in the Americas.

### Key Projects

Moscone Center Expansion San Francisco, CA	South of Market Office and Studios* San Francisco, CA
University of California, Berkeley Richmond Bay Campus Infrastructure Master Plan Richmond, CA	Market Square* San Francisco, CA LEED CS Gold Certified
Carbon-neutrality and Net Zero Water Targets	Menlo Gateway* Menlo Park, CA, LEED Gold Target
Brisbane Baylands Sustainability Consulting Brisbane, CA	1100 Broadway* Oakland, CA LEED Platinum Pre-certified
City of Cambridge Zero Net Emissions Community Task Force Cambridge, MA	10900 Tantau* Cupertino, CA LEED CS Gold certified
Moffett Towers Office Campus, Lot 1 and Amenities* Sunnyvale, CA LEED Gold certified	Plaza 360* Oakland, CA LEED EB Silver
Moffett Towers Office Campus, Lot 3, Sunnyvale, CA LEED Gold pending	

### SPECIALTIES

- 2013 Climate Leader
- LEED, all systems
- Living Building Challenge
- Energy Efficiency and Renewables
- Water planning
- Community Planning
- Indoor Environmental Quality
- Materials selection
- Energy and Sustainability Programs

### EDUCATION

- B. A./Architecture/University of California at Berkeley

### PROFESSIONAL DESIGNATIONS/MEMBERSHIPS

- Licensed Architect, State of California, C26564
- LEED Accredited Professional BD+C, #1756, 6/25/2002
- LEED Fellow, 2013

### PUBLICATIONS & PRESENTATIONS

- Agrion Member Meeting: Microgrid Task Force, State of the Art of Microgrids, April 2013
- Infocast Military and Commercial Microgrids Summit, #1 and #2: The Future of Utilities and Microgrids, San Diego, CA November 2012; Washington DC, April 2013.
- The Future of Community Planning and the Smart Grid. Keynote, Greenbuilding Brazil, São Paulo, Brazil: 2012
- Defining Zero Net Energy: One Utility’s Approach, ACEEE Summer Study: 2012
- Sonoma Mountain Village, One Planet Living, Rio+20 Conference, Rio de Janeiro, Brazil:2012
- Regenerative Network Salon, Five Great LEED Platinum Projects in 5 Minutes!:2012
- Green Architecture Symposium, Brazilian Institute of Architects (IAB), State of the Art Green Building, Rio de Janeiro, Brazil: 2012
- Smart Grid – Smart Communities: A Real World View. Greenbuild 2011
- Utility of the Future 3: Engaging the Customer – the Power Behind the Meter. KEMA: 2011.
- Smart Systems for Future Communities, West Coast Green, San Francisco, CA: 2010.
- Automation Insight: Moving the Virtual Power Plant vision to reality, KEMA Global Contact, October 2010.
- Green Materials and Systems seminars, Pacific Energy Center, and SMUD

\* Resume encompasses experience prior to joining Integral Group



## Integral Group



### Tyler Bradshaw, P.E., LEED AP BD+C Principal, Mechanical Engineer

Tyler serves as Principal at Integral Group, where he manages the Education, Corporate & Civic (ECC) design team. He is an industry expert in innovative energy efficient strategies and specializes in LEED Platinum and net zero mechanical system designs, which feature more envelope intensive analysis to reduce loads and innovative building systems technologies to meet those loads such as radiant floor systems, chilled beams, thermal energy storage and ground source heat pumps.

Tyler has overseen the design and completion of twelve LEED Platinum projects and his team has nearly this many currently in design. His team has also produced several industry firsts such as the highest scoring LEED-CI Platinum (102 credits), world's first certified net zero energy project, and the nation's first LEED-NC v2.2 Platinum renovation. Tyler consistently pushes himself to deliver the lowest energy buildings possible for his clients, challenging "rules of thumb" and design constraints.

#### Key Projects

UC Santa Cruz Historic Hay Barn Adaptive Re-use Santa Cruz, CA	Oakland Museum of California Oakland, CA LEED Gold Certified
Mills College Historic Jeannik Méquet Littlefield Concert Hall Oakland, CA Targeting LEED Gold	Fort Mason Pier 2 Cowell Theater and Herbst Pavillion Historic Renovations San Francisco, CA
Exploratorium San Francisco, CA LEED Platinum Registered, Zero Carbon, Zero Energy	ClimateWorks Headquarters Historic Renovation San Francisco, CA LEED Platinum
Rose Garden Library San Jose, CA LEED Gold	140 New Montgomery Historic Renovation San Francisco, CA LEED Gold Certified
81st. Avenue Public Library Oakland, CA	Presidio Funston Avenue Apartments San Francisco, CA
Starbird Teen Center San Jose, CA LEED Platinum Certified	California Shakespeare Theater Orinda, CA

#### EDUCATION

- Bachelor of Science, Mechanical Engineering, San Diego State University
- University of California, Berkeley Extension HVAC&R Certificate Program

#### PROFESSIONAL DESIGNATIONS/MEMBERSHIPS

- Mechanical Engineer, CA License #M33496, WA License #50311
- LEED Accredited Professional, BD+C
- Board Member, ASHRAE Golden Gate Chapter
- Seminar Committee, 2009-2011, ASHRAE Golden Gate Chapter
- Association of Energy Engineers
- USGBC Northern California Chapter



**George Loisos, AIA, LEED AP**

Principal, Loisos + Ubbelohde

Mr. Loisos is a founding partner of Loisos + Ubbelohde, an architecture firm specializing in sustainable design and high performance buildings. Mr. Loisos brings extensive research experience in sustainability and daylighting and strong project management to his work at Loisos + Ubbelohde. His projects have won 30 AIA awards, including three AIA/COTE Top Ten Green Project awards and received six Platinum LEED Certifications. He serves on the Indoor Environmental Quality Committee for the USGBC and lectures extensively on environmental design issues at professional conferences internationally.

Mr. Loisos previously lead research programs in building energy use at the University of California, San Diego, and the University of Minnesota, Minneapolis. As the architectural program coordinator for Pacific Gas & Electric he directed groundbreaking projects in daylighting design and productivity. As the project manager and research lead for the California Energy Commission he published papers on energy modeling, energy conservation, and daylight design.

**Recent Projects**

**Caltech Linde + Robinson Lab for Global Environmental Science, Pasadena CA** with ARG

High performance, highly sustainable renovated laboratory for climate scientists included reactivation and reuse of historic solar telescope (coelostat) for beamed daylighting order to provide daylight into underground laboratories, supply collimated daylight for physics. Occupancy 2011. Submitted for Platinum LEED.

**Carnegie Institute Department of Global Ecology, Stanford, CA** with EHDD Architects

Housing an interdisciplinary research facility on the Stanford University campus, this 10,000 sf building is a model of sustainable strategies for laboratories and offices. AIA/COTE Top Ten Green Projects 2007, CBE Livable Buildings Award 2007

**Solar Energy Research Center** with SmithGroup

Located on the Lawrence Berkeley National Lab campus, this facility is for research focused on advanced nanomaterials for use in solar light collectors and electrodes, a new generation of catalysts for energy-efficient chemistry. The facility includes laboratory and office spaces, as well as research support and meeting areas. Occupancy 2012

**Vdara Solar Convergence Mitigation, Las Vegas NV** for MGM Rafael Vignoly Architects

Extensive simulation and on-site monitoring to characterize solar convergence from south-facing reflected buildings in Las Vegas City Center project, studies of applied film solutions for sun ray diffusion and visual impact. 2009-2011

**Guggenheim Abu Dhabi** with Gehry Partners

For Abu Dhabi, a 450,000-square-foot museum for the Guggenheim with extensively daylighted atrium/lobby, galleries and exterior sculpture galleries under blue glass cones. Curatorial illumination levels, glare mitigation, shading, visual adaptation and glazing specifications studied by L+U in collaboration with L'Observatoire Int'l. In CD Phase with site work under construction.

**New York Times Building**, New York, NY with Renzo Piano Workshop and F/X Fowle

For this 800,000sf mid-Manhattan building L+U developed shading protocols to capture daylighting and deliver visual comfort for low-iron floor to ceiling glass offices behind ceramic tube shading. AIA Institute Honor Award for Architecture, 2009

**Education**

Masters in Architecture, Tulane University  
 Bachelor of Arts, Architecture, University of Oregon  
 Part 1 RIBA, Plymouth Polytechnic, United Kingdom

**Registration:** Registered Architect, California, #C23902

**Professional Affiliations:** AIA, USGBC, ASHRAE, CHPS, IESNA, ASES.



## Susan Ubbelohde

Principal, Loisos + Ubbelohde  
Professor, Department of Architecture, UC Berkeley

Susan Ubbelohde is a founding partner of Loisos + Ubbelohde, an architecture and consulting firm specializing in sustainable design and high performance buildings based in Alameda, CA. She is also a Professor in the Department of Architecture at University of California, Berkeley, where she teaches sustainable design studios and seminars in high performance facades and design theory. Susan has directed research for the Department of Energy, the National Science Foundation, the University of California Energy Institute, and the California Institute for Energy Efficiency on daylighting design, daylighting software, climate responsive design and monitored building performance. Recent publications of her work on architectural daylighting and sustainability are *Design Informed: Driving Innovation with Evidence-Based Design* and "Transparency: Literal and Sustainable" in *Architectural Record*.

### Recent Projects

**Caltech Linde + Robnson Lab for Global Environmental Science, Pasadena CA** with ARG  
High performance, highly sustainable renovated laboratory for climate scientists included reactivation and reuse of historic solar telescope (coelostat) for beamed daylighting order to provide daylight into underground laboratories, supply collimated daylight for physics. Occupancy 2011. Submitted for Platinum LEED.

### **Veterinarian Medicine 3B, University of California, Davis** with HOK Architects

Housing laboratories, research office space, academic and administrative offices, and a small animal vivarium to stimulate cross-disciplinary research and collaboration in biomedical field. The building has been developed as a quality workplace with good indoor air quality, ample daylighting, views and natural ventilation. Completion 2012

### **Helios Energy Research Facility, University of California, Berkeley** with Smith Group

This high performance, daylighted facility is located in downtown Berkeley and will house wet laboratories for molecular and microbial biology, fermentation, and chemical separation, as well as greenhouses, warm and cold rooms, shared instrumentation space, offices, workrooms, and conference space. Completion 2012

### **Carnegie Institute Department of Global Ecology, Stanford, CA** with EHDD Architects

Housing an interdisciplinary research facility on the Stanford University campus, this 10,000 sf building is a model of sustainable strategies for laboratories and offices. AIA/COTE Top Ten Green Projects 2007, CBE Livable Buildings Award 2007

### **Novus International Labs, St. Charles MO** with Forum Studio

The new LEED platinum global headquarters of Novus International Inc. is a renovation of a 42,000 sf existing research facility and 48,000 sf new office space designed to increase collaboration between research and corporate personnel. Ten research laboratories are connected to the new offices by a glass concourse which houses informal meeting areas, an employee lounge, and conference rooms. Completed 2009  
2009 AIA St. Louis Design Honor Award, 2009 US Green Building Council LEED Platinum

### Education

University of Oregon, Master of Architecture, 1981  
University of Michigan, BS Architecture, 1979  
Oberlin College, AB Urban Studies, 1975

### Professional Affiliations

AIA, USGBC, ASHRAE, CHPS, IESNA, ASES



**Brendon Levitt, RA, LEED AP**

Associate, Loisos + Ubbelohde

Mr. Levitt is a licensed architect in the state of California and a LEED Accredited Professional. He holds architectural degrees from Yale University and the University of California, Berkeley. As an Associate at Loisos + Ubbelohde, Mr. Levitt works as an architectural designer, project manager, and modeler for a wide range of projects. Before joining Loisos + Ubbelohde, he worked with Pritzker Prize Laureate Fumihiko Maki, where his projects included the United Nations Headquarters in New York, MIT Media Lab and Center for the Arts at Washington University, St. Louis. Mr. Levitt writes and lectures extensively on sustainable design. He has received numerous awards, including the Eisner and Peerless Prizes from UC Berkeley, a Luce Scholarship, a Fulbright Fellowship, and a Branner Fellowship. Mr. Levitt is also an Adjunct Professor at the California College of the Arts.

**Select Experience**

**Associate**, Loisos + Ubbelohde, Alameda, CA *2005-present*

Architectural planning, project management, and design. Provides consulting, technical support, conference papers and presentations, and firm marketing.

**Adjunct Faculty**, CCA, Dept. of Architecture, San Francisco, CA *2006-present*

Undergraduate and Graduate Design Studios, Construction Technology and Environmental Technology.

**Project Assistant**, Maki and Associates, Tokyo, Japan *1997-2000, 2004-2005*

Planning, design, and management for Pritzker prize-winning atelier. Responsibilities also included theoretical and critical essays, exhibitions, and competitions.

**Notable Projects**

**Anna Head Student Housing**, Berkeley, CA *occupied, 2012*

Daylighting, shading, and lighting design for 135,000 sf complex at UC Berkeley.

**Arzanah Medical Complex**, Abu Dhabi, UAE *under construction*

Thermal analysis and daylighting for 30,000 square meter hospital and clinic.

**Project Frog**, various locations *built*

Energy, daylight, and electric light for zero energy modular buildings.

**Ratna Ling Retreat Center**, Cazadero, CA *under construction*

Zero-energy 4,500 sf senior retreat center and 10,000 sf wellness center.

**Education**

University of California, Berkeley, Master of Architecture, 2004

Yale University, BA Architecture, 1997

**Registration**

Registered Architect, California, #C3746

**Publications and Lectures**

"Sustaining Futures," Citizens for Sustainable Point Molate, Richmond, CA, 2010

"Daylighting & Transparency" Greenbuild Conf., Phoenix, AZ, Lecture, 2009

Sustainable San Francisco Civic Center, SF Mayor's Office, Workshop, 2009

"Mending Webs: Architecture and Energy in Practice," UC Extension, Lecture, 2009

## INTEGRATED SUSTAINABILITY

Lake Merritt will be designed to create pure air, water and soil, store rainwater and solar energy, produce food, consume its own wastes, provide wildlife habitat, mirror nature's cycles, and moderate local weather. It will provide a link to the place - a filter for the site - that helps visitors connect to the smells, sounds, and cycles of the environment. The project will be generous in spirit and space with a quality that will accommodate change and reuse. Most importantly, the project is designed to hold the affection and continued investment of the community as it reaches out not only to its immediate neighbors around the Lake and Laney College but to the Greater Bay Area.

The project begins with the Kaiser Convention Center as its centerpiece - a renovation of the building will restore the beauty and elegance of the original building while retrofitting it with new technologies that enhance comfort and reduce energy costs. New lighting, windows, skylights, insulation, and HVAC technology will breathe new life into the building, making it easier and more responsive to use while preserving its intended look and feel.

New public spaces will open out from the Convention Center, providing a "front porch" for the building and serving as a connecting node between Laney College, Lake Merritt, the Oakland Museum of Art, and the new Hotel. This space will flow seamlessly into the Hotel, the lobby of which will serve as a public indoor space and an extension of both the Convention Center as well as the Museum.

The Hotel itself is oriented to balance energy generation, daylight, ventilation, and views. Its exterior structural armature will integrate shading, solar panels, vegetation, and balconies. The interiors will be designed for natural ventilation so that supplemental cooling is not needed for thermal comfort. Almost 100% of the hotel spaces will have access to daylight, eliminating the need for electric lighting during the day. Advanced lighting, heating, and appliance technology will ensure that this is a near Net Zero Energy facility.

PRECEDENTS



**MAXIMO MARTINEZ COMMONS**  
UC Berkeley Student Housing  
Lighting and Daylighting: Loisos + Ubbelohde

This 424-bed residence hall features an electric lighting design that begins with daylighting. We developed an innovative lighting control strategy that balances stringent budget demands with extensive occupancy and daylight sensing. Research-grade computer simulations and analysis techniques were used to predict and visualize daylight levels in primary spaces throughout the year, helping us to tailor the light sources, fixture layout, and lighting controls to spatial and material configurations. The resulting design balances the need for a safe, welcoming night-time environment with a high-quality, low-energy luminous environment.



**PACKARD FOUNDATION**  
Daylighting: Loisos + Ubbelohde

Designed to achieve Zero-Net-Energy and LEED Platinum certification, this high performance building reduces energy demand over a conventional building by 50% and supplies the energy needed with on-site photovoltaics. The building contains a large landscaped courtyard that brings light and sun to the offices and meeting rooms. Loisos + Ubbelohde provided site shading studies, daylighting design and simulations, shading design control protocols and glass specifications. The shading design and controls respond to the varied orientations and internal space planning to deliver optimal daylight and visual comfort.



**NASA SUSTAINABILITY BASE**  
Energy, Lighting, Daylighting: Loisos + Ubbelohde

This high-performance collaborative support facility was designed with optimal orientation, narrow floor plates, ample and operable glazing, louvers, and cross-floor open spaces. The building is designed to anticipate and react to changes in sunlight, temperature, wind, and usage and will be able to optimize its performance automatically in response to internal and external change. At the forefront of building science, this near-zero net energy building will produce 80% of its power from solar panels, rely on the area's temperate climate for natural ventilation, and use 90% less potable water than a conventional building of comparable size. The building has also achieved LEED platinum certification.

## Jesse Duclos

Senior Designer



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

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

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

### Education

Master of Architecture,  
University of California, Berkeley

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

### Retail

"The Orchards" - Shopping Center, Walnut Creek, CA - 200,000 s.f. *construction underway*

Chow Piedmont- Oakland, CA - 12,750 SF market and restaurant

Safeway Albany - Albany, CA - renovation to existing store

2014 Golden Shovel Competition Entry- Berkeley, CA - Designer for Cal led team

Sports Basement - Various Locations, CA - 3 New 20,000 SF retail stores\*

Bay Street - Emeryville, CA - 12,000 SF - Design for new outdoor dining and tenant spaces\*

Diesel Books - Larkspur, CA - 2,000 SF - Design for new bookstore in Marin Country Mart\*

Sunnyvale Town Center - Sunnyvale, CA - Urban design for newly conceived Town Center\*

### Multi-Family Housing

2539 Telegraph - Berkeley, CA - 65,000 SF - 70 Units

2711 Shattuck - Berkeley, CA - 10,000 SF - 22 Units

Truckee Mixed Use - Truckee, CA - 49 Luxury Units

Bancroft Mixed Use - Berkeley, CA - 133 Units

41st St. Townhomes - Oakland, CA - 44 (3) and (4) story Townhomes

Cost Plus Site - Oakland, CA - 335 Units

### Hospitality

Plank - Oakland, CA - 45,000 SF Entertainment Center and Beer Garden

Darling's Bar - Oakland, CA - 600 SF

M.Y. China - San Francisco, CA - 7,000 SF\*

### Office

Essex Art Gallery - Lawrence, MA - New office and feature wall for the gallery\*

### Single Family Residential

The Crow's Nest, Sugar Bowl, CA - 5,600 SF \*

Echo Park House, Echo Park, CA - 3,500 SF \*

Glass Stair House, Echo Park, CA - 4,000 SF \*

Carpinteria Beach House, Carpinteria, CA - 5,000 SF \*

\* Performed while with previous firms

**Ken Lowney** AIA, LEED AP

President, Design Director

**Registration**

Licensed Architect:  
California, Nevada, Hawaii,  
Washington, and Colorado

NCARB Certified

**Affiliations**

Oakland Metropolitan Chamber of Commerce:  
*Board of Directors*

Oakland Land Use Committee, Chair

SPUR Oakland, Board of Directors

Oakland Builders Alliance

American Institute of Architects

Urban Land Institute:  
Small Scale Development Council, Member

International Council of Shopping Centers

San Francisco Planning + Urban Research  
Association

**Education**

SCI - Arc  
Master of Architecture

Architectural Association  
Architectural Studies

Occidental College  
Bachelor of Arts, Philosophy

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

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

**Planning**

Broadway Valdez Specific Plan, Oakland, CA - 96 acres  
The Orchards Specific Plan, Walnut Creek, CA - 25 acres  
Garden City Plan, San Jose, CA - 15 acres

**Retail Development**

Safeway, Oakland, CA  
Grocery - 50,000 s.f. / Shops - 12,000 s.f.  
Safeway La Playa, San Francisco, CA  
Grocery - 65,000 s.f. / 50 unit residential / Shops - 2,000 s.f.  
Safeway, Albany, CA  
Grocery - 54,000 s.f. / Shops 4,000 s.f.  
Safeway, Burlingame, CA  
Grocery - 51,800 s.f. / Shops - 23,000 s.f.  
Whole Foods Market, San Jose, CA  
Grocery - 60,000 s.f. / Shops - 20,000 s.f.  
Point West Plaza Shopping Center, Sacramento, CA - 173,000 s.f.  
Pedro Point Shopping Center, Pacifica, CA - 20,000 s.f.  
Multi-tenant Retail Project, Berkeley, CA - 30,000 s.f.  
Open Air Market, Oakland, CA - 10,000 s.f.  
Shops On Broadway, Oakland, CA - 36,000 s.f.  
Sprouts Shopping Center, Albany, CA - 45,000 s.f.

**Retail**

Safeway, Berkeley, CA - 50,000 s.f.  
Safeway, Los Altos, CA - 50,000 s.f.  
Safeway, Daly City, CA - 65,000 s.f.  
Safeway, Washington, DC - 40,000 s.f.  
Safeway, Walnut Creek, CA - 65,000 s.f.

Safeway, British Columbia, Canada - 65,000 s.f.  
Safeway, Pleasanton, CA - 60,000 s.f.  
Safeway, Houston, TX - 60,000 s.f.  
Safeway Renovation, Pinole, CA - 40,000 s.f.  
Whole Foods Market, Oakland, CA - 58,000 s.f.  
Whole Foods Market, San Jose, CA - 72,000 s.f.  
People's Community Market, Oakland, CA - 10,000 s.f.  
Walgreens, Berkeley, CA - 17,000 s.f.  
CVS, San Jose, CA - 25,000 s.f.  
Elephant Pharmacy, Berkeley, CA - 12,000 s.f.  
Gents Barber Shop, Oakland, CA - 1,000 s.f.  
Solano Square, Napa, CA - 70,000 s.f.  
Andronico's Solano, Berkeley, CA - 23,000 s.f.  
2711 Shattuck Avenue, Berkeley, CA - 9,000 s.f.  
Andronico's, Shattuck, Berkeley, CA - 35,000 s.f.

#### Multi-Family Housing

Zeta Smart Space, San Francisco, CA - 30 units  
Zeta Smart Space, Berkeley, CA - 30 units  
Toler Oaks Condominiums, Oakland, CA - 30 units  
2025 Channing Way, Berkeley, CA - 27 units

#### Modular Multi-Family Housing

Montgomery 7, San Jose, CA - 30 units  
The Warren, Sacramento, CA - 118 units  
5830 Third Street, San Francisco, CA - 136 units

#### Mixed Use Development

2701 Shattuck, Berkeley, CA  
Retail - 2,800 s.f. / 1 Townhouse / Modular Units - 23 units  
3800 San Pablo Avenue, Emeryville, CA  
134,824 s.f. / 105 Modular units / 2 Level Parking Garage /  
3 Live-work units / Retail 23,470 s.f.  
2539 Telegraph Avenue, Berkeley, CA - 60,000 s.f. Housing / 6,000 Retail  
Truckee Railyard Downtown Expansion, Truckee, CA - 50,000 s.f. Retail / 80 Units  
Hampton Legacy Apartments, Berkeley, CA - 1,560 s.f. Retail / 5 units

#### Parking Structures

Site G - Jack London Square Retail / Parking Structure, Oakland, CA  
Retail - 385,000 s.f. / Parking Stalls - 1000  
MacArthur BART Transit Village Retail / Parking Structure, Oakland, CA  
Retail - 189,000 s.f. / Parking Stalls - 450

### Special Projects

Our Future Tots, San Leandro, CA - 4,000 s.f.  
Message of Peace, South San Francisco, CA - 15,500 s.f.  
Head Start, Oakland, CA - 10,000 s.f.  
Agriculture Farm/Non-Profit Retail, Oakland, CA - 13 acres  
Clay Ashland Project School, Liberia - 8,800 s.f.  
African American Cultural Center, Oakland, CA - 3,500 s.f.  
Facade Improvement Projects throughout City of Oakland, CA  
JLS Bowling Alley, Oakland, CA - 45,000 s.f.

### Restaurants

Specialty's Cafe & Bakery, 15 Locations throughout the west coast  
Pasta Pomodoro, 30 Locations throughout California  
Marzano, Oakland, CA - 1,400 s.f.  
Forbes Mill Steakhouse, Danville, CA - 5,000 s.f.  
Cafe Esin, Danville, CA - 3,750 s.f.  
Wood Cafe, Oakland, CA - 2,500 s.f.  
MooMoos, Sacramento, CA - 3,500 s.f.  
Espetus, San Francisco, CA - 2,000 s.f.  
B-Side BBQ, Oakland, CA - 1,800 s.f.  
Garibaldi's, Oakland, CA - 5,000 s.f.  
Greens, San Francisco, CA - 6,000 s.f.  
Roux 66, Oakland, CA - 6,000 s.f.  
Southie, Oakland, CA - 1,000 s.f.  
Dogwood Expansion, Oakland, CA - 900 s.f.  
Cafe Underwood, Oakland, CA - 1,500 s.f.  
Chow Piedmont, Oakland, CA - 12,000 s.f.  
Clove & Hoof, Oakland, CA - 2,500 s.f.

### Office / Interiors

Ecohaus, San Francisco, CA - 18,000 s.f.  
1440 Broadway, Oakland, CA - 22,000 s.f.  
1615 Telegraph Avenue, Cathedral Building, Oakland, CA - 22,000 s.f.  
Optometry Office - Serramonte Mall, Daly City, CA - 1,000 s.f.  
WE Lyons TI, Walnut Creek, CA - 12,410 s.f.  
PG&E Office Building, Antioch, CA - 18,000 s.f.

## Henry J Kaiser Center

### **WHO IS MEYER SOUND**

Privately-owned and operated since its founding by John and Helen Meyer in 1979, Meyer Sound has been at the forefront of professional audio for more than three decades. Technological innovation, rigorous engineering, precision manufacturing and extensive worldwide customer support are the company's hallmarks.

Meyer Sound products are wholly integrated systems designed for optimal performance and ease of use. Renowned for their pristine sound, reliability, efficiency, and long life, they are the choice of top sound system designers and consultants worldwide.

Meyer Sound's accomplishments have been widely recognized. Within the audio industry, Meyer Sound products have received numerous awards, including seven TEC (Technical Excellence and Creativity) Awards, and John Meyer has been named a Fellow of the Audio Engineering Society. Meyer Sound has also been awarded 40 U.S. and foreign patents, in addition to receiving a prestigious R&D 100 Award, presented by R&D Magazine for the top engineering accomplishments in any field worldwide.

The company has manufactured controller-assisted loudspeakers since its inception and, since 1995, self-powered systems that carry integral amplification, complex crossover, driver protection and frequency and phase correction circuitry onboard. In addition to loudspeakers, Meyer Sound makes electroacoustic measurement devices, acoustical prediction software, analog and digital signal processors for sound reinforcement, comprehensive audio show control, and electroacoustic architecture. Transducers and electronics for Meyer Sound products are made under strict quality controls at its Berkeley, Calif., headquarters.

- **Team and experience**

**John McMahon – Executive Director of Operations & Digital Products**

John McMahon has been at the forefront of digital audio technology used by Cirque du Soleil® and theatrical productions worldwide. Working closely with consultants, sound designers and other end users, McMahon strives to make Meyer Sound’s digital audio technology accessible for the benefit of performers and audiences alike. Prior to joining Meyer Sound, McMahon was CEO at Level Control Systems (LCS Audio) and President at Cadence Digital Audio Inc.

- Work Experience:
  - Level Control Systems – CEO
  - Cadence Digital Audio – President
  - Techware Systems – Program Coordinator
- Education:
  - Business Venture Program, British Columbia Institute of Technology
  - Electronics Technology, Kwantlen University College
  - Management Information Systems, Okanagan University College

**Roger Schwenke, Ph.D – Staff Scientist**

As Staff Scientist at Meyer Sound, Roger Schwenke, Ph.D., plays a pivotal role in conducting acoustical measurement and research to support new product development and recommend scientific solutions to audio challenges. Since joining Meyer Sound in 2001, Schwenke has participated in developing the Constellation acoustic system, SIM 3 audio analyzer, the original MAPP Online acoustical prediction program, as well as the 57-seat, AIA Citation Award-winning Pearson Theatre at the company’s Berkeley headquarters. He was co-inventor of the Meyer Sound patent “Loudspeaker horn and method for controlling grating lobes in a line array of acoustic sources.” He was also recently awarded a Journal Certificate of Merit by The Society of Motion Picture and Television Engineers (SMPTE) for co-authoring the paper "Further Investigations into the Interactions between Cinema Loudspeakers and Screens."

On TV, Schwenke was named “Honorary MythBuster” for his many appearances as an expert in acoustics on Discovery Channel's show “MythBusters.”

- Work Experience:
  - Research Assistant, Signal Processing, Applied Research Lab
  - Teaching Assistant, Penn State University
  - Programmer, Mission Research Corp, Newington, VA
- Education:
  - Ph.D. in Acoustics, Penn State University
  - BS, Physics (Honors), The College of William and Mary

# Henry J Kaiser Center

## Massive Meyer Sound MILO System Means Business at Orlando's Amway Center (with Video)

Share: [f](#) [g+](#) [t](#)

### IMAGES



1



2



3



4



5



6

5. Rick Price  
6. Todd Herrbach

Photo credit:  
[Jesse Goff Photography](#)

When fans enter the [Amway Center](#), for an Orlando Magic basketball game, they might mistakenly assume that an in-the-round rock concert tour had left town and forgotten to take its sound system. That's understandable, as the permanent system here—anchored by 66 Meyer Sound MILO line array loudspeakers—largely duplicates recent touring rigs for [Usher](#), [Metallica](#), and [Céline Dion](#). Yet there's a business model at work here that goes beyond concert levels and exceptional audio definition. At the Amway Center sound plays a critical role in a venue concept that delivers a total package to fans and advertisers alike and far exceeds the experience of watching at home.

Rick Price, assistant director of broadcast technology and services for the Magic and Amway Center, is well aware of the importance of quality sound. "This building is about sponsorship opportunities and fan experience," says Price. "With our massive LED scoreboard, I knew we would be doing visually incredible things, but I wanted to be absolutely sure that we had audio that was equally impressive.

"We said early on that the most important thing we could put in this building was an amazing sound system," continues Price. "It's the one thing you can't sell, but, if people walk away from an amazing visual experience where they had a bad audio experience, they won't be impressed. And it was always frustrating, because we would create this great content that the fans could see but they would never be able to hear it properly. Now we can offer our fans the complete experience, and that includes our fantastic video working hand-in-glove with superb sound from the Meyer system."

The massive MILO contingent covers most of the main bowl with six arrays of 11 cabinets each, while 24 flown M3D-Sub directional subwoofers with cardioid response patterns provide low end. Completing the system are 24 UPA-1P loudspeakers deployed as outer ring delays, plus eight more UPA-1P loudspeakers hung under the dazzling, largest-in-the-league video display. A Galileo loudspeaker management system with five Galileo 616 processors handles drive and optimization; an RMS remote monitoring system keeps tabs of performance and enables mouse-click reconfiguration for different events.

The Amway Center main audio system was designed by [Pro Sound and Video](#) (Florida and California) in collaboration with Meyer Sound Design Services. Integration and installation was by Pro Sound and Video with project management by David Shoemaker of the company's Orlando office.

"It's a true concert grade system," says Rod Sintow, CEO of Pro Sound and Video. "It's the best they could have put in there. It has incredible coverage everywhere, and cuts through everything. It rocks the walls."

Looking at the sound system from a user's perspective, Todd Herrbach, lead audio engineer for the Orlando Magic, notes that performance has been exceptional across the board. "It has exceeded our expectations and our expectations were high," he says. "It's been great with loud, fourth-quarter time-out music, with player interview videos, and everything in between."

Although the Magic is the Amway Center's principal tenant, the venue also hosts the Orlando Predators of the Arena Football League along with a variety of touring concerts and special events. Completed in late 2010, the Amway Center was built at a cost of \$480 million. Principal architect was [Populous](#) (formerly HOK Sport) in consultation with [Smith Seckman Reid](#) and [Walter P. Moore Engineers and Consultants](#).

Quickly hailed as one of the most technologically advanced arenas in the world, Amway Center also boasts leading-edge systems for broadcasting, in-house video production, digital signage, and IT infrastructure. Regarding audio, according to Sintow, other NBA teams will be playing catch-up ball for a while. "The Amway Center didn't put in a system just to get by," he remarks. "They have a system here that not only sets the standard for today but likely will do so for at least five or ten years to come."



"We said early on that the most important thing we could put in this building was an amazing sound system. It's the one thing you can't sell, but, if people walk away from an amazing visual experience where they had a bad audio experience, they won't be impressed... Now we can offer our fans the complete experience, and that includes our fantastic video working hand-in-glove with superb sound from the Meyer system."

- Rick Price  
Assistant Director of Broadcast Technology and Services, Orlando Magic and Amway Center

### FEATURED PRODUCTS

[MILO](#)

[M3D-Sub](#)

[UPA-1P](#)

[Galileo 616](#)

[RMS](#)

### VIDEO

[Behind the Scenes at the Amway Center](#)

[First Ever NHL Game at Amway Center a Success](#)

<http://www.meyersound.com/applications/story.php?type=16&id=1954>

©2014 Meyer Sound Labs Inc.

## Meyer Sound Matrix3 Drives the Pulse of Beijing Olympics Opening Ceremony (with Video)

[Deutsch](#)

Share: [f](#) [g+](#) [t](#)

### IMAGES



Technical crew for Olympics opening ceremony

Few live events have the power to draw an audience of billions, but the opening ceremony of the Beijing Olympics easily surpassed that landmark. The largest international sporting event of the 21st century was also the most technically complex Olympics ceremony ever, broadcast for the first time in High Definition and surround sound. At the heart of it all was Meyer Sound's Matrix3 audio show control system, which managed all technical aspects of the performance, including audio, motion control, pyrotechnics, and lighting.

The audience of nearly 95,000 in National Stadium (widely known as the "Bird's Nest") included over 80 heads of state, international celebrities and VIPs, along with more than 17,000 performers. The crowd and viewers around the world were treated to an event like no other, including audio from a stunning Meyer Sound system designed by event technology specialist Gary Hardesty of Sound Media Fusion LLC (SMF).

As Beijing Olympic Ceremonies Chief Designer of Audio Systems and Technology Consultant to Top Olympic Partner Panasonic, Hardesty explains that the venue's complex acoustics were rife with potential reflectivity issues.

"This was the stadium's first event, so the acoustics were a complete unknown," he observes, adding that the large stage compromised potential loudspeaker locations, making it virtually impossible to use conventional non-powered systems. "With more than 56 high-definition TV cameras in the venue, I needed to design a system that was low visibility, kept as much energy off the field as possible, and yet would deliver the kind of sound you'd expect for an event of this magnitude."

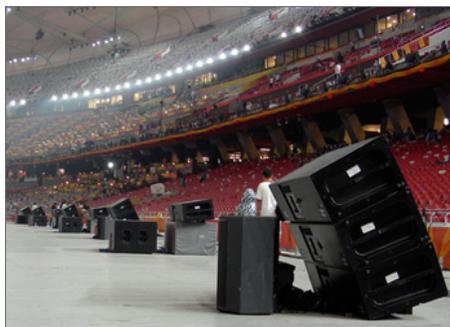
Hardesty called for a distributed system comprising multiple stacks of three Meyer Sound MILO line array loudspeakers on the field of play to cover the two lower levels, and to augment the new Panasonic LA3 line array speakers covering the upper level seating. Hardesty took special care to ensure the systems would integrate successfully.

Providing powerful low end were 700-HP subwoofers, arranged in cardioid pairs and topped with an additional MILO cabinet focused on the lower level audience. Hardesty reports the system's relatively diminutive size belied its power. "The results were amazing. By far the best sound I've heard in a large venue. From our vantage position, if you closed your eyes it didn't sound like the speakers were as far away as they actually were."

For Hardesty, one of the most critical aspects of the system was the performance and reliability of Meyer Sound's Matrix3 audio show control system, which was not only used for virtually all audio outputs, but provided the time code for the entire event. "It's hard to overstate the importance of Matrix3 in the system," he says. "All the audio, from the console outputs to the WildTracks hard disk playback, was routed through the Matrix3. But even more importantly, time code from the Matrix3 triggered the entire event – sound, lighting, projections, pyrotechnics, video – every aspect of the show was dependent on the Matrix3."

A veteran of multiple Olympics, including Salt Lake, Torino and Athens, Hardesty has long called on Meyer Sound to deliver world-class performance, and he cites more than just audio quality in choosing Meyer Sound. "Great sound is just the beginning," Hardesty says. "For us, Meyer gear is also about reliability. There's no room for error in an event this size. The Matrix3 gave us the flexibility we needed for such a complex system. And Meyer Sound's support is second to none; they've always stood behind their equipment."

Of course, none of it would mean a thing if it didn't sound good, and Hardesty reports the Olympics organizers were overwhelmingly pleased. "They came to us with a mission: to deliver the best-sounding Olympics opening ceremony anyone has ever heard. With Meyer Sound, I was able to deliver."



"Great sound is just the beginning. For us, Meyer gear is also about reliability. There's no room for error in an event this size. The Matrix3 gave us the flexibility we needed for such a complex system."

- Gary Hardesty  
Chief Designer of Audio Systems, Beijing Olympic Ceremonies

### FEATURED PRODUCTS

[MILO](#)

[700-HP](#)

[Matrix3](#)



<http://www.meyersound.com/applications/story.php?type=16&id=1421>

# Henry J Kaiser Center

## Meyer Sound CAL Provides Clarity Above the Crowd at Berkeley's Memorial Stadium

Share: [f](#) [g+](#) [t](#)

### IMAGES



With the installation of 40 CAL column array loudspeakers, Memorial Stadium at the [University of California, Berkeley](#) has become the world's first sports facility to use Meyer Sound's advanced beam steering technology. The slender 10-foot-high columns, discreetly mounted around the stadium's outer rim, provide an elegant solution that preserves the architectural integrity of the historic structure—inspired by Rome's Coliseum—while also providing extraordinarily high speech intelligibility despite the crowd noise in the 63,000-capacity seating bowl.

As part of the \$321 million, two-year upgrade project, Dallas-based acoustical consultants [Wrightson, Johnson, Haddon & Williams, Inc.](#) (WJHW) was given the challenge to improve the audio clarity for the audience in the bowl and minimize noise concerns for the nearest residences that are only about 200 feet away. WJHW also had to make sure the new sound system would maintain the architectural integrity of the clean, classical lines.

For both architectural and environmental noise reasons, a point-source, scoreboard-mounted system was prohibitively problematic. "We concluded fairly early in the process that a distributed system was the best solution," recalls WJHW Principal Jack Wrightson. "Later we found out that Meyer Sound was developing the CAL loudspeaker, and it ended up being the right solution. It kept the historic look of the façade and by all accounts the university is very happy with the performance."

Thirty-eight of the CAL 96 loudspeakers are spaced around most of the bowl rim (except for the press box section), with the slender enclosures blending harmoniously with surrounding flagpoles. The coherent, wide-bandwidth sound is precisely steered to cover the stands with minimal spill onto the field—and into referee microphones.

"From an architectural viewpoint, we loved it," says Joe Diesko, vice president at lead architects [HNTB](#) and project manager for the architectural team. "The traditional distributed approach would be big square boxes sitting up there, and a big cluster at one end was out of the question. The CAL solution was just brilliant. They look great, and they sound fabulous."

Jack Wrightson is also pleased by the system's aesthetic qualities, as well as its performance during commissioning. "We measured an STI-PA average at 0.70 throughout the seating bowl, which is exceptional for a football stadium," he says.

Two additional CAL 96 loudspeakers are mounted facing the student section to pump up the crowd. Stands below the new press box required a different solution, in this case relying on Meyer Sound MSL-4, UPM-1P, and UPJ-1P VariO loudspeakers. Coverage for the University Club, under-scoreboard and club level sections is supplied by MM-4 and MM-4XP self-powered loudspeakers, and additional UPM-1P loudspeakers. Galileo loudspeaker management systems with three Galileo 616 processors provide signal drive and alignment.

Including more than 200 Meyer Sound loudspeakers, the entire audio system was designed by John Kosco of WJHW under Jack Wrightson's direction. Installation was by [Parsons Technologies](#) of Minneapolis, Minn. with JasyN Rousselot serving as lead sound integrator and Rich Norby as crew chief.

Designed by John Galen Howard, Memorial Stadium was completed in 1923 and dedicated to students, alumni, and other Californians who had sacrificed their lives in World War I.



"The CAL solution was just brilliant. They look great, and they sound fabulous."

- Joe Diesko  
Vice President, HNTB

### FEATURED PRODUCTS

[CAL](#)

[MSL-4](#)

[UPJ-1P](#)

[UPM-1P](#)

[MM-4XP](#)

[MM-4](#)

[Galileo 616](#)

### MEMORIAL STADIUM IN THE MEDIA

[The Daily Californian](#)

[San Francisco Chronicle](#)

[Berkeleyside](#)

<http://www.meyersound.com/applications/story.php?type=16&id=2248>

## Ohio State University Finishes Undefeated Season with World's First Installation of Meyer Sound LEO

Share:   

### IMAGES



The Ohio State Buckeyes football team finished an incredible undefeated regular season with a boost from its new Meyer Sound LEO linear large-scale sound reinforcement system. In this first permanent LEO installation in the world, the sound system filled the vast 105,000-seat [Ohio Stadium](#) with crisp voice announcements and fan-pumping music over the loud, energetic crowd for all eight home games.

The core LEO system is anchored by twin hangs of 14-each LEO-M line array loudspeakers with bass bolstered by ten 1100-LFC low-frequency control elements. A Galileo Callisto loudspeaker management system with two Callisto 616 array processors supplies drive and optimization.

Mounted inside the video screen scoreboard structure at the south end of the mammoth oval, the potent LEO system projects sound across the bowl, reaching over 900 feet to the top seats on the north end.

"The LEO system sounds great, covers very well and gets loud," says Wayne Stephens, electronics superintendent for Ohio State Athletics. "With an excited crowd of over 105,000, the noise here gets pretty intense. But with LEO we can stay well above them without pushing the system."

Debuting this summer at major music festivals in North America and Europe, LEO is Meyer Sound's integrated system specifically designed for high-output reinforcement in larger arenas, stadiums, and at outdoor rock festivals. LEO systems have also supported international events including the recent [Nobel Peace Prize Concert](#) in Oslo, Norway.

This first installed LEO system presages a new era for full-range audio accompaniment of sports events, according to Kelly Prince of [Pro Sound & Video](#), the Florida-based systems integrator handling the project.

"The sound quality is superb, the coverage is excellent, and there is plenty of headroom," Prince says. "Also, in pre-game and time-outs, the system can definitely push low frequencies to the far end of the stadium. I daresay there is not another stadium sound system in the country that can touch it."

Designed by Larry Lucas of [Anthony James Partners](#) of Richmond, Va., the Ohio Stadium upgrade also includes six Meyer Sound SB-3F sound field synthesis loudspeakers aimed at the very far reaches to boost high frequencies, two UPA-1P loudspeakers for under-scoreboard near fill, and two Galileo 616 processors for overall system management. The upgrade also retains—and in some cases repurposes—components from a Meyer Sound system installed 12 years ago, including MSL-4, MSL-6, and SB-1 loudspeakers. These loudspeakers are largely directed into the nearest third of the open bowl, while a distributed system of UPM-1P loudspeakers are used for deep under-balcony coverage.

Ohio State's Wayne Stephens is thrilled with the results: "The LEOs have plenty of headroom, the 1100s kick butt in the low end, and the new SB-3Fs are throwing tons of SPL at almost a thousand feet. It's even better than expected."

Headquartered in Miami with offices in Orlando, Pensacola, and Los Angeles, Pro Sound & Video is a leading integrator of large and complex AV systems in performing arts centres, stadiums, and arenas. Other recent installations of note include [Amway Center](#) in Orlando, [New World Center's SoundScape](#) in Miami Beach, [Adrienne Arsht Center for the Performing Arts](#) (formerly Carnival Center for the Performing Arts) in Miami, and sports facilities at the [University of Florida](#) and [Mississippi State University](#).



"The LEO system sounds great, covers very well and gets loud. With an excited crowd of over 105,000, the noise here gets pretty intense. But with LEO we can stay well above them without pushing the system."

- Wayne Stephens  
Electronics Superintendent, Ohio State Athletics

### FEATURED PRODUCTS

[LEO](#)

[LEO-M](#)

[MSL-6](#)

[MSL-4](#)

[UPA-1P](#)

[UPM-1P](#)

[SB-1](#)

[SB-3F](#)

[1100-LFC](#)

[Galileo Callisto 616](#)

[Galileo 616](#)

### IN THE MEDIA

[Sports Video Group](#)

<http://www.meyersound.com/applications/story.php?type=16&id=2257>

## MJB Consulting : A Retail Real Estate Consulting Firm

### Our Firm

**MJB Consulting** (MJB) is an award-winning, San Francisco Bay Area- and New York City-based retail planning and real estate consulting concern retained across the U.S., Canada and the U.K. to undertake market analyses, devise tenanting strategies and spearhead recruitment efforts.

Our clients include municipalities, quasi-public/non-profit development corporations, BID's and institutions as well as private developers, landlords and retailers.

We are among the nation's leading consultancies on urban and Downtown retail, having strategized and recruited for high-profile CBD's like Brooklyn (NY), Newark (NJ), Toronto, Pittsburgh, Cleveland, Minneapolis, St. Louis, San Antonio and Denver, among others.

In addition, we have worked in many other satellite Downtowns and neighborhood business districts within larger cities and metros, including, for example, ones in Los Angeles (Long Beach), San Francisco (Berkeley), Seattle, Minneapolis-St. Paul, Milwaukee, Atlanta (Decatur), Cincinnati (Covington), Columbus (OH), Cleveland, Baltimore, Philadelphia, Boston (Cambridge), New York City and London (U.K.).

Finally, we are also active in smaller cities and markets, including Downtown and "Main Street" business districts in Modesto, Tucson, Albuquerque, Las Cruces (NM), Corpus Christi, Wichita, Saskatoon (SK, CA), Winnipeg, Raleigh, Roanoke (VA), Dubuque, Fort Wayne (IN), Akron, Kitchener (ON, CA), Albany (NY) and New Haven (CT), among numerous others.



### Our Principal

Our Principal, **Michael J. Berne**, is one of the nation's foremost experts on urban and Downtown retail.

Michael is a regular speaker at International Downtown Association (IDA) conferences. He is also a member of the IDA Board and sits on its Executive Committee.

In addition, Michael has presented at the annual gatherings of the International Economic Development Council (IEDC), the National Main Street Center, the Local Initiatives Support Corporation (LISC) and the International Council of Shopping Centers (ICSC), among others.

Michael has lectured at the University of Pennsylvania, written numerous articles for the Urban Land Institute's (ULI) *Urban Land* magazine as well as the prestigious *Journal of Urban Affairs*, served on expert advisory panels for the ULI and the IEDC, and appeared in high-profile publications such as *The Washington Post*, *The Financial Times* and *The San Francisco Chronicle*.

Michael received a B.A. degree from Columbia University (Columbia College) in New York City and an M.Phil degree from Cambridge University (Gonville & Caius College) in the United Kingdom. He currently splits his time between residences/offices in Berkeley's Elmwood neighborhood and New York City's Union Square.

(Continued on other side)

CALIFORNIA  
2730 Forest Avenue, Suite W, Berkeley, California 94705  
510-356-4956

NEW YORK  
85 Fourth Avenue, Suite 6A, New York, New York 10003  
917-816-8367

## MJB Consulting : A Retail Real Estate Consulting Firm

### Our Unique Approach

We at MJB Consulting approach our work differently from our competitors, and offer unique strengths and specialized expertise in a number of areas:

1. We are retail specialists: it is our passion and our obsession.
2. We are in tune with the newest trends and the latest thinking, as a result of working across North America and beyond.
3. We are able to identify opportunities where others cannot, with our emphasis on psycho-graphics and our understanding of diverse sub-markets.
4. We fully immerse ourselves in our study areas, as if we were locals (“total immersion”), in order to truly understand their unique rhythms and sensibilities.
5. We possess a keen understanding of the tenant’s perspective, as a result of practical experience in the leasing and selling of retail space.
6. We have devised a number of proprietary tools, including our database of retailers willing to consider Downtown and “Main Street” settings.



7. We have promoted the concept of small “chain-lets” as balancing local distinctiveness with the landlord’s desire for creditworthy tenants.
8. We do more than provide lots of data; we also interpret all of that information and tell you what to do with it on a block-by-block level.
9. We do not write reports that sit on shelves: our scope-of-work typically proceeds to implementation, including actual recruitment and staff training.
10. We are able to explain the nuances and intricacies of retail clearly and accessibly to different sorts of audiences, including those new to the field.
11. We do not pull punches, but we are able to convey the harsh realities while still generating excitement for what is in fact possible.
12. We are a boutique consultancy: our Principal (and not some junior associate) is the Project Manager and the one who develops the work product.

CALIFORNIA  
2730 Forest Avenue, Suite W, Berkeley, California 94705  
510-356-4956

NEW YORK  
85 Fourth Avenue, Suite 6A, New York, New York 10003  
917-816-8367

## SCOTT ANDERSON

Sr. Vice President, Regional Manager



Scott is the Senior Vice President and Regional Manager for Pankow and is responsible for overseeing all preconstruction and construction activities for the entire Northern California Region. He provides executive-level oversight with a focus on client advocacy; ensuring the delivery of services exceeds all client expectations. Since joining the company in 1995, Scott has previously served as Project Executive, Project Sponsor, Project Engineer and Field Engineer.

### EXPERIENCE STATS

19 Years with Pankow

#### Education

M.S. Structural Engineering  
Stanford University 1995  
B.S. Civil Engineering,  
B.S. Mathematics  
University of Maryland  
1994

#### Certifications

CA Licensed Professional  
Engineer, 1998

CA Licensed Contractor,  
1999

LEED® Accredited  
Professional, 2002

ACI – Chairman ACI 117  
Tolerances

### HIGHLIGHTS

Experience in projects  
larger than 250,000 SF

Experience in projects  
valued in excess of  
\$100M

Experience in all areas  
of PC & CIP concrete

### REPRESENTATIVE EXPERIENCE

#### COMMERCIAL

**601 City Center Office Building**, Oakland, CA. Provided preconstruction and design-build construction services for a new 23-story commercial office building in downtown Oakland. Project has been precertified as LEED-CS Platinum.

**Center Twenty-One**, Oakland, CA. 9-story, new 245,000 SF commercial office building that connects to the existing tower by an elegant 10-story, sky-lit atrium, LEED-Gold Certified; \$45.5M.

**Metropolitan Water District Headquarters**, Los Angeles, CA. Fast-track, new construction of District Headquarters using pre-cast and CIP concrete technology, Office 536,000 SF, Tenant Area 447,000 SF, Suspended Courtyard and Plaza 112,000 SF and 768 parking stalls; \$98M.

**Pacific Plaza I & II**, Daly City, CA. Design-build development of a multi-phase structural precast project including two 7-story parking structures, one 9-story office building and a mixed-use retail and Cineplex facility totaling over 1,000,000 SF; \$19.7M.

#### PUBLIC

**San Francisco Public Safety Building**, San Francisco, CA. New state of the art Public Safety building will be 6-stories with a partial basement and include the adaptive reuse of a historic red brick firehouse; targeting LEED-Gold Certification, 300,000 SF; \$165M.

**Richmond Civic Center**, Richmond, CA. Design-build project including seismic upgrade and renovation to City Hall, Hall of Justice, Auditorium including a new Plaza and Sitework. Winner of 2009 DBIA Merit Award in the Best Project-Private Sector Building, 324,000 SF; \$79M.

**San Mateo Police Facility**, San Mateo, CA. New 2-story, 45,172 SF civic facility. The project includes 1-story of underground parking, firing range, support facilities, more than 73,000 SF of site improvements and a 75-stall parking plaza, LEED-Silver Certified; \$39.1M.

# SCOTT ANDERSON

Vice President, Regional Manager

## REPRESENTATIVE EXPERIENCE CONT'D

**Burien Transit Oriented Development Parking Structure**, Burien, WA. 5-story, 133,600 SF, design-build parking structure with 505 spaces; \$14.5M.

### PARKING

**Jack London Square Parking and Retail**, Oakland, CA. New parking garage containing 1,092 stalls and retail on ground floor, 384,040 SF, 7-stories; \$34M.

**Cupertino Square Parking & Retail**, Cupertino, CA. Design-build project that includes a 561 stall parking structure for Macys, 654 stall parking structure for JC Penney, and 45,000 SF of retail, \$35M.

**Stanford Mall Parking Structure**, Stanford, CA. Design-build, fast-track, 475,000 SF parking structure with 3-stories of parking with 1,504 stalls. First application of Precast Hybrid Moment Resistant Frame (PHMRF) in Seismic Zone 4; \$14.1M.

**Eugene Parking Structures**, Eugene, OR. New construction of two parking structures using pre-cast and CIP concrete technology, including the first seismic application of the PHMRF.

### RENOVATION

**Century City Shopping Center**, Century City, CA. Escalator and cosmetic enhancement of main lobbies, repaired or replaced all of the existing escalators, installed all new lobby tile and metal grid ceilings.

**UC Berkeley – Barker Hall**, Berkeley, CA. Seismic renovation and MEP system upgrades. Complete foundation underpin and enhancement, new exterior CIP shear walls and rings beams, electrical service main upgrade, HVAC system and science laboratory upgrades, 97,000 SF; \$33.1M.

**Cal Mart Fashion Center**, Los Angeles, CA. Seismic Upgrade and Renovation of existing steel MF connections, Buyer's Club including tel/data upgrades, 5,000 SF skylight built over the main lobby, new escalators and lobby finishes. 12,000 SF fashion theatre.

**Hoover Pavilion Medical Center – Stanford University**, Palo Alto, CA. New 4-story parking structure providing 1,509 stalls, constructed adjacent to the Stanford University Medical Center. Built using Pankow's innovative Precast Hybrid Moment Resistant Frame (PHMRF), 35,200 SF.

**Whole Foods Market, Oakland, CA.** This urban grocery store involved the restoration of an existing 1890's building. The landmark façade was preserved and new construction resulted in 58,600 SF retail facility occupied by Whole Foods Market; \$14M.

## JIM COYLE

### Project Sponsor



#### EXPERIENCE STATS

20 Years with Pankow

#### Education

B.S. Construction Mgmt.,  
California State University,  
Chico, 1993

#### Certifications

LEED Accredited Professional  
CSI CDT

#### Industry Associations

- Health Product Declaration Board Member 2012-present
- USGBC-NCC Board Member 2008-2011
- CSI-SF Board Member 2004-2008
- LBNL Guaranteed Energy Performance Committee
- BOMA-SF Environment Committee

#### HIGHLIGHTS

Extensive Integrated Delivery Experience

Extensive Green Building Experience

Extensive Structural and Seismic experience

Extensive Modular Experience

As Project Sponsor, Jim serves as the Owner's primary point of contact and has overall responsibility for project setup and performance. He augments Pankow BLUE,™ an innovative project delivery group dedicated to demonstrably and profitably reducing carbon emissions and resource use for our clients and ourselves by delivering sustainable value. Jim has completed or consulted on many design-build projects in Northern California, many obtaining LEED certification and/or Net-Zero Energy certification. He has also been involved in large scale institutional and mixed-use commercial projects in California, Oregon and New York. Jim has extensive experience in modular, wood frame, precast concrete and steel construction.

#### REPRESENTATIVE EXPERIENCE

##### INSTITUTIONAL

**Bishop O'Dowd Center for Environmental Studies**, Oakland, CA. The 3,000 SF, passively conditioned Living Lab is a Net-Zero Energy education center; \$2.7M.

**Gateway Center/Metropolitan Transit Authority Headquarters**, Los Angeles, CA. This project is a design-build, multi-modal, mixed use project. It comprises a 3,300 stall parking garage, bus plaza and 28-story headquarters office tower for the MTA, over 2M SF; \$226M.

**UC Davis Jess S. Jackson Sustainable Winery**, Davis, CA. The sustainable winery is Living Building Net-Zero Energy Certified, the first commercial passively conditioned building in the UC system and was delivered at a final cost of 11% less than the original budget, 8,500SF; \$2.6M.

**Yosemite Environmental Education Center**, Yosemite, CA. Preconstruction of a new 18-building campus targeting LEED NC-Platinum and Net-Zero Energy; \$38M.

**YMCA-PG&E Teen Center**, Berkeley, CA. A 3-story building providing classrooms, conference rooms and office space for the community and staff. This project was a design-assist, with design-build MEP, 13,500SF; \$4.2M.

##### PUBLIC

**El Cerrito Recycling Facility**, El Cerrito, CA. This new recycling center boasts net-zero water and energy use along with the innovative re-use of building materials, currently pursuing LEED-Platinum Certification, 2,000 SF building on a 2 acre site; \$3M.

##### COMMERCIAL

**Village at Corte Madera**, Corte Madera, CA. Renovation and expansion of an existing shopping center. Remodeled all exterior surfaces without impacting shopping experience, 428,800 SF; \$9M.

**Stanford Shopping Center**, Palo Alto, CA. Renovation and addition to the existing shopping center for multiple anchor tenants, 218,000 SF; \$6.2M.

**Beverly Prior Architects**, San Francisco, CA. Full floor tenant improvement of 12,500 SF located on the top floor of 222 Sutter. Pankow helped source LEED compliant materials, critical to the fast-track nature of the project. IAQ, waste management, material verification, quality control, and other critical components were managed by a Pankow LEED Accredited Professional, LEED CI-Gold Certification; \$1.2M.

### RESIDENTIAL

**Smartspace Berkeley**, Berkeley, CA. This is a multi-story, pre-fab project with Zeta Communities. This 22-unit apartment building has each modular containing two studio units and a partial corridor. Erection is scheduled to take one week, with full completion within 90 days. \$2.1M.

**38 Harriet**, San Francisco, CA. 23-unit condominium building project with Zeta Communities, targeting LEED-Platinum Certification. The 4-story, car-free project will have deep-green features such as solar hot water heating, recycled materials and a dedicated City-CarShare pod, 12,000 SF; \$2.4M.

**Yerba Buena Lofts**, San Francisco, CA. A 200-unit loft condominium project involving extensive self-performed architectural concrete and custom glazing systems. This is one of the largest loft projects in California at 340,000 SF; \$41.2M.

**The Aurora**, San Francisco, CA. A 5-story, 160-unit apartment building including a Whole Foods market on the ground floor. This was an early development project in the SOMA district, with extensive coordination with the SF Redevelopment Agency, design-assist, over 350,000 SF; \$22.5M

**PROFESSIONAL HISTORY**

PGAdesign<sup>INC</sup>, 1979 to present

**EDUCATION AND REGISTRATION**

Master of Landscape Architecture, 1975,  
UC Berkeley

Bachelor of Arts, 1972, UC Berkeley

California Landscape Architect, #1925

**PROFESSIONAL AFFILIATIONS**

Historic American Landscapes Survey  
(HALS), Northern California Chapter,  
Founder

ASLA Historic Preservation Professional  
Practice Committee

American Society of Landscape Architects  
(ASLA), Member

Garden Conservancy, Member

California Preservation Foundation,  
Member

National Trust, Member

**Chris Pattillo, FASLA Principal**

Founding Principal of PGAdesign, Chris Pattillo, has set an exceptional standard of professional practice combining outstanding management, marketing and creative problem-solving leadership. As the firm's Managing Partner, she has instituted company-wide systems to ensure the optimal staffing and organizational efficiency of each project team, which in turn facilitates the delivery of projects on time with the greatest value for every project dollar. Chris's award-winning experience encompasses a broad spectrum of both public and private sectors including educational, high-density housing, transportation, parks and recreation, and cultural landscape projects. A considerable amount of her time and energy is dedicated to providing unparalleled client service through responsive and thorough communications and maintaining high design and documentation standards.

**SELECTED PROJECT EXPERIENCE**

**Henry J. Kaiser Convention Center Rehabilitation, Oakland**

**Laney College Quad & Courtyards Rehab, Oakland**

**Lake Merritt Boulevard Concept Design, Oakland**

**Fairmont Hotel Rehabilitation, San Francisco**

**Executive Inn, Oakland**

**Monach Hotel Feasibility Study, San Leandro**

**Homewood Suites, Oakland**

**Waterfront Plaza Hotel Rehab, Oakland**

**Carnegie Library Renovation, Alameda**

**East County Courts, Dublin**

**Elihu M. Harris State Office, Oakland**

**Employment Development Dept, Rehabilitation, Sacramento**

**Frank H. Ogawa Plaza, Oakland**

**Fruitvale Branch Library, Oakland**

**Jack London Square Marina Plan, Oakland**

**Hebrew Day School, Oakland**

**Juvenile Justice Center, San Leandro**

**Melrose Library Rehabilitation, Oakland**

**North Library Renovation, Berkeley**

**Landing Apartments, Oakland**

**Landmark Place, Oakland**

**Linden Court, Oakland**

**Newcomb-LaSalle Apartments, San Francisco**

**Pacific Renaissance Plaza, Oakland**



**CLIENT**

Y.H. Lee & Associates, Architects for City of Oakland.

**SITE**

4.5-acre public plaza at historic downtown Oakland, CA.

**PROGRAM**

Redesign and expansion of urban plaza.

**COMPLETION DATE / BUDGET**

1998 / \$6 million.

## Frank H. Ogawa Plaza

To support a major Civic Center expansion in Oakland, PGA was chosen to modify a decade-old plan for City Hall Plaza. Our recommendations not only protected a landmark live oak planted by Jack London's widow 80 years earlier, but also saved two other oaks — improving their vigor through special measures developed to protect their roots.

PGA gathered extensive public input to satisfy historic, community and practical requirements with innovative design solutions that also preserved a stand of sycamores previously slated for removal. Akebono cherry trees were placed in front of City Hall to honor Mr. Ogawa's public service. Other contextually appropriate plantings were chosen for their ability to withstand heavy pedestrian activity. Today the Plaza provides a beautiful and enduring setting for social, cultural and civic activities.



**PROFESSIONAL HISTORY**

PGAdesign, September 2014 to present

PWP, Berkeley, CA 2010 - 2014

Girvin Associates, Larkspur, CA 2005-2010

Hart Howerton, San Francisco, CA 2007-08

**EDUCATION AND REGISTRATION**

Bachelor of Architecture, cum laude,  
University of Arizona, 1992

California Landscape Architect, #46498

LEED Accredited Professional

**PROFESSIONAL AFFILIATIONS**

Leadership Oakland, class of 2015

**Collin Jones, LEED AP, Senior Associate**

Senior Associate Collin Jones is a highly-skilled landscape architect with 20 years of experience in design, management, horticulture and education in the Bay Area and internationally. Collin's breadth of experience includes the full spectrum of design from conceptual to detailed construction documents. His strength is in conceptual design and project visioning. He has experience in a broad range of project types including institutional and public projects, commercial, hospitality, residential and community development. While most of Collin's experience is local he also has national and international experience on projects including Glenstone Museum in Maryland, the University of Texas at Dallas, Barangaroo in Sydney, Australia, and a number of resorts in Mexico and Morocco.

**SELECTED PROJECT EXPERIENCE WITH PGA**

Oakland Global Public Access, Oakland

Tech Center, San Leandro

Trans Pacific Centre Streetscape Renovation, Oakland

Mission Creek - Gomes Park, Fremont

California Nursery Historical Park, Fremont

1200 17th Street Mixed-Use Residences, San Francisco

Hill Avenue Homes, Hayward

Edgewater Isle Senior Apartments Rehab, San Mateo

**SELECTED PROJECT EXPERIENCE WITH OTHER FIRMS**

Transbay Transit Center, San Francisco

Fillmore Jazz District, San Francisco

Broadway Pointe, Walnut Creek

Broadway Auto Row, Oakland

VMware Campus, Palo Alto

Sand Hill Road Renovation Study, Palo Alto

University of Texas, Dallas

Constitution Gardens on the National Mall, Washington, D.C.

Glenstone Museum, Potomac, Maryland

Barangaroo, Sydney, Australia

Hacienda Beach Club and Residences, Los Cabos, Mexico

Los Veneros Resort, Punta Mita, Mexico

Montage Resort, Los Cabos, Mexico

Taghazout Resort Community, Morocco

Kohala Preserve, Hawaii



## Lake Merritt Boulevard (12th St.)

### CLIENT

Coalition of Advocates for Lake Merritt (CALM), a community-based group.

### SITE

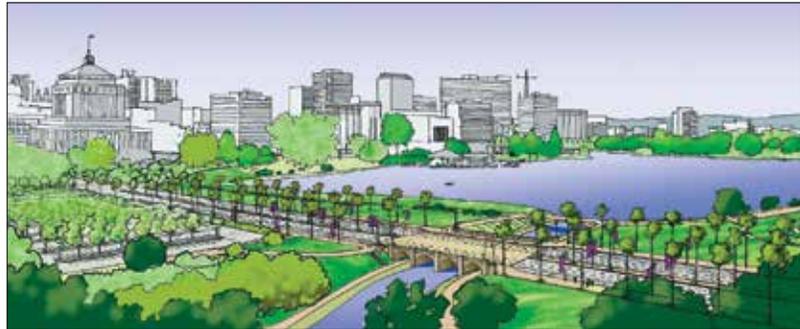
12th Street from Oak Street to 1st Avenue, between the south side of Lake Merritt and the Henry J. Kaiser Auditorium

### PROGRAM

Develop a design vision for the south end of the lake to counter the then-proposed Cathedral, in collaboration with local architects Mike Pyatok, James Vann and Alan Dreyfuss.

Asked by a community coalition to help develop a vision for the south end of Lake Merritt, PGA collaborated on a team design effort that would retain four lanes of traffic while providing for a planted median, bike lanes and added walking paths where there is currently no safe pedestrian connection. Two acres of park space with a sculpture garden were part of the team's vision for a grand boulevard.

As a public service, PGA worked with three architects and the community to design and create graphics that gave form to the new vision. We joined in presenting the design concept at public meetings, which led to a bond measure that would fund the park improvements. The team also identified a parcel of land that could be sold to offset project costs.



## Oakland Museum of California

### CLIENT

MWM Architects for Oakland Museum of California.

### SITE

City block in the Lake Merritt district of Oakland., CA.

### PROGRAM

Construction documents including planting and irrigation for the on-structure Great Lawn and planters.

### COMPLETION DATE / BUDGET

2000 / \$5.2 million.

The PGA team provided comprehensive landscape services for a \$2 million renovation of this landmark building and its multi-layered hanging gardens. Historically appropriate replacement species were identified for on-structure planters affected by the repair of more than 100 identified leaks. PGA guided an extensive overhaul of the Great Lawn at the center of the gardens, including installation of an innovative drainage system and a new lawn that serves as a public park and play space for museum visitors on a daily basis. It also functions as the site of large tented galas.

PGA supported its design with inventories of existing plants, a study of the original design intent, and an understanding of on-structure detailing as well as fresh solutions for irrigation and drainage. The firm also worked closely with museum garden staff to coordinate long-term maintenance.



# CRAIG S. SHIELDS, P.E., G.E.

Principal Engineer

Mr. Shields has over 31 years of experience in providing geotechnical design, construction review, and project management for a variety of private and public projects. His experience includes directing explorations of soil, rock, and groundwater conditions, design and evaluation of foundation systems, static and dynamic slope stability analyses, ground improvement, forensic investigations, expert witness testimony, and construction monitoring. Projects include hotels, mid-rise and high-rise buildings, residential developments, slope repairs, quarry reclamation, wastewater treatment facilities, light railways, harbor facilities, and seismic retrofit of existing structures.

Mr. Shields has either managed or served as the Principal-in-Charge for numerous projects in Oakland, as well as hotel projects throughout the Bay Area. Mr. Shields' experience includes:

## SELECTED OAKLAND PROJECTS

- Cathedral of Christ the Light
- Whole Foods Market, Bay and Harrison Streets
- Oakland Museum Site Improvements
- 12<sup>th</sup> Street Reconstruction Pile Installation
- MacArthur Transit Village Infrastructure Improvements
- MacArthur Transit Village Parking Structure
- Snow Park/Harrison/20<sup>th</sup> Street Improvements
- Ave Vista Residential Development (460 Grand Avenue)
- Mural Apartments, MacArthur Transit Village
- St. Joseph's Family Housing
- Lakeside Senior Housing
- Lion Creek Senior Housing
- East Oakland Youth Development Center
- The College Preparatory School New Classrooms
- St. Paul's Episcopal School Gymnasium
- Oakland Military Institute Classroom Addition
- Bishop O'Dowd Center for Environmental Studies
- Redwood Day School Classroom Addition
- Vincent Academy Charter School

## HOTEL PROJECTS

- Walnut Creek Marriott
- 699 Ygnacio Valley Road, Walnut Creek
- Sheraton Sunnyvale Addition
- Holiday Inn Express, Hegenberger Road
- Marriott Courtyard, South San Francisco
- Marriott Residence Inn, South San Francisco

## Education

M.S., Civil Engineering,  
University of California,  
Berkeley, 1982

B.S., Civil Engineering,  
University of California,  
Berkeley, 1981

## Professional Registrations

Geotechnical Engineer in  
California, License No. 2116  
Civil Engineer in California,  
License No. 38755

## Professional History

Rockridge Geotechnical, Inc.,  
2006 – Present

Farrell Design-Build  
Companies, Inc. 2005-2007  
Treadwell & Rollo, Inc., 1989-  
2005

Harding Lawson Associates,  
1986-1989

Allstate Geotechnical Services,  
1985-1986

Lee and Praszker, 1982-1985

## Affiliations

American Society of Civil  
Engineers, 1981 to present  
Structural Engineers  
Association of Northern  
California, 2005 to present



**Cristina L. Miyar**  
Vice President



**education**  
University of California at Berkeley,  
M.Arch, 1995

Wesleyan University, BA Music,  
concentration in experimental  
acoustics, 1990

**Institut für Leichte Flächen-  
Tragwerke, Universität Stuttgart,**  
Summer 1989

**professional affiliations**  
Allied Member of AIA San Francisco

Institute of Noise Control  
Engineering

**publications**  
Contributing editor, *ACOUSTICS:  
Architecture, Engineering, the  
Environment* (1998 William Stout  
Publisher)

Undergraduate honors thesis, *Sonic  
Architecture*, on the integration of  
sound and space design

Acoustics  
Audiovisual  
Telecommunications  
Security

130 Sutter Street  
Floor 5  
San Francisco, CA  
94104  
T 415.397.0442  
F 415.397.0454  
www.cmsalter.com

*Ms. Miyar has been an acoustical consultant with Charles M. Salter Associates, Inc. since 1995. She specializes in architectural acoustics, MEP system noise and vibration control, and environmental noise mitigation. Her typical projects include multi-purpose auditoria, theaters, community centers, production facilities, and film and broadcast studios.*

**project experience**

- San Jose Convention Center Expansion, San Jose, CA
- Pabellon M Performance Hall and Convention Center, Monterrey, Mexico
- Oracle 350 OP Corporate Center, Redwood City, CA
- Doerr-Hosier Center, Aspen, CO
- San Jose Civic Auditorium, San Jose, CA
- Walt Disney Concert Hall, Los Angeles, CA
- Berkeley Repertory RODA Theater, Berkeley, CA
- The Roy and Edna Disney/CALARTS Theater, Los Angeles, CA
- California Fox Theater Renovation, San Jose Opera, San Jose, CA
- Armand Hammer Billy Wilder Theater, Los Angeles, CA
- Norton Simon Theater Remodel, Pasadena, CA
- San Jose Repertory Theater, San Jose, CA
- Bankhead Theater, Livermore, CA
- Tri-Valley Regional Theater, Livermore, CA
- Crocker Museum Theater Addition, Sacramento, CA
- Grammy Museum Theater, Los Angeles, CA
- New de Young Museum Theater, San Francisco, CA
- Pleasanton Firehouse Art Center, Pleasanton, CA
- Pixar Animation Studios Theater, Emeryville, CA
- Dreamworks Screening Theater, Glendale, CA
- Deluxe Screening Theaters, Hollywood, CA



**Turner Group Construction** has a strong history of building educational facilities, on time and on budget. In fact, they recently completed La Escuelita – the first phase of the District’s Downtown Educational Complex. Turner Group Construction is one of the premier minority contractors in the Bay Area and literally wrote the book on minority participation in contracting, conducting regular seminars teaching small businesses to excel in contracting and successfully fulfilling local hire requirements for large scale projects.

TURNER GROUP / MCCARTHY JV

Project Name: Oakland USD La Escuelita  
Educational Center  
Project Location: Oakland, CA  
Project Cost: \$36 million  
Project Year: 2014

SCOPE OF WORK

Lease-leaseback of Met West High School, 2- story classroom building with a town hall space, a “Cool Tower,” math classrooms, and media arts lab, and Child Development Center Building, single story classroom building with a kitchen. Both



buildings will have photovoltaic panels on the roof. Project scope also includes demolition of two existing buildings, soil remediation, parking lot with a covered photovoltaic structure, landscaping, bioswales, rain harvesting systems, a soccer field and site furnishings. The project will be CHPS Certified.

AGGRESSIVE SCHEDULE

Challenge: Near the midway point in the project, the owner’s rep requested that we deliver a portion of the project 2-months ahead of the schedule to accommodate the faculty and students.

Solution: Working closely with the superintendent, project manager, owner’s rep and the entire JV team, with some clever sequence rearranging, we were able to successfully turn the building over to the owner at the new completion date.

PROJECT REFERENCE:

Oakland Unified School District  
Timothy White, Assistant Superintendent  
(510) 879-8577

TURNER GROUP / MCCARTHY JV

Project Name: Highland Hospital

Project Location: Oakland, CA

Project Cost: \$668 million

Project Year: 2017 (scheduled completion)

## SCOPE OF WORK

Replacement of Acute Care Tower at largest teaching hospital in East Bay. This design-build project included demolition of C, D and F Wings and relocation of major campus utilities to allow for construction of the new Acute Care Tower that meets extensive seismic safety standards while providing an environment for state of the art medical services.



## AGGRESSIVE SCHEDULE

Challenge - Coordination of subcontractors/managing critical paths. Solution: Routine coordination meetings and schedule review.

## BUDGETARY RESTRICTIONS

Challenge - Timeliness of sub-tier change orders. Solution: Implemented review process with team to assess validity of charges and possibility of reducing costs.

## PROJECT REFERENCE:

County of Alameda

Rodney Brooks

Chief of Staff

(510) 272-6618

## PERSONNEL QUALIFICATIONS

### Alan R. Dreyfuss | Associate Principal



#### EDUCATION

- University of California, Berkeley
  - BA, Architecture, 1972

#### PRACTICE AREAS

- Historic Preservation
- Adaptive Reuse and Rehabilitation
- Historic Building Codes
- Historic Structure Reports and Resource Analyses
- National Register Nominations
- Contextual Design

#### REGISTRATIONS

- Architect in CA

#### PROFESSIONAL AFFILIATIONS

- American Institute of Architects (AIA)
- Association for Preservation Technology International (APT)

#### TECHNICAL COMMITTEES

- California State Historical Building Safety Board, chair

#### CONTACT

adreyfuss@wje.com  
510.428.2907  
www.wje.com

#### EXPERIENCE

Alan R. Dreyfuss joined WJE in 2007 with twenty-five years of experience in architectural design and historic preservation. Specializing in rehabilitation and adaptive reuse of historic structures, his projects have included commercial, institutional and private clients, and have ranged in scale from a one room, wood frame school house to a brick and terra cotta clad high-rise.

Mr. Dreyfuss has experience in Historic Resource Conditions Assessments, Evaluation for CEQA and Section 106 compliance, Historic Structure Reports, National Register applications, and the application of Federal Historic Preservation Tax Credits.

Mr. Dreyfuss is recognized as an expert in building codes for historic buildings. He was instrumental in the development of the 2001 and 2007 California Historical Building Code, and is currently chair of the State Historical Building Safety Board.

Mr. Dreyfuss' preservation and design projects have been recognized by the Rudy Brunner Award for Urban Excellence and the Central Valley Chapter of the American Institute of Architects. Seven of those projects have received Design Awards from the California Preservation Foundation.

#### REPRESENTATIVE PROJECTS

##### Historic Preservation and Rehabilitation

- Riggers Loft - Richmond CA: Historic Structure Report and construction documents for the rehabilitation of National Register-listed World War II shipyard building
- Quarters 10 - Yerba Buena Island - San Francisco, CA: Historic Structure Report and construction documents for relocation and rehabilitation of National Register-listed mid-century modern navy residence
- Alameda Free Library - Alameda, CA: Exterior rehabilitation and seismic retrofit of major Carnegie Library
- The Altenheim - Oakland, CA: Rehabilitation and adaptive reuse of National Register-listed wood frame and masonry retirement home

- First Unitarian Church- Dramatic Arts Department Dance Facility: University of California, Berkeley, CA Rehabilitation of National Register-listed, Schweinfurth-designed church
- Kahn's Department Store - Oakland, CA: Rehabilitation and adaptive reuse of National Register-listed department store with five-story central rotunda
- Southern Pacific Railroad Depot - Stockton, CA: Rehabilitation and adaptive reuse of National Register-listed masonry railroad station
- Swan's Marketplace - Oakland, CA: Historic resource evaluation, project impact assessment, National Register application, and rehabilitation/adaptive reuse of historic public market hall

##### Historic Resource Assessment

- Hewlett Packard Company Plant - Palo Alto, CA: Assessment of eligibility for historic designation
- Shipyards No. Three - Richmond, CA: Developmental history of National Register World War II shipyard
- St. Elizabeths - Washington, D.C.: Fifty-nine historic structure reports and building preservation plans for National Landmark hospital complex
- Wawona Hotel - Yosemite National Park, CA: Historic Structure Report for National Historic Landmark building complex
- Tule Lake Jail - Tule Lake Internment Center- CA: Historic Structure Report for National Historic Landmark jail structure
- Central Station - Oakland, CA: Historic resource evaluation, and project impact assessment for National Register train station
- St. Josephs Home - Oakland, CA: Historical resource assessment and impact analysis for CEQA and Section 106 compliance

##### National Register Nominations

- Hewlett Packard Company House and Garage - Palo Alto, CA
- Swan's Marketplace - Oakland, CA



PROJECT PROFILE

# Alcatraz Cellhouse

Structural Stabilization and Seismic Upgrade | San Francisco, CA



**CLIENT**

National Park Service

**BACKGROUND**

The Cellhouse on Alcatraz Island was one of the first reinforced concrete structures in the Bay Area. Originally built as a military prison in 1912, the Cellhouse is perhaps best known as the maximum security federal penitentiary that housed some of the nation's most infamous criminals until it was closed in 1963. Alcatraz Island is now a National Historic Landmark, attracting one million visitors each year.

Due to its location in the middle of San Francisco Bay, the Alcatraz Cellhouse is extremely vulnerable to earthquake damage and the corrosive effects of salty sea air. To preserve a building in this harsh environment, the National Park Service needed engineers and materials scientists who could not only assess the condition of the aging Cellhouse but design repairs and seismic upgrades that could be implemented while the Cellhouse remained open to the public.

**SOLUTION**

WJE engineers performed a detailed survey of the Cellhouse and employed computer-generated structural evaluation techniques to predict the building's ability to withstand earthquakes. With the help of state-of-the-art petrographic analysis, the materials scientists at WJE were able to test samples of concrete from the Cellhouse, determine its remaining service life, and plan for the building's preservation.

WJE structural engineers proposed various seismic designs that would improve the safety of the Cellhouse and reduce the potential for damage in the event of an earthquake. The engineers also designed plans to repair the damage caused by corrosion. WJE continued to assist the National Park Service throughout every phase of the project, including the preparation of construction documents and construction administration services.

In recognition of their work on the Alcatraz Cellhouse, WJE received the California Preservation Foundation's Preservation Design Award and an award for excellence in the repair of historic structures from the International Concrete Repair Institute.



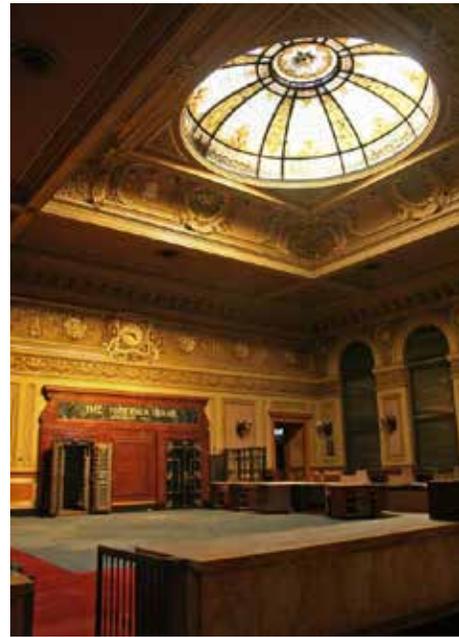
[www.wje.com](http://www.wje.com)



PROJECT PROFILE

# Hibernia Bank Building

Seismic Assessment and Strengthening | San Francisco, CA



**CLIENT**

One Jones Street, LLC

**BACKGROUND**

Located in the Mid-Market district, the building was originally constructed in 1892; a seamless addition to the west of the original building was constructed in 1904–1905. The majority of the interior space comprises a vast banking hall with highly detailed and painted plaster and stone finishes throughout. The primary building structure is constructed of massive unreinforced granite and brick masonry walls with its roof supported by steel trusses. The roof diaphragm is perforated by huge skylights. The structure survived the shaking from the 1906 earthquake essentially intact but sustained significant fire damage to the interior and some of the granite exterior during the subsequent conflagration that consumed much of the city.

After being abandoned for more than a decade, this City of San Francisco Landmark was purchased by an entity dedicated to restoring the building to its former glory and to adapting it for assembly occupancy, which required that the unreinforced masonry structure satisfy applicable present-day seismic regulations. The vast majority of the interior and exterior of the building was rated as “very significant” by the historic structures report, which greatly limited the locations where structural interventions could occur.

**SOLUTION**

As neither structural nor architectural drawings of the buildings existed that could guide even preliminary seismic studies, WJE conducted detailed on-site studies to develop an understanding of the details of the building’s construction and conducted structural analyses to identify its highest risk seismic vulnerabilities. Using an assessment and design philosophy that elevated preservation to an equal level of importance as seismic safety, WJE developed a strengthening scheme that surgically addressed the vulnerabilities and leveraged the inherent seismic resistance of the original structure. The scheme is highly-sensitive to historic significance and leaves its character-defining exterior and interior finishes virtually undisturbed. The design methodology for the seismic strengthening was developed to comply with the requirements of the City of San Francisco UMB Ordinance and uses the applicable provisions of the 2010 California Historical Building Code (CHBC) and the 2010 California Existing Buildings Code (CEBC). The design was developed to accommodate a high occupancy use.



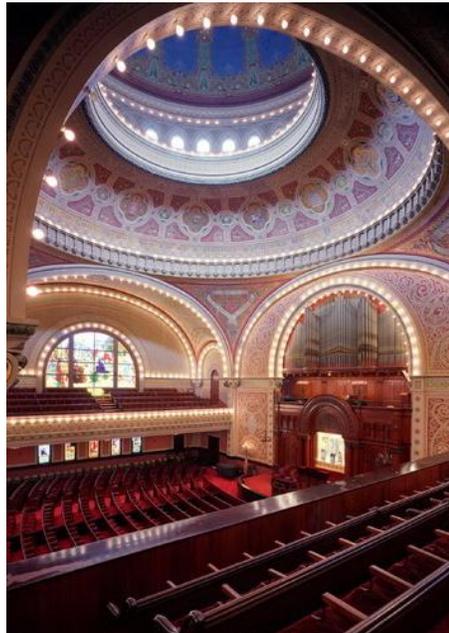
www.wje.com



PROJECT PROFILE

# Sherith Israel

Seismic Assessment and Strengthening | San Francisco, CA



**CLIENT**

Congregation Sherith Israel

**BACKGROUND**

Noted architect Albert Pissis designed Sherith Israel. Construction was completed in 1904. The synagogue features a large domed sanctuary that is lit by natural light filtering through a multitude of stained glass windows and covered with ornately painted plaster finishes. Ironically, the temple survived the Great Earthquake of 1906 with relatively minor damage, at least as compared with the severe damage reported in other parts of the city. Much of the nonstructural damage that did occur is still visible today; the historic finishes remain much the same as they were on the day after that earthquake.

The City of San Francisco’s Unreinforced Masonry Building Ordinance threatened a historic synagogue that was more than one hundred years old with closure unless the building was brought into compliance with the ordinance. The building owner, Congregation Sherith Israel, desired a seismic assessment and development of a strengthening scheme that would maintain the integrity of the historic interiors and exterior of the building.

**SOLUTION**

WJE performed a seismic evaluation of the building and developed an innovative retrofit design that met the intent of the City of San Francisco ordinance while remaining sensitive to the architectural design and historic fabric of the building. Highlights of the proposed retrofits include the following:

- A blend of traditional and nontraditional components to meet provisions of the State Historic Building Code and a performance-based approach to satisfy the ordinance requirements
- Center-cored reinforcement in the masonry walls anchored into a reinforced concrete bond beam at the parapet coping, positive floor-to-wall anchorage details at all diaphragm levels, and localized fiber-composite wrap at three critical brick masonry columns
- A system of nitinol wire tension ties in the attic that interconnects the four perimeter walls (yet circumvents the dome sanctuary) to resist the outward movement of the gable end walls and provide stability to the exterior walls—all while providing a mechanism for dissipating energy generated by a large earthquake



www.wje.com

# Background

## Background

Synergy was founded in 2009 and designated by the USCIS as an official Regional Center in 2010 (W09001270). This designation allows Synergy to underwrite and manage EB5 capital in hospitality related projects in 10 contiguous counties surrounding the San Francisco Bay Area. Our primary industry focus is in hospitality and mixed-use real estate developments with experience in New Market Tax Credits and Historical Tax Credits.

We take pride in our disciplined approach in our underwriting process to be better serve the risk averse nature of EB5 investors. We prefer to be a partner to the project at its inception, to ensure we have full knowledge of the development process. Furthermore, aside from the traditional due diligence process, we take further steps in analyzing the operational plan as well as the exit strategy to ensure the soundness of our projects. Through our partnership with the leading authorities on EB5 laws, all of our projects are fully EB5 compliant. The result is our consistent delivery of a smooth process for our EB5 investors to create domestic, local job through investing into our projects, while applying for their US Green Card to immigrate to US.



# Global Presence

## Global Presence

- ❖ Cupertino, California USA (Headquarters)
- ❖ Beijing, China

- ❖ Shenzhen, China
- ❖ Shanghai, China



# Past and Current Projects

## Past and Current Projects

- **Bay (San Francisco, CA)**
  - Total Project Cost: \$8,000,000
  - Total EB5 Financing: \$5,000,000
  - 15 room boutique hotel
- **Fulton (San Francisco, CA)**
  - Total Project Cost: \$80,000,000
  - Total EB5 Financing: \$25,000,000
  - 139 unit condominium mixed-use project
- **McAllister (San Francisco, CA)**
  - Total Project Cost: \$60,000,000
  - Total EB5 Financing: \$42,000,000
  - Total HTC and NMTC: \$10,000,000
  - Hotel renovation project
- **Sloat (San Francisco, CA)**
  - Total Project Cost: \$36,000,000
  - Total EB5 Financing: \$27,000,000
  - 56 unit condominium mixed-use project
- **Collins (Colma, CA)**
  - Total Project Cost: \$6,000,000
  - Total EB5 Financing: \$4,000,000
  - 80 room senior care facility renovation
- **McLellan (South San Francisco, CA)**
  - Total Project Cost: \$4,000,000
  - Total EB5 Financing: \$4,000,000
  - Multi-floor mixed-use project
- **International (Oakland, CA)**
  - Total Project Cost: \$13,500,000
  - Total EB5 Financing: \$13,500,000
  - Multi-floor mixed-use development
- **Embarcadero West : (Oakland, CA)**
  - Total Project Cost: \$15,000,000
  - Total EB5 Financing: \$7,000,000
  - 109 unit hotel renovation project



## **President and CEO - Simon Jung**

Simon Jung has more than 10 years of experience as a financial advisor for affluent families and emerging enterprises. For personal finance, he specializes in financial planning and asset allocation. For emerging enterprises, he is an expert in advising on growth strategy through macro economics analysis and organizing fund raising campaigns. He started his career at Morgan Stanley as a financial advisor and was one of the top producing brokers. He then became a founding member of Comony Enterprise Inc., a textile importing company, where he developed the company's core marketing strategy, which became the backbone of the company's success. After he earned his master's degree in economics, Simon started conducting merger and acquisition research at a boutique consulting firm. Then he joined Oxford International Group as a market research analyst specializing in business model evaluation and growth strategy development. After that Simon became a founding member of Uniglobe Holdings, where he directed the company's core strategy development and expanded the company's advisory service into China, where he built an overseas, local business development team. Simon has been an active supporter of the Green Movement and is a LEED Accredited Professional recognized by the U.S. Green Building Council.

## **CFO / COO - Genzo Sekine**

Genzo Sekine graduated from University of California, Davis with a Bachelors of Science Degree in Managerial Economics. After graduating, he worked for PriceWaterhouseCoopers, LLP, a big four public accounting firm as a member of the international accounting division. He then received his Master's degree in Business Administration with a concentration in Finance from California State University San Jose. Upon graduation, he worked with Ernst and Young, LLP, another big four public accounting firm, in the business assurance division specializing in the Japanese Business Services and Real Estate groups. After working with PriceWaterhouseCoopers and Ernst and Young, he returned to the root of his passion of hospitality management. Since returning to the hospitality industry he has successfully owned, managed and operated four establishments in the San Francisco bay area within the past 16 years.



# Contact Information



## **SYNERGY CALIFORNIA GREEN HOSPITALITY REGIONAL CENTER, LLC**

10835 North Wolfe Road, Cupertino, California USA

Tel: +1-510-397-9598 Fax: +1-408-245-3008

Email: [Vip.Service@SynergyEB5.com](mailto:Vip.Service@SynergyEB5.com)

[www.SynergyEB5.com](http://www.SynergyEB5.com)



## Introduction

**Equinox Hospitality (“Equinox”)** is a US-based, privately owned company in which specializes in hotel acquisitions, asset management, development, project consulting and operations.

The Company has associated with industry leaders to develop first-class services where Equinox takes a unique and creative approach to managing multiple areas of expertise, keeping in mind industry trends, the local market economy in areas of it’s activity, as well as hotel brand standards. Equinox has a global presence with corporate headquarters in San Francisco, California.

## Current and Select Projects

### JABAL OMAR DEVELOPMENT COMPANY PROJECT

Equinox Hospitality is currently engaged by Jabal Omar Development Company (JODC) in Makkah, Saudi Arabia as a consultant for this iconic project. This is a one-of-a-kind development consisting of 36 high-rise buildings representing 26 upscale hotel brands totaling 11,535 keys with multiple food & beverage facilities. The first five hotels of this project, a 637-room Hilton Conrad, a 797-room Hilton Convention Hotel, a 562-room Hilton Suites, a 744-room Hyatt Regency, and a 455-room Marriott; 3,195 rooms in all, are expected to open in 2013. The JODC project is the world's largest hotel development project. It is a well-known fact that this market earns the highest profits for the owners and the operators and has demonstrated being completely isolated from the world's economic woes.

The 26 brands will be represented by 11 major international hotel companies, including Hilton, Hyatt, and Marriott. The role of Equinox is to evaluate and recommend the appropriate brand for each hotel, negotiate letters of intent (LOIs) with the selected brands, negotiate management agreements, identify and engage the appropriate interior design firm for each hotel, along with providing furniture, fixtures & equipment (FF&E) procurement, as well as coordination assistance to the project management team.

### CROWNE PLAZA ARLINGTON SUITES - Arlington, Texas

This project included the acquisition and conversion of an all-suites hotel in the Dallas/Fort Worth Metroplex area. The hotel was acquired during a major economic downturn and subsequently renovated without using third party debt. The renovated hotel was reopened and within the first year of operation received the "Newcomer of the Year" award from the InterContinental Hotels Group in 2005. The Crowne Plaza Arlington Suites is now a top performer in the market as Equinox Hospitality continues to own and manage this property.

### HILTON GARDEN INN DALLAS/ADDISON - Addison, Texas

This property was acquired by Equinox Hospitality in July 2013. Hilton Garden Inn Dallas/Addison is a top performer in the North Dallas market. The hotel is located on Dallas' Restaurant Row and near the Galleria Mall and many corporate offices.

### ALOHA BEACH HOTEL - Kauai, Hawaii

This beachfront resort was acquired and renovated in a joint venture with Lehman Brothers. Subsequent improvements included building 27 new cabana apartment units and now operates as one of the most successful properties in Kauai. Equinox Hospitality operated the hotel initially as a Holiday Inn Sunspree Resort and then as the Aloha Beach Resort Kauai.

### WALNUT CREEK MARRIOTT & ATHLETIC CLUB - Walnut Creek, California

Development of a \$35,000,000 combined hotel and athletic club. Responsibilities included feasibility analysis, plan development, and projections of project costs.

### HYATT REGENCY SACRAMENTO - Sacramento, California

Development of a \$55,000,000 mixed-use project containing a full-service convention hotel and merchandise mart. The development was a public-private venture with the City of Sacramento. Responsibilities included complete project management responsibilities from conception through completion. When a member of our team was engaged, initial project costs were \$6,000,000 over budget, and the schedule was six months behind. The finished hotel came in on budget, and completed within the original schedule.

### THE DAVENPORT HOTEL - Spokane, Washington

A \$32,000,000 renovation of a historic landmark hotel. The project included the conversion of 400 rooms to a 284 room property with the addition of 6000 square feet of meeting space. Services provided by a member of our team included feasibility analysis, cost analysis, and project management during construction.

### HILTON PLEASANTON AT THE CLUB - Pleasanton, California

The development of a \$24,000,000 full-service Hilton hotel which was physically connected to the largest athletic club in Northern California. The hotel was developed in a joint venture with a major insurance company. Our team's responsibilities included complete project development management and the management of day to day operations.

### LAGUNA CLIFFS MARRIOTT RESORT & SPA - Dana Point, California

This environmentally sensitive ocean bluff hotel development was a \$55,000,000 three hundred room hotel and spa project which was developed in a joint venture with a major Texas based financial institution. Our team's responsibilities included complete project development and management of day to day operations.

# APPENDIX A SUPPLEMENTAL SCHEDULES

**Schedules E, O, and K attached**

**SCHEDULE E  
PROJECT CONSULTANT TEAMLISTING**

To be completed by prime consultants only.

Note:

The consultant herewith must list all subconsultants regardless of tier and their respective percentages of the project work. No other subconsultants, other than those listed below shall be used without prior written approval by the City of Oakland. Provide all information listed and check the appropriate boxes. Firms must be certified with the City of Oakland in order to receive Local/Small Local Business Enterprise credits.

Date: 11/11/2014



Company Name: Creative Development Partners

Signed:

Type of Work	Company Name	Address and City	Phone Number	% of Project Work	Dollar Amount	Subcontractor	Local (LBE)	Small Local (SLBE)	* Ethnicity	** Gender
Developer	Creative Development Partners	490 Lake Park Avenue Suite 16242 Oakland, CA		3%			X	X	AAIM	M
Developer	Harbinger Development	Boston, MA		3%					CIM	M
Developer	Equinox Hospitality	San Francisco, CA		3%						
Architecture	Lowney Architects	360 17th Street, Suite 100 Oakland, CA		5%			X	X	CIM	M
Structural Engineer	Holmes Culley	San Francisco, CA 94104		1%						
Landscape Architect	PGADesignInc	444 17th Street Oakland, CA 94612		1%			X	X	CF	F
Historic Architect	WJE	Emeryville, CA		0.05%					CIM	M
Green Design	Integral Group	427 13th Street Oakland, CA 94612		0.05%			X	X		
Green Design	Loisos +Ubbelohde	Alameda, CA		0.05%						
Green Engineering	Hyphae Design Laboratory	942 Clay Street Oakland, California 94612		0.05%			X	X	CIM	M
Geotechnical Engin.	Rockridge Geotechnical Engineering	270 Grand Avenue Oakland California		1%			X	X		
Sound Engineering	Meyer Sound Laboratories	Berkeley, CA		0.05%						
Retail Consultant	MJB Consulting	Berkeley, CA		0.05%						

Attach additional page(s) if necessary.

Contractors are required to identify the ethnicity and gender of all listed firms majority owner. This information will be used for tracking purposes only.

\* (AA=African American) (AI=Asian Indian) (AP=Asian Pacific) (C=Caucasian) (H=Hispanic) (NA=Native American) (O=Other) (NL=Not Listed)

\*\* (M = Male) (F = Female)

(Revised as of 6/06)



**CONTRACTOR ACKNOWLEDGEMENT OF CITY OF OAKLAND CAMPAIGN CONTRIBUTION LIMITS  
FOR CONSTRUCTION, PROFESSIONAL SERVICE & PROCUREMENT CONTRACTS**

To be completed by City Representative prior to distribution to Contractor

City Representative \_\_\_\_\_ Phone \_\_\_\_\_ Project Spec No. \_\_\_\_\_

Department \_\_\_\_\_ Contract/Proposal Name \_\_\_\_\_

This is an \_\_\_ Original \_\_\_ Revised form (check one). If Original, complete all that applies. If Revised, complete Contractor name and any changed data.

Contractor Name Creative Development Partners LLC Phone (510) 592-4769

Street Address 490 Lake Park Avenue, #16242 City Oakland State CA Zip 94610

Type of Submission (check one)  Bid  Proposal  Qualification  Amendment

**Majority Owner** (if any). A majority owner is a person or entity who owns more than 50% of the contracting firm or entity.

Individual or Business Name \_\_\_\_\_ Phone \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

Street Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

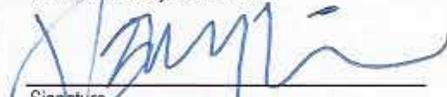
The undersigned Contractor's Representative acknowledges by his or her signature the following:

The Oakland Campaign Reform Act limits campaign contributions and prohibits contributions from contractors doing business with the City of Oakland and the Oakland Redevelopment Agency during specified time periods. Violators are subject to civil and criminal penalties.

I have read Oakland Municipal Code Chapter 3.12, including section 3.12.140, the contractor provisions of the Oakland Campaign Reform Act and certify that I/we have not knowingly, nor will I /we make contributions during the period specified in the Act.

I understand that the contribution restrictions also apply to entities/persons affiliated with the contractor as indicated in the Oakland Municipal Code Chapter 3.12.080.

If there are any changes to the information on this form during the contribution-restricted time period, I will file an amended form with the City of Oakland.

  
 \_\_\_\_\_  
 Signature  
**Jeremy Liu**  
 \_\_\_\_\_  
 Print Name of Signer

11.10.14  
 \_\_\_\_\_  
 Date  
**Managing Parnter**  
 \_\_\_\_\_  
 Position

To be Completed by City of Oakland after completion of the form

Date Received by City: \_\_\_/\_\_\_/\_\_\_ By \_\_\_\_\_

Date Entered on Contractor Database: \_\_\_/\_\_\_/\_\_\_ By \_\_\_\_\_

## Pending Dispute Disclosure Form

---

**Policy** – All entities are required to disclose pending disputes with the City of Oakland when they submit bids, proposals or applications for a City contract or transaction involving:

- The purchase of products, construction, non-professional or professional services,
- Contracts with concessionaires, facility or program operators or managers,
- Contracts with project developers, including Disposition and Development Agreements, lease Disposition and Development Agreements and other participation agreements
- Loans and grants, or acquisition, sale, lease or other conveyance of real property, excluding licenses for rights of entry or use of city facilities for a term less than thirty (30) consecutive calendar days.

**Disclosure is required** at the time bids, proposals or applications are due for any of the above-described contracts or transactions when an entity is responding to a competitive solicitation and at the commencement of negotiations when bids, proposals or applications are solicited by or submitted to the City in a non-bid or otherwise non-competitive process.

**The disclosure requirement applies** to pending disputes on other City and Agency contracts or projects that: (1) have resulted in a claim or lawsuit against the City of Oakland (2) could result in a new claim or new lawsuit against the City of Oakland or (3) could result in a cross-complaint or any other action to make the City of Oakland a party to an existing lawsuit. "Claim" includes, but is not limited to, a pending administrative claim or a claim or demand for additional compensation.

**Entities required to disclose** under this Disclosure Policy include (1) any principal owner or partner, (2) any business entity with principal owners or partners that are owners or partners in a business entity, or any affiliate of such a business entity, that is involved in a pending dispute against the City of Oakland or Agency.

**Failure to timely disclose** pending disputes required by this policy may result in (1) a determination that a bid is non-responsive and non-responsible for price-based awards, or (2) non-consideration of a bid or proposal for a professional service contract or other qualification-based award. The City may elect to terminate contracts with entities that failed to timely disclose pending disputes and/or initiate debarment proceedings against such entities.

**Individuals, Businesses or other entities should respond below:**

1. Are you or your firm involved in a pending dispute or claim Against the City of Oakland?

No  Yes  (check one)

2. If you answered "Yes", list existing and pending lawsuit(s) and claim(s) with the title and date of the contract, a brief description of the issues, officials or staff persons involved in the matter and the City or Agency department/division administering the contract.

Contract Title: \_\_\_\_\_

Date: \_\_\_\_\_ Official(s), Staff person(s) involved: \_\_\_\_\_

Administering Department/Division: \_\_\_\_\_

Issues: \_\_\_\_\_

Contract Title: \_\_\_\_\_

Date: \_\_\_\_\_ Official(s), Staff person(s) involved: \_\_\_\_\_

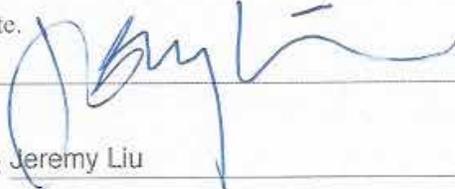
Administering Department/Division: \_\_\_\_\_

Issues: \_\_\_\_\_

(check)  Additional Disputes listed on Attachment

---

By signing below, I certify that all representations and disclosures made herein are true, correct and complete.

Signature:  \_\_\_\_\_

Print Name: Jeremy Liu \_\_\_\_\_

Title: Managing Partner Date: November 10, 2014

