

Coast Guard Housing, Point Reyes Station Statement of Qualifications

Submitted by
Community Land Trust Association of West Marin (CLAM)
Eden Housing

January 21, 2020



Residents of CLAM and Eden properties and local CLAM supporters.



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1. Cover Letter

Leelee Thomas
Marin County Community Development Agency
3501 Civic Center Drive, Rm. 308
San Rafael, CA 94903

Dear Ms. Thomas:

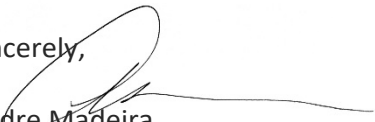
On behalf of Community Land Trust Association of West Marin (CLAM) and Eden Housing, Inc. (Eden), we are pleased to submit our qualifications and proposal for the creation of a new affordable housing neighborhood at the former Coast Guard housing site in Point Reyes Station.

CLAM and Eden bring a wealth of local knowledge and experience, including CLAM's strong West Marin backing and local resources, and Eden's financial capacity and technical expertise of more than 51 years in operation, 9,000 apartments under management, and strong balance sheet. Highlights of our project concept and business proposal include the following:

- **Rehabilitation of 36 existing townhomes as a base housing scenario;**
- **Development of 14 one-bedroom units in Building 50 as an enhanced housing scenario;**
- **Site improvements including sanitary and infrastructure work, playgrounds, and neighborhood amenities;**
- **Capacity to plan and deliver a robust community process around future features and uses that integrate with downtown Point Reyes Station and bring new life to the site.**

This proposal represents a joint venture between our two California nonprofit public benefit 501(c)(3) development corporations. Collectively, we are the "Housing Sponsor" and are both able to negotiate and sign on behalf of our companies. The development team agrees to the conditions of the County's Request for Qualifications requirements as described in its solicitation.

Sincerely,


Andre Madeira
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2. Project Vision Overview

If you talk to people who lived in Point Reyes Station during the time the Coast Guard housing site was fully occupied by Coast Guard families, you're likely to hear stories about how the neighborhood was famous as a trick-or-treating destination, that it was a great place to live, and that kids walked across the fields to their classes at West Marin School.

CLAM and Eden envision the Point Reyes Coast Guard housing site as a reinvigorated multi-generational neighborhood that is integral to the life and energy of Point Reyes Station. We present here a holistic site plan that will tie together the priorities of environmentally friendly housing, sustainable landscape design, community infrastructure and social spaces, water resources, and walk and bike access that can physically integrate the property into the town's social fabric and enhance the existing rural infrastructure. Our concept is intended to invite families to grow roots and foster local connections within the neighborhood and between the neighborhood and the larger community, enlivened by the local energy, nature, and culture.

In the following pages, we present for consideration a two-phased approach that prioritizes housing families quickly. The first phase will emphasize the immediate and high-quality delivery of existing housing by the CLAM and Eden partnership. The second phase will focus on potential additional community infrastructure and amenities to be pursued by CLAM in collaboration with the County and community. CLAM and Eden look forward to collaborating with the County and community to create a shared vision and path for these enhancements.

We offer our acknowledgements and thanks to the many local voices, community advocacy groups, County and federal staff people who have worked tirelessly to bring this opportunity forward.



CLAM Executive Director Kim Thompson (right) celebrates acquisition of the Coast Guard housing site with Supervisor Rodoni, county and federal staff at a community celebration.

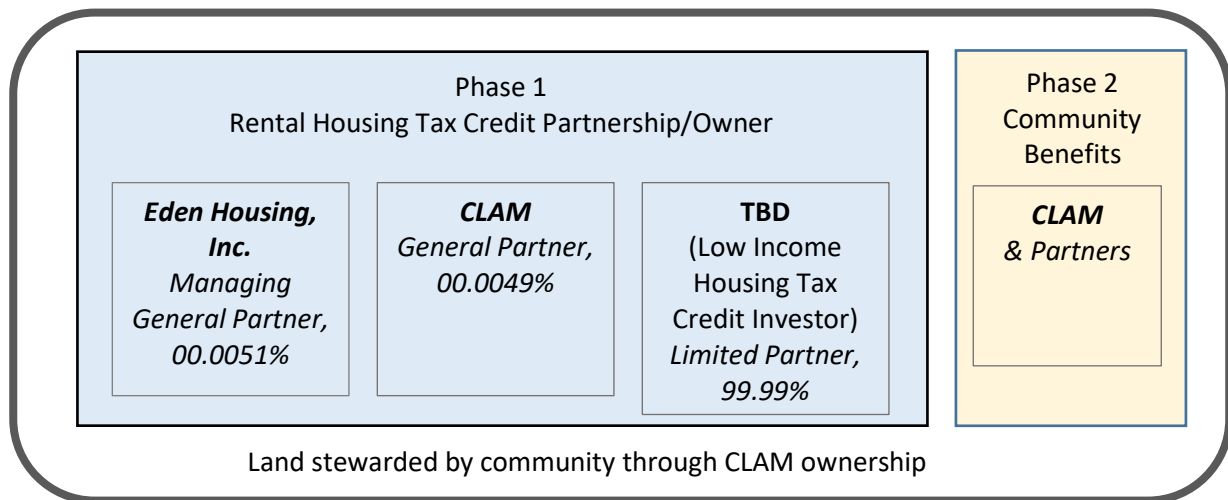
3. Developer Partnership

The Community Land Trust Association of West Marin (CLAM) and Eden Housing, Inc. (Eden) are working in partnership on this proposal to adaptively reuse and repurpose the Point Reyes Station Coast Guard housing site. Based in Point Reyes Station, CLAM brings an authentic local voice and West Marin resources to the endeavor. Eden contributes extensive experience in affordable housing finance, construction and property management to ensure the project is executed to the highest standards.

Both CLAM and Eden are California nonprofit public benefit 501(c)(3) corporations. Together, this joint venture would develop and operate the rental housing and related amenities as the “housing sponsor” and collaborate on all aspects of the project, including predevelopment, planning, financing, construction and long-term ownership and management.

The entity that will own the rental housing, focused on rehabilitating and delivering the Coast Guard housing, will be a California limited partnership consistent with Low Income Housing Tax Credit finance requirements and constituted as a joint-venture effort as follows:

- 99.99% will be owned by the Low Income Housing Tax Credit investor (Limited Partner), with the equity investment to be competitively bid at a later date
- 0.01% will be shared as follows:
 - .051% - Eden Housing Inc., or affiliate. (Managing General Partner)
 - .049% - CLAM, or affiliate (Co-General Partner)



Eden frequently partners with local community organizations as co-General Partners (GPs). This kind of joint-venture – particularly with grassroots groups like CLAM – is an important part of Eden’s mission because it assures relevant local input to meet the housing needs of the community, coupled with the housing industry capacity that Eden provides.

CLAM and Eden recognize that preparing the existing residential units for occupancy at the earliest possible date is the top priority. Our Partnership will immediately pursue housing through a Phase 1 program, and CLAM will work with the County and community to explore Phase 2 opportunities that may be delivered in tandem or at a later time.

We are well positioned to define the project vision with the community, allowing for a thorough evaluation of community priorities, septic capacity studies, landscape design and protections, the approvals process, and funding options. We are excited to pursue a new precedent in high-sustainability goals that instructs – in development process and outcome – how we can reduce the impacts of climate change, and that serves as a model for other projects across the County and beyond.

A. CLAM Experience

Mission

CLAM's mission is to provide stable and permanently affordable homes in an environmentally responsible way in the communities surrounding Tomales Bay. As a community land trust, CLAM holds land and housing in trust for the community in perpetuity while creating housing that working people can afford.

Overview

The Community Land Trust of West Marin (CLAM) is a membership-based, community-driven organization that creates and preserves permanently affordable housing in the villages surrounding Tomales Bay. CLAM's work creates greater social and racial equity for those living in West Marin. Our three focus areas result in measurable and tangible local impact:

- (1) Housing Preservation, Management and Sustainability
- (2) Leveraging Community Resources through a CLT model
- (3) Housing Policy and Advocacy

Housing Preservation and Sustainability

As Point Reyes's local community land trust, CLAM preserves homes for the West Marin community through acquisition and rehabilitation. CLAM currently owns 18 rental homes and two ownership homes sold on the land trust model. All of these properties are held in trust for lower-income residents in perpetuity. See **Attachment B: Development Examples**. As a result of a successful partnership with the County of Marin and Marin Housing Authority, CLAM has also created 23 affordable JADU/ADU homes through our Real Community Rentals program, recruiting local property owners to create affordable units monitored by CLAM, and renting them to members of CLAM's waitlist. Across programs, CLAM serves approximately 65 residents, including families of all sizes and ages, seniors, and people with disabilities. We offer affordable rents for people with incomes below 80% of the area median income, and comply with all fair housing laws.

West Marin's development environment is one of the most challenging in the country. Potential developers are faced with a combination of high land and building costs, a multi-jurisdiction regulatory environment (County, California Coastal Commission, environmental resource agency jurisdiction), a highly engaged community, and the lack of a common sewer system. CLAM navigates these challenges by focusing on an acquisition/preservation strategy, acquiring existing housing and conducting significant rehabilitation in every project. Intrinsic to CLAM's mission is a commitment to environmental

CLAM at the Coast Guard with Jarred Huffman, 2016



CLAM was critical in the efforts to capture the Coast Guard neighborhood for local housing. Seeing that this property presented an unsurpassed, once-in-a-generation opportunity for the community to gain dozens of affordable homes, CLAM worked in 2014 with Congressman Jared Huffman and Marin County Supervisor Steve Kinsey to prevent auction of the property to the highest bidder. Congressman Huffman introduced legislation to direct the US Coast Guard to sell the property to the County.

CLAM collected and sent to our Congressional representatives more than 150 letters that demonstrated extensive community support for the property to be used as affordable homes. CLAM also worked with the Marin County Board of Supervisors to pass a resolution that supported the federal legislation.

In February 2016, the legislation that Congressman Huffman introduced was signed into law.

sustainability, implanted in our rehab work. In 2010, CLAM built California's first "Passive House" – attaining a level of energy efficiency that surpassed LEED standards at the time – while also completing a LEED-certified rehab of a historic home on the same property.

Leveraging Community Resources

CLAM is one of more than 250 community land trusts (CLTs) throughout the United States. Like many CLTs, CLAM serves a specific geographic area and leverages community voice and power in housing creation. Each property CLAM acquires is taken off the speculative market and held permanently as a community asset that CLAM stewards over generations. Although CLAM has historically focused on creating affordable housing, the CLT model can also steward any kind of community asset. As a community land trust, CLAM is guided by its local membership, which elects the board of directors. In accordance with CLT principles, CLAM's board is comprised of one-third low-income members, one-third general members of the community, and one-third individuals with specific real estate, financing, and legal expertise needed in our work.

CLAM's membership has doubled in the last two years to 490 members, which equates to about 23 percent of the population of our service area. Member donations provide more than 60% of CLAM's operating funds. In addition, CLAM has several times obtained short-term loans from individual donors in excess of \$100,000 each so that it could move quickly to acquire available properties. Moreover, reflecting community and donor trust in CLAM's vision to acquire the Coast Guard property, CLAM has already raised \$1.1 million in gifts from local supporters as seed money for a capital campaign.

CLAM has strategically worked to elevate the voices of West Marin's Latinx community within the organization, reflecting the large number of multi-generation agricultural workers from Mexico and Guatemala in the area. In 2015-2017, CLAM partnered with the local Latino leadership group Abriendo Caminos to engage the local Latino community in the development of Marin County's affordable housing workplan and policy formation. From that initial outreach CLAM has developed a Latino Advisory Council that has provided outreach and education to the Latinx community to engage their voices and votes in CLAM's work. The Council has also provided effective affirmative marketing outreach to those "least likely to apply" for CLAM rental and ownership homes. Two leaders from CLAM's Latino Advisory Council now serve on the CLAM Board, and five members (one-third) of the Board are people of color.

Since the legislation directing the Coast Guard to sell the property to the County was signed into law (see box), CLAM has held numerous community conversations to capture and communicate the local energy and vision for the next iteration of this property.

Housing Policy and Advocacy

CLAM has consistently provided a voice advocating for more equitable and better-funded affordable housing policies. CLAM provided language for the inclusion of an affordable housing overlay in the current Marin County Local Coastal Plan. In 2017, CLAM strongly supported the creation and successful enactment of a state bill that now reduces the property tax payment required for CLT homeowners, ensuring affordability for low-income homeowners. CLAM members and supporters also strongly advocated for passage of the 2019 Measure W, a local ballot measure that creates a new revenue stream for affordable housing in West Marin by increasing the visitor tax on vacation rentals. CLAM currently participates in the Agricultural Worker Housing initiative, led by County staff, and is actively exploring agricultural worker housing opportunities in our service area.

B. Eden Housing Experience

Mission & History

The mission of Eden Housing is to build and maintain high-quality, well-managed, service-enhanced affordable housing communities that meet the needs of lower-income families, seniors, and persons with disabilities.

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

Development Capacity

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

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

Experience with Comparable Development Sites, Rural Communities, and Target Populations

Eden Housing’s Activist Roots



Eden Housing was founded in May of 1968 by six community activists who were greatly concerned about the lack of non-discriminatory, affordable housing in Alameda County. These pioneers, working out of makeshift "headquarters" such as local coffee shops, were initiated into affordable housing development by rehabilitating six older homes in Oakland for first-time homebuyer families.

Their next project was a new construction 150-unit development for seniors, Josephine Lum Lodge in Hayward. It is a development we still own today and renovated in 2010, including rehabilitation of the units, updates to the common spaces, and the addition of a new commercial kitchen.

Eden brings a depth of project experience relevant to the reuse of the Coast Guard site, including agricultural housing and adaptive reuse of former military installations. For example, Alameda Point Senior Apartments is a 60-unit senior building planned as part of the larger Alameda Point redevelopment site which, in partnership with the market-rate developer Alameda Point Partners, will create a new, inclusive, mixed-income community. Especially fitting for this former US Navy base, at Alameda Point Senior Apartments 28 of the apartments will serve homeless military veterans, and the entire building serves households of between 15% and 60% of the area median income. Together with the neighboring 70-unit Alameda Point Family Apartments, Eden is delivering Site A's low-income and very low-income housing requirement, meeting the community's vision for the reuse of this historic military installation.

As part of its partnership with agricultural and rural communities, Eden Housing owns and maintains high-quality affordable housing for the long term. Specifically, Eden Housing has more than 400 rental homes in Gilroy, including 84 rental homes for agricultural workers; 321 rental homes around Watsonville and Salinas, including 97 rental homes for agricultural workers; 201 rental homes in Marina; 44 newly constructed rental homes in Soledad for agricultural workers; 120 units in Hollister, including 16 units for agricultural workers; 64 rental homes constructed and another 41 entitled in Healdsburg; and 80 newly constructed rental homes in Lodi.

Due to its sizeable presence in rural and agricultural communities, Eden's property management and resident services affiliates benefit from valuable experience around resident needs that are specific to those areas, such as seasonal employment, transient labor, non-English-speaking households, large extended family groups, and accessing social support nets at times of high local unemployment. With the mix of financing that has been used to finance its developments, Eden property management has the skills to maintain compliance with the diverse systems in use by the US Department of Agriculture (USDA), such as the MINC system; US Department of Housing and Urban Development and its Management and Occupancy Reviews; tax credit and tax-exempt bond compliance; California Department of Housing and Community Development's reporting and audit systems for the Joe Serna, Jr. Farmworker Housing grant and loan programs and HOME program; and local financing sources, including Community Development Block Grants (CDBG) and Housing Trust funds.

Sustainability Is a Core Part of Our Mission

Eden Housing is deeply committed to green building and has incorporated a culture of conservation and sustainability practices into our design guidelines, everyday operations, and corporate goals.

For more than 40 years, Eden has been on the forefront of "green":

- **1970s:** First solar hot water systems installed
- **1980s:** Adopted installation of energy-efficient windows
- **1990s:** Committed to Transit-Oriented Developments
- **2000s:** Adopted GreenPoint Rating and LEED standards for new construction
- **2010s:** Launched a portfolio-wide energy & conservation effort, including retrofits and staff & resident conservation education

Designing for sustainability from the start

Our objective is to implement as many green building measures and materials as possible given each site location, construction type, product availability, compatibility with design program, and anticipated cost. To further this objective and commitment, Eden established a Green Steering Committee to evaluate new building techniques and materials that are candidates for our developments, with the objective that the most impactful and cost-effective features will become standard in Eden's developments.

In conjunction with our architects and construction professionals, Eden has regular meetings to review successful green building strategies previously employed by ourselves and others to build upon this collective experience. We also have representatives from our management company participate in order to learn from their experience with green materials and systems we have previously installed. Finally, we recently hired a full-time Associate Director of Building Performance and Sustainability, Tom White, whose number-one focus is to ensure that Eden is building, operating and retrofitting Eden's properties in the greenest, most energy-efficient and sustainable ways possible. Tom helps us continue to prioritize measures according to their benefit to future residents and their advantages with respect to long-term management and maintenance, and ensures that we are up-to-date on the latest best practices in the field.

From these ongoing efforts, we have established a standard set of green strategies for both new construction and rehab developments. This process has allowed us to focus, evaluate, and continually refine our selection of systems and materials so that we choose the features with the biggest impact or "bang for the buck." As a long-term owner, we are committed to selecting green options that will make our buildings as resource efficient as possible, and we will bring this knowledge to bear on the Coast Guard development. We have highlighted projects in **Attachment B: Development Examples**, such as the replacement agricultural worker housing at Camphora Apartments in Soledad that demonstrate this commitment.

Greening Our Existing Portfolio

Existing residential buildings account for nearly 20% of total energy consumption, and Eden is a national leader for energy and water efficiency-retrofitting of aging affordable housing. We were an early adopter of strategies to retrofit our properties and utilized substantial American Recovery and Rebuilding Act grants to do so.

In 2009, Eden launched a comprehensive utility audit of 100% of our portfolio in order to reduce water and energy consumption and trash disposal. Leveraging more than \$120 million, we retrofitted properties with solar systems and low-flow water fixtures.

During the past three years, Eden has qualified 21 developments for the Pacific Gas & Electric Multifamily Upgrade Program energy-efficiency incentives and installed solar photovoltaic systems intended to offset 100% of the owner-paid utilities.

An Integrated Mission-Based Affordable Housing Nonprofit

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

receive commendations from our partners who know and see firsthand the work we do – including city staff, neighbors, police departments, and financial investors.

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

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

Eden’s pipeline has grown and we continue to add to California’s inventory of affordable housing as housing costs reach a critical point in our history. We are highly experienced in obtaining affordable housing financing through a variety of sources, including Federal, State, local housing authorities, county, and city resources. We recognize that our success rests largely on our partnerships with local governments and community organizations – from early local project approvals to long-term resident services – and seek to continually strengthen these relationships.

Eden Housing’s main office is located in Hayward, CA. Eden is consistently named one of the Top 50 affordable housing companies in the nation by Affordable Housing Finance Magazine, the leading national publication that ranks and reviews affordable housing.

Information on a selection of comparable rehab developments is provided as **Attachment B: Development Examples** and references for each project are provided. Additionally, a full list of our portfolio and current pipeline is included as **Attachment C: Eden’s Portfolio and Pipeline**.

C. Key Personnel

Key members of Eden’s development team are listed below with a short summary of each person’s specific role. Detailed bios of each team member are provided in **Attachment A: Team Resumes**.

Eden Housing Team Members

Linda Mandolini, President

Project Role: Ms. Mandolini oversees affordable housing production, property management, and resident services components of the entire Eden organization. The combined annual operating budget for the three companies is more than \$50 million, with a staff of more than 400 employees. Ms. Mandolini will play an active role in all high-level business decisions.

Andy Madeira, Senior Vice President, Real Estate Development

Project Role: Mr. Madeira will supervise development staff through all phases of the development from inception through permanent conversion, and will be involved in all high-level business decisions.

Kevin Leichner, Vice President of Real Estate Development

Project Role: Mr. Leichner oversees Eden’s portfolio recapitalization and substantial renovation activities. He brings experience with adaptive reuse of former military sites and a track record of incorporating sustainability features into substantial renovation and adaptive reuse projects. He will assist with supervision of development staff, will actively participate in early development activities, and will provide guidance and expertise throughout the development process.

Andrea Osgood, Vice President of Real Estate Development

Project Role: Ms. Osgood oversees Eden’s acquisition and new construction activities. She will actively participate in early development activities – particularly in the community outreach and entitlement phase – and will provide guidance and expertise throughout the development process.

Tom White, Associate Director of Building Performance and Sustainability

Project Role: Mr. White will provide insight regarding sustainability features during design, and ongoing support and assistance to meet operation sustainability goals. In his role, he is in frequent consultation with the California Building Standards Commission, California Public Utilities Commission, and Pacific Gas and Electric in regard to standard-setting and implementation of sustainability goals for affordable multifamily residential developments.

CLAM Team Members

Kim Thompson, Executive Director

Project Role: Ms. Thompson oversees CLAM operations, strategic direction, and organizational partnerships. She will provide key leadership on the community outreach efforts and represent CLAM throughout design, construction, and operations of the development. She is a long-time West Marin resident and has built professional relationships in the community for the last eight years.

Stacey Laumann, Project Manager

Project Role: Ms. Laumann brings planning and development experience with Marin County Community Development Agency. She will work closely with County and regulatory agency staff throughout predevelopment, actively managing the day-to-day facets of the project in tandem with Eden's project manager.

Ruth Lopez, Program Manager

Project Role: Ms. Lopez will work closely with the team on community engagement through the vision and lease-up period. Once the project is occupied, she will lead CLAM's resident engagement activities.

Stephanie Roth, Development Director

Project Role: Ms. Roth will lead CLAM's fundraising efforts and participate in community engagement activities, with a specific focus on the Capital Campaign to support community uses on the project.

Team Representatives

During the predevelopment negotiating period, the primary contacts will be Kevin Leichner (Eden), Kim Thompson and Stacey Laumann (CLAM). These individuals will be the primary contacts, with the authority to represent the development entity. Note that the authorized signers for negotiated documents, who will have the authority to make legally binding commitments upon approval from their respective Boards of Directors, will be Kim Thompson and Corey Ohama for CLAM and Andre Madeira for Eden Housing.

Consulting Team Members

The following section summarizes other key team members and their experience.

Architect: Siegel & Strain Architects design places that engage and inspire people. They have worked with extraordinary clients over the last 30 years on a wide variety of projects, master planning large sites and designing new buildings and rehabilitation, adaptive reuse, and historic preservation projects. Many of these projects have been recognized with awards for design excellence, innovation in sustainable design, historic preservation, and research that sets new standards architecture. See Attachment D: Siegel & Strain

Siegel & Strain were selected by CLAM and Eden because of their leadership in the areas of community and sustainable design. They design resilient and net-zero-energy projects that are non-toxic, minimize embodied carbon, capture and reuse water, restore habitat, and mitigate the impacts of climate change. Siegel & Strain are actively engaged in sustainable design advocacy, research, and education, serving on boards, advisory panels and advocacy groups, and sharing knowledge and experience with students and colleagues. Please see Attachment B for Siegel & Strain's qualifications and samples of their work.

Property Management: Eden Housing Management, Inc. (EHMI) is a nonprofit Eden affiliate that has provided professional, quality management for Eden's properties since its establishment in 1984. EHMI currently manages nearly 9,000 rental homes in 136 properties. Through careful attention to concerns as they arise, strong communication, and consistently sound managerial

practices, EHMI far exceeds management industry standards and maintains a portfolio-wide vacancy rate of 1 percent. Recognizing that CLAM is the long-term local partner in the development and has strong local ties, Eden will work with CLAM on a joint hiring process for on-site property management staff, identifying local candidates with comparative experience as possible. Please see Attachment C for more information and qualifications of EHMI.

Tax and Financial Consultant: The Partnership will engage the **California Housing Partnership (CHPC)**, as a financial consultant. Created by the Legislature in 1988 as a private nonprofit organization with a public mission, the California Housing Partnership plays a unique role in California's struggle to provide housing that is sustainable and affordable to working families, homeless, veterans, seniors and the disabled. The Partnership is a "do-and-think-tank" that uses the experience gained from helping hundreds of nonprofit and local government partners leverage \$18 billion to create 70,000 affordable homes over the past 30 years. They have assisted Eden with numerous rehab and resyndication tax credit projects, including HUD-financed and public-private partnerships with housing authorities. They are one of the leading financial consultants in the nation specializing in the financing of affordable housing using a combination of public and private resources.

Legal Services: Gubb & Barshay LLP will provide legal guidance to the development. Gubb & Barshay has extensive experience with all types of affordable housing programs, including tax-exempt bonds, HUD programs, elderly and special needs housing, and state and local programs. The firm also has substantial experience with the federal and state housing tax credit programs, and has been involved in the structuring and closing of more than 150 low-income housing tax credit syndications in California and other states.

Construction Consultant: Mr. Pete Mugnani of P.L. Mak, Inc. will provide construction management services. Pete has over 25 years of hands-on construction experience. He has provided construction consulting services and site construction management as the owner's representative for Eden's development portfolio since 1999 and has handled more than 20 Eden projects.

Mr. Mugnani works throughout the feasibility and design process to assure that the project construction methods and budgeting are realistic and meet Eden's design standards. He works along with the architect, Eden staff and the general contractor to assure a cost-controlled approach to the development. As projects move from the feasibility and design stages toward construction, he monitors field operations and construction progress and coordinates the owner's responses to construction issues that arise.

Pete not only understands how to push contractors and critically evaluate construction costs, he also truly understands Eden's mission and commitment to own our properties for the long term. Therefore, he helps make decisions during design and construction that will be the best for the property over the long haul – not just to balance the budget today. As with many previous projects, Pete will be invaluable in helping find the balance between cost savings and overall quality for this project.

Engineering, Design and Construction: The selection of engineering, septic and other design consultants will take place after the project is awarded. We currently are considering the following specialists:

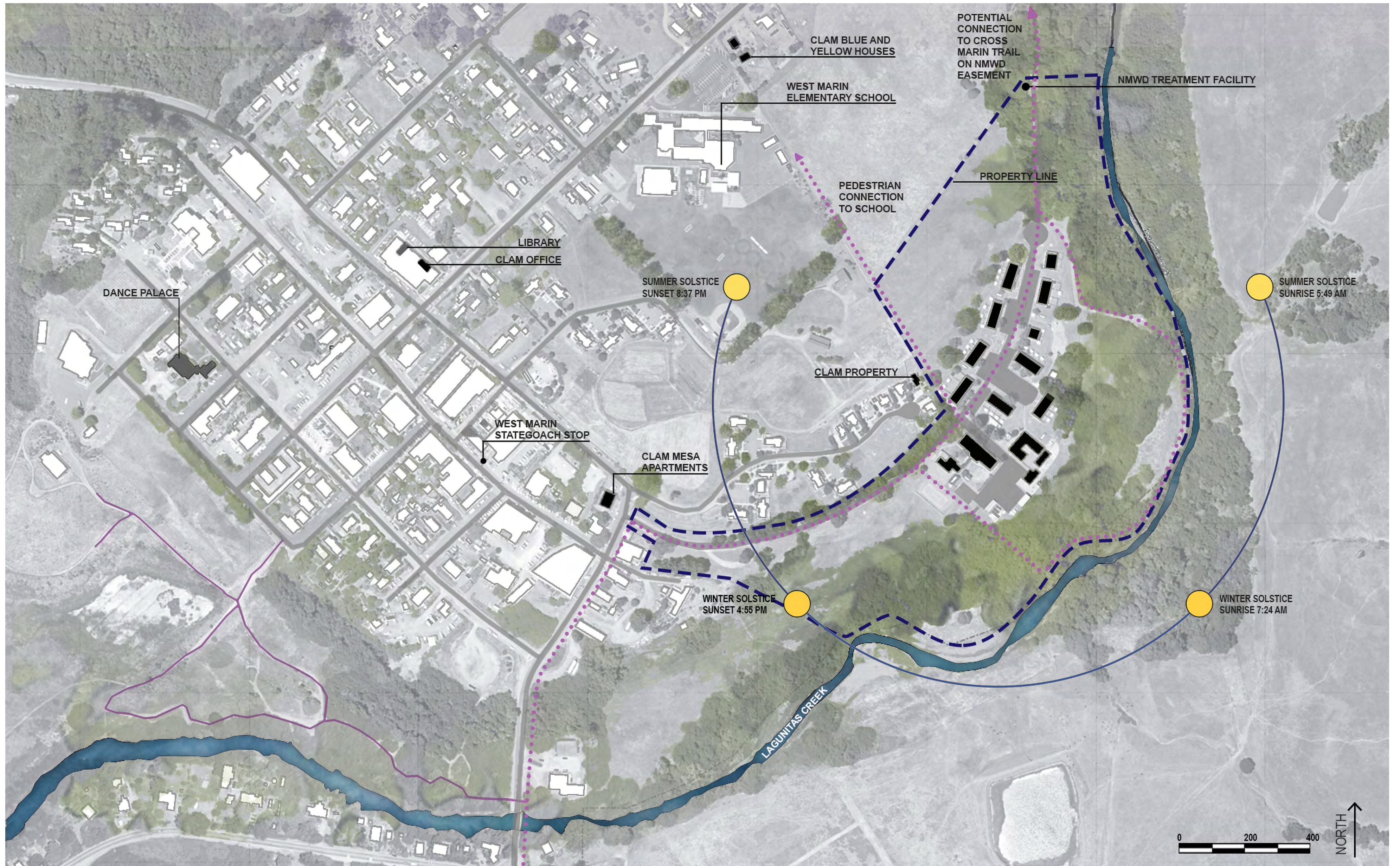
Waterproofing and forensic building evaluation - RDH Building Sciences. Colin Shane has a broad knowledge of building construction and applies building science principles to analyze and design durable, energy-efficient building enclosures.

Structural engineering – Tipping Structural. Mike Korolyk provides a rare understanding of performance-based seismic design, analysis, and computer programming, and has worked on several of Tipping's award-winning projects: the San Francisco Public Utilities Headquarters, the Rene Cazenave Apartments, the Carquinez Senior Apartments, and 680 Folsom Street.
Sanitary Sewer: Questa Engineering Corporation. Questa has significant experience on this site, both through the early feasibility work commissioned by Marin County and the system design and maintenance of the multi-family system on the adjacent property. Questa is trusted for its competence and environmental protection focus, which is critical for this project's adjacency to the Lagunitas Creek as well as North Marin Water District's well and treatment facilities that serve the immediate geographic area. We will confer with Questa after project award.

CLAM and Eden also intend to engage relevant local collaborators, drawing on the wealth of professional sustainability, architecture, and landscape architecture capabilities that exist in the West Marin community. For example, Jim Campe, local architect and respected early leader in sustainable design in the state of California, designed CLAM's Passive House. Jim will collaborate with Siegel & Strain, who hold a mutual commitment to efficient building design and carbon reduction.

The selection of a **Construction Contractor** will be competitively bid out closer to the start of construction. This process will help ensure the best pricing and terms. We will also bring our experience in contractor compliance related to State Prevailing Wages and/or Federal Davis Bacon Prevailing Wages in alignment with applicable funding requirements.

Financing Partners: The selection of finance partners will also be competitively bid out closer to the start of construction. Lenders and investors that Eden has used in the past, and who may be appropriate for this project, include Bank of America, Wells Fargo Bank, JP Morgan Chase, Union Bank, US Bank, Silicon Valley Bank, and Citibank.



CLAM BLUE AND YELLOW HOUSES

WEST MARIN ELEMENTARY SCHOOL

POTENTIAL CONNECTION TO CROSS MARIN TRAIL ON NMWD EASEMENT

NMWD TREATMENT FACILITY

PROPERTY LINE

PEDESTRIAN CONNECTION TO SCHOOL

LIBRARY CLAM OFFICE

DANCE PALACE

SUMMER SOLSTICE SUNSET 8:37 PM

SUMMER SOLSTICE SUNRISE 5:49 AM

WEST MARIN STATEGOACH STOP

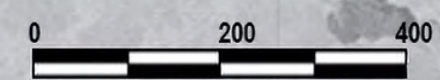
CLAM MESA APARTMENTS

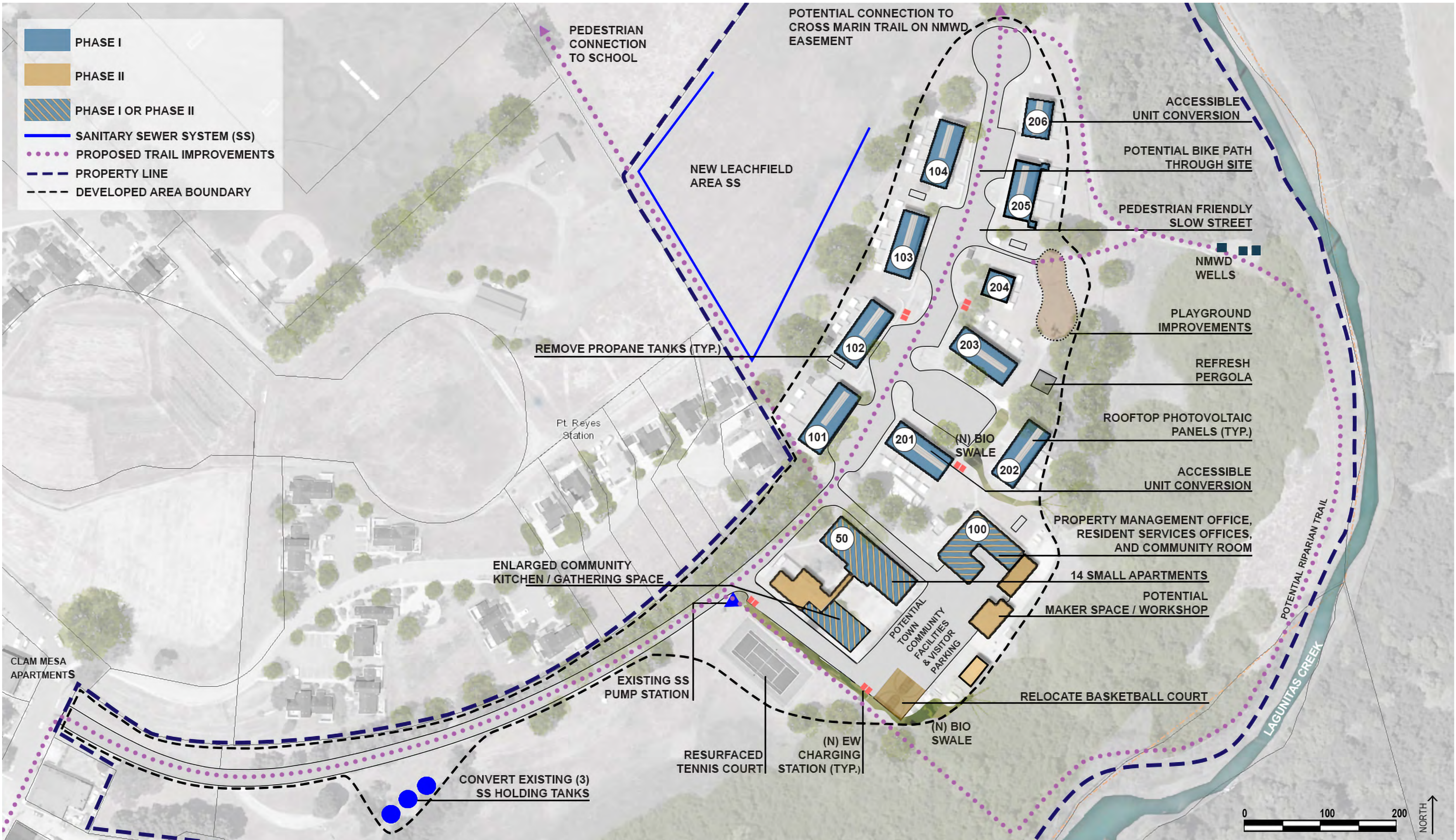
CLAM PROPERTY

WINTER SOLSTICE SUNSET 4:55 PM

WINTER SOLSTICE SUNRISE 7:24 AM

LAGUNITAS CREEK





4. Project Concept & Proposed Scope of Work

Concept

CLAM and Eden envision the Point Reyes Coast Guard housing site as a reinvigorated multi-generational neighborhood that is integral to the life and energy of Point Reyes Station. The physical place will be defined by a substantial, high-quality rehabilitation of 36 townhomes and adaptive reuse of Building 50, along with robust community spaces and play places. Our concept is intended to invite families to grow roots and foster local connections within and between community, enlivened by the local energy, nature, and culture.

We propose a two-phased approach to revitalize the property that prioritizes housing families quickly. The first phase will emphasize the expeditious delivery of existing housing by the CLAM and Eden partnership. The second phase will focus on the integration of community infrastructure and amenities in collaboration with community partners. CLAM and Eden look forward to working with the County and the community in creating a shared vision and path for these enhancements.

Scope of Work

A. Phase 1

Phase 1 will focus on high-quality renovation of the existing housing, emphasizing energy efficiency in building systems and a strong property management program to implement lease-up quickly. As requested, the project team is providing a base scenario that contemplates rehabilitation of 36 townhomes. We also simultaneously present for consideration an Enhanced Scenario for 50 rental homes. The Enhanced Scenario expands Phase 1 to offer rehabilitation of 36 townhomes plus the immediate adaptive re-use of Building 50 as 14 elevator-serviced one-bedroom rental apartments for seniors or small households. With 50 rental homes, the project can accommodate both large and small households and a broader multi-generational segment of the population. This approach, when combined in Phase 1, also leverages a lower per-unit operating cost to support a larger mortgage and stronger tax credit pricing, which will reduce the per-unit gap financing from the County. The Questa sanitary sewer assessment found capacity to accommodate this load level, and we would need to fully build out the site infrastructure and sanitation system in Phase 1, even if we did not pursue the additional housing. We therefore urge the County to consider our Enhanced Scenario. To reflect and compare the two proposed approaches, we are referring to **the Base and Enhanced Scenarios** throughout the proposal.

Highlights of Phase 1 include the following, financed with 4% Low Income Housing Tax Credits and additional sources:

- *Base Scenario*: 36 substantially remodeled rental townhomes
- *Enhanced Scenario*: 14 one-bedroom apartments + common spaces, and the addition of an elevator, through substantial renovation of Building 50 (9,652 square ft)
- Wastewater treatment facility
- Upgraded roadways, pedestrian pathways & sidewalks
- Community room
- Updated playground, pergolas, BBQ area, outdoor common spaces
- Reconfigured and repaved parking for residential uses and guest parking
- Administrative offices for CLAM/Eden
- Potential carve-out of one or two buildings for homeownership/limited equity co-op

- Zero Net Energy development with onsite stormwater capture and sustainability features throughout the site



Rental Home Mix and Affordability

The project team proposes townhome affordability levels between 30 and 80 percent of market rent (also known as Area Median Income, or AMI), with an equal distribution of rent levels among the townhomes. We envision that the family townhomes would include preferences for approximately 20 agricultural worker households and up to 8 homeless rapid rehousing households. If we are able to proceed with Building 50, we anticipate that the small apartments in Building 50 would have affordability levels between 30 and 50 percent of market rent and include preferences for agricultural worker households and homeless rapid rehousing households.

Base housing scenarios

36 family townhomes			
Unit size	Count	AMI	Net rent
2 BR	1	30%	\$1,019
3 BR	6	30%	\$1,171
4 BR	2	30%	\$1,297
2 BR	1	50%	\$1,744
3 BR	6	50%	\$2,009
4 BR	1	50%	\$2,232
2 BR	1	60%	\$2,107
3 BR	6	60%	\$2,428
4 BR	2	60%	\$2,700
2 BR	1	80%	\$2,833
3 BR	6	80%	\$3,267
4 BR	2	80%	\$3,635
2 BR	1	MANAGER	

Enhanced housing scenarios

36 family townhomes + 14 small apartments			
Unit size	Count	AMI	Net rent
2 BR	1	30%	\$1,019
3 BR	6	30%	\$1,171
4 BR	2	30%	\$1,297
2 BR	1	50%	\$1,744
3 BR	6	50%	\$2,009
4 BR	1	50%	\$2,232
2 BR	1	60%	\$2,107
3 BR	6	60%	\$2,428
4 BR	2	60%	\$2,700
2 BR	1	80%	\$2,833
3 BR	6	80%	\$3,267
4 BR	2	80%	\$3,635
2 BR	1	MANAGER	
1 BR	4	30%	\$856
1 BR	10	50%	\$1,460

Following project award, the CLAM/Eden team will lead coordination between our project design team and County staff to evaluate the most expeditious path toward housing occupancy, including the viability of some alternatives within the footprint of the existing built environment, refine the short- and long-term project scope, and secure planning entitlements.

Phase 1 financial assumptions: The CLAM/Eden Partnership will finance the rental housing project with 4% tax low income housing tax credits and compatible sources. The building value will be captured in the tax credit basis, generating significant tax credit equity for the project. For reference, two of the Eden recapitalization examples included in this RFP response were almost entirely self-financed in this way. Please see Section 6 for a detailed description of the permanent financing sources and full development budget.

As noted previously, the CLAM/Eden partnership is committed to a first phase that quickly delivers the 36 family townhomes that the County has prioritized. At the same time, we urge consideration for a larger development. We are including in the following Sources and Uses charts the Enhanced Scenario (50 rental homes) to demonstrate that the financing plan for the additional apartments is advantageous in that it makes more efficient use of local public sources and is likely to generate additional proceeds that could be invested in community benefits.

Base Housing Option: 36 Townhome Post-Construction Sources and Uses

<i>Sources</i>		<i>Uses</i>	
Mortgage	8,654,789	County Land Loan	4,300,000
Tax Credit Equity	7,579,827	Acquisition Costs	40,125
County Land Loan	4,300,000	Construction Costs	10,896,308
County Loan – New Funds	1,000,000	Indirect Costs	4,185,132
Measure W Funds	404,265	Finance & Transaction	1,869,121
Marin Comm Foundation	3,000,000	Capitalized Reserves	245,608
Seller Takeback	5,700,000	Community Benefits	1,000,000
Income from Operations	93,289	Seller Takeback	5,700,000
Deferred Developer Fee	1,080,386	Gross Dev Fee in Basis	3,614,747
GP Capital	34,360		
TOTAL	\$ 31,846,916	TOTAL	\$ 31,846,916

Enhanced Housing Option: 50 Rental Homes Post-Construction Sources and Uses

<i>Sources</i>		<i>Uses</i>	
Mortgage	10,694,024	County Land Loan	4,300,000
Tax Credit Equity	10,418,127	Acquisition Costs	40,125
County Land Loan	4,300,000	Construction Costs	13,893,678
County Loan - New Funds	1,000,000	Indirect Costs	5,437,713
Measure W Funds	404,265	Finance & Transaction	2,287,462
Marin Comm Foundation	3,000,000	Capitalized Reserves	305,928
Seller Takeback	9,450,000	Community Benefits	1,169,153
Income from Operations	117,642	Seller Takeback	9,450,000
Deferred Developer Fee	1,386,417	Gross Dev Fee in Basis	4,776,788
GP Capital	890,371		
TOTAL	\$ 41,660,847	TOTAL	\$ 41,660,847

Land ownership and control structures: We propose that the County donate the property to CLAM in exchange for a performance deed of trust and regulatory agreement for \$4.3 million and prorated residual receipts payments, with the property to be held in trust for the community's long-term benefit and stewardship. CLAM would then ground lease the rental housing portion of the site to the CLAM/Eden partnership for at least 75 years for a nominal rate, allowing the value of the buildings to be captured in the project's low-income housing tax credit basis. The timing of the site transfer should coincide with construction finance closing.

As a local land trust, CLAM is deeply committed to West Marin's community sustainability. It works in partnership with West Marin's network of community development and support service organizations, and can best facilitate coordinated community benefits across the property. As an affordable housing provider committed to the long-term management of its current portfolio, it is best positioned to facilitate future smaller-scale housing and community opportunities on the property.

Wastewater System: The County of Marin commissioned a Wastewater Feasibility Evaluation of the Coast Guard site from Questa Engineering in 2016. The findings show that the property offers good suitability and several potential options for onsite wastewater to accommodate up to 18,000 gallons per day. Alternatives 2B and 3 presented in the evaluation appear to offer the configurations to accommodate at least 50 units of housing and community uses on the site. In collaboration with Marin County, the Regional Water Quality Control Board, MCSTOPP and NMWD, we will pursue a system design that will protect public health, the water quality of Lagunitas Creek, and groundwater sources to the highest feasible extent. Funding for system design may be available from the State of California Water Quality Control Board's Clean Water State Revolving Fund (CWSRF) Program.

Management: Eden will provide rental housing-related property management, asset management, compliance, technology and training, and services coordination, paid from the partnership's operating budget. CLAM will provide resident services coordination and community relations and manage the overall site. See a discussion of services in Section 11.C.

B. Phase 2

Community Vision Priorities: Strengthening the Local Social Fabric

The Partnership's larger vision for the former Coast Guard neighborhood is of a place that expands and builds on all that makes Point Reyes and West Marin attractive—bringing together the various and diverse communities, organizations and local businesses into a new “hub” of activity, melding the neighborhood with the greater town.

We see a huge opportunity in areas within the development envelope of the former Coast Guard facility not used for housing to be repurposed for community uses during Phase 2, and will hold community conversations about these ideas as outlined in the community engagement plan presented in Section 10. Several of the opportunities are discussed here.

Community Spaces are needed to support and extend the services of local entities such as the Dance Palace Community Center, West Marin Community Services and West Marin Commons. Meeting space, offices for nonprofits, collaborative workshops, commercial kitchen and sports courts could serve the broader community as well as the rental housing project. Pursuing these synergies early may be essential to their success, as new construction outside of this project context may be cost prohibitive.

Funding to develop and manage these elements may come from local donations and grants raised during CLAM's capital campaign, and collaborative community resources. To capitalize on planning and construction cost efficiencies, the Partnership may be able to undertake construction of some community amenities. This approach would mutually benefit the property residents and community at large, achieving greater town integration for the site. CLAM proposes to be property owner and lessor of the community spaces, providing ongoing stewardship of the assets.



Recreation

Aside from the walking trails created in the Giacomini Marsh, Point Reyes Station has limited recreation and organized sports facilities. In addition to the proposed playground renovation, the existing tennis and basketball courts could be renovated through private funds and available to the entire community.

Ownership Housing

West Marin is underserved across the County for affordable homeownership options, and the community has voiced a strong desire for limited equity and shared equity ownership housing. Both of CLAM's existing affordable homeownership projects garnered strong community interest and financial support. CLAM is uniquely poised to bring more affordable home ownership to West Marin: the community land trust ground lease mechanism ensures affordability in perpetuity. The Coast Guard site offers a rare opportunity to build this local asset because the land and infrastructure cost could be borne by the rest of the project. More detail on this approach could be presented upon request.

Coordinated Disaster Response

The Point Reyes Disaster Council is actively working to streamline disaster response, as recent fires and power outages have demonstrated the need for more effective organization across local entities. CLAM could work closely with the Point Reyes Disaster Council to ensure services, space and plans at the property in the event of a disaster or need for emergency relief.

Food Systems

CLAM will explore a potential partnership with the West Marin Community Services, Marin Food Bank, and West Marin School for use of the property's commercial kitchen and storage area to support

distribution of food to low-income households across West Marin. The Food Bank's current services, as well as the school's hot lunch capabilities, are limited by lack of space. Additional office space for these entities could also be added to Building 100.

Small farming, food stands, and a food co-op have all been initiated in the Point Reyes area, but they have been insecure or had to close because of lack of stable, affordable rental space. CLAM will explore supporting local sustainable small-scale farmers and agricultural producers, as well as access to the commercial kitchen for creation of regional agricultural products.

Integrating Town Water Resources, Outdoor Trails and Riparian Education

North Marin Water District desires to expand its facility access easements in Point Reyes. CLAM has met with NMWD staff and welcomes collaborative site planning discussions with NMWD and the County to support the water district's operations and water quality. This focus will also relate to the public's access to the natural elements of the property.

CLAM will also explore partnerships with groups such as the Environmental Action Committee, Tomales Bay Watershed Council, and SPAWN that could result in reestablishing the riparian trail along the portion of Lagunitas Creek at the edge of the property and provision of riparian education about the local ecology and creek flows into Tomales Bay, including work and education to support growth of the native salmon run.

An extension of the Cross Marin Trail, potentially relating to NMWD's current easement between Lucas Valley Road and Commodore Way, could improve roadway safety on the Point Reyes-Petaluma Road by moving bike traffic off that road, providing another route into the town core.

5. Entitlement Process & Development Timeline

Entitlements Process

The Partnership looks forward to collaborating with Marin County on the entitlements for this project. The activities and uses presented in our proposal are consistent with existing uses on the property. Therefore, we anticipate the County to pursue an entitlement pathway that allows for a continuation of housing, community facilities and recreation. The County has expressed its intent to lead entitlements, including any zoning changes required for conformance with the General Plan, Development Code, Local Coastal Plan and Point Reyes Station Village Community Plan.

Under amendments to the Marin LCP adopted by the California Coastal Commission in February 2019, though not yet reflected in the County's online zoning information, affordable housing would be allowed within the C-OA Open Space district with approval of a Use Permit. Density limits, minimum lot size, setbacks and other development standards would be allowed as determined through the Coastal Permit process. Because the bulk of the property is designated as C-OA Open Space, we anticipate that the Use Permit/Coastal Permit process will be used to develop the housing project and support uses, allowing development standards to be tailored to the property.

The Point Reyes Station Village Community Plan (2001) includes objectives (RL-2.0) and policy statements (RL-2.1) that encourage "opportunities for affordable housing (to rent or own) within the Planning Area in order to diminish the degree of in commuting and to maximize community diversity." At the time the plan was written, the Coast Guard property zoning and potential uses only contemplated

federal use. Therefore, consistency with limiting factors in the plan should be viewed in the context of the property sale and termination of federal use.

The County of Marin commissioned a Wastewater Feasibility Evaluation of the Coast Guard site from Questa Engineering in 2016. The findings show that the property offers good suitability and several potential options for onsite wastewater to accommodate up to 18,000 gallons per day. Alternatives 2B and 3 of their report appear to offer the configurations to accommodate at least 50 units of housing and community uses on the site. In collaboration with Marin County, the Regional Water Quality Control Board, MCSTOPP and NMWD, we will pursue a system design that will protect public health, the water quality of Lagunitas Creek, and groundwater sources to the highest feasible extent.

Timeline

The project is currently conceived in two phases: Phase 1, housing and Phase 2, community benefits. These phases will be run somewhat independently in terms of financing and entitlements, but will need concurrent processes and scheduling and will ultimately match up during construction, as the shared infrastructure would cross both phases and would need to be built out as one system. It would not be physically feasible to only partially construct roadways; sewer, water, and electrical infrastructure; or have a portion of the site occupied while other buildings are vacant. Moreover, the entire project build-out should be performed by one general contractor.

Therefore, we have presented a consolidated timeline on the following page, as the rental housing rehab project should move forward more quickly, while the community uses phase will need a longer lead time to develop its scope and secure entitlements and funding.

Proposed Development Timeline

Task #	Milestone	Phase 1 Housing	Phase 2 Comm Benefits
1	CLAM & Eden Awarded ENRA	March 2020	March 2020
2	Begin Site Assessment & Due Diligence	April 2020	April 2020
3	Begin to Apply for Gap Financing & Vouchers as Available	April 2020	April 2020
4	Start to Negotiate DDLA	April 2020	April 2020
5	Begin Community Outreach	May 2020	May 2020
6	Begin Site Design Studies	May 2020	May 2020
7	Execute DDLA	September 2020	September 2020
8	Begin LCP Amendment	September 2020	January 2021
9	Begin Coastal Development Permit Process	September 2020	January 2021
10	Planning Entitlements Submittal & Begin CEQA Process	October 2020	February 2021
11	Coastal Development Permit Submittal	October 2020	February 2021
13	Complete CEQA Process (Assumes MND)	March 2021	August 2021
14	Obtain County Entitlements & LCP Amendment	May 2021	October 2021
15	Obtain Coastal Development Permit	May 2021	October 2021
16	Building Permit Submittal	September 2021	December 2021
17	All Gap Financing & Vouchers Secured	December 2021	December 2021
18	Submit 4% Tax Credit & Bond Application	January 2022	
19	Obtain 4% Tax Credit Reservation & Bond Allocation	March 2022	
20	Building Permit Ready to Issue	April 2022	April 2022
21	Close Construction Financing	May 2022	May 2022
22	Begin Lease-Up Townhomes	December 2022	
23	Construction Completion Townhomes	February 2023	
24	Complete Lease-Up Townhomes	April 2023	
25	Begin Lease-Up Community Benefits Facilities		May 2023
26	Begin Lease-Up Building 50, If Allowed Ph 1	April 2023	
27	Complete Construction of Building 50, If Allowed Ph 1	May 2023	
28	Complete Lease-Up Building 50, If Allowed Ph 1	July 2023	
29	Complete Site Work & Construction	August 2023	December 2023
30	Complete Lease-Up Community Benefits Facilities		December 2023
31	Convert Housing Construction Loan to Mortgage	December 2023	
32	Submit Housing Tax Credit Placed In Service Package	March 2024	
33	Record Tax Credit Regulatory Agreement and 8609s	December 2024	

6. Financial Capacity & Pro Forma for Phase 1 Activities

Eden will guide the financial strategy and management of the rental housing project at the Coast Guard. Eden has extensive experience with institutional and private financing that includes conventional construction and permanent loans, tax-exempt bonds, and low-income housing tax credits – including the 4%, competitive 9%, and hybrid 4%/9% programs.

Over the past decade, Eden projects have obtained 196 long-term loans totaling \$708,190,000 for its projects. Details of these loans are provided in **Attachment K: Eden Housing Long-Term Debt**. In addition, Eden is currently in construction or in the post-construction stabilization period on 12 projects across California. The construction-period loans for these projects total \$295 million and are with a variety of lenders including JPMorgan Chase, US Bank, Wells Fargo, RaboBank, and Union Bank.

Financial Capacity & Debt / Equity Relationships

Eden Housing was the first developer in California to receive tax credits and has been continually successful acquiring 9% and 4% tax credit allocations ever since. In the last two years, Eden has closed 15 deals with a variety of debt and equity partners.

Eden has had a strong operating history, meeting or exceeding its budget for the past 10 years. Eden ended last year with the strongest cash position since inception more than 50 years ago. Eden anticipates maintaining a strong position for the next five years, based on our receivables and development pipeline. We are diversifying and enhancing our revenue base and expect that we will be able to maintain a strong financial position into the future.

Audited financial statements for the past two years for Eden are included as **Attachment L: Eden Financial Statements and Attachment M: CLAM Financial Statements**.

A. Predevelopment Sources and Uses

Financial Capacity for Predevelopment Costs

CLAM and Eden have access to several sources of predevelopment funding, including Eden's capital and several lines of credit from community banking partners. Together, these available sources total over \$8M and are currently only 50% utilized. These funds are available to all projects in Eden's pipeline and are subject to board approval based on project feasibility, stage, and timeline to closing. In addition, CLAM has secured \$1.1million as an initial seed for a capital campaign that can be used for predevelopment related to the non-tax credit rental housing elements that may come in Phase 2 of the redevelopment.

Eden and CLAM anticipate using organizational capital to fund the early stage feasibility work and then work with local partners to fund the late stage work after projects are entitled. In the event that local sources are not available, Eden and CLAM would have the ability to self-finance predevelopment costs until construction finance closes, for either the 36 townhome scenario or the 50 rental home scenario.

Eden and CLAM will recoup a reasonable interest carry on any advanced predevelopment funds, comparable to the rate that Eden is charged on its line of credit. The current indicative rate is 4.5%. Eden and CLAM's carrying costs will be paid at construction finance closing.

PREDEVELOPMENT SOURCES		
	Base Scenario	Enhanced Scenario
Eden & CLAM Predevelopment Advance	\$ 1,455,851	\$ 1,561,000

PREDEVELOPMENT USES		
	Base Scenario	Enhanced Scenario
Planning Fees*	100,000	100,000
Building Permit Fees*	246,600	315,000
Architecture	425,385	543,375
Engineering, Survey, and Testing	265,231	331,025
Construction Manager Consultation	22,500	22,500
General Contractor Consultation	50,000	50,000
Construction Mockup	10,000	10,000
Due Diligence	35,000	35,000
Market Study	7,500	7,500
Tax Credit Appraisal	7,500	7,500
Soft Cost Contingency	163,843	212,580
TCAC Application & Reservation Fee	6,778	8,123
Legal – Organization of Partnership	5,000	5,000
Legal – Syndication	13,500	13,500
Syndication Consulting	22,000	22,000
CDLAC Performance Deposit	75,014	97,055
TOTAL Uses	\$ 1,455,851	\$ 1,780,158

**Consistent with the County’s past practices in support of new affordable housing, the project would seek a waiver or equivalent County gap loan offset or reimbursement of some planning and building department fees.*

B. Rehabilitation Sources and Uses

Due to Eden’s longstanding relationships and large, combined portfolio, Eden attracts the most competitive financing terms for each project and the highest available limited partner contributions. Eden has relationships with an array of lenders and investors, including Bank of America, Wells Fargo Bank, JP Morgan Chase, Union Bank, US Bank, California Community Reinvestment Corporation, Silicon Valley Bank, Citibank, Enterprise, Merritt Community Capital, Aegon, RBC, and the California Equity Fund. Eden has also participated in multiple federal programs administered by HUD, has utilized the California Housing and Community Development programs for decades, and has used a variety of local sources – including both public and private loans and grants.

Local Sources

Our proposed project has a gap that we would fill by requesting local subsidy to support creating this new affordable housing. We solved for the gap for the base case 36 townhome scenario, shown below. We held the local subsidy constant in the enhanced 50 rental home scenario to demonstrate how the economies of scale of the larger project would reduce the required per-unit subsidy, in addition to creating more housing and yielding some extra proceeds for community benefits.

For the 36 Townhome base scenario, we anticipate requesting the following local sources:

Source	Total Request	Subsidy Per Unit
County – Land Loan	4,300,000	122,857
County Loan – New Funds	1,000,000	28,571
Measure W – 2020, 2021	404,265	11,550
Marin Community Foundation	3,000,000	85,714
TOTALS	\$ 8,704,265	\$ 248,693

For the 50 Rental Homes enhanced scenario, we anticipate requesting the following local sources:

Source	Total Request	Subsidy Per Unit
County – Land Loan	4,300,000	87,755
County Loan – New Funds	1,000,000	20,408
Measure W – 2020, 2021	404,265	8,250
Marin Community Foundation	3,000,000	61,224
TOTALS	\$ 8,704,265	\$ 177,638

C. Construction Period Sources & Uses

CONSTRUCTION PERIOD SOURCES [explanation follows]		
	Base Scenario	Enhanced Scenario
Construction Loan	15,028,063	19,410,910
Tax Credit Equity	757,983	1,041,813
County Land Loan	4,300,000	4,300,000
County Loan – New Funds	1,000,000	1,000,000
Measure W Funds	404,265	404,265
Marin Community Foundation	3,000,000	3,000,000
Seller Takeback	5,700,000	9,450,000
GP Capital	34,360	890,371
Costs Deferred Until Permanent Conversion	1,622,245	2,163,487
TOTAL	\$ 31,846,916	\$ 41,660,846

CONSTRUCTION PERIOD USES		
	Base Scenario	Enhanced Scenario
County Loan - Purchase Price - Assumed	4,300,000	4,300,000
Other Acquisition Costs	25,000	25,000
Seller Takeback	5,700,000	9,450,000
Acquisition - Transfer Taxes	11,000	15,125
Hard Costs - Townhouses	7,000,000	7,000,000
Hard Costs – Small Apartments		2,000,000
Construction - PV, Solar Thermal	1,220,000	1,500,000
Construction - Gen Cond, OH&P	1,150,800	1,470,000
Construction - Contractor Ins & Bonds	202,508	258,678
Construction - Hard Cost Contingency	1,233,000	1,575,000
Construction Manager/PW Monitor	90,000	90,000
Environmental Testing	25,000	25,000
Furnishings	60,000	60,000

Architecture/Engineering/Design	1,134,360	1,449,000
GP Legal Non-Syndication	35,000	35,000
GC Consult/PNA/Appraisal/Mkt Study	150,000	150,000
Title	20,000	20,000
Permits and Fees	2,146,600	2,915,000
Soft Cost Contingency	546,144	708,600
Marketing / Lease up	15,000	15,000
TCAC Fees	6,778	8,123
Construction Period Owner Insurance	60,000	60,000
Construction Loan Interest	1,262,357	1,630,516
Financing Expenses	411,764	461,945
Costs of Syndication	135,000	135,000
Gross Developer Fee in Basis	2,284,360	3,140,371
Costs Deferred Until Permanent Conversion	1,622,245	2,163,487
Community Benefits	1,000,000	1,000,000
TOTAL	\$ 31,846,916	\$ 41,660,846

Explanation of Sources

Source	Base Scenario	Enhanced Scenario
<p>Construction Loan. The construction loan is anticipated to be a conventional construction loan product. We have conservatively modeled this as 1-month LIBOR rate + 1.90% bank spread + 2.0% cushion, for an all-in rate of 5.6%. As the project moves closer to closing financing, we can reduce the cushion as we have more certainty about the interest rate at that time.</p>	15,028,063	19,410,910
<p>Tax Credit Equity/Limited Partner Investor. Generally, the Limited Partner investor puts in 10% of the total equity for the project at closing. We have modeled the LP investor's pay-in rate at \$0.98 per tax credit for the 36 townhome scenario and \$1.02 per tax credit for the 50 rental home scenario. This is in the middle of the range of tax credit bids we have received in 2019-20 for acquisition-rehabilitation projects, and reflects the difference in investor appetite for a smaller project that delivers fewer tax benefits and a larger project that delivers more tax benefits and will attract greater interest from the direct investors.</p>	757,983	1,041,813
<p>County Land Loan. In order to make this project financially feasible, we have assumed that this land loan will become a permanent loan in support of the project. We propose that the County accept a promissory note for the purchase price from CLAM, and receive prorated residual receipts payments from cash flow over time.</p>	4,300,000	4,300,000

<p>County Loan – New Funds. In order to make this project financially feasible, we are showing a gap between sources and uses and propose that the County would loan additional gap money. We kept the amount constant between the two scenarios in order to simplify the cost-benefit analysis of a smaller project versus a larger project.</p>	<p>1,000,000</p>	<p>1,000,000</p>
<p>Measure W Funds. In order to make this project financially feasible, we propose borrowing gap money from Measure W Funds. Like the County Loan – New Funds, we kept the amount constant between the two scenarios in order to simplify the cost-benefit analysis of a smaller project versus a larger project.</p>	<p>404,265</p>	<p>404,265</p>
<p>Marin Community Foundation. In order to make this project financially feasible, we are showing a gap between sources and uses and propose that the Marin Community Foundation would loan/grant additional gap money. We kept the amount constant between the two scenarios in order to simplify the cost-benefit analysis of a smaller project versus a larger project.</p>	<p>3,000,000</p>	<p>3,000,000</p>
<p>Seller Takeback. With no existing debt on the Coast Guard property, we have made the anticipated appraised value the seller takeback amount. As this would have to have an interest rate of the compounding Applicable Federal Rate (2.08% as of January 2020), we may ultimately change the structure of this loan so that a portion of the takeback amount accrues at 0% interest, to avoid overburdening the project’s pro forma.</p>	<p>5,700,000</p>	<p>9,450,000</p>
<p>Developer Fee Loaned as General Partner Capital. A portion of the fee would be loaned back to the project as General Partner capital to balance sources and uses. For this project, the GP capital to be loaned is the amount of the gross developer fee less the deferred fee that can be paid back from cash flow over 15 years and the net fee. The amount loaned back has to be less than the Limited Partner Investor’s initial investment to avoid changing the ownership structure and tax status of the project.</p>	<p>34,360</p>	<p>890,371</p>
<p>Costs Deferred Until Conversion. A portion of the developer fee, as well as regulatory and transactional costs, are not paid until conversion to the permanent period of financing.</p>	<p>1,622,245</p>	<p>2,163,487</p>

TOTAL Construction Sources	\$ 31,846,916	\$ 41,660,846
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D. Post-Construction Sources and Uses – Leased-Up Period

PERMANENT PERIOD SOURCES [explanation follows]		
	Base Scenario	Enhanced Scenario
Mortgage	8,654,789	10,694,024
Tax Credit Equity	7,579,827	10,418,127
County Land Loan	4,300,000	4,300,000
County Loan – New Funds	1,000,000	1,000,000
Measure W Funds	404,265	404,265
Marin Community Foundation	3,000,000	3,000,000
Seller Takeback	5,700,000	9,450,000
Income from Operations	93,289	117,642
Deferred Developer Fee	1,080,386	1,386,417
GP Capital	34,360	890,371
TOTAL	\$ 31,846,916	\$ 41,660,846

PERMANENT PERIOD USES		
	Base Scenario	Enhanced Scenario
County Loan - Purchase Price - Assumed	4,300,000	4,300,000
Other Acquisition Costs	25,000	25,000
Seller Takeback	5,700,000	9,450,000
Acquisition - Transfer Taxes	11,000	15,125
Hard Costs - Townhouses	7,000,000	7,000,000
Hard Costs – Small Apartments		2,000,000
Construction - PV, Solar Thermal	1,220,000	1,500,000
Construction - Gen Cond, OH&P	1,150,800	1,470,000
Construction - Contractor Ins & Bonds	202,508	258,678
Construction - Hard Cost Contingency	1,233,000	1,575,000
Construction Manager/PW Monitor	90,000	90,000
Environmental Testing	25,000	25,000
Furnishings	60,000	60,000
Architecture/Engineering/Design	1,134,360	1,449,000
GP Legal Non-Syndication	51,900	51,900
GC Consult/PNA/Appraisal/Mkt Study	150,000	150,000
Title	35,000	35,000
Permits and Fees	2,146,600	2,915,000
Soft Cost Contingency	546,144	708,600
Marketing / Lease up	15,000	15,000
TCAC Fees	21,128	28,213
Replacement Reserve Capitalized	36,000	50,000
Operating Reserve Capitalized	209,608	255,928
Construction Period Owner Insurance	60,000	60,000
Construction Loan Interest	1,262,357	1,630,516
Financing Expenses	411,764	461,945
Costs of Syndication	135,000	135,000
Gross Developer Fee in Basis	3,614,747	4,776,788

Community Benefits	1,000,000	1,169,153
TOTAL	\$ 30,846,916	\$ 40,660,846

Explanation of Sources

Source	Base Scenario	Enhanced Scenario
<p>Mortgage. The permanent loan is anticipated to be a conventional commercial mortgage loan product, with an 18-year term and 35-year amortization. We have conservatively modeled this as 10-year swap rate + 1.9% bank spread + 2.0% cushion, for an all-in rate of 5.7%, and a debt coverage ratio of 1.15. As the project moves closer to closing financing, we can reduce the cushion as we have more certainty about the interest rate at that time.</p> <p>A balloon payment will be due at the end of the 18-year term, which can either be refinanced with a new mortgage or a larger recapitalization that includes a resyndication. Our pro forma shows that at the end of 18 years the project would have a 1.43 debt coverage ratio (most banks require only a 1.15 ratio).</p> <p>There are two tranches for this mortgage - Tranche A is supported by the maximum net rental rates based on the tax credit limits, and Tranche B is the additional borrowing that is supported by the project-based voucher* increment above the net tax credit rent limit.</p> <p>*Project-Based Voucher Assumptions: We have assumed that we would be able to partner with the Housing Authority of the County of Marin to use project-base subsidy, up to the current payment standard, for up to eight of the townhomes.</p>	8,654,789	10,694,024
<p>Tax Credit Equity/Limited Partner Investor. We have modeled the LP investor's pay-in rate at \$0.98 per tax credit for the 36 townhome scenario and \$1.02 per tax credit for the 50 rental home scenario. This is in the middle of the range of tax credit bids we have received in 2019-20 for acquisition-rehabilitation projects, and reflects the difference in investor appetite for a smaller project that delivers fewer tax benefits and a larger project that delivers more tax benefits and will attract greater interest from the direct investors.</p>	7,579,827	10,418,127
<p>County Land Loan. In order to make this project financially feasible, we have assumed that this land loan will become a permanent loan in support of the project. We propose that the County accept a promissory note for the purchase price from CLAM,</p>	4,300,000	4,300,000

and receive prorated residual receipts payments from cashflow over time.		
County Loan – New Funds. In order to make this project financially feasible, we are showing a gap between sources and uses and propose that the County would loan additional gap money. We kept the amount constant between the two scenarios in order to simplify the cost-benefit analysis of a smaller project versus a larger project.	1,000,000	1,000,000
Measure W Funds. In order to make this project financially feasible, we propose borrowing gap money from Measure W Funds. Like the County Loan – New Funds, we kept the amount constant between the two scenarios in order to simplify the cost-benefit analysis of a smaller project versus a larger project.	404,265	404,265
Marin Community Foundation. In order to make this project financially feasible, we are showing a gap between sources and uses and propose that the Marin Community Foundation would loan additional gap money. We kept the amount constant between the two scenarios in order to simplify the cost-benefit analysis of a smaller project versus a larger project.	3,000,000	3,000,000
Seller Takeback. With no existing debt on the Coast Guard property, we have made the anticipated appraised value the seller takeback amount. As this would have to have an interest rate of the compounding Applicable Federal Rate (2.08% as of January), we may ultimately change the structure of this loan so that a portion of the takeback amount accrues at 0% interest, to avoid overburdening the project’s pro forma.	5,700,000	9,450,000
Operations Income Prior to Conversion. Operations income will begin to cash flow as units are leased up during the construction period. However, not all homes will be ready right away. We have included 50% of the anticipated net operating income during the post-conversion stabilized period as a source for this project. Based on the appearance of the 36 townhomes, we believe that those could be renovated and leased up quickly. This operating income source can be adjusted as we delve more into the construction and leasing plan.	93,289	117,642
Deferred Developer Fee. In both the base and enhanced housing scenarios, CLAM & Eden would	1,080,386	1,386,417

be paid a net developer fee of \$2.5 million. The gross developer fee in tax credit basis is much larger (see developer fee summary below). The difference between the net and the gross fee includes the deferred developer fee, which would be paid from residual receipts cash flow over 15 years; and, developer fee loaned as general capital, as noted in the next row of this table.		
Developer Fee Loaned as General Partner Capital. A portion of the fee would be loaned back to the project as General Partner capital to balance sources and uses. For this project, the GP capital to be loaned is the amount of the gross developer fee less the deferred fee that can be paid back from cash flow over 15 years and the net fee. The amount loaned back has to be less than the Limited Partner Investor’s initial investment to avoid changing the ownership structure and tax status of the project.	34,360	890,371
TOTAL Permanent Sources	\$ 31,846,916	\$ 41,660,846

E. Developer Fee

The project would utilize the California Tax Credit Allocation Committee’s rules for including the maximum possible gross developer fee in tax credit eligible basis, in order to maximize the tax credit equity that would be available from the tax credit investor. CLAM and Eden would split \$2.5 million in net developer fee. The gross developer fee would be utilized as follows:

GROSS DEVELOPER FEE IN TAX CREDIT BASIS		
	Base Scenario	Enhanced Scenario
Net Fee Paid in Installments to CLAM and Eden	2,500,000	2,500,000
Deferred Fee Paid from Cash Flow Over 15 Years	1,080,386	1,386,417
Fee Paid into Project as General Partner Capital	34,360	890,371
TOTAL Gross Developer Fee	3,614,747	4,776,788

F. Community Benefits

The Partnership has strived to model our financing assumptions conservatively, and we anticipate that it is possible under both the base case and enhanced housing scenarios that the project could generate extra proceeds that could help to fund community benefits onsite. These community benefits would not be eligible to be included in low- income housing tax credit basis, even though they would add value to the overall project.

With our conservative assumptions, and holding the amount of local subsidy constant between the base case and enhanced housing scenarios, we show a modest \$169,153 difference in community benefits funding in the enhanced housing scenario. However, if we hold all other assumptions constant, and revise the mortgage interest rate to reflect current rates of approximately 4.0% (removing the interest rate cushion), the amount of potential extra proceeds would increase significantly, and would be closer

to \$2.5 to \$3 million in both housing scenarios, in addition to the base amount of \$1 million that we are already showing in the 36 townhome base scenario. Although there will be many more iterations of the financial projections between now and closing, it is the Partnership's intent to utilize any excess proceeds or construction savings from the low-income housing portion of the proposed project to help finance additional community benefits onsite.

G. Construction and Lease-Up of Remaining Phases

Eden and CLAM together bring a strong cash-on-hand advantage to the project. CLAM has secured \$1.1million as an initial seed for a capital campaign to support the non-tax credit rental housing elements that will come in Phase 2 of the redevelopment, and our pro forma shows excess proceeds of at least \$1 million, and potentially more, depending on favorable financing at construction close, that would be available to support subsequent phases of work.

H. 10-Year Project Cash Flow**Base Scenario: 36 Townhomes**

<u>4% Tax Credits post-stabilization mortgage term cash flow ('000s)</u>										
<u>Description</u>	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	1	2	3	4	5	6	7	8	9	10
TCAC Tenant Rent	941	960	979	999	1,019	1,039	1,060	1,081	1,103	1,125
Section 8 HAP Contract Subsidy	241	246	250	255	261	266	271	276	282	288
Commercial Income										
Misc. Inc (Laundry, Vending)	0	0	0	0	0	0	0	0	0	0
Gross Potential Income	1,182	1,206	1,230	1,254	1,280	1,305	1,331	1,358	1,385	1,413
Less Vacancy/Loss	-59	-60	-61	-63	-64	-65	-67	-68	-69	-71
Effective Gross Income	1,123	1,145	1,168	1,192	1,216	1,240	1,265	1,290	1,316	1,342
Less Operating Expenses	-372	-384	-395	-407	-419	-432	-445	-458	-472	-486
Net Operating Income	751	762	773	785	796	808	820	832	844	856
Less Debt Service - Mort	-571	-571	-571	-571	-571	-571	-571	-571	-571	-571
Less Replace Reserves	-14	-14	-14	-14	-14	-14	-14	-14	-14	-14
Less Issuer Fee (post-conv)	-4	-4	-4	-4	-4	-4	-4	-4	-4	-4
Less Supportive Programs	-75	-77	-80	-82	-84	-87	-90	-92	-95	-98
Net Cash Flow	86	95	104	113	122	131	141	150	159	168
DSCR	1.15	1.17	1.18	1.20	1.21	1.23	1.25	1.26	1.28	1.29
Cashflow	86	95	104	113	122	131	141	150	159	168
Investor Asset Management Fee	-6	-6	-6	-6	-6	-6	-6	-6	-6	-6
Cashflow Available for Distribution	80	89	98	107	116	125	135	144	153	162
50% Pro Rata to Borrower Distributions	40	44	49	53	58	63	67	72	77	81
Deferred Developer Fee	40	44	49	53	58	63	67	72	77	81
Partnership Management Fee - Accrued & Current										
Related Party Loans (Seller Takeback Loan, Etc.)										
Incentive Management Fee										
50% Pro Rata to Residual Receipt Lenders	40	44	49	53	58	63	67	72	77	81
County of Marin Land Loan	49%	20	22	24	26	29	31	33	36	40
County of Marin New Loan + Measure W Funds	16%	5	5	6	6	7	8	8	9	10
Marin Community Foundation	34%	10	11	12	13	14	15	16	18	20

Total paid over 10 years to County of Marin Land Loan: Base Scenario \$298,533; Enhanced Scenario \$380,331

Total paid over 10 years to County of Marin New Loan + Measure W Funds: Base Scenario \$72,856; Enhanced Scenario \$92,818

Total paid over 10 years to Marin Community Foundation: Base Scenario \$147,478; Enhanced Scenario \$187,887

Enhanced Scenario: 36 Townhomes + 14 Small Apartments

4% Tax Credits post-stabilization mortgage term cash flow ('000s)										
Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	1	2	3	4	5	6	7	8	9	10
TCAC Tenant Rent	1,158	1,181	1,204	1,229	1,253	1,278	1,304	1,330	1,356	1,384
Section 8 HAP Contract Subsidy	241	246	250	255	261	266	271	276	282	288
Commercial Income										
Misc. Inc (Laundry, Vending)	0	0	0	0	0	0	0	0	0	0
Gross Potential Income	1,398	1,426	1,455	1,484	1,514	1,544	1,575	1,606	1,638	1,671
Less Vacancy/Loss	-70	-71	-73	-74	-76	-77	-79	-80	-82	-84
Effective Gross Income	1,328	1,355	1,382	1,410	1,438	1,467	1,496	1,526	1,556	1,588
Less Operating Expenses	-418	-430	-443	-456	-470	-484	-499	-513	-529	-545
Net Operating Income	911	925	939	954	968	983	998	1,013	1,028	1,043
Less Debt Service - Mort	-706	-706	-706	-706	-706	-706	-706	-706	-706	-706
Less Replace Reserves	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20
Less Issuer Fee (post-conv)	-4	-4	-4	-4	-4	-4	-4	-4	-4	-4
Less Supportive Programs	-75	-77	-80	-82	-84	-87	-90	-92	-95	-98
Net Cash Flow	106	118	130	142	154	166	178	190	203	215
DSCR	1.15	1.17	1.18	1.20	1.22	1.23	1.25	1.27	1.29	1.30
Cashflow	106	118	130	142	154	166	178	190	203	215
Investor Asset Management Fee	-6	-6	-6	-6	-6	-6	-6	-6	-6	-6
Cashflow Available for Distribution	100	112	124	136	148	160	172	184	197	209
50% Pro Rata to Borrower Distributions	50	56	62	68	74	80	86	92	98	104
Deferred Developer Fee	50	56	62	68	74	80	86	92	98	104
Partnership Management Fee - Accrued & Current										
Related Party Loans (Seller Takeback Loan, Etc.)										
Incentive Management Fee										
50% Pro Rata to Residual Receipt Lenders	50	56	62	68	74	80	86	92	98	104
County of Marin Land Loan	49%	25	28	31	33	36	39	42	46	52
County of Marin New Loan + Measure W Funds	16%	6	7	7	8	9	10	10	11	13
Marin Community Foundation	34%	12	14	15	17	18	19	21	22	26

7. Sustainability

Sustainability and Development Experience in Coastal Zone, Riparian, and Ecologically Sensitive Areas

CLAM and Eden, collectively, have significant experience developing and operating housing in ecologically sensitive areas. We have deliberately built a team for the Coast Guard site that brings a high standard of environmental sustainability experience, as evidenced by Siegal and Strain, CLAM, and Eden's qualifications statements. We will plan the site to be a Zero Net Energy (ZNE) development.

Sustainable Design and Building

Eden Housing is a sustainability leader in the affordable housing industry and integrates energy conservation into daily property operations, development and acquisition strategy, and ongoing staff and resident education. Since adopting our Green Initiative in 2010, Eden has made energy-saving retrofits at more than 70 existing properties. Eden has exceeded its energy and water conservation goals: offsetting more than 8 million kg. of CO₂ with solar energy generation, reducing energy costs for over 50% of its communities, and reducing water consumption by 20%.

Eden Housing staff have benchmarked whole building energy use for its entire portfolio and has a full time Associate Director of Building Performance and Sustainability who designs sustainability plans, updates the portfolio's sustainability guidelines, and measures the progress and performance of rehabbed and new buildings. Eden would retain an energy consultant to conduct an energy benchmark analysis and determine which qualifying elements would be economically and environmentally beneficial.

Here is a summary of some of the measures the Partnership team will consider:

- Source local building materials with low embodied carbon and carbon sequestering potential to reduce initial embodied carbon emissions from materials, construction and transport.
- Employ local labor to reduce emissions from commuting to and from the site. (see following section)
- Improve building envelope – insulation, air sealing, high performance windows.
 - Install exterior, continuous insulation with new exterior cladding to improve thermal and increase fire resistance.
 - Install additional attic insulation.
 - Install air sealing measure to reduce infiltration.
 - Replace existing windows to increase thermal resistance, minimize heat gain and reduce heating and cooling loads. Provide exterior shading on west facing glass.
 - Replace existing composition shingle roofs with metal standing seam roofs to reduce heat gain, increase fire resistance and improve water quality for rain water collection.
- Install high efficiency electric heat pump water heaters.
- Replace existing propane wall heaters with high efficiency electric, split system heat pumps
- Upgrade indoor and outdoor lighting with efficient, lower-wattage LED lights.
- Install solar photovoltaic (PV) system on the roofs of the existing and new buildings.
- Install efficient plumbing fixtures, including 1.2 – 1.6 gallon per flush toilets and 2.5 gallon per minute showerheads.
- Capture roof run-off to use for irrigation and to reduce stormwater flow.
- Reduce impermeable paving, add permeable paving to reduce stormwater flow,
- Install bio-swales to treat run-off from pavement
- Apply permaculture thinking to the site: drought-resistant, native planting, rainwater capture

- for irrigation, organic gardens, food forests, etc.
- Include EV charging stations and promoting programs to encourage the use of low-emitting and fuel-efficient vehicles and overall reduction of vehicular miles traveled.
- Divert construction and resident waste to maximum extent feasible

Coastal Zone, Riparian, and Ecologically Sensitive Areas Development Experience

As part of our proposal, we would protect and enhance the habitat and water quality of Lagunitas Creek and the North Marin Water District's wellheads, buffer the riparian zones, mitigate stormwater runoff, and build in climate change resiliency.

CLAM and Eden have experience working through complex environmental permitting processes. All of Eden's new construction projects, and some of our substantial rehabilitation projects, have Stormwater Pollution Prevention Plans (SWPPP), as well as construction waste diversion requirements, noise and dust mitigation plans, and wildlife impact monitoring requirements. For the Coast Guard site, CLAM and Eden fully expect to work hand-in-hand with the Marin County Stormwater Pollution Prevention Program (MCSTOPP) and its monthly coordination meetings, as we refine our plans for the septic system and leachfield, construction plans and phasing, habitat enhancement and riparian area buffers, and construction waste diversion.

Additionally, Siegel & Strain has substantial experience in designing highest-quality sustainable buildings in areas of high ecological sensitivity. Please see **Attachment D** for a summary of their projects, including the renovation of Cloud Hall at the Green Gulch Zen Center in Mill Valley and the National Environmental Science Center, Yosemite National Park.

Eden's Alameda Point Family and Senior (collectively, 130 apartments) developments are located next to San Francisco Bay and the master planned community was subject to the Bay Conservation and Development Commission's review and approval. The project also had to conform to stringent controls placed on the removal and containment of contaminated soil from the time that it was a navy installation.

Eden's 81-apartment Downtown River project in Petaluma, located next to the Petaluma River, was subject to review, approvals, and ongoing monitoring by the US Army Corps of Engineering and California Department of Fish and Game. As part of the project, a substantial amount of riverside lead-contaminated soil had to be removed, and remaining soil contained, under the supervision of the Department of Toxic Substances Control.

Eden's 80-apartment Miraflores Senior Apartments, located in Richmond, included the development of a new park as part of its cap and trade soft financing through the Affordable Housing and Sustainable Communities program. The US Army Corps of Engineers and California Department of Fish and Game reviewed, approved, and monitored the daylighting of a creek that was integral to the creation of the new park.

As part of its entitlements pathway, Eden's proposed 72-apartment Ruby Street development, on land formerly controlled by CalTrans, is in an ecologically sensitive area along San Lorenzo Creek in Castro Valley. As part of CalTrans mitigation, a grove of replacement trees must be protected in perpetuity. Subject to US Army Corps of Engineers and California Department of Fish and Game approvals and monitoring, the development will include additional habitat restoration and the creation of a new riparian trail.

Eden's 49-apartment Vista Point development in Pacific Grove was subject to Coastal Commission approvals, and was approved on June 13, 2002. Originally developed by South County Housing, Eden acquired the property as part of the portfolio merger when South County Housing wound down.

8. Meeting Accessibility Standards

Eden Housing, having substantially renovated approximately 2,000 apartments during the past five years, has considerable experience with improving existing sites and buildings to meet current accessibility standards. Eden's property management company, EHMI, has policies and compliance expertise in place to process Reasonable Accommodation and Reasonable Modification requests to our apartments.

Although every project is unique, we would anticipate pursuing many of the following improvements:

- Correcting slopes and cross-slopes of crosswalks, handicapped vehicle egress and paths, and sidewalks
- Re-stripping parking to designate sufficient handicapped parking spaces, van drop-off areas, and pathways to sidewalks
- Installing textured warning surfaces at pedestrian crosswalks
- Constructing entry ramps to buildings and ramps to address site grade changes
- Eliminating thresholds on doorways to accessible units
- Reconfiguring ground floors of larger townhouses to accommodate an accessible bedroom and bathroom
- Installing shower grab bars and roll-in showers in accessible units
- Eliminating cabinets under sinks, and installing accessible countertops in accessible units
- Making all units accessible adaptable
- Installing accessible play and recreation equipment onsite
- Installing Braille and high-contrast signage
- Installing cane guards below staircases
- Adding pathway indicators and enhancing site and overhead lighting at night
- For the adaptive reuse of Building 50, installing elevator service and making all of the senior apartments accessible
- For any common areas, ensuring equality of access through accessible principles of design

9. Local Hiring

The Partnership team is committed to creating economic development opportunities for local and historically disadvantaged businesses through all phases of the redevelopment effort. We will develop a plan designed to maximize the use of MBE/WBE/Section 3 businesses at all levels. The team is also committed to the utilization of a diverse workforce, creating economic opportunity for minority, female and Section 3 individuals through the course of the development process.

MBE/WBE/Section 3 Strategy

The team's MBE/WBE/Section 3 strategy is structured around maximizing participation at all levels – high and low skill, professional and construction, businesses and individuals.

The strategy is governed by the following core principles:

- **Outreach** – MBE/WBE/Section 3 efforts seek to broaden participation so that the economic opportunities do not go to the “same old players,” whether they are majority-owned contractors or the small handful of minority-owned firms that have already established themselves. We will work with various local groups to outreach to and identify potential firms and workers. Establishing a pool from which to select potential participants is a critical first step in our efforts.
- **Lead time** – For many MBE/WBE/Section 3 businesses and individuals, growing their capacity to be in a competitive position for the job takes time. Lead time is also critical for subcontractor selection because the choices often fall back to the familiar options when the decisions are made under time pressure.
- **Disaggregating Jobs** – Many MBE/WBE/Section 3 businesses do not have the scale to handle an entire multi-building effort. The team will look for opportunities to carve work up into smaller, more manageable pieces.
- **Selection Process** - MBE/WBE/Section 3 concerns need to be a central part of the selection process for firms, not an afterthought introduced only when the firm has been selected. The team’s selection processes will request information and plans with respect to MBE/WBE/Section 3 and will press the preferred contractors to raise the bar on their outcomes prior to agreeing to the vendor’s selection.

10. Community Engagement and Outreach

Background

An effective community engagement process must recognize that the Point Reyes/Inverness communities, as well as the broader communities of West Marin, have been engaged in this property for five years through a partnership between CLAM and the community that is intrinsic to a community land trust. Together, CLAM and the community acted to secure what is viewed by local residents as a “once in generation opportunity.” CLAM has served as the voice for the community, most notably ensuring through federal legislation that the property be conveyed to the County and repurposed for affordable housing. Over the past five years, the community has looked to CLAM for information and guidance on advocating for the property’s reuse. In addition, during the County-led community listening workshops held in Point Reyes Station, community members overwhelmingly indicated that CLAM was their choice as a leader/partner in redeveloping the Coast Guard neighborhood.

CLAM has developed widespread and deep community connections as an organization, and particularly in relation to this project, as evidenced by the 158 letters of support delivered to political decision-makers at the County and federal levels, the number of people who attend CLAM’s Annual Meetings to hear about and discuss the Coast Guard site potential, and the longevity of CLAM’s Coast Guard Working Group, a group of community leaders that has provided guidance on this project from the start. A partial list of organizations in this group includes:

Abriendo Caminos
 West Marin School
 West Marin Chamber of Commerce
 West Marin Collaborative
 West Marin Community Services
 Dance Palace
 Point Reyes Books
 Point Reyes Village Association

Inverness Association
 Inverness Public Utility District
 East Shore Planning Group
 Mainstreet Moms
 West Marin Commons
 West Marin Senior Services
 West Marin Fund

CLAM will continue to build on its existing relationships to gather input and create a sense of ownership and investment in the property vision and long-term stewardship. CLAM uniquely holds the relationship base, the ability to leverage local talent, resources, and energy toward creating the project vision, “welcoming, inclusive, and integrated with the town,” held by the community and put forward in the Request for Proposals.

Partnership & Approach

CLAM will take the lead in the community engagement process, joined by two exceptional partners in Eden and Siegel & Strain. Each entity brings a wealth of community engagement experience to this endeavor.

Eden Housing has extensive experience in implementing community engagement plans across diverse California jurisdictions, a proven track record of collaboration with all governmental, business and community stakeholders, and garnering project approvals for affordable housing. Siegel and Strain brings substantial background in affordable housing and community-service projects and is guided by principles such as a collaborative design process, design with a strong sense of place, and an ethic of sustainable design that enhances the surrounding ecological networks - all which complement West Marin’s ethos exceedingly well.

Together we envision a collaborative, community-based design process that:

- Engages people so they feel a sense of ownership and connection to the project over the long term; ensures effective communication and feedback loops to sustain trust.
- Establishes guiding principles for the property from a community perspective.
- Draws upon the sense of place held by the community already, and extends these characteristics and narratives to the Coast Guard site.
- Maps goals and aspirations by short, medium, and long-term feasibility and assigns financial and planning strategies to each.
- Fosters leadership development of community members.
- Sows seeds for a resident council and new structured conversations and/or networks that build leadership capacity for the community to address emerging issues in positive ways.
- Implements a Project Naming campaign with the community.

Process Considerations and Steps

We anticipate discussions with the County about the Phase 1 and Phase 2 timing articulated in the RFP. Should a community input process be needed for each phase, we anticipate the Phase 1 discussions to focus on housing needs, gathering more information on household sizes and incomes to refine our

understanding of need groups. This work will augment the Rural Housing Needs Study that CLAM is already working on with other West Marin constituents interested in Ag Housing. This outreach will also lay the groundwork for our affirmative marketing for the resident application process. Feedback will also inform the opportunities for Phase 2 community infrastructure and amenities.

As discussed in earlier sections, because the site will require infrastructure improvements that will serve both the housing and any community assets, it may be important to engage in coordinated site planning for Phase 1 and 2. These infrastructure areas include water and septic, electrical infrastructure, road improvements and traffic impacts, trail access, and insulation and placement of EV stations.

The following process can be utilized in each phase, with a different focus (housing/community uses); or, if amenable, a single community engagement process can incorporate both the housing and community use portions of the project.

First, as there has already been much community conversation and investment in the project vision, the Partner team will initiate a series of small-group conversations with stakeholders, user groups, program providers and neighbors to develop a program and approach that will serve both residents and the community. These discussions will enable deeper conversation around particular aspects of the site as well as solicit input on the project as a whole. Invited participants will include organizations and individuals who have a specific expertise or interest in a theme area.

- Examples of focus groups for the housing phase could include: senior housing and supportive services, agricultural worker and supportive services, sustainable design and landscaping.
- Examples of focus groups for community uses could include: community meeting and maker spaces, community kitchen/dining hall, riparian trail and education, sustainable design and landscaping.
- All conversations will have bilingual capacity, some will be specifically targeted for Latinx community members and Latinx-serving organizations.

Following these discussions, we will hold two or three bilingual community workshops to confirm community goals, ensure understanding of the site and project context, and imagine how new buildings/uses might look and feel. We will also:

- Present information on existing conditions, site opportunities and constraints
- Demonstrate graphically the input the community has already provided in earlier County-led conversations and in focus group conversations
- Clearly define the realm of possibilities and opportunity areas for input
- Enable the community to hear each other's points of view

We will also facilitate one or more Latinx-specific, Spanish language conversations, held at places and times convenient to West Marin's Latinx and agricultural worker communities. CLAM's Latino Advisory Council will take a leadership role in outreach and data-gathering for this conversation, ensuring that historically underrepresented/marginalized voices have full voice and access to participate in the vision and have questions answered in a non-threatening environment. We anticipate at least 2 conversations, one at the beginning and one at the closing of the process (mirroring the community workshops above). More will be held if desired.

CLAM is well aware that cultivating community support takes a lot of strategy, local knowledge, and sustained commitment to active relationship-building. While CLAM has been able to build community

support for each of its project, not all community engagement processes—and not all local issues—garner unified support. We are exceedingly attentive to messaging, communication, and cultivating relationships to build local unity around CLAM’s mission. In this case, our Partnership team provides the right combination of strong local know-how and relationships, extensive skills in collaborative community-based design, and the ability to align all community and governmental stakeholders into a successful project that everyone can be proud of.

11. Long Term Management Plan

CLAM and Eden, while playing distinct roles, will provide integrated high-quality management to serve the functions of the new neighborhood. Administration offices for rental housing management, resident services, coordination of community services and leases, and maintenance for all facets of the property will be located in a single, central location, easily accessible to the various users groups.

This model of long-term management ensures inter-coordinated staffing:

- Highly professional, investor-compliant rental property management that exceeds industry standards
- Resident services that ensure resident membership, voice and ownership in CLAM as a community land trust that seeks to be in alignment with community need and vision
- Resident services tailored to and supportive of resident need by leveraging specific resources from within and beyond this rural community
- Community services coordination that is easily accessible and streamlines daily activity for community services, lease management, and integrated capital planning and asset management
- A central location for all property management and maintenance services

The on-site staffing is proposed to be as follows:

Staff Position	Organization	Role
Rental Housing Manager	EHMI	Manage all rental property in Partnership
Asst. Rental Housing Manager	EHMI	Support the above position
Resident Services Coordinator	CLAM	Provide services for residents, facilitate leadership development through involvement in CLAM’s work, support/facilitate resident-initiated projects
Community Services Coordinator	CLAM	Oversee community/public uses of site, ensure streamlined communications across residents, community spaces, organizational partners. Manage leases to community partners
Maintenance 1, Rental	EHMI	Maintenance for Rental Housing
Maintenance 2	CLAM	Maintenance for community uses for which CLAM is lessor (could be combined with other staff)

A. Rental Property Management – Eden Housing Management Inc.

Eden Property Management

Eden Housing Management, Inc. (EHMI) is a nonprofit Eden affiliate that has provided professional, quality management for Eden's properties since its establishment in 1984. EHMI currently manages 8,710 units of rental housing in 133 properties, including 3 properties in Marin County.

Through careful attention to concerns as they arise, strong communication, and consistently sound managerial practices, EHMI far exceeds management industry standards and maintains a **portfolio-wide vacancy rate of 1 percent**.

Values that guide Eden's property management approach and specific property management procedures, protocols and staffing approach are discussed below.

Staffing: EHMI will staff the Coast Guard site with a Rental Housing Manager and Assistance Rental Manager – staffing in proportion to the project size. Eden typically requires either the property manager or maintenance staff person to reside on site since we believe that having our staff live on site enhances the quality of our communities. Staff who live on site are required to respond to appropriate resident needs after hours and to monitor unusual activity on the property. Eden provides 24 hour on-call response to maintenance emergencies.

Core Values of Dialogue & Negotiation: As an organization, open dialogue and negotiation is one of Eden's core values. All site staff are encouraged and trained to have an "open door" policy, to be open to feedback from residents, and to encourage communication through monthly resident meetings or as needed in one-on-one interactions. Additionally, site staff receives support from supervisors and other senior management to help negotiate and resolve particularly challenging issues. We believe that every resident, if they so desire, should have a voice in their community and an active role in the place they call home.

EHMI has worked extensively with special populations such as agricultural workers and the homeless population. Eden currently provides more than 200 rental homes to agricultural workers, with EHMI working in specific ways to support agricultural worker families with relevant resources.

Eden follows the "Housing First" management approach, in which homeless persons, usually chronically homeless or especially vulnerable homeless individuals and families, are provided immediate access to housing and then offered the supportive services that may be needed to foster long-term stability and prevent a return to homelessness. In the case of Rapid-Rehousing units at the Coast Guard, EHMI would partner with local and County service providers to explore accessibility of local services through County of Marin Health and Human Services and Homeward Bound. Key components of this model include a simple application process, a harm reduction approach, and no conditions of tenancy beyond those included in the lease. Housing First specifically does not require sobriety or testing for substance abuse to obtain or sustain tenancy and thus must not be required in the lease.

Ongoing Engagement & Commitment to Customer Service: Eden has a corporate commitment to continually improving customer service across all lines of business. We regularly conduct focus groups and surveys to gather resident feedback on a wide array of criteria, including design features, amenities/services available, and staff performance. The feedback that we receive from these efforts helps us improve our services and the operations of the property.

Asset Management & Capital Planning: EHMI also uses the asset management and capital planning process to oversee the successful management of our properties. Eden is committed to long-term ownership of its affordable housing. This requires vigilance about our capital planning and capital improvements. We work hard to maintain our properties so they are long-term assets and have the capacity to do small- and large-scale capital planning and financing for aging properties. We complete comprehensive five-year property capital improvement plans for each property as part of our annual budgeting process. Property operations staff works in conjunction with our asset management staff to ensure properties are both physically and fiscally sound for the long term.

Property management has full accountability for providing the day-to-day management of the properties, including coordination of all inspections, external reporting, and replacement reserve draws. In conjunction with our facilities staff, property management has developed and implemented a robust preventive maintenance plan, unique to the special needs of each property. The preventive maintenance plans help ensure our facilities are operating under optimum conditions and reduces the occurrence of unexpected service interruptions. Property management works closely with asset management and facilities to complete work within the approved budget and to provide timely information as requested from the owner, investor and regulatory agencies. Please see **Attachment F** for more information on EHMI.

B. Resident and Community Services - CLAM

As a community land trust, CLAM's model embraces residents' empowerment and engagement. CLAM will staff the Coast Guard with a Resident Services Manager to provide high-quality, relevant, and impactful service coordination and program offerings that create stability and a path to economic empowerment for residents. CLAM has held workshops on Tenant/Landlord Rights and Responsibilities, Building Good Credit, and Transitioning from Renting to Home Ownership. CLAM will offer similar workshops on site, in collaboration with community partners such as West Marin Community Services and intended for the benefit of all people in the communities that CLAM serves, in addition to CLAM residents. CLAM's resident service work also includes skill-building events such as "laundry to landscape" systems, and community-building events that focus on bringing residents together to build relationships. CLAM will bring this approach to its Resident Services at the Coast Guard site in the following ways:

- **Invite residents into CLAM's work.** All residents will automatically become members of the community land trust. They will have voting power on CLAM's Board of Directors and have the opportunity to serve on CLAM committees, volunteering in aspects of CLAM's organizational work, including fundraising, policy advocacy, and helping with housing creation.
- **Develop resident programs to address needed services.** CLAM will tap local, organizational partners for service provision to residents, such as services for seniors and agricultural workers, afterschool activities, and financial education.
- **Support and facilitate resident-led action.** The Resident Services coordinator will support resident initiatives, providing access to resources where possible. Such initiatives could include efforts to form a Resident Council and support the aims of that Council. The Resident Council could provide education about the sustainability features of the property, leadership development, advocating for policy change, and putting in place cooperative systems that enhance the quality of life for residents.

C. Community Benefits Coordination - CLAM

CLAM will staff the project with a Community Services Coordinator. This staff position will hold and manage all leases pertaining to community benefits on site and will coordinate scheduling and daily activity. They will handle long-term leases for nonprofit office space, if available on site, as well as coordinate use of the dining hall/commercial kitchen for food service, educational/meeting room space and special events. The Community Services Coordinator will work with CLAM's Resident Services Coordinator to maximize programming and scheduling for residents and for larger community benefit, ensuring clear communications and maximum impact of services throughout activities on the property. This staff will also work closely with Asset Management teams, incorporating community buildings/facilities into Eden and CLAM's larger capital planning processes.

12. Affirmatively Furthering Fair Housing – Marketing Plan

In 2017 Marin County was identified by Advancement Project California as the most racially inequitable county in the state. With historic housing discrimination and sustained community opposition to affordable housing outside of minority-concentrated areas, as identified in the County of Marin Analysis of Impediments to Fair Housing Choice, 2020, actions to affirmatively further fair housing are a top priority. The Partnership seeks to provide a course-correction for Marin County to the extent possible with this housing project. By incorporating set-asides for agricultural workers and homeless individuals/families, as well as providing homes for low-income seniors, this project intentionally supports three vulnerable communities listed in the County's Analysis of Impediments to Fair Housing Choice, 2020. While these are not protected classes, they represent underserved communities in the county that face specific challenges with housing and community resources.

The Partnership strongly believes in the intent of Affirmatively Furthering Fair Housing to “take meaningful actions, in addition to combating discrimination, that overcome patterns of discrimination and foster inclusive communities free from barriers that restrict opportunity based on protected characteristics.” We believe that through our marketing plan and outreach, we can take strategic measures to reverse historic exclusion, ensure housing for underserved communities, and reduce gentrification, displacement, and housing insecurity for protected classes.

The Partnership's commitment to affirmatively further fair housing and to create an inclusive community at the Coast Guard property will be implemented by both partners in their respective roles. Eden Housing Management, Inc. (EHMI) will carry out an affirmative marketing plan for marketing and leasing of the project. CLAM will implement the portion of the marketing plan that targets “those least likely to apply” in West Marin.

Below we outline the steps to be taken to reach out to populations that are either unlikely to apply for housing and/or may have difficulty in learning of affordable housing opportunities such as those at the project site. EHMI will consider all applicants without regard to race, color, ancestry or national origin, religion, creed, disability – mental or physical, age, veteran status, sex, gender, sexual orientation, gender identity, gender expression, genetic information, marital status, familial status or source of income.

EHMI staffs all lease-ups with a separate, specialized team that is on site to assist site staff with the additional workload associated with opening and leasing a new property.

Special Needs Populations – Housing First

While the plan that follows will apply to all units within the property, Eden housing will also employ a “Housing First” model for all set-aside units (up to 8 units)– most notably the formerly homeless and ELI units set aside for County referrals. This approach removes unnecessary barriers in order to quickly create a stable foundation of housing for a family or individual who is formerly homeless or at risk of homelessness. Eden will incorporate the principles of Housing First into all its management policies including, for initial application/lease-up, the following:

- Ensure that the intake/application process is not itself a barrier to housing placement.
- No requirement for being clean and sober upon admission or to maintain tenancy.
- No requirement for the completion of a treatment regimen prior to or upon admission.
- No requirement to have income prior to admission.
- Work to screen people in, rather than screening them out.

EHMI will seek to partner with organizations like Homeward Bound or County Health and Human Services to explore existing services in West Marin or in the County that can be made available for formerly homeless persons or families housed at the property.

1. Outreach to Target Group

Approximately three months in advance of initial lease-up, Eden will conduct a survey on www.census.gov in line with tools utilized to develop a HUD Affirmative Fair Housing Marketing Plan. Upon identifying appropriate communities to target, Eden will implement outreach to those identified communities intended to reach a diverse ethnic and economic mix. Identified communities will be offered the same opportunity to complete an application to be included in the lottery for the former Coast Guard site.

2. Advertising and Community Outreach

Community outreach will be conducted through community service organizations, places of worship, local and regional newspapers and governmental agencies. The outreach will be neighborhood based, city and county wide, and regional in focus. Advertising will include use of newspaper advertisements in appropriate identified languages, flyers to community organizations and resources, and notification of availability of rental units to public and private agencies. In addition, both Eden’s and CLAM’s websites will be utilized for marketing efforts and banners will be prominently displayed at the construction site. We will conduct two to three community meetings to explain the application process and reach out to those least likely to apply.

3. Marketing Plans and Procedures

Units shall be marketed in accordance with Affirmative Fair Housing marketing guidelines as outlined in this plan. All advertising for the units at the project site will include prominent use of Equal Housing Opportunity logos, slogans and/or statements of intent to market the units affirmatively. The font size will be no smaller than size 12.

CLAM will work during the construction phase to collect names and addresses of interested parties and inform them of application availability. CLAM will maintain and regularly update a list of interested parties. Those on the list will be contacted to be informed when the application period is about to begin.

SAMPLE List of outreach organizations. (A final list of organizations will be determined approximately 6 months prior to lease-up). **Please see Attachment I Affirmative Marketing Contact Sheet**

Population to be reached	Potential organizations for outreach
Latinx/Hispanic	TAY Radio Marin; Marin Community Television; TacoList.com; Next Door: Canal, San Rafael, West Marin Community Services
African-American	Marin City Post; KPOO 89.5 FM; Marin City Community Services District; Marin City Library
Persons with Disabilities	Marin Center for Independent Living; Golden Gate Regional Center, West Marin Senior Services
Asian	TAY Radio Marin; Marin Asian Advocacy Project; Point Reyes Library
LGBT	The Spahr Center
General	Marin Independent Journal, Point Reyes Light, Pacific Sun

4. Lease-Up Staffing

Under the oversight of Eden's Lease-Up Manager, Eden will oversee the following efforts:

- a. Complete all marketing materials and advertising efforts.
- b. Conduct application intake and lotteries for each phase of the project.
- c. Engage with a third-party consultant, at a contracted rate for each phase, to conduct the applicant interview through file completion phases.
- d. Engage with a third-party consultant, generally required by the investor, to review/approve all files for tax credit / income qualifying purposes.
- e. Ensure all units are filled on the required delivery scheduled, dependent upon construction completion schedules.

5. Marketing Budget

The detailed marketing budget will be developed in line with the project phasing, once phasing is finalized and confirmed. A budgeted figure of \$15,000 will be used to estimate costs.

6. Initial Lease-Up Lottery

Eden will open the application period for a set amount of time for each phase (for example, October 1, 2022 through October 16, 2022). Eden will review all applications for completeness. Eden will run a lottery on all applications received to give an order number. Once in operations, Eden will purge the list on a regular basis. After the initial lottery list is exhausted, we will re-initiate public outreach and all vacancies will be advertised per the Affirmative Marketing Plan.

Eden Development



Linda Mandolini
President

Ms. Mandolini has served Eden Housing as a Project Developer, as Director of Real Estate Development, and since 2001, as Executive Director and President. She is guided in her work as President by Eden Housing's active volunteer board of directors.

Linda oversees affordable housing production, resident support services, and property management components of the organization. She actively participates in high level conversations and meetings with City Council members and other decision makers. As a rule, she likes to attend public hearings and other high profile events to speak on behalf of Eden whenever possible.

Linda is a board member of several local and national affordable housing organizations, listed below. In addition, Linda previously served as a member of the Board of Directors and Chair of the Non-profit Housing Association of Northern California and as a founding Board member and Chair of The Housing Trust of Silicon Valley.

Linda has been honored with the 2016 SF Business Times Forever Influential Honor Roll, 2014 and 2015 SF Business Times "Bay Area's Most Influential Women" award, 2011 SF Business Times "Northern California Real Estate Women of Influence" award, 2011 Affordable Housing Management Association (AHMA) Pioneer Award, and the 2008 East Bay Business Times "Women of Distinction" award.

Education:

Wheaton College, BA with honors
Boston University, MBA

Professional Affiliations:

Board member – California Housing Consortium
Board member and Vice Chair – National Housing Conference
Board member – Enterprise Communities Leadership Council, Advisory Board
Member – International Housing Partnership, Steering Committee
Member – ULI Workforce Housing Council
Member – Terwilliger Center Advisory Board



Andy Madeira
Senior Vice President, Real Estate Development

Mr. Madeira joined Eden Housing in 2014 and leads Eden's Real Estate Development team. Andy is responsible for heading Eden's strategic growth in affordable rental development, operating property acquisitions, and portfolio recapitalization and preservation.

Andy has worked in affordable housing and community development for 25 years, and has an extensive background in affordable housing development and project financing. Prior to joining Eden Housing in February of 2014, he was a Senior Banker for JP Morgan Chase Community Development Banking. He also served as Vice President, Real Estate Development for Citizens Housing Corporation, and as a Director of Real Estate Development at BRIDGE Housing Corporation.

Andy also has significant real estate lending and finance experience having spent six years at Fannie Mae's American Communities Fund, which financed affordable housing development, provided joint venture equity for workforce housing, and loans to local governments. Before his work in affordable housing, Andy practiced law at nonprofit organizations in California and Philadelphia.

Education:

University of California Santa Cruz, BA with honors
Boston University School of Law, JD

Professional Affiliations:

Director – Non-Profit Housing Association of Northern California
Director and Loan Committee Chair – Northern California Community Loan Fund
Member – Enterprise Community Loan Fund Committee
Member – Greystone CDE, Advisory Board



Andrea Osgood
Vice President of Real Estate Development

Ms. Osgood joined the Eden Housing Development team in 2008 and currently leads Eden’s new construction and acquisition efforts. She assists with supervision of Development staff, actively participates in early development activities, and provides guidance and expertise throughout the development process.

Since joining Eden, Andrea has developed over 400 new units and overseen the acquisition of nearly 1,400 existing units in six California counties – from Sonoma to San Diego County.

Before her career in affordable housing, Andrea worked as a construction management consultant for Capital Projects of UC Berkeley and was involved in nearly every phase of large rehab and new construction projects – from planning and development through funding and construction. She also gained experience in construction litigation and public contracting as a lead paralegal in the construction group of the San Francisco law firm, Hanson Bridgett Marcus Vlahos & Rudy.

Education:

Pomona College, BA with honors

University of California Los Angeles, MA in Urban Planning

Professional Affiliations:

Director and Chair– Housing Leadership Council of San Mateo County

Director – SV@Home (inaugural member)



Kevin Leichner
Vice President of Real Estate Development

Kevin Leichner joined the Eden Housing Development team in 2014 and currently leads the portfolio restructuring, resyndication, and rehabilitation group. The 5-year portfolio pipeline includes more than 2,000 affordable units currently owned and/or managed by Eden Housing. A major initiative for Eden, the portfolio group seeks to preserve housing for the long-term through strategic recapitalization and rehabilitation, including greening and efficiency improvements.

Prior to joining Eden, Kevin worked at BRIDGE Housing, a nonprofit affordable housing developer based in San Francisco. During his approximately five years at BRIDGE, He worked on portfolio and joint-venture acquisition-rehabilitation projects, including first-time tax credit syndications of formerly public housing units with the Sacramento and San Francisco Housing Authorities.

Before his career in affordable housing, Kevin worked for approximately ten years with the National Park Service and its nonprofit affiliates on novel financing strategies for the rehabilitation of park structures and amenities, adaptive reuse of historic structures, and major park-building and revenue generation strategies in San Francisco and New York City.

Education:

Columbia University in the City of New York Graduate School of Business, Master of Business Administration

Columbia University in the City of New York Graduate School of Architecture, Planning, and Preservation; Master of Science in Urban Planning

University of California Berkeley, Bachelor of Arts in Architecture with a Minor in City Planning

Professional Associations & Affiliations

Former Planning Commissioner in the City of San Leandro, CA

Eden Property & Asset Management



Kasey Archey
VP of Property Operations

Ms. Archey brings a wealth of experience and knowledge in the operation and management of multi-family housing to Eden. She comes to Eden from Jerusalem House where, as Program Manager for Scattered Sites, she oversaw the largest supportive, permanent housing program in the metro Atlanta area for homeless, low-income people living with or affected by HIV/AIDS. Prior to this role, she was the Grants & Compliance Manager, responsible for the oversight and management of governmental grants for all housing units. She has also held leadership roles in Property Management at Abode Communities and Goldrich and Kest. In addition, she has served on the Board of the Affordable Housing Management Association-Pacific Southwest and is an active and contributing member of the National Affordable Housing Management Association.

Education/Certifications:

Dillard University, Bachelor of Arts

Tom White
Sustainability & Energy Asset Manager

Tom is responsible for planning and implementing energy, water, and waste disposal cost-saving measures and other capital projects for the entire Eden Housing portfolio. He also develops education and training resources for property maintenance staff and residents to increase recycling and waste diversion and conservation of natural resources.

Tom manages Eden's renewable energy assets and works with property and asset managers to benchmark portfolio utility costs and usage, improve net operating income, and increase resident engagement and comfort.

Tom is member of the California Housing Partnership-sponsored Green Energy Efficiency Rental Home Network (GREEN) Advisory Board, and the Enterprise Community Partners' Green Communities 2020 Criteria Advisory Working Group.

Prior to his current position at Eden Housing, Mr. White was the Executive Director of Energy Auditor and Retrofitter, Inc. and publisher of Home Energy magazine, the national trade journal for residential energy efficiency, HVAC and green building professionals.

Eden Resident Services



Anna Gwyn Simpson
Director of Resident Services

Ms. Simpson joined the Eden Housing Resident Services team in 2015. She oversees the provision of resident services at all of the properties in Eden's portfolio, including direct service to residents and partnerships with community based organizations.

Anna Gwyn has more than 15 years of social service experience. She has an extensive background in managing social service programs for diverse communities and developing evaluation metrics and measurement tools to articulate program success. Anna Gwyn has deep executive management experience, most recently serving as the Interim City Manager for the City of Martinez. The majority of Anna Gwyn's career has been in affordable housing, serving in leadership roles with the Oakland Housing Authority, Citizens Housing Corporation, and Episcopal Community Services of San Diego and Riverside Counties. Anna Gwyn formerly served a member of the Executive Board for the Pacific Southwest Regional Council of the National Association of Redevelopment and Housing Officials.

Education:

Colorado College, BA

San Francisco State University, MPA with Honors, Nonprofit Administration emphasis

Professional Affiliations:

Member – National Association of Redevelopment and Housing Officials

Community Land Trust Association of West Marin



Kimberly Thompson
Executive Director

Ms. Thompson has served CLAM as Executive Director since 2012. During her tenure, CLAM has grown from providing 8 rental homes (2012) to 20 affordable homes, including 2 affordable ownership, and has created an additional 23 affordable JADU/ADU homes in partnership with local owners. This growth is reflected in an organizational budget increase of nearly 400%, staff growth of 250%, and a membership base that has more than doubled from 200 to over 450 current members.

Ms. Thompson brings a 20-year background in community development, and has consistently applied her training as an anthropologist to developing effective, contextual solutions for communities with high-level challenges to health, environmental justice, and social equity. In addition to working with CLAM to create housing in West Marin, one of the nation's highest challenge areas to create affordable housing, Ms. Thompson has also worked in the poorest area of California, combining ethnographic, community organizing, and policy work to achieve substantial improvements in housing and environmental health and policy in Fresno and the San Joaquin Valley.

In her work with CLAM and as an Inverness resident, Ms. Thompson is recognized as a community leader with a public speaking ability to inspire common vision and action. She facilitates organizational partnerships, draws together teams of community members, and supports CLAM's highly motivated Board to further CLAM's work, leveraging the wealth of local talent, skills and resources toward CLAM's mission.

Education:

San Francisco Theological Seminary, Masters of Divinity

University of California at Berkeley, Masters Equivalent, Anthropology

University of California at Davis, BA, Anthropology

Tamale Institute of Cross-Cultural Studies, Ghana, Certificate of Applied Anthropology





Stacey Laumann
Project Manager

Ms. Laumann has served CLAM as its Project Manager since 2017, where she leads new property acquisition and provides asset management of CLAM's existing portfolio. She is also responsible for securing property-related institutional funding and cultivating special projects. Ms. Laumann draws on her previous experience managing new development projects for Habitat for Humanity Greater San Francisco where she developed 10 single family homes in Novato and worked on the predevelopment of a 15-unit condo in Redwood City.

From 2006-2013, Ms. Laumann was a Planner in the affordable housing division at and the Marin County Community Development Agency, where she worked on a range of strategic initiatives across agencies, including local and regional housing policy, housing elements, the Countywide Plan, nexus fees, and second unit programs. During this time, she secured entitlement of a 13-unit senior property, and led several public outreach and communications programs.

Prior to working in housing and land use, Stacey worked as a project manager in global event planning.

Education:

University of California Santa Cruz, BA in Sociology

University College London, Bartlett School of Planning, MSC in Urban Regeneration and Development

Professional Affiliations:

Park and Recreation Commissioner - City of San Rafael

Former Board Member - Marin Environmental Housing Collaborative





Ruth Lopez
Community Engagement, Program Manager

Ms. Lopez joined CLAM in 2014, and oversees all aspects of CLAM property management while also providing operational support, based on her 16 years of property and office management experience. She has introduced new models of education with renters, helping residents understand and engage with CLAM as a community land trust.

Through her participation in Grounded Solutions, the national network of community land trusts, Ruth has implemented a Renter Equity program for all CLAM's residents. CLAM now sets aside a small portion of rent payments into an equity account that renters can access after five years.

Ruth also co-developed and directs CLAM's Real Community Rentals program. Through partnerships with the County of Marin, Marin Housing Authority, and West Marin housing organizations, Ruth recruits property owners and provides incentives to create affordable JADUs and ADUs on their properties, utilizing renters from CLAM's waitlist. This unprecedented program has created 23 affordable homes in West Marin in 3 years' time, and is being explored as a model for the County and for CLTs in the Bay Area.

Ruth brings her experience as an educator to her work at CLAM by creating new ways for people to understand the community land trust model. She develops and facilitates workshops that explore the community's interest in creating housing, and shares the role of the CLT in those efforts. She has developed and led programs for our annual event that center on equitable participation across race/class and the CLT model as one in which everyone has a voice and a role to play.

Ruth has lived in Point Reyes Station since 1988, raising and educating three daughters here. She holds a black belt in Aikido and is an Aikido educator for children and adults.

Education:

UC Santa Barbara, BA Environmental Studies
Goddard College, MA Partnership Education





Stephanie Roth
Development Director

Ms. Roth joined CLAM in July 2017. She has been a consultant to social justice nonprofits for more than 20 years, with a focus on fundraising and board development. Stephanie has written widely on the topic of fundraising and organizational development, and is the co-author (with Mimi Ho) of [The Accidental Fundraiser: A Step-by-Step Guide to Raising Money for Your Cause](#).

Stephanie brings a unique focus on grassroots fundraising and relationship development, and is a perfect match for CLAM's donor base and West Marin's rural, relational culture. She brings a wealth of experience in moves management and capital campaign organization, and has strengthened CLAM's board and staff as an effective fundraising team. A regular visitor to West Marin from her home in Berkeley, Stephanie is thrilled to be part of an organization that is committed to equity and access for all of its residents.

Education:

Columbia University, MSW
Columbia University, Revson Fellows Program
New York University, BA Social Work

Professional Affiliations:

Former member, Advisory Board - Transnational Institute for Grassroots Research and Action (TIGRA)
Former Board member - Jewish Voice for Peace



Yesenia Martinez
Office Manager

Ms. Martinez joined CLAM in 2018. She brings strong administrative skills, fluency in both English and Spanish, and a professional and friendly attitude. She has been working as Administrative Assistant at the Papermill Creek Children's Corner and continues there in addition to working for CLAM. Yesenia completed a degree in Public Health from Dominican University in the fall of 2018.



Attachment B: Development Examples

The following are summaries of the project team's developments that are comparable to the proposed redevelopment and reuse of the former Coast Guard Housing Facility at Point Reyes Station. The thematic highlights relate to the following elements:

- Substantial Rehabilitation
- Agricultural Worker Replacement Housing
- Adaptive Re-Use Developments
- Rural & Coastal Housing

Corona Ranch & Washington Creek

Eden Housing

990 Ely Road North & 909 Martin Circle, Petaluma | Affordable Family Housing



YEAR CONSTRUCTED:
1993

YEAR REHAB COMPLETED:
2017

TOTAL COST:
\$28,000,000

UNITS:
106 units for low-income and very low-income families

DEVELOPER:
Eden Housing, Inc.

ARCHITECT:
Ferrari Moe LLP

CONTRACTOR:
RHA Builders, Inc.

Eden constructed the Corona Ranch and Washington Creek developments in 1993 and substantially rehabilitated them in 2017, with a reinvestment of more than \$100,000 per unit in construction costs. The original development was funded with a combination of tax credits, California Department of Housing and Community Development (HCD) funds, and a land acquisition loan from the City of Petaluma. All three sources supported the rehabilitation by modifying and extending the original financing for a new 55-year term of affordability.

The timing of this scattered-site rehabilitation was driven by a combination of physical issues that needed to be addressed and taking advantage of a special tax credit boost that was going to expire. By qualifying for the tax credit boost, the rehabilitation was self-financing with non-competitive 4% tax credits based on the appraised fair market value of the existing developments. The rehabilitation did not require new public subsidy for gap financing.

The rehabilitation repaired significant damage due to termites and water intrusion, by re-skinning Washington Creek and making major siding and balcony repairs at Corona Ranch. Unit interiors and common areas were almost completely replaced and ground floor units received porcelain tile flooring to address wet foundation slab issues at both sites. The project also implemented

sustainable upgrades, including photovoltaic systems, high-efficiency lighting and appliances, and an irrigation water usage reduction of 40%.

The rehabilitation began in the Fall of 2016 and was completed in one year. Eden Housing Management, Inc. provided property management services before, during, and after the rehabilitation, for seamless continuity from the perspective of the residents.

Both before and after pictures are included here to show the transformation that we were able to bring to these two properties.





FINANCING:

This scattered site resyndication placed both developments under the same tax credit partnership ownership structure, with Wells Fargo as the equity investor and Citibank as the construction to permanent lender.

The financing sources included 4% Low Income Housing Tax Credits and Tax-Exempt Bonds; legacy HCD debt recast through the Loan Portfolio Restructuring (LPR) program; legacy City of Petaluma affordable housing trust funds; and Eden-controlled sources including a seller takeback loan, sponsor loan, income from operations during construction, deferred fee, and general partner equity. Citibank also provided a new soft loan through a one-time bank-sponsored affordable housing investment program.

The original California Department of Housing and Community Development (HCD) loans were canceled, with the principal and accrued interest balances rolled into one new loan with one new regulatory agreement recorded on both sites. The original land loan from the City of Petaluma to Washington Creek was modified and recorded on both sites, with the principal balance plus accrued interest recast as one loan.

Funding Sources	Type/Program	Phase	Total Dollars
Citibank	Mortgage	Perm	\$2,971,000
Wells Fargo	Equity	Perm	\$11,853,602
HCD LPR	Soft Loan	Perm	\$6,365,255
City of Petaluma	Soft Loan	Perm	\$549,286
Citibank	Soft Loan	Perm	\$159,000
Seller Takeback (Eden)	Soft Loan	Perm	\$254,115
Sponsor Loan (Eden)	Soft Loan	Perm	\$3,300,000
Income from Ops (Eden)	Soft Loan	Perm	\$587,470
Deferred Fee (Eden)	Soft Loan	Perm	\$1,825,854
GP Equity (Eden)	Equity	Perm	\$569,305
Total			\$28,434,887

Attachment B: Development Examples

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LOCAL GOVERNMENT REFERENCE:

Sue Castellucci, Housing Director, City of Petaluma

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Camphora Apartments

32101 McCoy Road, Soledad | Affordable Farmworker Housing

Eden Housing



YEAR CONSTRUCTED:

Bracero Migrant Farmworker Labor Camp – Early 1960s

YEAR RECONSTRUCTION COMPLETED:

2015

TOTAL COST:

\$21,034,247

UNITS:

44 units for low and very low agricultural worker families

DEVELOPER:

Eden Housing, Inc.

ARCHITECT:

KTGY

CONTRACTOR:

Midstate Construction

Eden constructed Camphora Apartments, 44 units of replacement farmworker housing in rural Monterey County, as the lead in a joint venture with South County Housing (SCH). SCH was already in the process of winding down, and Eden assumed all the construction completion, financing, and tax credit delivery risks. SCH stepped out once construction was completed, with Eden remaining as long-term owner and manager of this LEED Platinum development.

The new large family apartments replaced a 1960s Bracero farmworker camp comprised of 450 square foot units that were originally intended for single migrant farmworkers, but had since become home to families that crowded into the concrete block buildings. Sewage service was provided by several failing septic systems, and water was provided by an onsite well, with no storage in the event of a pump failure. It had been a high priority of the Monterey County government for decades to find a way to correct the poor onsite conditions.

Site improvements included demolishing the existing septic systems and boring a tunnel under Highway 101 in order to connect Camphora Apartments to the city’s municipal sewage system. The project added two 52,000-gallon onsite water tanks, a pressurized pump system, and fire pumps.

Solar photovoltaic panels supply almost all the owner and resident utility demand, resulting in lower electric bills for the residents. The new apartments were constructed in four two-story buildings around a central courtyard and play area.

A fifth 3,000 square foot building is home to a new community center, that includes spaces for providing social services, a computer lab, and social areas with a warming kitchen. Social services have been provided onsite by the Franciscan Workers of Junipero Serra, with after-school tutoring, music activities, and filed trips, the Natividad Medical Center, California State University Monterey Bay, and the Center for Community Advocacy. The project also arranged for dial-a-ride service into Soledad and a weekly visit from the Monterey County Bookmobile.

Additional pictures below show the transformation that we were able to bring to Camphora Apartments.



FINANCING:

Camphora Apartments utilized the following financing sources: 4% Low Income Housing Tax Credits and Tax-Exempt Bonds; California Department of Housing and Community Development (HCD) State HOME and Multifamily Housing Program (MHP) loan programs; U.S. Department of Labor (DOL) Farmworker Housing Program; Capital Magnet Fund loan; Monterey County Community Development Block Grant (CDBG), Housing Trust Funds, and a planning grant; Federal Home Loan Bank Affordable Housing Program; NeighborWorks capital loan; an Enterprise Green Communities planning grant; and 11 Project-Based Section 8 vouchers from the Housing Authority of Monterey County. US Bank served as the tax credit investor and provided the permanent mortgage.

Funding Sources	Type/Program	Phase	Total Dollars
US Bank	Mortgage	Perm	\$828,900
US Bank	Equity	Perm	\$7,901,268
FHLB AHP	Soft Loan	Perm	430,000
HCD HOME	Soft Loan	Perm	\$4,549,815
HCD MHP	Soft Loan	Perm	\$3,328,739
DOL Farmworker Hsng.	Soft Loan	Perm	\$685,872
Capital Magnet Fund	Soft Loan	Perm	\$720,000
Monterey County CDBG	Soft Loan	Perm	\$959,580
Monterey County Trust	Soft Loan	Perm	\$346,819
Monterey County Grant	Recast as Soft Loan	Perm	25,000
NeighborWorks Capital	Soft Loan	Perm	100,000
Enterprise Communities	Recast as Soft Loan	Perm	5,000
GP Equity (Eden)	Equity	Perm	895,000
Deferred Developer Fee	Soft Loan	Perm	\$258,254
Total			\$21,034,247

LOCAL GOVERNMENT REFERENCE:

The Honorable Fred Ledesma, Mayor, Soledad
 (831) 223-5014
 fledesma@cityofsoledad.com

Las Palmas Apartments

Eden Housing

15370 Tropic Court, San Leandro, CA 94579 | Affordable Family Housing



YEAR ACQUIRED:

2011

YEAR REHAB COMPLETED:

2017

TOTAL PROJECT COST:

\$34,668,467

FINANCING:

4% LIHTC resyndication
 Seller-carryback
 Loan assumption

UNITS:

91

DEVELOPER:

Eden Housing, Inc.

ARCHITECT:

Ferrari Moe

GENERAL CONTRACTOR:

Deacon Construction

Las Palmas Apartments was acquired by Eden Housing in 2011 when Eden Housing took over the Citizens Housing portfolio. In 2016, Eden embarked on a renovation of the property to enhance resident quality-of-life and improve overall building operations – primarily through a variety of energy efficiency improvements.

The scope of rehabilitation included seismic reinforcements, replacement of key building systems, including new roofs and windows, and a comprehensive “greening and blueing” of the property to reduce energy and water usage. The energy efficiency upgrades included a new solar energy photovoltaic system that offsets 75% of common area load, a grey water system, and interior upgrades including permanent terminal AC wall units, new windows and insulation, efficient lighting fixtures, Energy Star refrigerators and efficient exhaust fans for all units. Eden leveraged nearly \$400K in funding from a variety of sources to help fund these energy improvements including PG&E’s Multifamily Upgrade Program, Association of Bay Area Government (ABAG) Bay Area Multifamily Capital Advance Program (BAMCAP), PG&E Multifamily and CSI Thermal programs.

All residents were temporarily relocated for the renovation. The project was completed on time and on budget and did not require any new local public subsidy.



NEW SOLAR ARRAY



The new solar system saves roughly **156,500 pounds of CO2 emissions a year or the equivalent of planting nearly 4,000 trees!**

FINANCING:

This resyndication included acquisition of Las Palmas by a new tax credit partnership owner, with US Bank as the equity investor and construction lender and California Community Reinvestment Corporation (CCRC) as the permanent lender. The ABAG BAMCAP funds noted above are included in the permanent mortgage from CCRC.

The financing sources included 4% Low Income Housing Tax Credits and Tax-Exempt Bonds; legacy City of San Leandro affordable housing trust funds that were modified and assumed by the new partnership; and Eden-controlled sources including a seller takeback loan, sponsor loan, income from operations during construction, deferred fee, and general partner equity.

Funding Sources	Type/Program	Phase	Total Dollars
CCRC Mortgage	Loan	Perm	\$7,457,000
US Bank	Equity	Perm	\$12,691,760
City of San Leandro	Soft Loan	Perm	\$1,177,418
Income from Ops (Eden)	Soft Loan	Perm	\$673,061
Seller Takeback (Eden)	Soft Loan	Perm	\$6,260,671
Sponsor Loan (Eden)	Soft Loan	Perm	\$4,653,103
Deferred Developer Fee	Soft Loan	Perm	\$826,560
General Partner (Eden)	Equity	Perm	\$928,894
Total			\$34,668,467

LOCAL GOVERNMENT REFERENCE:

Tom Liao, Community Development Director
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 tliao@sanleandro.org

Ocean Terrace Apartments

CLAM

21 Calle Del Embarcadero, Stinson Beach | Affordable Family Housing



YEAR CONSTRUCTED:

1956 as motel
1961 renovated to apartments

YEAR ACQUIRED BY CLAM:

2016

PURCHASE PRICE:

\$3,100,000

EQUITY:

\$1,798,008

UNITS:

8 units for low income families:

GROSS RENTAL INCOME:

\$151,133

NET RENTAL INCOME:

\$28,324

ACQUISITION FUNDING:

Marin Community Foundation
County of Marin
Stinson Beach Affordable Housing
Committee, and community
support

In 2015, CLAM was asked by members of the Stinson Beach affordable housing group to acquire and manage this 8-unit apartment complex. The 2016 acquisition prevented the displacement of 6 residents, most of whom are longtime Stinson Beach community members, and all of whom are deeply invested in West Marin. This effort aligned with the County of Marin’s strategy to acquire existing property, mitigating displacement and preserving long-term housing affordability.

The project is financed through a \$1.350m loan and \$500,000 grant from the Marin Community Foundation, as well as a \$500,000 loan and \$500,000 grant from the County of Marin. The Stinson affordable housing community also demonstrated significant local commitment to the project by raising \$260,000 toward the purchase the property.

Ocean Terrace currently houses 10 people including 2 children and 4 seniors. The income breakdown includes 2 units for 60-80% AMI, 2 units for 50-60% AMI, 4 units for below 50% AMI. There are currently three households using tenant-based Section 8 vouchers at the property, and CLAM holds one project-based voucher.

CLAM implements a capital improvement schedule to maintain the 1956 structure. In 2017, CLAM used \$14,000 in CDBG funds to replace emergency egress fire ladders for the upstairs apartments. In 2020 CLAM will use

approximately \$20,000 in awarded CDBG funds to perform energy efficiency upgrades for the building, including glass door replacement and water heater system repairs.

LOCAL GOVERNMENT REFERENCE:

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FUNDER REFERENCE:

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Mesa Apartments

CLAM

988 Mesa Rd., Point Reyes Station | Affordable Family Housing



<hr/> YEAR CONSTRUCTED: 1964	Mesa Apartments is one of 2 apartment buildings in Point Reyes Station. It provides (3) 1-bedroom and (1) 1-bedroom apartments, a laundry room, garden, and parking court.
YEAR ACQUIRED BY CLAM: 2010	CLAM acquired Mesa apartments in 2010 with financial support from the Marin County Affordable Housing Trust Fund, HOME program funds, Tamalpais Pacific Foundation, and as always – generous donations from members of CLAM. Long-term financing was also secured through a seller takeback loan, an example of the home-grown relationships and resulting capital that has consistently been CLAM’s key to sustaining and extending the supply of permanently affordable housing in the Point Reyes area,
PURCHASE PRICE: \$778,887	
equity: \$1,306,943	
UNITS: 4 units for low income families: 2 units for 50-80% AMI 2 units for below 50% AMI	The 2010 acquisition by CLAM protected four senior households from displacement. Today one of those original seniors remains and 3 families earning on average 50% of the Area Median Income. Tenants participate in a tenant equity program by taking care of the grounds and keep the laundry room clean.
GROSS RENTAL INCOME: \$54,265	
NET RENTAL INCOME: \$13,953	
ACQUISITION FUNDING: Community Support Owner financing	CLAM has made continuous energy efficiency upgrades to the building. In 2017 five old energy inefficient water heaters were replaced with 2 Sanden high-efficiency heat pump water heaters, dramatically decreasing the electric load of the building. This upgrade was financed with an \$8,000 CDBG grant and local energy incentives. In addition, new leach lines were installed on the septic system, a laundry to landscape system was added, and the exterior stairs were replaced. In 2020, the electric panel is being replaced and upgraded, the crawl space is scheduled to be insulated, and dual pane windows will be installed throughout, funded through property reserves, and a CDBG award.

LOCAL GOVERNMENT REFERENCE:

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FUNDER REFERENCE:

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Attachment C: Housing Pipeline and Portfolio

Eden Housing

- Pipeline
- Developments in Progress
- Portfolio Recapitalized Projects
- Completed Developments

CLAM

- Completed Developments

Eden Housing Pipeline

Eden's pipeline includes a mix of new construction and rehabilitation/(re)syndication projects. The list below highlights the pipeline projects we are in construction on in 2020:

New construction:

- Warm Springs I, 71 units for families in Fremont, CA. In construction.
- Warm Springs II, 61 units for families in Fremont, CA. In construction.
- Alameda Senior Apartments, 60 units for seniors in Alameda, CA. In construction.
- Parrot Street Apartments, 62 units for small families and households with special needs in San Leandro, CA. Starting construction in early 2020.
- Light Tree, 91 new units along with rehab of 94 existing units in East Palo Alto. Starting construction in 2020.

Rehabilitation/(re)syndication:

- Charles Apartments & Cypress Gardens, 105 family units in Marina, CA. In construction.
- Faith Manor & Tennyson Gardens, 158 family units in Hayward, CA. In construction.
- Stone Pine Meadow, 72 family units in Tracy, CA. Starting construction in early 2020.
- Quail Run, 200 family units in Santa Rosa, CA. Starting construction in 2020.



DEVELOPMENTS IN PROGRESS (NEW CONSTRUCTION)

DEVELOPMENTS IN PROGRESS	# of Units	Developed by EHI	To Be Managed by EHMI	Housing Type	Housing Population	Density (DU/A)	Commercial Square Feet	Projected Completion Date
Alameda Family Apartments, Alameda	70	X	X	Rent	Family	70		2021
Alameda Senior Apartments, Alameda	60	X	X	Rent	Senior	81		2020
Whistlestop Senior Housing, San Rafael	67	X	X	Rent	Senior	150	18,000 s.f.	2021
Warm Springs, Fremont	132	X	X	Rent	Family	50	6,000 s.f.	2021
Los Gatos North 40, Los Gatos	50	X	X	Rent	Senior	100		2021
Parrott Street, San Leandro	62	X	X	Rent	Special Needs	100		2021
Gallup & Mesa, San Jose	41	X	X	Rent	Special Needs	75		2022
La Avenida, Mountain View	75	X	X	Rent	Family	100	6,200 s.f.	2022
Light Tree, East Palo Alto	91	JV	X	Rent	Family			2022
Mill District Lot 7, Healdsburg	42	X	X	Rent	Family	45		TBD
Ruby Street, Castro Valley	50	X	X	Rent	Senior	24		TBD
Sacramento St, Vallejo	75	X	X	Rent	Special Needs	57		TBD
Auzerais Ave, San Jose	130	X	X	Rent	Special Needs	130		TBD
Elk Grove	70	JV	X	Rent	Family	30		TBD
Livermore	130	X	X	Rent	Family	65		TBD
First Pres Hayward, Castro Valley	150	X	X	Rent	Family	TBD	80,000 s.f.	TBD
DKA Senior, Oakland	62	X	X	Rent	Senior	106	1,000 s.f.	TBD
Hayward Parcel 3	150	JV	X	Rent	Family	TBD		TBD
Legacy Court, Richmond	43	JV	X	Rent	Family	32		TBD
Granite Ridge, Fremont	73	JV	X	Rent	Family	58		TBD
Timber Street, Newark	79	X	X	Rent	Senior	74		TBD
100 38 th Street, Richmond	99	JV	X	Rent	Family	35		TBD
Freedom Blvd	50	X	X	Rent	Family	28		TBD
Sequoia Station, Redwood City	200	X	X	Rent	Family	TBD		TBD
Projects In Progress & Pipeline: 24 Unit Totals:	2,051							



PORTFOLIO RECAPITALIZATION PROJECTS

PORTFOLIO RECAPITALIZATION PROJECTS	# of Units	Housing Type	Housing Population	Commercial Square Feet	Status	Construction Start Date (or Estimate)	Projected Completion Date
Faith Manor and Tennyson Gardens, Hayward	158	Rent	Family		In Construction	November 2018	June 2020
Charles + Cypress Gardens, Marina	105	Rent	Family		In Construction	September. 2018	May 2020
Stone Pine Meadow, Tracy	72	Rent	Family		Starting Construction	Q1 2020	Q2 2021
Quail Run, Santa Rosa	200	Rent	Family		Predevelopment	Q2 2020	Q3 2021
Light Tree, East Palo Alto	94	Rent	Family		Predevelopment	TBD	TBD
Nuevo Amanecer, Pajaro	63	Rent	Family		Predevelopment	TBD	TBD
Aspen Grove + Maple Gardens + The Trees, Gilroy	56	Rent	Family		Predevelopment	TBD	TBD
Ridgeview, Pleasanton	200	Rent	Senior		Predevelopment	TBD	TBD
Depot + Willows, Morgan Hill	43	Rent	Family		Predevelopment	TBD	TBD
Skeels + Villa Ciolino, Morgan Hill	55	Rent	Family		Predevelopment	TBD	TBD
Nugent Square, East Palo Alto	32	Rent	Family		Predevelopment	TBD	TBD
Terra Linda + Pajaro + Pacific Court, Watsonville	56	Rent	Family		Predevelopment	TBD	TBD
Sparks Way, Hayward	45	Rent	Family		Predevelopment	TBD	TBD
# of Projects: 13 Unit Totals:	1,179						



COMPLETED DEVELOPMENTS

Property Name	# of Units	Developed by EHI	Managed by EHMI	Construction Type	Housing Type	Housing Population	Commercial Square Feet	Year Completed or Acquired
Rehabbed Homes, Oakland	6	X		Acq/Rehab	Home-Owner	Family		1968
Josephine Lum Lodge, Hayward	150	X	X	New	Rent	Senior		1973
Eden Lodge, San Leandro	143	X	X	New	Rent	Senior		1980
La Solana, Hayward	58	X		New	Home-Owner	Family		1982
La Solanita, Hayward	6	X		New	Home-Owner	Family		1982
Summerwood, Hayward	163	X		New	Rent	Family		1983
10th & D Street, Union City	3	X	X	Acq/Rehab	Rent	Family		1982
Grove Way, Hayward	8	X	X	Acq/Rehab	Rent	Family		1982
Eden Issei Terrace, Hayward	100	X	X	New	Rent	Senior		1984
Sparks Way, Hayward	45	X	X	New	Home-Owner	Family		1984
Sycamore Square, Hayward	26	X	X	New	Rent	Family		1983
Greenhaven, Union City	250	X		New	Rent	Family		1984
Tyrrell Gardens, Hayward	28	X		New	Home-Owner	Family		1985
Olive Tree Plaza, Hayward	26	X	X	New	Rent	Disabled		1986
Heritage Park, Livermore	167	X		New	Rent	Senior		1986
Huntwood Terrace, Hayward	104	X		New	Rent	Family		1988
Cypress Glen, Hayward	54	X	X	New	Rent	Family		1987
Huntwood Commons, Hayward	40	X	X	New	Rent	Family		1988
Mission Wells, Fremont	392	CO-GP		New	Rent	Family		1988
Ridge View, Pleasanton	200	X		New	Rent	Senior		1989
Sequoia Manor, Fremont	81	X	X	New	Rent	Senior		1989
Baywood Apts., Fremont	82	X	X	New	Rent	Family		1990
Redwood Lodge, Fremont	24	X	X	New	Rent	Disabled		1989
Westporte, Hayward	94	X		New	Home-Owner	Family		1990
Fuller Lodge, San Leandro	26	X	X	New	Rent	Disabled		1991
E.C. Magnolia Court, Hayward	21	X	X	New	Rent	Disabled		1992

Property Name	# of Units	Developed by EHI	Managed by EHMI	Construction Type	Housing Type	Housing Population	Commercial Square Feet	Year Completed or Acquired
Stoney Creek, Livermore	70	X	X	New	Rent	Family		1992
Washington Creek, Petaluma	32	X	X	New	Rent	Family		1993
Villa Springs, Hayward	66	X	X	Acq/Rehab	Rent	Family		1993
Glen Eden, Hayward	36	X	X	New	Rent	Family	4,025	1993
Glen Berry, Hayward	50	X	X	New	Rent	Family	1,200	1994
Corona Ranch, Petaluma	74	X	X	New	Rent	Family		1994
Corona Crescent, Petaluma	16	X		New	Home-Owner	Family		1994
The San Pablo, Oakland	144	X		Acq/Rehab	Rent	S&D	8,500	1995
Catalonia, San Jose	50	X	X	New	Rent	Family		1995
Laulima House, Oakland	9	X		Rehab	Rent	Family		1996
Casa de los Amigos, San Jose	24		X	Acq/Rehab		Disabled		1996
Emerson Arms Apt, Martinez	32	X	X	Acq/Rehab	Rent	Family		1996
Kirker Court, Clayton	20		X	Acq/Rehab	Rent	Disabled		1996
Riverhouse, Martinez	75		X	Acq/Rehab	Rent	SRO	2,000	1996
B Street Bungalows, Hayward	4	X		New	Home-Owner	Family		1996
Hillview Glen, San Jose	138	X		New	Rent	F & D		1996
Eden Palms, San Jose	145	X	X	New	Rent	Family	2,006	1997
Pacific Grove, Fremont	20	X	X	New	Rent	Disabled		1997
Arroyo del Valle, Livermore	12		X	New	Rent	Disabled		1998
409 Jackson St., Hayward		X		Acq/Rehab	Commercial	N/A	10,000	1998
Stone Pine Meadow, Tracy	72	X	X	New	Rent	Family		2000
Owls' Landing, Livermore	72	X	X	New	Rent	Family		2000
Community Heritage, N. Richmond	52	Co-Dev		New	Rent	Senior	10,000	2000
Parkside Glen, San Jose	180	Co-GP		New	Rent	Family		2000
Ohlone-Chynoweth, San Jose	194	X	X	New	Rent	Family	6,900	2000
Rosewood Terrace, Union City	45	X	X	New	Rent	Senior		2000

Property Name	# of Units	Developed by EHI	Managed by EHMI	Construction Type	Housing Type	Housing Population	Commercial Square Feet	Year Completed or Acquired
Harris Court, Hayward	24	X	X	Acq/Rehab	Rent	Family		2000
742 Harris, Hayward	4	X	X	Acq/Rehab	Rent	Family		2000
Virginia Lane, Concord	91	X	X	New	Rent	Family		2001
Adams Ave Homes, Fremont	17	X		New	Lease	Family		2002
Union Court , Manteca	68	X	X	Acq/Rehab	Rent	Family		2003
West Rivertown, Antioch	57	X	X	New	Rent	Family		2003
Almond Terrace, Manteca	50	X	X	New	Rent	Senior		2004
Fuller Gardens, San Leandro	16	X	X	New	Rent	Disabled		2004
Victoria Green, Hercules	132	X	X	New	Rent	Family		2004
Wisteria Place, Union City	40	X	X	New	Rent	Senior		2004
Nugent Square, East Palo Alto	32	Co-GP	X	New	Rent	Family		2005
Downtown River, Petaluma	81	X	X	New	Rent	Family	5,500	2005
Chesley Mutual Housing, Richmond (JV w/CHDC)	30	X	X	New	Rent	Family		2005
Vandenburgh Villa, Livermore	40	X	X	New	Rent	Senior		2005
Wicklow Square, Dublin	54	X	X	New	Rent	Senior		2005
Sara Conner Court, Hayward	57	X	X	New	Rent	Family		2006
Samara Terrace, Hercules	52	X	X	New	Rent	Senior		2006
Brentwood Senior Commons, Brentwood	80	X	X	New	Rent	Senior		2007
Edenvale Special Needs, San Jose	15	X	X	New	Rent	Disabled		2007
Rivertown Place, Antioch	40	X	X	New	Rent	Family		2008
Walker Landing, Hayward	78	X	X	New	Rent	Family		2008
Hayward Senior / Eden Office, Hayward	60	X	X	New	Rent	Senior	12,000 s.f.	2008
Almond Court, Manteca	40	X	X	New	Rent	Senior		2009
Ashland Village, Unincorporated Alameda County	142	X	X	Acq/Rehab	Rent	Family		2009
Tennyson Gardens, Hayward	96	X	X	Acq/Rehab	Rent	Family		2009
Estabrook Place, San Leandro	51	X	X	New	Rent	Senior		2010

Property Name	# of Units	Developed by EHI	Managed by EHMI	Construction Type	Housing Type	Housing Population	Commercial Square Feet	Year Completed or Acquired
Foss Creek Court, Healdsburg	64	X	X	New	Rent	Family		2010
The Fireside, Mill Valley	50	Co-Dev	X	New/Rehab	Rent	Senior/Family /Disabled		2010
The Altheim (Phase I), Oakland	93		X	Acq/Rehab	Rent	Senior		2010
The Altheim (Phase II), Oakland	81	Co-Dev	X	New	Rent	Senior/Disabled		2010
Arroyo Vista, Mission Viejo	156		X	New	Rent	Family		2010
East Bluff, Pinole	144	X	X	Acq/Reahb	Rent	Family		2010
Light Tree, East Palo Alto	94		X	Acq/Rehab	Rent	Family		2010
Sereno Village, Vallejo	125		X	Acq/Rehab	Rent	Family		2010
Las Palmas, San Leandro	91	X	X	Acq/Rehab	Rent	Family		2011
Windscape, Northridge	45		X	New	Rent	Family		2011
Brookwood Terrace, San Jose	84	Co-Dev		New	Rent	Family		2011
Orvieto Family Housing, San Jose	92	Co-Dev		New	Rent	Family		2012
The Surf, San Leandro	46		X	Acq/Rehab	Rent	Family		2012
Cottonwood Place, Fremont	98	X	X	New	Rent	Senior	9,000 s.f.	2012
Del Nido, Santa Rosa	206		X	Acq/Rehab	Rent	Family		2012
WeXford Way, Dublin	130	X	X	New	Rent	Family	3,969 s.f	2012
Carlow Court, Dublin	50	X	X	New	Rent	Senior		2012
Warner Creek Senior Housing, Novato	61	X	X	New	Rent	Senior		2013
Cambrian Center, San Jose	153		X	Acq/Rehab	Rent	Senior		2013
Woodside Court, Fairfield	129		X	Acq/Rehab	Rent	Family		2013
801 Alma Family Apts., Palo Alto	50	X	X	New	Rent	Family		2013
Leidig Court, Hayward	16	X	X	Acq/Rehab	Rent	Family		2013
Monterey Villa, San Jose	20	X	X	New	Rent	Special Needs		2013
Belle Terre, Lafayette	46	X	X	New	Rent	Senior		2014
Montgomery Plaza, Hayward	50	X	X	Acq/Rehab	Rent	Senior		2014
Quail Run Apartments, Santa Rosa	200		X	Acq/Rehab	Rent	Family		2014
Ford Road Plaza	75	X	X	New	Rent	Family		2014

Property Name	# of Units	Developed by EHI	Managed by EHMI	Construction Type	Housing Type	Housing Population	Commercial Square Feet	Year Completed or Acquired
Monteverde Senior Apartments, Orinda	67	X	X	New	Rent	Senior		2014
University Village, Marina	108		X	Acq/Rehab	Rent	Family		2015
Westside Terrace, Hollister	16		X	Acq/Rehab	Rent	Family		2015
Weinreb Place, Hayward	22	X	X	Acq/Rehab	Rent	Senior		2015
Studio 819 Apartments, Mountain View (I/A/ with BOEM)	49	Co-Dev	X	New	Rent	Family		2015
Seacliff Highlands, Aptos	39		X	Acq/Rehab	Rent	Family		2015
Corralitos Creek, Freedom	64		X	Acq/Rehab	Rent	Family		2015
Vista Verde, Freedom	76		X	Acq/Rehab	Rent	Family		2015
Connell Apartments, Gilroy	28		X	Acq/Rehab	Rent	Family		2015
Monticelli, Gilroy	52		X	Acq/Rehab	Rent	Family/Senior		2015
Gateway Palms, Hollister	31		X	Acq/Rehab	Rent	Family		2015
Rancho Park, Hollister	54	X	X	Acq/Rehab	Rent	Family		2015
Rustic Gardens, Hollister	19	X	X	Acq/Rehab	Rent	Family		2015
Cypress Gardens, Marina	96		X	Acq/Rehab	Rent	Family		2015
Crest Avenue Apartments, Morgan Hill	50		X	Acq/Rehab	Rent	Family		2015
Depot Commons, Morgan Hill	13		X	Acq/Rehab	Rent	Family	1,299	2015
Jasmine Square, Morgan Hill	72		X	Acq/Rehab	Rent	Family		2015
Royal Court, Morgan Hill	55		X	Acq/Rehab	Rent	Family		2015
Skeels, Morgan Hill	13		X	Acq/Rehab	Rent	Family		2015
Coronado Terrace, San Diego	312		X	Acq/Rehab	Rent	Family		2015
Vista Terrace Hills, San Ysidro	262	X	X	Acq/Rehab	Rent	Family		2015
Nuevo Sol (Barson), Santa Cruz	14			Acq/Rehab	Rent	Family		2015
Riverside MHP, Watsonville	25			Acq/Rehab	Rent	Family		2015
Lincoln Square, Watsonville	19		X	Acq/Rehab	Rent	Family		2015
Pacific Terrace, Watsonville	28		X	Acq/Rehab	Rent	Family		2015
Pajaro Court, Watsonville	10		X	Acq/Rehab	Rent	Family		2015
Tierra Linda, Watsonville	18		X	Acq/Rehab	Rent	Family		2015

Property Name	# of Units	Developed by EHI	Managed by EHMI	Construction Type	Housing Type	Housing Population	Commercial Square Feet	Year Completed or Acquired
Savannah at Southport, West Sacramento	228		X	Acq/Rehab	Rent	Family		2015
Villa Ciolino, Morgan Hill	42		X	Acq/Rehab	Rent	Family		2015
Gilroy Sabrato Studios, Gilroy	26		X	Acq/Rehab	Rent	Special Needs		2016
Monterra Village, Gilroy	34		X	Acq/Rehab	Rent	Family		2016
The Redwoods, Gilroy	24		X	Acq/Rehab	Rent	Family		2016
Wheeler Manor, Gilroy	110		X	Acq/Rehab	Rent	Elderly		2016
Charles Apartments, Marina	105		X	Acq/Rehab	Rent	Family		2016
The Willows, Morgan Hill	20		X	Acq/Rehab	Rent	Family		2016
Jardines De Boronda, Salinas	15		X	Acq/Rehab	Rent	Family		2016
Camphora Family Apartments, Soledad	44	X	X	New	Rent	Farmworker / Family		2016
Aspen Grove, Gilroy	24		X	Acq/Rehab	Rent	Family		2016
Villa Esperanza, Gilroy	21		X	Acq/Rehab	Rent	Dev/Disabled		2016
The Trees, Gilroy	14		X	Acq/Rehab	Rent	Family		2016
Pleasant Acres MHP, Santa Cruz	65			Acq/Rehab	Rent	Family		2016
Vista Verde Childcare, Freedom	N/A			Acq/Rehab	Commercial	N/A		2016
Alta Mira Family, Hayward	87	X	X	New	Rent	Family		2016
Alta Mira Senior, Hayward	64	X	X	New	Rent	Senior		2016
Faith Manor, Hayward	62		X	Acq/Rehab	Rent	Family		2016
Maple Gardens, Gilroy	18		X	Acq/Rehab	Rent	Family		2017
Sobrato Transitional, Gilroy	60		X	Acq/Rehab	Rent	Family/Trans/HSG		2017
Vista Point, Pacific Grove	49		X	Acq/Rehab	Rent	Senior		2017
Nuevo Amanecer, Pajaro	63		X	Acq/Rehab	Rent	Family		2017
Valor Crossing, Dublin	66	X	X	New	Rent	Family		2017
Cranes Landing (fka Tienda Drive Senior Apartments, Lodi)	80	X	X	New	Rent	Senior		2017
Quail Run Apartments (Unincorporated Alameda County)	104		X	Acq/Rehab	Rent	Family		2018
Highlands, Vacaville	11			Acq/Rehab	Rent	Family		2018
Hillside Senior, Vacaville	15			Acq/Rehab	Rent	Senior		2018



Property Name	# of Units	Developed by EHI	Managed by EHMI	Construction Type	Housing Type	Housing Population	Commercial Square Feet	Year Completed or Acquired
Orchard Maples, Vacaville	168			Acq/Rehab	Rent	Family		2018
Willows, Vacaville	125			Acq/Rehab	Rent	Family		2018
Hana Gardens, El Cerrito	64	X	X	New	Rent	Senior	2,000 s.f	2018
Miraflores Senior, Richmond (JV w/CHDC)	80	Co-Dev	X	New	Rent	Senior		2018
Pauline Weaver Senior, Fremont (formerly known as Mission Court)	90	X	X	New	Rent	Senior		2018
Sycamore Glen, Morgan Hill	20		X		Rent	Senior		
Brooklyn Street, Watsonville	2		X	N/A	Rent	Family		N/A

TOTAL UNIT/PROPERTY COUNTS:

Total number of units developed / rehabilitated / owned / managed: 11,437 units / 165 properties

Total number of units/properties currently owned or managed: 9,743 units / 147 properties

Total number of units/properties developed (new construction): 6,166 units / 84 properties

Total number of units/properties acquired/rehabilitated: 5,247 units / 78 properties

Total number of units/properties currently owned: 9,664 units / 143 properties

Total number of units/properties currently managed: 8,944 units / 136 properties





Community Land Trust Association of West Marin
Asset Schedule of Rental Properties

updated 11/14/19

Property Name:	Aberdeen & ADU	Tank House & ADU	Mesa Apartments	Blue House & ADU	Ocean Terrace LLC A CLAM Company		CLAM Rental Portfolio Total (incl. OT)	Ownership (1)	Ownership (2)
Address:	255 Aberdeen Way	12415 Sir Francis Drake	988 Mesa Road	11560 State Route 1	21 Calle Del Embarcadero			73 Inverness Way	31 Giacomini
Town:	Inverness, CA 94937-0714	Inverness, CA	Point Reyes Station, CA 94956	Point Reyes Station, CA 94956	Stinson Beach, CA			Inverness, CA	Point Reyes Station, CA 94956
Number of Units:	2	2	4	2	8		18	1	1
Number of Buildings:	2	1	1	2	1		7		
Number of Residents:	3	4	11	9	10		37 renters & 9 owners	4	5
Year of Construction/Renovation:	1996; old cabin ADU	primary residence ~1950s, renovated 2006	1964 - construction	Primary residence 1920, rehab 2009 ADU Passive	1956 as Motel, renovated 1961 to apartments.			2013	1990s
Acquisition Summary							Rental properties only		
Purchase date	8/1/2018	8/19/2005	10/29/2010	4/1/2010	9/29/2016			~2013	2017 / 2018
Purchase price	\$ 25,000	\$ 650,000	\$ 778,887	\$ 450,000	\$ 3,100,000		\$ 5,003,887	\$ 309,000	\$ 843,000
CLAM cash down at purchase	\$ 25,000	\$ 254,018	\$ 428,614	\$ 567,500	MCF	County			
Summary of Property Loans									
Original loan balance (at acquisition)	\$ -	\$ 395,983	\$ 350,000	\$ 340,996	\$ 1,350,000	\$ 500,000	\$ 2,936,979		
Interest rate	n/a	4.75%	4.00%	4.00%	4.00%	1.00%			
Termination date	n/a	2026	2020 Oct.	2020 June	2026 Oct.				
Balance Due at Termination	\$ -	\$ 178,716	\$ 275,744	\$ 199,137	\$ 1,070,028	negligible	\$ 1,723,625		
Estimated Property Values, Equity, LTVs									
Property Value (Market)	\$ 900,000	\$ 840,368	\$ 1,600,000	\$ 900,000	\$ 3,100,000		\$ 4,240,368		
Equity (Market Value-Principal bal)	\$ 900,000	\$ 580,896	\$ 1,306,943	\$ 691,262	\$ 1,798,008		\$ 3,479,101		
Capital Expense Projections									
0-5 years (2019 - 2024)	\$ 23,050	\$ 36,235	\$ 104,000	\$ 55,000	\$ 127,990		\$ 218,285		
6-10 years (2024 - 2029)	\$ 71,340	\$ 34,692	\$ 108,130	\$ 61,219	\$ 146,147		\$ 275,381		
Average yearly expense estimate 10 yr avg	\$ 9,439	\$ 7,093	\$ 21,213	\$ 11,622	\$ 27,414				
Property Reserves as of Oct 2019	\$ 9,809	\$ 21,360	\$ 16,569	\$ 19,031	\$ 25,000		\$ 66,769		
Property Budget 2019 Summary									
Gross rental income	\$ 30,000	\$ 27,891	\$ 54,265	\$ 28,635	\$ 151,133		\$ 140,791	\$ 600	\$ 600
Property Expenses (1)	\$ 10,390	\$ 29,910	\$ 40,312	\$ 23,768	\$ 122,809		\$ 104,380		
Net operating income	\$ 19,610	\$ (2,019)	\$ 13,953	\$ 4,867	\$ 28,324		\$ 36,411		



CLAM / EDEN HOUSING

COAST GUARD RESIDENTIAL PROPERTY REUSE

POINT REYES STATION, CALIFORNIA | 12 DECEMBER 2019

SIEGEL & STRAIN Architects |



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FIRM PROFILE



Siegel & Strain is a leader in ecologically sustainable design. The firm has received numerous national and regional awards for its sustainable design projects, and is actively involved in the research and use of green building materials.

LOCATION

6201 Doyle Street | Suite B
Emeryville, CA 94608

CONTACT INFORMATION

510-547-8092
www.siegelstrain.com

BUSINESS TYPE

California S Corporation
Certified Small Business Enterprise
Women-Owned Business Enterprise

NUMBER OF STAFF: 22

LICENSED ARCHITECTS: 15

LEED ACCREDITED PROFESSIONALS: 11

› **AIA COTE TOP TEN PROJECTS**

› **VERIFIED ZERO-NET ENERGY PROJECTS**

› **LEED CERTIFIED PROJECTS**

EQUAL OPPORTUNITY POLICY

Siegel & Strain Architects is an equal opportunity employer and does not discriminate against any employee or applicant because of race, color, gender, sexual orientation, religion, ancestry, physical handicap, marital status or age.

SIEGEL & STRAIN ARCHITECTS design places that engage and inspire people. A few simple design principles guide our approach to every project:

- › Great projects are tied to place and tuned to climate;
- › Sustainable design is a fundamental aspect of good design;
- › Simple, elegant, and well-crafted design has staying power;
- › Close collaboration leads to better buildings and stronger communities.

We have worked with extraordinary clients over the last 30 years on a wide variety of projects, master planning large sites, and designing new buildings and rehabilitation, adaptive reuse, and historic preservation projects. Many have been recognized with awards for design excellence, innovation in sustainable design, historic preservation, and research that sets new standards for our profession.

SUSTAINABLE DESIGN

Siegel & Strain has long been a leader in sustainable design and we aim to raise the bar with every project. We design resilient and net-zero energy projects that are non-toxic, minimize embodied carbon, capture and reuse water, restore habitat, and mitigate the impacts of climate change. We are actively engaged in sustainable design advocacy, research, and education, serving on boards, advisory panels and advocacy groups, and sharing our knowledge and experience with students and colleagues.

DESIGN FOR LIVING

We bring simplicity, economy, ecology, and elegance to the design of our houses and housing projects. From zero-net energy homes and live/work lofts, to affordable and market-rate apartments, to camp cabins and dormitories, our residential projects are designed to create comfortable living spaces, connected to place, climate, and community. Projects have encompassed interior and exterior renovation, new projects, and adaptive reuse of other building types into housing.

HISTORIC PRESERVATION / ADAPTIVE REUSE

Historic preservation and adaptive reuse go hand-in-hand with sustainability: we preserve and extend the life of cultural resources and reuse the materials and natural resources embodied in existing buildings. Our preservation skill set ranges from evaluation and documentation of historic resources to adaptive reuse and rehabilitation of existing structures, and is augmented by our extensive experience with the specialized codes, standards, and review processes required for historically significant buildings.

DESIGN FOR COMMUNITY

Community projects are an investment in community values. Our civic projects are collaborative community-wide efforts that build consensus and support, and embody community aspirations. This kind of community engagement has led to buildings – city halls, libraries and community centers – that communities cherish and make their own.

DESIGN FOR LEARNING

Students spend as much as half their waking hours in educational facilities. We work closely with educators to design projects – daycare facilities, K-12 schools, university buildings, and environmental education centers – that enhance educational opportunities and make every project a teaching tool, an integral part of an environmental stewardship curriculum.

DESIGN FOR RETREAT & RECREATION

We apply our expertise in site-sensitive and low-impact master planning and building design to the kind of places where people come together to learn, play, and build community – outdoor learning centers, camps and retreat centers, visitor centers, and recreational facilities.



LARRY STRAIN, FAIA, LEED AP

ROLE: PRINCIPAL

Larry Strain brings to each project a deep commitment to environmental stewardship. For more than thirty-five years he has been a leader in the sustainable building community. Before becoming an architect, Larry was a building contractor and co-founder an early solar design / installation company. His practical experience and problem-solving skills are assets to the firm particularly on questions of constructability; Larry leads Siegel & Strain's QA/QC program. Larry has designed and managed many of Siegel & Strain's institutional and sustainable projects, particularly those situated on environmentally sensitive sites and those with active community involvement.

TOTAL YEARS EXPERIENCE: 36
YEARS WITH FIRM: 30

REGISTRATION

Registered California Architect (C21298)
Fellow, American Institute of Architects
LEED Accredited Professional
US Green Building Council (USGBC),
Northern California Chapter

EDUCATION

Master of Architecture,
University of California, Berkeley, CA
International Laboratory for
Architecture & Urban Design, Siena, Italy
Farallones Institute: Advanced Ecosystem
Research, Occidental, CA

PROFESSIONAL & CIVIC AFFILIATIONS

Board Member, Carbon Leadership Forum
Board Member, Ecological Building Network/Buildwell
Conference Co-organizer
Former Board Member (2010-2012),
US Green Building Council (USGBC), Northern
California Chapter
AIA Materials Knowledge Working Group

TEACHING EXPERIENCE

Department of Architecture, UC Berkeley
International Laboratory for
Architecture & Urban Design, Siena, Italy

His research on sustainable materials and construction methods has established metrics that allow true ratings of building performance and life-cycle analysis. Larry has consulted on ecological design and speaks at conferences on sustainability and healthy materials throughout the country.

SELECT PROJECT EXPERIENCE

Stanford University Faculty / Staff Housing, Portola Valley, CA

Master planning and design of typical unit types—three- and four-bedroom homes—using high quality, durable materials, energy efficient. **Designed to achieve zero net energy.**

Faculty / Staff Housing, West Village, University of California, Davis, CA

Master plan and design of residential unit types for 91 home sites at West Village in Davis, CA. **Designed to be zero-net energy.**

Portola Valley Town Center, Portola Valley, CA

The Town of Portola Valley and the design team developed a new master plan through a public participatory process, focusing on the program, site opportunities and constraints, and sustainable design goals for this 11-acre site. The new buildings used salvaged materials, relied on daylighting, natural ventilation, and low-tech building systems to reduce the ecological footprint. **LEED Platinum certified.**

Jess S. Jackson Sustainable Winery Building, University of California, Davis, CA

Design/Build project designed to be zero net-energy and water, the first of its kind on UC university campuses. Design strategies maximize energy savings. Outfitted with future adaptability features: radiant tubing for cooling system, ducting to be used with a rock bed and roof area for concentrating solar system. **Zero Net Energy Verified.**

Green Gulch Zen Center, Cloud Hall, Mill Valley, CA

The renovation of student residence Cloud Hall improved energy performance, thermal comfort, and acoustic privacy. Design of a new two-story classroom wing included meeting rooms for workshops and yoga. Related site improvements were carefully considered to improve way-finding, provide privacy for the Zen community living on-site, and to buffer ceremonial spaces.

Yountville Town Center & Library, Town of Yountville, CA [Sustainability Director]

Master planning, design of new facility and renovations to existing buildings. The three civic buildings, which frame a new town square, were **designed to achieve LEED Platinum.**

Center for Environmental Studies, Bishop O'Dowd High School, Oakland, CA

Site planning and design of a new environmental science center and support facility for the campus' four-acre Living Lab. **LEED Platinum certified, Zero-Net Energy Verified and Bay-Friendly Rated Landscape**

Dharma Realm University, Ukiah, CA

Adaptive reuse of an existing 27,000 sf former state hospital for use as the university's primary classroom and office building, including a student center, reading room, and campus store.

RELATED PROJECTS

Camp Arroyo Environmental Education Center, Livermore, CA **COTE Top Ten Project**

Emeryville Resourceful Building Project, Emeryville, CA **COTE Top Ten Project**

Cloyne Court, Berkeley Students Cooperative, UC Berkeley, CA



NANCY MALONE, AIA, LEED FELLOW

PRINCIPAL

Nancy Malone has dedicated her career to designing beautiful, regionally appropriate, high-performance buildings. Many of Nancy's projects have received awards for design excellence and sustainable design, including two COTE Top Ten awards. Currently Nancy is project principal for Save the Redwoods League Visitor Center in Redwoods National & State Parks in Northern California. She is also designing a zero-net energy home in San Rafael, CA, and a new off-the-grid visitor center for Joshua Tree National Monument.

Nancy was project principal for the award-winning passively heated and cooled, zero-net energy Jess Jackson Sustainable Winery Building at the University of California, Davis and the zero-net energy National Environmental Science Center in Yosemite National Park. She coordinated LEED-accreditation for Orinda City Hall (LEED Gold) and the David Brower Center in Berkeley (LEED Platinum). Nancy has served on several advisory groups creating or advising on green building standards and rating systems. She was awarded LEED Fellowship in 2012.

TOTAL YEARS EXPERIENCE: 30
YEARS WITH FIRM: 23

REGISTRATION

Registered Architect California (C25636)
American Institute of Architects
LEED Fellow, US Green Building Council

EDUCATION

Master of Architecture,
University of California, Berkeley, CA
Bachelor of Science, Environmental
Design, University of California, Davis, CA

PROFESSIONAL & CIVIC AFFILIATIONS

Member, USGBC, Northern California Chapter
LEED NC Materials and Resources Technical Advisory
Group (2003-12)
LEED H Materials & Resources
Technical Advisory Sub-Committee (2002-12)
Past Board Member, Architects Designers Planners for
Social Responsibility
Member, California Straw
Building Association
Instructor, Net-Zero Energy
Homes Series – Climate Responsive Design
Fundamentals, Pacific Energy Center
& Southern California Edison

SELECT PRESENTATIONS

California Higher Education Sustainability Conference
(CHESC) 2014, San Diego, CA
Ms. Malone gave three presentations:
"UC Berkeley Green Renovations Checklist—Developing
Institution-specific Green Guidelines," "Net Zero
Energy Projects in Higher Education featuring Jess
Jackson Sustainable Winery Building at UC Davis," and
"Best Practices in Overall Sustainable Design featuring
Jess Jackson Sustainable
Winery Building"
Society for College & University Planning
(SCUP) 2015, Portland, OR: "Partnerships in Winery
Building Net More than Net Zero," featuring the Jess
Jackson Sustainable
Winery Building at UC Davis

SELECT PROJECT EXPERIENCE

Stanford University Faculty / Staff Housing, Portola Valley, CA

Master planning and design of typical unit types—three- and four-bedroom homes—using high quality, durable materials, energy efficient. **Designed to achieve zero net energy.**

Faculty / Staff Housing, West Village, University of California, Davis, CA

Master plan and design of residential unit types for 91 home sites at West Village in Davis, CA. **Designed to be zero-net energy.**

National Environmental Science Center, Yosemite National Park, CA

Master planning and design of 17-building campus for NatureBridge and National Park Service. The new center weds the latest green design and energy concepts with the site's inherent attributes to provide an interactive model of sustainability for program participants. (Designed to achieve LEED Platinum; projected to be zero net energy.)

Jess S. Jackson Sustainable Winery Building, University of California, Davis, CA

Design/Build project designed to be zero net-energy and water, the first of its kind on UC university campuses. Design strategies maximize energy savings. Outfitted with future adaptability features: radiant tubing for cooling system, ducting to be used with a rock bed and roof area for concentrating solar system. **Zero Net Energy Verified.**

Save the Redwoods League Visitor Center, Redwoods National & State Parks, Orick, CA

Site planning and design of a new visitor center on an environmentally-sensitive site.

Pinnacles National Park Site & Visitor Facilities Planning—East Pinnacles

On-site existing conditions report studying the area proposed for new visitor facilities; design for new visitor center.

Joshua Tree National Park Site & Visitor Facilities

Design of new visitor center facilities at Cottonwood entrance; entry stations at Cottonwood and West entrance.

Tilden Environmental Education Center, Berkeley, CA

Facility and site study to determine whether to replace or renovate the existing Environmental Education Center for East Bay Regional Park District.

Tidewater Boating Center, Oakland, CA

Design and construction of new educational boating center, home of the Oakland Strokes, on sensitive estuary site, for East Bay Regional Parks District.

Oregon Museum of Science & Industry (OMSI) Coastal Discovery Center, Newport, OR

Site planning and design of a year-round net-zero energy outdoor exploration and education facility on 20-acres of environmentally sensitive parcel on the Oregon coast.

Camp Arroyo Environmental Education Center, Livermore, CA

Designed and constructed to teach school children about the environment. Three types of sustainable construction technologies were used: straw bale for the dining hall, stabilized earth for the bathhouses and six FSC-certified wood-framed duplex cabins. **AIA COTE Top Ten Project.**



PROJECT UNDERSTANDING

THE COAST GUARD RESIDENTIAL PROPERTY at Point Reyes Station presents a once-in-a-generation opportunity for Point Reyes Station and West Marin. The plan to transform the existing Coast Guard facility into 50, green, affordable housing units, and community facilities, will serve not only the families and seniors who will live there but also the surrounding community. The existing buildings appear to be in good shape and could be upgraded into high quality, very efficient, green housing, that will keep them affordable into the future.

This spectacular site, bordered by open pasture to the west and riparian habitat and Lagunitas Creek to the east offers unique opportunities for creek access and the potential for a bicycle route that could bypass Point Reyes Station. Existing utilities will be upgraded with a new leach field / septic system and an improved storm water system to slow and treat run-off before entering the creek. Upgrading the electrical service could also allow the project to eliminate propane, accommodate on-site solar, and make it possible for the whole project to be zero-net energy and zero emissions.

Housing affordability and lack of community facilities are complex and thorny issues in West Marin. The County's stewardship of the natural landscape sometimes makes it difficult to maintain the cultural viability and integrity of these small, West Marin communities. This project would be a giant step towards reconciling these equally important goals. A long and passionate community process has brought you this far. That process and involvement needs to continue to grow and deepen to ensure that the people, flora and fauna who live here get a project that reflects the needs and values of this amazing place.

PROJECT APPROACH

GENERAL PRINCIPLES

Our design approach is grounded on several principles:

- › Create simple, elegant design solutions that fulfill our clients' program and goals;
- › Foster a collaborative design process that makes connections between design, building users and the wider community;

- › Develop site specific designs with a strong sense of place, that also connect to larger social and ecological realms;
- › Apply a sustainable design ethic that starts with the notion that buildings can be self-sufficient and can even enhance their ecological networks.

BEAUTIFUL & FUNCTIONAL DESIGN

Our goal is to create buildings that are down-to-earth but not ordinary – comfortable buildings that are a good fit for their communities and the activities and occupants they house. Forms are straightforward; materials are clearly expressed. As our design approach has matured, our designs have evolved toward buildings that are durable, functionally and aesthetically; this approach has led to many significant design awards over the last two decades.

Point Reyes Station has a wonderful small town feel and the rehabilitation of these existing buildings should reflect this. The buildings are located on a beautiful site surrounded by sensitive habitat. The challenge will be to create a project that responds to both – the Town and the environment. We have done this successfully at numerous National Park Service projects, as well as at our Portola Valley Town Center and Yountville Community Center. Point Reyes Station and this place are unique, special places, and we will work with you to express those characteristics and values in the finished project.

COLLABORATIVE, COMMUNITY-BASED DESIGN PROCESS

As designers of both affordable housing and community-serving projects we firmly believe that real community participation makes for better design. Our approach to creating buildings that have strong community support is to listen and then respond creatively using familiar language, clear graphics and informative models. Our process is open, transparent, iterative and inclusive. It is the design team's responsibility to guide that process to solutions that are strong, meaningful and delightful. Our reward is seeing our projects used and loved by their communities.

CLAM, the town of Point Reyes Station and the West Marin community have invested a lot of time and thought in this project. Building

PROJECT UNDERSTANDING & APPROACH



on this effort, we would meet with key stakeholders, user groups, program providers and neighbors, to develop a program and an approach that will serve the residents and community. In addition to these focused smaller meetings, we anticipate at least three community workshops to confirm community goals and program elements, set design and sustainable goals, understand the site and project context, and imagine how the new buildings and landscape might look and feel. The community will be invited to put their ideas on paper, propose uses and sustainable goals. We have found that this balance of gathering input from small focus groups and the broader community is an effective way to hear from everyone. Things come out in small meetings that don't come out in the large community meetings, and the large community meeting allows everyone to hear all points of view and find out what is important to their neighbors.

Based on this input, we would develop schematic design alternatives for review by key stakeholders before submitting the final design to CLAM / Eden Housing and the community.

SITE SPECIFIC DESIGN

Understanding a particular place is a critical aspect of good design. We assess the importance, scale, and character of the immediate surroundings, and we think beyond the site boundaries, considering how land use, density, and transportation affect the site and it's uses, and how, in turn, your project can strengthen the fabric of the community. We take cues from the natural surroundings – the shape of the land, tree cover, sun and views. We assess the pre-development ecological profile of the site and consider how to preserve or enhance that profile, minimizing on-and off-site impacts.

The Coast Guard Housing site is bordered by distinct conditions on different sides and the design needs to respond appropriately to each. We look forward to developing a stronger connection with Point Reyes Station and the residential neighborhood and school to the west. Lagunitas Creek is an amazing natural resource that could be linked to the existing network of trails in the area.

The layout and siting of the buildings is mostly existing, so the "new" design will mostly be about the landscape, and the materials

and colors that face the buildings. There is potential to reduce the amount of paving on site, with planting, bio-swales and permeable paving. Parking could be reduced or screened and the central spine that is currently very car friendly, could be reimagined as primarily a pedestrian space where cars are allowed, but as "guests" rather than "owners" of the space. The existing shared amenities – tennis and basketball court, the swimming pool and playground can serve both residents as well as the larger community. On rural sites we may want to screen them with fencing and appropriate native planting.

SUSTAINABLE DESIGN

Our approach to sustainable design begins with the idea that buildings should perform well even when "unplugged" from building systems. They need to have good passive bones. We design our buildings to take advantage of sun and breezes while minimizing reliance on imported energy and water. This starts with super-insulated and sealed building envelopes, exterior shading of exposed windows, taking advantage of south-facing glazing, which in turn leads to smaller, simpler, more efficient building systems. All of this makes it easier to make this into a net-zero energy project. If we also eliminate propane and convert to all-electric buildings we can achieve zero-net carbon emissions. Another source of carbon emissions are the embodied emissions from the materials we build with. When we reuse buildings and materials, there is already a much lower carbon footprint than new construction and we can reduce them further by upgrading them with low-carbon and carbon sequestering materials such as wood siding and low cellulose insulation.

We give preference to readily available regional resources, minimizing energy use and carbon emissions as well as impacts on habitats and human health. We have a deep knowledge of sustainable materials that are healthy for people, do not harm the environment, and are low carbon and renewable.

Given Marin's strong commitment to Sustainable Design, Climate Action and Drawdown, we would begin by setting the goal of making this net zero carbon project.

SELECT PROJECT EXPERIENCE



RESIDENTIAL – MULTI-FAMILY

Cloud Hall & Still Water Hall Green Gulch Farm, Muir Beach, CA

Renovation to resident housing; new two-story building addition, energy and life safety upgrades. Sensitive site improvements.

Services: Full Architectural Services
Size: 8,000 sf (Renovation and Addition)
Cost: \$2.5 million

Cloyne Court (UC Berkeley), Berkeley, CA

Seismic retrofits and ADA upgrades to the historic residential student cooperative facility. Additional discretionary historic rehabilitation to public spaces.

Services: Full Architectural Services
Size: 40,000 sf
Cost: \$7 million

West Village Faculty / Staff Housing, UC Davis, CA

For-sale single family and multi-unit rental housing for UC Davis. Master planning of 60-acre site, schematic design of six model units on 91 lots. Designed to be zero-net energy.

Stanford University Off-Site Faculty Housing, Portola Valley, CA

Design of 25 detached and duplex housing units, plus eight affordable housing units. Currently in design. Designed to be zero-net energy.

East Bay Habitat for Humanity, Livermore, CA

Site plan and design of 22 new homes, mostly duplexes on 2.4 acres.

Affordable Infill Housing Emeryville & Oakland, CA

Four projects, with a total of 11 detached and duplex homes on infill lots.

Hallam Street Condominiums

San Francisco, CA

Nine-unit, three-story condominium project in downtown San Francisco.

Jackson Brewery Lofts San Francisco, CA

Conversion of historic brewery building into a mixed-use project housing condominiums and a ground floor restaurant.

RESIDENTIAL – REMODELS

Marck House, Berkeley, CA

Major remodel of an existing 1910 house.

Dyer-Bennet/Young Residence, Berkeley, CA

Remodel and restoration of craftsman brown shingle.

Burns-Rossman Residence, Oakland, CA

Remodel of and addition to existing craftsman brown shingle.

Perry-Stark Residence, Oakland, CA

Complete remodel of existing home.

Weed Residence, Healdsburg, CA

Major remodel of existing home.

Reiss Residence, San Francisco, CA

Remodel of a new house.

Motlow Residence, San Francisco, CA

Remodel of existing historically significant house.

Subbotin/Siegel Residence, Berkeley, CA

Remodel and restoration of craftsman brown shingle house.

> 1993 BAHA Restoration Design Award

Ferguson Residence, Berkeley, CA

Modern remodel of craftsman brown shingle.

Rauch/Madsen Residence, Berkeley, CA

Remodeled kitchen and study addition.

Rauch/Madsen Residence, Snowmass, CO

Extensive remodel of large house.

Bryk Residence, Mill Valley, CA

Remodel of and addition to existing house.

Regal Road Residence, Berkeley, CA

Complete remodel and large addition.

Weed Residence, Berkeley, CA

Extensive remodel of large house.

Dunaway/Harland Residence, Moraga, CA

Remodel of and addition to existing house.

Matthews Residence, Walnut Creek, CA

Extensive remodel of and addition to existing house.

Israel/Karp Residence, Berkeley, CA

Remodel of kitchen and living areas in existing house.

Garrison/Wood Residence, Berkeley, CA

Remodel of and addition to existing house.

RESIDENTIAL – NEW CONSTRUCTION

West Residence, San Rafael, CA

Coyle Residences, Lafayette, CA

Bruno Residence, Healdsburg, CA

Ocean Avenue Residences, Emeryville, CA

Maselli Residence, Aptos, CA

Orr Residence, Los Altos Hills, CA

Sunset Idea House, Palo Alto, CA

Wine Creek Residence, Healdsburg, CA

Jerusalem Grade Retreat, Middletown, CA

Smith Residence, Healdsburg, CA

Wayne-Dinkelspiel Residence, Oakland, CA

Stern Residence, Los Altos, CA

Fischer Residence, Oakland, CA

Harvey Residence, Livermore, CA

Schneider Residence, Indianapolis, IN



COMMUNITY

Portola Valley Town Center & Library Portola Valley, CA

New town offices, community center, library and community athletic fields.

Services: Master Planning, community facilitation, Full Architectural Services

Size: 22,000 sf; 11-acre site

Cost: \$15 million

Sustainable Features: Reclaimed lumber, photovoltaics, sustainable materials and healthy finishes throughout, daylighting of culverted creek. LEED Platinum.

Yountville Town Center & Library Yountville, CA

Design of new town center and renovation of the existing community hall.

Services: Full Architectural Services

Size: 11,000 sf community building; including a 2,000 sf branch library and a new sheriff's substation; 8,500 sf renovation of existing community hall. Designed for LEED Platinum.

Cost: \$9.8 million

Sustainable Features: Ground source heat pump/photovoltaics, sustainable materials and healthy finishes throughout.

Berkeley Hillel, Berkeley, CA

The renovation of a Jewish student center near UC Berkeley reconfigured offices, meeting rooms, auditorium and collaborative work spaces, upgrades to exterior outdoor spaces.

Services: Full Architectural Services

Size: 15,800 sf

Cost: \$7.9 million

Sustainable Features: Seismic retrofits and energy efficient building systems.

Oakley Recreation Center, Oakley, CA

A new high bay one-story multi-use building designed for community events and recreation activities includes a large dividable community room, offices/conference area, restrooms, kitchen, food storage, outdoor patio.

Services: Full Architectural Services

Size: 9,500 sf on 6.5 acre site

Cost: \$5 million

Sustainable Features: High-performing building envelope, low-emissivity dual glazing, sunscreens and window shading, high-efficiency energy systems, high-recycled content materials, low VOC building materials.

RENOVATIONS / ADAPTIVE REUSE

Cloud Hall & Still Water Hall Green Gulch Farm, Muir Beach, CA

Renovation to resident housing; new two-story building addition, energy and life safety upgrades. Sensitive site improvements.

Services: Full Architectural Services

Size: 8,000 sf (Renovation and Addition)

Cost: \$2.5 million

Cloyne Court, UC Berkeley, CA

Remodel, energy and life safety upgrades to 40,000 sf student housing cooperative.

Jackson Brewery Lofts San Francisco, CA

Conversion of historic brewery building into a mixed-use project housing condominiums and a ground floor restaurant.

Walden Center & School Berkeley, CA

Renovation and redevelopment of existing campus for an arts-based K-6 school.

Services: Master Planning, Full Arch. Services

Size: 10,500 sf new construction plus renovation

Estimated Cost: \$ 3.5 million

Dharma Realm University, Bldg 123, City of 10,000 Buddhas, Ukiah, CA

Adaptive reuse of existing historic buildings for classrooms, meeting spaces, faculty offices, dormitory rooms—on a tight design schedule.

Services: Full Architectural Services

Size: 68,000 sf teaching facility/classrooms

Est. Cost: \$4.5 million

Sustainable Features: Passive cooling and ventilation, daylighting, low-VOC finishes.

Boys and Girls Clubs of San Leandro, CA

Renovations to modernize all interiors with new technology, healthy materials, high-efficiency building systems; optimize daylighting and natural ventilation; upgrade the structural system to meet codes; redesigning a new entry to provide a safe pick-up and drop-off zone.

Services: Full Architectural Services

Size: 28,500 sf

Cost: \$7.5 million

Sustainable Features: Energy efficient systems, healthy finishes throughout.

RURAL, PARKS, CAMPS

National Environmental Education Center Yosemite National Park, CA

Design of 17-building complex for NatureBridge near Badger Pass designed for weeklong outdoor education camps for middle school students.

Services: Master Planning, Full ArchServices

Size: 38,000 sf

Est. Cost: \$35 million

Sustainable Features: Designed to achieve LEED Platinum certification and net-zero energy.

Berkeley Tuolumne Camp Stanislaus County, CA

Restoration of the City of Berkeley's beloved family camp destroyed in the 2013 Rim Fire. Rebuilding camp facilities includes a new dining hall, recreation hall, camper and staff cabins, maintenance structures, pedestrian bridges, parking and loading areas and infrastructure.

Services: Full Architectural Services

Size: 30-acre site

Est. Cost: TBD

Camp Bothin, Girls Scouts of Northern California, Fairfax, CA

Renovations, accessibility and energy upgrades to existing camp facilities in western Marin County.

Services: Full Architectural Services

Size: 187-acre site

Estimated Cost: \$40-50 million

Camp Newman, Santa Rosa, CA

Master plan for an existing 50+ structure campus, design and construction of nine camper lodges, administration and infirmary building, dining hall and amphitheater.

Services: Master Planning; Full Architectural

Size: 475-acre site

Sustainable Features: Incorporated sustainable, energy efficient systems for building and site.

McClellan Ranch Preserve Environmental Education Center, Cupertino, CA

New Environmental Education Center provides indoor and outdoor spaces for K-12 environmental science programs. Historic buildings was renovated for additional programs.

Services: Full Architectural Services

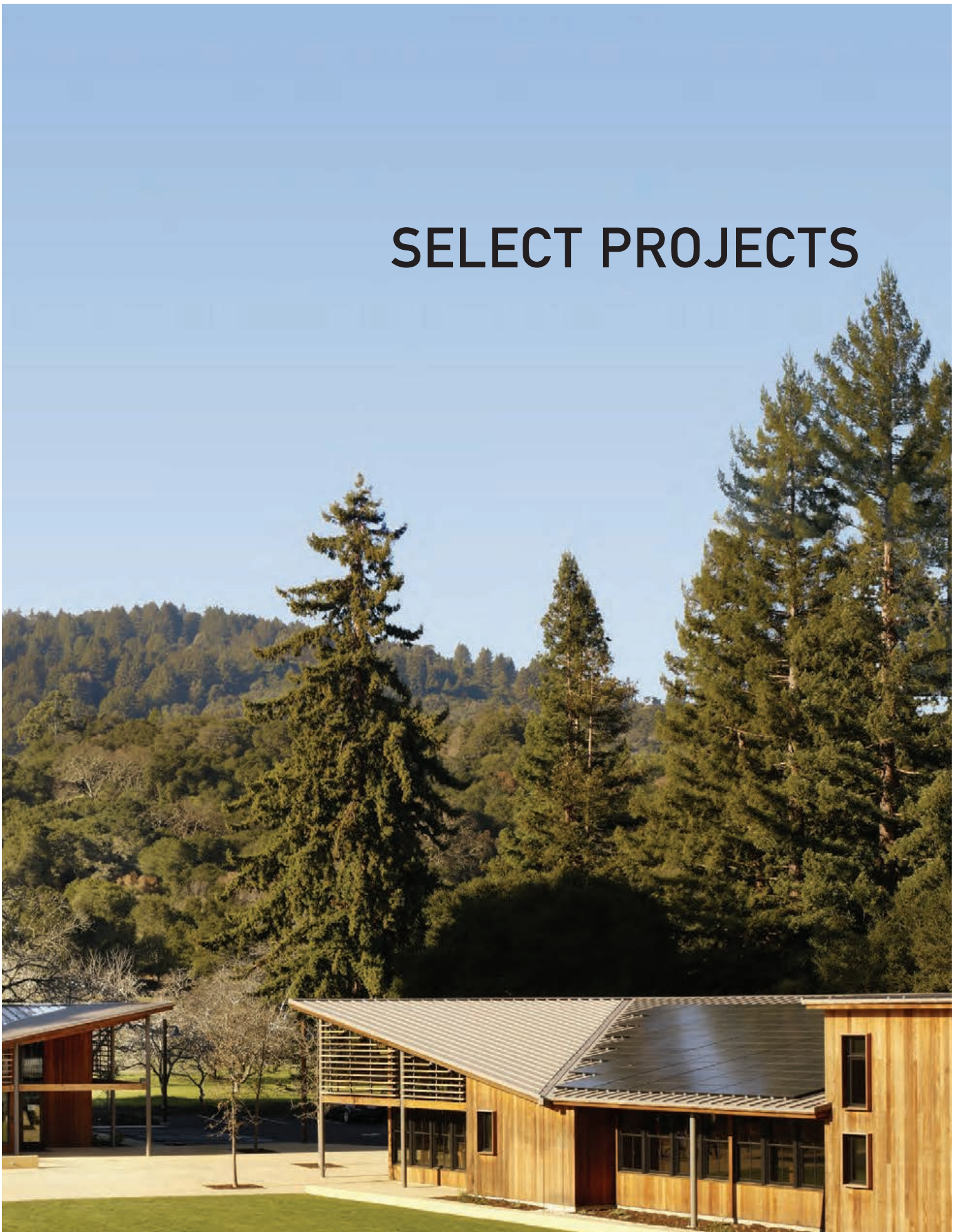
Size: 18-acre park

Cost: \$1.8 million

Sustainable Features: Butterfly roof collects water, photovoltaics provide all electricity, heating and cooling; net-zero energy building.



SELECT PROJECTS



PORTOLA VALLEY TOWN CENTER

PORTOLA VALLEY, CALIFORNIA



SIZE: 22,000 sf
COST: \$15 million
COMPLETED: 2008

CLIENT / REFERENCE

Ted Driscoll, Former Mayor
& Council Member
650.867.0761

AWARDS (partial list)

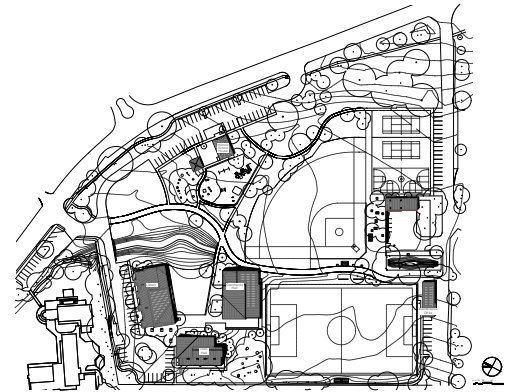
- › LEED Platinum
- › European Centre Good Green Design Award
- › AIA CC Merit Award & Savings by Design Honor Award
- › National AIA/COTE Top Ten Green Projects Award
- › North American Wood Design Award of Merit
- › AIA SF Merit Award for Energy & Sustainability
- › AIA EB Design Award, Citation for Architecture
- › Acterra Sustainable Built Environment
- › Sustainable San Mateo County Green Building, Commercial Category

DESCRIPTION

The new town center includes a library, town hall, community hall, and activity rooms. The site includes soccer and baseball fields, tennis courts, parking, open parkland and the daylighting of a culverted creek. The design process began with a master plan and featured a series of public work sessions focusing on the town center program, site opportunities, constraints, sustainable design goals, and the organization of the site uses on the 11-acre parcel.

ASSOCIATE ARCHITECT

Goring & Straja Architects



Community Hall interior



Library Reading Room



Town Hall office interior

PHOTOS: CÉSAR RUBIO



CLOUD HALL & STILLWATER HALL, GREEN GULCH FARM

SAN FRANCISCO ZEN CENTER, MUIR BEACH, CALIFORNIA



PHOTOS: DAVID WAKELY

SIZE: 8,000 sf

Renovation + Addition

COMPLETED: 2015

COST: \$2.5M

CLIENT: San Francisco Zen Center

REFERENCE

Thiemo Blank

Green Gulch Director

ggfdirector@sfzc.org

Cloud Hall at Green Gulch Farm Zen Center has provided housing for resident students since the early 1970s. Originally converted from a stable and barn, the building has undergone many *ad hoc* alterations over the years. The San Francisco Zen Center hired Siegel & Strain to give the building a much needed renovation and improve thermal comfort, universal access, life safety, energy efficiency, and acoustic privacy. Siegel & Strain also designed a new two story addition to Cloud Hall that houses Still Water Hall – new conference space on the ground floor with student housing above. A new universal access entry bridge on the north side connects Still Water Hall to the dining hall and other common facilities.

Site improvements were carefully considered to improve wayfinding and access, provide privacy for the Zen community living at the site, and fit sensitively into Green Gulch's forested canyon.







SIEGEL & STRAIN Architects | 6201 Doyle Street Suite B | Emeryville, CA 94608 | 510.547.8092 | www.siegelstrain.com

Eden Housing

Local Government References	Lender & Investor References
<p>Christine Gouig, Executive Director County of Alameda Housing Authority Phone: (510) 727-8513 chrisg@haca.net</p> <p>Linda Smith, Assistant City Manager City of Dublin 100 Civic Plaza Dublin, CA 94568 Phone: (925) 833-6650 linda.smith@dublin.ca.gov</p> <p>Linda Gardner, Housing Director Community Development Agency, Alameda County 224 Winton Avenue, Room 108 Hayward, CA 94544 Phone: (510) 670-5404</p> <p>Kelly McAdoo, City Manager City of Hayward 777 B Street Hayward, CA 94541-5007 (510) 583-4305 office Kelly.mcadoo@hayward-ca.gov</p>	<p>Alice Carr, Senior Vice President - Western Regional Manager JPMorgan Chase Bank 300 S. Grand, 4th Floor Los Angeles, CA 90071 Phone: (213) 621-8396 alice.carr@chase.com</p> <p>Jonathan Klein, Senior Vice President Union Bank, N.A., Community Development Finance 200 Pringle Avenue, Suite 355 Walnut Creek, CA 94596 925-947-2461 Jonathan.Klein@unionbank.com</p> <p>Jeff Bennett, Senior Vice President Wells Fargo Community Lending & Investment 45 Fremont Street, 9th Floor San Francisco, CA 94105 Phone # 415-396-0966 Jeff.A.Bennett@wellsfargo.com</p>

CLAM

Local Government References	Lender & Investor References
<p>Jillian Zeiger County of Marin, Planner CDBG, Affordable Housing Division JZeiger@marincounty.org 415.473.7549</p>	<p>Alan Burr Marin Community Foundation, Director of Housing and Community Lending aburr@marincf.org 415.464.2522</p>

Eden Housing Management, Inc.

Eden Housing Management, Inc. (EHMI) is the property management non-profit affiliate of Eden Housing and manages the properties developed and owned by Eden Housing. EHMI was established in 1984 and has 33 years of experience in the field of affordable housing management, currently managing 8,944 units in 136 properties.

The EHMI management model focuses on three main pillars:

Focus and expertise in affordable housing

First and foremost, Eden Housing Management is a non-profit management company that specializes in affordable housing. We recognize and appreciate the many ways that affordable housing is unique and tailor our operations to best address the needs of the populations we serve and the complex compliance required.

Eden Housing properties are financed with a multitude of affordable housing sources, including a wide range of US Department of Housing and Urban Development (HUD) funds, California Housing and Community Development (HCD) funds, California Tax Credit Allocation Committee (TCAC) tax credits, tax-exempt bonds, redevelopment agency funds, and conventional mortgages. EHMI is well-versed in the complex compliance required for the variety of affordable housing financing and maintains excellent relationships with these federal, state, and local government agencies and commercial lenders and investors.

EHMI's approach to excellence

Through careful attention to concerns as they arise, strong communication, and consistently sound managerial practices, EHMI far exceeds management industry standards and maintains a **portfolio-wide vacancy rate of 1 percent**. When EHMI acquired the Citizens Housing portfolio in 2009, the 11 properties had vacancy rates averaging more than 12 percent, with some as high as 25 percent. EHMI worked swiftly to reduce vacancy and stabilize these properties to meet our goal of a 1.5 percent or lower vacancy rate.

Orientation and Training: Eden believes that it is important to orient and train all staff so they are committed to the work of affordable housing and the importance of quality property operations. Eden has developed a comprehensive on-boarding program for all new hires, which includes training on our online YARDI property management software program, budgetary and variance reporting, process scorecards (our quality measurement tool), customer service and internal reporting requirements. After six months of employment and satisfactory work performance, Property Managers receive certification in either HUD or Tax Credit or both. All Property Supervisors receive regular sexual harassment training and are also Housing Tax Credit Compliance Specialists. We hold a multi-media orientation for all incoming staff that provides an overview of affordable housing and our commitment to high quality, professionally managed housing communities. In addition to these formal training sessions, Eden has many tools in place designed to provide employees with resources that help them perform their job



duties. For example, Eden issues a monthly compliance newsletter for staff to keep them informed of key compliance issues and also facilitate quarterly operations meetings for all staff. Topics covered in these meetings include work order completion, preventive maintenance tips and expectations, time management, stress management, public speaking and meeting facilitation to name a few. Staff has access to all of our corporate forms, policies and procedures manual, and other important information via Eden Online, our internal company website designed specifically to share information and resources with all of our employees in the company. Finally, Eden trains the entire company on Fair Housing and Reasonable Accommodation policies and procedures on an annual basis.

Eden has a training development team, including staff from both Property Management and Resident Services. The goal of the team is to further develop individual training plans for each Eden staff member as well as cross departmental training sessions, encouraging more cohesive relationships across departments throughout the company. Our strong commitment to training creates an environment which allows for professional development for all staff at Eden, which we believe contributes to our ability to retain highly qualified employees.

Systems and Reporting: EHMI uses the YARDI system for financial and property management accounting. Through YARDI we generate a series of financial reports that Eden uses to track the performance of properties throughout its portfolio. In addition, Eden uses a series of score cards to measure property and corporate performance, including a vacancy scorecard that monitors vacancies, vacancy loss and the process for turning units; an accounting scorecard that monitors timely production of budgets, financial reports and payment of bills; a human resources score card that monitors employee turnover; and a resident services score card that monitors program metrics for service delivery and partnerships. These systems are designed to foster and encourage cross-departmental communication and collaborations. All properties are regularly monitored to assure that they are meeting the financial and compliance expectations of our tax credit investors. Eden has a strong track record of delivering timely and accurate financial statements and audited financial statements.

In addition to regular reporting, Eden monitors the financial performance of the properties through a watch list system. Monthly watch list meetings are held to review properties that are not meeting performance criteria so we can immediately identify issues and trouble shoot solutions at those sites. This meeting includes COO, CFO, Associate Directors, Property Supervisors, Asset Managers, Facilities Manager and Accounting Manager. During the meeting action items are recorded and monitored between meetings to ensure timely completion and successful property operations.

Unit Inspections: Eden conducts unit inspections twice a year and after the first 30 days of residency in order to monitor unit repairs and potential housekeeping issues. Preventive maintenance schedules and capital improvement schedules will be prepared during the first 60 days of management and coordinated with rehabilitation plans.

Commitment to sustainability: We recognize that how we operate our buildings has a direct impact on the health of the environment, of our residents, and of property finances. As such, Eden is dedicated to environmental responsibility and has incorporated this commitment into its everyday operations. In 2009, Eden launched a comprehensive green initiative to lower usage and operating expenses for water, electricity, gas, and trash. We performed utility audits at 100 percent of our properties, engaged in

comprehensive capital planning, and leveraged more than \$10 million to green our portfolio. Our efforts included retrofitting 27 properties for solar systems, replacing low flow fixture replacements, and resident education programs and trainings.

Since that time, Eden has continued to closely monitor utility usage at all our properties and seek new ways to improve utility efficiency. We have partnered with a third party service to monitor our energy and water usage at each property, analyze the data, and identify key targets for usage reduction. In 2015, we reduced our water usage by 20% across the portfolio.

To further our green efforts and ensure continued progress, Eden has an interdepartmental Green Steering Committee (GSC), which is responsible for Eden's green strategic planning efforts. The GSC has played an instrumental role in executing all of our green initiative activities, including training modules for staff and residents and the creation of Eden's Operations and Maintenance Manual. One of our main goals is to keep our green education goals on the forefront to encourage positive green behavior. Our committee meets bi-weekly and is a resource for all staff on an on-going basis.

**EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS OF
EDEN HOUSING, INC.**

**AUTHORIZING RESOLUTION
(SENIOR VICE PRESIDENT OF REAL ESTATE DEVELOPMENT)**

At a duly convened meeting of the Executive Committee of the Board of Directors of Eden Housing, Inc., a California nonprofit public benefit corporation (the "Corporation"), held on December 5, 2017, the following resolution was adopted:

WHEREAS, Article 7, Section 7.5 of the Fourth Amended and Restated Bylaws ("Bylaws") of the Corporation provides that the Board of Directors may authorize any officer or officers of the Corporation to enter into any contract or execute any instrument in the name of, and on behalf of, the Corporation; and

WHEREAS, the Executive Committee of the Board of Directors has discussed the desirability of authorizing the officer specified below to enter into and execute instruments on behalf of the Corporation, and has determined that it is in the Corporation's best interest to authorize the execution of instruments as set forth below.

NOW, THEREFORE, BE IT RESOLVED that the Corporation's Senior Vice President of Real Estate Development, Andre H. Madeira, is hereby authorized to do the following in his capacity as, and under the title of, Senior Vice President of Real Estate Development: Enter into, execute and deliver all documents, agreements, loan applications, reports, contracts and other instruments on behalf of the Corporation; provided, however, that any promissory note evidencing the Corporation's obligation to repay a loan of money in excess of \$10,000.00 shall first be authorized by the Board of Directors.

FURTHER RESOLVED that the above authorization for Senior Vice President of Real Estate Development, Andre H. Madeira, shall apply to all affiliate corporations of Eden Housing, Inc. when such affiliate corporation is acting on its own behalf, as a general partner of a limited partnership, or as a member/manager of a limited liability company which is a general partner of a limited partnership.

FURTHER RESOLVED that the above authorization for Senior Vice President of Real Estate Development, Andre H. Madeira, shall apply to all affiliate corporations of Eden Housing, Inc. where such affiliate corporation is acting on its own behalf, as a general partner of a limited partnership, or as a member/manager of a limited liability company which is a general partner of a limited partnership, where the affiliate corporation has previously adopted a resolution authorizing and directing any officer or specifically listing certain officers, which may or may not have included the Senior Vice President of Real Estate Development or may have specifically authorized the prior Senior Vice President of Real Estate Development by name. This authorization designates Senior Vice President of Real Estate Development, Andre H. Madeira, as an "Authorized Representative," or initial or subsequent "disbursement authorizer" authorized to execute disbursement requests, requisitions for disbursement of loan proceeds, or other documents of similar purpose however titled.

PASSED AND ADOPTED on December 5, 2017, by the following vote:

AYES: 4

NAYS: 0

ABSENT: 0

CERTIFICATE OF THE SECRETARY

The undersigned, Secretary of Eden Housing, Inc., does hereby attest and certify that the foregoing Resolution is a true, full and correct copy of a resolution duly adopted at a meeting of the Executive Committee of said Corporation which was duly convened and held on the date stated thereon; that the authority of the Executive Committee of the Board of Directors to take such action on behalf of the Board of Directors is authorized under Section 4.22 of the Fourth Amended and Restated Bylaws of the Corporation; and that the foregoing Resolution and Section 4.22 of said Bylaws have not been amended, modified, repealed or rescinded since their respective dates of adoption and are in full force and effect as of the date below.

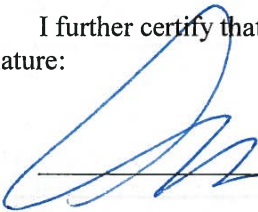
Kathleen K. Hamm
Kathleen Hamm, Secretary

12/5/17
Date

**CERTIFICATE OF SECRETARY
REGARDING THE SENIOR VICE PRESIDENT OF REAL ESTATE DEVELOPMENT
OF
EDEN HOUSING, INC.**


The undersigned, the duly elected Secretary of Eden Housing, Inc. (the "Corporation"), hereby certifies that by resolution of the Executive Committee of the Board of Directors, the Corporation's Senior Vice President of Real Estate Development, Andre H. Madeira, is authorized to do the following in his capacity as, and under the title of, Senior Vice President of Real Estate Development: Execute all documents, agreements, loan applications, reports, contracts and other instruments on behalf of the Corporation; provided, however, that any promissory note evidencing the Corporation's obligation to repay a loan of money in excess of \$10,000.00 shall first be authorized by the Board of Directors or the Executive Committee of the Board of Directors.

I further certify that the following signature is an accurate sample of Andre H. Madeira's signature:



Andre H. Madeira, Senior Vice President of
Real Estate Development

The undersigned has executed this Certificate as of December 5, 2017.



Kathleen Hamm, Secretary



January 14, 2020

Pursuant to the January 13th, 2020 resolution of the Board of Directors, the undersigned, Board President Corey Ohama of the Community Land Trust Association of West Marin, hereby acknowledges the authorization of Kim Thompson, Executive Director and Corey Ohama, Board President, to sign all documents including but not limited to leases, memorandums, conveyance documents, grants, contracts and loan documents for the transactions regarding the Community Land Trust Association of West Marin.

Community Land Trust Association of West Marin (CLAM)

By: Corey Ohama _____

Corey Ohama, Board President

State of California

Attachment H: Certificates of Status

1 of 2

Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME:

COMMUNITY LAND TRUST ASSOCIATION OF WEST MARIN

FILE NUMBER: C2270623
FORMATION DATE: 12/11/2000
TYPE: DOMESTIC NONPROFIT CORPORATION
JURISDICTION: CALIFORNIA
STATUS: ACTIVE (GOOD STANDING)

I, ALEX PADILLA, Secretary of State of the State of California, hereby certify:

The records of this office indicate the entity is authorized to exercise all of its powers, rights and privileges in the State of California.

No information is available from this office regarding the financial condition, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of January 11, 2020.

A handwritten signature in black ink, appearing to read "Alex Padilla".

ALEX PADILLA
Secretary of State

NLH

State of California
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME:

EDEN HOUSING, INC.

FILE NUMBER: C0545088
FORMATION DATE: 05/02/1968
TYPE: DOMESTIC NONPROFIT CORPORATION
JURISDICTION: CALIFORNIA
STATUS: ACTIVE (GOOD STANDING)

I, ALEX PADILLA, Secretary of State of the State of California,
hereby certify:

The records of this office indicate the entity is authorized to
exercise all of its powers, rights and privileges in the State of
California.

No information is available from this office regarding the financial
condition, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate
and affix the Great Seal of the State of
California this day of January 06, 2020.

A handwritten signature in black ink, appearing to read 'Alex Padilla'.

ALEX PADILLA
Secretary of State

Attachment I: Affirmative Marketing Contact Sheet

Targeted Population(s) Methods of Advertising	Targeted Population: African American	Targeted Population: Latino/Spanish Language	Targeted Population: Asian
Newspaper(s) Sample Classified Ad = 26 words. 1. 2. And 3-bedroom townhomes available for rent in Point Reyes Station. Applicants must show verifiable household income. Please visit our website for details: www.TBD.org. 415-663-1005.	1. Marin IJ Classified print and online. 415-382-7242 http://marketplace.marinij.com/marin-marketplace/ 2. Marin City Post https://marinpost.org/	1. Marin IJ Classified print and online. 415-382-7242 http://marketplace.marinij.com/marin-marketplace/ 2. La Voz Northern CA's primary bilingual newspaper (Span/Eng) http://www.lavoz.us.com/lavoz/Advertise.html Translation Spanish available. \$80/month. 3. Point Reyes Light Classified print and online. https://www.ptreyeslight.com/	1. Marin IJ Classified print and online. 415-382-7242 http://marketplace.marinij.com/marin-marketplace/
Radio Station(s)	1. KPOO 89.5FM. http://www.kpoo.com/psas . Office: 415-346-5373. "The only African-American owned and operated noncommercial radio station west of the Mississippi," 2. KALW: 91.7FM. https://www.kalw.org/ . No commercial PSA. Refer to KPFA. 3. The Light 1190AM Bay Area Gospel Radio https://www.gospel1190.com/	1. TAY Radio Marin (Announcements in Spanish.) https://www.facebook.com/tayradiomarin/ 2. KBBF 89.1FM (Span/Eng). Marisol Muñoz-Kiehne, 'Doctora Marisol'. Will make announcements in Spanish 3. KWMR 90.5 FM, 89.9, 92.3 (Span/Eng) West Marin https://kwmr.org/contact 3. Cuerpo Corazón Comunidad - Spanish Radio Show Marisol Muñoz-Kiehne, Doctora Marisol. 415-455-0102. On KFFB and KWMR. www.cuerpocorazoncomunidad.org	1. TAY Radio Marin (announcements in Vietnamese.) https://www.facebook.com/tayradiomarin/ *Developing a new program that will be broadcast in Vietnamese.
TV Station(s)	Marin Community Television: Local channels 26/27/30 https://cmcm.tv/ On-air community calendar postings/notices - Free. English broadcast, Spanish via website. Free 30 second tv spot for non-profit organizations.	Marin Community Television: Local channels 26/27/30 https://cmcm.tv/ On-air community calendar postings/notices - Free. English broadcast, Spanish via website. Free 30 second tv spot for non-profit organizations.	Marin Community Television: Local channels 26/27/30 https://cmcm.tv/ On-air community calendar postings/notices - Free. English broadcast, Spanish via website. Free 30 second tv spot for non-profit organizations.
Electronic Media	1. Marin City Community Services District https://www.marincitydistrict.org/ . 2. Next Door: Marin City. https://nextdoor.com/neighborhood/marincity--sausalito--ca/ 3. United Marin Rising http://unitedmarinrising.org/	1. TacoList.com (Spanish) http://tacolist.com/ Spanish-language classified ads - free. 2. West Marin Commons https://www.westmarincommons.org/ 3. Next Door: Canal, San Rafael.	1. Marin Asian Advocacy Project / United Marin Rising. http://unitedmarinrising.org Vinh Luu will post announcements on facebook and social media. Email: vluu@marinaap.org . 415-847-2747. -The population served by the Marin Asian Advocacy Project is South-Asian: Vietnamese, Laotian, and Cambodian.
Bulletin Boards	1. Marin City Wellness Center. 630 ake Ave, Sausalito, CA 94965. 415-339-8813. 2. Marin City Community Services District. https://marincitydistrict.org/ 630 Drake Ave, Sausalito, CA 94965. 415-332-1441. 3. Marin City Library. https://marinlibrary.org/ . 164 Donahue St, Sausalito, CA 94965. 415-332-6159.	1. Multicultural Center of Marin. 30 N. San Pedro Rd. Suite 250, San Rafael, CA 94903. 415.526.2486. 2. Canal Alliance. 91 Larkspur St, San Rafael, CA 94901. 415-454-2640. 3. Albert J. Boro Community Center & Library. 50 Canal Street, San Rafael, CA 94901. 415-485-3077. 4. Good & Clean Laundromat 15 Calle del Mar, Stinson Beach, CA 94970 5. Stinson Library 420 Litho St, Sausalito CA 94965. 415-289-4121 6. Point Reyes Library 11431 Highway 1, Point Reyes Station, CA 94956 7. Toby's Feed Barn 11250 Highway One, Point Reyes Station, CA, 94956	1. Marin Asian Advocacy Project / United Marin Rising. http://unitedmarinrising.org Vinh Luu will post announcements on facebook and social media. Email: vluu@marinaap.org . 415-847-2747. 2. Point Reyes Library. 11431 State Route One, Point Reyes Station CA 94956. 415-663-8375.
Others Organizations	1. SOJI: Community Activists Representing Southern Marin. Contact: Ricardo Moncrief, Director. hnef@aol.com. 415 883-1757 http://www.isoji.net/ . 2. Golden Gate Village Resident Council info@marinhousing.org. https://www.marinhousing.org/golden-gate-village.html . 3. Multicultural Center of Marin. http://multiculturalmarin.org/ 415.526.2486	4. West Marin Community Services https://westmarincommunityservices.org/contact 5. West Marin Senior Services http://wmss.org/ 6. West Marin Collaborative, Maria Niggle nigglehollis@gmail.com 7. Canal Alliance contact@canalalliance.org . 451-454-2640. https://canalalliance.org/ .	8. North Bay Organizing Project http://www.northbayop.org/ 9. Petaluma Community Relations Council http://petalumacrc.org/

Attachment N: Proposal Endorsements

The following organizations and individuals have contributed letters of support for CLAM and Eden's bid. We respectfully submit these statements of support for your consideration.

1. San Geronimo Valley Affordable Housing Association
2. Bolinas Community Land Trust
3. Rotary Club of West Marin
4. Coastal Health Alliance
5. Jessica Taylor, CLAM resident
6. Sue Conley, Cowgirl Creamery

San Geronimo Valley Affordable Housing Association

Post Office Box 152
Woodacre, CA 94973

www.sgvaha.org
415-488-4890



January 15, 2020

Dennis Rodoni
Marin County Board of Supervisors

Dear Supervisor Rodoni,

On behalf of the Board of Directors of the San Geronimo Valley Affordable Housing Association, I want to applaud the County’s Decision to purchase the Coast Guard property in Point Reyes. The property has the potential to address the housing crisis by providing much needed affordable housing for residents of our West Marin community.

The Community Land Trust Association of West Marin (CLAM) led the community-based effort for the County of Marin to purchase the Coast Guard property in Pt. Reyes since 2014. Now that the transfer of ownership is complete, we strongly support the selection of CLAM to repurpose this site for homes affordable to the community in perpetuity.

We believe that CLAM, as a community land trust with deep relationships with local residents and organizations, is uniquely positioned to shape the housing and community uses on the site. CLAM has partnered with nonprofit affordable housing developer Eden Housing to guide financing and construction if their joint bid is selected. CLAM’s unparalleled community support, together with Eden’s financial strength, experience and track record, is a strong partnership for this most important opportunity for West Marin.

We therefore strongly support CLAM’s bid for redevelopment of the Coast Guard site. We encourage ongoing consideration that this property become community-owned land on a community land trust model.

We urge you along with the other members of the Board of Supervisors to act within your power to assist in making this vision a reality.

Sincerely,

Suzanne Sadowsky, Chair
Board of Directors

Board of Directors

Suzanne Sadowsky, Chair
Kit Krauss, Vice Chair
Maya Gladstern Vice Chair
Howie Cort, Secretary
Dahlia Kamesar, Treasurer

Joe Walsh, Director
Laura Sherman, Director

Staff

Denise Bohman, Property Manager, FKMHP and Sage Lane Senior Housing
John Bohman, Property Maintenance, FKMHP and Sage Lane Senior Housing
Laurie Chorna, Bookkeeper and Administration
Mari Nakagawa, Community Outreach and Fund Development Coordinator
Mark Switzer, Real Community Rentals and Project Development Coordinator

January 15, 2020

Dear Marin County Board of Supervisors and Dennis Rodoni,

The Bolinas Community Land Trust strongly supports the selection of CLAM to repurpose the Coast Guard property in Pt. Reyes for homes affordable to the community in perpetuity.

CLAM has worked tirelessly organizing with the Point Reyes and West Marin communities gathering input and participation for over 5 years. Their well thought out plan for this property to bringing affordable housing of different structures to Point Reyes and West Marin as a whole is deeply vital for the health and future of our many rural coastal communities. CLAM's unparalleled community support, together with Eden Housing's financial strength, experience and track record, is a partnership of greatest stability for this incredible opportunity for West Marin.

We believe that CLAM, as a community land trust that has been an inspiration and guiding force for our own community land trust, is uniquely positioned to shape the housing and community uses on the site.

We support CLAM's bid for redevelopment of the Coast Guard site. Furthermore, we encourage ongoing consideration that this property become community-owned land on a community land trust model, so this neighborhood will be seen and felt to be guided by local voices over the long term. We urge you to act within your power to assist in making this vision a reality.

Our West Marin villages are the prize jewels of Marin County. The natural beauty coupled with the culture and slowed down small-town pace should be protected and cherished. What keeps these communities alive and well are the people who live and work here full time. CLAM and the other community land trusts are working hard to keep our communities full, vibrant and lived in! Please don't pass up this perfect opportunity for community ownership.

Sincerely,

The staff and board of the Bolinas Community Land Trust



January 15, 2020

Marin County Board of Supervisors
3501 Civic Center Drive # 330
San Rafael, CA 94903

RE: Support of CLAM to Develop COAST GUARD Property in Point Reyes Station

Dear Supervisors:

The Rotary Club of West Marin, based in Point Reyes Station, wholeheartedly supports the Community Land Trust Association of West Marin's (CLAM) proposal to the County of Marin to redevelop, own and manage the Coast Guard property in Point Reyes Station in collaboration with Eden Housing, a veteran developer in affordable housing. There is no better advocate for the citizens of West Marin than CLAM, and we have full trust in their integrity to honor and fulfill the demanding tasks that lie ahead.

The opportunity to repurpose this federal property for affordable homes has been a homegrown effort since 2014, led by CLAM, and made successful in large part through letters of support, signed petitions, and the collective advocacy of the West Marin community, with additional allies across Marin County and beyond.

We join hundreds of citizens to petition you, the Marin County Board of Supervisors, to show our support of CLAM as a local housing organization with a successful track record of creating and stewarding homes in our rural communities, and their non-profit partner Eden Housing, to redevelop, own and manage this property for affordable homes and community uses.

We are relying on you to make the decisions necessary to ensure that this unique property in the town of Point Reyes is developed and managed skillfully to ensure that affordable housing as well as community services are met in this critical project. The Community Land Trust Association of West Marin and their partner Eden Housing has our vote of confidence, and we hope your vote too!

Sincerely,

A handwritten signature in black ink that reads "Anne Sands". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Anne Sands
President, RCWM 2018-2020

And the Members of Rotary Club of West Marin
PO Box 1436 Point Reyes Station CA 94956



Coastal Health Alliance

COMMUNITY HEALTH CENTER

January 15, 2020

Marin County Board of Supervisors
3501 Civic Center Dr.
San Rafael CA 94903

The Community Land Trust Association of West Marin (CLAM) has led the community-based effort for the County of Marin to purchase the Coast Guard property in Pt. Reyes since 2014. Now that the transfer of ownership is complete, Coastal Health Alliance (CHA) strongly supports the selection of CLAM to repurpose this site for homes affordable to our community in perpetuity.

CLAM's vision of a neighborhood fully integrated into the Point Reyes Village, with housing available to a spectrum of incomes and with community uses on site, has been born out of their ongoing process of grassroots organizing for input and participation, and reflects the coalescing of a shared community vision for this site. CHA has supported CLAM over the years in developing this vision.

The Point Reyes and West Marin communities are deeply invested in the disposition of this property to address the need for affordable homes along the rural coast. Housing and local workforce remain the top barriers to successful recruitment and retention of medical staff. We believe that CLAM, as a community land trust with deep relationships with local residents and organizations, is uniquely positioned to shape the housing and community uses on the site.

CLAM has partnered with nonprofit affordable housing developer Eden Housing to guide financing and construction if their joint bid is selected. CLAM's unparalleled community support, together with Eden's financial strength, experience and track record, is a partnership of greatest strength for this most important opportunity for West Marin.

We support CLAM's bid for redevelopment of the Coast Guard site. Furthermore, we encourage ongoing consideration that this property become community-owned land on a community land trust model, so this neighborhood will be seen and felt to be guided by local voices over the long term. We urge you to act within your power to assist in making this vision a reality.

Sincerely,

Steven Siegel
CEO

1/17/2020

Dear MARIN COUNTY BOARD OF SUPERVISORS,

The Community Land Trust Association of West Marin (CLAM) has led the community-based effort for the County of Marin to purchase the Coast Guard property in Point Reyes since 2014. Now that the transfer of ownership is complete, I strongly support the selection of CLAM to repurpose this site for homes affordable to our community in perpetuity.

As a current tenant of a CLAM property, I fully support the acquisition of this property for more affordable homes. I have lived in this community for 20 years, nearly my entire adult life, and I have directly seen the cost of living increase push people out, including myself who spent eight months in Rohnert Park, while commuting back to my job in Marin. I have worked in this community for 20 years, for reputable, well paid nonprofits in the Development sector, however without CLAM's support, I would be living in my car. The opportunity to live here not only assists me, but I am a valuable community member who raises hundreds of thousands of dollars a year to protect our environment and educate the public about our unique area. Over the course of the past 13 years I have raised awareness and millions of dollars to this end. Please help this community stay grounded, stable and house our workers who are locally based in Marin.

CLAM's vision of a neighborhood fully integrated into the Point Reyes Village, with housing available to a spectrum of incomes and with community uses on site, has been born out of their ongoing process of grassroots organizing for input and participation, and reflects the coalescing of a shared community vision for this site. We (at Organization Name) (and our members and constituents) have worked with CLAM over the years in developing this vision.

The Point Reyes and West Marin communities are deeply invested in the disposition of this property to address the need for affordable homes along the rural coast. I believe that CLAM, as a community land trust with deep relationships with local residents and organizations, is uniquely positioned to shape the housing and community uses on the site.

CLAM has partnered with nonprofit affordable housing developer Eden Housing to guide financing and construction if their joint bid is selected. CLAM's unparalleled community support, together with Eden's financial strength, experience and track record, is a partnership of greatest strength for this most important opportunity for West Marin.

I support CLAM's bid for redevelopment of the Coast Guard site. Furthermore, I encourage ongoing consideration that this property become community-owned land on a community land trust model, so this neighborhood will be seen and felt to be guided by local voices over the long term. I urge you to act within your power to assist in making this vision a reality.

Jessica Taylor
PO Box 22
Olema, CA 94950
(415) 250.3979
Blu_moonrising@yahoo.com

----- Forwarded message -----

From: **Sue Conley** <sue@cowgirlcreamery.com>
Date: Tue, Jan 14, 2020 at 5:54 PM
Subject: letter of support
To: <kim@clam-ptreyes.org>

MARIN COUNTY BOARD OF SUPERVISORS

As a business owner, property owner and concerned citizen, I ask that you expedite the transfer of ownership of the Coast Guard property in Point Reyes Station to The Community Land Trust Association of West Marin (CLAM).

Now that the transfer of ownership is has been granted to the County of Marin, Cowgirl Creamery and Tomales Bay Foods strongly support the selection of CLAM to repurpose this site for homes affordable to our community in perpetuity. We cannot keep our community intact without housing within a reasonable distance from town. The Coast Guard property is a once in a lifetime opportunity to house multiple families within walking distance to school, services and places of worship. Don't delay. This is an emergency!

Thank You,

Sue Conley
co-founder Cowgirl Creamery and Tomales Bay Foods
PO Box 594
Point Reyes Station, CA 94956
415-663-9335