

Attachment 12 – Marin County Development, ownership, or operation of a project similar in scope and size to the proposed Project

Eden Housing

A. Overview

Eden Housing is one of the oldest and most experienced affordable housing nonprofit organizations in California. Since our inception in 1968, Eden has developed, acquired, or rehabilitated more than 10,000 affordable rental homes and currently provides a place to live to more than 22,000 lower-income residents. Eden works in 15 counties, including Marin and Sonoma, where we own and operate nearly 900 rental homes in 9 properties. As a mission-driven nonprofit, we serve low- and moderate-income families, seniors, and people living with disabilities. Incomes of our residents typically range from 20% to 60% of the area median income.

Development Capacity & Acquisition Expertise

Eden has purchased, acquired or assumed ownership of more than 5,000 existing apartments across 75 properties. In many cases, we have 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 these proposed HomeKey properties. This portfolio-scale work has necessitated that we refine our acquisition systems and procedures to ensure smooth transitions both for the entities that we are working with and for the communities. We have become an industry “go-to” in these portfolio transitions – speaking not only to our capacity and skills, but also our success in previous acquisitions.

Eden has a dedicated internal team of 430 employees, including a real estate development team of 28, and a large extended team of consulting professionals focused on completing major renovations. We completed a \$24 million preservation renovation of our very first multi-family housing development, Josephine Lum Lodge, 34 years after its original construction. We have recapitalized and substantially renovated 21 of our developments, representing more than 2,000 apartment homes, within the past five years and currently have another 10 portfolio properties in the immediate pipeline. This level of attention to our portfolio is the fulfillment of Eden Housing’s promise to be a good long-term steward of our affordable housing resources and demonstrates our commitment to serving our communities for years to come.

An Integrated Mission-Based Affordable Housing Nonprofit

Eden not only takes care of building and owning housing, we also focus on our residents. Under the Eden Housing umbrella, Eden Housing Management, Inc. (EHMI) provides quality onsite management and maintenance of our affordable homes, and Eden Housing Resident Services, Inc. (EHRSI) offers free onsite

support services and programs to help ensure our residents succeed. EHMI and EHRSI often receive commendations from our partners who know and see firsthand the work we do – including city staff, neighbors, police departments, and financial investors.

Together, the integrated company brings a combined package of experience and expertise that covers the spectrum of activities involved in developing, owning, managing, and servicing a high-quality housing development. This combined effort assures that the quality design and construction of the project is preserved through careful long-term maintenance of the property and ongoing care and service to residents.

Throughout Eden's 51-year history, we have been actively adapting to and influencing the affordable housing industry in California. We strive to shape housing policy every year and innovate new financing structures with every project to ensure the long-term success of our properties, and in turn, our residents. Eden Housing was the first developer in California to receive tax credits – for our 54-apartment Cypress Glen affordable family housing development – which we successfully re-syndicated and rehabilitated in 2016 as part of a scattered-site execution – and we have been continually successful at acquiring 9% and 4% tax credit allocations for our projects.

Eden is highly experienced in obtaining affordable housing financing through a variety of sources, including Federal, State, local housing authorities, county, and city resources. We recognize that our success rests largely on our partnerships with local governments and community organizations – from early local project approvals to long-term resident services – and seek to continually strengthen these relationships. Eden is consistently named one of the Top 50 affordable housing companies in the nation by Affordable Housing Finance Magazine, the leading national publication that ranks and reviews affordable housing.

B. Portfolio and Pipeline Summary

Eden Housing, by the numbers:

- Eden Housing currently owns or manages 11,437 units across 165 properties
- Eden's construction and pre-development pipeline is over 2,300 units
- Property sizes range from 10 units to 312 units
- Eden Housing Management manages 9,787 units across 144 properties
- Eden owns and manages properties in 50 cities across 15 counties: Alameda, Contra Costa, Los Angeles, Marin, Monterey, Orange, San Benito, San Diego, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, and Yolo.

C. Experience with Similar Affordable Multi-Family Development

Eden has a strong track record in higher-density, infill development. The following are a few selected, recent examples of these kinds of developments.

- **Valor Crossing, Dublin.** 66 units with a veteran's preference and 25 permanent supportive housing units set-aside for chronically homeless and/or at-risk households. This property includes partnerships with the local VA to provide on-going services and

case management for these 25 permanent supportive units, along with additional wrap-around services provided by third party service provider Abode Services.

- **Monterey Villa and Ford Road Plaza, San Jose.** 75 for families along with 20 permanent supportive housing units for individuals with special needs. Eden partners with Housing Choices Coalition for on-site services.

- **Alta Mira, Hayward.** 151 family and senior units at the South Hayward BART station. The property serves both families and seniors earning between 25% and 50%AMI, as well as a set-aside for formerly homeless/at-risk of homelessness under the MHSA program.

D. Experience with Supportive Housing

One of the core populations that Eden Housing serves is low-income special needs and disabled persons. Eden has extensive experience in the development of housing for formerly homeless, developmentally disabled, mentally ill and physically disabled adults funded through programs such as the HUD's 811 and McKinney programs and the MHSA program in California. Eden understands the critical relationship between supportive services and property management to help residents from these target populations stabilize and thrive in an independent living situation. For every permanent supportive housing project, Eden collaborates with outside service providers to make sure that each individual resident is provided with the services they require to live independently.

Eden has a long history of developing both the physical buildings that help people live independently and robust service plans to help ensure that residents can thrive in their new homes. Some of our recent developments highlighted above include these kinds of permanent supportive units and the following provides more information on our experience with this housing.

For example, Eden has collaborated with Community Resources for Independent Living (CRIL) on three Alameda County developments totaling 71 units that serve the physically disabled: E.C. Magnolia Court, Olive Tree Plaza and Redwood Lodge. Developed in partnership with Bay Area Community Services, Eden has also completed Pacific Grove Apartments, which provides 20 units of housing for mentally disabled adults in Fremont.

Eden currently manages two properties in Gilroy that house formerly homeless families and individuals. **We are a part of the Santa Clara HUD Continuum of Care and currently receive tenant referrals through the coordinated entry system for these developments.** At Sobrato Transitional Apartments, a 60-unit housing development for formerly homeless families, EHRSI directly provides case management in varying levels of intensity for each household. Case management and supportive services are tailored to each household, with some households meeting as often as daily with resident services staff. EHRSI also provides general youth and adult services at the property, including information and referral for jobs/employment, economic access and financial literacy, community involvement, health & wellness, and safety. Eden is currently working with the Santa Clara County Office of Supportive Housing to provide permanent supportive housing and additional services at the site.

Gilroy Sobrato Studios is a 26-unit permanent supportive services development for the chronically homeless that employs “Housing First” concepts including comprehensive case management and property management practices designed to help tenants retain permanent housing. EHRSI has partnered with Community Solutions to provide comprehensive services on site and additionally brings other service providers to the property to meet with residents. Dedicated spaces for service providers are regularly used by organizations such as the VA, Social Security Administration, County Social Services, and Valley Medical Center, the County’s publicly-owned hospital, which has the opportunity to use a dedicated room on-site for medical exams and minor procedures.

Overall, EHMI manages **19 rental projects, totaling over 450 units, with units that specifically target a range of special needs populations.** These units range from buildings that exclusively serve a special needs population, such as The Riverhouse, a SRO serving formerly homeless people in Martinez. As well, Eden has also been successful in securing MHSa capital and operating subsidy funding for a number of projects across the Bay Area – allowing us to integrate formerly homeless or residents with mental health concerns into larger developments. Completed projects with MHSa units include Cranes Landing in Lodi, Cottonwood Place in Fremont, the Fireside in Mill Valley, and Ford Road Family in San Jose.

Homeward Bound of Marin

Capital Development & Operation

Over the years, Homeward Bound has successfully completed and operated several major developments comparable to the proposed project. In 2018 the agency opened King Street Senior Housing in Larkspur. The project took less than a year to realize and cost \$1.3 million in renovations, transforming a vacant former convent into a welcoming and permanent group home for 12 seniors exiting homelessness. In 2016, Homeward Bound celebrated the opening of Oma Village. With \$6.6 million in total construction costs and taking several years to complete, Oma Village is now a thriving home for 14 families. In 2008, the organization opened the doors to the New Beginnings Center, which cost \$9.3 million for construction and related costs, and is now home to 25 adults and 4 small families in studio apartments, a 6-bed medical respite program, the Fresh Starts Culinary Academy/Key Room job training and events center, and Homeward Bound’s agency headquarters.

Shelter Program Operation

Homeward Bound is the primary provider of emergency shelter and interim housing for people facing a crisis of homelessness in Marin.

They provide an array of supportive services to help people achieve self-sufficiency and advance on their journeys out of homelessness, including public benefits access, healthcare linkages, case management, housing navigation services, financial literacy education, nutrition assistance, and transit vouchers.

Homeward Bound has also recently operated the Severe Weather Emergency Shelter for homeless adults in Marin County and is currently also operating a 60-bed COVID-19-response motel for homeless adults.