



340 N Madison Ave
Los Angeles, CA 90004

Statement of Qualifications

in response to

**City of Menlo Park's Request for Qualifications for the
Development on Downtown Parking Plazas 1, 2, and 3**

March 28, 2025

March 28, 2025

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



Dear Mr. Smith,

PATH Ventures is pleased to submit the following statement of qualifications in response to the City of Menlo Park's Request for Qualifications for the Development on Downtown Parking Plazas 1, 2, and 3. Our agency is interested in transforming Menlo Park's parking plazas into thriving affordable housing developments that invigorate downtown Menlo Park while complementing the neighborhood.

As a nonprofit housing developer, PATH Ventures has dedicated 18 years to building exclusively affordable and supportive housing for low-income and formerly homeless tenants. We work with local agencies to create developments suited to the community's needs and that meld seamlessly into the neighborhood. Through collaboration and vigorous community engagement, we ensure our buildings benefit the area as well as the vulnerable tenants we house.

PATH Ventures' Downtown Parking Plaza plan aligns with the City's objectives by embracing the character and charm of Menlo Park, emphasizing walkability and pedestrian-friendliness, maximizing parking, and delivering deeply affordable housing for the city's low-income neighbors. The project will also support climate goals by using sustainable building practices and promoting non-auto transit.

We are interested in developing any or all three sites or offering our affordable and supportive housing expertise in partnership with other developers.

The primary contact for this project is Henry Guan, Senior Project Director. He is available at (510) 517-6792 and HenryG@pathventures.org. Other members of the project team are Matt Huerta, Northern California Housing Director ((831) 809-4279, mhuerta@pathventures.org), and Anthony Bahamondes, Chief Housing Officer ((323) 449-1290, AnthonyB@pathventures.org).

Sincerely,

A handwritten signature in blue ink, appearing to read "Joel John Roberts", is written over a horizontal line.

Joel John Roberts
Chief Executive Officer

Development Team Experience

Project Profiles:

PATH Villas on 4th Street

PATH Villas on the Park

PATH West Carson Villas

Project Team Bio/Resumes:

Joel John Roberts, CEO

Antony Bahamondes, Chief Housing Officer

Matt Huerta, Housing Director, Northern California

Henry Guan, Senior Project Director, Northern California



PATH Villas at 4th Street

1030 N. 4th Street, San Jose, CA 95112

DEVELOPMENT TEAM

Architect: Dahlin Group Architecture

General Contractor: Vaquero Construction & D+H Construction

Property Management Company: John Stewart Company

Services Provider: PATH

CONSTRUCTION DATES

March 2018 – October 2019

PATH Villas at 4th Street is a four-story, 94-unit, affordable housing development serving low-income seniors ages 55+ transitioning out of homelessness. The project offers on-site supportive services and communal spaces to foster community including landscaped courtyard, community room with a teaching kitchen, an outdoor patio, and on-site services provided by PATH.



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POPULATION

Seniors 55+ experiencing homelessness

UNITS - 94 TOTAL

65 studio tenant units

28 one-bedroom tenant units

1 two-bedroom manager unit

SIZE

Total: 64,695 sq ft

Residential: 44,24 sq ft

AMENITIES

Laundry facilities

Outdoor courtyard and patio

Community room with kitchen

Car and bicycle parking

Computer lab

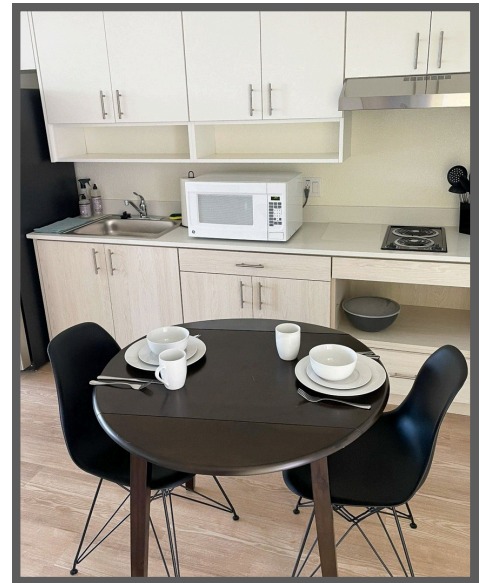
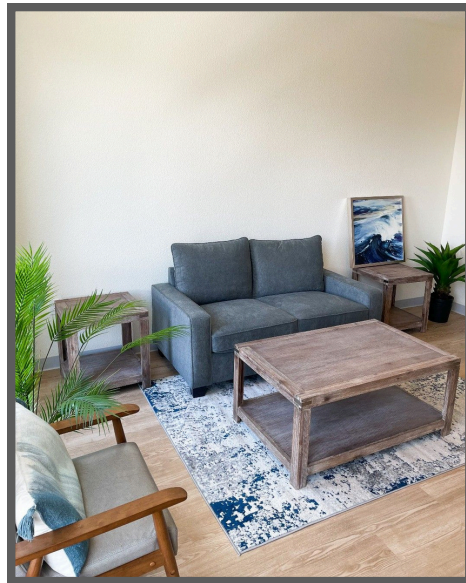
LOCAL GOVERNMENT REFERENCE

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

FINANCIAL STRATEGY

Total construction costs: \$32,980,000

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



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PATH Villas on the Park

290 N. Second Street, San Jose, CA 95112

Located in the heart of the city, PATH Villas on the Park was one of the first 100% permanent supportive housing communities in Downtown San Jose. Intensive supportive services are offered by PATH to bolster stability and help tenants rebuild their health and well-being in their homes.

DEVELOPMENT TEAM

Co-Developer: Affirmed Housing

Architect: Dahlin Group Architecture

General Contractor: Brown Construction, Inc.

Property Management Company: John Stewart Company

Services Provider: PATH

CONSTRUCTION DATES

March 2018 – October 2019



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POPULATION

Individuals experiencing homelessness

UNITS - 84 TOTAL

83 studio tenant units

1 two-bedroom manager unit

SIZE

Total: 62,378 sq ft

Residential: 34,488 sq ft

AMENITIES

Community room with kitchen
Rooftop deck and barbecue area
Community garden
Computer lab
Laundry facilities

FINANCIAL STRATEGY

[REDACTED]

LOCAL GOVERNMENT REFERENCE

[REDACTED]



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PATH West Carson Villas

22801 S. Vermont Ave, Torrance, CA 90502

West Carson Villas is a 111-unit, new construction project serving tenants transitioning out of homelessness and households with incomes ranging from 30-60 percent of AMI. Along with on-site supportive services, the building offers an abundance of indoor and outdoor communal space including a children's play park, two barbecue areas, a large community room with industrial kitchen, a computer cafe, and a wellness room.

DEVELOPMENT TEAM

Architect: KFA Architects

General Contractor: RD Olson Construction

Property Management Company: John Stewart Company

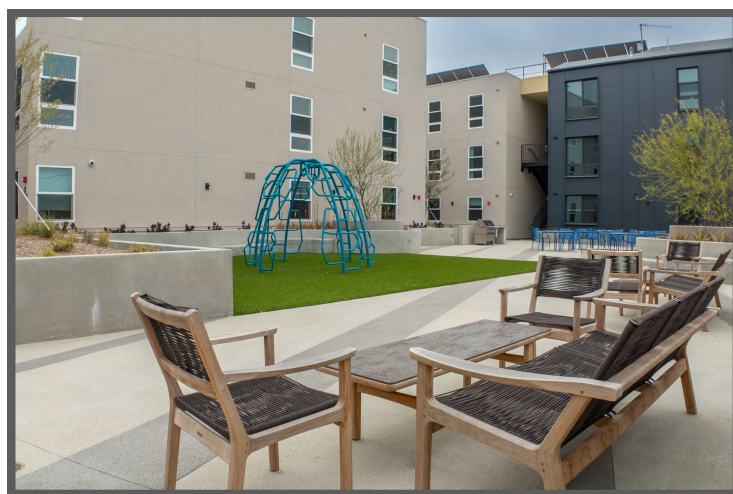
Services Provider: PATH

CONSTRUCTION DATES

November 2021 – April 2024

POPULATION

Low-income households and families and individuals experiencing homelessness



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UNITS - 111 TOTAL

- 47 one-bedroom units
- 51 two-bedroom units
- 12 three-bedroom units
- 1 managers unit

SIZE

149,583 total sq ft

FINANCIAL STRATEGY

Total construction costs: \$\$44,073,261

Total Cost of Development: \$73,359,204



Sources:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

LOCAL GOVERNMENT REFERENCE

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



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JOEL JOHN ROBERTS

CHIEF EXECUTIVE OFFICER

CONTACT

(619) 339-0631

JoelR@pathventures.org

EDUCATION

- Fuller Seminary, Master's in Cross Cultural Studies
- California State University of Long Beach, B.A. in Communications

AFFILIATIONS

- National Coalition for the Homeless Board
- San Diego Regional Task Force on the Homeless Board
- Destination: Home Board
- CalNonprofits Board
- 211 San Diego Board
- San Diego New Market Tax Credits Advisory Board
- California Interagency Council on Veterans, Homelessness SubGroup former Co-Chair
- Los Angeles Homeless Services Authority Advisory Board, former Chairperson
- Bring L.A. Home Blue Ribbon Panel (Ten Year Plan Committee), former Panel Member,
- City of Long Beach Human Relations Commission, former Member

Joel led homeless services provider PATH for 25 years, beginning as executive director when the agency was a single-location agency in West Los Angeles. Under his leadership, the agency grew statewide, serving 150 cities and 20% of California's homeless population. In 2007, he founded PATH Ventures, PATH's affordable housing arm, and PATH Partners. Now, as PATH Ventures' CEO, Joel is focused on the agency's expansion of affordable housing across California.

Joel is an advocate for homeless solutions nationwide. He is a member of several boards, including the National Coalition for the Homeless, CalNonprofits, San Diego's Regional Task Force on Homelessness, Santa Clara County's Destination: Home, and San Diego's New Market Tax Credit Advisory Board. He was co-chairperson for the prior Governor's California Interagency Council on Veterans/Interventions to Solve Homelessness Sub-Committee.

Joel also authored the book, *How to Increase Homelessness*, and frequently pens opinion pieces for news outlets across the state.



ANTHONY BAHAMONDES

CHIEF HOUSING OFFICER

CONTACT

(323) 449-1290

AnthonyB@pathventures.org

EDUCATION

UCLA Anderson School of Management, Howard & Irene Levine Affordable Housing Program

University of Southern California
- LA

B.A. in Political Science with
Minor in Children and Families in
Urban America

EXPERIENCE

Project Manager,
Thomas Safran & Associates

Co-Founder,
Bahamondes Investor Group,
LLC

AFFILIATIONS

USC Alumni Association
Loyola High School of Los
Angeles Alumni Association

Anthony has over a decade of experience in real estate development. He joined PATH Ventures in 2021, quickly advancing from Senior Director to Chief Housing Officer due to his thoughtful leadership, strategic insight, and collaborative approach.

Anthony guides PATH Ventures' real estate portfolio, working closely with a dedicated team to oversee all stages of the development process, including acquisitions, pre-development, construction, and asset management. His work ensures that every project is aligned with PATH Ventures' mission to provide quality, affordable housing to underserved communities. Additionally, he contributes to the conversion of properties, enhances operational efficiency, and supports the organization's communications and public relations efforts.

Anthony's responsibilities also extend to securing and managing substantial funding sources, negotiating complex transactions, and building strong relationships with key stakeholders, including government agencies, elected officials, lenders, investors, and community organizations. His ability to navigate the complex landscape of affordable housing development has been vital in expanding PATH Ventures' impact throughout the state.

Before PATH Ventures, Anthony gained experience at Thomas Safran & Associates and Bahamondes Investor Group, LLC, where he developed his skills in project management and real estate investment. His practical experience, combined with his deep understanding of market dynamics and regulatory environments, underscores his role as a committed and effective leader in the affordable housing sector. Anthony holds a Bachelor of Arts in Political Science with a minor in Children and Families in Urban America from the University of Southern California. He is an alumnus of Santa Isabel School in Boyle Heights and Loyola High School, a Jesuit preparatory high school in Los Angeles.



MATT HUERTA

MATT HUERTA CONSULTING , LLC
SENIOR CONSULTING DIRECTOR,
NORTHERN CALIFORNIA

CONTACT

MHuerta@pathventures.org

CLIENTS

- Burbank Housing Development Corporation
- Cabrillo Economic Development Corporation
- Caritas Corporation
- Catholic Charities of Santa Clara County
- Charities Housing Development Corporation
- Community Housing Development Corporation North Richmond
- EPACANDO
- Mission Economic Development Agency (MEDA)
- National Hispanic Organization of Real Estate Associates
- Reed Community Partners
- Rancho Cielo Youth Campus
- Silicon Valley Bank
- Sparks Consulting Services
- Ayudando Latinos A Soñar
- California Coalition for Rural Housing
- Envision Housing
- Non Profit Housing Association of Northern California
- Monterey Bay Economic Partnership

Matt, Owner and Principal of MHC, LLC, advises and supports affordable housing and community development initiatives aimed at creating self-sufficiency. He has over 23 years of experience developing hundreds of affordable rental and for sale homes and overseeing high-impact nonprofit programming in Northern California.

Matt has worked with PATH Ventures as a senior consulting director since 2019, overseeing the agency's affordable housing development activities Northern California. He secured community support, entitlements, and funding for PATH Villas on 4th Street, which opened in 2023, and is working on several more upcoming PATH Ventures projects.

Matt is active throughout California's housing sector, serving on the Non-Profit Housing Association of Northern California Board of Directors and overseeing the launch of the Bay Area Housing Internship Program (BAHIP). He also worked with Monterey Bay Economic Partnership to oversee the launch of the Monterey Bay Housing Trust. His experience spans project management and financing for affordable housing, permanent supportive housing, mobile home park planning and homeownership, and community development.



HENRY GUAN

SENIOR PROJECT DIRECTOR - NORTHERN CALIFORNIA

CONTACT

(408) 859-6814

HenryG@pathventures.org

PRIOR EXPERIENCE

- Associate Project Manager, Christian Church Homes
- Assistant Project Manager, Resources for Community Development

PROJECTS

- PATH Villas on the Row
- PATH Villas at 4th Street
- Pacific Motor Inn

EDUCATION

- LISC Housing Training Institution Program
- University of California, Berkeley
B.A. in Social Welfare

SKILLS/CERTIFICATIONS

- Mandarin and Cantonese fluency
- Specialization in Construction Management

Henry Guan has over six years of experience in affordable housing development. He began as a Project Manager at PATH Ventures in 2021 covering the agency's presence in Santa Clara County. He has overseen the construction and lease up process of PATH Villas at 4th St, a 100% permanent supportive housing project that serves people who are 55+ and experienced homelessness.

Additionally, he led the project team to acquire and renovate Pacific Motor Inn, an existing 72-unit motel in Downtown San Jose, and convert the property to an interim housing site that serves individuals and families who are experiencing homelessness. Now the Senior Director of Northern California, he is overseeing the acquisition, development, construction, and lease up of all affordable and supportive housing projects in Northern California.

Prior to his work at PATH Ventures, he oversaw rehabilitation and refinancing of two multifamily projects for Christian Church Homes and gained critical experience in project management with Resources for Community Development. Henry holds a Bachelor of Arts in Social Welfare with minors in Education and Public Policy from UC Berkeley. He also completed the Housing Training Institution Program from LISC in 2024.

Project Concept

PATH Ventures has extensive experience in developing affordable and supportive residential housing for low-income families and people experiencing homelessness across California. Our affordable and supportive communities operate with the wraparound supportive services necessary to help tenants reintegrate into the local community, increase independence and wellness, and achieve long-term stability. In all of PATH Ventures' affordable housing communities, homeless services provider, PATH, will provide case management and residents service coordination for all households. Since its 1984 founding, PATH has worked with the most vulnerable populations and applies its person-centered approach to address the unique needs of each population. PATH and PATH Ventures' combined knowledge, skills, and experience are key to creating housing and providing intensive services that are an integral part of a successful supportive housing model.

PATH Ventures approaches the development of each site with a collaborative effort from the project team and community partnerships. We start with key objectives for the project – whether it is to provide deeply affordable units, permanent supportive housing, or neighborhood integration. With these objectives in mind, we work with our team members to deliver a project concept. Throughout the development process we engage with community members, nonprofits, local governments and businesses, and other partners to address neighborhood concerns and integration with the surrounding communities. As we go through each development stage, we incorporate thoughtful feedback from all partners to refine the design, improve constructability, and strengthen financing strategies to ensure the viability of a project.

Below please find our proposed concept of this development:

Preliminary consideration on site selection

PATH Ventures is interested in developing any or all three of the Downtown Parking Plazas. We are also open to partnership with other developers on these sites. Our development team is experienced in the specific needs and the unique regulatory requirements of affordable and permanent supportive housing. For each site we will work with all partners to maximize the number of affordable units to serve individuals and families at the very low-income level, while preserving the public parking spaces as well as complying with all applicable development requirements.

Target population & affordability levels

All three sites in Downtown Menlo Park are surrounded by amenities and resources that can benefit the future residents. Our initial analysis envisions 400-450 affordable units for individuals and families with 25% dedicated as permanent supportive housing for people experiencing homelessness and special needs. To best serve a diverse population, we will deliver a variety of unit types ranging from studios to three-bedrooms with approximately half of the overall units being two- and three-bedroom units suitable for families. We are

targeting deep affordability for the supportive housing units ranging from 15% to 30% AMI. The remaining affordable housing units would be for individuals and families at 40% to 60% AMI with the possibility of up to 80% AMI to balancing the need to respond to market conditions and remain competitive for available funding sources.

Design Features

Downtown Menlo Park is a quaint, walkable neighborhood with a pedestrian-friendly layout. The vibrant community-centric environment detailed in the Downtown Specific Plan Design Standards will guide the design decisions which will preserve Menlo Park's charm and reflect the existing architectural style and ambiance. A well-designed affordable or supportive housing development prioritizes resident well-being, long-term durability, and environmental responsibility. We leverage green building practices to increase energy efficiency such as installing high-performance windows, high-efficiency HVAC systems, solar photovoltaic panels, and low-flow fixtures. We have obtained multiple green building certifications including LEED and GreenPoint Rated for our projects. In addition to the sustainable design features, we incorporate trauma-informed, person-centered design for supportive housing to promote dignity, stability, and community integration.

Integration of Housing and Public Parking

The proposed development presents an opportunity for addressing the needs for affordable housing, supportive housing, and the replacement of existing parking. We can explore a variety of options to address the parking requirements including but not limited to shared parking models, maximizing public transit, facilitating bicycle usage, and utilizing parking stackers to minimize the footprint of parking garages.

The shared parking model has been well received in a similar project where the spaces are dynamically shared based on demand. For instance, more spaces are allocated for public parking during the daytime while many residents are at work. The residents would then utilize the parking spaces during the evening when public demand drops. The real-time parking technology enables residents and the public to see the availability of these spaces. With the shared parking model, we can reduce the overall residential parking ratio to 0.5 parking space per unit and keep up with the demand for public spaces. PATH Ventures is happy to explore all alternative design options with the architect and the City staff, if awarded.

Conceptual timeline/schedule

We expect to engage the community and finalize a conceptual design by the end of 2025 and submit an entitlement application in early 2026. Once entitlements are awarded in mid-2026, we will apply for various regional, state, and federal funding programs. While we will aggressively pursue all feasible opportunities, financing will likely take at least two years. We aim to begin construction by the end of 2028. Based on typical residential project timelines of about 18-24 months the first project will be complete in 2030. The construction timeline of all three sites will be extended due to the phasing of multiple projects ensuring adequate parking spaces are available to the public.

Development Phasing

The re-development of parking Plaza 1 should be prioritized as it has the lowest peak occupancy at 80% during the morning and low utilization at 37% occupancy rate in the late afternoon. Thus, it is the least disruptive to remove the public parking first as Plaza 2 and Plaza 3 remain operational to accommodate daytime parking demand. Once Plaza 1 is redeveloped with structural parking for new residential and public spaces, it provides opportunities for absorbing the parking demand from other plazas.

Plaza 3 will be the second development to be built as it can use Plaza 1's new shared parking to offset the disruption of parking availability. Plaza 2 will be the final development. By this phase, Plazas 1 and 3 will have enough parking spaces to mitigate the loss of Plaza 2's 95 public spaces.

PATH Ventures completed a project with a similar phased approach for PATH Metro Villas Phase 1 and Phase 2 in Los Angeles. PATH Metro Villas is an expansive urban campus providing permanent and interim housing as well as PATH and PATH Ventures' Metro LA Community Hub. Phase 1, completed in 2019, rehabilitated our headquarters to create 187 permanent affordable and supportive housing units, 98 interim housing beds, administrative and program offices, community rooms, resource centers, a housing placement center and mental and community health care centers. Phase 2 was finished in 2020, adding a second building with 90 permanent supportive housing units for people experiencing homelessness and 30 affordable housing units for low-income households.

Financial Strategy

For the proposed project, we plan to use a combination of Low-Income Housing Tax Credits (LIHTC), state funding, project-based vouchers, and local funding sources. While we understand the additional City subsidies should not be presumed, we will go through the formal request process for such financial subsidy once the City funds become available. In addition to the traditional financial structure for a tax credit project, we will also explore alternative financing and other forms of creative investment for these sites.

Since 2007 PATH Ventures has completed 34 affordable and supportive housing projects with similar financing structures. Additionally, we have secured predevelopment loans from CDFIs such as the Housing Trust Silicon Valley, Destination Home, and Corporation for Supportive Housing, or fund predevelopment costs through organizational resources such as a line of credit.

Financial Reference





Community Engagement

Examples of Community Outreach Experience

West Carson Villas is a 111-unit Permanent Supportive Housing Development located in Unincorporated Los Angeles County. The project site is along Vermont Avenue, a busy commercial thoroughfare in the City of Torrance, that separates a 4-lane highway from a community of single-family residences. Prior to construction, a vacant grocery store and auto-body shop had to be demolished to make way for the new building. During pre-development, the project was met with loud resistance from the neighborhood, and PATH Ventures hosted multiple community meetings to educate the neighbors and people living in the surrounding area about the project, timeline and design. Through thoughtful engagement, and patient collaboration, concerns about parking, safety and privacy were addressed, and the input collected was implemented in the final iteration of the project plans. In the end, the neighborhood embraced the project and welcomed its grand opening in winter of 2024.

Approach to Community Engagement with Local Business and Residents

PATH exercises strong community engagement practices in the neighborhoods where we operate as a key to projects' long-term success. Our ongoing, community-based process assesses needs and expectations to ensure our projects improve quality of life in the neighborhood, while reflecting the community's needs and priorities both inside and outside the site. We have applied our approach to community engagement for cities across the state, adapting to each region to build rapport with neighbors and address community concerns.

PATH Ventures' community engagement strategy focuses on core values that reflect our overall mission and vision.

Principle Values: Key concepts that will guide the design and implementation of the project.

- *Local Needs-Based:* The Menlo Park site will be designed around solutions that are developed in collaboration with local stakeholders, leaders, and neighbors.
- *Community Priority:* If a community hosts a housing and services and development, then the specific neighborhood should benefit from it. We always work with

neighbors to identify community benefit agreements that demonstrate our dedication to the neighborhoods we operate in.

- *Housing First*: Our goal is to help homeless families transition off the streets as quickly as possible while providing supportive services to achieve long-lasting housing stability.
- *Outcome-Driven*: The program will have specific, numerical outcomes.
- *Collaborative Partnerships*: One agency cannot be the only solution to addressing housing affordability and homelessness. PATH Ventures will foster creative, strategic partnerships with existing providers in the community to ensure diverse and specialized services are available.
- *Replicable Model*: The site will be a model that other areas will seek to replicate as the project prioritizes housing accessibility, houses people directly from the streets, and reduces homelessness within the community.

For the Menlo Park project, PATH Ventures and partners will engage with local residents, businesses, and community leaders with these values in mind to build community will and support for the project. Following is our phased community engagement plan:

Phase 1: Engage Key Stakeholders

- PATH will meet with key stakeholders in the community to gather insight from leaders such as City and County staff, councilmembers, and community leaders.
- Meet with key neighborhood stakeholders, including business districts, business and resident associations, and neighborhood coalitions to understand the community through a resident lens, make assessments, educate on service model, seek input on community need, and offer on-site meetings to explain ongoing questions regarding program operations.
- Attended community meetings as representatives of the site, offering information on the program design and service model. Listen to community feedback and evaluate for opportunities to integrate into program design.
- Meet with homeless service agencies to identify capacity, service gaps, and ways to partner in providing vital services like recovery care, substance use treatment, and behavioral healthcare.
- Meet with homeless advocates and other related advocacy groups.

Phase 2: Listening Campaign—Understanding the Community's Vision

The objective of PATH Ventures' Listening Campaign will be to meet with community members to ask questions, listen to stories, and talk through existing community solutions. During this phase, we will consider and document where perspectives align and where they do not, look for common goals, invest in mutual benefit, and set realistic expectations for the community and the project.

Phase 3: Formal Community Meetings

PATH Ventures will facilitate at least one community meeting that follows our standard agenda and process:

1. Community meeting will be held in a local community church, whenever possible.
2. Presentation by project team (20 min).
3. Q & A Session facilitated by a neutral party and neighborhood moderator (20 min).
4. Break-out Q & A and discussion sessions (20 min).

Phase 4: Neighborhood Advisory Committee and Communications Plan

PATH Ventures will establish a community-led Neighborhood Advisory Committee to steward positive relationships. Through quarterly meetings, we will provide the community with the space to raise concerns, ask questions, and learn how they can volunteer on-site. Our Communications Plan includes:

1. Creating a public announcement for the project.
2. Conducting PR and press outreach to promote the project.
3. Completing a project-based website, promotional postcards, fact sheets, and an e-newsletter.

Experience with Downtowns/Business Development Districts

All of PATH Ventures sites are developed in active urban areas replete with businesses and residents. Some examples include PATH Villas on the Park and PATH Villas on 4th Street in downtown San Jose, PATH Connections in downtown San Diego, and several sites throughout the City of Los Angeles, including downtown LA. As described above, we make extensive efforts to connect with local stakeholders, including businesses, residents, and business or neighborhood associations, at several stages of development to ensure practical and aesthetic harmony with the neighborhood. We take the pulse of the area and factor feedback into our design and operations. These relationships continue after sites are in operation to ensure the development continues to be a benefit to the neighborhood.

Experience managing construction impacts and proactively relaying information to the community.

PATH Ventures carefully plans construction phases beginning with analysis at the acquisition phase to ensure construction will not unduly inconvenience the neighborhood or be prohibitively expensive. Before construction begins, PATH Ventures sends notices to all building site neighbors who may be affected by the construction to explain PATH Ventures plans. Plans and timelines will also be communicated at community meetings as described above and we welcome feedback to lessen the construction phase's impact.

Property Management

As a nonprofit housing developer that focuses on housing for low-income and formerly homeless tenants, PATH Ventures is taking a fresh approach to property management through our partner agency, PATH Enterprises. PATH Ventures functions as part of an intricate family of agencies that serves currently and formerly unhoused Californians. Our founding entity, PATH, has over 40 years of experience in direct service provision such as case management, connections to housing and healthcare resources, employment services, and more. PATH Ventures, our real estate development arm, was founded in 2007 to address the dire lack of available affordable and supportive housing across our state. PATH is the services provider for all PATH Ventures sites. Now, through our social enterprise arm, PATH Enterprises, we are redefining supportive housing property management by integrating quality services and eviction prevention into core operations.

Most affordable housing developers contract out their property management to for profit companies whose primary clients are market rate properties. However, the tenants of supportive and affordable housing often require special care that traditional property management firms are unable to provide – resulting in preventable evictions and individuals’ return to homelessness. Given our exclusive focus on housing for low-income and unhoused populations, the PATH family is uniquely positioned to effectively bring affordable housing property management in-house.

PATH Enterprises Property Management uses a person-centered model that incorporates evidence-based practices to promote long-term housing retention. The social enterprise departs from the existing model, adopting a service-forward approach and personnel with human behavior experience to focus on tenant integration and retention. The agency performs all supportive housing property management responsibilities such as assessing subsidy eligibility, managing leases, and providing maintenance support.

Property management and PATH services staff work in close collaboration to ensure an approach that is trauma-informed and respects the agency and dignity of tenants. This includes using PATH’s copyrighted 4-Step Retention Plan, which outlines procedures to respond quickly to behaviors that threaten a tenant’s housing stability, identify appropriate resources and supports (e.g., community services, legal resources, etc.), and prevent tenants from falling back into homelessness. Additionally, the model seeks staff who have lived experience that will strengthen relationships as well as provide employment opportunities to formerly homeless people.

PATH Enterprises Property Management was launched in 2024 and in the next year will be managing 10 of our current affordable housing sites. Our plan is to use PATH Enterprises for any new sites brought online and responsibly transition all 34 of our current sites to PATH Enterprises over the next few years. Understanding that property management is a complicated enterprise, the agency is initially partnering with Beach Front, an established property management firm in the early stages of operation. Beach Front will oversee the

fiscal and compliance portions of management. PATH Enterprises' aim is to learn from Beach Front's expertise and bring these functions fully in-house within three years.

Beach Front is a full-service, property management company that services a range of residential and commercial units, with a targeted and growing focus on low-income and affordable housing. Started in 1999, they now manage over 14,000 units. The properties Beach Front services include 34 Housing and Urban Development (HUD) properties, 29 tax credit/PSH receivership properties, 10 Project Homekey properties, and 11 California Tax Credit Allocation Committee properties. Some key areas of specialization include affordable housing, tax-credits, low-income housing, and HUD housing management.

Operationally, PATH Ventures has 15 years of experience in asset management of affordable housing properties. Our current portfolio includes 32 properties across California, and PATH Ventures' asset management team coordinates with property management on maintenance and upkeep. Since we provide supportive housing where units are tied to housing vouchers, our agency is experienced in developing to and maintaining compliance with a variety of regulations that govern our properties.