



**2019-2020**

**HOME Investment  
Partnerships Program**

**Funding Applications**

**2019-2020 County of Marin  
Community Development Block Grant (CDBG) and HOME Project Proposal List**

APP. #	PROJECT NAME	PROJECT SPONSOR	PROJECT ADDRESS	DESCRIPTION	CDBG REQUEST	HOME REQUEST
<b>HOME Program Requests</b>						<b>\$1,783,212</b>
H-1	Centertown Apartments	BRIDGE Housing + EAH Housing	855 C St, San Rafael	Rehab and resyndication of tax-credits at Centertown		\$500,000
H-2	Mill Street Center Affordable Housing Units	Homeward Bound of Marin	190 Mill St, San Rafael	Develop 32 units of permanent supportive housing		\$833,212
H-3	Victory Village	Resources for Community Development	2626 Sir Francis Drake Bl, Fairfax	Develop 54 apartments affordable to seniors with up to 50% AMI		\$450,000
	<b>HOME Subtotal</b>					<b>\$1,783,212</b>
<b>Total CDBG Requests</b>					<b>\$3,446,590</b>	
<b>Total HOME Requests</b>						<b>\$1,783,212</b>



**2019/20 COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME PROGRAM APPLICATION FOR FUNDING**

1. Indicate type of project. If your project allows, you may apply under multiple categories.

CDBG Public Services		CDBG Public Facilities/Improvements	
CDBG Housing Construction/Acquisition		HOME Housing Construction/Acquisition	
CDBG Housing Rehabilitation		HOME Housing Rehabilitation	X

2. Organization (Fiscal Sponsor) General Information:

ORGANIZATION/AGENCY NAME	Centertown Inc. (c/o BRIDGE Housing & EAH Housing)
MAILING ADDRESS	BRIDGE - 600 California Street, Floor 9, SF, CA 94108; EAH - 22 Pelican Way, San Rafael, CA 94901
WEBSITE	<a href="http://bridgehousing.com">http://bridgehousing.com</a> ; <a href="http://www.eahhousing.org">http://www.eahhousing.org</a>
ORGANIZATION DUNS#	BRIDGE - 132753625; EAH - 078765088
EXECUTIVE DIRECTOR/CEO	BRIDGE - Cynthia Parker; EAH - Mary Murtagh
EMAIL ADDRESS	wheywood@bridgehousing.com; welton.jordan@eahhousing.org
PHONE	BRIDGE - (415) 321-3564; EAH - (415) 295-8876

3. Project General Information:

PROGRAM/PROJECT NAME	Centertown Apartments
PROGRAM/PROJECT SITE ADDRESS	855 C St, San Rafael, CA 94901
CDBG/HOME FUNDING AMOUNT REQUESTED	\$ 500,000
APPLICATION CONTACT PERSON	William Heywood
E-MAIL ADDRESS	wheywood@bridgehousing.com
PHONE	(415) 321-3564

4. **Planning Areas Served:** Indicate what geographic area the requested funding will serve. Please indicate approximate % of services provided in each area. For Housing projects with current residents, please indicate where your project is located.

Novato	San Rafael	County Other	Total
	N/A Housing Rehab		100%

5. **What prior years have you been funded by CDBG/HOME**

Year Funded	2000	1996	
Grant Amount	\$675,000	\$627,000.58	
Amount Expended	\$675,000	\$627,000.58	

6. **Organizational Overview:** Provide a brief description of your organization including mission, programs, number of clients served, etc.:

BRIDGE Housing - BRIDGE is one of the largest developers of affordable and workforce housing on the West Coast. We are a mission-driven, nonprofit developer with a primary goal of producing high-quality homes for families, seniors and vulnerable populations and ensuring they will stay affordable in perpetuity. We believe that housing is a fundamental right that directly contributes to the long-term outcomes for the families and individuals we serve. Since 1983, BRIDGE has developed more than 17,000 housing units and 200,000 square feet of retail/commercial space and currently owns and operates 106 properties. We have more than 4,300 units (34 properties) in predevelopment or under construction with total assets of approximately \$2.3 billion.

We take pride in being a long term owner /manager that is committed to preserving affordable housing alternatives. In addition to development experience, BRIDGE formed its property management company to maintain the quality standards and community responsiveness in our award-winning properties. Our in-house community development team takes the lead in determining which programs and services will provide the best economic, health and educational outcomes for our residents. BRIDGE's commitment to enhancing the communities in which it builds is evidenced by the numerous design awards it has won including 63 Gold Nugget Awards and 3 Awards of Excellence from the Urban Land Institute.

EAH - see attached PDF Organizational Overview of EAH Housing.

**7. Project Description: Provide a detailed scope of work including services to be provided and/or development activities to be engaged. Describe how this project will benefit the community.**

Centertown Apartments, located in downtown San Rafael, was built in partnership between BRIDGE & EAH in 1991. The project is a multifamily apartment building containing 60 units of housing for families earning between 50-60% of AMI. The property is regulated under LIHTC and HCD under the RHCP program as to rent charges, operating methods, and other matters. Centertown Apartments is 4 stories; consisting of two buildings with a courtyard in the middle. The project has a 1st floor concrete podium garage at the south half of the building, and a 2-story concrete building at the north half, with wood-framed construction above. The proposed scope of work is to perform a rehabilitation and resyndication of tax-credits at Centertown. Currently, Centertown Apartments is 100% occupied and is home to approximately 60 children. Meaning the opportunity to provide much needed renovations will have an extremely positive impact for all residents at the property.

The rehab scope of work will focus on several different components that will provide necessary capital improvements to the property, as well as enhance the quality of life for residents at Centertown. The most critical elements of the rehab will be to eliminate areas of water intrusion at the property. To address this, a whole renovation of the exterior facade will need to be completed. This will include removing and replacing cement plaster, installing new windows and doors at select locations, replacing the balcony deck boards, installing new gutters and downspouts, and repainting the exterior.

Additionally, there are several other areas to address in the interiors and common areas of the property that will greatly enhance the quality of life and experience for our residents. These items include, but are not limited to:

- Upgrading six units to units to meet ADA TCAC compliance
- Installing new manager's office adjacent to property lobby
- Installing new bathroom for manager and guest use
- Upgrading laundry facilities
- Programming of two-level courtyard and community garden. Possible additions could include outdoor dining, play structure for children bistro lights, outdoor carpets to break up deck coating, sunshade

The entire scope of work will be finalized prior construction finance closing, but the above items are several examples of BRIDGE & EAH plan to improve the quality of the property, as well as the resident experience.

Additionally, depending of funding sources and operating budget of Centertown once the rehabilitation is completed, BRIDGE & EAH are hopeful that we can provide a robust suite of service programs to our residents. See attached PDF for information on potential resident services at Centertown Apartments

Centertown Apartments has been operating as a high quality affordable housing development for over 25 years, and the opportunity to provide these improvements will allow us preserve much needed affordability for 60 household, and allow us to provide this high quality affordable housing for several more decades.

When Centertown was first acquired, the design scheme inherited from BRIDGE & EAH did not allow us to provide the usual suite of amenities to our residents. The rehabilitation described above provides with an excellent opportunity to further improve this high performing, sorely need affordable housing.

**8. 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>

**9. How will this project Affirmatively Further Fair Housing?**

As the Property Manager, EAH will be taking lead to ensure compliance of Affirmatively Further Fair Housing. It is the policy of EAH Housing (EAH Inc.) to comply fully with Title VI of the Civil Rights Act of 1964, Title VII and Section 3 of the Civil Rights Act of 1968 (As amended by the Community Development Act of 1974), Executive Order 11063, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Fair Housing Act of 1988, and any legislation protecting the individual rights of residents, applicants, or employees which may subsequently be enacted.

EAH Housing staff operate and administer all properties to enable persons with disabilities to have equal access to participate in the program of the property. EAH Housing coordinates effective communications with applicants, residents, and the public, to ensure that policies regarding how the property is operated do not adversely affect applicants, residents, and the public.

EAH Housing has a designated Section 504 Coordinator to coordinate compliance with nondiscrimination requirements contained in the Department of Housing and Urban Development's regulations implementing Section 504 (24 CFR, part 8 dated June 2, 1988). It is EAH Housing policy to respond quickly to any fair housing complaints received in order to mitigate them and address all concerns presented. In our decades of experience in property management, EAH Housing has successfully mitigated complaints to the satisfaction of all parties involved, including the Fair Housing Department and residents or applicants.

EAH Housing ensures that all appropriate staff receive Fair Housing and Section 504 Reasonable Accommodation training every two years

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

EAH Housing markets available housing units to ensure all persons have equal opportunity to apply for the housing units for which they may qualify. EAH takes the following steps in recruiting prospective renters:

- Public agencies, social service agencies, and local community groups will be notified of vacancies.
- Special outreach efforts will be made to reach out to persons outside the local area who would not normally be likely to apply because of existing neighborhood racial or ethnic patterns, rents and/or other factors.
- We will accept referrals from the Housing Authority and the State Department of Human Services.
- All applicants will be screened in accordance with the Resident Selection Plan applicable to the particular property for which application is made.
- Advertisements will be placed in local and regional print and online vehicles as appropriate.
- All advertising shall include prominent use of the Equal Housing Opportunity logo, slogans and/or statements of intent to affirmatively market the units.

Material to be used in the affirmative marketing plan include:

1. A fair housing poster to be displayed in the rental office, or wherever prospective renter interviews take place.
2. An Equal Housing Opportunity logo to be displayed on the Project sign.
3. An Equal Housing Opportunity logo to be displayed on the marketing brochure, flyers and other marketing materials.

**11. Approximately how many moderate, low, very low, and extremely low-income persons will directly benefit from the program/project? (Use the income level table found in the Application Guidelines document):**

Moderate-Income	4
Low-Income	13
Very Low-Income	31
Extremely Low-Income	59

**12. Estimate the demographics of the moderate, low, very low, and extremely low-income persons who will directly benefit from the program/project:**

Ethnic Category	Total Persons	Identifying as Hispanic
American Indian or Alaskan Native	4 %	%
Asian	5 %	%
Black or African American	12 %	%
Native Hawaiian or other Pacific Islander	3 %	%
White	22 %	%
American Indian <i>and</i> White	%	%
Asian <i>and</i> White	%	%
Black <i>and</i> White	%	%
American Indian <i>and</i> Black	%	%
Multi-Racial / Hispanic/ Other / Declined*	54 %	%
<b>TOTAL</b>	<b>100%</b>	
Female-Headed Households (out of above total)	N/A %	N/A %

**PROJECT MANAGEMENT & FINANCIAL DATA**

**13. If funded previously, list past project goals and accomplishments/activities using CDBG/HOME funds.**

Belvedere Place (funder in 2000) - BRIDGE Housing Corporation utilized Community Development Block Grant (CDBG) funds to acquire and rehabilitate 25 units of rental housing for lower-income households, plus one manager's unit. For a term of 55 years, at least 14 of the 26 units in the Property will be made available at affordable rents to households with incomes equal to or less than the Section 8 low income limit established by the U.S. Department of Housing and Urban Development.

BRIDGE Housing Corporation utilized HOME Investment Partnerships Program (HOME) funds towards the acquisition and rehabilitation of Belvedere Place Apartments. Belvedere Place Apartments consists of 25 units of rental housing for lower-income households, plus one manager's unit. A total of eleven (11) units will be designated on a floating basis as HOME-assisted and reserved for, and occupied by, households with incomes at or below 50% of median income.

Rotary Valley (funded in 1996) - BRIDGE Housing Corporation utilized Community Development Block Grant (CDBG) funds to develop 79 units of rental housing for lower-income seniors, plus one manager's unit. Planning and predevelopment costs including feasibility analysis, environmental analysis, preliminary architectural design concept, preliminary civil engineering and landscape architectural costs, survey and soil testing, preparation of applications for zoning approvals and financing, legal fees, consulting costs, staff costs, and other eligible planning expenses.

BRIDGE Housing Corporation utilized HOME Investment Partnerships Program (HOME) funds towards the development of Rotary Valley Senior Housing. Rotary Valley Senior Housing will consist of 79 units of rental housing for lower-income seniors, plus one manager's unit. A total of eleven (11) units will be assisted by the HOME funds will be reserved for, and occupied by, households with incomes at or below 50% of median income.

**14. If your agency has remaining CDBG/HOME funds previously approved, please describe timeline for expending fund balance:**

N/A - no remaining balance

**15. Describe your organizations experience with administering federal grant programs? For Housing and Capital (construction and renovation) projects, what experience do you have with complying with Davis-Bacon prevailing wage requirements?**

Please see enclosed list of BRIDGE's experience with both federal grant programs and compliance with Davis- Bacon requirements.

**16. Describe who will supervise and manage the project and their past experience with project management.**

BRIDGE Housing & EAH Housing will both have three staff members involved in the rehabilitation of Centertown Apartments.

As co-developers, BRIDGE & EAH will have staff who have several decades of experience, and have participated in the development of hundreds of affordable housing units overseeing the rehabilitation of Centertown.

See attached for specific experience and profiles of the following project team members:

BRIDGE Housing:  
Smitha Seshadri, Senior Vice President of Development, Northern California  
Marie Debor, Vice President of Development  
Will Heywood, Capital Markets Manager

EAH Housing:  
Welton Jordan, Vice President, Real Estate Development  
Isabel Duarte, Business Development Analyst  
Carson Medina, Property Supervisor, Real Estate Management

**17. For Housing and Capital (construction and renovation) projects, list any entitlements, approvals, or authorizations that are necessary for the project to proceed.**

The scope of work being pursued at Centertown Apartments will not require project entitlements or discretionary approvals. Project approvals will be through the Building Permits and Planning Department. All approvals will be administrative and we do not anticipate delays in our schedule for required approvals.

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

The 25% match will be met through the ground lease with the City of San Rafael, or similar transaction related to the land. Of the \$500,000 requested, any arrangement in regards to lease or other type of land transaction will be worth well over the 25% threshold.

Additionally, Centertown will be applying for \$125,000 in Marin County Affordable Housing funds in December 2018. If awarded, this amount would also ensure compliance with the HOME 25% Match requirement

**19. For HOME Projects are you a CHDO?**

N/A



20. For Housing and Capital (construction and renovation) projects, what is your 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 31, 2019
Complete planning & environmental review	N/A - see section 17
Release bid package	January 3, 2019
Select contractor	February 4, 2019
Finalize contract	May 15, 2019
Obtain building permits	May 31, 2019
Start construction	June 3, 2019
Complete Construction	June 2, 2020

21. Please sign and date your application below:

  
 \_\_\_\_\_  
 Signature/Title

  
 \_\_\_\_\_  
 Date

**Required Attachments:**

- A. **Project Budget:** Complete the project budget template provided and submit along with application. If you have a project budget that provides the information requested in the template, you may submit that in-lieu of the template. Please note: the project budget should reflect the total cost of the project NOT just the CDBG/HOME request.
- B. **Organizational Budget:** Upload your organization or fiscal sponsors annual budget.

**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](mailto: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 Friday, November 16, 2018 by 5 p.m. PST**

**POSTMARKS WILL NOT BE ACCEPTED**



## COMPANY OVERVIEW

### EAH HOUSING

#### ▶ Creating Community

  
FOUNDED  
**1968**

  
SERVING OVER  
**20,000**  
RESIDENTS

RELATIONSHIPS WITH  
**55** municipalities  
**17** counties  
IN CALIFORNIA & HAWAII

#### ▶ Developing Housing

**95 properties**  
developed & acquired

**\$680 million**  
Active development

**>\$1 billion**  
Developed housing

#### ▶ Managing Properties

 **110 portfolio**  
Over 8,900 leases

 **70% OWNED & MANAGED**  
**30% FEE MANAGED**

**\$ >\$101 million**  
Annual Cash Management

## COMPANY OVERVIEW

EAH Housing (EAH Inc.) is a 501(c)(3) nonprofit organization, established in 1968. EAH was founded in response to the death of Dr. Martin Luther King, Jr., to address the housing needs of low income families, people with disabilities and older adults. The mission of EAH Housing is to expand the range of opportunities for all by developing, managing and promoting quality affordable housing and diverse communities.



*San Clemente Place, Corte Madera*

EAH is one of the oldest and most experienced nonprofit housing management and development organizations in the western United States. Established in Northern California, EAH Housing has long since expanded beyond the borders of its original home. Serving over 20,000 residents daily, EAH has grown to a staff of more than 475 highly skilled and dedicated employees in 17 counties in California and Hawai'i. EAH continues to believe to this day that attractive affordable housing is the cornerstone to sustainable, healthy and livable communities.

**Offices:** San Rafael | Honolulu | Morgan Hill | Los Angeles | Fresno



**Properties by Resident Type**



- Family/Workforce
- Senior
- Disabled/Special Needs, Formerly Homeless, Veteran
- Other: Artist, Farmworker, Transitional Age Youth (TAY), Student

**Real Estate Development**

Working throughout California and Hawai'i, EAH Housing has developed and acquired over 7,700 units of affordable housing in 95 properties since 1968. These properties have an estimated aggregate development cost of \$1 billion (in current dollars). Our company-wide commitment to excellence provides inspiration throughout the many years it takes to develop a property. Our highly skilled real estate development team assures that the property is extremely well-designed, and built to be sustainable and financially self-sufficient. Our management team assures a lifetime of care.



*Estrella Vista, Emeryville*

**Real Estate Management**



*Villages of Moa'e Kū, Ewa Beach*

EAH Housing serves 20,000 residents every day. The organization fully understands that professional management of the physical asset, neighborhood relationships, local leadership and increasing resident quality of life is the key to a successful development. The EAH management portfolio includes 8,900 unit leases at 110 properties serving families, seniors, students, people with disabilities, veterans, emancipated youth, and previously homeless in California and Hawai'i.



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## Resident Services

Resident Services at EAH Housing properties focus on helping residents maximize their ability to maintain stable housing and living happy, healthy and enriched lives. Our service philosophy is based on providing compassionate, individualized, voluntary services designed to help residents meet their own goals for personal wellness and stability. Services are offered through a coordinated effort between an onsite Resource Coordinator, the Resident Services Department, real estate management staff, community providers, and the residents themselves. This inclusive approach ensures cohesion, creativity, and overall quality of service delivery.

StayWell! is the EAH Housing resident services initiative, ensuring enrichment and quality of life for our residents whether youth, adults or seniors.



*Don de Dios, San Jose*

### **StayWell! Program**

- Healthy Eating
- Active Living
- Community Building
- Physical & Mental Health
- Education
- Civic Engagement

## Advocacy and Outreach

For more than four decades, EAH Housing has been at the forefront of outreach and advocacy, hiring its first full-time staff person to work on community acceptance issues in 1977. Today, EAH continues this tradition through public presentations and lectures, voter registration, trainings, resource referrals, resident communications, and strategy discussions with government leaders (local, state and federal).

EAH Housing is a member of numerous advocacy organizations from local grassroots groups, chambers of commerce and housing organizations, to state and national advocacy and professional organizations, often joining in support letters and efforts to promote policies/projects that fund affordable housing and pave the way for increased opportunities for our resident populations.

- Housing advocacy and outreach organizations - local, regional, state and federal
- Community building and regional affordable housing networks

## COMPANY OVERVIEW

### EAH HOUSING



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### Sustainability

Since the start of the Building Sustainable Communities Initiative in 2009, EAH Housing has leveraged and invested over \$4.5 million in grants, loans, donations, and substantial rebate programs, alongside resources internal to the organization, to improve green programs and the sustainability of the organization's operations. In addition to grants and development resources, funds have come through local, state, and federal energy and water efficiency programs, local initiatives and public utilities programs.

To date, energy and water audits have been conducted at 100% of EAH properties, 45 properties participate in the White House Better Buildings Challenge and more than half of the entire EAH Housing portfolio has deployed energy-use improvements, including:

- High efficiency lighting upgrades and high efficiency water heaters
- Energy Star appliances
- Dual-pane windows
- Native plant landscaping
- Solar photovoltaic (PV) installations

### For More Information

Please visit [www.eahhousing.org](http://www.eahhousing.org) for more information or to contact EAH Housing.



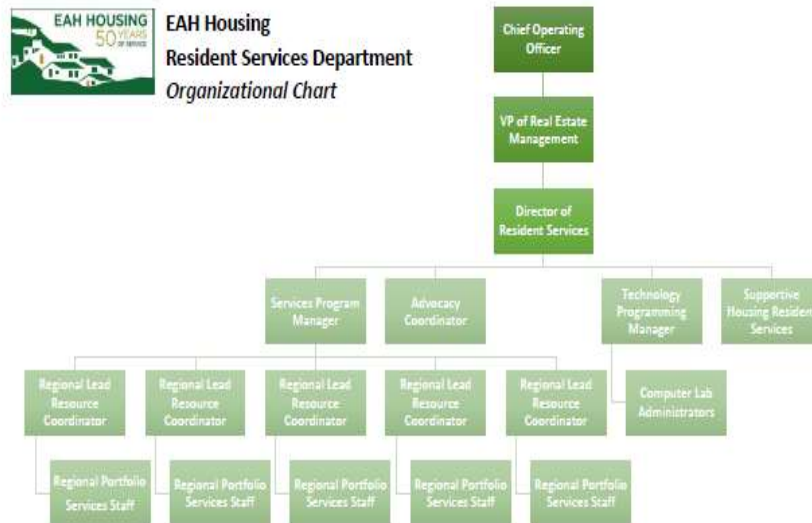


**Resident Services Plan: Overview**

Resident Services is an integral part of EAH Housing management services. As a non-profit housing corporation, it is part of our mission to make available to our residents the means to lead a more enriched life. Our internal Resident Services Department is primarily responsible for evaluating community needs, building relationships and trust between residents and staff, making residents aware of programs and services that are available in the local community, and bringing programs and partnerships to the site. In order to best serve the diverse population of the property, the proposed project would bring one FTE Resource Coordinator to coordinate services for the residents. The Centertown project is being rehabbed for the purpose of primarily continuing to serve low-income and extremely low-income individuals and families, who may also have special needs requiring specialized collaborative services. In anticipation of continuing to serve a unique and diverse population, EAH Housing will also establish partnerships with quality, community-endorsed organizations for referrals and opportunities to collaborate onsite. The project hopes to add a brand new community room and internal common space to be used for onsite social services for residents, including providing space for local organizations to deliver services in coordination with EAH Housing staff.

**EAH Resident Services Structure**

Centertown will be assigned at least one PTE Resource Coordinator from EAH Housing. This staff member will have a background in social services that is focused on serving youth and families, as well as knowledge of reputable community organizations that provide local services. The Resource Coordinator is an integral component of the onsite management team, and is supervised by leadership within the Resident Service Department. Numerous positions within Resident Services work together not only regionally but company-wide in order to form a deep network of support:





Additionally, in order to maintain and update competencies related to serving youth and families, all Resident Services staff completes additional required professional development to continuously deepen their skillset and education. Some required training includes:

- CPS Mandated Reporting/Adult Protective Services reporting training
- Mental Health First Aid
- De-Escalation Techniques
- Customer Service and Supporting Residents
- Using a Strengths-Based Approach
- Disaster Preparedness
- Quality Standards for Expanded Learning in Public and Affordable Housing through the Partnership for Children and Youth (PCY) and the Housed initiative
- CA School Aged Consortium (CalSAC) online and onsite trainings around program development, behavior management, and summer programming
- Specialized training such as, addressing chronic absence, developing summer program, STEM training, positive parenting, and stress reduction

Each Resource Coordinator meets weekly with their supervisor, joins monthly calls with their regional department, and meets quarterly as an entire department. This is part of a continuous program quality cycle and employee support structure to evaluate programs, procedures, and goals in an ongoing fashion.

The Resource Coordinator meets weekly with the onsite property management and maintenance team members to stay updated on all operational activities (ie. upcoming inspections, resident issues, building procedures, etc.) and to develop person-centered approaches to resolving issues that could jeopardize tenancy. Additionally, all team members participate in ongoing trainings in utilizing strengths-based approaches, trauma-informed practice, and conflict resolution.

#### Description of Services and StayWell! Model

In 2015 EAH Housing launched *StayWell!*, our service delivery model focused on health and housing that is informed by the impacts of psycho-social determinants on health in relation to housing stability. The *StayWell!* program focuses EAH resident services on six main areas: *Healthy Eating, Active Living, Community Building, Physical & Mental Health, Education and Civic Engagement*. Services are developed in each of these priority categories to best fit the interest and needs of the community as communicated by the residents through surveys, one-on-one interactions, and community meetings. Suggestions are then incorporated into onsite activities and outside referrals which the EAH Resource Coordinator publishes in calendars and newsletters, door-to-door flyers, community space announcements, and individual and group resident exchanges. Residents are encouraged to participate through welcome



packets, orientations to the community, monthly meetings, and in discussions with the Resource Coordinator.

Prior to building in partnerships and a referral system, the Resource Coordinator will conduct a community map of the neighborhood and region to develop a resource directory accessible to both staff and residents. Each resident will receive information on local services that they can choose to reach out to independently as well as work with case management and EAH staff on linkages to the services. The EAH Resource Coordinator will conduct a "benefits check-up" for residents to assess what resources may be most helpful and necessary (ie. physical and mental health care, vocational training, education, financial assistance, supplemental food, opportunities to combat isolation, etc.).

Resident Services at EAH Housing properties focus on helping residents maximize their ability to maintain stable housing and living happy, healthy, productive, and independent lives. Our service philosophy is based on providing compassionate, individualized, voluntary services designed to help residents meet their own goals for personal wellness and stability. EAH Housing has incredibly engaging opportunities for our family developments focused on supporting the whole-family, individually and as a unit, as well as specialized attention for aging adults.

Additionally, EAH Housing has existing partnerships within Marin County that can expand to serve the residents of Centertown. These programs are typically at no-cost to the property, and any small fees for workbooks or instructors are paid for from the property budget. Examples of these programs and partnerships include:

#### HEALTHY EATING

**Program Highlights:** healthy cooking classes, nutrition workshops, Meals on Wheels referrals, community gardening

#### ACTIVE LIVING

**Program Highlights:** yoga, Qigong, Walking Club, access to walking and bike baths, onsite playgrounds and fitness rooms

#### PHYSICAL AND MENTAL HEALTH

**Program Highlights:** health screenings, mindfulness workshops, chronic disease management workshops, referrals to specialists, support groups

#### EDUCATION

**Program Highlights:** financial literacy, computer training, afterschool and summer programs, employment assistance, disaster preparedness, EAH College Scholarship Program





#### CIVIC ENGAGEMENT

**Program Highlights:** highlighting resident stories, resident council, voter education, intergenerational volunteering opportunities

**COMMUNITY BUILDING** The goal of EAH is to provide social connectedness opportunities to build community among neighbors in our affordable housing communities, and outside with external community partners and local law enforcement through **National Night Out** celebrations. Other popular events include multicultural potlucks, holiday events, social activities (such as bingo, coffee hour, game night, or arts & crafts), and **Neighborhood Watch**. EAH communities participate in community building activities at least once every quarter. Opportunities for community building will be available to take place in numerous physical spaces onsite, including a **technology lounge, community room, kitchen area, fitness room, and flexible outdoor amenities**.

Resident Services at EAH Housing properties focus on helping residents maximize their ability to maintain stable housing and living happy, healthy, productive, and independent lives. Our service philosophy is based on providing compassionate, individualized, voluntary services designed to help residents meet their own goals for personal wellness and stability. Services are offered through a coordinated effort between an on-site Resource Coordinator, the Resident Services Department, property management staff, community providers, and the residents themselves. This inclusive approach ensures cohesion, creativity, and overall quality of service delivery.

#### Expanded Learning Programs

Every EAH Housing family development implements Expanded Learning Programs for school-age youth. Services staff receive training to implement curriculum and develop an effective program based upon Quality Standards for Expanded Learning in Public and Affordable Housing coordinated by the Partnership for Children and Youth HousED initiative. Resource Coordinators provide opportunities for youth to be engaged with learning outside of a school classroom year-round. Our in-house afterschool programs are coordinated and led by a Resource Coordinator who recruits, registers, and manages the day-to-day operations of the program. Programs typically occur 2-5 days a week for 2-3 hours after school, and for a more extended period over the summer. The Resource Coordinator recruits volunteers to assist in the program, and develops relationships with nearby schools and nonprofits to be actively involved as well. These programs focus on academic assistance and the development of Social Emotional Learning (SEL) skills for all participants and have enrichment components tailored to the interests of the ages and needs of the group. Activities and themes include:

- STEAM (Science, Technology, Engineering, Arts, and Math)
- *Engineering Adventures* (evidence-based curriculum for grades 2-5 introducing engineering concepts and the design process)
- Leadership (Volunteer Service Activities and Youth Council)
- Wellness (Recreation & Organized Sports)



- One-on-one tutoring and Homework Clubs
- Online literacy building programs (Squiggle Park)
- Summer jobs for teens
- Addressing Chronic Absence (engaging parents, schools, and children in actively attending school)
- Field Trips (trips to sporting events, museums, East Bay Regional Parks, arts programming, college campuses, community events)
- Cooking Matters (healthy cooking classes and responsible use of the kitchen)
- Travel the World (multicultural educational program introducing different cultures and countries)
- Gardening

EAH Housing is part of the PCY HousED initiative cohort and has received access to trainings, networks, and assessment tools in order to execute effective, fun, and quality programs for youth. EAH Housing utilizes the Youth Program Quality Assessment (PQA) to measure the quality of youth programs and identify staff training needs.

The Youth and School-Age PQA evaluate the quality of youth experiences in afterschool and out-of-schooltime (OST) programs. It provides the ability to assess programs in the following areas:

- Safe environment
- Supportive environment
- Interaction
- Engagement
- Youth-centered policies and practices
- High expectations for youth and staff
- Access

Youth programs are observed and assessed by the Director and Manager of Resident Services, and evaluated by the entire team to recommend areas of improvement and success. All youth are able to attend these programs. In addition to consistent expanded learning programs, Resource Coordinators also implement Family Engagement events to be sure to include all family members and community members. Examples of these events include Program Showcases, where all residents are invited to view youth projects, Family Game Nights, Back-to-School Nights, Literacy Nights and Community Potlucks. The Resource Coordinator maintains a flexible schedule to be able to meet the needs of working families who may only be able to participate at night or on the weekends.

### Technology Plan

Every new EAH Housing development has wireless internet access for residents to utilize in the common areas, at minimum. EAH was a pioneer in introducing computer labs to its affordable housing properties.



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Over time, as technology has changed, these have morphed from “computer rooms” to “technology lounges.” It is our goal to bridge the digital divide for our residents as much as we can and to accommodate what is new in technology as it becomes more vital to the functions of everyday life – from utilities and bills, to banking, government programs, homework assignments and educational resources.

EAH Housing recently developed the Technology Program Manager position to create and implement training programs across our portfolio. Digital Literacy Training is provided by the Resource Coordinator with guidance from the Technology Program Manager and in collaboration with local partnerships (including the Alameda County Library and The Stride Center.) Through surveys and interest forms, digital literacy training is developed and tailored to the needs of the property. For example, training courses for youth, families, and seniors typically include:

- Preventing Online Frauds and Scams
- Computer Basics
- Computer Care and Maintenance
- Computer Ergonomics
- Internet Basics
- Microsoft Office Suite
- Social Media
- Staying Safe Online
- Using Email
- Windows 10
- Using Skype to Stay Connected
- Online Literacy Tools (for youth)

The intent of training courses is not only for individual education, but for residents to develop a network of peers that can assist with understanding how to operate numerous technological devices and navigating the internet. These courses build skills and confidence while addressing critical needs of our residents on many levels. Students have access to technology lounges to complete homework or coursework, access job and college applications and assistance, and continue to work on skills with assistance and supervision of staff.

## BRIDGE Housing Corporation

<b>Project</b>	<b>Federal Funding Type</b>	<b>Amount</b>	<b>Davis Bacon</b>	<b>Section 3</b>
Acorn I and II	HUD	\$ 1,500,000		
Armstrong Place Senior Housing	AHP	\$ 1,000,000		
Armstrong Place Senior Housing	HUD	\$ 9,735,200		
AveVista	AHP	\$ 670,000		
Bay Meadows Affordable	CDBG	\$ 1,000,000		
Celadon at 9th & Broadway 9%	AHP	\$ 1,280,000		
Chelsea Gardens	CDBG	\$ 400,000		
Chestnut Linden	AHP	\$ 600,000		x
Coggins Square	CDBG/HOME	\$ 1,200,000		
COMM22	HUD Capital Advance	\$ 4,860,000		
Emery Villa	HUD Section 202	\$ 2,107,382		
Mandela Gateway Apartments	City HOPE VI	\$ 2,500,000		x
Marea Alta	AHP	\$ 1,000,000		
Marina Tower Annex	AHP	\$ 770,000		
Metro Center	AHP	\$ 600,000	x	
Metro Center	CDBG	\$ 750,000	x	
North Beach Place	City HOPE VI	\$ 6,000,000		
North Beach Place	AHP	\$ 1,000,000		
Northpoint Village Apartments I	CDBG	\$ 1,100,000		
One Church Street	AHP	\$ 465,000	x	
Pinole Grove Senior Housing	CDBG	\$ 1,000,000		
Pinole Grove Senior Housing	AHP	\$ 700,000		
Pottery Court	HOPE VI	\$ 1,000,000		
Pottery Court	HOME	\$ 400,000		
Sage Park	AHP	\$ 500,000		
Sierra Vista Apartments	CDBG/HOME	\$ 3,000,000		
St. Joseph's Senior Apartments	HOME	\$ 3,900,000	x	
St. Joseph's Senior Apartments	AHP	\$ 415,000	x	
The Coronet	AHP	\$ 1,400,000		
The Fountains	HOME	\$ 1,150,000		
Trestle Glen	CDBG/HOME	\$ 2,000,000		
Washington Plaza Apartments	CDBG/HOME	\$ 3,120,000		
Woods Grove	HOME	\$ 1,300,000		



**Marie Debor, Vice President (Supervisor)**

[mdebor@bridgehousing.com](mailto:mdebor@bridgehousing.com)

Tel: (415) 321-4033

Marie Debor joined BRIDGE in 2015 as Vice President of Development, focusing on MacArthur Station Parcels A and C1. Marie previously spent 13 years at The Related Companies, most recently as Vice President of Development. She was responsible for all aspects of the development process including financial analysis, acquisition, governmental subsidy negotiation, purchase contract/ development agreement negotiation, planning and design, entitlement processing and financing. She recently completed the last two phases of a multi-phase redevelopment of Lion Creek Crossings, a former public housing site in Oakland, and a \$50 million construction loan closing for the first phase of Paradise Creek, a transit-oriented development in National City. Earlier, she worked as a Commercial Real Estate Appraiser for FMV-Opinions and a Market Research Analyst for Cushman & Wakefield in Irvine. Marie holds a Bachelor of Business Administration with an emphasis on finance from the University of San Diego. She also earned an Associate Degree in Hotel & Restaurant Management from the Institute Hotelier Cesar Ritz, Le Bouveret, Switzerland.



**Smitha Seshadri, Senior Vice President, BHC (Supervisor)**

Smitha Seshadri comes to BRIDGE from Habitat for Humanity Greater San Francisco, where she has served as Vice President of Real Estate since April 2015. At Habitat, she was deeply involved in building the organization's infrastructure, leading real estate development and construction teams, planning for strategic growth, and implementing processes and procedures to track increasingly complex budgets and managing financial risk. Prior to Habitat, she worked for BRIDGE for nine years, as a Senior Project Manager and then Director of Development. During her tenure, she delivered \$175 million worth of projects under budget, including the resyndication of the Carquinez Apartments, Ironhorse at Central Station, 474 Natoma and St. Joseph's in Oakland, which won a 2015 Urban Land Institute Global Award for Excellence. At BRIDGE, she supervised a team of project managers, guided feasibility analysis for projects in pre development, and negotiated with market-rate partners on structuring a \$360 million joint venture development with inclusionary housing. Her earlier experience includes positions with the Housing Authority of the County of Santa Clara, the Emergency Housing Consortium, Bent Severin and Associates International Architects, and Corlett, Skaer and Devoto Architects. Ms. Seshadri holds a Masters of Business Administration from the University of Chicago, a Masters in Architecture from Kansas State University and a Bachelor of Arts in Architecture from Mangalore University.

**Will Heywood, Capital Markets Manager, BHC (Project Manager)**

Will Heywood, Capital Markets Manager – As Capital Markets Manager Will is responsible for working with Senior Staff in BRIDGE's Real Estate Development Department to secure conventional private financing for all new construction and rehabilitation LIHTC projects throughout BRIDGE's project pipeline. Additionally, Will is also a member of BRIDGE's Northern California Development team as a Project Manager. Will has been with BRIDGE since January 2016, when he joined the company as a Project Administrator. During his time at BRIDGE, he has gained valuable experience and assumed increasing responsibility in the areas of Development and Capital Markets, earning a promotion to Senior Project Administrator in November of 2017. Will has played a critical role in many BRIDGE developments in Northern California. Additionally, Will has been a key team member within BRIDGE's Capital Markets department, and has worked to secure over \$600 million dollars in private financing for several BRIDGE projects in Southern California, Northern California, and the Pacific Northwest.

Prior to BRIDGE, Will worked as a Manager at the Urban Land Institute where he managed the planning, research and implementation of ULI San Francisco's policy initiatives and annual financial objectives. Will holds a Bachelor of Arts in Urban Studies and Planning from San Francisco State University.



**WELTON JORDAN | Vice President, Real Estate Development**

Welton Jordan joined EAH Housing in October 2013 and became Vice President of Real Estate Development in December 2017. Mr. Jordan has worked in the field of real estate development, construction and finance for over a decade and has experience in financial underwriting and project management of both new construction and rehabilitation of a variety of multifamily developments. Throughout his career, Mr. Jordan has worked with various private and public funding sources to build affordable/family, market rate, mixed income, mixed use, workforce and permanent supportive housing.



At EAH Housing, Mr. Jordan manages a team of real estate development professionals and oversees the EAH pipeline, which includes business development, property acquisition, rehabilitation and new construction activities in California and Hawaii. In his previous role at the organization, he financed several projects in San Jose and Emeryville and served as an Area Director of Real Estate Development overseeing eight counties in northern California.

Prior to joining EAH, Mr. Jordan was a Development Project Specialist for the Housing Authority of the City and County of Fresno (HACCF) from 2009 to 2013. During his tenure he was a key member of a team that closed financing on/or constructed over 1,100 units of affordable housing, totaling over \$220 million in public and private funding. A majority of the deals done while at HACCF were completed using 9% Low Income Housing Tax Credits and a combination of other public and private funding. On behalf of HACCF, Mr. Jordan applied for and successfully obtained multiple local, state and federal grants and loans, some of which included 9% and 4% Low Income Housing Tax Credits (LIHTC), MHP, MHSA, HOME, and AHP.

Originally from the Pacific Northwest, Mr. Jordan holds a Bachelor of Science in Economics with a minor in Finance from Southern University in Baton Rouge, Louisiana, and earned a Master of Arts in Economics from the University of Arkansas, Fayetteville, before returning to the west coast. He has worked in public and private sector housing finance throughout California, and received certification as a Housing Development Finance Professional from the National Development Council.

<i>Education</i>	<ul style="list-style-type: none"> <li>- M.A. Business Economics, Minor in Finance – University of Arkansas, Fayetteville</li> <li>- B.S. Economics, Minor in Finance – Southern University, Baton Rouge, LA</li> </ul>
<i>Industry Designations</i>	<ul style="list-style-type: none"> <li>- Certification: Housing Development Finance Professional – National Development Council</li> </ul>
<i>Professional Affiliations</i>	<ul style="list-style-type: none"> <li>- Board of the Housing Collaborative for Concord Naval Weapons Base</li> <li>- Member of East Bay Housing Organizations (EBHO)</li> </ul>

## STAFF BIOGRAPHY

### EAH HOUSING



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#### Representative Projects

Estrella Vista, 87 units, family housing, mid-rise mixed use commercial  
Emeryville, CA – new construction

Parkview Family, 90 units, family housing, mid-rise with computer learning center – acq/rehab  
San Jose, CA – acq/rehab

Parkview Senior, 140 units, senior housing, mid-rise with computer learning center  
San Jose, CA – acq/rehab

Piper Court, 27 units, family housing, garden style  
Fairfax, CA – acq/rehab

City View @ Van Ness\*, 45 units, family housing, mixed use  
Fresno, CA – new construction

Renaissance at Santa Clara\*, 70 units, permanent supportive housing for special needs and  
chronically homeless  
Fresno, CA – new construction

Renaissance at Alta Monte\*, 30 units, permanent supportive housing  
Fresno, CA – acq/rehab

Renaissance at Trinity\*, 21 units, permanent supportive housing  
Fresno, CA – acq/rehab

Bridges at Florence\*, 34 units, senior housing  
Fresno, CA – new construction

\*Prior to EAH





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**ISABEL DUARTE | Business Development Analyst**

Isabel Duarte joined EAH Housing in 2017, pursuing an interest in social justice and human rights through affordable housing development. Prior to that, she worked for a global supply chain company focused on international trade and distribution of recycled materials while earning a graduate degree from the University of San Francisco.

Ms. Duarte has over a decade of volunteer and work experience in diverse settings. She served as Vice President of a graduate-student led organization – Student Outreach for Refugees, Asylees, and Immigrants at USF – and established the Youth Program at UNA-USA chapter of Marin where she served as Youth Leader/Steering Committee Member.

Passionately multicultural, Ms. Duarte is fluent in Spanish and earned her master’s degree in International Studies. She is currently pursuing a Master’s in Business Administration from Dominican University. She holds two bachelor’s degrees in Political Science and International Studies with concentrations in International Political Economy and Latin America.

<i>Education</i>	<ul style="list-style-type: none"><li>- M.B.A. – Dominican University of CA, San Rafael (in progress)</li><li>- M.A. International Studies – University of San Francisco, San Francisco</li><li>- B.A. Political Science; and International Studies – Dominican University of CA, San Rafael</li></ul>
<i>Professional Affiliations</i>	<ul style="list-style-type: none"><li>- Member of APICS</li><li>- Member of Pi Sigma Alpha</li><li>- Member of World Affairs Council</li><li>- Member of United Nations Association of USA</li></ul>



**CARSON MEDINA | Property Supervisor, Real Estate Management**

Carson Medina brings over a decade of property management experience to EAH Housing. He has experience in compliance, audits, Section 42, LITCP, Tax Credit, CalHFA, HUD 236, HUD PRAC 811, SERNA, and HOME programs, with proven interpersonal and negotiating skills.

Mr. Medina joined EAH Housing in 2012 as a Resident Manager II. Soon after, he was promoted to Assistant Property Supervisor with expanded responsibilities over a geographic portfolio of several properties in the Central Valley. Prior to joining EAH, he managed properties for two other companies in the Central Valley region.

Mr. Medina has a Bachelor's Degree in Business Administration from the University of California, Riverside. He also holds a California Real Estate Broker's License.

<i>Education</i>	- B.S. Business Administration – University of California, Riverside
<i>Industry Designation</i>	- Real Estate Broker's License, California – Lic. 01859087

## CENTERTOWN APARTMENTS

### SOURCES OF FUNDS

Description		Permanent Period	Notes
Construction Loan	7,757,751	0	
New Permanent Loan	0	2,723,343	
City of San Rafael	233,180	233,180	<i>From original financing</i>
County of Marin	99,504	99,504	<i>From original financing</i>
County of Marin - CDBG 2019-20	500,000	500,000	
County of Marin - Affordable NOFA 2018	150,000	150,000	
HCD - RHCP	3,166,149	3,166,149	<i>From original financing</i>
HCD (2019 Source)	4,113,641	4,113,641	
Deferred Fee	0	520,883	
LP Equity	700,294	4,668,629	
GP Equity	467	467	
Operations	0	545,190	
Interest on Soft Loans	-	0	
Seller Takeback	2,292,575	2,292,575	
<b>TOTAL SOURCES</b>	<b>19,013,561</b>	<b>19,013,561</b>	

### USES OF FUNDS

<b>ACQUISITION</b>		
Existing Debt to be repaid		351,970
Existing Debt to be assumed		3,447,153
Other		0
Seller Carryback		2,292,575
Transfer Tax on Appraised Value		6,758
<b>ACQUISITION TOTAL</b>		<b>6,098,456</b>
<b>LAND COSTS (Included in acquisition above)</b>		
<b>DIRECT CONSTRUCTION COSTS</b>		
		4,858,462
<b>ADDITIONAL CONSTRUCTION CONTRACTOR GENERAL CONDITIONS</b>		
Contractor Profit, Overhead, Gen Conditions	14.0%	680,185
Contractor Bond/Insurance on Base Bid	4.00%	194,338
Major Rehab Contingency	25%	1,214,616
Major Rehab Decay Allowance	20%	971,692
Solar PV System Contingency		-
<b>TOTAL ADDITIONAL CONSTRUCTION</b>		<b>3,060,831</b>
<b>CONSTRUCTION COSTS TOTAL</b>		<b>7,919,293</b>
<b>INDIRECT DEVELOPMENT COSTS (A&amp;E/Env/MEP)</b>		
GC - Testing, Consultation		50,000
A&E/Design/MEP		611,000
Construction Admin		6,000
Structural		20,000
Landscape		50,000
Pest Inspection		5,000
Hygenist		30,000
Survey/Civil		15,000

Environmental		15,000
Color		50,000
Misc Admin		30,000
<b>SUBTOTAL INDIRECT (A&amp;E/Env/MEP)</b>		<b>882,000</b>
<u>INDIRECT DEVELOPMENT COSTS (Legal/TCAC Other)</u>		
<u>Legal</u>		
Acquisition - Legal		25,000
Construction - Legal		100,000
Perm Closing - Legal		5,000
		130,000
<u>Market Study</u>		
CDLAC/TCAC - Market Study		10,000
CDLAC/TCAC - Appraisal		7,500
		17,500
<u>Auditor Services</u>		
Audit & Tax Return		38,000
Cost Certification		30,000
		68,000
<u>Title</u>		
Construction Title and Escrow		30,000
Perm Closing - Title and Escrow		7,500
		37,500
<u>Marketing</u>		
Furnishings		100,000
Community Events during Construction		1,000
		101,000
<u>Permits and Fees</u>		
Municipal Fees and Permits		48,585
		48,585
<b>SUBTOTAL INDIRECT (A&amp;E/Env/MEP)</b>		<b>402,585</b>
<b>TOTAL INDIRECT COSTS</b>		<b>1,284,585</b>
<u>INDIRECT CONTINGENCY AND RESERVES</u>		
Relocation		1,000,000
Soft Cost Contingency	8.00%	102,767
Replacement Reserve Capitalized		60,000
Operating Reserve (3 Months TCAC, 10% GPI CalHFA)		201,979
<b>TOTAL INDIRECT CONTINGENCY AND RESERVE COSTS</b>		<b>1,364,746</b>
<u>CARRYING CHARGES AND FINANCING</u>		
<u>Insurance</u>		
Construction - Owner Insurance	0.20%	9,717
<u>Property Taxes</u>		
[See RETT under acquisition]		0
<u>Construction Period Financing</u>		
Soft Loan Accrued Interest		64,878
COI - Bond Counsel		66,000
COI - Issuer Fee	0.500%	54,835

COI - Issuer Legal		60,000
COI - Issuer Application Fee		5,000
COI - Issuer First Year Monitoring Fee		10,950
COI - Loan Fee Construction Lender	1.00%	109,669
COI- Other Loan Fees	0.00%	-
COI - Lender Appraisal		5,000
COI - Lender Costing/Environmental Review		16,500
COI - Lender Construction Inspection		20,000
COI - Owner Legal		-
Intercompany Interest		20,000
COI - CDLAC	0.05%	5,483
COI - CDIAC		3,000
Construction Period Interest		-
		441,315
<u>Permanent Financing (Const to Perm Loan)</u>		
COI - Loan Fee Perm Lender	1%	27,414
COI - Legal Perm Lender		20,000
		47,414
<b>TOTAL CARRYING CHARGES AND FINANCING</b>		<b>498,446</b>
<u>SYNDICATION COSTS/DEVELOPER FEE</u>		
Syndication - Legal (including investor)		45,000
Syndication - TCAC Fees (app, allocation, monitoring)		29,463
Syndication Consultant		55,000
Organization - Legal		5,000
		134,463
Developer Fee		1,713,572
<b>TOTAL MISCELLANEOUS DEVELOPER COSTS</b>		<b>1,848,035</b>
<b>TOTAL DEVELOPMENT BUDGET</b>		<b>19,013,561</b>
<b>Dev Budget Less Acquisition Costs</b>		<b>12,915,105</b>

**BRIDGE Housing Corporation - Cash**  
**FY 2018 Budget**  
**Cash Income Statement Forecast**

		<b>BHC FY 2017 Budget</b>	<b>BHC FY 2018 Budget</b>	<b>BHC FY 2019 Prelim Budget</b>
REVENUES	Developer Fees (Net)	12,472,527	13,715,228	13,137,913
	Affiliate Income	8,090,108	7,715,604	6,898,920
	Other (HPIX)	128,500	150,000	150,000
	Interest Income	300,000	300,000	300,000
	<b>TOTAL REVENUES</b>	<b>20,991,135</b>	<b>21,880,832</b>	<b>20,486,833</b>
EXPENSES	Salaries	9,391,156	10,230,132	10,537,036
	Benefits	2,665,824	3,057,348	3,149,068
	Bonus	944,720	1,082,232	1,114,699
	Consulting & Temp	1,162,778	1,078,696	1,111,057
	Professional	996,096	1,264,144	1,302,068
	Transportation & Employee Education	843,003	1,006,952	1,037,161
	Rent & Utilities	1,273,439	1,583,842	1,631,357
	Interest Expense	346,464	316,816	300,000
	Depreciation & Amortization			
	Contributions (Affiliates)			-
	Other	107,052	111,636	111,636
	<b>TOTAL EXPENSES</b>	<b>17,730,532</b>	<b>19,731,798</b>	<b>20,294,082</b>
	<b>Operating Cash Income</b>	<b>3,260,603</b>	<b>2,149,034</b>	<b>192,751</b>

**BRIDGE Housing Corporation - Accrual  
FY 2018 Budget  
Accrual Income Statement Forecast**

	<b>BHC FY 2017 Budget</b>	<b>BHC FY 2017 Final</b>	<b>BHC FY 2018 Budget</b>	<b>BHC FY 2019 Prelim Budget</b>
REVENUES				
Developer Fees (Net)	13,022,454	13,464,691	18,813,950	14,991,714
Affiliate Income	6,318,812	8,779,074	7,275,779	7,494,052
Gain on sale				
Interest Income	869,220	1,832,025	1,918,126	1,975,670
<b>TOTAL REVENUES</b>	<b>20,210,486</b>	<b>24,075,790</b>	<b>28,007,855</b>	<b>24,461,436</b>
EXPENSES				
Salaries	9,391,156	9,515,615	10,230,132	10,537,036
Benefits	2,665,824	2,597,833	3,057,348	3,149,068
Bonus	944,720	1,226,469	1,082,232	1,114,699
Consulting & Temp	1,162,778	1,061,132	1,078,696	1,111,057
Professional	996,096	1,201,662	1,264,144	1,302,068
Transportation & Employee Education	843,003	887,978	1,006,952	1,037,161
Rent & Utilities	1,273,439	1,477,907	1,583,842	1,631,357
Interest Expense	346,464	402,877	316,816	326,320
Depreciation & Amortization	460,672	512,566	496,580	511,477
Contributions (Affiliates)		345,522	200,000	200,000
Other	187,056	1,487,715	191,640	197,389
<b>TOTAL EXPENSES</b>	<b>18,271,208</b>	<b>20,717,275</b>	<b>20,508,382</b>	<b>21,117,633</b>
<b>Operating Cash Income</b>	<b>1,939,278</b>	<b>3,358,515</b>	<b>7,499,473</b>	<b>3,343,803</b>

<b>EAH INC -</b>	
<b>JULY 2018 - June 2019</b>	
<b>ADMINISTRATIVE ACTIVITY</b>	
	<b>BUDGET</b>
updated as of: 6/21/2018	<b>07/18-06/19</b>
FUNDRAISING	490,000
PROJECT DEVELOPMENT FEES	9,172,644
MANAGEMENT FEES	6,791,000
GROUND LEASE & NOTE PAYMENTS	2,248,919
PARTNERSHIP MGT FEE/ASSET MGT FEES/INCENTIVE FEES	1,618,762
OTHER INCOME	1,658,482
<b>TOTAL INCOME</b>	<b>22,194,807</b>
<b>TOTAL PERSONNEL COSTS</b>	<b>14,705,269</b>
<b>TOTAL BUSINESS SERVICES</b>	<b>1,017,000</b>
<b>TOTAL OFFICE EXPENSE</b>	<b>1,631,702</b>
<b>TOTAL OTHER EXPENSE</b>	<b>1,240,000</b>
<b>TOTAL MISCELLANEOUS EXPENSES</b>	<b>239,000</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>18,832,971</b>
<b>ANNUAL EXCESS/(DEFICIT)</b>	<b>3,361,836</b>





**2019/20 COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME PROGRAM APPLICATION FOR FUNDING**

1. Indicate type of project. If your project allows, you may apply under multiple categories.

CDBG Public Services		CDBG Public Facilities/Improvements	
CDBG Housing Construction/Acquisition		HOME Housing Construction/Acquisition	
CDBG Housing Rehabilitation		HOME Housing Rehabilitation	

2. Organization (Fiscal Sponsor) General Information:

ORGANIZATION/AGENCY NAME	
MAILING ADDRESS	
WEBSITE	
ORGANIZATION DUNS#	
EXECUTIVE DIRECTOR/CEO	
EMAIL ADDRESS	
PHONE	

3. Project General Information:

PROGRAM/PROJECT NAME	
PROGRAM/PROJECT SITE ADDRESS	
CDBG/HOME FUNDING AMOUNT REQUESTED	\$
APPLICATION CONTACT PERSON	
E-MAIL ADDRESS	
PHONE	

4. **Planning Areas Served:** Indicate what geographic area the requested funding will serve. Please indicate approximate % of services provided in each area. For Housing projects with current residents, please indicate where your project is located.

Novato	San Rafael	County Other	Total
			100%

5. **What prior years have you been funded by CDBG/HOME**

<b>Year Funded</b>			
<b>Grant Amount</b>			
<b>Amount Expended</b>			

6. **Organizational Overview:** Provide a brief description of your organization including mission, programs, number of clients served, etc.:

**7. Project Description: Provide a detailed scope of work including services to be provided and/or development activities to be engaged. Describe how this project will benefit the community.**

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

	<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>

**9. How will this project Affirmatively Further Fair Housing?**

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

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**11. Approximately how many moderate, low, very low, and extremely low-income persons will directly benefit from the program/project? (Use the income level table found in the Application Guidelines document):**

Moderate-Income	
Low-Income	
Very Low-Income	
Extremely Low-Income	

**12. Estimate the demographics of the moderate, low, very low, and extremely low-income persons who will directly benefit from the program/project:**

Ethnic Category	Total Persons	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	%	%
<b>TOTAL</b>	<b>100%</b>	
Female-Headed Households (out of above total)	%	%

**PROJECT MANAGEMENT & FINANCIAL DATA**

**13. If funded previously, list past project goals and accomplishments/activities using CDBG/HOME funds.**

**14. If your agency has remaining CDBG/HOME funds previously approved, please describe timeline for expending fund balance:**

**15. Describe your organizations experience with administering federal grant programs?  
For Housing and Capital (construction and renovation) projects, what experience do you have with complying with [Davis-Bacon](#) prevailing wage requirements?**

**16. Describe who will supervise and manage the project and their past experience with project management.**

**17. For Housing and Capital (construction and renovation) projects, list any entitlements, approvals, or authorizations that are necessary for the project to proceed.**

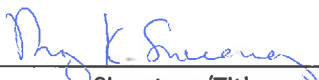
**18. For HOME projects: Please describe how you will meet the 25% match requirement?**

**19. For HOME Projects are you a CHDO?**

20. For Housing and Capital (construction and renovation) projects, what is your 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	December 2018
Complete planning & environmental review	December 2019
Release bid package	October 2019
Select contractor	December 2019
Finalize contract	January 2020
Obtain building permits	February 2020
Start construction	February 2020
Complete Construction	December 2020

21. Please sign and date your application below:

  
 \_\_\_\_\_  
 Signature/Title

November 16, 2018  
 \_\_\_\_\_  
 Date

**Required Attachments:**

- A. **Project Budget:** Complete the project budget template provided and submit along with application. If you have a project budget that provides the information requested in the template, you may submit that in-lieu of the template. Please note: the project budget should reflect the total cost of the project NOT just the CDBG/HOME request.
- B. **Organizational Budget:** Upload your organization or fiscal sponsors annual budget.

**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](mailto: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 Friday, November 16, 2018 by 5 p.m. PST**  
**POSTMARKS WILL NOT BE ACCEPTED**

Project Budget

Organization Name: Homeward Bound of Marin  
 Project Title: Mill Street Center: Permanent Supportive Housing for Chronically Homeless Adults

Date: November 16, 2018

INCOME:	Federal Grants Request	Other Funding Sources	In Kind
<b>Committed</b>			
<b>Foundations:</b>			
Partnership HealthPlan		1567065	
(Add rows)			
<b>Government:</b>			
HEAP		4500000	
CDBG 2017		141008	
<b>Corporations:</b>			
(Add rows)			
<b>Individual Contributions:</b>			
(list total):			
<b>Earned Income:</b>			
(Add rows)			
<b>Other (specify):</b>			
(Add rows)			
<b>Subtotal, Committed Income</b>		6208073	0
<b>Uncommitted</b>			
<b>Other (specify):</b>	HOME		
<b>Federal Grants Request</b>	833,212		
<b>Other Foundations:</b>			
Marin Community Foundation		1500000	
Other Foundation		108,715	
(Add rows to list other Foundations)			
<b>Government:</b>			
NPLH Non-Competitive		1500000	
NPLH TA		100000	
NPLH Competitive		750000	
Other gov: Marin County and City of San Rafael		500000	
(Add rows to list other Government agencies)			
<b>Corporations:</b>			
(Add rows to list other corporations)			
<b>Individual Contributions:</b>			
<b>Subtotal, Uncommitted Income</b>		4458715	0
<b>Other</b>			
<b>Earned Income:</b>			
(Add rows)			
<b>Subtotal, Earned Income</b>		0	
<b>Grand Total Income</b>	833212	10666788	0

EXPENSES (Add rows to list other expenses)	Federal Grants Request	Other Funding Sources	In Kind
<b>Direct Project Related Expenses</b>			
<b>Acquisition</b>			
Purchase price			
Title/Recording/Escrow			
(Add rows to list other direct project expenses)			
<b>Pre-development</b>		1500000	
Architecture & engineering INCLUDED			
Phase 1 INCLUDED			
Market Study INCLUDED			
Entitlements/Zoning INCLUDED			
(Add rows to list other direct project expenses)			
<b>General Development</b>			
Ground Floor Construction		2800000	
2nd Floor ES Construction		2400000	
3rd Floor PSH Construction	416606	1983394	
4th Floor PSH Construction	416606	1983394	
Utility hook-ups INCLUDED			
Construction INCLUDED			
(Add rows to list other specific project expenses)			
<b>Subtotal, Direct Project Related Expenses</b>	833212	10666788	0
<b>Developer Fee (specify % in column A below)</b>			
<b>Fiscal Sponsorship Fee (specify % in column A below)</b>			
<b>Grand Total All Expenses</b>	833212	10666788	0



<b>HOMEWARD BOUND OF MARIN</b>	
<b>Annual Budget</b>	
July 1, 2018 - June 30, 2019	
<b>REVENUE</b>	
Federal Government Income	1,794,684
State Government Income	140,000
County Government Income	2,094,534
City Government Income	18,000
Individual Income	850,000
Foundation Income	844,000
Corporation Income	274,350
Contract Income	234,889
Client Contribution Income	207,400
Rent Income	949,175
Washer Dryer Income	15,000
Halo Product Income	12,000
Key Room Events Income	400,000
Key Room Kitchen Rental Income	30,800
Wagster Dog Treats	60,000
In-Kind Donations - Misc.	111,665
Project Management Income	95,000
Interest Income	1,000
<b>TOTAL REVENUE</b>	<b>8,132,497</b>
<b>EXPENSES</b>	
Admin. Labor	1,448,491
Program Labor	1,960,041
Social Enterprise Labor	487,184
<b>Total Labor</b>	<b>3,895,716</b>
Taxes and Benefits	968,086
Office and Admin	440,249
Marketing Materials	47,395
Lease & Utilities	1,980,260
Occupancy and Operating	768,153
Reserves	32,000
<b>TOTAL EXPENSES</b>	<b>8,131,859</b>
Gain or Loss	638



**2019/20 COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME PROGRAM APPLICATION FOR FUNDING**

**1. Indicate type of project. If your project allows, you may apply under multiple categories.**

CDBG Public Services		CDBG Public Facilities/Improvements	
CDBG Housing Construction/Acquisition	X	HOME Housing Construction/Acquisition	X
CDBG Housing Rehabilitation		HOME Housing Rehabilitation	

**2. Organization (Fiscal Sponsor) General Information:**

ORGANIZATION/AGENCY NAME	Resources for Community Development
MAILING ADDRESS	2220 Oxford Street, Berkeley, CA 94704
WEBSITE	rcdhousing.org
ORGANIZATION DUNS#	363812082
EXECUTIVE DIRECTOR/CEO	Daniel Sawislak
EMAIL ADDRESS	dsawislak@rcdhousing.org
PHONE	(510) 841-4410 x315

**3. Project General Information:**

PROGRAM/PROJECT NAME	Victory Village
PROGRAM/PROJECT SITE ADDRESS	2626 Sir Francis Drake Blvd, Fairfax, CA 94930
CDBG/HOME FUNDING AMOUNT REQUESTED	\$ 450,000
APPLICATION CONTACT PERSON	Jake Rosen
E-MAIL ADDRESS	jrosen@rcdhousing.org
PHONE	(510) 841-4410 x329

4. **Planning Areas Served:** Indicate what geographic area the requested funding will serve. Please indicate approximate % of services provided in each area. For Housing projects with current residents, please indicate where your project is located.

Novato	San Rafael	County Other	Total
		100%	100%

5. **What prior years have you been funded by CDBG/HOME**

Year Funded	see attached		
Grant Amount			
Amount Expended			

6. **Organizational Overview:** Provide a brief description of your organization including mission, programs, number of clients served, etc.:

Resources for Community Development is a non-profit affordable housing developer based in Berkeley, CA. RCD's mission is to provide safe, quality homes that are affordable to low-income individuals and families so they can continue to live, work, and play here in the Bay Area. We believe safe and affordable housing is a right, an essential building block for a secure and healthy life.

RCD serves low-income families, chronically homeless households, people living with HIV/AIDS, and other special needs populations. Founded by Berkeley community members in 1984, RCD has built up a portfolio of over 2,200 completed affordable units and has nearly 350 additional affordable units in pre-development. RCD operates throughout Alameda and Contra Costa Counties and has recently begun to extend to Marin and Santa Clara Counties.

**7. Project Description: Provide a detailed scope of work including services to be provided and/or development activities to be engaged. Describe how this project will benefit the community.**

Resources for Community Development (RCD) proposes to develop Victory Village (formerly known as Peace Village), 54 apartments affordable to seniors with incomes up to 50% AMI 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. Recent loans from the County have restricted 11 units to homeless households, 6 of whom have severe mental health needs.

This additional HOME/CDBG funding, provided after construction start, would permit RCD to re-introduce several scope items that were removed due to construction cost increases. Scope items that could be added back into the project include: solar PV panels, the elevator extending down to Lower Level, the community kitchen, unit medicine cabinets, and more durable unit kitchen cabinets. These items would enhance the quality of life for Victory Village residents who will age-in-place for many years after the project is complete.

**8. 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>

**9. 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 de-concentrate poverty, a principal goal of the AFFH policy.

**10. 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.

**11. Approximately how many moderate, low, very low, and extremely low-income persons will directly benefit from the program/project? (Use the income level table found in the Application Guidelines document):**

Moderate-Income	
Low-Income	
Very Low-Income	47
Extremely Low-Income	6

**12. Estimate the demographics of the moderate, low, very low, and extremely low-income persons who will directly benefit from the program/project: These numbers reflect reporting data from RCD's existing portfolio.**

Ethnic Category	Total Persons	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 %	%
<b>TOTAL</b>	<b>100%</b>	
Female-Headed Households (out of above total)	%	%

**PROJECT MANAGEMENT & FINANCIAL DATA**

**13. If funded previously, list past project goals and accomplishments/activities using CDBG/HOME funds.**

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 \$2M grant from the Marin Community Foundation; a \$250,000 grant from Tamalpais Pacific; \$2.6M in County Housing Trust Funds; \$1M in County acquisition bridge loan; and nearly \$1.5M in MHSA funding. The project was also awarded 9% tax credits, triggering a construction start in early December 2018.

Additional HOME/CDBG funding contributed after construction start will allow RCD to add important construction scope alternates back in to the project, which were removed to accommodate a higher-than-expected construction cost. Alternates include: the elevator extending to the lower level, kitchen cabinets and appliances in the community room, and more durable finishes throughout.

**14. If your agency has remaining CDBG/HOME funds previously approved, please describe timeline for expending fund balance:**

RCD is currently planning to close on the previously awarded HOME and CDBG funding before December 10, 2018. This funding will be used for acquisition and construction.

**15. Describe your organizations experience with administering federal grant programs? For Housing and Capital (construction and renovation) 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

**16. Describe who will supervise and manage the project and their past experience with project management.**

Once Victory Village is under construction, project management duties will be led by Mosaic Urban Development, a project management consultant that has been working on Victory Village since June 2018, and supervised by Carolyn Bookhart, RCD's Director of Housing Development.

Please refer to the attached resumes for Mosaic Urban Development and Carolyn Bookhart.

**17. For Housing and Capital (construction and renovation) projects, list any entitlements, approvals, or authorizations that are necessary for the project to proceed.**

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

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

The Marin Community Foundation has awarded \$3,050,000 to fund predevelopment costs and the construction of Victory Village.

**19. For HOME Projects are you a CHDO?**

Yes

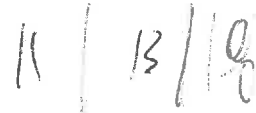
20. For Housing and Capital (construction and renovation) projects, what is your project timeline? List program/project objectives and milestones, along with an estimated timetable for reaching them. (The general tasks for a construction project are provided below; please add tasks as needed)

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

21. Please sign and date your application below:



Signature/Title



Date

**Required Attachments:**

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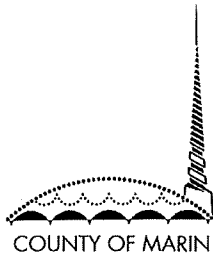
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 San Rafael, CA 94903  
 Attn: Federal Grants

**Application submittal deadline is Friday, November 16, 2018 by 5 p.m. PST  
POSTMARKS WILL NOT BE ACCEPTED**





COMMUNITY DEVELOPMENT AGENCY  
HOUSING AND FEDERAL GRANTS DIVISION

July 30, 2018

Brian C. Crawford  
DIRECTOR

Thomas Lai  
ASSISTANT DIRECTOR

Daniel Sawislak  
Executive Director  
Resources for Community Development  
2220 Oxford Street  
Berkeley, CA 94074

Marin County Civic Center  
3501 Civic Center Drive  
Suite 308  
San Rafael, CA 94903  
415 473 6269 T  
415 473 7880 F  
415 473 2255 TTY  
[www.marincounty.org/plan](http://www.marincounty.org/plan)

RE: Victory Village, 2626 Sir Francis Drake Boulevard, Fairfax, CA;  
APN: 174-070-17

Dear Mr. Sawislak:

This letter confirms the County of Marin's funding commitment for the Victory Village senior development in Fairfax, a project which will include 54 affordable apartments for low and extremely-low income households where residents are aged 62 and older. The project will be owned by an affiliate of Resources for Community Development. This commitment is final and subject to no further conditions.

On May 7, 2013, the Board of Supervisors allocated \$91,113 in HOME Investment Partnership Act (HOME) funds and \$3,300 in Community Development Block Grant (CDBG) funds for this development, then known as Peace Village.

On May 6, 2014, the Board of Supervisors allocated \$417,100 in HOME funds and \$10,628 in CDBG funds for this development, then known as Peace Village.

On May 12, 2015, the Board of Supervisors allocated \$220,304 in HOME funds and \$100,000 in CDBG funds for this development, then known as Peace Village. However, they also reprogrammed \$508,213 of the previously awarded HOME funds from this project to several other housing developments.

On May 3, 2016, the Board of Supervisors allocated \$220,542 in HOME funds for this development, then known as Peace Village. However, they also reprogrammed \$220,304 of the previously awarded HOME funds from this project to other housing developments.

On May 9, 2017, the Board of Supervisors allocated \$479,676 in HOME funds and \$47,730 in CDBG funds for Victory Village.

On May 8, 2018, the Board of Supervisors allocated \$649,890 in HOME funds and \$68,415 in CDBG funds for Victory Village. However, they also reprogrammed \$153,656 of previously awarded HOME funds from this project to other housing developments.

Total funds are therefore \$1,196,452 in HOME and \$230,073 in CDBG for a total of **\$1,426,525**.

The HOME funds will be loaned with a term of 55 years at a rate of 3 percent simple, deferred interest. The CDBG funds will be loaned with a term of 55 years at a rate of 3 percent simple, deferred interest. Table A summarizes the HOME and CDBG awards and reprogrammed funds.

Table A: Summary of HOME and CDBG Awards

Award Year	HOME	CDBG
2013 award	\$91,113	\$3,300
2014 award	\$417,100	\$10,628
2015 award	\$220,304	\$100,000
Reprogrammed in 2015	\$ (508,213)	
2016 award	\$220,542	
Reprogrammed in 2016	\$ (220,304)	
2017 award	\$479,676	\$47,730
2018 award	\$649,890	\$68,415
Reprogrammed in 2018	\$ (153,656)	
<b>TOTAL</b>	<b>\$1,196,452</b>	<b>\$230,073</b>

The County of Marin looks forward to working with you on this important development. You can reach me at [lthomas@marincounty.org](mailto:lthomas@marincounty.org) or call me at (415) 473-6697 if you need any additional information regarding these HOME and CDBG awards.

Sincerely,



Leelee Thomas  
Planning Manager  
Housing and Federal Grants Division  
County of Marin Community Development Agency

Cc: Jake Rosen, RCD

**Project Budget Template**

Organization Name: Resources for Community Development  
 Project Title: Victory Village

Date: 11/7/18

INCOME:	Federal Grants Request	Other Funding Sources	In Kind
<b>Committed</b>			
<b>Foundations:</b>			
MCF		\$ 3,050,000	
Tamalpais Pacific		\$ 500,000	
<b>Government:</b>			
HOME/CDBG		\$ 1,426,527	
Housing Trust Funds		\$ 2,600,000	
MHSA		\$ 1,418,973	
PG&E (GP Equity)		\$ 13,230	
Fairfax Impact Fee Deferral		\$ 210,000	
<b>Corporations:</b>			
RCD Deferred Dev Fee		\$ 850,000	
(Add rows)			
<b>Individual Contributions:</b>			
(list total):			
<b>Earned Income:</b>			
(Add rows)			
<b>Other (specify):</b>			
Permanent Loan		\$ 10,678,000	
Tax Credit Equity		\$ 14,728,831	
<b>Subtotal, Committed Income</b>		\$ 35,475,561	0
<b>Uncommitted</b>			
<b>Other (specify):</b>			
<b>Federal Grants Request</b>	\$ 450,000		
<b>Other Foundations:</b>			
(Add rows to list other Foundations)			
<b>Government:</b>			
(Add rows to list other Government agencies)			
<b>Corporations:</b>			
(Add rows to list other corporations)			
<b>Individual Contributions:</b>			
<b>Subtotal, Uncommitted Income</b>		0	0
<b>Other</b>			
<b>Earned Income:</b>			
(Add rows)			
<b>Subtotal, Earned Income</b>		0	
<b>Grand Total Income</b>	\$ 450,000	\$ 35,475,561	\$ -

EXPENSES (Add rows to list other expenses)	Federal Grants Request	Other Funding Sources	In Kind
<b>Direct Project Related Expenses</b>			
<b>Acquisition</b>			
Purchase price		\$ 1	
Title/Recording/Escrow		\$ 51,300	
(Add rows to list other direct project expenses)			
<b>Pre-development</b>			
Architecture & engineering		\$ 1,185,351	
Phase 1		\$ 2,250	
Predev Due Diligence		\$ 59,596	
Market Study		\$ 9,500	
<b>General Development</b>			
Utility hook-ups		\$ 354,128	
Impact Fees		\$ 207,825	
Planning & Permit Fees		\$ 292,616	
Insurance and Bonds		\$ 693,574	
Loan Fees and Interest		\$ 1,702,646	
Legal		\$ 155,000	
Other Soft Costs		\$ 343,300	
Relocation		\$ 50,000	
Audit/Cost Cert		\$ 17,000	
Furnishings		\$ 65,000	
Taxes during Construction		\$ 93,750	
Construction (inc. contingency)	\$ 450,000	\$ 28,232,469	
Capitalized Reserves		\$ 383,967	
Marketing		\$ 95,000	
Soft cost Contingency		\$ 159,437	
<b>Subtotal, Direct Project Related Expenses</b>	\$ 450,000	\$ 34,153,710	\$ -
<b>Developer Fee (specify % in column A below)</b>			
3.82%			
<b>Fiscal Sponsorship Fee (specify % in column A below)</b>			
<b>Grand Total All Expenses</b>	\$ 450,000	\$ 34,153,710	\$ -