

Attachment 7 - Marin County Applicant Experience Acquiring and Managing Affordable Housing

Marin County has experience funding and purchasing affordable housing and partnering with local non profits to own and operate it. 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. 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.

The County team on this project includes staff from several departments and community partnerships with a variety of expertise, including (1) the Community Development Agency, who have experience purchasing, regulating affordability and underwriting affordable housing developments; (2) Health and Human Services who are the subject area experts on homelessness in the County as they oversee the Continuum of Care and all homeless services; (3) Department of Public Works Real Estate, who is handling negotiations with the property owners and all aspects of property acquisition; (4) Opening Doors Marin, which is a countywide public-private partnership of elected officials, government officials, philanthropy, homeless service providers, the faith-based community, and the business community working to create more permanent supportive housing opportunities; (5) Eden Housing, an affordable housing developer with several successful projects in Marin; and (6) Homeward Bound of Marin, Marin's largest interim housing and homeless permanent housing provider.

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.

Homeward Bound of Marin'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 development of the agency's affordable housing projects for people experiencing homelessness: King Street Senior Housing, Oma Village, and Next Key Center, 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.