



2018-19

**HOME Investment
Partnerships Program
Funding Applications**



2018/19 COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME PROGRAM APPLICATION FOR FUNDING

1. Indicate type of project. You may apply under multiple categories.

CDBG Public Services		HOME Housing Construction/Acquisition	
CDBG Housing Construction/Acquisition		HOME Housing Rehabilitation	X
CDBG Rehabilitation: residential/commercial		HOME Rental Assistance	
CDBG Public Facilities/Improvements			

2. Indicate what geographic area your project will serve or where it will be located. For Public Services and non-housing projects, which planning area(s) will the project serve? Please indicate approximate % of services provided in each area. For Housing projects, please indicate where your project is located.

Planning Areas	Novato	San Rafael	Countywide
			127 King St., Larkspur, CA 94939

3. What prior years have you been funded by CDBG/HOME (for applicants applying who have existing funding)

Year Funded	2012, 2013, 2014	2015	2016
Grant Amount	\$109,878 CDBG Oma \$155,000 CDBG Oma \$530,538 HOME Oma \$416,542 HOME Oma	\$30,000 CDBG NBC Floors \$269,236 HOME Oma	\$334,584 Oma
Amount Expended	All the above expended	All the above expended	All the above expended

4. General Information:

CDBG/HOME FUNDING AMOUNT REQUESTED	\$500,000 HOME
PROGRAM/PROJECT NAME	King Street Senior Housing
ORGANIZATION/AGENCY NAME	Homeward Bound of Marin
MAILING ADDRESS	1385 North Hamilton Pkwy., Novato, CA 94949
PROJECT SITE ADDRESS	127 King St., Larkspur, CA 94939
CONTACT PERSON & PHONE NUMBER	Mary Kay Sweeney, 415-382-3363, ext. 201
E-MAIL ADDRESS	mksweney@hbofm.org
WEBSITE	www.hbofm.org
ORGANIZATION DUNS#	949337059

5. Project Description: Provide a detailed scope of work and describe how this project will benefit the community. Please limit your response to 2 paragraphs.

Homeward Bound respectfully submits this proposal for \$500,000 in support of our capital campaign for King Street Senior Housing, a site rehabilitation in Larkspur, CA, that will turn a vacant former convent into housing for homeless seniors. St. Patrick's Parish currently operates the convent building (owned by the Archdiocese of San Francisco), which has been unoccupied for the past eight years. Working under a 35-year lease agreement, Homeward Bound will rehabilitate the convent to offer 12 critically needed Single Room Occupancy (SRO) units within proximity to public transit, amenities, and services. The ground level will include a laundry room, storage, and common space. The first floor will include four single bedrooms, two unisex full bathrooms, a communal kitchen, pantry, living room, dining room, and library. The second floor will include a single bedroom with private bathroom, seven single bedrooms each with a sink, and two full-size unisex bathrooms. Homeward Bound will provide case management for all residents and an on-site program coordinator. Also, Homeward Bound is working with Marin Housing to secure a commitment of project-based housing choice vouchers.

The benefits for the community are clear. It will help combat the housing affordable crisis. (Marin County remains the LEAST affordable rental housing markets in the nation [2017 Out of Reach, NLIHC], and seniors represent 12% of the Marin homeless population [2017 Marin County PIT Homeless Count].) It will provide much needed affordable housing with 12 new units for 11 homeless seniors and an on-site program coordinator (who will also qualify as a low-income senior). It will help meet county anti-discrimination and fair housing goals by providing these new units in Larkspur, which is outside of the traditional Marin hubs of subsidized housing in Novato, San Rafael, and Marin City. Finally, it will convert a vacant building into vibrant home and community for homeless seniors in Marin.

6. HUD National Objective to be served (check at least one):

X	<i>Activities benefiting low and moderate-income persons. (LMI)</i>
	<i>Activities benefiting low and moderate area. (LMA)</i>
	<i>Activities which aid in the prevention or elimination of slums or blight.</i>

7. How will this project Affirmatively Further Fair Housing?

Homeward Bound of Marin is committed to affirmative fair housing. Homeward Bound treats all applicants and program participants equally, providing the same quality of service and equal housing opportunities to all. Federal law prohibits discrimination in housing on the basis of race, color, religion, sex, national origin, age, familial status, or disability (called "protected classes"). Homeward Bound also has a policy for Reasonable Accommodation and a Section 504 Coordinator to ensure compliance and track reasonable accommodation requests.

All tenants of King Street Senior Housing will be referred by Marin Housing Authority (MHA), as the project is utilizing project-based vouchers with a homeless senior preference. MHA's affirmative fair housing marketing plan is summarized below.

8. Describe how this project will conduct affirmative marketing to members of the Protected Classes?

As with all of its housing, MHA will take the following affirmative marketing actions for this project: (1) Fair Housing Advocates of Northern CA (including location map) and HUD Discrimination Complaint materials will be provided to applicants; (2) MHA's 504 coordinator will actively respond to requests for accommodation and disability issues; (3) MHA's staff will use their training in affirmative marketing and provided the latest materials from Fair Housing Advocates and HUD in 3 languages; (4) MHA will make available to housing applicants briefings on civil rights and opportunities to rent in varied neighborhoods; and (5) MHA hires bilingual staff where possible, provides translations and interpretation in Spanish and Vietnamese, uses translation services for hearing impaired, and uses Language Learning Enterprise for translation/interpretation in many other languages.

9. Approximately how many moderate, low, extremely low, and very low-income persons will directly benefit from the program/project? (Use the income level table in attachment A to estimate the income level of people served):

Low-Income	1 at a point in time
Very Low-Income	
Extremely Low	11 at a point in time

10. Estimate the demographics to be served by the program/project (see terms below):

Ethnic Category	Total Persons	Of the total, those identifying as Hispanic
American Indian or Alaskan Native	1	1
Asian	1	
Black or African American	2	
Native Hawaiian or other Pacific Islander		
White	6	1
American Indian <i>and</i> White		
Asian <i>and</i> White		
Black <i>and</i> White		
American Indian <i>and</i> Black		
Multi-Racial	2	1
TOTAL	100%	
Female-Headed Households (out of above total)	5	1

PROJECT MANAGEMENT & FINANCIAL DATA

11. If funded previously, list your past specific accomplishments/activities and goals of your organization/agency using CDBG/HOME funds. Did you meet these goals and accomplishments? Please describe:

\$1,550,900 HOME and \$317,729 CDBG – develop Oma Village, completed. 14 homes are now occupied by families with children.

\$1,091,888 HOME and CDBG combined – develop the Next Key Center, completed. 25 studios for adults, 5 studios for small families, and 3 studios for medical respite are occupied; job training facility and agency administrative offices are in use benefiting clients.

\$80,000 CDBG – replace worn New Beginnings Center floors, completed. Benefits residents of 80-bed New Beginnings Center.

12. If your agency received CDBG/HOME funds previously, please explain any remaining fund balance:

There are no remaining CDBG or HOME funding balances. Homeward Bound has successfully spent all prior CDBG and HOME grants in their entirety.

13. What is your experience with administering federal grant programs? For Housing and Construction projects, what experience do you have with complying with Davis-Bacon prevailing wage requirements?

Homeward Bound has extensive and long-term experience with a number of additional federal grant programs, including Continuum of Care (CoC), Emergency Solutions Grants (ESG), and VA Grant Per Diem (GPD). Homeward Bound's annual CoC grants currently include 7 awards, totalling \$1,324,973, all for permanent supportive housing. Homeward Bound has successfully secured competitive ESG funding every year for family shelter, including a \$200,000 award in FY2016. And Homeward Bound recently awarded an extension of its annual GPD, averaging an estimated \$200,000 per year for veteran-designated transitional housing.

Homeward Bound is familiar with Davis Bacon, including HUD Form 4010. As with the Oma Village and Next Key Center projects, we intend to avoid triggering Davis Bacon and will work with County staff to limit the overall HOME request to no more than 11 HOME-subsidized units.

14. Describe who will supervise and manage the project and the individual(s) project management capability. List any approvals or authorizations required and received for the project to continue. For Housing and Construction projects, list any entitlements that are necessary for the project:

Homeward Bound will oversee and manage the project. The agency has demonstrated its capacity for this roles by having successfully managed the Oma Village, Next Key Center, and the New Beginnings Center construction projects. Deputy Director Paul Fordham will oversee and project manage the project (as he did for the Oma Village and Next Key efforts), and will interface with all the key players, including Larkspur planning officials.

Homeward Bound is already working with Fredric Devine Architects, whom we also used for Oma Village, on project drawings and plans. An experienced general contractor will be retained to carry out the work. Entitlements needed for the rehabilitation and use of this existing structure will include:

- * Use permit
- * Building permit (including design approval).

15. Project Budget: List the activities and/or items for your entire project budget including CDBG/HOME funds and all other funding sources.

Funding Source (e.g. CDBG)	Uses	\$ Amount Committed	Date
Tamalpais Pacific Found.	Design/ A/E	\$72,750	11/13/17 committed
Tamalpais Pacific Found.	(Construction items/materials) Renovation materials/labor	\$ 27,250	11/13/17 committed
Marin County Housing Trust	Renovation materials/labor	\$500,000	11/3/17 submitted
HOME & MCF	Renovation materials/labor	\$500,000	11/14/17 MCF submitted 11/20/17 HOME submitted
City of Larkspur fee waiver	Permit fees	\$ 30,000	11/14/17 submitted
N/A	Contingency	\$	
TOTAL	TOTAL	\$1,130,000	

16. For HOME projects: Please describe how you will meet the 25% match requirement?

We anticipate using \$100,000 in Tamalpais Pacific Foundation funds and \$25,000 in City of Larkspur fee waivers as the source of the 25% (\$125,000) match. Funds from MCF or the Marin County Housing (to the extent the funds are from non-federal sources) may be used for the match.

17. For HOME Projects are you a CHDO?

No

18. HOUSING AND CAPITAL ONLY: Project Timeline: List program/project objectives and milestones, along with an estimated timetable for reaching them. (The general tasks for a construction project are provided below; please add tasks as needed)

<u>Task</u>	<u>Date of Completion</u>
Define scope of work/finish design	January 2018
Complete planning & environmental review	March 2018
Release bid package	February 2018
Select contractor	March 2018
Finalize contract	March 2018
Obtain building permits	February 2018
Start construction	March 2018
Complete Construction	July 31, 2018

19. Please sign and date your application below:

May Kay Sweeney, Executive Director

Signature/Title

11-17-17

Date

Attachments

- A. Notice of funding availability (NOFA)
- B. Definitions of terms
- C. Income Limits

Applications may be submitted via email, mail or in person to one of the addressed below.

Email Address, only applications emailed to this address will be accepted:

Federalgrants@marincounty.org

Mailing Address/Physical Address (if dropping off application):

County of Marin
 3501 Civic Center Drive #308
 San Rafael, CA 94903
 Attn: Federal Grants

Application submittal deadline is Monday, November 20, 2017 by 5 p.m. PST

POSTMARKS WILL NOT BE ACCEPTED



2018/19 COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME PROGRAM APPLICATION FOR FUNDING

1. Indicate type of project. You may apply under multiple categories.

CDBG Public Services		HOME Housing Construction/Acquisition	
CDBG Housing Construction/Acquisition	✓	HOME Housing Rehabilitation	
CDBG Rehabilitation: residential/commercial		HOME Rental Assistance	
CDBG Public Facilities/Improvements			

2. Indicate what geographic area your project will serve or where it will be located. For Public Services and non-housing projects, which planning area(s) will the project serve? Please indicate approximate % of services provided in each area. For Housing projects, please indicate where your project is located.

Planning Areas	Novato	San Rafael	Countywide
	100%		

3. What prior years have you been funded by CDBG/HOME (for applicants applying who have existing funding)

Year Funded	FY2017/18	FY2016/17	FY2015/16
Grant Amount	\$75,350	\$50,250	\$47,000
Amount Expended	\$0	\$16,500	\$47,000

4. General Information:

CDBG/HOME FUNDING AMOUNT REQUESTED	\$283,025
PROGRAM/PROJECT NAME	Wilson House ADU Project
ORGANIZATION/AGENCY NAME	Lifehouse, Inc.
MAILING ADDRESS	899 Northgate Drive, Suite 500 San Rafael, CA 94903
PROJECT SITE ADDRESS	627 Wilson Avenue, Novato CA
CONTACT PERSON & PHONE NUMBER	Viola Morris, 415-526-5308
E-MAIL ADDRESS	vmorris@lifehouseagency.org
WEBSITE	www.lifehouseagency.org
ORGANIZATION DUNS#	052947835

5. Project Description: Provide a detailed scope of work and describe how this project will benefit the community. Please limit your response to 2 paragraphs.

Lifehouse, Inc. currently owns and operates affordable rental housing for people with developmental disabilities. One of the residences, located in Novato, CA, sits on an oversized lot (23,000 square feet). Lifehouse proposes to construct a new 1,000 square foot 2 bedroom, 2 bath accessory dwelling unit in the under-utilized backyard. Lifehouse is working to complete initial plans and apply for the accessory dwelling unit permit by late Spring 2018. From there, construction plans will be finalized and building permits obtained. Utility lines (sewer, water and electrical) will need to be installed, foundation poured, the interior built out and finishings completed.

This project is implementing the state-wide strategy to increase affordable housing through construction of accessory dwelling units. Affordable housing is a critical need and this project benefits the community by providing an affordable unit for our most at-risk neighbors.

6. HUD National Objective to be served (check at least one):

<input checked="" type="checkbox"/>	<i>Activities benefiting low and moderate-income persons. (LMI)</i>
<input type="checkbox"/>	<i>Activities benefiting low and moderate area. (LMA)</i>
<input type="checkbox"/>	<i>Activities which aid in the prevention or elimination of slums or blight.</i>

7. How will this project Affirmatively Further Fair Housing?

By program design, this new construction will serve individuals with developmental disabilities who are extremely low income. Living on limited incomes, people with developmental disabilities struggle to find appropriate housing. The lack of affordable housing in Marin only exacerbates this challenge. With the construction of the Wilson Accessory Dwelling Unit, Lifehouse will be able to offer a new affordable rental housing unit which will allow low-income persons with developmental disabilities to obtain housing.

8. Describe how this project will conduct affirmative marketing to members of the Protected Classes?

The residents of this new unit will be referred by the Regional Center / State of California. The individuals eligible to live in this home will have a developmental disability. They typically are extremely low income receiving their income through SSI. The Regional Centers perform outreach activities to persons who may need regional center services.

9. Approximately how many moderate, low, extremely low, and very low-income persons will directly benefit from the program/project? (Use the income level table in attachment A to estimate the income level of people served):

Low-Income	
Very Low-Income	
Extremely Low	2

10. Estimate the demographics to be served by the program/project (see terms below):

Ethnic Category	Total Persons	Of the total, those identifying as Hispanic
American Indian or Alaskan Native		
Asian		
Black or African American		
Native Hawaiian or other Pacific Islander		
White		
American Indian <i>and</i> White		
Asian <i>and</i> White		
Black <i>and</i> White		
American Indian <i>and</i> Black		
Multi-Racial	100% (unknown at this time)	
TOTAL	100%	
Female-Headed Households (out of above total)		

PROJECT MANAGEMENT & FINANCIAL DATA

- 11. If funded previously, list your past specific accomplishments/activities and goals of your organization/agency using CDBG/HOME funds. Did you meet these goals and accomplishments? Please describe:**

Lifeshouse, Inc has been fortunate to have received multiple CDBG grant awards each year to assist with the rehabilitation of our various homes for low income people with developmental disabilities. With each project we undertake, it is our goal to improve the overall living environment for our residents by making our homes safe and accessible. Further, these projects benefit the county as a whole by providing a safe place to call home for our most vulnerable community members and enhancing our neighborhoods by keeping our homes well maintained.

We have successfully implemented a variety of projects including bathroom remodels which addressed accessibility issues, siding projects to address rot, fence replacements and flooring upgrades. All projects have been completed on time and within budget.

- 12. If your agency received CDBG/HOME funds previously, please explain any remaining fund balance:**

FY17/18 Grants: Lifeshouse has not started the FY18 grants as we are awaiting fully-executed grant agreements prior to project commencement. The funds are for two projects - a deck repair at our San Anselmo House and a roof & siding project at our Comito House. The deck repair is slated to begin in December 2017; the roof & siding project will commence in early Spring.

FY16/17 Grants: Lifeshouse was awarded three contracts - Wilson House fence repair, Sunrise II bathroom remodel & a retaining wall project at the Laurel Place House. All projects are complete except for the Retaining Wall Replacement Project. This project is slated to commence late November 2017 with a 6 week project timeline.

- 13. What is your experience with administering federal grant programs? For Housing and Construction projects, what experience do you have with complying with Davis-Bacon prevailing wage requirements?**

Viola Morris, Lifeshouse's Director of Finance, has administered federal grant programs throughout her career. She is acutely aware of the complexities of such funding and expertly ensures regulations are followed. While Lifeshouse's previous projects have qualified for Davis-Bacon prevailing wage exemptions, we are confident we will be able to comply with the requirements should Davis Bacon be triggered.

14. Describe who will supervise and manage the project and the individual(s) project management capability. List any approvals or authorizations required and received for the project to continue. For Housing and Construction projects, list any entitlements that are necessary for the project:

Lifehouse, Inc. is the owner and developer of this project. The project will be managed by Lifehouse Director of Finance, Viola Morris, who has extensive experience overseeing housing projects. Anthony Street, the Lifehouse Facilities Coordinator, will assist Viola with project oversight and implementation. Mr. Street has a long track record of successfully executing projects, including CDBG funded projects.

The Wilson House ADU Project requires an accessory dwelling unit permit and a building permit. Lifehouse will initiate the ADU application & permit process in early 2018 once the plans are finalized.

15. Project Budget: List the activities and/or items for your entire project budget including CDBG/HOME funds and all other funding sources.

Funding Source (e.g. CDBG)	Uses	\$ Amount Committed	Date
CDBG - \$283,025	Design/ A/E	\$ 17,000	6/30/18
Lifehouse - \$20,000	(Construction items/materials)	\$ 233,000	upon award of CDBG
		\$	
		\$	
	Permit fees	\$ 13,500	6/30/18+CDBG award
	Contingency	\$ 39,525	upon award of CDBG
TOTAL \$303,025	TOTAL	\$ 303,025	

16. For HOME projects: Please describe how you will meet the 25% match requirement?

Not Applicable


17. For HOME Projects are you a CHDO?

N/A

18. HOUSING AND CAPITAL ONLY: Project Timeline: List program/project objectives and milestones, along with an estimated timetable for reaching them. (The general tasks for a construction project are provided below; please add tasks as needed)

<u>Task</u>	<u>Date of Completion</u>
Define scope of work/finish design	07/01/2018
Complete planning & environmental review	8/31/2018
Release bid package	09/15/2018
Select contractor	11/01/2018
Finalize contract	11/30/2018
Obtain building permits	01/15/2019
Start construction	02/01/2019
Complete Construction	06/30/2019

19. Please sign and date your application below:


Director of Finance
11/26/17

 Signature/Title Date

Attachments

- A. Notice of funding availability (NOFA)
- B. Definitions of terms
- C. Income Limits

Applications may be submitted via email, mail or in person to one of the addressed below.

Email Address, only applications emailed to this address will be accepted:

Federalgrants@marincounty.org

Mailing Address/Physical Address (if dropping off application):

County of Marin
 3501 Civic Center Drive #308
 San Rafael, CA 94903
 Attn: Federal Grants

Application submittal deadline is Monday, November 20, 2017 by 5 p.m. PST

POSTMARKS WILL NOT BE ACCEPTED



2018/19 COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME PROGRAM APPLICATION FOR FUNDING

1. Indicate type of project. You may apply under multiple categories.

CDBG Public Services		HOME Housing Construction/Acquisition	X
CDBG Housing Construction/Acquisition	X	HOME Housing Rehabilitation	
CDBG Rehabilitation: residential/commercial		HOME Rental Assistance	
CDBG Public Facilities/Improvements			

2. Indicate what geographic area your project will serve or where it will be located. For Public Services and non-housing projects, which planning area(s) will the project serve? Please indicate approximate % of services provided in each area. For Housing projects, please indicate where your project is located.

Planning Areas	Novato	San Rafael	Countywide
			X

3. What prior years have you been funded by CDBG/HOME (for applicants applying who have existing funding)

Year Funded	HOME: 2013-2015	CDBG: 2013-2015	2016 - 2017
Grant Amount	\$728,517	\$113,928	HOME: \$700,218 CDBG: \$47,730
Amount Expended	none expended, all reprogrammed	none expended	none expended

4. General Information:

CDBG/HOME FUNDING AMOUNT REQUESTED	\$650,000
PROGRAM/PROJECT NAME	Victory Village
ORGANIZATION/AGENCY NAME	Resources for Community Development
MAILING ADDRESS	2220 Oxford Street Berkeley, CA 94704
PROJECT SITE ADDRESS	2626 Sir Francis Drake Blvd Fairfax, CA 94930
CONTACT PERSON & PHONE NUMBER	Alicia Klein; (510) 841-4410 x336
E-MAIL ADDRESS	aklein@rcdhousing.org
WEBSITE	rcdhousing.org
ORGANIZATION DUNS#	363812082

5. Project Description: Provide a detailed scope of work and describe how this project will benefit the community. Please limit your response to 2 paragraphs.

Resources for Community Development (RCD) proposes to develop Victory Village (formerly known as Peace Village), 54 apartments affordable to seniors with incomes between \$15,000-\$43,000 at 2626 Sir Francis Drake Boulevard in Fairfax. Marin Housing Authority has committed Project Based Section 8 rental subsidies for all of the apartments, making these new homes within reach of seniors with the most limited incomes. The development has a mix of 53 one-bedroom units and 1 two-bedroom manager's unit. The building, designed by Van Meter Williams Pollack, will wrap two- and three-story wings around two courtyards and will include offices for the full time property manager and resident services staff, as well as a laundry, secure bike storage, and a community room.

The development will be designed as a beautiful and healthy place for seniors to age in place, in addition to being a showcase example for green, sustainable model of housing in Marin County. Energy and water efficiency, accompanied by on-site power generation, will allow the residents to live comfortably and economically. The Town of Fairfax is a champion of this development, having included the property as an opportunity site in the Housing Element of its General Plan and the accompanying CEQA review.

6. HUD National Objective to be served (check at least one):

X	<i>Activities benefiting low and moderate-income persons. (LMI)</i>
	<i>Activities benefiting low and moderate area. (LMA)</i>
	<i>Activities which aid in the prevention or elimination of slums or blight.</i>

7. How will this project Affirmatively Further Fair Housing?

RCD will provide and direct all staff, vendors and consultants to provide access to RCD housing opportunities as broadly as possible so that diverse communities, including ethnic, language and cultural minorities and other persons with special needs who income qualify may apply for housing at Victory Village. By developing affordable housing in Fairfax, an affluent community with a high median income, this project seeks to deconcentrate poverty, a principal goal of the AFFH policy.

8. Describe how this project will conduct affirmative marketing to members of the Protected Classes?

RCD meets the goals of fair housing by using affirmative advertising programs that target those who are least likely to apply. A copy of RCD's Affirmative Fair Marketing Policy and Procedure is attached to this application. RCD is in compliance with all relevant state and local statutes on fair housing. All activities associated with the outreach, marketing and lease-up of the project will be performed in accordance with fair housing and equal opportunity requirements.

9. Approximately how many moderate, low, extremely low, and very low-income persons will directly benefit from the program/project? (Use the income level table in attachment A to estimate the income level of people served):

Low-Income	
Very Low-Income	31
Extremely Low	22

10. Estimate the demographics to be served by the program/project (see terms below):
 These numbers reflect reporting data from RCD's existing portfolio.

Ethnic Category	Total Persons	Of the total, those identifying as Hispanic
American Indian or Alaskan Native		
Asian	12%	
Black or African American	46%	
Native Hawaiian or other Pacific Islander		
White	28%	50%
American Indian <i>and</i> White		
Asian <i>and</i> White		
Black <i>and</i> White		
American Indian <i>and</i> Black		
Multi-Racial	14%	
TOTAL	100%	
Female-Headed Households (out of above total)		

PROJECT MANAGEMENT & FINANCIAL DATA

11. If funded previously, list your past specific accomplishments/activities and goals of your organization/agency using CDBG/HOME funds. Did you meet these goals and accomplishments? Please describe:

This development has previously received CDBG and HOME funding commitments, but no funding has yet been received. Since the most recent commitments of HOME and CDBG funding, RCD was awarded an additional \$600,000 grant from the Marin Community Foundation and a \$250,000 grant from Tamalpais Pacific; awarded 53 project-based vouchers from MHA; secured NEPA clearance from the County of Marin; secured entitlements and environmental clearances from the Town of Fairfax; and finalized design development. Receiving an award of Marin County HOME and CDBG funding for 2018/19 is absolutely paramount to remain competitive for 9% tax credit financing and start construction as soon as possible thereafter.

12. If your agency received CDBG/HOME funds previously, please explain any remaining fund balance:

The County of Marin has previously committed \$479,676 in HOME funds and \$161,658 in CDBG funds to RCD for this development, but no contract has been executed yet for these funds.

13. What is your experience with administering federal grant programs? For Housing and Construction projects, what experience do you have with complying with Davis-Bacon prevailing wage requirements?

RCD has decades of experience with HOME and CDBG funding in Alameda County and Contra Costa County for the purposes of site acquisition, new construction, infrastructure, and rehabilitation. RCD is also a HOME Community Housing Development Organization. Furthermore, RCD has extensive experience with Davis Bacon and HUD Form 4010. The development budget for Victory Village reflects providing prevailing wage for this project. RCD works with general contractors that are familiar with prevailing wage requirements.

14. Describe who will supervise and manage the project and the individual(s) project management capability. List any approvals or authorizations required and received for the project to continue. For Housing and Construction projects, list any entitlements that are necessary for the project:

Alicia Klein is the Project Manager for Fairfax Victory Village. Her resume, along with those of the Director of Housing Development, Carolyn Bookhart, and Executive Director, Daniel Sawislak, are attached to this application. As a nonprofit dedicated to creating and owning affordable housing, RCD has over 30 years of experience developing affordable housing for those with the fewest options. While RCD has developed over 2,000 units across Alameda, Contra Costa, and Solano counties, Fairfax Victory Village will be RCD's first development in Marin County. See RCD's Statement of Qualifications, attached, for additional information.

RCD secured entitlements and environmental approvals from the Town of Fairfax in June 2017. No additional discretionary approvals are needed.

15. Project Budget: List the activities and/or items for your entire project budget including CDBG/HOME funds and all other funding sources. See attached Sources and Uses budget.

Funding Source (e.g. CDBG)	Uses	\$ Amount Committed	Date
	Design/ A/E	\$	
	(Construction items/materials)	\$	
		\$	
		\$	
	Permit fees	\$	
	Contingency	\$	
TOTAL	TOTAL	\$	

16. For HOME projects: Please describe how you will meet the 25% match requirement?

The Marin Community Foundation has awarded \$1,050,000 to fund the predevelopment and acquisition costs of Victory Village.

17. For HOME Projects are you a CHDO?

Yes.

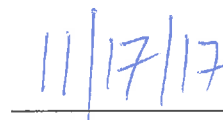
18. HOUSING AND CAPITAL ONLY: Project Timeline: List program/project objectives and milestones, along with an estimated timetable for reaching them. (*The general tasks for a construction project are provided below; please add tasks as needed*)

<u>Task</u>	<u>Date of Completion</u>
Define scope of work/finish design	June 2016
Complete planning & environmental review	July 2017
Release bid package	July 2018
Select contractor	February 2018
Finalize contract	December 2018
Obtain building permits	December 2018
Start construction	December 2018
Complete Construction	March 2020

19. Please sign and date your application below:



Signature/Title



Date

Attachments

- A. Notice of funding availability (NOFA)
- B. Definitions of terms
- C. Income Limits

Applications may be submitted via email, mail or in person to one of the addressed below.

Email Address, only applications emailed to this address will be accepted:

Federalgrants@marincounty.org

Mailing Address/Physical Address (if dropping off application):

County of Marin
 3501 Civic Center Drive #308
 San Rafael, CA 94903
 Attn: Federal Grants

Application submittal deadline is Monday, November 20, 2017 by 5 p.m. PST

POSTMARKS WILL NOT BE ACCEPTED

VICTORY VILLAGE
 SOURCES AND USES BUDGET
 11.16.17



DEVELOPMENT USES

ACQUISITION/OFFSITES/DEMO	\$1,812,300
REHABILITATION	\$0
NEW CONSTRUCTION	\$17,763,021
ARCHITECTURAL FEES	\$846,000
SURVEY & ENGINEERING	\$183,800
CONST. INTEREST & FEES	\$2,492,303
PERMANENT FINANCING	\$94,897
LEGAL FEES	\$25,000
RESERVES	\$75,000
APPRAISAL	\$10,500
CONST. CONTINGENCY	\$1,772,002
OTHER	\$1,162,454
DEVELOPER FEE	\$1,400,000
SYNDICATION EXPENSES	\$85,000
TOTAL USES	\$27,722,277

DEVELOPMENT SOURCES

	AMOUNT	INT. RATE	AMORT. PERIOD
First Trust Deed	\$450,921	5.50%	180.00
Tranche B: Operating Subsidy	\$9,302,965	5.50%	480.00
MCF Grant	\$1,050,000		
Tamalpais Pacific Grant	\$250,000		
HOME & CDBG	\$1,511,876	3.00%	
AHP	\$530,000		
GP contribution	\$100		
Deferred developer fee	\$200,000		
9% Tax Credit Equity	\$14,426,415		
TOTAL SOURCES	\$27,722,277		
OVER/(UNDER)	(\$0)		

RCD AGENCY POLICIES

CREATING AND PRESERVING AFFORDABLE HOUSING

Housing Development Affirmative Fair Marketing Policy and Procedure

Effective Date: 9/1/05

Ending Date (if applicable, otherwise “None”): None

Responsible for Enforcement: Director of Housing Development

Policy: RCD will provide and direct all staff, vendors and consultants to provide access to RCD housing opportunities as broadly as possible so that diverse communities, including ethnic, language and cultural minorities and other persons with special needs who income qualify may apply for housing at RCD developments.

Purpose (optional): To provide access to RCD housing opportunities to as diverse a population of low and very low income people as possible.

Procedures (if applicable):

1. Project managers will verify the demographic composition of the community surrounding the proposed development.
2. Project managers will coordinate with staff in the services department to identify service providers and special needs groups.
3. Project managers will research media outlets serving the target groups that may be relevant in the project area.
4. Project managers will identify schools and churches in the project area and their contact persons.
5. Project managers will complete HUD form 935.2 for internal use and reference.
6. Project managers will develop the marketing and rent up budgets to take into account any costs related to a broad outreach effort including translation of documents, advertising in ethnic media and mailings to service providers.
7. At the start of lease up, project managers will provide the list of service providers, media outlets, schools and churches (“outreach list”) to the property management agent as part of the lease up materials.
8. The Housing Development Director will receive a copy of the outreach list for each project.



Creating & Preserving Affordable Housing

Statement of Qualifications

Overview

Resources for Community Development's (RCD) mission is creating and preserving affordable housing for people with the fewest options to build community and enrich lives. Over its 30-year history, RCD has grown from a Berkeley-based special needs housing developer to being named as one of the top 50 affordable housing developers in the country by Affordable Housing Finance magazine five times.

This growth is fueled by our proven capacity to develop projects on time and on budget, and through the relationships we have forged and maintained with local governments, lenders, investors and neighbors over the years. Always looking for innovative ways to meet our goals, RCD was an early adopter of green and sustainable building practices and a pioneer of the integrated housing approach to special needs.



Three commercial spaces, including RCD's headquarters, form the street level retail at Oxford Plaza

Founded by Berkeley community members in 1984, RCD has built up a portfolio of over 2,000 completed affordable units and has over 250 additional affordable units currently in development. RCD continues to grow geographically and now operates in communities throughout Alameda, Contra Costa and Solano counties, with a new development site added in Marin County last year.

As RCD's portfolio of completed developments has grown, we have expanded our asset management programs to continue to ensure the long-term success of our housing and our residents. Awarded a Best Practices citation by LISC, RCD's excellent asset management staff guarantees that our completed projects remain strong both physically and financially. The John Stewart Company's experienced property management is key to the success of our affordable housing and is critical for our residents and the neighbors of our developments. In addition, RCD's Resident Services Program (RSP) provides residents with the support services they need to retain their housing and build self-sufficiency.

Family Housing Development Experience

RCD has a long track record of developing award-winning family housing. RCD is one of the few developers in the East Bay with the depth of experience and ability to develop housing to meet the complete spectrum of housing needs, from single-room occupancy and studio apartments to four-bedroom apartments for large families.

We provide well-maintained, safe, affordable housing and voluntary, free resident service programs that enhance residents' self-sufficiency, and thus their ability to meet their basic needs. RCD's housing offers 4,000 low-income people a foundation for a better future through:

- Affordable rent and professional property management;
- Access to on-site resident services and community resources;
- Green building features that are healthy and cost-efficient; and
- A safe home near transportation, jobs, retail, and services.

Energy-efficient and green buildings, outdoor areas, community rooms, computer rooms, community gardens, and services and property management offices add greatly to the quality of housing. These features also provide space for a variety of resident service programs. Services such as after school and summer programs for youth, community building social activities, educational workshops, and individual case coordination, help residents gain skills and access services at no additional cost. Taken together, the features of RCD housing provide a foundation for people with limited income to build self-sufficiency and a better future.

"RCD is a highly professional and dedicated organization. They have a passion for affordable housing, the expertise to guide complicated projects to completion, and the perseverance it takes to succeed. The Ambassador is a great new project that reflects this. We are very pleased with our partnership with RCD."

Patrick O'Keefe, former City Manager, City of Emeryville

Recently opened properties continue to meet the needs of families and are being recognized for design excellence. The Ambassador, in Emeryville, recently won 2014 Builders Choice and Custom Home Magazines' Design Award for Affordable or Workforce Housing. The Park Alameda was recently recognized with two awards from NAHRO (National Association of Housing and Redevelopment Officials): Agency Award of Excellence in Project Design and Renovation and an Award of Merit.

We are in construction on a new mixed-use family development in unincorporated Alameda County that will provide 85 units to families and transition aged youth with household incomes between 30 and 50% of the Area Median Income (\$27,600 to \$46,000 for a family of four). The property is adjacent to the Ashland Youth Center, with opportunities for services linkages. Commercial space is co-located in a separate building with the property management and resident services offices and a multi-purpose room.

Another mixed-use development in construction in the City of El Cerrito will provide 57 units of family housing in a smart growth, transit-oriented location. The development includes ten units for people with special needs and also serves households with incomes from 30 to 50 percent of the Area Median Income. It is expected to achieve LEED Gold certification for energy and resource efficiency.

Senior Housing Development Experience

RCD has significant experience with the construction of senior housing developments -- we have developed four senior housing projects totaling 187 units. In our existing senior properties, RCD teams with strong service providers to respond to the special needs of our aging population. Partner service providers include LifeLong Medical Center, Center for Elders' Independence, and Jewish Family and Children's Services (JFCS).

We place an emphasis on creating unique programs for seniors, focused on healthy living and on supporting seniors in maintaining their independence. This "aging-in-place" model supports independent living for seniors as they age comfortably at home, providing activities, advocacy, and health linkages that are catered to both healthy seniors and those with special needs. RCD provides these services through an on-site service coordinator who partners with other local service providers.



Berrellesa Palms is a model program of support for very low-income seniors with chronic health conditions, allowing them to live independently

We have just opened Berrellesa Palms in Martinez, providing seniors 62 years and older who have chronic long-term health conditions and were at risk of homelessness with well-designed apartment homes that allow them to live independently. The supportive services there combine individual counseling and referral and group activities that support a healthy and active lifestyle with a pilot program of access to on-site nursing care. Through a partnership with another service provider, residents will have 24/7 access to a nurse who will monitor blood pressure, assess health changes, review medications, and provide other services that will help residents avoid much more costly institutionalization.

Special Needs Housing Expertise

RCD's portfolio includes over 30% special needs housing. We provide the most Shelter Plus Care units and housing units for people living with AIDS/HIV in Alameda County and were a pioneer in including consumers of Mental Health Services Act programs in our integrated housing. From single family homes to modern green senior apartments in Walnut Creek and LEED Platinum apartments for homeless veterans and their families in Alameda and shared housing for people living with AIDS/HIV in Southern Alameda County, RCD has met and exceeded the needs and expectations of our local government partners and our communities for housing for households with special needs.

A large part of the RCD's capacity to serve disparate income levels and special needs households comes from our deep understanding of the requirements of different types of financing sources from Housing Opportunities for People with HIV/AIDS to HUD SHP. This capacity includes the myriad complexities of reporting and compliance administered through RCD's Asset Management department.

Resident Services Program

A key to the success of our residents is RCD's well-regarded Resident Services Program, included at most of our developments, without cost to the residents. The goal of these support services is to assist residents in maintaining and enhancing self-sufficiency within a caring community. RCD's RSP staff has productive working relationships with local community-based service providers in fulfilling this goal. These service providers partner with RCD to provide residents with case management, counseling, job training and placement, health services, resident leadership development, and resident association organizing, as well as recreational and social activities. RCD staff also brings a number of community development programs to residents, including: workshops that educate residents in meeting facilitation, public speaking, and community building techniques; arts and gardens programs with hands-on involvement by residents at project sites; and employment and financial management programs.

At Los Medanos Village, RCD is partnering with Contra Costa Interfaith Housing (CCIH) to bring education professionals on-site to assess youth learning needs, monitor, and improve academic progress for them. After school tutoring programs have helped students reach grade level proficiency. Through intervention with the youth, CCIH is developing relationships with the resident families to bring in additional services and supports.

Another model of resident services delivery is our Fox Courts development, where RCD's on-site service coordinators have worked with our residents to develop programs, from homework club and movie nights that are run by residents, to computer courses, jobs counseling, and other services provide by RCD and service partners. We have partnered with the City of Oakland to provide a free Summer Lunch Program for residents and the community for the past several years.

Utilizing and Leveraging Public and Private Financing

RCD approaches all of its developments, whether or not they are formally structured as such, as public/private partnerships. RCD understands that for every successful affordable housing or mixed use development, there is a local government commitment that makes it happen. Through its projects in many jurisdictions, RCD has developed a reputation for responsiveness, excellent follow through, and an attitude focused on collaboration. RCD has consistently been able to compete successfully for very scarce local funds, as well as highly competitive 9% tax credits and MHP funds at the state level.

For example, RCD has applied for and received close to \$62 million in State MHP funds which were used to leverage nearly \$210 million in other funding resources. RCD's track record of successfully completed projects is evidence of our ability to raise, utilize and effectively leverage public financing.

We have applied for and been awarded funding from local, state and federal sources, including the City of Concord, City of Walnut Creek, City of Oakland, City of Fairfield, Contra Costa County HOME, CDBG, MHSA and HOPWA, Alameda County HOME, CDBG, MHSA and HOPWA, State HOME, State Multifamily Housing Program

“We respect them for the savvy way they run the business side of things. And we enjoy working with them because they do what they say and say what they do.”

*Annette Billingsley, Senior Vice President,
Division Head, Community Development
Finance, Union Bank N.A.*

(MHP), Tax Exempt Bonds, Low Income Housing Tax Credits (9% and 4%), HUD 202, SHP, 811 and Section 108. Other sources of funding that we have used include the Federal Home Loan Bank Affordable Housing Program (AHP), Alameda County Waste Management Authority (ACWMA) grants, foundation grants, and New Market Tax Credits.

RCD is also well-known in the field for its talented development staff, which is currently comprised of six staff plus additional administrative and organizational support. A significant source of RCD's strength lies in its ability to assemble and administer complex financing structures for its projects in response to extreme competition for affordable housing funds. RCD has strong working relationships with many conventional lenders including the California Housing Finance Agency (CalHFA), Citibank, Wells Fargo Bank, Bank of America, Silicon Valley Bank, Union Bank, Bank of the West, and US Bank. We also have strong relationships with equity investors and have done multiple deals with many of them, specifically the California Equity Fund/National Equity Fund, Enterprise Community Partners, and Union Bank. Other investors include US Bank, Alliant Capital, Wells Fargo, Bank of America, and Merritt Community Capital Corporation.

Financial Strength and Asset and Property Management Focus

Through conservative and prudent financial management, RCD has built up unrestricted cash exceeding \$2.5 million. The strong liquidity created by existing reserves and cash flow generated by its development and asset management activities enables RCD to develop numerous rental projects simultaneously. It also makes RCD a credit-worthy company for many conventional lenders for both project-based and working capital financings.

RCD's Asset Management team ensures long-term sustainability through strong fiscal controls over the RCD portfolio. RCD has consistently improved year-over-year performance of the portfolio over the past six years. In response to RCD's continuing growth and expanding housing portfolio, RCD expanded its Asset Management department to include a Director of Finance. The Director of Finance is responsible for ensuring the financial strength and economic performance of RCD and its existing properties consistent with the financial, physical and social goals, standards and requirements of RCD and its funders.



Built in the 1920's, UA Homes was recently rehabilitated and restructured for long-term operating success

RCD has completely overhauled its asset management function in the last decade, making it one of the most respected among affordable housing developers in the Bay Area to investors and funders. It currently manages a portfolio of 50 properties serving a population of over 4,000 residents throughout the East and North Bay areas. In contrast to the findings of surveys of other nonprofit developers showing that only 15% of affordable housing projects generate enough cash flow to make a distribution to its sponsors, over 70% of RCD-run developments generated positive cash

flow in FY 2012, all the more remarkable considering that RCD serves a more disadvantaged population than many of our peers.

RCD takes a multifaceted approach to asset management, with the goal of ensuring that both the social and financial aspects of our properties remain sound for years after initial development. With a commitment to our properties' physical and financial stability, RCD works to ensure that our properties effectively serve their residents, remain sources of revitalization in their neighborhoods, and are excellent investments of public and private funding. Asset management of the portfolio includes maintaining the properties in safe, habitable, and rentable condition so they pass inspections and meet all regulatory requirements; maintaining resident satisfaction; and facilitating RCD's Resident Services team's efforts to provide required services.

Financial goals include: maintaining positive cash flow; maintaining sufficient liquidity to cover aging payables; avoiding build-up of delinquent rent; and preventing reserves from being depleted faster than prudent. These goals are met through regular, on-going documentation of compliance and reporting to funders and regulatory agencies; oversight of a third-party property management company; developing budget, cash flow and capital projections; review of financial performance, leasing, and all subsidy programs; preparing for annual audits, welfare tax exemption filings; and managing insurance coverage and claims.

RCD's Asset Management staff is also responsible for the oversight of property management. All of the units in RCD's portfolio are currently managed by The John Stewart Company (JSCo.) Founded in 1978, San Francisco-based JSCo is one of the leading property management companies in California. JSCo works with many Bay Area nonprofit affordable housing developers, public agencies, and private sector clients. JSCo manages over 10,000 units in 120 projects throughout the state, including family rentals, condominiums, special needs/SRO units, cooperatives, and senior rentals. A highly professional and well-respected company, JSCo is committed to providing a secure, service-oriented, and well-maintained housing environment to the residents of the buildings it manages.

Green Building and Commitment to Sustainability

RCD proud to have recently completed its second development to receive LEED Platinum certification: Clinton Commons, a 55 unit family and special needs development in Oakland. Our first LEED Platinum development is Shinsei Gardens, a 39 unit development serving low and very low-income families, including units set aside for persons with disabilities, located in the City of Alameda.

Shinsei Gardens is a model of both universal and green design. Key features include photovoltaics for common area electricity, sustainable finish materials, and maximization of natural light with clerestory windows on the east and west facades. This infill development also represents the recycling and successful reuse of a former Navy brownfield site.

RCD's Oxford Plaza and David Brower Center in downtown Berkeley is an exciting mixed-use development that brings together 97 affordable family units, retail space, underground parking and a 35,000 square foot world-class environmental center. The project was envisioned as a dynamic

building that is not just an attractive high-quality place to live and work, but a built environment that teaches through example about the benefits of green building and high-density urban living. The residential development, which has garnered national attention, utilizes both the GreenPoint Rating system and the Enterprise Green Communities Checklists. Solar thermal pre-heat for the radiant in-floor heating system, the use of slag in the concrete, the use of light-gauge metal framing, and Energy Star lighting are just a few of the features that have made this project so prominent. Additionally, the co-developed adjacent David Brower Center is LEED Platinum certified.

Completed in February 2008, RCD's Villa Vasconcellos senior apartments is one of the showcase green developments in the City of Walnut Creek. Its attractive modern design is enhanced with a roof line featuring solar photovoltaic panels to provide common area electrical needs as well as solar thermal preheating panels for delivering domestic hot water to the residents. The sheltered courtyards include planters for growing vegetables and is managed by the residents' garden committee. Inside, the spacious hallways have low and no-VOC paints, the flooring has a high recycled content, and the units feature Energy Star appliances and fluorescent lighting. The commitment to community and sustainability extends to the art on the walls as well – some works were donated by local artists working on local themes, while others were created in RCD's own youth programs and by a senior at another RCD property.

RCD's commitment to green building principles is driven not only by our interest in reducing the external environmental impacts of development, but also by our concern for our buildings' impact on the health of our residents. We believe that all people are entitled to a healthy living environment. Too often, lower-income households find themselves in unhealthy living conditions simply because lack of economic self-sufficiency limits their housing choices. Poor indoor air quality, off-gassing from floor and wall coverings, lack of acoustical privacy, and poor artificial lighting are some of the issues that low-income households often encounter in the housing choices that are affordable to them, and these issues have real and significant health impacts. One of RCD's chief goals is to promote the health and well-being of its residents by creating healthy buildings.

RCD also helps the overall community by reducing greenhouse gas emissions created by car trips by being an early adopter of car sharing and bringing transit alternatives to our residents through GreenTrip certification and transit pass programs.

Community Outreach and Acceptance

RCD believes that neighborhood residents, business owners, and other local stakeholders should actively participate in shaping their community. In order to facilitate this process, RCD involves community members in project design early on by contacting stakeholders, canvassing the neighborhood and holding community meetings. RCD has a long working history of successful community outreach efforts across of wide range of communities and across many sizes and types of developments.

The Ambassador, a 69 unit family development located in Emeryville, serves as an example of the community outreach efforts that RCD regularly undertakes. Upon entering into an Exclusive Negotiating Rights Agreement with the Emeryville Redevelopment Agency, RCD engaged in an open process to solicit input from neighbors and other Emeryville residents on the proposed

Ambassador Housing development. Public input was solicited through a series of large public meetings and smaller group and individual meetings over a period of three months. After incorporating input from a Redevelopment Agency meeting, a public neighborhood-wide meeting, individual and group discussions after these meetings, and individual conversations with residents on the phone, the RCD team submitted its initial concept design for review by Planning staff and the Planning Commission in July, 2009. RCD also staffed an information table and did outreach at the local elementary school at Back to School Night to solicit input from prospective families that might become residents at the development in the future.



The Ambassador incorporated public comment throughout the design process

Following additional feedback from the Planning Commission Study Session, two adjacent neighbor meetings, follow up discussions with the Agency and local stakeholders, as a well as a tour of comparable RCD properties and developments, the RCD team worked hard to revise the design to meaningfully incorporate the comments received. As a result of this diligent and thorough community outreach work, we were successful in gaining Planning Department approvals shortly thereafter in October, 2009 to move the project to construction. The Ambassador construction was completed in late 2013 and leased up well ahead of schedule.



Dan Sawislak has led RCD as Executive Director since 1998. He oversees RCD's efforts to develop and operate affordable housing and to provide support services to our residents. In this role, he works with the Board of Directors to set the strategic direction of the organization and is responsible for overall management of the programs and initiatives that implement that direction.

His responsibilities also include policy and program development, securing organizational income to ensure ongoing operations, hiring and supervising management staff, and representing RCD to the public, local governments, lenders, and funders. With over 30 years' experience in housing development and community organizing, Dan provides thoughtful review of each development project to ensure that the quality of RCD's housing continues to meet the highest standards.

Under Dan's leadership, RCD has grown its affordable housing production from 300 apartments in 1998 to its current portfolio of over 2200 affordable homes serving more than 4000 people. He has helped create a portfolio of properties that are well built and well managed, financially stable, and total assets of almost \$500 million. The organization has a very strong balance sheet and annual revenue of almost \$25 million.

Dan's tenure at RCD began in 1993 and he has been instrumental in guiding RCD's growth from a local developer with a focus on housing for people with special needs to a regional owner and developer of integrated multi-family and special needs housing and community serving commercial space. RCD has now built or acquired 65 developments in 19 cities and works in four Northern California counties. Our work is award winning for its design, innovation, and asset management, and includes national recognition for both housing development and asset management efforts from Local Initiative Support Corporation, National Association of Housing and Redevelopment Officials, American Institute of Architects/US Department of Housing and Urban Development, HUD Office of Affordable Housing Programs, Affordable Housing Finance Magazine, Urban Land Institute, Congress for New Urbanism, and the National Association of Home Builders.

Prior to joining RCD, Dan worked as a community organizer in Chicago, an economic development planner in Oakland, and as a supportive housing developer in San Jose. He has a long history of community service and is currently a member of the Boards of Directors of the Non-Profit Housing Association of Northern California and EveryOne Home, the organization working to end homelessness in Alameda County, where he served as Co-Chair. Dan has also served on the Boards of East Bay Housing Organizations, Alameda Point Collaborative, and the East Bay Jewish Community Relations Council.

In addition, Dan is a frequent speaker and advocate on topics related to housing development and planning, including conferences and events sponsored by the American Planning Association, the Urban Land Institute, the National Housing and Rehabilitation Association, Housing California, and the Non-Profit Housing Association of Northern California. He speaks regularly to city councils and commissions, faith based organizations, and other community groups about affordable housing.

Education

Master of City Planning, University of California, Berkeley, 1988

B.A., Urban Planning, University of Illinois, Urbana-Champaign, 1983



Carolyn Bookhart was appointed Director of Housing Development in April, 2014 to lead RCD's housing development program. Her primary responsibilities are to ensure an active pipeline of new development activity and to oversee and manage staff performance on all RCD housing development projects. Under her direction, RCD has completed eight development projects, 450 units, and has 350 more in development. She is also a member of the RCD corporate management team.

Carolyn has a key role in identifying and securing new housing development. She works closely with all stakeholders to ensure that each proposed RCD development meets their needs and expectations for quality affordable housing, that it meets the RCD mission, and that adequate funding is available to complete the project. In addition, she manages a staff of five project managers as they work to move projects through all the phases of feasibility, pre-development, and construction. She ensures that every completed project moves successfully from development into the RCD portfolio of operating properties.

Carolyn joined RCD in 2004 and has a strong track record as a project manager on ten important properties. Among these are new construction at Oxford Plaza, Shinsei Gardens, Clinton Commons, Villa Vasconcellos, Lorenzo Creek Apartments, Berrellesa Palms, and Ohlone Gardens. She has also been the project manager for major rehabilitation projects at Erna P. Harris Court, Eldridge Gonaway Commons, and Lakeside Apartments.

With 15 years' experience in the development of affordable housing, Carolyn has managed the development of over 500 units of housing throughout the East Bay that represent over \$150 million in public and private investment. As a former certified green building professional, she has integrated green building methods and materials in every project, including two LEED Platinum developments and three that received GreenPoint ratings for environmental sustainability.

Previous to joining RCD, Carolyn worked in housing development and neighborhood revitalization for Allied Housing in Hayward, California and Delaware County Housing/Community Development, Pennsylvania.

Carolyn is a frequent speaker on topics related to housing development, most recently before Housing California, NonProfit Housing Association of Northern California, California Redevelopment Association, San Francisco Mayor's Office of Housing, California Green Affordable Housing Coalition, and Greenbuild 2010. She also engages in housing advocacy with the Non-Profit Housing Association of Northern California and East Bay Housing Organizations. She is a member of the U.S Green Building Council and the Urban Land Institute.

Education

Master of City Planning, University of Pennsylvania, 1996

B.A., Law and Society, The American University, 1991



Alicia Klein joined RCD in 2012 and brings over 20 years of experience in project management to our Housing Development team. Her role includes site acquisition, securing development funding, completing all site entitlements, and community outreach. She also coordinates the development schedule and manages the architectural design as well as the construction process. In addition, she ensures that the completed development transitions into the RCD asset management and resident services programs for successful operation.

Currently, Alicia is partnering with two churches to bring two new construction projects through pre-development and into construction. She is collaborating with St. Paul's Episcopal Church in Walnut Creek to create affordable, supportive housing over a new homeless day center on the Church's land. Alicia has worked closely with church members to negotiate site control agreements, secure full funding commitments, and provide a temporary home for the day center. To carry out the vision of Christ Lutheran Church of Fairfax, she secured grant funds, commitments of county funding and rental subsidy, and hard-won local approvals for RCD's first development in Marin County, Victory Village, for very low-income seniors.

On previous development projects, Alicia secured RCD's first pre-development grant from the Metropolitan Transportation Commission for transit oriented development and \$4.3 million in the initial round of Affordable Housing and Sustainable Communities ("Cap & Trade") funding for Riviera Family Apartments, for which she also completed site acquisition, local land use approvals, and closed construction funding. At University Avenue Cooperative Homes, she completed the rehabilitation of a scattered-site community that includes commercial space, apartment buildings, townhomes, and single-family homes. She helped refinance the property and renew expiring Section 8 rental subsidies to ensure the property's continued affordability.

Alicia's previous experience includes senior level project management and program management with the Richmond, California Community Redevelopment Agency and the San Francisco Mayor's Office of Housing.

Alicia has been a member of the Non-Profit Housing Association of Northern California since 1994 and participates in the East Bay Housing Organizations' Interfaith Communities United for Affordable Housing. She has convened, moderated, and been a panel speaker at conferences including Housing California (Streamlining Compliance through Local Government Collaboration, 2013; Cap & Trade, 2015; Collaborating on Faith-Based Housing Development, 2017), and Rail~Volution (Cap & Trade, 2016). Alicia got her start in affordable housing as a founding board member of a faith-based transitional home for formerly homeless women recovering from substance abuse.

Education

Master of Public & Private Management, Yale School of Management, 1994

B.A., Latin American Studies, Wesleyan University, 1988

HUD-Certified HOME Program Specialist–Rental Housing Compliance, 2011