



COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

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Building and Safety
Environmental Health Services
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www.marincounty.org/cda

April 14, 2020

Board of Supervisors
County of Marin
3501 Civic Center Drive
San Rafael, California 94903

SUBJECT: Developer Partner for the Coast Guard Property located at 100 Commodore Webster Drive in Point Reyes Station

Dear Board Members:

RECOMMENDATION:

1. Select developer for future reuse of the Coast Guard facilities in Point Reyes Station after first reviewing the developer proposals and comments from the Selection Committee.
2. Direct staff to negotiate a Development Agreement with selected developer.

SUMMARY: On November 20, 2019, the County issued a Request for Proposals and Statement of Qualifications (RFP) requesting proposals from nonprofit housing developers for the reuse of the former US Coast Guard facilities in Point Reyes Station. The site currently includes 36 townhomes, a barracks with 24 rooms, a dining hall and kitchen, and several ancillary buildings. By the close of the RFP submission deadline on January 21, 2020, two responses were received: one from EAH Housing, and a second from The Community Land Trust Association of West Marin (CLAM) and Eden Housing.

BACKGROUND:

In 2014, the United States Coast Guard determined their Point Reyes Facility was no longer usable for their needs and deemed it surplus property in 2014. On February 8, 2016, Public Law 114-120 was signed by President Obama which directed the Coast Guard to convey the Property to the County of Marin for affordable housing, or other public benefit purposes, upon conditions of conveyances being met. The County of Marin purchased the Coast Guard Property in December 2019 following comprehensive negotiations with the United States Coast Guard for its acquisition.

DISCUSSION:

The RFP (Attachment 1) specified that the County sought an experienced affordable housing developer or development team to rehabilitate and manage the affordable housing on the property and implement the community's vision and the County's goals and objectives for the site. According to the RFP, a Selection Committee (Committee) was convened to evaluate the proposals and recommend a developer or developers to the Board of Supervisors for your consideration. The Committee included seven members from a variety of backgrounds and expertise, including members with familiarity with the local community (Attachment 2). The Committee was asked to recommend one or more entities for Board of Supervisors review and approval.

The County's primary goal as described in the RFP is the development of a well-designed affordable housing community. Identified objectives for the site are as follows:

- Provide affordable rental housing to households earning at or below 80% of County median income through the rehabilitation of the existing townhouse units and other buildings on the site.
- Consideration of a set-aside to house agricultural workers and their families.
- Integration of environmentally sustainable practices to foster long term sustainability of the development.
- Protection of the water quality in Lagunitas creek and the North Marin Water District's onsite potable water wells.
- Site design that creates a neighborhood and invites the Point Reyes community into the new neighborhood.
- Fulfill the community's objectives for the site, as discussed under "Community's Vision" section of the RFP.

Committee members were asked to review the proposals and score them using evaluation criteria (Attachment 3). After scoring the proposals, the Committee attended a site visit at the property and held interviews with each developer team, which included a half hour presentation and a half hour of questions and answers.

After review of the proposals, consideration of the presentations, follow up questions and answers and in-depth conversations, the Committee's evaluation scores for each proposal were separated by only 2 points out of a scoring scale of over 600 points. CLAM/Eden received the higher score of 607 points and EAH received a slightly lower score of 605 points. Four Committee members recommended the CLAM/Eden proposal, while three recommended the EAH proposal. Because the Committee did not reach a clear consensus, staff recommends your Board give equal consideration of both the EAH and CLAM/Eden proposals (Attachments 4 and 5, respectively).

The Application Scoring Rubric (Attachment 3) is the evaluation criteria established in the RFP and used by the Committee to evaluate the proposals. Staff have provided a summary of the average scores for each proposal and a summary of aspects of the proposals that the Committee members considered as strengths and those areas they considered to be concerns.

Each proposal was strong and credible, however, as detailed in the RFP, the selection of a developer does not necessarily include an acceptance of their project proposal. Rather, the proposals serve as a starting point for developing a specific project that will be designed, negotiated, and evaluated in order to meet the goals of the County and community. The outcome of this process may or may not reflect the entirety of the selected developer's response to the RFP. Once staff and the developer negotiate a Development Agreement for the property, the Agreement will be presented to the Board of Supervisors for approval. The timing of the Development Agreement will to some extent be dependent upon available staff resources during the County's COVID-19 emergency response efforts.

FISCAL/STAFFING IMPACT: The recommended actions do not impact the General Fund net County costs, although each proposal includes different financial assumptions and contributions from the County. Any future County contribution will be

negotiated through the Development Agreement and presented to your Board for consideration.

REVIEWED BY:

- Department of Finance
- County Administrator's Office
- County Counsel
- Human Resources

- N/A
- N/A
- N/A
- N/A

Respectfully Submitted,

 Recoverable Signature

X 

Signed by: lthomas@marincounty.org
Leelee Thomas
Planning Manager


Brian C. Crawford
Director

Attachments:

1. Request for Proposals and Statement of Qualifications
2. Selection Committee Members
3. Application Scoring Rubric

To conserve resources the following materials are provided to your Board electronically only:

4. EAH Proposal
5. CLAM/Eden Housing Proposal

The Board letter and all attachments are available online at:
www.marincounty.org/coastguard

At this time, a full reference copy is not available for public review due to the State of California shelter-in-place order. Please email atanielian@marincounty.org or call (415) 473-3547.

ATTACHMENT 1: Request for Proposals and Statement of Qualifications

REQUEST FOR PROPOSALS AND STATEMENT OF QUALIFICATIONS



Conversion of Existing Housing to Affordable Housing and Implementation of Community Vision and Reuse Plan

at Former Coast Guard Housing Facility at Point Reyes Station, Marin County



INTRODUCTION

The Marin County Community Development Agency is requesting proposals from nonprofit housing developers for the reuse of the former US Coast Guard facilities in Point Reyes Station. The site includes 36 townhomes, a barracks with 24 rooms, a dining hall and kitchen, and several ancillary buildings. The site has been vacant for approximately three years.

The County of Marin will acquire the site from the US Coast Guard. The transaction is anticipated to be completed in 2019.

The County has convened a Community Advisory Working Group of community members and stakeholders to articulate the community's vision for the site, assist the County in developing this Request for Proposals and assuring the community's vision is reflected in this document.

GOALS AND OBJECTIVES

The County's primary goal is the development of a well-designed affordable housing community. Identified objectives for the site are as follows:

1. Provide affordable rental housing to households earning at or below 80% of County median income through the rehabilitation of the existing townhouse units and other buildings on the site.
2. Consideration of a set-aside to house agricultural workers and their families.
3. Integration of environmentally sustainable practices to foster long term sustainability of the development.
4. Protection of the water quality in Lagunitas creek and the North Marin Water District's onsite potable water wells.
5. Site design that creates a neighborhood and invites the Point Reyes community into the new neighborhood.
6. Fulfill the community's objectives for the site, as discussed under "Community's Vision" section of this RFP.

DEVELOPER ROLE AND OVERALL APPROACH

The County seeks an experienced affordable housing developer or development team ("Developer") to rehabilitate and manage the affordable housing and implement the community's vision for this site and the County's goals and objectives.

The County anticipates a phased work plan. The first phase is the rehabilitation and rental of the existing 36 townhouse units and installation of an on-site wastewater treatment facility. This component of the project is a top priority given the intent of the federal legislation authorizing the County to purchase the property and the critical need for affordable housing in West Marin. Other phases are intended to provide the opportunity for the creative reuse of the remaining space within the parcel to meet the County's goals of additional affordable housing and other community serving uses. These phases are expected to be described at a conceptual level of detail to allow for flexibility in future planning and design that builds upon the community vision process conducted to date.

The first phase would be subject to review under the California Environmental Quality Act (CEQA) with acknowledgment of a second phase that is to be determined, along with any broad, conceptual level of analysis that is feasible regarding what is reasonably foreseeable as part of phase 2. The second phase would subsequently be subject to review under CEQA at the time when the second phase project elements and design have been decided on and we have arrived at an accurate, stable and finite project description.

Developers are encouraged to prepare responses based on the County's suggested phasing or to provide alternative development schedules. Responses that do not prioritize the timely rehabilitation and occupancy of the 36 townhouse units will NOT be considered.

The Developer's role will include the following:

- Work in collaboration with the County staff to develop an initial project design and site layout for the rehabilitation of the 36 townhouses in accordance with the County's development requirements and the community participation process.
- Assemble and coordinate the development team members to perform due diligence, site planning, engineering and other professional studies to secure planning entitlements.

- Provide and pay for the design and installation of a wastewater treatment facility to serve the site.
- Secure financing to rehabilitate the existing units into deed restricted affordable housing.
- Develop and implement an affirmative marketing plan that meets the County's goals to affirmatively further fair housing.
- Provide long term management of the affordable housing units in accordance with all regulatory agreements.
- Work in collaboration with County staff and the community to develop, implement, and finance the community's long-term vision for reuse of the remainder of the site.

PROPOSAL REQUIREMENTS AND SELECTION CRITERIA

Project proposals must include specific information regarding the Developer's experience with the acquisition, financing, rehabilitation, and management of affordable rental housing and clearly indicate the roles and responsibilities of each member of the development team.

The proposals must also include the overall development strategy and any proposed phasing for the rehabilitation of the existing housing and for ongoing collaboration with the County and community on implementing the community's objectives for the reuse of the remainder of the site. The proposals should provide a sufficient level of detail and specificity to enable the submittal of planning entitlements for the rehabilitation of the existing 36 townhomes on the property and the installation of an on-site wastewater treatment facility . Other uses described at a conceptual level will be evaluated primarily in the context of factors described in the Community Vision section below and the Developer's qualifications with community-based project development.

Selection of the Developer will be based on the submitting entity's directly relevant experience in the following areas:

- Financing and rehabilitation of existing units for affordable housing
- Financial capacity including leveraging local funding
- Creation of well-designed projects that provide a quality living experience for residents and are an asset to the surrounding neighborhood
- Experience in rural and/or coastal communities
- Experience in military base reuse
- Experience with sustainable construction practices and integrating sustainability measures into new communities
- Successful record of working with community organizations and public agencies to implement community objectives
- Long term management of affordable housing

PROCUREMENT PROCESS AND PROPOSAL DEADLINE

PROPOSAL DEADLINE: January 20, 2020

Proposals are due in the offices of the Community Development Department no later than Monday, January 20, 2020 at 4:00 pm. Proposals should be emailed to:

Leelee Thomas, Planning Manager
Marin County Community Development Agency
lthomas@marincounty.org

Submissions will not be accepted after the date and time stated above.

Incomplete submissions or submissions that do not conform to the requirements specified herein will not be considered.

Community Development Agency staff will hold an optional site visit and pre-proposal meeting Friday, December 6, 2019.

Proposers may submit written questions regarding this RFP. The proposer's questions must be emailed and received Monday, December 16, 2019 no later than 4:00 pm local time. Questions from individuals, organizations or firms that are not proposers will not be addressed as part of this developer selection process.

All Questions shall be submitted via email to the Leelee Thomas, Planning Manager, Marin County Community Development Agency at lthomas@marincounty.org. Phone calls and faxed questions will not be accepted.

An RFP addendum, including answers to all written questions concerning this RFP, will be posted on the County of Marin Contracting Opportunities website Friday, December 20, 2019 no later than 4:00 pm local time. It is the responsibility of all interested proposers to access the website for this information.

County staff anticipates the RFP review process will take approximately two months. A selection committee will recommend one or more entity for Board of Supervisors approval and staff will request the Board's permission to negotiate the appropriate Professional Services Agreement and Development Agreement. There is no appeals process for the selection committee recommendation.

Disclaimer

While the dates and schedule stated in this RFP represent the County's preferred timetable, it shall not be considered binding on the County. The submission of a proposal in response to this RFP shall not be binding upon the County nor construed as a contract with or a commitment by the County. The County will not pay any costs incurred in the preparation of a response to this request. The County reserves the right to make decisions on which proposal it deems in the County's best interest, including rejecting all proposals or cancelling the RFP process at any time prior to entering into a Professional Services Agreement and/or a Development Agreement. The submitted responses, and any information made part of the responses, will not be returned.

Proposals will not be publicly opened or read. Once a contract is awarded, all submitted proposals shall be public records subject to public disclosure pursuant to the provisions of the Public Records Act (Government Code Section 6250 et seq.).

County contract requirements

A. Summary of Contract Terms, Conditions and Requirements

The following is a summary and not to be relied upon as recitation of the precise terms of the County's Professional Services Agreement. To the extent there is any inconsistency or uncertainty, the terms of the Professional Services Agreement will prevail.

The successful Contractor shall be required to comply with the County of Marin's Professional Services Agreement and all applicable State and Federal Codes.

The County's Professional Services Agreement, contains specific provisions including, but not limited to, nondiscrimination in hiring and in the provision of services, record keeping, payments, limitations and obligations, conflict of interest, indemnification and insurance, and assignment. By submitting a Proposal, the applicant agrees to be bound by all terms and conditions of the County's Standard Professional Services Agreement.

B. Insurance

The County requires that all contractors carry \$1,000,000 in liability insurance (\$2,000,000 aggregate). The County must be named as additional insured and specific language must be included on the signed endorsement to the policy. The County also requires proof of motor vehicle and Worker's Compensation insurance. All of the above policies shall be payable on a per occurrence basis.

In addition, the successful Contractor may be required to carry errors & omissions, professional liability or malpractice insurance.

BACKGROUND

The US Coast Guard ("USCG") has entered into an Offer to Purchase and Contract of Sale with the County for real property located on Commodore Webster Drive in Point Reyes Station, West Marin. The site was previously used for housing and support services for USCG personnel. The County has entered into an agreement for purchase the property from the USCG pursuant to federal legislation (HR 1987RFS Section 501).

The County plans to partner with a nonprofit housing developer to rehabilitate and preserve the existing housing units as deed-restricted, affordable rental housing and implement the community's vision for the remainder of the site.

COMMUNITY'S VISION

Marin County Community Development Agency staff appointed a Working Group of community members and stakeholders to articulate the community's vision for the site. The Marin County Community Development staff held community meetings on the reuse of the site on April 18, April 30, and July 12, 2018. See Attachment D for a summary of comments from the community meetings.

An approved reuse plan for the site has not been generated. The following concepts, summarized from the community outreach meetings and the community plan, are part of the community's aspirations for the site.

- Housing that allows people to live affordably including, but not limited to; those that work in West Marin, persons that have been displaced from their current housing and households that choose to live in West Marin.
- The site is designed to be welcoming, inclusive and no longer separated from the town.
- The site design and landscape features contribute to a vital neighborhood that is integrated with the Point Reyes community.
- The site includes amenities that could serve both residents and the community; such as play areas, childcare facilities, community kitchen, and tennis courts.
- The site embodies environmentally sustainable practices and systems; such as the installation of alternative energy sources, solar panels, water harvesting systems, low water use fixtures, locally native plants, drought and fire-resistant landscaping, fruit trees, and community gardens.
- The space within the existing developed footprint on the site is re-purposed for such uses as:
 - Affordable housing such as housing for families, smaller households, housing for seniors, and housing that provides for a multi-generational community;
 - Workspaces and design spaces for residents and the community;
 - Space for community serving organizations.

PROJECT DESCRIPTION

Site Description

The property is located in the unincorporated area of Marin County in the community of Point Reyes Station. The property consists of two parcels totaling 32.57 acres. The property is adjacent to the housing development on Giacomini Road and contains 36 townhouse units, a former barracks building with 24 rooms and other ancillary buildings.

The 36 townhouse units consist of two-story townhouse units in 10 buildings. The units were built in 1974 and renovated in 2010-2014. Each of the ten buildings contains three to four units of two, three and four bedrooms with one, one and a half and two bathrooms. The buildings are of wood frame construction with a combination of stucco and vinyl siding.

Each unit contains a propane wall heater and a propane hot water heater. Each unit is separately metered and protected by a breaker box. Each unit is wired for smoke detectors. The

townhouse units do not have fire sprinklers. There are no elevators at the site or in the buildings. For more information, please see Attachment C (d)-Physical Needs Assessment.

The site also contains a 9,652 square foot barracks building with twenty-four single rooms with communal bathrooms, a 2,226 square foot mess hall-galley, a 1,000 square foot building with a gym, training room and workshops (collectively the "Existing Development Footprint").

There are additional small buildings, storage sheds, and gazebos on the property. Outdoor recreational facilities include a swimming pool, tennis and basketball courts and play areas with some playground equipment.

The electricity to the site is provided through Pacific Gas and Electric. There are five propane tanks on site. There is no natural gas service on site or throughout West Marin. Potable water is provided by the North Marin Water District ("NMWD"). NMWD obtains its water supply for the West Marin service area from two wells located on the USCG property.

There is no main sewer service available in the area and the site contains facilities for limited onsite sewage collection and storage only. During the time the property was used by the Coast Guard, there was daily collection and hauling of the waste water to an offsite facility.

Site Control/Property Disposition

The County is purchasing the property and plans to enter into a partnership with a nonprofit housing developer ("Developer"). The Developer will rehabilitate the existing townhouses for affordable housing and reuse the remaining development footprint to incorporate additional affordable housing and other amenities in accordance with the community's aspirations. It is anticipated that the Developer would use a combination of local funds, tax credits and other funds for the rehabilitation of the property and the housing units.

The County has completed a fair market appraisal of the property (David Tattersall, 2017), a physical needs analysis (EMG, 2018), and an onsite waste water feasibility evaluation (Questa Engineering, December 2016). The US General Services Agency has completed an Environmental Compliance Due Diligence Activities Report (Tetra Tech, March 2016). These documents may be provided to the successful proposer prior to completion of the Development Agreement.

Entitlements

The property is located within the boundaries of the Marin County Local Coastal Plan (LCP). The total acreage is 32.57 acres. The largest parcel is zoned as Coastal Open Space (OA). The remaining parcel is zoned as Rural-Residential Coastal Zone. County staff anticipates that the property will require an amendment to the LCP, a Coastal Development Permit, and environmental review consistent with CEQA.

It is anticipated that County staff will sponsor the LCP amendment. Specific assignments and responsibility for the entitlement process will be part of the Development Agreement.

The rehabilitation and reuse of the property will also be subject to the County's building codes, including the green building standards and the Marin County Storm Water Pollution Prevention

Program (MCSTOPPP) regulations. The Developer will be responsible for the design and installation of a waste water treatment facility, consistent with County environmental standards.

Sustainability

There is a strong community interest and expertise in sustainability practices including alternative energy sources, innovative water catchment and reuse strategies, permaculture, and edible landscaping

Developers are encouraged to maximize environmentally sustainable practices during the development planning. These practices could encompass building design, mechanical design, material selection, and integrated renewable energy generation systems. Grants, financing and technical assistance may be available through Marin County's Energy Watch Partnership, Marin Clean Energy and Pacific Gas and Electric Company for insulation, window replacement, conversion from gas to electric, energy efficient appliances, electrical panel replacement and other energy saving upgrades to the existing housing. Wherever feasible, Developers are encouraged to incorporate renewable energy, electric vehicle charging stations and design that supports multi modal transportation into the site design.

SUBMITTAL REQUIREMENTS

Developer Experience

Describe the Developers' overall experience.

Describe three most relevant projects including the following description for each:

- Project description including location, number of units, construction dates.
- Brief description of construction costs and financing sources.
- Description of the development team.
- Local governmental reference (Name, organization, phone number and email address).
- Project photographs.

Proposed Scope of Work and Project Concept

Proposers should thoroughly describe their concept for the project. The description should include the following:

- Proposed scope of work.
- Proposed timeline or phasing.
- For joint management structures, a description of the roles and responsibilities of each organization.
- Identification of the roles of each member of the Development team.
- A plan for the rehabilitation and occupancy of the housing units including the number of units and rent levels. This plan should also describe how the accessibility (ADA) standards will be met.
- Description of the remaining land and/or structures within the existing development footprint.
- Community benefits.

Proposers may, but are not required to, include a sketch of proposed site plan and graphic representations of the proposed design features.

Outreach, Affirmative Marketing and Community Engagement

Describe the proposed community engagement plan and the developers experience in implementing community engagement plans. The plan should describe the proposed activities during the planning process, construction process and the initial leasing period.

Please include specific information on outreach activities to identify and qualify potential residents during the initial leasing period including an outline of an effective affirmative marketing plan.

Financial Capacity and Pro Forma

Describe how the Developer would propose to finance the development including the assumed sources and uses during each phase:

- a) pre-development
- b) rehabilitation of the existing housing units

c) lease up of the existing housing units

d) construction and lease up of the remaining phases: additional housing and/or non-housing uses

Submittal should also include a minimum 10-year cash flow analysis. The cash flow analysis should reflect the proposed phasing of the development.

Long Term Management Plan

Description of the long-term management plan. For joint management structures, include a description of the roles and responsibilities of each organization.

DELIVERY OF RESPONSES TO REQUEST FOR PROPOSALS

Proposals should be submitted by email. Please submit proposals by **January 20, 2020 at 4:00 PM** to:

Leelee Thomas
Planning Manager
Marin County Community Development Agency
3501 Civic Center Drive, Room 308, San Rafael Ca 94903
lthomas@marincounty.org

SUBMISSION CHECKLIST and PROPOSAL CONTENT

All proposals shall include the following information. The submission shall be as concise and relevant to the proposed scope of services.

- A cover page that includes the following information:
 - Developers name and mailing address.
 - Developer's legal status and Federal ID and State ID numbers.
 - Names of other participating firms or partners.
 - Name, mailing address, email address, telephone number of the primary contact person or the lead consultant.
 - Signature of authorized corporate officer for each proposing firm.

- Qualifications and Experience as detailed in the above section including an identification of the entities that will be involved in the development and the roles of each firm. This should include company profile for each firm and identification of the Lead Consultant.
 - A brief description of each firm.
 - Information on all staff that will be working on the project including experience with similar projects.
 - List of similar work including client, property location, and number of units, type of financing (Federal, State, and Local).

- Description of the proposed development as detailed in the Project Concept section.

- Proposed scope of work including community outreach plan.

- Description of the outreach and community engagement plan as described above.

- Financial capacity and pro-forma of the project as described above.

- A preliminary capital pro forma showing the sources and uses of funds to implement the proposed development.

- Operating pro-forma of at least 10 years for the management of the rental units.

- Preliminary development budget and financing plan including sources and uses.
- Project Timeline.
- Long term management plan.
- Any other information that would help County staff and the selection committee understand and evaluate the development proposal.
- Certificate stating that the all members of the Development team are in good standing with the Federal and State governments, are not on the Federal disbarment list and have not been disqualified for applying for low income housing tax credits by the State of California.
- Resolution or some other form of authority, signed by a Chief Executive Officer, Corporate Secretary, or managing partners, which lists the specific Officers who are authorized to execute agreements on behalf of the firm.
- Minimum of three (3) client references. References shall be nonprofit housing corporations, California cities or other large public-sector entities. Provide the designated person's name, title, organization, physical and email address, telephone number, and the project(s) that were completed under that client's direction.

Developers responding to this RFP are not required to provide a good faith deposit with their proposals. However, the entity that is ultimately selected may be required to make a financial deposit as outlined in the Development Agreement with the County.

PROPOSAL EVALUATION AND SELECTION

The Marin County Board of Supervisors has the ultimate responsibility for the selection of the Developer with the assistance of a selection committee including representatives of the Community Advisory Working Group and other consultants as needed.

In the selection process, emphasis will be placed on understanding the County and community goals for the project, directly relevant qualifications, and the financial capacity of the developer. Please see Attachment A for the selection criteria.

Proposed Schedule

Project Team will make every effort to adhere to the following anticipated schedule; however, this calendar is subject to change. Questions or clarifications should be emailed to Leelee Thomas, Planning Manager at lthomas@marincounty.org.

#	EVENT	DATE
1.	RFP Issued	November 20, 2019
2.	Site Visit Meet at Main Gate 100 Commodore Webster Drive, Point Reyes Station, CA 94956 (pre- registration with County staff is required for the site visit)	December 6, 2019
3.	Proposer deadline to submit written questions	Monday, December 16, 2019 @ 4:00 PM, PST
4.	Final addendum/ Response to proposer's written questions	Friday, December 20, 2019 @ 4:00 PM, PST
5.	Submission of Proposals	Monday, January 20, 2020 @ 4:00 PM, PST
6.	Evaluation of Proposals(s)	January – February 2020
7.	Finalist Interviews	February 2020
8.	Agreement Awarded	March 2020
9.	Commence project	April 2020

ATTACHMENTS

- A. Evaluation Criteria
- B. Template of County Contract
- C. Property Information Package
 - 1) Copies of Photographs of Site
 - 2) Listing of Current Structures on the Site
 - 3) Physical Needs Assessment
- D. Summary of Community Meeting Held on April 30, 2018
- E. Point Reyes Community Plan (2001)

ATTACHMENT 2: Selection Committee Members

Coast Guard Selection Committee

The Coast Guard Selection Committee consisted of the following:

Name	Organization
Erin Carson	San Francisco Mayor's Office of Housing and Community Development
Ethan Guy	City of San Rafael, Community Development Department
Stephanie Lovette	Marin Housing Authority
Eric Lueder	County of Marin, Chief Real Property Agent
Maria Niggle	Marin Promise Partnership Coast Guard Community Advisory Working Group
Socorro Romo	West Marin Community Services Coast Guard Community Advisory Working Group
David Speer	County of Marin, Facilities Planning and Development Manager

ATTACHMENT 3: Application Scoring Rubric

Evaluation Criteria Sheet, Average Scores, and Key Committee Comments

Evaluation criteria	EAH	CLAM/Eden
1. Experience with financing and rehabilitating existing units for affordable housing (20 points)	20 Very experienced with all aspects of rehab	19 Very experienced with all aspects of rehab
2. Demonstrated financial capacity of the developer (15 points)	14 Strong on financial capacity; construction costs and detailed plans and budgets included	13 Eden is strong on financial capacity, concern that proposed co-ownership model poses increased risk
3. Local subsidy required to insure project viability, including proposed local subsidy per affordable unit (15 points)	13	12 Less County funds requested. Requesting 3 million from Marin Community Foundation
4. Evidence of prior successful experience in managing affordable housing developments (10 points)	10 Strong on physical maintenance of developments. Concern with lack of examples of successful on-going engagement with residents based on local examples.	10 Eden has prior successful experience in all aspects of managing. CLAM has strong resident engagement based on demonstrated success with specific local examples and room to grow in maintenance of existing homes.
5. Creative approaches to the proposed reuse of the site including the number and types of affordable housing units, incorporation of onsite community improvements to achieve a well-designed infill neighborhood (5 points)	4 Cost effective and creative approach to septic system by using part of the existing system on their neighboring affordable housing property	5 Approach starts from a place of responding to the needs identified by the community. Eden would provide capacity building for CLAM
6. Successful community building and engagement within the development	3	5

and the surrounding community (5 points)	Lack of specific examples of demonstrated success	Very robust community building through CLAM's community involvement and focus on other uses on the site
7. Inclusion of housing for agricultural workers (5 points)	3 Proposal included 10% of units for agricultural workers	5 Proposal included 20% of units for agricultural workers and financing sources allowed housing for undocumented workers
8. Inclusion of housing for extremely low income households (5 points)	4	5
9. Demonstration of successfully utilizing best practices to create environmentally sustainable communities (5 points)	5 Strong on design and sustainability features	3
10. Evidence of experience in rural coastal communities including experience with the regulatory approval process required in coastal zones (5 points)	4 Experience with regulatory approval process of projects in the coastal zone	3 Experience is with local projects on a smaller scale
11. Successful record of working with public agencies (5 points)	5	5
12. Other factors as appropriate (5 points)	3 Quickest path to completing redevelopment and providing affordable housing based on reuse of neighboring septic and creative a cohesive neighborhood with existing affordable property	2 Potential for homeownership/asset building opportunities
AVERAGE SCORE TOTAL	88	87
TOTAL	605	607