

Attachment 10 – Marin County Development Team’s Experience to Acquire and/or Rehabilitate and Operate the Project

The development team has extensive experience in acquiring, rehabilitating, and operating affordable housing projects, including many that serve people experiencing homelessness, that makes the participating organizations well-suited to acquiring the property, undertaking the necessary rehabilitation, and operating the project during its initial interim housing phase and after its development as permanent supportive housing.

As the applicant, Marin County’s Community Development Agency (CDA) has the necessary experience purchasing, regulating affordability and underwriting affordable housing developments to lead this project. CDA is partnering with the County’s Health and Human Services (HHS) department is the subject area experts on homelessness in the County as they oversee the Continuum of Care and all homeless services. HHS will provide guidance on interim housing and permanent supportive housing best practices. The County’s Department of Public Works Real Estate has experience with and will be handling negotiations with the property owners and all aspects of property acquisition.

Marin County has experience funding and purchasing affordable housing and partnering with local non profits to own and operate it. In 2017, the County purchased a mobile home park and partnered with a small local affordable housing provider to preserve it as permanently affordable homes. In 2019, the County purchased the decommissioned Coast Guard Housing facility in Point Reyes Station to be used as affordable housing. Eden Housing and a small local land trust were chosen as the developers of the site.

Marin County will partner with Eden Housing again on this project. Eden has purchased, acquired or assumed ownership of more than 5,000 rental homes across 75 properties. In many cases, Eden has bought these properties on the market, often working to recapitalize, reposition, and substantially renovate these communities after purchase. In addition to this more traditional acquisition work, Eden has been approached several times to partner with owners of single assets, much as in the case of the Coast Guard site. This portfolio-scale work has necessitated that Eden refines its acquisition systems and procedures to ensure smooth transitions both for the entities that it is working with and for the communities. Eden has become an industry “goto” in these portfolio transitions, speaking not only to their capacity and skills, but also their success in previous acquisitions.

Eden has a dedicated internal team of 430 employees, including a real estate development team of 2, and a large extended team of consulting professionals focused on completing major renovations. It completed a \$24 million preservation renovation of its very first multi-family housing development, Josephine Lum Lodge, 34 years after its original construction. Eden has recapitalized and substantially renovated 21 of its developments, representing more than 2,000 apartment homes, within the past five years and currently has another 10 portfolio properties in the immediate pipeline. This level of attention to its portfolio is the fulfillment of Eden Housing’s promise to be a good long-term steward of its

affordable housing resources and demonstrates its commitment to serving its communities for years to come.

The County will also partner with Homeward Bound of Marin, the largest provider of interim housing and homeless permanent housing in the county. Homeward Bound's five-person management team brings more than 80 years of relevant experience and proven track record of collaboration and success. Deputy Executive Director Paul Fordham served as lead project manager for the agency's King Street Senior Housing, Oma Village, and Next Key Center developments, interfacing with all key players, including Novato planning officials. Executive Director Mary Kay Sweeney provides leadership, vision, design guidance, and public engagement and communications.

A key reason for Homeward Bound's success with development projects has been the sustained and consistent leadership of a highly committed and engaged Board of Directors, composed of 15 men and women, including persons with lived experience, encompassing varied passions, perspectives, and skill.

With experience serving persons of the target population for over 45 years, Homeward Bound has earned a reputation for excellence in assisting people experiencing homelessness and envisioning, creating, developing, funding, implementing, operating, and continually evaluating and improving a broad range of innovative shelter, supportive housing, and service programs. This currently includes 5 emergency shelter programs totaling 160 beds; 10 permanent supportive housing programs totaling 305 beds; 3 transitional housing programs totaling 54 beds; a culinary job-training program; and social enterprises.