



CITY OF MENLO PARK - REQUEST FOR QUALIFICATIONS

DEVELOPMENT ON DOWNTOWN PARKING PLAZAS 1, 2, AND 3

Submitted by
Eden Housing
TCA Architects, Inc.

March 28, 2025

Attention: Tom Smith
City of Menlo Park
Planning Division
701 Laurel St.
Menlo Park, CA 94025



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A. STATEMENT OF INTEREST



March 28, 2025



Tom Smith
City of Menlo Park
Planning Division
701 Laurel St.
Menlo Park, CA 94025

Dear Mr. Smith:

Thank you for the opportunity to submit our qualifications for the development of Parking Plazas 1, 2 and 3 in downtown Menlo Park. Eden Housing and our valued architect partner, TCA Architects, are proud to present our collective vision for this prominent urban infill project.

When complete, our development will meet the city's goal of providing deeply affordable housing, while carefully capitalizing on the prime downtown Menlo Park location, including commercial and social assets and transportation, while balancing the established needs of the local business and community access to parking. As a leader in the development of sustainable, affordable, infill projects, Eden is excited to propose a project that is densely populated, environmentally friendly, economically vibrant, and sensitive to the needs of the community.

Eden is uniquely qualified to collaborate with the City on the transformation of downtown Menlo Park. Both Eden and TCA bring a wealth of local knowledge and experience, along with the necessary technical expertise and resources to successfully complete a project of this size and complexity. Eden Housing, as one of California's largest and oldest nonprofit developers, with a portfolio of over 11,000 affordable homes under management, is well versed in complex financing structures and the nuances of affordable housing and mixed-use projects. TCA is a leader in the design of infill development and affordable housing and has a long history of successful projects in the Bay Area.

We recognize that the construction of a public parking garage is a critical asset to the Menlo Park business community. Unfortunately, the financial tools available to affordable housing developers do not allow us to build a non-housing component this large without direct subsidy so we did not include this garage in our proposal. However, we did work with our design team to study and set aside a portion of Parking Plaza 1 that will allow for a 5-story, 515-space garage that could be developed by the City or a development entity of their choosing.

Any questions regarding this response may be directed to Dixie Baus, Director of Real Estate Development at dixie.baus@edenhousing.org and Tami Strauss, Associate Director of Real Estate Development at tami.strauss@edenhousing.org.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'A. Osgood'.

Andrea Osgood
Chief of Real Estate Development





B. DEVELOPER TEAM EXPERIENCE



PROPOSED TEAM

Eden Housing together with TCA Architects has assembled an experienced development team with the expertise to create a thoughtful and affordable community for low-income individuals families, and seniors in Downtown Menlo Park. Our team consists of Eden, one of California's largest nonprofit developers, well-versed in complex financing structures and the nuances of affordable housing projects, and TCA Architects, an award-winning architectural firm with extensive experience in affordable housing and a deep understanding of multifamily design.

Eden Housing - Developer

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 non-profit organizations in California. Since our inception in 1968, Eden has developed, acquired, or rehabilitated more than 11,000 affordable units and currently provides homes to more than 25,000 lower-income residents. As a mission-driven non-profit, 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.

Our team resumes are included in the Appendix on pages 45-48.

TCA Architects, Inc. - Architect

TCA is dedicated to crafting experiences that champion community and promote forward-thinking change. We listen closely, understand affordable housing funding, and deliver excellent results.

TCA Architects Inc. has been passionate about high-density, mixed-use, multifamily housing since 1993. We live and breathe for challenging sites; taking pride in designing vibrant communities. We pride ourselves in being a collaborative team that engages with our clients, the community, and stakeholders, which is a great asset during all aspects of the design process, including negotiating necessary permits and navigating the inspector process during construction and close-out. Our internal studio structure with in-house design reviews and a rigorous quality management program ensures that every project receives the same commitment to quality.

Our team resumes and firm profile are included in the Appendix on pages 49-51.





DEVELOPER'S OVERALL EXPERIENCE WITH SIMILAR PROJECTS

Eden Housing Inc (Eden), if selected, will serve as the Developer entity for the Menlo Park Parking Affordable Housing project. Eden will also serve as the administrative general partner of a to-be-formed tax credit limited partnership and property manager once the project is placed into service. Headquartered in Hayward, CA, Eden is a 501(c)(3) not-for-profit public benefit corporation. Eden is a vertically integrated company with in-house property management, asset management, compliance, accounting and a resident-services departments.

Throughout our 57-year history, Eden has 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. Despite the loss of redevelopment agencies as well as the perpetual changes in affordable housing financing, 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 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 – Experience by the Numbers

- Eden Housing owns and manages 11,000 apartments across 150 properties
- Eden's construction and pre-development pipeline is over 4,500 units
- Property sizes range from 10 units to 312 units
- Eden Housing Management manages 9,914 units across 141 properties
- Eden owns and manages properties in 54 cities across 15 counties: Alameda, Contra Costa, Los Angeles, Marin, Monterey, Orange, San Benito, San Diego, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, and Yolo.

Eden's work goes beyond building high quality buildings, as we strive to create strong communities for our residents as well as permanently affordable, high quality assets for the cities with whom we partner. 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.





LIGHT TREE - East Palo Alto, CA



Project Size 185 units
Commencement October 2020
Completion June 2023

Light Tree was originally constructed as a 94-unit garden-style townhome community on 3.39 acres in East Palo Alto. With scarce vacant land and skyrocketing rents throughout the Peninsula, the redevelopment of Light Tree is a pioneering project resulting from a conscious effort by developers Eden and EPA CAN DO to increase density at its portfolio properties.

The renovated and newly constructed Light Tree nearly doubles the number of affordable homes at the site, now providing 185 affordable homes to families, people with intellectual and developmental disabilities, formerly homeless individuals, and former foster youth.

Site amenities include new elevators, balconies, podium-level seating, on-site parking, basketball court, play structures, community gardens, laundry rooms, and a pool. On-site services and case management will be shared by staff from Eden Housing Resident Services, Housing Choices, and San Mateo County Behavioral and Health Recovery Services.

Developer Team Roles: Chief of Real Estate Development, Director of Real Estate Development, Assoc. Director of Real Estate Development & Project Developer

Development Cost: \$161.4 M

Financing Sources:



The property is now 100% electric, adding both air conditioning and extensive solar photovoltaic systems. Subsidized SamTrans annual transit passes for residents and 100 Mbps internet service is provided free of charge.

A new express SamTrans bus route to BART, renovated bus stations, and increased bike and pedestrian connectivity were made possible by a \$20M AHSC grant. To ensure fire safety and adequate water pressure for the site, a 136,000-gallon storage tank was built offsite. EPACENTER Arts worked with local youth to design a mural that is visible from the pedestrian overpass.

Local Government Reference:





PACIFIC STATION NORTH - Santa Cruz, CA



Project Size 188 units
Commencement March 2024
Completion est September 2026

Pacific Station North Apartments is a 128-unit family community located in downtown Santa Cruz. This development completes the final phase of Pacific Station, a large-scale, transit-oriented redevelopment program located between Pacific Avenue and Front Street. Supported by funds from the City of Santa Cruz, the Affordable Housing & Sustainable Communities (AHSC) program, and the Infill Infrastructure Grant (IIG) program, the project includes affordable homes, ground floor retail and commercial space, a new METRO bus transit hub, a pedestrian paseo, and key infrastructure to serve the entire Pacific Station redevelopment.

Pacific Station North Apartments will include a mix of studio, 1-, 2-, and 3-bedroom apartments for individuals and families. Thirty-two units will be set aside for extremely low-income households, with 21 units targeted for individuals and families who are homeless or at risk of homelessness, and 11 homes will be available for families in the Housing Authority of the County of Santa Cruz's Family Unification Program. The remaining units will be restricted to individuals and families earning less than 50% and 60% of Santa Cruz County's area median income.

Developer Team Roles: Chief of Real Estate Development, Director of Real Estate Development, Assoc. Director of Real Estate Development & Project Developer



Development Cost: Est. \$119.2 M

Financing Sources:

Residential amenities will include a 1,300 SF outdoor patio, a 1,250 SF community room, a central laundry facility, a computer room, and a versatile space designed for an after-school program. The project is designed to be all-electric and is targeting a LEED Platinum certification.

Local Government Reference:





SOLAIRE - San Jose, CA



Project Size 130 units
Commencement October 2021
Completion February 2024

Solaire Apartments is a 130-unit apartment community located in San Jose. Nestled in the heart of downtown, this development offers convenient access to Diridon Station and other transit options, along with an abundance of local amenities.

Half of Solaire Apartments' units have been designated as permanent supportive housing to address the homelessness crisis in Santa Clara County. These units are supported by Section 8 project-based vouchers and receive comprehensive case management services provided by the County's Office of Supportive Housing. The remaining units are restricted to households earning between 50 to 60% of the area median income (AMI).

Situated on 1.03 acres, Solaire Apartments provides outdoor amenities such as a fitness loop, BBQ patio, community garden, recreation equipment, and drought-tolerant landscaping. At the property, residents can enjoy amenities like a community room, computer learning center, fitness studio, bicycle storage room, and EV charging stations, among others.



Development Cost: Est. \$82.2 M

Financing Sources:

Developer Team Roles: Chief of Real Estate Development, Director of Real Estate Development, Assoc. Director of Real Estate Development & Project Developer

Local Government Reference:





ARCHITECT EXPERIENCE

TCA Architects, Inc. is dedicated to crafting experiences that champion community and promote forward-thinking change. We believe that everyone deserves the quality of life that starts with a good home; and we share in the responsibility of delivering safe, affordable housing for all walks of life. In addition to market-rate housing, our portfolio includes many affordable and mixed-income projects. These projects are specifically designed for working families, seniors, and homeless veterans. Regardless of the density, we design quality housing for the leanest of budgets. **We listen closely, understand affordable housing funding, and deliver excellent results.**

OFFICES

OAKLAND

IRVINE

LOS ANGELES

HONOLULU

STAFF

105 ROCKSTARS

AFFORDABLE & WORKFORCE PROJECTS FOR HOMELESS, VETERANS, SENIORS, & LOW-INCOME

COMPLETED

6th Street Place, Los Angeles, CA	100% Affordable, Homeless	94 units
Agate, Palm Desert, CA	100% Affordable, Family	150 units
Anton Portola, Irvine, CA	100% Affordable, Family	256 units
Baldwin Rose, El Monte, CA	100% Affordable, Veterans & Families	55 units
Bayview Landing, Newport Beach, CA	100% Affordable, Seniors	120 units
Burbank Blvd. Senior, Sherman Oaks, CA	100% Affordable, Seniors	55 units
El Monte Veterans Village, El Monte, CA	100% Affordable, Veterans	41 units
La Placita Cinco, Santa Ana, CA	100% Affordable, Family	51 units
Mendocino, San Clemente, CA	100% Affordable, Family	186 units
Placentia Veterans, Placentia, CA	100% Affordable, Veterans	50 units
Veterans Villas, Norwalk, CA	100% Affordable, Veterans & Families	60 units
Whisman at the Sevens, Mountain View, CA	Workforce	144 units

UNDER CONSTRUCTION

Evermont, Los Angeles, CA	100% Affordable, Family & Unhoused Seniors	180 units
Shea Roseville, Roseville, CA	100% Affordable, Family	357 units

IN PROGRESS

Memorial Seniors, San Clemente, CA	100% Affordable, Seniors	215 units
Mercy Baker, Placentia, CA	100% Affordable, Family	68 units
Mercy Claremont, Claremont, CA	100% Affordable, Family & Unhoused Vets	74 units
Mercy MDR, Marina Del Rey, CA	100% Affordable, Family	120 units
One San Pedro Block C, San Pedro, CA	100% Affordable, Family	255 units
Riaz Alice, Oakland, CA	Workforce	160 units
Saffron, Covina, CA	100% Affordable, Unhoused Families	94 units





GREEN RATING

GreenPoint Rated Platinum



WHISMAN AT THE SEVENS

LOCATION
MOUNTAIN VIEW, CA
CLIENT
MIRAMAR CAPITAL
COMPLETION DATE
2024
UNITS
144
SQUARE FEET
137,402 SQ FT
CONSTRUCTION TYPE V, SLAB ON GRADE

In recent years, there has been a push from some local school districts to offer affordable staff apartments as a way of retaining teachers and other employees in a region where housing is particularly expensive. Located near the corner of Shoreline Boulevard and Middlefield Road, the 144-unit Whisman at the Sevens is meant to provide below market rate housing to school employees who may have trouble finding an affordable place to live locally. Out of the 144 subsidized units, 123 will be reserved for Mountain View Whisman School District staff and one apartment will be set aside for a property manager. City of Mountain View employees will get first right of refusal on the remaining 20 units. TCA is the architect of record for the project, previously entitled by another firm. Due to the client's programming changes and unresolved coordination between the entitled plans and elevations, TCA worked with the planning department to obtain approval for revised design. Whisman at the Sevens received GreenPoint Rated Platinum certification.





AWARDS

PCBC Gold Nugget Merit Award 2021 & 2024

Best On-the-Boards Affordable Housing Community



EVERMONT

LOCATION

LOS ANGELES, CA

CLIENT

BRIDGE HOUSING, PRIMESTOR, CRCD

COMPLETION DATE

UNDER CONSTRUCTION (EST 2025)

UNITS

180 (127 DU/AC)

SQUARE FEET

380,447 SQ FT/ 50,000 SQ FT RETAIL

CONSTRUCTION TYPE III, PODIUM

100% AFFORDABLE

Evermont Transit Priority project is a TOD mixed use development, with 118 family affordable units, and 62 homeless supportive senior units, above 50,000 SF of ground level retail and restaurants, along with a metro on-site job training office, and residential health services. The project is located near transit for ease of commute, and in a neighborhood with a strong need for housing. The multi-generation living, along with community service retail and restaurants, help to create a vibrant and safe community within the neighborhood. At the ground level, the retail and restaurants front onto a public pedestrian plaza, which becomes an active community gathering space for the neighborhood. The plaza has a much wider presence along Vermont Ave. assisting with articulating the long urban edge while maintaining connection to the neighboring SEED LA school, the 6,000 SF restaurant fronting the garage, and the retail anchor. Evermont's façade is planar with strategic 'carve-outs' to allow for light into interior courtyards and provide an opportunity for a material and massing break. The adjacent parking structure will be 5 stories in height to allow for retail/grocer parking, school parking as well as Metro facility parking.





FREMONT HUB MIXED USE

LOCATION

FREMONT, CA

CLIENT

KIMCO REALTY

COMPLETION DATE

IN ENTITLEMENTS

UNITS

314 (60 DU/AC)

SQUARE FEET

261,315 + 15,170 SF RETAIL

CONSTRUCTION TYPE III, PODIUM

The Fremont Hub Mixed Use project creates a vibrant retail destination as the terminus to the Capitol Avenue downtown corridor. The project is one of the first designed under the City Center Specific Plan and will help realize the City's vision for a more pedestrian-friendly, urban core. First floor retail will dominate the edge of the street and restaurants will be able to extend their spaces into the common outdoor environment. In planning for subsequent phases, the retail will be linked across Capitol Ave, with a zero curb public plaza that allows residents and shoppers to flow between existing and new retail. The public plaza will be activated with a mixture of retail amenities and public amenities, creating an exciting gathering place. The architectural design is guided by three main principles: creating a gateway anchor, using retail-forward design to activate the public space, and breaking up the building mass with connected courtyards. The landscape architecture draws inspiration from the soft forms of the meandering creeks of the bay marshlands, while the sky terrace captures spectacular views of the east foothills.





C. PROJECT CONCEPT





DEVELOPMENT APPROACH

Eden proposes 344 new deeply affordable senior and family apartments and commercial space on downtown Parking Plazas 1, 2 and 3 that will help Menlo Park achieve its housing, economic, social, and climate goals.

Eden Housing is pleased to present our approach for 100% affordable development on Menlo Park's **downtown Parking Plazas 1, 2 and 3**. The housing approach presented herein will help achieve Menlo Park's housing goals, and will also enhance downtown's vitality, increase foot traffic to support local businesses, create open spaces for the public's enjoyment, improve the pedestrian experience and include sustainable building practices to meet climate goals.

While each individual property presents an attractive development scenario on its own, the three sites taken together create a unique opportunity to add affordable housing units and commercial uses in a phased approach that is the highest and best use of the parcels, creating lasting, positive impact on downtown and the city.

Eden is keenly aware of the obstacles to developing these properties, especially those stemming from area residents opposed to the development. Eden will look to the City for support and partnership throughout the design, entitlements and permitting process; to make the project approvals as streamlined as possible. Eden will lead this project, be as transparent as possible, attend City meetings, and conduct stakeholder outreach so that we may obtain our shared objective of adding critically needed affordable housing to downtown Menlo Park while maintaining the quality of downtown businesses and availability of parking. We respectfully require the following aspects of the land use process be in place to reduce development risk prior to the onset of development activities:

- A formal public-private partnership in which Eden would provide stakeholder outreach, capital and construction management skills for the housing development. Menlo Park would contribute land, the necessary infrastructure work including the relocation of existing utilities (for 100+ surrounding businesses, and regulatory support.
- Establishment of a clear entitlement path, including the ministerial design approval and CEQA exemption for all phases of the project.
- Adjustment of the RFQ completion date goal of 2027 to 2032; with the first phase of units completed by 2030. (To hasten project completion, the City may consider foregoing the RFP process and choose a developer from the RFQ responses provided that the Surplus Land Act process is complete.)
- To ensure project continuity, appoint City staff person dedicated to lead the project internal to the City. This development opportunity will demand the attention of a collaborative, creative, experienced team that can work hand in hand with the City of Menlo Park's municipal departments – Community Development, City Attorney, Council, etc. – so that we can successfully achieve our shared goal of adding affordable housing and other uses to downtown Menlo Park.
- Prior to the onset of development activities, the City obtain a determination from HCD that Parking Plazas 1, 2 and 3 meet the definition of surplus land.
- The City commit to defending and paying for all legal fees that may arise from private persons, groups or consortiums that may challenge the project.





Downtown Menlo Park is the ideal setting for adding affordable housing and other non-residential uses. Overcoming challenges to achieve this shared vision will lead to improved socio-economic conditions, environmental quality, and overall public health.

Eden is committed to development driven by community context, local design standards, and input from a wide array of stakeholders. It is with this philosophy that we intend to create an amazing new place for people to live, shop, ride transit, enjoy the outdoors and frequent the shops and businesses in downtown Menlo Park.

The proposed design includes elements to activate the streetscape that complement the building's design and allows it to integrate into downtown. The design integrates housing with open space, new non-residential uses, with clear paths to the shops and businesses on Santa Cruz Avenue. The structure and facades of the buildings will feature transparent glazing to activate the surrounding sidewalks and streetscapes. The family building on Parking Plaza 2 will include an outdoor playground, where the sounds of children playing will add to the dynamics of the streetscape. Our proposed design capitalizes on the key features of each of the sites and takes into consideration the development constraints on each of the parcels.

The 100% deeply affordable project design proposed here leverages the sites' proximity to the Caltrain station. Through the provisions of various state land use and housing bills, Eden envisions utilizing the flexibility provided for in the city's Affordable Housing Overlay zone.

The plans presented in this proposal are just the beginning. We have a lot to learn from the community and other stakeholders before we launch the full design phase of this project. Although Eden has taken an initial look at the composition of the sites and has a rough development scenario in mind that complies with the RFQ, we want to make clear that we understand there will be a significant community process with input from many stakeholders. Community outreach will inform the ultimate design by the forthcoming community outreach.

Eden brings a wealth of local knowledge and experience along with the necessary technical ability and resources to successfully bring this high-quality mixed-use project to fruition, both quickly and cost effectively. We look forward to the opportunity to bring this vision to reality while producing economic, financial, environmental, and social benefit to Menlo Park.

Phase	Site	Units	Population	AMI	Stories	Proposed Residential Density
TBD	Site 1 (portion)	48	Family	30-60% AMI	5	53 du/ac
TBD	Site 2	120	Senior	30-50% AMI	6	214 du/ac
TBD	Site 3	176	Family	30-60% AMI	5	88 du/ac
Total		344				





Preliminary Considerations on Site Selection

Parking Plaza 1

Parking Plaza 1 is the largest of the available sites at 2.28 acres, located in the northeastern quadrant of downtown near Oak Grove Ave and El Camino Real. The site currently provides 249 public parking spaces and includes Maloney Lane, which provides circulation between Oak Grove Avenue and Santa Cruz Avenue.

On the eastern portion of the property, for the purpose of initial site planning, Eden and TCA conceived a 5-story garage (6 levels) that would accommodate 515 vehicles, more than doubling the amount of parking currently on the site and exceeding the minimum number of parking spaces specified in the RFQ. The parking garage would cover 60% of the site, or 1.4 acres. The 515 spaces in the garage would be city spaces, open to the public and Eden's residents.

Due to the lack of financial resources available to non-profit developers for building public parking and given the onerous entitlement pathway for approving such a project, Eden cannot feasibly produce a public parking garage as part of this project.

There are financing mechanisms the City can use to finance the development of the garage and we are happy to work with the City on the overall timing and phasing of the housing developments relative to the parking garage development in order to reduce the impact on parking resources in downtown.

On the west portion of Parcel 1, Eden proposes a 5-story residential building for 48 families in a mix of studios and 1, 2 and 3-bedroom units.



The residential building will cover 40% of the site, or 0.9 acres, for a proposed residential density of 53 du/acre. We have included 16 on-grade parking spaces here for priority and accessible parking.

Due to the tight site constraints on this and each of the sites, and the proximity to public transportation, amenities and services, the highest and best approach is to maximize units rather than parking spaces. We can explore providing transit passes should we determine they are needed.

The ground floor of the residential building along Oak Grove Avenue will be used for non-residential uses, activating the street fronts with community serving programming.

The building will feature an on-site property manager, bike room, indoor and outdoor gathering spaces for family members of all ages, technology room and laundry rooms.





Parking Plaza 2

Parking Plaza 2 is the smallest of the lots measuring 0.56 acres, and is bounded by Oak Grove Avenue, Chestnut Street and Crane Street. The site currently provides 95 parking spaces, including 2 for EV charging spaces.

Capitalizing on the site's rectangular shape and accessibility, Eden envisions a 6 -story building with 120 1-bedroom units for seniors. There will be at least sixteen (16) parking spaces for residents, including EV charging stations. The building will include indoor and outdoor amenities appropriate for a senior population. The building will feature setbacks along the existing commercial alleyways so as not to create a solid wall between the new building and the businesses in front of it.

Non-residential uses on the ground floor of the senior building will activate the sidewalks on Oak Grove Avenue, Crane Street and Chestnut Street.

Parking Plaza 3

Parking Plaza 3 encompasses 1.99 acres between Crane Street and University Drive. The proposed building capitalizes on excellent access to surrounding blocks.

The family building proposed on this site includes 176 units for families, consisting of studio apartments, 1, 2 and 3-bedroom units. The building will feature various setbacks, so as not to create a solid wall between the new building and the rear of the businesses on Santa Cruz Avenue.

A pocket park will front Crane Street with play spaces available to residents and the public, where the sounds of children playing and others recreating will add to the dynamics of the streetscape.

Population(s) Served and Affordability Levels

Below is a summary of populations and very low- and low-income levels that will be housed in the Eden buildings. Depending on the type financing available, these buildings could include set-asides for special needs populations, including, but not limited to the developmentally disabled, formerly homeless or veteran's communities. This unit mix (and size of units) complies with the regulations of various funding mechanisms, making for viable funding applications.

Site	Property Type	Unit Type		AMI
Site 1	Family	Studios	20	30-60%
		1 Bedroom	4	30-60%
		2 Bedroom	12	30-60%
		3 Bedroom	12	30-60%
Total Site 1			48	
Site 2	Senior	1 Bedroom	120	30-50%
Total Site 2			120	
Site 3	Family	Studios	24	30-60%
		1 Bedroom	63	30-60%
		2 Bedroom	40	30-60%
		3 Bedroom	49	30-60%
Total Site 3			176	
Total			344	





Conceptual Approach to Integrating Housing and Public Parking

Parking Plaza 1 is the largest of the available sites at 2.28 acres, located in the northeastern quadrant of downtown near Oak Grove Ave and El Camino Real. The site currently provides 249 public parking spaces and includes Maloney Lane, which provides circulation between Oak Grove Avenue and Santa Cruz Avenue.

The eastern portion of the property could accommodate a 5-story (6-level) garage for 515 vehicles, more than doubling the amount of parking currently on the site and exceeding the minimum number of parking spaces specified in the RFQ. The parking garage would cover 60% of the site, or 1.4 acres. Added features that could benefit the operations of the overall project including carsharing and bike sharing.

As mentioned earlier, Eden will not be able to develop the garage as part of the overall project but are happy to collaborate with the City on a plan to coordinate the garage with the build out of the housing phases.



Some parking solutions that the City may wish to explore include:

- Creating innovative municipal financing mechanisms like Enhanced Infrastructure Financing Districts and/or Community Revitalization Investment Areas to help finance the garage.
- As it relates to ownership and management of the garage, considering a third-party management company for operations of the garage.
- Implementing a fair and transparent parking fee structure and management practices to ensure equitable access to parking for Eden residents and visitors
- Implementing any added garage features that could benefit the operations of the overall project including carsharing and bike sharing.

Sustainable Design Features

When we make our residential community environmentally sustainable and efficient, we improve the quality of life for our residents, our neighborhoods, and our planet. Eden leads the field in integrating energy conservation into our daily property operations, our development and acquisition strategy, and ongoing staff training and resident education. Additionally, we are committed to meeting Menlo Park's Green Reach codes.

Eden pioneered the adoption of green technologies more than 40 years ago. In the 1970s we installed solar hot water systems at two of our properties. In the early 1980s, Eden was one of the first affordable housing developers to install double-pane windows – reducing residents' utility costs and improving their comfort.





The Eden sustainability standards place a strong emphasis on resilience and resident well-being and enjoyment.

Sustainable features could include:

- All-Electric
- Rooftop Solar Array
- Mechanical Ventilation Systems w/ heat recovery and air filtration (ERVs)
- Heat Pump Heating/Cooling, Water Heating & Dryers.
- Air-tight envelope
- Higher-performance windows
- Rainwater catchment for podium deck gardens



Description of Development Phasing That Would Ensure the Availability of Sufficient Parking

The project sites are listed in the City of Menlo Park's certified 2023-2031 Housing Element. The Housing Element includes program H4.G which prioritizes the development of affordable housing on City-owned parking lots, with a goal of creating 345 units affordable to very low-income households by 2027.

Given the date of this proposal and the current scarcity of public funds available to construct affordable housing, the development of 345 units proposed for the Parking Plazas 1, 2 and 3 would be extremely challenging to achieve by 2027. We believe a more realistic but still aggressive timeline sees the final building completed in 2032, illustrated on the next page.

The timeline and phasing plan below assumes the City completes the Surplus Lands process and selects a developer by the end of 2025. Upon selection, Eden will engage a General Contractor to work with our architectural, civil, and other consultants on the design of the buildings; and provide rough order of magnitude (ROM) estimates to assess feasibility and scope. At the same time, Eden will negotiate site control with the City including a lot line adjustment on Site 1 (that does not trigger CEQA).

Our strategy is to arrive at entitlements for the entire project or "master plan". We will work closely with the City to pursue a **streamlined, ministerial design review and CEQA-exempt** approval through the appropriate state housing and land use bill(s), removing density limits and allowing height increases above specific plan zoning. Upon being invited to submit an RFP, Eden will lay out the specific entitlement and approval pathway that works best for the project.

Upon receiving entitlements, Eden will draw upon half a century of experience with financing and building affordable housing to deliver homes as quickly as possible.





TIMELINE/SCHEDULE

Milestone	Begin	End
Surplus Lands Act Completed		Prior to City selecting developer
City selects Eden as Developer	March 2025 (RFQ) May 2025 (RFP if needed)	December 2025
Exclusive Negotiations Agreement for 3 sites and DDA Agreement (site control)	January 2026	December 2026
Lot line Adjustment (Parking Plaza 1)	June 2026	December 2026
Stakeholder and Community Outreach	July 2025	Ongoing through construction completion
"Master Plan" Entitlements	January 2027	December 2027
PHASE 1	Plaza 1, 2 or 3	
Financing	January 2026	December 2028
Permitting	June 2028	June 2029
Finance Closing		June 2029
Lease Agreement		June 2029
Construction*	July 2029	December 2030
PHASE 2	TBD	
Financing	January 2027	December 2029
Permitting	June 2029	June 2030
Finance Closing		June 2030
Lease Agreement		June 2030
Construction*	July 2030	December 2031
PHASE 3	TBD	
Financing	January 2028	December 2030
Permitting	June 2030	June 2031
Finance Closing		June 2031
Lease Agreement		June 2031
Construction*	July 2031	December 2032

*Assumes 18-month construction schedule in the best-case scenario.





D. FINANCIAL CAPACITY AND APPROACH





ANTICIPATED FUNDING SOURCES AND FINANCING STRATEGY

Eden and TCA will design a project consistent with San Mateo County and State of California Low-Income Housing Tax Credit regulations to ensure maximum flexibility and competitiveness for the various funding programs. Eden has considerable experience obtaining funding from county, state and federal sources, including Section 8 housing vouchers, to compile highly competitive financing plans.

Further, 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 – both 4% and 9% programs – that are used to finance affordable housing communities. For the housing financing structure, we anticipate leveraging low-income housing tax credits (LIHTC) and the State's various Housing and Community Development funding programs. These sources, coupled with the land donation from the City of Menlo Park, availability of County Measure K and other funds, and the Federal Home Loan Bank have traditionally produced financially feasible transactions.

Eden foresees needing to explore innovative, non-traditional funding sources given the current state of funding. If necessary, we will explore public-private partnerships with the city and/or County, and/or utilizing social impact bonds (SIBs) to help finance the project.

Upon invitation to submit an RFP, Eden will build a financing plan that leverages the decades of experience to finance and build this project. We have successfully raised hundreds of millions of bond debt and tax credit investor equity and have long standing relationships with key players in both arenas. Eden has a strong balance sheet that allows us to meet the guaranty underwriting requirements that lenders and investors demand. In addition to our long history of successfully compiling affordable capital stacks, we have strong relationships with General Contractors. These relationships can remove and mitigate many of the technical hurdles of building a multi-use project. General contractors will guide and provide insight into constructability and cost from entitlement planning until certificate of occupancy.

Ability to Fund Predevelopment Costs

Eden Housing has a strong balance sheet and can self-fund predevelopment costs to get to construction, including site control and acquisition, engineering and architectural plans, application fees, legal services, permits and bonding, and other third-party costs. Upon request, we will provide audited financial statements to illustrate the company's financial breadth and strength.





EXPERIENCE SECURING SIMILAR PROJECT FINANCING

When invited to submit an RFP, a financing narrative and provided financial proformas will go into greater detail, built around the methods that we are familiar with and have been exceptionally successful executing in the past. Eden has successfully developed thousands of affordable housing units over the past decades. We will leverage our talented staff to apply to and win the required gap financing from HCD sources such as AHSC, MHP, IIG as well as the County and others. After that, we'll engage our well-established relationships with debt providers and tax credit investors to raise the complete funds to reach a timely groundbreaking, construction period and then occupancy.

5-Year Track Record (2018-2023)

Eden's 5-year track record demonstrates its ability to source project-level leverage from private and public sources.

- Total Project-Level Leverage (Total Development Costs), \$1,076,422,542
- Private Sources, \$975,365,026, 90.6%
- Public Sources, \$100,770,246, 9.4%

An important indicator not included in this five-year period is committed financing for 12 projects that had not yet received their TCO but were under construction at the time, demonstrating Eden's capacity to manage a strong project pipeline.

Private Leverage

Eden often obtains top LIHTC investor equity pricing and the most competitive debt terms among its peers in California. Eden bids its projects to a short list of investors and lenders. The investors typically have tied construction, and sometimes permanent, debt. CRA-motivated investors and lenders have continued to compete strongly for Eden's projects.

Public Leverage

Eden has had continued success securing donated land, public subsidy, and project-based vouchers, which is indicative of ongoing success. Eden has strong relationships with the 5 affordable housing financing agencies at the state level; a large, stable portfolio that encourages State and local agencies to have repeat business with Eden; and a consistently strong showing in funding opportunities of various sources at the State and local level. Donated and surplus government lands, which are now available on a priority basis for nonprofit affordable housing developers, have increased Eden's public leverage ratio, as land is tremendously valuable in land-scarce metropolitan California.





FINANCIAL REFERENCES

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E. COMMUNITY ENGAGEMENT





COMMUNITY OUTREACH STRATEGY

Understanding the Urgency

The goals of this project are two-pronged: conduct a robust community outreach process and complete entitlements, both before the end of 2026. On an accelerated timeline these efforts must happen **simultaneously, not sequentially**. To reach this goal, the community engagement and design teams must weave their work plans together seamlessly. Our well choreographed engagement and entitlement processes will keep **City planners and Council members engaged and informed** of our engagement efforts at a regular frequency. And it will keep **community members activated and apprised** of developments in achieving entitlements.

A Proven Strategy

We credit the success of our rapid entitlements process in our projects in part to our community engagement efforts. Those approving the projects were granted **full transparency**, to see how deeply we valued and how thoroughly we incorporated the community's input. This included a presentation to City Council that specifically called out all the design decisions in the building and site that were **directly informed by community workshop contributions**.



Image: Mitchell Park Place, by Eden + FORA, demonstrates the synergies of conducting robust community engagement process alongside coordinated entitlements.

This strategy led our Mitchell Park Place project to achieve the first ministerial approval for affordable housing in Palo Alto and shorten the review period significantly. **Our teams completed Community Engagement + Entitlements in just 10 months** (in comparison to an average entitlements timeline of 12-18 months in the same jurisdiction for projects that do not include community engagement).

We know that each project requires an **approach as unique as its context and project requirements**. We will use strategies with proven success on Mitchell Park Place and our other community engagement efforts as a basis from which to launch our own unique community engagement and entitlements plan in Menlo Park.



Frictionless Integration

It is important to note that the traditional relationship of community engagement team as consultant to an architecture team requires the need for thoughtful handoffs. During an accelerated process, this might mean a rushed analysis of workshop findings or compromised communications. It is important to consider that this conventional relationship requires extra time and effort from a coordination perspective:

- ▶ It takes time for a Community Engagement Consultant to synthesize findings from each engagement event and then share that back with the Architecture Team in a digestible manner
- ▶ It takes time for Architecture Team to coordinate drawings and then get those updated drawings to the Community Engagement Consultant and familiarize them with the elements
- ▶ It takes time for the Community Engagement Consultant to strategize storytelling and activity methods once they receive those drawings and updates from the Architectural Team
- ▶ It takes time for the Architectural Team to review and vet the Community Engagement Consultant's proposed design activities for each phase feasibility

The completely integrated approach with **Engage FORA + TCA** will avoid these time-consuming handoff points. The design team will then be present at all community engagement meetings. They will witness and understand the value of community feedback. And they will internalize this feedback in-sync with their design process, rather than needing more robust coordination meetings noted above.





Services Overview

Community Engagement Plan

PHASE 1 / Connections:

- › Meet with the City team to refine the Community Engagement Plan and align goals/vision
- › Minimum of Ten Initial Stakeholder Interviews to gather community insights
- › Create a Project Website and update the Community Engagement Plan
- › Finalize and approve the Community Engagement Plan with City team

PHASE 2 / Listening:

- › Organize and host Two Pop-up Events: Meet the Community where they Gather
- › Organize and lead One Large Community-Wide Public Workshop: “Project Vision”
- › Provide additional educational information and graphics about affordable and mixed income housing
- › Website updates & email communications

PHASE 3 / Co-creation:

- › Organize and host Three Focus Groups: Future Residents and other Relevant Stakeholder Groups
- › Organize and lead One Large Community-Wide Public Workshop: “Brass Tacks”
- › Website updates & email communications

PHASE 4 / Accountability:

- › Summarize the Areas of Influence: How the Community’s Input has Strengthened the Design
- › Compile Final Community Engagement Report
- › Share Areas of Influence and Final Report with the Community and City
- › Ongoing Entitlements Process updates via website & email communications

Entitlements Plan Overview

Initiation:

- › RFQ Interview and Selection Process
- › Meet with the City team to establish the project goals and align on potential options
- › Initial Site and Feasibility Analysis
- › Onboard key design and engineering consultants: landscape architect, civil engineer

Concept Design + Coordination:

- › Establish rhythm of bi-weekly Meetings with City Planning team
- › Feasibility + Fit Studies to generate range of options for various unit mix, affordability levels, and unit typologies
- › Participate in City-held Rezoning Workshops
- › Develop Conceptual Design options for Community Workshops and coordination with City

Schematic Design:

- › Develop Schematic Design incorporating Community Values and Input
- › Preliminary Application to City Planning
- › One Pre-Screen Meetings with City Planning to Review Comments

Entitlements Review:

- › Three Rounds of comments by City Planning and responses by Development/Design team: the key to success for this phase is the coordinated timeline and durations agreed to by all parties
- › Weekly Meetings with City Planning Staff, Development Team, Design + CE Team
- › Public Hearings as required by Entitlements process and/or Streamlining Legislation
- › Entitlements Approval by End of Year





Including a Diverse Neighborhood

We will work with City staff, learn from our stakeholder interviews, and adapt as we go to ensure all those interested in the project are able to participate. Many of our community engagement projects have included **multi-lingual events with interpreters and translated content**. We deeply value the importance of creating an INCLUSIVE process by finding ways for all voices to be heard via written translations, verbal interpretation, graphic-heavy presentations, gathering input verbally and in written format in person and asynchronously.

We will ensure events are planned at **accessible public gathering locations**; we will work with City staff and learn from our stakeholder interviews which events, locations, and times will be best to engage. We also know the importance of hosting workshop events **on days and times that work** for the community members - sometimes providing the same workshop at different times - and **incorporating child care** so that families can easily participate as well.

From reviewing the City's Housing Element, we understand the primary languages spoken in Menlo Park are English, Asian languages, Spanish, European Languages.



Image left: Bilingual FORA team member, Yoshi, greets event attendee at Buena Vista in Spanish; Image Right: Buena Vista event attendees wear headsets during presentation for live-time translation.





Engagement Approach

Engage FORA believes design is better when **diverse perspectives** are at the table. We will engage before we even begin designing, so we can get a deep sense of a community's values and visions and gather critical insights as to how a project will serve the community best in the context of its site. The process is centered on empathy, and the goal is to listen deeply, always sharing back what we've heard during the next phase. This helps build trust with communities and empowers community members with a sense of connection and pride over the resulting building. We find that a genuine, conscientious, and empathy-centered engagement process leads to buildings that better serve the needs of future residents, reflect their place, and are deeply valued by the community.



We prioritize making engagement fun, but we also understand that change can be frightening to many people due to so many unknowns. Our community engagement process is designed to lessen those unknowns, learn from the community about their neighborhood, prove to residents that they are being heard, and to help ensure their voices are incorporated by the design team, before, during, and after construction. While community engagement may not eliminate all controversy and challenges, it **humanizes** all sides and focuses the conversation on real issues and feasible solutions.

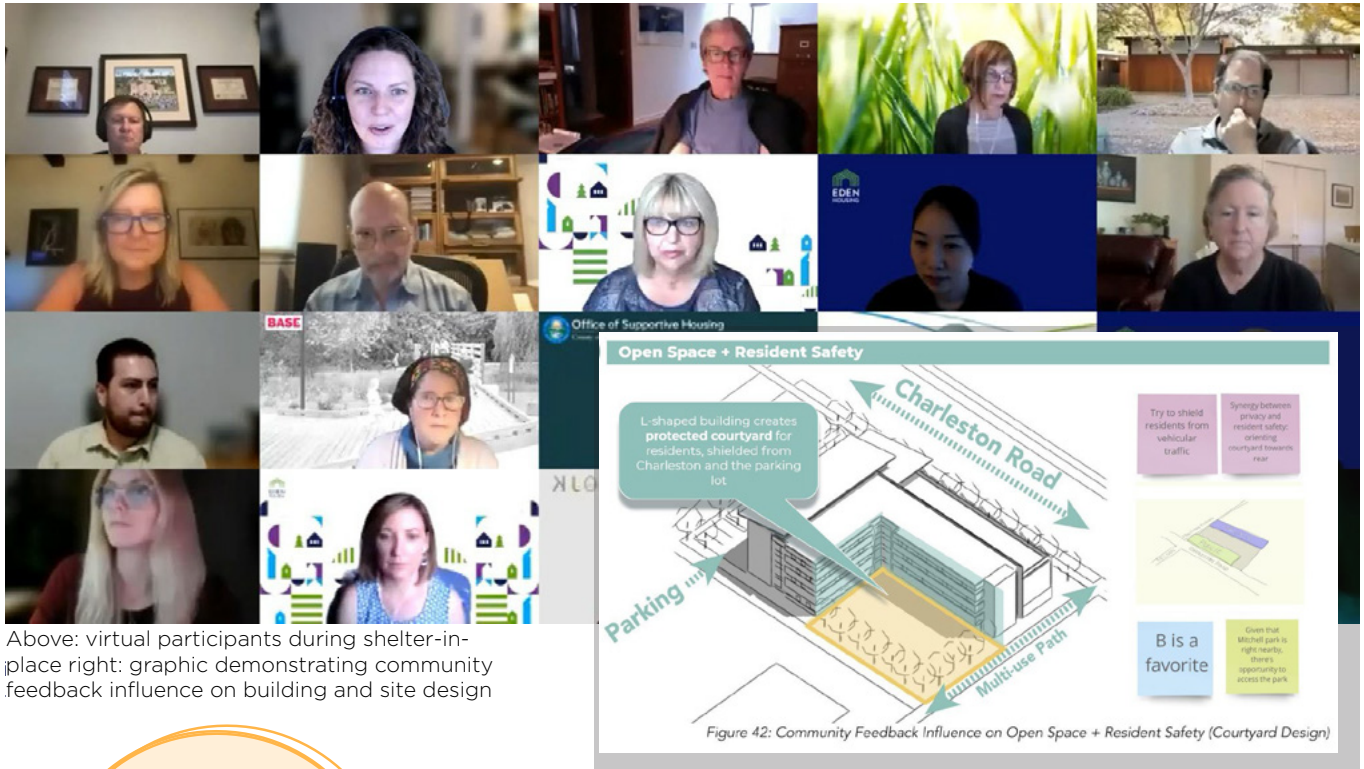
Images Right: FORA team members, Iamesi Village residents enjoy a Paint & Plant event as part of our Post-occupancy Outreach





Case Study / Engage FORA

Mitchell Park Place Community Engagement / Palo Alto, CA



Above: virtual participants during shelter-in-place right: graphic demonstrating community feedback influence on building and site design

This is the best community engagement process I've ever seen. You knocked it out of the (Mitchell) Park!

- Senior Director of Real Estate Development,
Eden Housing

Below: community mapping activity



FORA served as a community engagement consultant to Eden Housing for Mitchell Park Apartments, a 100% affordable housing development for developmentally disabled adults (IDD). Our team designed inclusive, virtual workshops that welcomed neighbors, members of the IDD community, and the City of Palo Alto staff to participate in the development process. The success of this process has redefined how Eden Housing conducts community engagement on all new projects.

/ Details

- ▶ Issued pre-workshop surveys to identify key stakeholder groups
- ▶ Conducted 20+ one-on-one interviews with stakeholders
- ▶ Hosted 3 community engagement workshops plus strategic focus group meetings
- ▶ Recordings and reports generated for all meetings
- ▶ Resulted in Palo Alto's 1st ministerial approval for a new large housing development, fully entitled in under three months





Case Study / Engage FORA

Mitchell Park blended CE + Entitlements schedule

Community Engagement in Gold

Entitlements in Purple





Case Study / Engage FORA

Buena Vista Mobile Home Park Community & Resident Outreach / Palo Alto, CA



Above: Santa Clara County Housing Authority team member discusses a dot voting activity with a Park resident

Below: value alignment activity



Buena Vista Mobile Home Park is a historic piece of the urban fabric in Palo Alto and one of the last bastions of affordable housing in a city with extremely high cost of living. The park was purchased by the Santa Clara County Housing Authority (SCCHA) and is undergoing significant improvements.

FORA was hired by the project architects, Van Meter Williams Pollack, to serve as community and resident outreach consultants for the project working closely with them and SCCHA to develop a robust 5-workshop resident outreach program.

We've been very impressed by your team's work... and I'm looking forward to getting another chance to work together!

- Santa Clara County
Supervisor's Office

/ Details

- ▶ Provided a compassionate and informative interface with current residents of Buena Vista to guide them through the redevelopment process
- ▶ Simultaneous Spanish interpretation using headsets as well as presentations with alternating English and Spanish speakers
- ▶ Conducted 5 large community workshops with catered dinners and childcare averaging 80-100 participants
- ▶ Organized Property tours on chartered buses to familiarize residents with comparable affordable housing developments





Case Study / Engage FORA

Laurel Drive Community Engagement / Salinas, CA



Top Left: youth participate in arts & culture activity at the soccer fields / top right: Accountability pop-up poster with shareout of design changes influenced by community / Below: participants interact with activities during farmer's market pop-up



855 E. Laurel Drive is a proposed 100% affordable housing development for low-income families and farmworkers of Salinas. FORA served as a community engagement consultant to Eden Housing. In partnership with the project's design teams, Dahlin Architecture Group and Jett Landscape Architects, FORA helped to engage the diverse, multi-lingual, hardworking community members through creative outreach methods such as pop-up events at the local farmers market and bustling Sunday's at the soccer fields.

/ Details

- ▶ Conducted interviews and focus groups with key stakeholders
- ▶ Creative event promotion including door hangers, social media blasts via partner pages, radio broadcasting, email and text campaigns
- ▶ Hosted 3 community pop-up events during Listening Phase, 1 during Accountability Phase
- ▶ Hosted 1 large public community Co-creation Workshop
- ▶ Reports generated for all meetings and website assistance

Thank you all so much for helping out at yesterday's workshop! It was an amazing turnout. Talking to community members reminded me again why we are doing the work we do.

-Client,
Eden Housing





F. PROPERTY MANAGEMENT EXPERIENCE





About Eden Housing

Eden Housing is one of the oldest and most experienced affordable housing non-profit organizations in California and is based in Hayward. Since our inception in 1968 (53 years in operation), Eden has developed, acquired, or rehabilitated more than 11,400 affordable units and currently provides homes to more than 24,000 lower-income residents. As a mission-driven non-profit, 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.

Eden's work goes beyond building high quality buildings, as we strive to create strong communities for the residents who live in our housing and a permanently affordable, high-quality asset for the cities we partner with. 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 which 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 the careful long-term maintenance of the property and ongoing care and service to residents.

Throughout Eden's 54-year history, Eden has 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 the State of California to receive tax credits – for our 54-unit Cypress Glen affordable family housing development – 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 HUD and HCD, as well as local housing authority, 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 has nearly 500 employees, and its main office is 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.

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 34 years of experience in the field of affordable housing management, currently managing almost 10,000 units across over 140 properties.

The EHMI management model focuses on three main pillars:

1. 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. 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.





2. Integrated model with development, operations, and resident services

Throughout our properties, we have seen the benefits of integrating development, property management, and resident services under the Eden Housing umbrella. Keeping developments within the same organization allows for a seamless transition between development and property management, as well as a high caliber of communication between property management and resident services on a regular basis. Other advantages of the integrated model include:



Property operations and resident services staff provide invaluable insight to the development process, as they see first-hand how properties operate and building systems and materials age over time. Additionally, asset management and accounting staff acutely understand property financials over the lifetime of a development. As such, each new construction and rehab project continues to build on – and benefits from – the expertise and cross-pollination of ideas among the Eden departments.

As we have ramped up our rehabilitation work at occupied properties, effective communication between development, operations, and resident services has been paramount. Eden staff from these departments communicate on a daily basis as needed to ensure the work is going smoothly and residents and staff are kept informed. Additionally, representatives from these departments hold recurring weekly meetings to check in on current issues and progress.

Eden Housing management and resident services work in tandem to effectively manage our properties and support our residents. One example of such collaboration is National Night Out, an annual event that brings residents, staff, neighbors, the police department, and elected officials together to celebrate community relationships as well as improve neighborhood safety. Property management and resident services staff work closely together to put on these events, and in 2015 and 2016, National Night Out was celebrated at all Eden properties, with 52 events and more than 4,000 residents participating.

3. 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.

Eden Housing Resident Services, Inc.

Eden Housing Resident Services, Inc. (EHRSI) was established in 1995 as a 501(c)(3) nonprofit affiliate of Eden Housing, Inc. to provide resident services programming to properties in the Eden Housing portfolio. EHRSI provides a wide range of services and enrichment programs designed to meet the needs of our diverse resident population. We believe that housing is a foundation for life change. Our goal is for families is to create pathways out of poverty by providing them with housing stability and programming to help them reach their goals. For seniors and special needs, including homeless populations, Eden's goal is to provide a place to age with dignity in their own home. We strive to inspire hope by providing high-quality, relevant, and impactful service coordination and program offerings that create stability and a path to economic empowerment for residents.



Eden's portfolio includes 142 managed properties of which 25 (17%) include units for the homeless population. For all sites, services are organized around six core areas of focus including housing stability, education, health & wellness, economic empowerment, community engagement, and technology access. Services are client-focused and respond to the specific needs of each housing community. We have established goals for each of the focus areas as follows.





EHRSI Primary Goals		
Focus Area	Seniors & Households with Special Needs	Families
Housing Stability	Maintain their housing for the remainder of their life.	Remain housed until enough resources are accumulated to successfully transition into less subsidized housing.
Economic Empowerment	Maintain existing income/assets and increase income when possible by accessing available financial benefits and taking advantage of discount programs.	Increase assets and income, access available financial benefits, and reduce debt.
Education	Improve their ability to navigate the systems affecting their life (health care, social security, transportation, etc.)	(Adults) Improve their knowledge and ability to find employment and increase their ability to advance in their career. (Children) Improve their educational outcomes and trajectory through participation in quality early childhood, afterschool & youth programs. (Parents) Improve their ability to advocate for their children in school and be engaged in their child's educational development.
Health & Wellness	Increase their knowledge of access to health care systems, preventative health measures, nutrition, and mental health resources.	
Community Engagement	Improve community participation and engagement within the property and with the larger community and develop residents to be advocates and leaders in their community.	
Technology Access	Improve their understanding of how to utilize technology to achieve self-identified goals and increase access to the internet.	

Services range from offering one-on-one support to providing workshops and hosting community- wide events. There are three primary levels of services coordination which include an on-site Resident Services Coordinator and/or Case Management, special programs only such as an afterschool program or technology training, or access to an Information and Referral Hotline staffed during regular business hours.

EHRSI's model of service delivery is unique in that we utilize in-house paid staff members as well as contract with other third-party providers to provide quality services. EHRSI currently contracts with over a dozen third party service providers and has an in-house Director of Community Partnerships to oversee and manage those relationships.





Additionally, EHRSI contracts with organizations to provide special programs to sites including the Boys and Girls Clubs and Second Harvest Food Bank.

We seek to partner with local experienced providers whenever possible, whether through contractual relationships or through memorandums of understanding. EHRSI works with a large range of local community service partners to offer programs, workshops, and presentations to our residents on topics related to the six focus areas. We believe it is critical to integrate our services with services currently provided in the larger community and to help our residents make those connections to ensure a successful transition out of our housing for households where that is appropriate.

For projects in Eden's portfolio that serve special needs populations such as veterans, individuals with disabilities, and households exiting homelessness, EHRSI provides comprehensive, culturally specific services either through direct service or by contracting with a third-party service provider. These services are flexible and responsive to individual resident needs, but can include case management, crisis management for substance use disorders, mediation services, and housing success services, including helping residents to understand lease obligations and house rules.

EHRSI has experience coordinating with providers such as the Department of Veterans Affairs and County Departments of Mental/Behavioral Health. Eden's Associate Director of Supportive Housing manages these projects. EHRSI has experience both beginning services at new properties as well as coming in to provide services at existing properties. In each instance, we take the time to evaluate the needs of the residents by utilizing resident assessments and community meetings. From there, a menu of services is created and offered to residents focusing on the goals outlined above for the six core focus areas. Our staff and partners work hand-in-hand to provide the best programming and services available to residents to help them maintain their housing and reach for their dreams.





APPENDIX





EDEN HOUSING



PRESIDENT LINDA MANDOLINI

Professional Career

Linda Mandolini has served as President of Eden Housing since 2001. In her role at Eden, Linda oversees affordable housing production, resident support services, and property management components of the organization, and a staff of more than 400 employees. She is guided in her work by Eden's active volunteer board of directors.

Under her leadership, Eden Housing has become one of the most productive and successful nonprofit affordable housing developers and owners in California and is nationally recognized for its work. To date, Eden has developed or acquired more than 11,000 affordable rental apartments in communities throughout California, completed three portfolio mergers and acquisitions, and has launched a number of initiatives to increase affordable housing preservation and to promote sustainable practices.

Linda has received a number of awards, including being inducted into the Alameda County Women's Hall of Fame in 2017, and being named to the San Francisco Business Times' Forever Influential Honor Roll in 2016.

Linda is a leader in housing policy on the local, state and national level. She was one of the affordable housing leaders who worked tirelessly for the passage of California Housing bonds that collectively generated \$10 billion for housing.

Prior to relocating to California in 1996, Linda held various community development positions in Boston.

Education

- Boston University, Boston, MA, Master of Business Administration
- Wheaton College, Norton, MA, Bachelor of Arts, Political Science and Urban Studies, Magna Cum Laude, Phi Beta Kappa

Professional Affiliations

- Member - Urban Land Institute SF Board of Directors
- Member and Policy Committee Chair and former Chair- California Housing Consortium Board of Directors
- Member - Housing Partnership Network Board of Directors
- Member - Housing Partnership Equity Trust LLC Board of Directors
- Member, International Housing Partnership Steering Committee
- Member - UC Berkeley Turner Center Advisory Committee
- Member, Urban Land Institute Terwilliger Center for Affordable Housing
- Former Member, Enterprise Communities Community Leadership Council
- Juror (2015/2016) ULI Kemp and Larsen Awards
- Former Vice Chair, Board of Governors - National Housing Conference
- Former Board Member, and past chair - Housing Trust of Silicon Valley
- Former President and Board Member Nonprofit Housing Association of Northern California (NPH)
- Former Member - Affordable Housing Advisory Board of the Federal Home Loan Bank of SF





EDEN HOUSING



CHIEF OF REAL ESTATE DEVELOPMENT ANDREA OSGOOD

Professional Career

Andrea Osgood was promoted from Senior Vice President of Real Estate Development to Chief of Real Estate Development in June 2023. Since joining Eden's development team in 2008, Andrea has overseen the development of nearly 3,000 new homes and the acquisition of over 1,500 existing units throughout California, supervising a pipeline of \$1.8 billion in assets.

Under her leadership, Eden's real estate development team expanded the organization's presence in San Diego and Southern California, as well as opening a new office in Sacramento. She's currently charged with spearheading the organization's strategic plan goal of adding 10,000 units within the next 10 years.

In addition to leading a robust pipeline of new development projects totaling over 4,000 homes, Andrea oversees Eden's renovation efforts of its existing portfolio and assets acquired from other nonprofits. Despite a challenging funding environment, Andrea and her team have found innovative ways to reinvest in Eden's portfolio, ensuring the preservation of affordable housing options for vulnerable communities. She now oversees a growing department across the state, affirming Eden's commitment to building and preserving affordable housing.

Andrea has significant experience in construction management, construction litigation, and public contracting. She worked as a construction management consultant for Capital Projects of UC Berkeley where she was involved in large rehab and new construction projects – from planning and development through funding and construction. Additionally, she was the lead paralegal in the construction group at Hanson Bridgett Marcus Vlahos & Rudy, a San Francisco law firm.

Andrea is a sought-after speaker and panelist, and as Board Chair of the Housing Leadership Council of San Mateo County, she has been a steadfast advocate for affordable housing solutions. She also serves as a board member and Treasurer of SV@Home, a housing advocacy organization in Santa Clara County.

Education

- UCLA Graduate School of Public Policy and Social Research, Master of Arts, Urban Planning
- Pomona College, Bachelor of Arts with Honors
- LISC-Tax Credit & Bond Financing Training Institute, The Bay Area Ross Program in Real Estate – In Association with The USC Lusk Center for Real Estate

Professional Affiliations

- SV@Home, Board Member
- Housing Leadership Council of San Mateo County, Board President
- Member, East Bay Housing Organizations
- Member, Non-profit Housing Association of Northern California





EDEN HOUSING



DIRECTOR OF REAL ESTATE DEVELOPMENT DIXIE BAUS

Professional Career

As Director of Real Estate Development, Dixie oversees an acquisition team in Northern California and participates in high level project structuring. She compiles and presents comprehensive deal analysis packages and underwrites risk associated with acquisition opportunities for Eden's Executive Team and selected review committees participating in strategic planning, business plan development and implementation strategies for the Real Estate Development Department. She also leads the entitlement process to gain project zoning and design approvals in Northern California.

Dixie joined Eden Housing in 2018 and has 30 years of real estate industry experience in affordable and market-rate multifamily management, development, compliance, asset management and financing. She has participated in the acquisition, development and finance processes across the states of California, Hawaii, Arizona, Missouri, Texas, Illinois and Florida totaling approximately \$2B in total development costs.

Dixie Baus has a Bachelor of Science in Criminal Justice and numerous professional affiliations including SV@Home and their Coalition of Housers (COHO) Working Group, the Sacramento Housing Alliance Affordable Housing Committee, and East Bay Housing Organizations (EBHO) Oakland committee member. She currently serves on the Board of Directors of Mission City Community Fund. Previously she was an Affordable Housing Representative for the City of Gilroy, CA General Plan Advisory Committee, the City of Marina, CA and the City of Santa Clara, CA General Plan Steering Committee.





EDEN HOUSING



ASSOCIATE DIRECTOR OF REAL ESTATE DEVELOPMENT TAMI STRAUSS

Professional Career

As Associate Director of Real Estate Development, Tami leads a team that originates, coordinates and implements all aspects in the development of affordable housing projects. This may include new construction, acquisition and rehabilitation, portfolio syndication, and joint ventures with other developers. She explores potential project sites, engages in feasibility analyses, organizes critical community support, and oversees design and construction management among other essential responsibilities. She also researches and secures sources of pre-development, construction and permanent financing from public and private sources.

Tami joined Eden in 2021, after serving as the Deputy Director of the Norwalk Redevelopment Agency in Norwalk, Connecticut. She was a lead architect of the city's affordable housing projects, programs and policies that resulted in nearly 1,000 affordable apartment homes being newly constructed, rehabilitated or preserved.

Tami brings more than 30 years of knowledge and experience in community development, affordable housing and real estate investment in local government, nonprofit and private sectors. She is inspired by a passion for housing justice and equity, ensuring that low to moderate-income residents can live in thriving communities of their choice.

Tami has been a board member of the Housing Leadership Council of San Mateo County since 2023, serving as vice chair since 2024.

Tami Strauss earned her Bachelor of Arts (BA) degree in Geography at State University of New York at Albany, and a master's degree in urban planning from New York University.





TCA ARCHITECTS, INC.



PRINCIPAL IN CHARGE - OAKLAND RADZIAH LOH, AIA, LEED AP

Professional Career

A Partner at TCA, Radziah Loh has over 30 years of experience focusing heavily on residential architecture, working on a variety of project types including mixed-use, multifamily, student housing, workforce housing, and Transit-oriented development (TOD) projects.

As Principal-in-Charge, Radziah provides overall office business management and oversees design and technical work quality for Oakland office to make sure clients are provided with top notch service. Ms. Loh has directed several of TCA's mixed-use Bay Area projects including: Modera Rincon Hill, a high rise apartment building, totaling 180 units in the Rincon Hill District in San Francisco, as well as Avalon Bay Parcels A and C, two separate mid-rise residential projects totaling 230 units, adjacent to a high-traffic Amtrak Station and Emeryville Public Market in the heart of the city.

Radziah also steps in as Studio Director for large complex multi-phased projects. Radziah oversaw the 11 building student housing project, Orchard Park, at UC Davis, as well as an Award winning Affordable Housing project in San Diego, currently in Design Documentation.

Under her leadership, TCA Oakland was ranked in the top 20 of the "Best Place to Work in the Bay Area by SF Business Times. Having served as Technical Director in her prior role at TCA, Radziah is very invested in the quality management and technological innovation side of architecture. She is a member of TCA's R&D Artificial Intelligence committee, exploring technological breakthrough in architectural practice.

Architecture Licenses

CA (C-29367), AZ (30785)

Education

Master of Architecture
MIT, Cambridge, MA

Master of Science in Architectural Studies
MIT, Cambridge, MA

Bachelor of Science in Design
Arizona State, Tempe, AZ

Relevant Experience

777 W. Middlefield, Mountain View, CA
888 ECR, San Carlos, CA
2600 Telegraph, Oakland, CA
5001 73rd St. Affordable, San Diego, CA
AVB Emeryville Parcel A, C & D, Emeryville, CA
Caspian, Oakland, CA
Fremont Hub Mixed-use, Fremont, CA
Gateway Plaza, Fremont, CA
Hanover Broadway, Oakland, CA
Hanover Diridon, San Jose, CA
Hanover Northgate, Oakland, CA
Modera Rincon Hill, San Francisco, CA
Revery, Burlingame, CA
The Addison, Berkeley, CA





TCA ARCHITECTS, INC.



STUDIO DIRECTOR DOUGLAS OLIVER

Professional Career

Douglas Oliver is an Associate Principal, Studio Director at TCA with over 25 years of design experience creating and managing Concept and Schematic Design for high density multifamily, mixed-use, and commercial projects. As a Studio Director at TCA's Oakland office, Douglas leads project teams and is responsible for project design, day-to-day project delivery, client communication and internal project process. Douglas oversees staffing and scheduling to ensure the project is properly staffed for a successful delivery that is on budget and on time.

Prior to TCA, Douglas held the role of Principal at Arc Tec Inc. located in San Jose, where he developed entitlements and schematic design of mixed-use buildings with over 1,405,000 SF of commercial space. Douglas also provided site and concept planning for multiple office, mixed-use, and multifamily projects totaling over 4,000,000 SF of Class A office, 1,850 residential units and associated surface and structured parking.

Before joining Arc Tec Inc, Douglas served as a Studio Director and Principal at Studio T-Square, based in Oakland, California. In this capacity, Douglas spearheaded the design and entitlements for numerous large-scale mixed-use office and residential projects. His expertise particularly lay in Type III building design and construction within the Silicon Valley region. Notably, Douglas has over 4,000 built residential units in Santa Clara County. Beyond domestic projects, he also contributed to international ventures in China, Japan, and Russia, involving the development of several thousand residential units. In these roles, Douglas successfully managed project design, led large teams, and participated in mixed-use master planning initiatives.

Architecture License
CA (C-35126)

Education
Master of Architecture &
Bachelor of Anthropology
University of Florida
Gainesville, FL

Relevant Experience

SRI Campus Residential, Menlo Park, CA
Bundy Expo, Los Angeles, CA

Experience at firms prior to TCA

Pear Village, Mountain View
The Dean, Mountain View, CA
100 Moffett, Mountain View, CA
The Huxley, Redwood City, CA
Parcels 6 & 7, Santa Clara Square, CA
Redwood Place, Sunnyvale, CA
The Maxwell, Sunnyvale, CA

Montrose, Mountain View, CA
Block 21, San Mateo, CA
Lawson Lane Phase II, Santa Clara, CA
199 1st St., Los Altos, CA
Los Gatos North 40, Los Gatos, CA
2001 Market St., San Francisco, CA
Broadway Plaza, Redwood City, CA



OUR CULTURE ALLOWS US TO REINFORCE OUR COMMITMENT TO CREATING POSITIVE HOUSING ENVIRONMENTS.



Founded in 2013, our Oakland Studio is a stand-alone, full-service arm of TCA, led by our partner, Radziah Loh, and staffed with creative and passionate personnel, experienced in the full range of architectural services. The Oakland office grew organically where our staff includes 62% of minority descent and 46% women.

To ensure the highest level of service and timely delivery, our local studio seamlessly integrates with the full depth and expertise of our four offices and a team of over 100 professionals. Our internal studio structure with in-house design reviews and a rigorous quality management program ensures that every project receives the same commitment to quality.



TCA ARCHITECTS
2023 "Best Places to Work"

TCA named "Best Places to Work" according to the San Francisco Business Times, and the Los Angeles & Orange County Business Journals.

CORE VALUES

EMBRACE THE JOURNEY

COLLABORATION

CHARACTER COUNTS

FAMILY FIRST

GET IT DONE!



