Proposal for: Bradford Affordable Housing RFP

Submitted By: MidPen Housing Corporation

Proposal to develop a mixed-use senior housing community in Downtown Redwood City

August 31 2015
BRADFORD AFFORDABLE HOUSING RFP
Transmittal Letter

Submitting Company
MidPen Housing Corporation

Contact for Submitting Company
Lily Gray
MidPen Housing Corporation
303 Vintage Park Drive, Suite 250
Foster City, CA 94404
lgray@midpen-housing.org
p. 650-356-2963
f. 650-357-9766

Other Companies Included in Proposal
Property Management: MidPen Property Management Company
Resident Services: MidPen Resident Services Company
Architect: Dahlin Group
Landscape Architect: Gates + Associates
Childcare: Footsteps Childcare and Peninsula Family Services
Non-Profit Office: HIP Housing
Carshare: Zipcar

Property Proposed for Development
707-777 Bradford Street

Statement of Acceptance of Proposal Requirements
MidPen Housing Corporation accepts proposal requirements identified in the June 19, 2015 RFP document.
August 31, 2015

Steven Turner, Planning Manager
City of Redwood City
1017 Middlefield Road
Redwood City, CA 94063

Dear Mr. Turner,

We are extremely excited about the opportunity to present this proposal for the Bradford site in downtown Redwood City. We believe this site presents a unique opportunity to create a tremendous community asset by combining affordable homes for very low income seniors with community oriented commercial space and a new public park at Redwood Creek.

As the premier affordable housing developer in San Mateo County, we have an exceptional track record of partnering with cities to produce housing that meets the community's vision and becomes part of the community fabric. One prominent example of this is City Center Plaza in downtown Redwood City, which we developed in the late 1990s in close partnership with the City. Now 18 years old, it continues to be an outstanding example of mixed-use affordable housing that provided an early spark for the City's downtown revitalization. We intend to emulate this project's success on the Bradford site.

Since our founding in 1970, MidPen has developed or rehabilitated over 7,500 affordable homes, with more than 1,400 in active development. In addition to developing housing, MidPen Property Management Corporation provides professional property management for our communities, and MidPen Resident Service Corporation provides and coordinates onsite services programs for all MidPen residents. Together, MidPen Development, Property Management, and Services have won over 100 industry awards for excellence including two ULI Global Excellence awards.

Our proposal features three main program elements with broad community benefit:

1. **Affordable housing for seniors.** Our development would provide 108 units of affordable senior housing for very-low income seniors.
2. **Community-oriented commercial.** We present two options for your review, one with childcare and one with non-profit office space, both of which have been identified as priorities in the downtown.
3. **Park at Redwood Creek.** Our proposal builds on goals for Redwood Creek identified in the visionary Downtown Precise Plan to create a new community asset.

We very much look forward to working with the City to refine our development concept and bring to life a transformative downtown development that meets the needs Redwood City's residents and workers.

Sincerely,

Jan Lindenthal
Vice President of Real Estate
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I. DEVELOPMENT TEAM

A. INTRODUCTION

MidPen Housing appreciates the opportunity to submit this response to the Redwood City’s Request for Proposals for the Bradford Affordable Housing Site.

In our 45 year history, MidPen has partnered with a multitude of cities, including the City of Redwood City, to help them devise strategies to create much needed affordable housing, as well as further the broader goals set out in specific area plans and community-based planning initiatives. A great example of this collaborative approach with cities and communities is City Center Plaza in downtown Redwood City, developed by MidPen in the late 1990s. Now 18 years old, it continues to be an outstanding example of mixed-use affordable housing that has contributed to the revitalization of the City’s downtown. We are very excited about the opportunity to partner with the City again on the Bradford site.

The Bradford site represents a unique opportunity to combine our experience with affordable senior housing in an inter-generational context. MidPen serves over 2,000 senior households across our portfolio and has seven communities that offer on-site child care. We are also piloting inter-generational programming at three of our communities that serve both families and seniors. The Bradford site affords an opportunity for us to advance this pilot effort in a significant and new way.

Our experience working with cities has taught us that a collaborative approach works best. We engage with local decision-makers and community stakeholders to define priorities, outline funding parameters, and review site development strategies that meet a diverse set of goals and priorities. We look forward to engaging with Redwood City to review the development proposal, presented here, and to refine these options with input from the City and the Redwood City community at large.

B. DEVELOPMENT TEAM

MidPen Housing Corporation is one of the nation’s leading non-profit developers, owners and managers of high-quality affordable housing. In the forty-five years since it was founded, MidPen has developed over 100 communities and 7,500 homes for working and low-income families, seniors and special needs individuals throughout Northern California. Given our deep roots on the
Peninsula and in Silicon Valley, the majority of these units are located in San Mateo and Santa Clara counties.

MidPen’s developments are award-winning and nationally recognized. MidPen has extensive experience in site acquisition and planning, entitlements, community outreach, design and construction management. The organization has an exemplary track record in securing both public and private funding and proven expertise in positioning projects for long-term financial sustainability. Key to this success is the fact that MidPen invests over $6 million each year in comprehensive on-site support services and programs to help its low income tenants thrive and advance; all delivered through the organization’s staff and a network of over 300 service provider partners.

Our commitment to serving low-income residents is supported by our operational and financial strength. In 2014, MidPen’s consolidated total assets grew 5 percent to more than $1 billion representing 89 properties serving over 15,500 low and very low income residents. Additionally, MidPen maintains $69 million in unrestricted cash and liquid investments. These assets provide us with significant resources to manage and maintain our current communities, support new development, and maintain a solid position in the event of economic uncertainty. As a result, MidPen is in an excellent financial position to meet the opportunities presented in this RFP.

As one of the largest and most trusted non-profit developers in Northern California, MidPen has the resources to dedicate staff time and predevelopment funding throughout the planning and development phases. These resources ensure that projects are able to move forward and do not get delayed for lack of predevelopment funding or staff capacity. Executive and project staff dedicated to the project include:

Executive Team:

- Matthew Franklin, President, 650-356-2900
- Jan M. Lindenthal, Vice President of Real Estate Development, 650-356-2919

Development Team:

- Nevada V. Merriman, Director of Housing Development, 650-356-2915
- Matthew Lewis, Project Manager, 650-356-2928
- Helen Tong-Ishikawa, Senior Associate Project Manager, 650-356-2968
Matthew O. Franklin
Matthew O. “Matt” Franklin joined MidPen Housing Corporation as President in July 2008. Matt is responsible for the strategic direction of MidPen and oversees all areas of the company including real estate development, property and asset management, corporate administration and resident services. Matt came to MidPen from an appointed post as Executive Director of the San Francisco Mayor’s Office of Housing where he coordinated all city housing policy and oversaw the financing for 3,500 new affordable rental units and the compliance monitoring for 24,000 existing affordable units. Matt’s previous roles include Director of California’s Department of Housing and Community Development where he was the Governor’s lead housing policy advisor; Vice President of Emerging Markets for Wells Fargo Home Mortgage where he managed multi-billion dollar programs producing more than 100,000 loans nationwide for low-moderate-income and minority customers; and senior positions at the U.S. Department of Housing and Urban Development (HUD) under President Clinton. Matt currently serves on the Board of Directors for the National Housing Trust, the California Housing Consortium and the Non-Profit Housing Association of Northern California. He held previous board posts on the California Housing Finance Agency and the California Tax Credit Allocation Committee. Matt received his Masters of Public Policy from the John F. Kennedy School of Government at Harvard University and his Bachelors of Arts in Political Science from Colgate University. He also attended the London School of Economics and Political Sciences.

Jan M. Lindenthal
Jan is Vice President of Real Estate Development and has over 20 years of experience in community development and affordable housing. Prior to MidPen, Jan was Vice President of Development and Construction at South County Housing where she oversaw production of more than 1,600 affordable housing units at nearly 30 properties, several of which won national awards of excellence. She previously held key roles at the Santa Clara County Housing Authority and the Central New York Planning and Development Board. Jan has a master’s from
Tufts University Center for Public Service and a bachelor’s from Hamilton College.

Nevada V. Merriman
Nevada is a Director of Housing Development and will provide strategic guidance and oversight to the project team throughout the process. Since joining MidPen in 2007, she has contributed to the development of over 1,000 units of affordable housing. One of her current projects is the new construction of 66 apartments for seniors in Foster City, a mixed-use project part of a larger “Town Center” for seniors, which is currently under construction. Nevada understands the financing mechanisms and subsidies needed to develop affordable senior housing and has a depth of experience working and engaging with community members in San Mateo County. Since 2010, she has served on the board of the Housing Leadership Council of San Mateo County. Nevada holds a B.A. from Cornell University.

Matthew Lewis
Matt joined MidPen Housing in July 2013. At MidPen, Matt has served as a building guidelines specialist, a project manager, and a portfolio manager. He has managed 4 renovation projects of MidPen portfolio properties to successful completions. Prior to MidPen, he worked with Resources for Community Development in Berkeley as an associate project manager. Matt also spent several years as a policy analyst in Washington, D.C., focusing on federal anti-poverty policy. Matt has a Master of City Planning from UC Berkeley and Bachelor of Arts from Dartmouth College.

Helen Tong-Ishikawa
Helen joined MidPen Housing in February 2013. Since 2013, Helen has assisted with entitling two projects and securing over $50 Million in construction financing. She currently provides support for two projects that will complete construction in 2016. Prior to MidPen, she worked with the Los Angeles Homeless Services Authority as the Funding Manager, managing Request for Proposal processes and securing $90 million in annual HUD funding for the Los Angeles area. Helen has a Bachelor of Arts from the University of California, Los Angeles.

Alice Talcott
Alice Talcott is the Director of Housing Finance, where she provides strategic direction on the funding of MidPen’s development and portfolio projects. She has over 20 years of experience in affordable housing development and is an expert in the financing and structuring of rental housing projects. Prior to MidPen, Alice worked for 14 years at Community Economics, where she assisted non-profit
developers in the financing and structuring of over 9,000 units of affordable housing in California and Hawaii, including negotiating over $825 million in investor equity for 90 projects. Her experience also includes six years at the Mayor’s Office of Housing in San Francisco. She has been an active advocate on statewide housing issues, and has served on the board of the NonProfit Housing Association of Northern California (NPH). She is a frequent presenter at the Housing California and NPH conferences on housing finance issues. Alice received a B.A. in Political Science from Washington University in St. Louis and a Masters of City Planning from University of California, Berkeley.

Lily Gray
Lily joined MidPen Housing in 2012 as a Project Manager and worked on both rehabilitation and new construction affordable housing projects, including two developments for seniors in San Mateo County. She also has project management experience in retail development. Currently, Lily works on business development for MidPen and would be the point person through the RFP process. Prior to MidPen, Lily worked in real estate consulting. Lily has a Master of City Planning from Harvard University and Bachelor of Arts from Williams College.

C. OTHER MEMBERS OF THE DEVELOPMENT TEAM

Property Management

In the mid-1980’s, MidPen formed an in-house Property Management Company, MidPen Property Management. MidPen Property Management will serve as the property management agent for the senior affordable community proposed. Our management company includes a well-seasoned team with extensive experience in all aspects critical to property management including compliance, operations, training, facility maintenance, and community relations. We take great pride in keeping our communities safe, beautiful, and well maintained. Our properties range from single-family homes, to large multi-family complexes in urban areas. All fit nicely into the community. More detailed information on MidPen Property Management Corporation can be found in Section 7 of this Proposal.

Contact: Debra Sobeck, Vice President of Property Management, 650-356-2998

Resident Services

Resident services for the affordable senior housing development will be delivered by MidPen Resident Services Corporation (MidPen Services), a 501c3 non-profit affiliate of MidPen Housing. MidPen Services has an overarching goal of helping individuals and families meet needs that go beyond basic shelter by assisting
them in achieving self-sufficiency and a higher quality of life. MidPen Services has extensive experience providing services at family, senior citizen, special needs, and single room occupancy properties. Service coordination and programs are tailored to meet the specific needs of residents and usually include after school and summer educational programs; computer learning, financial education, health and wellness, and literacy programs for both adults and children. The Senior Services Program helps seniors better access healthcare, greatly reduce their risk of falls and injuries, and increase their quality of life. We partner with nursing schools, medical groups, and healthcare organizations for select onsite services, such as health screenings and balance therapy. More detailed information on MidPen Resident Services Corporation can be found in Section 7 of this Proposal.

Contact: Dariush Kayhan, Vice President, Resident Services, 650-356-2954

Design

Our proposal was prepared with architectural support from Dahlin Group Architecture. MidPen and Dahlin Group have collaborated on over 30 projects together. For more than 35 years, Dahlin Group has created a diverse portfolio of projects, with a large portion of their work consisting of multifamily housing and mixed-use projects.

Contact: Lauri Moffet-Fehlberg AIA, LEED AP, Senior Principal, 925-251-7200

Gates + Associates provided landscape design for our proposal, with particular attention to the publicly-accessible park at Redwood Creek and the residential community’s outdoor space. Gates has significant experience in both park design and residential open space. They are committed to sensitive and quality design and strive to create environments that are memorable and unique.

Contact: Linda Gates, Partner, 925-736-8176 x221

Community-Oriented Commercial

Our proposal provides two options for community-oriented commercial uses on the ground floor. Given the size of space available, this space can either be used for a childcare center or for non-profit office space. We have letters of interest from two Peninsula child care providers, Footsteps and Peninsula Family Services, as well as a letter of interest from HIP Housing for the non-profit office space. These letters can be found as attachments in Section 4 (“Onsite Community Improvements”)
Contacts:

Footsteps Childcare, Karen Haas-Foletta, Executive Director, 650-610-0715

Peninsula Family Services: Arne Croce, Executive Director, 650-403-4300 x4421

HIP Housing: Kate Comfort Carr, Executive Director, 650-348-6660 x307

ATTACHMENTS:

*MidPen Corporate Brochure*

*MidPen Leadership Team*

*Dahlin Firm Profile*

*Gates + Associates Firm Profile*
## 2. DEVELOPMENT PROJECT EXPERIENCE

### A. MIDPEN PROJECT EXPERIENCE

Over the last five years, MidPen Housing has completed a combined total of 15 projects with 7 more under construction. San Mateo County has been and remains a core focus area for us. Several of the projects below in San Mateo County demonstrate our success in competitive processes: for Half Moon Village, our newest senior community in Half Moon Bay, MidPen was chosen by the County to be their partner and help them realize their vision for the Half Moon Bay senior campus. For Delaware Pacific and Alma Point, we were selected by the cities of San Mateo and Foster City respectively. As the premier affordable housing developer in San Mateo County, we have a robust pipeline including three senior developments: Alma Point which will be completed in spring of 2016 and Sequoia Belle Haven and University Avenue that will begin construction later this year in Menlo Park and East Palo Alto respectively.

**Completed**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Location</th>
<th>Unit Type</th>
<th>Year</th>
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<tbody>
<tr>
<td>Half Moon Village Phase 2, Half Moon Bay</td>
<td>Half Moon Bay, 2015</td>
<td>115 units for seniors</td>
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<td>Half Moon Village Phase 1,</td>
<td>Half Moon Bay, 2014</td>
<td>45 units for seniors</td>
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<td>Woodlands, East Palo Alto, 2014</td>
<td>49 units for families</td>
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<tr>
<td>Aptos Blue, Aptos, 2013</td>
<td>40 units for families/special needs</td>
<td></td>
<td></td>
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<td>Delaware Pacific, San Mateo, 2013</td>
<td>60 units for families</td>
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<td>Sunny Meadows, Freedom, 2013</td>
<td>200 units for families</td>
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<td>Schapiro Knolls, Watsonville, 2013</td>
<td>88 units for families</td>
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<td>Manzanita Place, Marina, 2013</td>
<td>66 units for families</td>
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<td>636 El Camino, South San Francisco, 2012</td>
<td>109 units for families</td>
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<td>Cynara Court, Castroville, 2011</td>
<td>58 units for families</td>
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<td>Station Center, Union City, 2011</td>
<td>157 units for families</td>
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<tr>
<td>Main Street Village, Fremont, 2011</td>
<td>64 units for special needs</td>
<td></td>
<td></td>
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<tr>
<td>Fair Oaks Plaza, Sunnyvale, 2011</td>
<td>124 units for seniors</td>
<td></td>
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<tr>
<td>Vista Meadows, Hollister, 2011</td>
<td>72 units for seniors</td>
<td></td>
<td></td>
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<tr>
<td>Peninsula Station, San Mateo, 2010</td>
<td>68 units for families</td>
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In Construction

Alma Point at Foster Square, Foster City       66 units for seniors
6800 Mission, Daly City                    52 units for families
Onizuka Crossing, Sunnyvale              58 units for families/special needs
Donner Lofts, San Jose                   102 units for special needs
Sharmon Palms, Campbell                 66 family apartments
Laguna Commons, Fremont                  64 units for families/special needs
Fetters Apartments, Sonoma               60 units for families

B. PROJECT EXAMPLES

Highlighted below are five projects that are particularly relevant to our proposed development for the Bradford Affordable Housing project. All of these developments are 100% affordable housing. MidPen was the developer and also provides property management and on-site resident services. We are committed to long-term stewardship of the properties that we develop.

Long-term stewardship of the properties we build is fundamental to our approach. We have our own property management company that provides day to day management of our properties, ensuring that a MidPen Community is a good neighbor. We also have our own resident services company which provides on-site resident services designed to meet the needs of our residents. We believe building the building is the first step; it is the foundation from which our residents can make permanent changes in their lives supported by our management and services staff and programming. Please also see attached property profile sheets for further detail.
City Center Plaza

mixed-use urban development

- Redwood City, 1997
- Affordable Family Rentals, 81 Units
- Total Development Cost: $16,145,651
- Tenant Income Levels: 50% and 60% AMI
- Density: 46 units/acre
- Unit Mix:
  - 1 BR 20
  - 2BR 32
  - 3BR 22
  - 4BR 7
- MidPen Managed Commercial: 1,449 sf
  Tenant: Childcare
- Raiser Organization Managed Commercial: 16,907 sf
  Tenants: restaurants, salons, dance studio, offices (insurance and staffing), exercise studio
- Funding:
  - Debt: $4,140,000
  - Equity: $11,496,367
  - Public: $509,284
- MidPen Contact:
  - Jan Lindenthal, VP Real Estate
  - Fran Wagstaff, Former Executive Director

Winner of a Gold Nugget Award from the Pacific Coast Builders Conference and the San Mateo County Sustainability Award, City Center Plaza is a transit-oriented urban village with immediate access to shopping, public services and public transportation. A mixed-use community, affordable apartments and townhomes are on the upper levels with retail shops and restaurants on the street level.

City Center Plaza is the result of a public-private partnership between Redwood City, MidPen Housing Corporation, the Raiser Organization, and the residents of Redwood City. After the City assembled several small parcels near the sites targeted for the new City Hall and library, community groups reached consensus in support of the development. City Center combines affordable housing, commercial, educational, and child care uses in an architectural style that complements the new library in an historic building and the new City Hall nearby. A public paseo links the residential, commercial, and civic elements together.

The site was acquired through the Redevelopment Authority, and co-developed by MidPen Housing and the Raiser Organization, with MidPen developing 81 units of family affordable rentals, an underground parking garage for the residential units and a childcare center of approximately 1,450 square feet. The Raiser Organization developed and manages the remaining retail spaces.

At City Center, residents have easy access to educational opportunities through the nearby library and the University of California satellite campus. There is an onsite childcare facility run by Footsteps Child Care which serves approximately 24 children. They currently serve several families living and working at City Center Plaza. Additional onsite programs and services designed to further help residents advance are delivered through MidPen Residents Services Corporation.
Fair Oaks Plaza

high-density infill senior development

- Sunnyvale, 2011
- Affordable Senior Rentals, 124 units
- Total Development Cost: $35,515,375
- Tenant Income Levels: 25%, 30%, 50% AMI
- Density: 130 units/acre
- Unit Mix:
  - 1BR  110
  - 2BR  14
- Funding:
  - Debt: $7,724,600
  - Equity: $16,706,048
  - Public: $10,684,727
- MidPen Team:
  - Jan Lindenthal, VP Real Estate
  - Abigail Goldware, Project Manager
- Public Sector Contact:
  - Suzanne Ise, City of Sunnyvale, Housing Officer, 408-730-7698

The City of Sunnyvale and County of Santa Clara had been trying to develop low income senior housing on the site of a County health clinic at 660 S. Fair Oaks, Sunnyvale for approximately 20 years but had reached an impasse due to the County’s need for replacement parking and the City’s lack of financial subsidy. MidPen resolved the impasse through creative design and entrepreneurial financing – finding a way to build the County a four-level stand-alone replacement parking garage and winning Project Based Section 8 Vouchers and a State infrastructure grant. Fair Oaks Plaza was completed in 2011 and provides 124 senior units, with tenant income levels at 25%, 30%, and 50% Area Median Income.

The result of a visionary partnership between MidPen Housing, Santa Clara County and the City of Sunnyvale, Fair Oaks Plaza is a wonderful example of infill development on a site that was formerly a large parking lot. Fair Oaks Plaza provides a services-enriched community designed to meet the needs of its senior residents in multiple ways. It is conveniently located with a new County Medical Clinic just next door and within a half-mile of the Sunnyvale Senior Center, grocery stores, a pharmacy, a public park, and multiple bus lines which stop directly in front of the community. Additionally, the apartments have been designed to be fully adaptable, allowing the opportunity for seniors to age in place.

The 2,300 square feet of common space provides a wonderful hub for onsite services, social activities, fitness opportunities and other programs. An important element of the on-site services program is to decrease isolation among seniors by offering many social and recreational programs. The partners we work with include Balance Therapy, Compass Chiropractic services, Santa Clara Department of Mental Health, Fair Oaks Federally Qualified Health Center (FQHC), the Veterans Administration, Gardner Mental Health, Momentum for Mental Illness and Catholic Charities.
Alma Point

senior mixed-use development

- Foster City, 2015
- Affordable Senior Rentals, 66 units
- Total Development Cost: $31,091,489
- Tenant Income Levels: 30%, 35%, 50% AMI
- Density: 120 units/acre
- Unit Mix:
  1BR     66
- Commercial space: 10,000 square feet
- Funding:
  - Debt: $4,374,500
  - Equity: $18,206,989
  - Public: $8,510,000
- MidPen Team:
  - Jan Lindenthal, VP Real Estate
  - Nevada Merriman, Director
  - Sarah Brett, Project Manager
- Public Sector Contact:
- Curtis Banks, City of Foster City, Community Development Director, 650-286-3239

Foster Square will be a new, age-qualified, mixed-use community “Town Center” in the heart of Foster City. Highly social, walkable and full of design-forward planning, Foster Square will feature homes and apartments, creative retail, parks, a public plaza, and 32,000 square feet of retail along 15 acres. The town center includes 155 senior assisted-living units; 200 age-restricted for-sale residences, and Alma Point, 66 affordable apartments developed by MidPen Housing. Alma Point includes ground-level commercial and residential community space, which contain offices and meeting rooms, a computer lab, laundry room, and a balance studio. Residents will enjoy a landscaped terrace and other outdoor areas. The 10,000 square feet of ground floor retail was designed with flexibility for a wide-array of potential tenants and will ultimately be 4-5 retail spaces. Blake Hunt Ventures is the retail broker for the entire Foster Square project. The City has envisioned the ground floor commercial use at Foster Square as a critical component of creating a Town Center with a variety of experiences for the senior residents as well as the greater Foster City community.

Apartments will be preferred for local Foster City and San Mateo seniors; two apartments will be reserved for formerly homeless seniors and five apartments will be reserved for frail elderly residents in connection with the Housing Authority and the Health Plan of San Mateo County. Alma Point offers a continuum of care to address the high costs of living and health care for seniors with fixed incomes. Service providers will offer a range of health care services and other supportive programs that residents can access. MidPen Resident Services Corporation will provide additional onsite services – all designed to help the senior residents live healthy, independent lives. Senior services programming utilizes a person-centered approach to care, bringing health care and support closer to residents as no cost to them. Examples of services that will be offered to residents here include: on-site health screens, connecting residents to transportation resources, promoting health through healthy cooking classes, exercise classes, workshops on mental and physical well-being, nutrition, and a host of other topics relevant to seniors. Educational programming promotes enhanced quality of life through field trips to points of interest, skill building through general education classes, community social events, arts and crafts, parlor games, and other coordinated activities that increase vitality and community building.

“This component of the entire project that’s going to be a senior focused community, these 66 units that MidPen is going to build, is very vital to our city. … It is a good public social policy to provide affordable housing units.”

-- Steve Toler, Former Assistant City Manager of Foster City
Station Center

high-density mixed-use urban development

- Union City, 2012
- Affordable Family Rentals, 157 Units
- Total Development Cost: $61,078,527
- Tenant Income Levels: 30%-50% AMI
- Density: 72 units/acre
- Unit Mix:
  - 1 BR 33
  - 2BR 74
  - 3BR 50
- Commercial Space: 8,600 sf
- Commercial Tenants: academic program, neighborhood market, cafe
- Funding:
  - Debt: $8,457,393
  - Equity: $25,294,636
  - Public: $27,326,498
- MidPen Contact:
  - Jan Lindenthal, VP Real Estate
  - Nevada Merriman, Director
  - Polo Munoz, Project Manager
- Public Sector Contact:
  - Mark Evanoff, City of Union City, Interim Deputy City Manager, 510-675-5345

In August 2006, a joint proposal between MidPen and Barry Swenson Builders was selected via RFP by the Redevelopment Agency of the City of Union City (RDA) to develop 3 blocks of a 1,200+ unit Transit Oriented Development project located along the eastern side of the Union City BART station. In the midst of entitling this transformative development, the real estate market collapse of 2008 caused Barry Swenson Builders to abandon the market rate housing and left the City at risk of losing State TOD funding it had acquired for key transit improvements. MidPen stepped up and restructured its affordable housing component of the project to preserve the City’s funding and catalyze a new master development.

MidPen’s Station Center is a 2.18 acre mixed-use, transit oriented development providing 157 family units, with tenant incomes set at 30%-50% Area Median Income. Station Center also includes 8,600 square feet of retail space on the ground level. This retail space is comprised of 4 bays and currently has leased up an academic program, neighborhood market, and a cafe. All bays were available to tenants as a cold shell with a tenant improvement allowance. The academic program and cafe are still under construction. Each retail tenant pays their share of operating costs and Common Area Maintenance charges that are attributable to their space. The collaborative relationship between MidPen and Union City played a pivotal role in the success of the proposed project and resulted in the project winning an international Urban Land Institute (ULI) Global Award for Excellence in 2013.

Sustainability and green design is a top priority with Station Center, which has achieved LEED Platinum Certification; and with stores, restaurants, BART and bus lines in close proximity, residents are able to walk and take public transportation. Station District is a model for urban infill development.
636 El Camino

*high-density mixed-use urban development*

- South San Francisco, 2012
- Affordable Family Rentals, 109 Units
- Total Development Cost: $47,489,776
- Tenant Income Levels: 50% AMI
- Density: 58 units/acre
- Unit Mix:
  - 1BR         24
  - 2BR         45
  - 3BR         34
  - 3BR TH     6
- Commercial Space: 5,735 sf
- Commercial Tenants: florist, cafe
- Funding:
  - Debt: $7,995,511
  - Equity: $24,353,314
  - Public: $15,140,951
- MidPen Contact:
  - Jan Lindenthal, VP Real Estate
  - Abigail Goldware, Project Manager
- Public Sector Contact:
  - Armando Sanchez, City of South San Francisco, Development Consultant, 650-829-6620

A model for infill development, 636 El Camino transforms a former mobile home park into a vibrant, mixed-use, affordable housing community for families. Situated just one block north of South San Francisco High School, the community includes 109 affordable rental apartments, community gardens, children’s outdoor play areas, a fitness center, a computer lab and 5,700 square feet of retail space on the ground level facing El Camino Real. It is the recipient of two awards: Real Estate Deal of the Year in the Affordable Housing Category from the San Francisco Business Times and the Green Building Award from Sustainable San Mateo County.

Located in close proximity to major bus lines, BART, restaurants and shopping, 636 El Camino supports the city’s vision to provide high-density, transit-oriented development along the El Camino corridor. It also furthers the Grand Boulevard Initiative designed to transform El Camino Real into a safe, attractive and welcome place to live, work and play.

To encourage pedestrian activity on the Grand Boulevard, the project includes ground floor retail space which houses two successful existing South San Francisco businesses as tenants, a florist and a café. The retail component of this site was a seamless partnership between the City of South San Francisco and MidPen. MidPen designed the retail space and then master leased the space to the City to lease-up. As part of the design, dedicated retail parking spaces, trash service, and other utilities were provided separate from the residential spaces.

All residents have access to a robust set of onsite services and programs managed by MidPen Services Corporation. Twenty units are set aside for individuals with mental health challenges who receive additional supportive services managed by the County of San Mateo Department of Behavioral Health and Recovery Services.
ATTACHMENTS:

Property Profiles

High Density New Construction Projects
3. PROJECT CONCEPT

A. DEVELOPMENT PROGRAM OVERVIEW

A core MidPen strength is working with local leaders and diverse constituencies to craft financially feasible development proposals that achieve broad public benefit. Critical to that process is the ability to analyze and present a variety of development options. To that end, we present below two development alternatives for the Bradford site. Both options include affordable homes for seniors and a publicly-accessible park but they vary in the use of the ground floor commercial space. For further detail on the non-housing components of our proposal, see Section 4 (“Onsite Community Improvements”).

100% Affordable Senior Housing

MidPen is excited to propose a development program for the Bradford site that will prioritize 100% affordable housing for very-low income seniors. Our proposed development is a 108-unit senior community targeting seniors with incomes under 50% of the Area Median Income including seniors on fixed-income social security. The unit mix consists of 103 one-bedrooms and 5 two-bedrooms, one of which would house an on-site community manager. MidPen provides in-house on-site property management and resident services. Senior housing is a core focus of MidPen’s, representing about 30% of our portfolio at over 2,000 units. We have developed strong senior services programs which are described further in Section 7 of this proposal (“Property Management Experience”).

The need for additional affordable senior housing in Redwood City is clear. Currently, there are only two affordable rental communities for seniors, Casa de Redwood with 134 units and Redwood City Commons with 58 units. Both have waiting lists that are estimated to be longer than 2 years. Meanwhile, per the Housing Element, nearly 40% of the over 5,000 senior households in Redwood City have incomes under $30,000, making market-rate options out of reach.

<table>
<thead>
<tr>
<th>Senior Income</th>
<th>City of Redwood City</th>
<th>San Mateo County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Poverty Level</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Income under $30,000</td>
<td>32%</td>
<td>28%</td>
</tr>
<tr>
<td>$30,000-$49,999</td>
<td>21%</td>
<td>19%</td>
</tr>
<tr>
<td>$50,000-$74,999</td>
<td>20%</td>
<td>16%</td>
</tr>
<tr>
<td>$75,000-$99,999</td>
<td>7%</td>
<td>11%</td>
</tr>
<tr>
<td>$100,000+</td>
<td>20%</td>
<td>26%</td>
</tr>
<tr>
<td>Total Seniors</td>
<td>5,117</td>
<td>55,093</td>
</tr>
</tbody>
</table>
The 2013 report, “Key Housing Trends in San Mateo,” reports that 52 percent of seniors who rent in San Mateo County are economically insecure. According to the County’s “Building for the Boom” report on senior housing, over the next 20 years, San Mateo County’s population of senior citizens will increase by more than 70%. Given that San Mateo County expects to see a dramatic growth in seniors as the baby boomer generation ages, it is imperative to provide affordable senior housing in downtown locations so that more seniors can age in place in the community with easy access to essential services such as medical care, pharmacies and shopping.

The Bradford site is excellent for senior housing. Seniors living here will be able to age in place in the community with easily walkable retail, services and entertainment and strong access to transit. Within under a half mile walk from the site, our senior residents would have access to an amazing array of downtown amenities that will enhance their quality of life. The map below highlights some of these resources.

Community Outreach

Authentic community outreach is foundational to MidPen’s development approach. Every development opportunity requires a thoughtful community outreach strategy that balances the community’s goals with neighborhood compatibility. For the Bradford site, we will conduct broad outreach to key community stakeholders including seniors, childcare professionals, community leaders and neighbors to ensure that our work complements and builds on the community’s long standing vision for the property.
We frequently begin our community outreach process with a Town Hall style meeting. The purpose of these initial outreach meetings is to both introduce our team to the community but also to hear from the attendees about their vision, goals and concerns for the site. Rather than arriving with a proposed plan, we set up stations around the room featuring different members of our team: architect, engineer, traffic consultant, landscape architect, property management, resident services, etc. Neighbors can talk to our experts and we can really focus on their questions and concerns that will then help inform our design approach. We have found this approach to be highly effective in building trust with the community.

We also do targeted outreach where we bring our team to prospective residents to get their direct feedback. For our Sequoia Belle Haven and University Avenue senior projects we made multiple presentations at the local senior centers to solicit input about design and services as well as ensure that local seniors were informed so they could take advantage of the opportunity for affordable housing in their community.

Furthering the Goals of the Housing Element

This project will support many policies of the City’s Housing Element, including:

**Policy H-2.1:** Pursue and maximize the use of State, federal, local, and private funding for the development, preservation, and rehabilitation of housing affordable to very low-, low-, and moderate-income households.

**Policy H-2.2:** Support collaborative partnerships with nonprofit organizations, developers, neighborhoods, and State and federal agencies to develop, rehabilitate, preserve, and retain affordable housing.

**Policy H-3.3:** Encourage and provide opportunities for housing for special needs groups, including large families, single-parent headed households, the elderly, the disabled, and those in need of emergency shelter and supportive and transitional housing.

**Policy H-3.5:** Promote the development of higher-density housing proximate to jobs, shopping, services, schools, transportation, and recreation opportunities.

**Policy H-4.4:** Support community-based organizations in the provision of supportive services and service-enriched housing for persons with special needs, such as seniors, families, disabled persons, homeless persons, and veterans.

**Policy H-5.5:** Encourage housing construction or alteration to meet the needs of residents with special needs such as the elderly and disabled.
B. DESIGN OVERVIEW

Perspective from Bradford Street

Perspective from Redwood Creek Park

This City-owned site is an important asset for downtown Redwood City. We were thoughtful in our approach to achieve the City’s goals for great design and neighborhood compatibility while maximizing the development potential of this unique site to ensure the largest number of seniors could be served and that other key community benefits would be achieved. Our design solution fully embraces the City goals of a high quality architectural solution while providing much needed affordable housing with public benefits.
Furthering the Goals of the Downtown Precise Plan (“DTPP”)

Our design has been shaped and informed by the City’s highly successful Downtown Precise Plan. We are showing a 6 story building that steps down to 3 stories along Redwood Creek. The building and ground floor spaces open to the creek, creating a strong alignment of residential, commercial and public programming.

Redwood Creek has potential to be a tremendous asset not only to this site but for the downtown. Our design treatment takes cues from the DTPP and is described further in Section 4 (“Onsite Community Improvements”).

The Concept Design

While the DTPP allows up to 8 stories on this site, stepping down to 3 stories along Redwood Creek, our proposed building is 6 stories stepping down to 3 stories. The limiting factor driving the density on this site is parking. The current parking plan has a level at grade and a level underground. Although our goal was to maximize the number of affordable units on site, we ultimately concluded that to supporting 2 additional residential floors would require an extra level of underground parking driving up project costs so as to render the project financially infeasible given the high water table noted at the RFP Q&A session.

As a result, our proposal includes 108 affordable senior apartments positioned over a ground floor that includes parking, 8,000 square feet of commercial space that could be on-site daycare or non-profit office space, as well as the rental community lobby, management offices, bike storage and other building support uses.

The main entries to the shared structured parking, and both the residential lobby and commercial space, face onto Bradford Street.

The commercial space with its storefront glazing creates an articulated building edge all along the Redwood Creek with the garage tucked discreetly behind. Thus the visual impact of the garage on the public frontages of Bradford Street and Redwood Creek is minimized to only the vehicular access point. The commercial space angles at Bradford Street to widen the pedestrian plaza experience and make the public walk along the creek more inviting.

Locating the commercial space along the creek reinforces the connection to the public greenway / plaza along the creek and activates this space. The linear shape of the space maximizes the opportunity for eastern light into the uses as well as views to Redwood Creek.
The structured parking provides 31 spaces on the ground floor and an additional 52 spaces in a lower level. While the ground floor is at or near the required 25' setback from the top of the bank line, the lower level garage is set back an additional 25', making it approximately 50' from the top of the bank. We felt this additional setback for the long lower level garage wall provides more protection for the bank stability, particularly during excavation.

The residential units on floors 2 through 6 are arranged in a “C” shape, opening towards Redwood Creek. This shape fosters the greatest visual interaction between the most residents and the Creek, both at the private open recreation area on the podium and at individual units. Residential corridors open at the ends to provide natural light. This is expressed on the exterior of the building as a vertical element.

While the building steps down to three stories along the Redwood Creek frontage as required in the DTPP, over half of that frontage is only a single story along the podium deck. This creates a rhythm to the massing that is very comfortable at a pedestrian scale.

In addition to the outdoor amenities provided for residents on the podium level, a large community space with adjacent restrooms opens onto the podium level outdoor space.

Given the context, the building is designed in a contemporary architectural style, and meets the height and setback requirements of the DTPP. As encouraged in the guidelines, the building is clad in stucco that utilizes contrasting colors to accent the building elements and forms. The building plinth, middle and top are expressed in the long horizontal at the podium and the articulation of the wall plane and use of balconies above. Balconies at floors 3 and 4 have solid rails while balconies at floors 5 and 6 have more transparent rails that create a visual stepping back of the buildings. A strong horizontal element at the building top reflects the horizontal element at the plinth and creates a relationship between the two.

The residential entry wall is recessed over three feet into the building mass, and that wall continues the full height of the building as a vertical mass. The plinth and top band “float” in front of this vertical wall and can hide lights that would light the wall and vertical blade sign. This form, along with a similar vertical form near the north east area, utilizes reglet lines and different color tones to create an abstract mosaic pattern. Additional places for artistic expression occur along a lower wall facing the creek where an artist may create a mural, fencing and screening as noted in the landscape concept and a pilaster monument announcing the public plaza at Bradford Street.
This site provides a rare opportunity for mixed-use residential, commercial and civic programming. We are pleased with our preliminary design concept and look forward to input from the City and community.

Sustainability

MidPen employs a rigorous design and predevelopment process that ensures efficiency of design, cost-effective construction, and aggressive green building standards. Green building is not something we do as a response to a fad but rather is integral to our planning and design approach. All of our buildings are designed to the same high standards for energy efficient, low water usage, indoor air quality, and maximizing solar energy. Our recent Station Center project was LEED Platinum and all of our buildings are designed to meet a minimum of LEED Gold standards. We have a strong track record of sustainability in San Mateo County and have won the Sustainable San Mateo County award three times for City Center, Peninsula Station and 636 El Camino.

The proposed project is committed to follow the best practices in energy-efficiency and green building. The project is an infill development, well-served by transit and services. In addition to this sustainable approach of increasing density in a well-located infill site, green building design and materials will be incorporated into the project. Energy-efficient and water-saving systems, fixtures, and appliances will be included in the building and individual units. Design decisions will be made, such as solar thermal, using low-VOC paints and including drought-resistant plantings, to provide healthy and quality homes for low-income households and promote the long-run sustainability and operational success of the property.

Designing Homes for Seniors

MidPen's long experience developing homes and providing resident services for seniors gives us the capacity to guide good design for our senior residents. While at this early stage of design we are not showing unit plans, MidPen's established design guidelines provide standards for comfortably sized and efficient floor plans. Special considerations are given to senior units, including minimizing the distance between bedrooms and bathrooms (usually by providing direct access from the bedroom to the bathroom), enhanced ADA features, and access to interior storage. In the common spaces, our design guidelines also call for generous community rooms, extra signage and wayfinding considerations for seniors, minimizing trip hazards, as well as other features that enhance quality of life for our residents aging in place. MidPen and Dahlin Architects will work together to ensure the quality design for these homes.
In recent senior developments, we have been designing homes for seniors with direct input from seniors, informing everything from the unit layouts to the outdoor space programming. At Half Moon Village in Half Moon Bay and Kottinger Gardens in Pleasanton, both projects with redevelopment of existing senior housing in addition to adding new units, we met individually with each senior household to understand their needs and get their input on the design of the new community. We had several focus group/resident meetings to get feedback on plans and input.

Residential Community Space

As can be seen in the attached floor plans, we will be providing several community spaces for residents to gather:

- A large community room for resident gatherings
- An outdoor courtyard with seating, planters for gardening, outdoor “dining rooms,” and a barbeque area
- Multipurpose room that can be used for programming such as health screens, balance classes, etc.

All homes will also have private open spaces, with decks or patios off their units.
C. PROJECT SUMMARY

Bradford Program Summary

<table>
<thead>
<tr>
<th>GENERAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>APN: PARCEL 1 052-372-200</td>
</tr>
<tr>
<td>PARCEL 2 052-372-170</td>
</tr>
<tr>
<td>PARCEL 3 052-372-240</td>
</tr>
<tr>
<td>PARCEL 4 052-372-999</td>
</tr>
<tr>
<td>GENERAL BUILDING HEIGHT: 67'</td>
</tr>
<tr>
<td>TALLEST POINT (STAIR TOWER): 74'</td>
</tr>
<tr>
<td>ZONING: CA / DTPP</td>
</tr>
<tr>
<td>ACREAGE: TOTAL 1.42 AC / 61,855 SF</td>
</tr>
<tr>
<td>BUILDABLE 0.7 AC / 30,492 SF</td>
</tr>
<tr>
<td>SETBACK 0.22 AC / 9,583 SF</td>
</tr>
<tr>
<td>CREEK 0.5 AC / 21,780 SF</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GROSS SITE AREAS (SF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUILDING COVERAGE: 26,765</td>
</tr>
<tr>
<td>HARDSCAPE: 10,442</td>
</tr>
<tr>
<td>LANDSCAPE (CREEK INCLUDED): 24,648</td>
</tr>
<tr>
<td>TOTAL: 61,855</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>GROSS BUILDING AREA TOTALS (SF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENTIAL: 67,684</td>
</tr>
<tr>
<td>COMMON / AMENITY: 4,229</td>
</tr>
<tr>
<td>UTILITY: 3,900</td>
</tr>
<tr>
<td>CIRCULATION: 16,302</td>
</tr>
<tr>
<td>PRIVATE OPEN SPACE: 5,443</td>
</tr>
<tr>
<td>COMMERCIAL / RETAIL: 8,068</td>
</tr>
<tr>
<td>PODIUM COURTYARD: 6,504</td>
</tr>
<tr>
<td>PARKING: 35,519</td>
</tr>
<tr>
<td>TOTAL: 147,649</td>
</tr>
</tbody>
</table>

Residential Unit Mix

<table>
<thead>
<tr>
<th>UNIT MIX</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-BD (550 SF): 103</td>
</tr>
<tr>
<td>2-BD (780 SF): 5</td>
</tr>
<tr>
<td>TOTAL: 108</td>
</tr>
</tbody>
</table>

Note: these square footages do not include the private open spaces off the units.

1 of the two-bedroom units will be reserved for an on-site manager. All other units will be restricted to very-low income seniors earning less than 50% of the Area Median Income.
D. PARKING STRATEGY

The project proposes a total of 83 parking spaces broken down as follows:

<table>
<thead>
<tr>
<th>Residential</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Spaces</td>
<td>Units</td>
<td>Ratio/Unit</td>
</tr>
<tr>
<td>58</td>
<td>108</td>
<td>0.54</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commercial</th>
<th>SF</th>
<th>Ratio/1000 SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spaces</td>
<td>24</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Car Share Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Project Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>83</td>
</tr>
</tbody>
</table>

We have included a sample parking management plan which explains our parking policies. We have been very successful in planning for and managing parking to ensure there are no unintended community impacts. We believe that good parking makes good neighbors and understand the importance of upfront planning and long-term management of parking.

We will be providing bike parking to meet the requirements of the DTPP, which is 1 bike space for 5 auto spaces for a total of at least 17.

As described further in Section 4 (“Onsite Community Improvements”), we would like to provide an additional carshare space if provider interest increases in the future.

Our parking management strategy will be implemented to provide orderly access to parking for both our residential and commercial tenants. The parking policy exists so that the total number of vehicles at this site does not exceed the number of available parking spaces. Our property management teams will carefully track all vehicle information for residents and will track any unregistered vehicles according to the policy. Our supply of residential and commercial spaces, ample bike parking, and carshare opportunities all aim to meet the parking needs of our tenants and contribute to good neighbor relations with the community.
E. DEVIATION FROM DOWNTOWN PRECISE PLAN

The only deviation proposed from the Downtown Precise Plan is on the residential parking ratio. Per the DTPP, 1 bedroom dwelling units require 1 space and 2 bedroom dwelling units require 1.5 spaces. Given the high cost of underground parking and the constraints of the site, it is not feasible to meet these parking requirements. In addition, in our experience with our senior properties, a lower parking ratio would be adequate to meet residents' needs.

The attached parking data sheet shows that the ratio of slightly over 0.5 spaces/unit proposed is consistent with our portfolio of 15 senior properties in San Mateo County and Santa Clara County. As can be seen from the attached, the average resident parking ratio is approximately 0.58:1. In 2014, we conducted interviews with property management staff at these properties to determine the adequacy of the parking. In the vast majority of cases, parking was more than adequate, and in some cases the properties were “over-parked” (having more spaces than needed). Our experience is that a resident parking ratio of 0.5:1 is adequate for senior properties when they are well-served by transit and proximate to amenities, like the Bradford site.

ATTACHMENTS:

Site Plan
Floor Plans
Perspective Views
Elevation Sketches
Section Sketches
Landscape Design
MidPen Sample Parking Management Plan
MidPen Parking Survey
4. ONSITE COMMUNITY IMPROVEMENTS

In addition to providing 108 units of affordable senior housing, our proposal incorporates programming that will have wide community benefit through a publicly-accessible park along Redwood Creek, community-oriented commercial space, and on-site car share.

A. PUBLICLY-ACCESSIBLE PARK

As noted in the Downtown Precise Plan, Redwood Creek is an ecological resource of historic importance that has been underutilized. Our proposal would reincorporate the Creek into the fabric of downtown Redwood City. Not only will it be a defining element of the site for the seniors living there but it has enormous potential to become an asset for the larger community. As can be seen in the design images by Gates + Associates, we envision the linear path along the creek with options for movement and repose, with natural elements and historic markers.

The landscape design for Bradford Streetscape and the Creek Trail builds upon the vision identified in the Downtown Precise Plan. Streetscape enhancements on Bradford will initiate the transformation of this street edge to a comfortable pedestrian-friendly environment. Use of consistent palette of trees and ornamental lights will contribute to the incremental unification of the “City Streets” in the downtown.

The development of public open space along the eastern edge of Redwood Creek will be an important contribution to the open space network of the downtown and celebration of this special resource.

Along Bradford an inviting entry to the Creek Trail has been created by angling the line of the ground floor architecture to direct views into the creek area. The special paving along the trail has been extended across the sidewalk and iconic signage elements both on Bradford and Main Streets to identify the trail entry.

A celebration of art, history and the environment are blended to create a special community place in the following manner:

- Tiles highlighting the community’s history will be integrated into the paving
- The railing along the creek edge will incorporate artful references to riparian setting
- A variety of seating options will be provided (possible options include casual stone seat pads, relaxing Adirondack chairs, comfortable benches and tables) to encourage people to linger and socialize
• Sustainability will be seamlessly integrated in the selection for plant materials, creation of habitat, use of recycled products for site features, storm water management and irrigation technology
• Incorporating existing iconic Palms into overall design
• Extending thematic ornamental entry along corridor
• Utilizing triangle space at bend in creek to provide enclosed outdoor play areas for childcare or developed as a demonstration / potential sculptural garden for the community in the non-profit office scenario

B. COMMUNITY-ORIENTED COMMERCIAL SPACE

The RFP suggested that both childcare and non-profit office space are desirable elements for this site based on the need for these uses downtown. We evaluated the potential to include both but based on the capacity of the site and spatial needs of these uses, we are presenting them as two distinct options as only one could be well-accommodated in the available square footage.

Option A: Affordable Senior Housing and Childcare Center
Option B: Affordable Senior Housing and Non-Profit Office Space

The building shell would be the same design with both scenarios. The only material design difference is that with the childcare center option, there would also be the addition of two separate play areas along the creek (one for infant/toddler and one for preschoolers) which would be for the exclusive use of the childcare center during operating hours.

Childcare

As part of the process of preparing this response, we had discussions with Kristen Anderson, Childcare Coordinator for Redwood City, Katha Tama, a childcare design specialist from Spaces for Children, and two childcare providers that operate in the Peninsula to get input on the specific spatial needs of childcare centers, the economics of their business model, their vision for this downtown Redwood City childcare space and their target market.

Based on these discussions, the 8,000 square foot space would work well for a facility that could accommodate programming for infants, toddlers and preschoolers. Both providers expressed interest in evaluating a mixed-income model at this site, with both subsidized and un-subsidized care. While legally, the interior square footage required per child is only 35, what is considered ideal is something in the 100-125 square foot per child range in order to account for
sufficient administrative space. Based on this, the center could serve approximately 60-80 children, roughly one-third infant/toddler and two-thirds preschoolers.

MidPen has successfully partnered with childcare providers on previous projects, including City Center Plaza in Redwood City. In addition to City Center Plaza, we have 6 other properties with on-site childcare in our portfolio. We are experienced in collaborating with childcare providers and are excited about this opportunity to build a model for inter-generational, mutually-beneficial programming.

Please see attached letters of interest from Peninsula Family Services and Footsteps Childcare, two San Mateo County childcare providers who are extremely interested in being a part of this development.

**Non-Profit Office**

In our non-profit office scenario, we have included a letter of interest from HIP Housing, a San Mateo County housing non-profit. They are in need of additional space to accommodate their staff and are seeking permanent office space, ideally in a location that they would own, to both reduce their long term operating costs and ensure their ability to continue serve the community into the future. Their strong interest in being part of the development goes beyond the need for additional office space; the Bradford site presents an opportunity for HIP to be close to the many clients it serves in Redwood City and to other housing partners.

HIP Housing is a non-profit organization established in 1972 that specializes in creative affordable housing solutions throughout San Mateo County. They have been recognized for their innovative programs, including:

**Home Sharing:** Matches home seekers with home providers. There are two types of home sharing, rent exchange and services exchange. HIP has successfully matched over 55,000 people since 1979.

**Self-Sufficiency Program:** Provides housing assistance and support services to low-income parents who are in school to increase their earning power and become financially self-sufficient. Participants receive subsidized rent while they complete an education or job training program and find employment in their field. 70 families are currently working to become self-reliant with HIP’s help.

HIP is interested in being a part of the development for several reasons. First, there is already great synergy between HIP Housing and MidPen Housing. Both
organizations are dedicated to providing quality affordable housing. Both have strong leaders with an engaged Board and solid financial standing. Equally important, both have great reputations and track records for delivering quality affordable housing and programs in the City of Redwood City. While the two organizations have worked collaboratively on a variety of small initiatives, they have been looking for the right opportunity to do something bigger. The Bradford site offers an exciting opportunity for something big.

Secondly, HIP Housing is in desperate need of a new office. They have outgrown their current space and need to relocate all three of their programs (Home Sharing, Self Sufficiency and Affordable Housing Property Development) to a conveniently located facility that is close to other housing resources, transportation and clients. Moving to Redwood City would meet all these priorities. Being in Redwood City would put HIP Housing near other housing resources like Rebuilding Together Peninsula, the County and Legal Aid, all of which are close partners for the agency and provide critical affordable housing services. In addition to these resources, HIP Housing would like to bring Housing Industry Foundation (HIF) in as a tenant in the new office space. HIF is interested in partnering with HIP Housing as a way to secure office space at a reasonable rent with a like-minded, mission driven organization.

Third, and of equal importance, having HIP Housing in Redwood City provides a substantial benefit to those living or working in Redwood City. Currently, HIP Housing provides housing opportunities to 195 low-income people in Redwood City (60 in Home Sharing, 44 in the Self Sufficiency Program and 91 who live in properties owned by HIP Housing in collaboration with the City of Redwood City). HIP Housing works with another 280 people who either live or work in Redwood City by providing housing information, resources and referrals services. In total, approximately 500 low-income people in Redwood City benefit from HIP Housing each year. A move to Redwood City would not only make it easier for current clients to access services, but it could potentially make it easier for more Redwood City residents to use services.

Please see attached letter of interest from HIP Housing for more information on their organization and desire to be a part of the development program.

C. CARSHARE

The RFP identifies carshare as program that would benefit the downtown community. We agree that this is important and good urban transportation policy. We will be making at least one parking space available for carshare.
Please see attached letter from Zipcar indicating their interest in placing 1 car at the development which would be accessible to residents and the larger community. Zipcar is proposing a special membership fee structure with reduced rates in an effort to make carsharing more accessible. We are open to making an additional space available for carshare should a provider be interested in placing 2 cars at the site. Given the residential and commercial activity downtown, we think that demand for carshare will continue to grow and it’s likely that there would be more interest on the part of the providers for an additional space.

**ATTACHMENTS:**

*Letter of Interest – Peninsula Family Services*

*Letter of Interest – Footsteps Childcare*

*Program Description – Footsteps @ City Center Plaza*

*Letter of Interest – HIP Housing*

*Letter of Interest – Housing Industry Foundation (interest in partnering with HIP)*

*Letter of Interest – Zipcar*
5. OFFSITE IMPROVEMENTS

The proposed extent and scope of offsite public improvements is along the streetscape of Bradford Street. In accordance with the Downtown Precise Plan, we are proposing to add street lights and street trees where they are currently lacking. The additional landscape and lighting along Bradford Street is consistent with the DTPP. Along with the proposed new building and park improvements, the Bradford streetscape improvements will add significant vibrancy to this block of downtown. The costs of these improvements on Bradford are estimated at $140,000. Other off-site costs included in our construction budget reflect bringing utilities to the street, currently estimated at $28,000.
6. FINANCIAL CAPACITY

Under separate cover
7. PROPERTY MANAGEMENT EXPERIENCE

A. MIDPEN PROPERTY MANAGEMENT

In the mid-1980’s, MidPen formed an in-house Property Management Company, MidPen Property Management. MidPen Property Management owns and manages nearly 7,000 homes in 90 properties. Our management company includes a well-seasoned team with extensive experience in all aspects critical to property management including compliance, operations, training, facility maintenance, and community relations. We take great pride in keeping our communities safe, beautiful, and well maintained for the long term. MidPen Property Management has an excellent track record reflected in the high occupancy maintained across our portfolio. Over the last 12 months, our occupancy has averaged over 99%.

MidPen Property Management Corporation currently manages nearly 1,400 units at 23 properties across Santa Mateo County. Almost a third of all MidPen’s units serve seniors. Property Management and MidPen Resident Services Staff work side-by-side at our properties to provide comprehensive on-site management and services and have developed a strong rapport and communication systems. MidPen's approach to property management is based on three core values:

- **Being Good Neighbors**: MidPen Management strives to ensure that every community we manage benefits both our residents as well as the surrounding neighborhood. Our staff takes pride in keeping our communities safe, beautiful and well maintained.

- **Enhancing Residents' Lives**: Our staff responds to individual and community needs with a commitment to customer service.

- **Commitment to Sustainable Operations and Maintenance**: This includes retrofits to improve building performance, water conservation and indoor air quality; using drought resistant landscaping and green cleaning products; and training residents on environmentally-friendly practices.

B. MIDPEN RESIDENT SERVICES

MidPen not only successfully builds housing, but also provides ongoing services to a broad spectrum of individuals with varying needs. Through its affiliate sister organization MidPen Resident Services Corporation, MidPen provides comprehensive on-site support services and programs to help residents
advance; all delivered through the organization’s 65 dedicated services staff and a network of over 200 service provider partners. MidPen’s robust sister Resident Services Corporation sets us apart from other affordable housing developers by allowing us to individualize service programs to meet the unique needs of our residents and the communities we build in.

MidPen Resident Services provide on-site services, referrals, social programming and case management to more than 7,000 residents each year. In 2014, MidPen Services provided assistance, support, and resources to more than 1,500 seniors through an established Senior Services Program (SSP). The mission of senior-specific programs is to enable the seniors to successfully age in place by maintaining their independence for as long as possible.

The service coordination and programs we offer at our senior properties are tailored to the specific needs of our senior residents. The Senior Services Program MidPen Services currently offered at its senior properties provides a holistic model of care supporting the residents’ ability to age in place. It does this by incorporating six core elements:

1) **Safety**: Empower residents through personal and in-home safety measures and heighten awareness of risks.
2) **Enhanced Quality of Life**: Provide stimulating and life enriching programs that enable residents to increase their well-being and satisfaction.
3) **Promoting Functional Independence**: Perform routine (voluntary) assessments on residents to understand their baseline and any changes in their daily capacity to perform activities and bring in programs and providers to care for their changing needs.
4) **Health & Wellness**: Increase access to quality care providers, health screens and health promotion activities.
5) **Case Management**: Provide proactive, client-centered care for the resident and avoid potential health crises.
6) **Continuity of Care**: Focus will be placed on researching and collaborating with community partners to conceptualize innovative models of housing with services options for residents and design implementation and evaluation.

The goal of the Senior Services Program is to bring health care and support closer to senior residents who are unable to access them due to various limitations. Examples of some of the services that could be offered to the resident population include:

- On-site health screens and assessments of resident healthcare and entitlement benefits
• Connecting residents with transportation resources to visit their healthcare providers
• Promoting health through healthy cooking classes, exercise, workshops on mental and physical wellbeing, nutrition, and a host of other topics relevant to seniors.
• Staff routinely conducts voluntary activities of daily living assessments to assist seniors with monitoring their independent living ability and to help residents’ access support service options to maintain independence.
• Educational programming that promotes enhanced quality of life through field trips to points of interest, skill building through computer literacy and general education classes, community social events, arts and crafts, parlor games and other coordinated activities that increase vitality and community building.
• Connecting residents with local and county resources for accessing health and wellness benefits.

Part of what makes our programming so strong is the partnerships we've built. Partners such as Walgreens and Balance Therapy services have provided health care services on site such as health screenings, rehabilitation services, and flu shot clinics. We partner with aging and adult services at the County level as well as local Fire and Police departments to increase the awareness of our seniors about home safety. Nursing programs at the various local universities such as Samuel Merritt University have delivered health education, health screenings, fall prevention, functional independence services consistently each year.

Example of Robust and Innovative Senior Programming: Half Moon Village

Half Moon Village, Half Moon Bay
Half Moon Village is part of a visionary plan by a long-standing stakeholder group of public and private partners to create a 10-acre Senior Campus where seniors are able to live, socialize and connect to community resources. MidPen was selected by the Housing Authority of the County of San Mateo through a competitive RFP process in 2010 to redevelop the 60-unit Half Moon Village, built in 1960, and to construct 160 new homes for seniors. Since that time, MidPen has worked closely with the other Senior Campus housing and service providers to implement the County’s vision. One example of this is MidPen’s partnership with the Health Plan of San Mateo County to implement their Duals Demonstration Pilot Program at Half Moon Village. The program will allow the County to use MediCal and MediCare dollars more flexibly to provide supportive services that will enable residents to age-in-place and avoid the costs of a long-term skilled nursing facility.

**Partnership with Health Plan of San Mateo County’s Duals Demonstration Pilot Program**

The Health Plan of San Mateo County (HPSM) has determined that between 10% and 30% of existing Skilled Nursing Facility residents who are dually-eligible...
for Medicare and Medi-Cal could receive a lower level of care. As part of their pilot program, HPSM is attempting to remove the barrier to migration from Skilled Nursing facilities to Independent Living. HPSM reports records of high utilization of Skilled Nursing Facilities due to unstable housing, lack of flexibility within the Medicare/Medi-Cal programs, cost of living, lack of medical support, decreased socialization, and lack of attention to personal care.

Collaborating with the Housing Authority of the County of San Mateo and MidPen Resident Services at Half Moon Village will address these barriers, ensuring residents are able to live in their homes for as long as possible, and avoid unnecessary readmission to skilled nursing facilities.

This partnership creates a preference on the Housing Authority’s waitlist to set-aside several homes at Half Moon Village for applicants who meet the following criteria:

1. Eligible for MediCal long-term care service and support
2. Eligible for In-Home Supportive Services (IHSS)
3. At-risk of entering or currently living in a skilled nursing facility
4. Certification from medical professional who will manage long-term care and direct service coordination

MidPen Resident Services will collaborate with HPSM and HPSM’s third-party service providers to implement the duals demonstration pilot at Half Moon Village. MidPen’s services for the dually-eligible residents will be complimentary to HPSM’s care coordination, and are in place to ensure the residents maintain their housing and successfully live independently at Half Moon Village. This has been a successful partnership thus far and will also be implemented at several upcoming senior developments in San Mateo County.

ATTACHMENTS:

MidPen Property List

MidPen Property Management Background

MidPen Resident Services Background

Senior Services Program
8. ESTIMATED PROJECT MILESTONES

Developer Selection (per RFP timeline)

Developer Selection
Execute Development Agreement

Design, Entitlements

Schematic Design Complete
Submit Development Application
Development Application Approved
Design Development Complete
Building Permit Submittal
Pull Building Permits
Submit County HOME/CDBG Application
Submit City HOME/CDBG Application
Submit County AHF Application
Submit AHSC Application
Submit 4% Tax Credit Application
Receive Tax Credit Award
Close Financing
Start Construction
End Construction (assumes 18 month construction schedule)
100% Occupancy Achieved (assumes a 3-4 month lease up)

While the 3-4-month unit absorption shown above may seem aggressive, it reflects the competitiveness of the rental housing market and the incredible demand for affordable housing. For example, for our recent Delaware Pacific project in San Mateo, we received over 2,000 applications for 60 units priced at 60% AMI and below and were able to be fully leased within 3 months.
MidPen Property Management’s lease up protocol, including marketing, outreach, qualification of applications, and resident selection, is highly developed and effective at reaching 100% occupancy thresholds in an expedited manner.
9. REFERENCES

PUBLIC AGENCY REFERENCES

Curtis Banks, Community Development Director
City of Foster City
610 Foster City Boulevard
Foster City, CA 94404
(650) 286-3239
cbanks@fostercity.org
Recent Entitlements Experience: Foster Square Affordable Housing (mixed-use affordable senior housing)

Sandy Council, Director, Neighborhood Improvement & Housing Division
City of San Mateo
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(650) 522-7223
scouncil@cityofsanmateo.org
Recent Entitlements Experience: Peninsula Station (mixed-use affordable family housing) and Delaware Pacific Projects (affordable family housing)

Suzanne Ise, Housing Officer
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Sunnyvale, CA 94086
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Recent Entitlements Experience: Fair Oaks Plaza (affordable senior housing) and Onizuka Crossing (affordable family housing)

FINANCIAL INSTITUTION/LENDER REFERENCES

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ATTACHMENTS:

Letter from San Mateo County Department of Housing