



CITY OF SILVERTON

AFFORDABLE HOUSING TASK FORCE MEETING

Silverton City Council Chambers
421 S. Water Street

Meeting to be held in person with a virtual option
Tuesday, December 19, 2023 – 6:30 p.m.

Zoom Meeting Link: <https://us02web.zoom.us/j/89332922119>

Dial in: 1 (253) 215-8782 Webinar ID: 893 3292 2119

AGENDA

I. Call to Order, Pledge of Allegiance and Roll Call

II. Approval of Minutes – November 21, 2023

III. Public Comment – Items not on this Agenda

IV. Discussion

4.1 Affordable Housing Development – Statement of Qualifications Review

- a. REACH Community Development Inc. (REACH) and Farmworker Housing Development Corporation (FHDC).
- b. DevNW and Ink Built.
- c. Hacienda Community Development Corp.
- d. Home First Development and Green Light Development.

V. Adjournment

Americans with Disabilities Act – *The City of Silverton intends to comply with the A.D.A. The meeting location is accessible to individuals needing special accommodations such as a sign language interpreter, headphones, or other special accommodations for the hearing impaired. To participate, please contact the City at 503-874-2216 at least 48 hours prior to the meeting.*

A copy of the full packet is available on the City's website at www.silverton.or.us/agendacenter. In accordance with House Bill 2560 the meeting will be held electronically using the Zoom web conference platform. Please submit written comments to jgottgetreu@silverton.or.us by 3:00 p.m. on Tuesday, December 19, 2023. Comments received will be shared with the Affordable Housing Task Force at the meeting and included in the record.

**CITY OF SILVERTON
AFFORDABLE HOUSING TASK FORCE MINUTES**

421 South Water Street and Zoom Web Conference Platform

November 21, 2023, 6:31 p.m.

I. CALL TO ORDER, PLEDGE OF ALLEGIANCE AND ROLL CALL

Chair Freilinger called the meeting to order at 6:30 p.m. The task force members and staff were present both in person and through the virtual meeting platform Zoom, consistent with House Bill 2560.

Present	Excused	
X		Jason Freilinger {Chairman}
X		Dana Smith
X		Karyssa Dow
X		Laurie Chadwick
X		Sarah White
X		Gene Oster
	X	Barbara Rivoli
X		Hilary Dumitrescu
	X	Rebecca Delmar
		Ray Teasley
	X	Clay Flowers {Planning Commission Rep.}

Staff Present:

Community Development Director, Jason Gottgetreu.

II. APPROVAL OF MINUTES:

Member Smith moved to approve the minutes from the October 17, 2023, meeting, Member Dumitrescu seconded the motion, and it passed unanimously.

III. PUBLIC COMMENT: There were no comments.

IV. DISCUSSION/ACTION:

4.1 Affordable Housing Development – Westfield Site RFP Discussion: City of Hood River RFP Example Review.

Director Gottgetreu relayed the Request For Qualifications (RFQ) was sent to thirteen affordable housing developers in October. Director Gottgetreu summarized the RFQ and submittal requirements and stated the deadline for response is December 12, 2023; this will result in discussion for the upcoming December AHTF meeting. Director Gottgetreu stated the upcoming processes and schedules after the RFQ and moved forward with the Request For Proposals (RFP) phase of the project.

Member Smith requested clarification on the process for reviewing the RFQs for the December meeting.

1
2 Director Gottgetreu provided the process for the RFQ submittal.
3

4 Director Gottgetreu continued to provide the committee with the process for the RFQ; they then
5 moved on to iterate detailed schematics for the Request For Proposals (RFP). The conceptual
6 design submittal for the RFP was given to ensure the committee understood the next steps of the
7 development process.
8

9 Member White and Member Smith discussed requiring an abundance of conceptual drawings to
10 ensure cohesive development. Potential frivolity from such was considered, if not accepted by
11 the public; fidelity to original design would not be obtainable if the public was unaccepting.
12

13 Director Gottgetreu stated the typical process for a design review with a RFQ and presentation to
14 the Planning Commission.
15

16 Member White spoke about past projects with design review and stated they would like to see a
17 broad spectrum of options.
18

19 Director Gottgetreu offered strategy to obtain a developer that meets preferred architectural
20 design.
21

22 Member Oster stated they believe it important to focus on how a developer will utilize the
23 property in contrast to aesthetic design taking on precedent.
24

25 Director Gottgetreu proceeded with presenting the Committee with alternatives for the
26 interworking's of the program for the site. This included, but was not limited to, preferred
27 number of units, unit types, affordability, and amenities. The conceptual financial analysis (Pro
28 Forma) of the RFP was relayed including request for identification of proposed sources of local,
29 State, Federal or public funding. Moving on, Director Gottgetreu went over the deal structure
30 and finance portion of the RFP.
31

32 Member Oster and Director Gottgetreu discussed the financial portion of the RFP and how
33 developers may relay their potential to obtain funding. The competitive nature of the RFP was
34 then considered with process to ensure the developer received funding and had a contingency
35 plan for funding.
36

37 Member Smith stated they believe the decision-making process will be pertinent on the track
38 record of a developer obtaining funding and having contingency funding options from previous
39 projects.
40

41 The Committee and Director Gottgetreu discussed contingency funding and general funding
42 options for developers. They then went over additional requirements to include in the RFP. The
43 Committee considered the possibility of Marion County Housing Authority [MCHA]
44 involvement in the RFP.
45

1 Director Gottgetreu continued with the RFP presentation displaying the conceptual timeline
2 portion of the document with potential requisites.

3
4 Member Smith and Member Dumitrescu lightly discussed the potential time constraint for
5 developers from fund receipt to final development.

6
7 The recommended public outreach and engagement process was then elucidated by Director
8 Gottgetreu. They displayed the environmental energy and sustainability provision with the caveat
9 of whether the provision was a necessity.

10
11 The Committee discussed the potential for requiring environmental energy and sustainability and
12 whether it would assist in additional grant funding or be a financial burden.

13
14 The presentation progressed to whether the developer had any concerns, generally, Director
15 Gottgetreu stated, this would be related to infrastructure and System Development Charges
16 [SDCs].

17
18 Member Smith inquired about the wetland assessment for the Westfield property.

19
20 Director Gottgetreu relayed the assessment was in progress.

21
22 A potential process schedule for the RFP was displayed with a conceptual timeline of six to eight
23 weeks from release to proposal acceptance.

24
25 The Committee and Director Gottgetreu discussed additional items to add to the RFP.

26
27 **REPORTS AND COMMUNICATIONS:**

28 The next meeting will be December 19, 2023.

29
30 Member Smith relayed Square One Villages would be holding an open house, they offered
31 information about the event.

32
33 Director Gottgetreu informed the Committee of questions he had received from developers
34 regarding the RFQ and development.

35
36 **V. ADJOURNMENT:**

37 The meeting adjourned at **7:26pm**

38 /s/ Cleone Cantu, Planning and Permit Assistant.

**City of Silverton - Community Development
Department**

306 South Water Street
Silverton, OR 97381
(503) 874-2212

Jgottgetreu@silverton.or.us



MEMO

DATE: December 13, 2023
FROM: Jason Gottgetreu, Community Development Director
TO: Silverton Affordable Housing Task Force
RE: Affordable Housing Development Statement of Qualifications

The City of Silverton advertised a Request for Qualifications (RFQ) for the development of Affordable Housing on the Westfield Site. The City received four Statement of Qualifications.

The RFQ process is intended to generate a short list (e.g., two or three) of potential partners who would then be invited to submit a Proposal for the development of the Westfield Site. The Council would then select the best project/firm based generally on the below.

Selection Criteria - The City of Silverton plans to select a short list of development teams based primarily on developer team qualifications, and specifically on the following criteria:

- Project vision, including compatibility with City goals;
- Experience of team and key staff;
- Experience completing comparable projects; and,
- References.

The purpose of the December AHTF meeting is to recommend to City Council the top two or three potential partners to invite to submit a Proposal.

Below is the general vision as noted in the RFQ.

The City would like to utilize a portion of the Westfield site for an affordable housing development to serve a mixture of demographics/income levels including a variety of unit types including studios, one (1), two (2), and three (3) bedroom apartments, cottages, and single level accessible. The structures are envisioned to be one or two stories tall and that would accommodate a wide demographic with accessible units.

The idea is to start on two (2) of the seven (7) vacant acres with the intent to develop further in the future. The initial area is generally in the northwest portion of the site. The density range is 10 to 20 units per acre.

The primary goal would be to provide housing affordable primarily to households at 60% AMI or below. (Based on the known funding sources, the City assumes this would be rental housing, but would welcome owner-occupied housing as well).

The intent would be for the City to retain ownership of the land and provide a long-term land lease to the developer.

The vision is for a quality development that feels like a village, where the buildings and site are attractive and incorporate quality, durable materials, design, and landscaping and seamlessly blend into the surrounding area.

Process Overview

The City plans to conduct the developer solicitation process in the following phases:

1. Request for Qualifications (RFQ; this document).

Based on RFQ submittals, the City will select a short-list (e.g., two or three) of potential development teams to invite to respond to an RFP.

2. The City expects to issue a Request for Proposals (RFP) to the short list of development teams during the first quarter of 2024. At this stage, the City will ask short listed teams to prepare rough, concept-level plans for the site, an explanation of how their proposal addresses the City's goals, and a summary of the projects' development economics and proposed deal structure (roles and responsibilities of the development team, City, and other parties).
3. Based on proposals received from the short list of development teams, the City hopes to select a preferred development team capable of developing the Westfield Site.



WESTFIELD SITE RFQ

20
23

DEC 12



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December 12, 2023

City of Silverton
Attn: Jason Gottgetreu
306 S. Water Street
Silverton, OR 97381

Dear Mr. Gottgetreu,

REACH Community Development Inc. (REACH) and Farmworker Housing Development Corporation (FHDC) have teamed up to serve the community of Silverton. Collectively, our organizations have over 70 years of affordable housing development and community engagement experience. We are community leaders coming together to continue a strong commitment to developing stable and dynamic housing with equity at the center to help reimagine Oregon's historical wealth and housing disparities. We aim to provide affordable housing in a safe and amenity-rich built environment for the Silverton Westfield site.

Our development team will consist of REACH as the turn-key developer and FHDC as the owner/operator. REACH has a strong history (41 years) of delivering quality housing, using a large variety of funding mechanisms serving a full spectrum of populations. REACH has over 43 affordable development projects in its portfolio and has a deep understanding and experience working with public partners through public-private partnership agreements, such as exclusive negotiating and disposition and development agreements.

FHDC has a long history (32 years) of building and bringing bilingual and bicultural services to the communities they serve and those who make up the broader community like seniors, youth, people with disabilities, and families. Evolve is FHDC's premier Property Management group and will provide on-site property needs. At the same time, FHDC's resident services team will offer tailored services for the future residential population and looks forward to a collaborative, long-term partnership with the City of Silverton.

Ankrom Moisan Architects will lead the design efforts with a deep commitment to a people-centered approach. Our General Contractor, LMC Construction, will bring the design to life with a cost-efficient, on-time/on-budget mindset.

Our team is united in the belief that development should be led with a collaborative spirit and with the community at the center. We bring a strong connection to grassroots community organizing paired with the financial capacity required to execute a project of this scale.

We are honored by the opportunity to be considered as the development team for this important public-private partnership project. This submission offers a dynamic, community-oriented vision for the site that will achieve, if not exceed, all of the RFQ project requirements.

Our development team confirms that we have the capacity to deliver an affordable project as outlined in this RFQ. The primary contact for our development team is Peter Clements, Interim Director of Housing Development for REACH. Peter can be reached by phone at (503) 501-5731 and by email at PClements@REACHCDC.org.

Sincerely,



Margaret Salazar, CEO | REACH



Maria Elena Guerra, CEO | FHDC



PROJECT VISION & APPROACH

In its strategic plan, Envision Silverton 2035, the City of Silverton has articulated a vision to meet the basic needs of all its residents, including affordable housing. The project development team is determined to ensure that this project advances the goal that the City has places for all to call home. The Westfield site provides an incredible opportunity to create a vibrant community rooted in equitable housing. Our team envisions a thriving, affordable, multi-family housing development that serves diverse resident needs, offers easy access to transit, and a convenient connection to the local amenities.

We envision the completed project as:

- **Contextual** – honoring the small-town heritage that Silverton celebrates;
- **Multi-generational** – providing architecture, landscaping and amenities designed to serve the unique needs of people of all ages;
- **Accessible** – in every way, from universal design features that welcome residents of all abilities to being a place that engages and welcomes the broader community.

This vision aligns with the City of Silverton’s Vision and Strategic Plan.

REACH Community Development has a 41-year history of engaging in sustainable, public-private partnerships developing affordable housing and mixed-use developments throughout the region. REACH's project approach will be inclusive, intentional, responsive, and resilient. REACH has partnered with the Farmworker Housing Development Corporation (FHDC) to help build their capacity as a culturally specific, local-serving affordable housing developer. FHDC understands the needs of all community residents, including the farmworker, Latinx, BIPOC, and senior communities in Silverton and adjacent areas.



Photo courtesy of Ankrom Moisan.

The development team's vision will be to provide one- and two-story structures with approximately 40 units that offers one-bedroom, two-bedroom and three-bedroom units for people earning 60% or below of Area Median Income. As the development phases unfold, the team will collaboratively steward connections and partnerships so that the affordable housing community's design, financing, permitting, building, leasing and operations, and active ground floor space meet the needs of the Silverton community. A project advisory committee of internal and external stakeholders will ensure that the vision stays true to a people-centered approach.

We envision utilizing high-quality, durable materials to highlight the quality of permanence in the proposed buildings and sustainability features that emphasize open space, trees, gardening, and low-maintenance living. Internal key sustainable features and trauma-informed design elements will include Energy Star appliances, low-flow plumbing fixtures, direct ducting of fresh air to units, soothing colors, substantial lighting, cut-out windows, and corridors that are larger than normal to promote interrelationships that enable people to feel comfortable and safe in the buildings at any time. We also envision a vibrant hub where families and individuals gather to utilize the active ground floor amenities and open spaces. Adjacent to the ground floor uses, outdoor seating will bring an added layer of community gathering.



Photo courtesy of Ankrom Moisan.

PROJECT VISION & APPROACH

The development team will prioritize relationships with the adjacent senior center, area school districts, health providers, nearby neighborhoods and businesses, and other service providers to activate the multilingual and multicultural resident services and community-oriented development. Several listening sessions will be conducted with seniors, people with disabilities, the farmworker housing community, and others to understand their needs. The team will utilize these insights to design optimal spaces so individuals and families can thrive while living here. Examples of these considerations and conversations will include: bedroom and kitchen configurations, community space and laundry room preferences, open space preferences, privacy, separation of uses, safety, storage, sound abatement, and air quality concerns given climate changes, to name a few.



Photo courtesy of Ankrom Moisan.

The development will provide a large community gathering room for residents to hold group events and festivities. Other common area amenities (such as a community kitchen where nutritional classes could be held, a bike room to store kids' bikes, a safe storage space for residents, conference and computer rooms, and laundry lounges) will help facilitate a connected, healthy community.

Safe and accessible walking routes from the parking areas to the building entrances will be designed. Careful separation of the public and private functions and programming will be planned.

FHDC will serve as the owner/operator and will prioritize the development and operation of affordable housing and supportive services for low-income and under-served community residents, including senior farmworker families and Latinx communities. FHDC believes that ensuring community access to culturally specific services and opportunities to prosper are as crucial as building stable housing. For over three decades, FHDC has developed safe, affordable housing and has offered supportive health, education, leadership, and asset-building services to its residents in Spanish, English, and Latin American Indigenous languages. FHDC will build upon its respected and tenured history of serving the Latinx community, including Indigenous residents from Latin America, prioritizing housing for diverse communities and multigenerational households.



FHDC Resident Holiday Event



FHDC/Anahuac Community Garden Resident Event.

In addition to prioritizing access to food assistance, utility assistance, and mental health services, FHDC will provide opportunities to seniors, young adults, and workforce families to pursue their goals through FHDC's Asset Building Programs, Leadership Development Programs, and Evolve's Workforce Development training programs. FHDC will work with area employers to connect residents to neighboring jobs. FHDC will work with neighbors to ensure safety, noise, and parking protocols are well understood by everyone through a good neighbor agreement.

The entire development team has a long history of developing, designing and constructing high-quality, affordable housing on time and on budget. Our team is poised to bring our unique expertise and resources to contribute to and collaborate with the City on creating an affordable housing development at the Westfield Site that will be an asset to the entire community.

DEVELOPMENT TEAM

The Silverton team includes REACH Community Development (REACH) as the primary developer and Farmworker Housing Development Corporation (FHDC) as the owner/operator of the project as the locally based, culturally specific affordable housing development entity. Evolve Workforce Development and Property Management (Evolve), FHDC's sister organization, will lead the lease-up and marketing roles and responsibilities, ultimately serving as the property manager and will support FHDC in providing resident services. Ankrom Moisan Architects (Ankrom Moisan) will serve as the architect and help guide the community engagement efforts in the design of the building as we head into entitlements and throughout the project. LMC Construction (LMC) will serve as the general contractor and work with our design team to deliver the project on time and within budget.



REACH is one of the Portland Metro region's largest affordable housing developers and operators and a national leader in affordable green building. Established in 1982, REACH strongly believes that innovative and equity-centered community partnerships are essential to accomplishing its mission and stewarding over 2,700 affordable apartments across the Portland metropolitan region and Southwest Washington. REACH has a long development history, working with diverse populations and funding types. REACH is a member of NeighborWorks America, Housing Partnership Network (HPN), and is a designated Community Housing Development Organization (CHDO), reflecting our community-based approach, financial stability, and strength as a nonprofit affordable housing provider. Over the last five years, REACH's Housing Development team has completed more than \$141 million in new development, creating and preserving 576 affordable homes.



FHDC is a culturally specific community development organization founded in 1991 in the Willamette Valley, Oregon, to improve the lives of farmworkers and their families through affordable housing, social services, education, and economic development. FHDC now serves a linguistically and culturally diverse resident population in agricultural and rural communities statewide.



Evolve is a sister organization of FHDC. Evolve provides training, paid internships, and opportunities for families and individuals while offering exceptional services in property management to the community. A core function of Evolve is to provide a real-world training platform, enabling economically, racially, and ethnically diverse individuals to launch careers in a growing industry to create upward mobility and personal development.



Formed in 1983, Ankrom Moisan now employs approximately 200 diverse, talented, and passionate architects, interior designers, and planners with offices in Portland, Seattle, and San Francisco. Ankrom Moisan balances creative, innovative and sustainable designs with robust technical expertise. Thier portfolio includes award winning projects in affordable housing, senior communities, higher education, urban living, hospitality, healthcare, and behavioral health.



Founded in 2004, LMC boasts a comprehensive and varied portfolio encompassing an array of flourishing affordable housing communities, mixed-use and multi-family housing developments, renovation initiatives, and newly constructed commercial buildings and expansions throughout Oregon and Southwest Washington. At LMC, there is a steadfast belief in the transformative power of high-quality, inspiring housing in nurturing healthy and vibrant communities. The LMC team is characterized by a collaborative, mission-driven approach committed to crafting spaces that enrich people's lives. To date, LMC has successfully completed 133 affordable housing projects, and they presently have 12 new developments in various stages of construction.

ROLES & RESPONSIBILITIES

Each organization has extensive experience engaging, listening, designing, developing, and supporting efficient, affordable housing. Place-making is essential to the success of community development. Understanding the open space, community uses, access points, and interaction with the neighboring stakeholders will be integral to the success of this development opportunity. Our development team has over 100 years of experience in housing development, economic development, finance, construction management, property management, community engagement, resident services, and workforce development.

REACH: As the primary turn-key developer, REACH will provide the overall project management and financial analysis to the team as it collaborates with FHDC, the City, and other essential stakeholders of this project. REACH has strong expertise in real estate finance, particularly LIHTC financing, LIFT, TOD, URA (TIF), and other public subsidies, and has managed several high-profile public-private-NFP developments in the region.

REACH has a 3-person development team led by Peter Clements. Peter has been with REACH since 2019 and assumed the role of Interim Director of Housing Development in February 2023. Peter is a licensed architect and brings over 40 years of experience developing, designing, and building affordable housing. Peter will provide the project's executive oversight for quality assurance. Alex Aleman will serve as the primary Project Manager for this project. Alex has been developing and building affordable housing in the Portland area since 2017.

FHDC: The project development team brings a strong, creative, and diverse group of experienced grassroots community organizers, strategic planners, and executive leaders necessary to plan, finance, and execute a development project of this scale. FHDC will be the owner and operator of the development, carrying out the core vision and purpose at every level.

With decades of experience developing and managing affordable housing informed by identified community needs, FHDC's development team is Latinx-led under Executive Director Maria Elena Guerra and Senior Housing Development Manager Carmen Fernandez. The team is supported by Operations Manager Ana Gomez and Licensed Broker Benjamin Wickham from FHDC's sister organization, Evolve. Collectively, the team leverages over four decades of multilingual and multicultural experience in housing development, finance, construction management, property management, community engagement and resident services, and workforce development.

ANKROM MOISAN: The qualified Ankrom Moisan team includes Michael Bonn as the Principal in Charge, Jason Roberts as the Design Principal, and Francis Dardis as the Project Manager.

As the Principal in Charge, Michael will lead the Ankrom Moisan team and manage the Architectural and Engineering team's budgets, schedules, contracts, and internal workflows. As one of Ankrom Moisan's Affordable Housing Studio leaders, Michael brings many years of experience and heart for providing affordable housing to those who need it. As the Design Principal, Jason will lead the project design, balancing community-based design and contextually responsive design with cost-effective construction to create homes that residents will have pride in. As the Project Manager, Francis will work closely with REACH, FHDC, the engineering consultant team, and the general contractor. REACH's overall mission, in conjunction with the specific project goals and design, are the heart of Francis' focus. Francis will coordinate initial field work, the design and documentation processes, and oversee the jurisdictional requirements for entitlements and permitting.

LMC: A project team has been thoughtfully assembled by LMC tailored specifically for the Westfield site development. This accomplished team excels in nurturing strong client and community relationships, boasts extensive experience in affordable housing projects, and is dedicated to a collaborative approach from the initial preconstruction stages through project completion.

The team includes LMC President, Chris Duffin, who will assume the role of Project Executive. Chris will actively engage in team meetings and provide valuable insights on matters such as scheduling, staging, scope development, cost estimation, and all aspects of project planning.

Senior Project Manager, Aaron Maguire, will be the primary point of contact throughout the preconstruction and construction phases. Concurrently, Senior Superintendent, Joe Tice, will take charge of day-to-day interactions with subcontractors, deliveries, inspectors, neighbors, and fellow on-site team members, while meticulously overseeing the project timeline to ensure its timely completion.



Executive Oversight

PETER CLEMENTS

REACH, INTERIM DIRECTOR OF HOUSING DEVELOPMENT (FEBRUARY 2023)

Peter joined REACH in October 2019 and brings over 40 years of experience in the development, design, and construction of affordable housing. For the 14 years prior to joining REACH, Peter provided executive oversight of all design and construction management staff at Property Resources Corporation in New York in his capacity as Director of Design and Construction. His expertise lies in leading with racial equity as well as cost efficiency and environmental justice in housing development.

EDUCATION

NCARB Certified	1994
Registered Architect, State of New York	1987
Pratt Institute, School of Architecture, Bachelor of Architecture	1984

COMPARABLE PROJECT EXPERIENCE

THE ROSE APARTMENTS

Portland, OR

Completion Date: 2020

Managed the substantial rehabilitation and seismic upgrade of the Rose since 2019. Provided project management in the successful completion of the Project in 2020. The 57-SRO unit development consists of a three-story courtyard building, housing previously homeless single women. Building amenities include onsite property manager and resident services suite, a community room with full kitchen, media center/library, food pantry, courtyard, laundry facilities, indoor bike parking, common kitchen, and multiple common WC and bath/shower rooms on each of the five residential wings. Unit features include Energy Star appliances, low-flow plumbing fixtures, and LED lighting throughout. The roof houses a 26.64 KW Solar Array.

WY'EAST PLAZA

Portland, OR

Completion Date: 2021

Managed the development of Wy'East Plaza since 2019. Provided project management in the successful completion of the development in 2021. Wy'East Plaza provides a new 175-unit affordable family housing development in East Portland for households at the 30% to 60% median family income level—79 studios, 81 one-bedrooms, and 15 two-bedroom units. Key amenities include: community space, central courtyard, four offices for support staff, 43 parking spaces, Energy Star appliances, low-flow plumbing fixtures, LED lighting throughout, direct ducting of fresh air to units, Solar PV System, and electric vehicle charging stations.

THE MARY ANN

Beaverton, OR

Completion Date: 2021

Managed the development of the Mary Ann since 2020. Provided project management in the successful completion of the development in 2021. The Mary Ann is a 54-unit development funded as a pilot of the Metro Affordable Housing Fund through the City of Beaverton. On-site programs and services to residents are provided through a partnership with Bienestar. As part of their work, Bienestar provides culturally specific, bilingual services to the Latinx and low-income community of Washington County. The Mary Ann features 39 indoor parking spaces, a secure bike room, laundry facilities, and a community room that opens to a large courtyard. The property is within walking distance to the MAX light rail and WES community rail, multiple shopping opportunities, grocery stores, the library, post office, restaurants, services, parks, and is located across the street from Beaverton High School.

ALEX ALEMAN

REACH, SENIOR HOUSING DEVELOPMENT PROJECT MANAGER (2 YEARS)



Project Manager

Alex has been in the affordable housing industry since 2017 and enjoys the intricacies of development. Alex's specialty is developing multi-building communities that provide amenities and community spaces for families. Throughout his career, Alex has successfully implemented sustainable features into his developments. Of the 14 projects he has completed, nine have included solar panels and have been certified Gold or higher through Earth Advantage. Several projects included wetlands, creeks, or an environmental feature that required coordination with the Department of Environmental Quality and Environmental Reviews to restore and enhance the respective biomes. Alex enjoys meeting with the community prior to the development design to gain insight into what will help residents thrive and following up post construction with building residents to understand what elements work well and where there are opportunities to improve on future developments.

EDUCATION

Master of Real Estate Development Candidate, Portland State University
 Bachelors Degree, Willamette University

Current
 2014

COMPARABLE PROJECT EXPERIENCE

PLAZA LOS AMIGOS

Cornelius, OR

Anticipated Completion: 2024

Serves as Lead Project Manager for the development of 113 new affordable rental homes in partnership with Bienestar and the City of Cornelius. The project doubles the regulated affordable housing in the City of Cornelius. The 3+ acre site will provide a four-story residential building, 146 parking spaces, a covered all-sport court, a community park with amenities for the new Council Creek regional trail along a former rail line, and more. This community prioritizes families with the inclusion of larger two- and three-bedroom units as well as Permanent Supportive Housing and supportive services.

COLONIA UNIDAD

Woodburn, OR

Completion Date: 2019

Colonia Unidad was a farmworker housing project designed for families. It includes a central community room, field, and community gardens. The project incorporates much of what was learned from residents and provided specific amenities like a boot washing station, durable flooring and paint to prevent scuffing, and extra large load washer/dryer machines. The project was in a wet land and was developed with the intention of collecting all of the storm water on site and capturing it through Low Impact development design.

RED ROCK CREEK COMMONS

Tigard, OR

Completion Date: 2019

Red Rock Creek Commons is a Community Partners for Affordable Housing development that specializes in housing people with Mental Disabilities. This project was completed in partnership with Lukedorf, a clinic which specializes in caring for people living with Mental Disabilities. The development team went through extensive design meetings to understand how best to develop a project supporting people with these needs, including: heat resistant countertops, roll down shades with black out curtains, and ADA upgrades (handle bars, wide walking areas, lowered cabinets and modified bathrooms). This project was also situated near the Red Rock Creek and worked with the neighboring city and recreation team to restore and enhance the creek. It is now part of the Tigard Triangle walking path and provides residents a safe walking path amenity.



Executive Oversight

MARIA ELENA GUERRA

FHDC & EVOLVE, EXECUTIVE DIRECTOR (16 YEARS)

Maria Elena Guerra (Meg) is originally from Guayaquil, Ecuador, and has experience in housing development, asset management, and property management. Her career spans more than 20 years working across sectors with funders, partners, and diverse communities from a variety of backgrounds.

Meg will lead the Executive Oversight on FHDC's behalf, organizing housing development, property management, and resident services staff to effectively engage the Silverton community and bring culturally specific perspective and representation to the project's community and family-focused development process.

EDUCATION

Portland State University, Master of Public Administration	2004
Espiritu Santo University in Guayaquil, Ecuador, Bachelor of Arts in Business Administration	2000

COMPARABLE PROJECT EXPERIENCE

COLONIA PAZ

Lebanon, OR

Phase 1: 2022, Phase 2: 2023

Served as part of the land acquisition and funding development team throughout the 4-year project development, and continues to oversee the housing development team that is working on the 140-unit project. Led partnership development with public agencies, area businesses, and nonprofit partners to acquire and develop the land in accordance with community needs and land use requirements. Provided oversight to the leasing and property management team at Evolve to promote and lease the community housing and position Phase I to be fully leased when it opened in Spring 2022.

COLONIA JARDINES, COLONIA UNIDAD

Silverton/Woodburn, OR

Completion Date: 2017/2019

Executive oversight of two housing development projects, Colonia Jardines (2017, Silverton) and Colonia Unidad (2019, Woodburn). Worked with funders, partners, and the housing development team to plan, implement, and operate two rural area affordable housing projects.

NUEVO AMANECER REHABILITATION

Lynwood, CA

Completion Date: 2008-2009

Played a pivotal role on the property management team during this rehabilitation, successfully relocating and re-establishing housing for hundreds of individuals and families.



**Program and Leadership
Director**

JORGE ALVARADO

FHDC, PROGRAM AND LEADERSHIP DIRECTOR (3 YEARS)

Jorge Alvarado is FHDC’s Program and Leadership Director, supporting FHDC’s Resident Services program and Asset Builder program to assist families as they navigate financial resources and options to grow their assets. Jorge has nearly three decades of experience engaging Latinx/a/o communities across the Portland Metro region in business development, educational support, financial capabilities, homeownership, and asset building.

Jorge will support the expansion of FHDC’s Resident Services Program in Silverton, connecting programs and service providers to best meet the needs of residents and surrounding communities.

EDUCATION

B.A. International Business Administration, Portland State University

2002

COMPARABLE PROJECT EXPERIENCE

ACADEMIC SUPPORT COORDINATOR

Hacienda CDC/PPS

1/2016 – 1/2022

Developed and executed a cultural academic support curriculum for at-risk middle school students at two PPS middle schools with low class attendance. Provided 1:1 academic counseling support to students during and after school. Created a linkage referral system for families to navigate and access community resources within PPS and its partners. Through the implementation of Entre Amigos and the Expresiones Youth Program, 240 students were served. Graduation and attendance rate increased from 40 % to 80%.

HOMEOWNERSHIP COUNSELOR

Hacienda CDC

12/2012 – 1/2016

Accountable for implementing and executing the Camino a Casa Homeownership Program for first time homebuyers. Provided individual coaching towards homeownership, budgeting, credit, process of IDA accounts, mortgage readiness, and teaching the ABC’s of Homebuying, a bilingual HUD certified class.

MICROMERCANTES PROGRAM MANAGER

Hacienda CDC

12/2007 – 12/2012

Introduced vendors to the basics of managing their own business by connecting them with local resources in business management and economic development opportunities. Led construction of an on-site commercial kitchen for micro-enterprise tamale vendors at Hacienda’s largest affordable rental housing development. Helped strategize expansion, including securing funding of MicroMercantes, an initiative of mentoring low-income Latina mothers and daughters, to be successful vendors of homemade tamales in nine Portland-area farmers’ markets. Designed and annually executed Hacienda’s first comprehensive fund development strategy, including the development of an individual donor campaign, targeting multi-year foundation support, creating collateral materials, and holding events to raise organizational visibility. Staffed two committees of the board: Asset Building and Fund Development.



**Property Management
Advisor**

ANA GOMEZ

OPERATIONS MANAGER, EVOLVE (19 YEARS)

Ana Gomez grew up in Oregon’s Willamette Valley. Through deep care for the community, she worked her way from the agricultural industry to property management, and is currently Evolve’s Operations Manager. Her experience spans the spectrum of multicultural community engagement, resident services, property management, and workforce development. She currently oversees a total of 11 properties and 475+ units.

Ana will cover property management functions, resident relations, resident retention, security and maintenance, and vendor/partner relations. She will bring experience in communication to reach target audiences and interface with the development team, project partners, service providers, on-site property management staff, and resident services teams.

EDUCATION

Managing Rural Development Housing Certification	2020
Tax Credit Compliance Expert	2020
The Oregon AHMA, Workshop for RD Managers	2018
The Oregon AHMA, Managing HUD Compliance	2017
The Oregon AHMA, Project Manager of The Year	2016

COMPARABLE PROJECT EXPERIENCE

OPERATIONS MANAGER, EVOLVE

2016 – Current

Manages a diverse 11 property portfolio of LIHTC, HOME, RD USDA and HUD in Oregon. Budget implementation and staff management, overseeing 17 employees. Monthly and quarterly trainings, client relations, and team building.

SENIOR MANAGER, EVOLVE

2016 – Current

Supervises a team of 17 administrative and maintenance professionals in addition to recruiting, training and hiring personnel. Successfully directed all aspects of property management responsibilities for 382 apartment units in a moderate-income tax credit housing community while developing quality relationships with tenants and clarifying complex issues. Implemented financial management of property budgets, insurance, and leases with strong knowledge of Fair Housing laws.

PROPERTY MANAGER, EVOLVE

2016 – Current

Works closely with residents processing initial tenant certifications and annual recertifications for LIHTC & HOME programs. Duties and responsibilities include compiling and calculating rent reports, entering charges and work orders, providing weekly vacancy reports, and conducting annual inspections. Supervises maintenance personnel, communicates with vendors, and reports to property management directors. Other duties include assisting other managers and monitoring compliance with internal, state, federal, and funder regulations.

PROPERTY MANAGER, FHDC

2006 – 2016

Managed a total of 86 multifamily units. Worked closely with residents, organizations representing residents, and community organization for the purpose of providing safe and sanitary housing. Processed initial tenant certifications for LIHTC & HOME programs. Duties and responsibilities included compiling, calculating, and distributing monthly rent statements. Monitored compliance with internal, state, federal and funder regulations.



Evolve Executive
Advisor

BENJAMIN WICKHAM

EVOLVE, LICENSED BROKER (8 YEARS)

Benjamin Wickham brings over two decades of experience in affordable real estate development, asset management, and property management. His expertise in strategic planning from project inception to completion will support the Silverton Westfield site in the areas of relations between owner, property management, lenders, and investors, and support the implementation and operations of best practices between property management and resident services. He will also be available to support the workforce development team in staff recruitment and training services, onboarding Silverton as a location for Evolve’s T.E.A.C.H. (Training for Equity and Accountability in Community Housing) workforce training program. He is fluent in Mandarin Chinese and Spanish.

Benjamin will act as Executive Advisor on behalf of Evolve Property Management.

EDUCATION

Portland Community College, Language studies	2002
Pro Schools, Real Estate Brokerage, Principal Broker, Managing Broker, Continuing Education	2007
Institute of Real Estate Management, CPM Education Courses	2010

COMPARABLE PROJECT EXPERIENCE

COLONIA PAZ

Lebanon, OR

Completion Date: 2023

Property Management Consultation: Licensee supported property management contracts, leasing documentation, and operational planning.

PORTFOLIO MANAGEMENT

Nuevo Amanecer and Evolve

2016 – Present

Provides training and support to senior staff, assisting with portfolio management, financial projections, compliance, budgeting, strategic planning, and project stakeholder relations.

PROPERTY MANAGER

Evolve

2016 – Present

Works closely with residents processing initial tenant certifications and annual recertifications for LIHTC & HOME programs. Duties and responsibilities include compiling and calculating rent reports, entering charges and work orders, providing weekly vacancy reports, and conducting annual inspections. Supervises maintenance personnel, communicates with vendors, and reports to property management directors. Other duties include assisting other managers and monitoring compliance with internal, state, federal, and funder regulations.

CHIEF OPERATING OFFICER

Burbank Housing Development Corporation

2020 – Present

Supervising operations of nonprofit affordable housing developer and property manager, with over 3,000 units of housing under ownership and management. Direct supervision of Property Management, Human Resources, Communications and Public Relations, and Resident Services Directors. Participates in Business Development, Senior Leadership and strategic organizational planning.



Ankrom Moisan



Principal in Charge

MICHAEL BONN

ANKROM MOISAN, PRINCIPAL IN CHARGE (24 YEARS)

While Michael understands the need for more affordable housing in the urban Portland core, he is equally aware of the real need for attainable housing in surrounding communities like Silverton. His work in Hillsboro and Cornelius has brought Michael face-to-face with the realities of those seeking safe, dignified, and affordable housing in communities where they have built their livelihoods. He wants to bring his experience to bear wherever people need homes they can truly afford.

EDUCATION

University of Oregon, Bachelor of Architecture

1997

COMPARABLE PROJECT EXPERIENCE

STRATUS VILLAGE

McMinnville, OR

Anticipated Completion: 2026

At Stratus Village in his role as Principal in Charge, Michael guided the design team through all the stages of preconstruction and up to procurement of the permit, which is the current status of the project. Michael's role had him coordinating with the leadership of all the design consultants from structural and civil through design/build mechanical, electrical, and plumbing. This project has a complex stack of funding sources and required two passes through the NOFA funding process.

PLAZA LOS AMIGOS

Cornelius, OR

Anticipated Completion: 2024

Michael's role as Principal in Charge of Plaza Los Amigos had him leading the design team's efforts through a challenging time during the height of the pandemic. Michael had open and frequent communication with all the stakeholders while working to be creative and productive. He led the team through a wide variety of design iterations and worked with REACH and Bienestar to add in a multi-sport court during the design process as new funding opportunities became available.

WY'EAST PLAZA

Portland, OR

Completion Date: 2020

For Wy'East Plaza, Michael started out as the Project Manager then assumed the role of Principal in Charge as the project progressed. Michael led the design of the project through innovative exercises in cost containment. His design team was focused on drilling down to the sub-contractor level with the general contractor's team to find the most creative and efficient ways to design a multifamily building. Wy'East Plaza was delivered at more than 30% less than even the aggressive OHCS cost per unit target.



Ankrom Moisan



Design Principal

JASON ROBERTS

ANKROM MOISAN, DESIGN PRINCIPAL (33 YEARS)

Everybody wants to have pride in the place they live. Jason challenges himself to design high-quality affordable housing that is indistinguishable from other housing in the community. He is committed to building affordable housing of higher design quality and lower cost. By developing ongoing relationships with the best contractors, and thereby aligning the realities of construction with great design, we are creating more and better homes for those who need them most.

EDUCATION

University of Oregon, Master of Architecture

1995

University of Colorado, Bachelor of Environmental Design

1992

COMPARABLE PROJECT EXPERIENCE

STRATUS VILLAGE

McMinnville, OR

Anticipated Completion: 2026

At Stratus Village, in his role as Design Principal, Jason spearheaded the design effort, guiding the design team through all stages of design. The project's currently in for permitting. Jason's role involved collaboration with clients to understand the goals of the project, steering the design process towards creating a captivating project that aligns with those goals. A significant aspect of the challenge was striking a balance between the budget and implementing thoughtful design elements that contribute to a great place to live.

MERIDIAN GARDENS

Portland, OR

Anticipated Completion: 2025

At Meridian Gardens, in his role as Design Principal, Jason spearheaded the design effort, guiding the design team through all the stages of design. The project is currently under construction. Jason's role involved collaboration with clients to understand the project goals, which extended to supporting residents transitioning from homelessness. Jason led the design process that used trauma-informed design, ensuring residents of all backgrounds can feel comfortable there.

WY'EAST PLAZA

Portland, OR

Completion Date: 2020

At Wy'East Plaza, in his role as Design Principal, Jason spearheaded the design effort, guiding the design team through all the stages of design. Jason's role involved collaboration with clients and contractors to design a great place to live while working through innovative exercises in cost containment. He takes immense pride in the quality of the architecture created within the confines of budgetary constraints.



Superintendent

JOE TICE

LMC CONSTRUCTION, SENIOR SUPERINTENDENT (2 YEARS)

Joe brings a wealth of expertise with over thirty years of experience in the commercial construction industry. His career has spanned various sectors, including industrial projects, residential developments, and complex multi-family and mixed-use constructions. In his current role, Joe takes charge of overseeing all on-site operations, providing labor supervision, implementing project schedules, ensuring adherence to safety standards, supporting sustainability goals, conducting thorough quality inspections, and managing the commissioning and project completion processes.

EDUCATION

John Marshall High School

1985

COMPARABLE PROJECT EXPERIENCE

NUEVA ESPERANZA

Hillsboro, OR

Completion Date: 2023

Bienestar and the Housing Development Center joined forces to collaboratively establish Nueva Esperanza, an affordable apartment complex of 150 units, nestled within a neighborhood abundant with amenities in Hillsboro. Inspired by Hillsboro’s rural heritage and the historical scarcity of quality affordable housing encountered by numerous Latinx individuals, Nueva Esperanza is poised to embody a beacon of “new hope” for immigrant families and all those who gravitate towards Hillsboro to labor and establish their future.

Residents of Nueva Esperanza will relish close proximity to parks, recreational zones, public transportation options, and a bustling commercial district. The array of amenities offered will encompass a dog play area, ample parking facilities, and three plazas, enhancing the living experience for all residents.

PLAMBECK GARDENS

Tualatin, OR

Anticipated Completion: 2024

The development comprises three mirrored three-story apartment buildings, totaling 116 units, with 47 units designated for 30% AMI residents. Additionally, there is a single-story community building. Elevators in the residential buildings ensure ADA accessibility for all units. The property incorporates design elements like additional storage, educational space, and areas for large family gatherings. Amenities include play areas, a sports field, community gardens, and landscaped spaces aimed at fostering connections among residents and with nature. Furthermore, the site's proximity to the Basalt Creek Natural Area offers recreational opportunities.

THE VALFRE AT AVENIDA 26

Forest Grove, OR

Completion Date: 2022

The Valfre at Avenida 26, a contemporary apartment complex featuring numerous community amenities like an activity room, playground, and community garden, offers 36 units of affordable housing, specifically designed for low-income families. Among these units, there are 30 two- and three-bedroom options. Additionally, eight units are dedicated to providing permanent supportive housing, complete with wrap-around services and case management, to assist vulnerable community members.



Project Manager

AARON MAGUIRE

LMC CONSTRUCTION, SENIOR PROJECT MANAGER (7 YEARS)

Aaron has played a pivotal role at LMC since 2016, serving as the Senior Project Manager for a variety of new construction and affordable housing renovation projects.

In his capacity as Senior Project Manager, Aaron will take the helm in budget development, subcontractor procurement, scheduling, plan review, and goal setting for the team. Throughout the construction phase, he will maintain close oversight of the project to ensure it remains on course with respect to quality, schedule, budget, and equity procurement objectives.

EDUCATION

Chemeketa Community College

2008

COMPARABLE PROJECT EXPERIENCE

THE VALFRE AT AVENIDA 26

Forest Grove, OR

Completion Date: 2022

The Valfre at Avenida 26, a contemporary apartment complex featuring numerous community amenities like an activity room, playground, and community garden, offers 36 units of affordable housing, specifically designed for low-income families. Among these units, there are 30 two- and three-bedroom options. Additionally, eight units are dedicated to providing permanent supportive housing, complete with wrap-around services and case management, to assist vulnerable community members.

SEQUOIA CROSSINGS

Salem, OR

Anticipated Completion: 2024

Sequoia Crossings embodies the Housing First model, a Permanent Supportive Housing (PSH) project committed to providing housing and essential social support services to chronically homeless individuals. PSH is a proven strategy for stabilizing vulnerable populations, many of whom face mental health challenges, and enhancing their quality of life. Ensuring safety and fostering positive resident relations were paramount during the project's design.

The design team adopted a trauma-informed approach, focusing on stress reduction, security enhancement, collaboration promotion, and overall well-being. Two residential buildings and an administrative office surround a central courtyard, creating a secure communal space. The entrances of most 1- and 2-bedroom units face the courtyard, enhancing visibility for residents and visitors.

SOUTH HILL COMMONS

Pendleton, OR

Anticipated Completion: 2024

This project involves the conversion of a gently sloping site into a multi-building affordable housing development featuring a diverse range of 71 units, including those designed for supportive purposes. The team merged two separate sites to accommodate the construction of four buildings, one of which is a community facility. The community building boasts a multi-purpose room, a communal kitchen, a meeting room, two offices, spaces for children's activities, a dedicated area for teenagers, and restroom facilities. In addition to the buildings, the outdoor areas include on-site parking, enclosed trash disposal areas, and a central plaza designed for recreational activities, seating, and community gardens.

TEAM SUPPORT



MARGARET SALAZAR

REACH, CEO

Margaret joined REACH as CEO in October 2023. Margaret is a highly experienced housing executive who has been recognized nationally for her work leading housing policy, finance, and innovation at the national, state and local level. Margaret comes to REACH from the U.S. Department of Housing and Urban Development (HUD) where she served as the Northwest Regional Administrator. In this role, Margaret leveraged federal funds to expand best practices for re-housing unsheltered individuals, assisting rural communities in boosting housing supply, and increasing homeownership opportunities for homebuyers of color. Before her recent role at HUD, Margaret served as the director of Oregon Housing and Community Services (OHCS). **Margaret will provide Executive Oversight for the project team.**



CHRIS DUFFIN

LMC Construction, President

As Owner and President of LMC since 2004, Chris Duffin has been responsible for managing over \$2.5 billion worth of construction in the last 19 years. Prior to starting LMC, Chris worked for one of the country's largest affordable housing developers. During that time, he was responsible for overseeing the development and construction of over 7,800 affordable housing units across the country. His leadership spans all areas of the business including project procurement, scheduling, estimating, and staff oversight. **As Project Executive, Chris will be available to the entire team to assist in all project activities, with a primary focus on early estimating and project planning.**



CARMEN FERNANDEZ

FHDC, Housing Development Manager

Carmen Fernandez brings over 20 years of project management experience to the team. She began her career working with a general contractor where she was exposed to a variety of projects including tenant improvements, commercial shopping centers, wastewater projects, and boutique hotel projects. She transitioned to construction management where she became a Project Manager, working on a variety of construction projects such as detention facilities, K-12, water/wastewater, and private construction. **Carmen brings transparent communication, an ability to multitask, stay organized, and build relationships with stakeholders and all members of a project team.**



MARGARITA FLORES BAUTISTA

FHDC, Junior Housing Specialist

Margarita, born and raised in Oregon, spent most of her life growing up in Colonia Libertad, FHDC's affordable housing community in Salem, Oregon. She participated in many programs from music to after-school tutoring, among others. She received a scholarship from Portland State University through the 4-Years Free Program and in the midst of the pandemic, she managed to complete her Bachelor of Arts degree with a focus in Architecture from Portland State University. **She has now returned to FHDC to help her community by bringing her unique lens and background to support families like hers with housing and supportive services with the organization she grew up in.**



ERIC JACOBSON

REACH, Housing Development Project Manager

Eric has more than 25 years of experience in land use planning and real estate development in Oregon, including 15 years developing affordable housing, public parks and other new construction, and rehabilitation of historic buildings, as well as five years of service on the Cherriots Board of Directors. Eric's efforts have delivered more than 450 units of affordable housing and more than \$600 million in public and private investment. **Eric will act as a supporting project manager, with oversight from Senior Project Manager, Alex Aleman.**

STRATUS VILLAGE

235 SE Norton Lane, McMinnville, OR 97128



- ▶ 175 units in four buildings.
- ▶ 1-bedroom, 2-bedroom and 3-bedroom apartments.
- ▶ Amenities include nature play area, open green or common area, community gardens, and an outdoor fitness area.
- ▶ Developed as a partnership between the Housing Authority of Yamhill County, Unidos, Chemeketa Community College, Willamette Valley Medical Center, Department of Human Services, Worksystems, Yamhill Community Care, and the Confederated Tribes of the Grand Ronde.
- ▶ Project Based Vouchers (PBV) will be provided to 42 units.

ANTICIPATED COMPLETION: 2025
SITE AREA: 7 acres

DEVELOPER: Stratus Real Estate Developers, LLC
ARCHITECT: Ankrom Moisan Architects
GENERAL CONTRACTOR: Bremik Construction
CONSTRUCTION MANAGER: Urban Resources, Inc.



This 175-unit affordable housing project will feature four buildings, including a common area building. It is a partnership between the Housing Authority of Yamhill County, Unidos, Chemeketa Community College, Willamette Valley Medical Center, Department of Human Services, Worksystems, Yamhill Community Care, and the Confederated Tribes of the Grand Ronde.

This community will include approximately 250 parking spots, 1-bedroom, 2-bedroom and 3-bedroom apartments, along with a nature play area, open green or common area, community gardens, and an outdoor fitness area.

Site acquired from a City or other public agency? Yes

PRIMARY FUNDING SOURCES

4% Low Income Housing Tax Credit, LIFT (Oregon Housing and Community Services), Oregon Health Authority, Yamhill Community Care SHARE program, Yamhill County ARPA, City of McMinnville, Confederated Tribes of the Grand Ronde.

UNIT & AFFORDABILITY MIX

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT 60% AMI	TOTAL
One Bedroom	60	60
Two Bedroom	85	85
Three Bedroom	30	30
TOTAL	175	175

PLAZA LOS AMIGOS

1910 North Davis St., Cornelius, OR 97113



PROJECTED COMPLETION DATE: 2024
SITE AREA: 4.13 acres

DEVELOPER: REACH Community Development in partnership with BIENESTAR
ARCHITECT: Ankrom Moisan Architects
GENERAL CONTRACTOR: LMC Construction

In partnership with Bienestar, REACH will be developing 113 family oriented homes with 16 permanent supportive housing units and extensive outdoor activity space in the commercial center of Cornelius.

- ▶ District park development in partnership with the City of Cornelius.
- ▶ On site futsal/multi-use court.
- ▶ Application of cost efficient design attributes learned from REACH's Wy'East Plaza development.
- ▶ 112,886 square feet of residential building with 5,308 square feet of community space and 2,500 square feet of office space for resident services and service providers.



Plaza Los Amigos will bring 113 new affordable rental homes, doubling the regulated affordable housing in the City of Cornelius. The 3+ acre site will provide a four-story residential building, 146 parking spaces, a covered all-sport court, a community park with amenities for the new Council Creek regional trail along a former rail line, and more.

This community will prioritize families with the inclusion of larger two- and three-bedroom units, with 86 units for tenants (predominantly Latinx families to meet the demands of the community) earning 60% Area Median Income (AMI); 10 will be for those earning 30% AMI without project vouchers, and the remaining 16 units (12 one-bedroom and four two-bedroom) will be set aside for Permanent Supportive Housing (PSH) and provide supportive services.

Site acquired from a City or other public agency? No

PRIMARY FUNDING SOURCES

This project is made possible with the support of Washington County and their allocation of Metro Housing Bond funding as well as Washington County HPOF (Housing Production Opportunity Fund) and Metro TOD (Transit Oriented Development) funding. The state of Oregon and Energy Trust of Oregon have provided additional incentives to increase the sustainability of the project.

UNIT & AFFORDABILITY MIX*

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT:		PSH	TOTAL
	30% AMI	60% AMI		
One Bedroom	10	18	12	40
Two Bedroom	0	56	4	60
Three Bedroom	0	12	0	12
TOTAL	10	86	16	112*

*Managers units not counted in unit & affordability mix.

COLONIA PAZ

500 Weldwood Dr. Lebanon, OR 97355



- ▶ Square Feet and Key Tenants in active ground floor space: 26,408 sq ft.
- ▶ Farmworker Housing: farmworkers, their families, retired farmworkers (phase I), 102,504 sq ft – Workforce Housing & families (phase II).

YEAR COMPLETED: 2023
SITE AREA: 1.4 acres (phase I), 7.45 acres (phase II)

DEVELOPER: FHDC & CASA of Oregon (phase I), Housing Development Center (phase II)
ARCHITECT: Pinnacle Architecture
GENERAL CONTRACTOR: LMC Construction
CONSTRUCTION MANAGER: Nelson Capitol CPM



Colonia Paz (Peaceful Community) is situated in the growing rural community of Lebanon, Oregon. Owned and developed by FHDC, Colonia Paz addresses the documented housing affordability disparities in Lebanon, as it is one of the top three severely rent-burdened cities in Oregon, with one in three households (34%) paying more than 50% of their income towards rent. The Colonia Paz site is located in the center of Lebanon, chosen for development due to its proximity to a variety of employment and nearby community amenities such as public transit, schools, grocery stores, and medical facilities. The site design provides ample green space and preservation of on-site wetlands and is 300 feet from the closest public transit stop.

FHDC began construction on Colonia Paz I in Spring 2021 with 24 affordable apartments that will prioritize housing for farmworkers and their families. FHDC also began the construction of Colonia Paz phase II in Fall of 2021, which will prioritize housing for low-income workforce families with 116 additional affordable units. Colonia Paz will bring a multicultural approach to the community and serves as the first dedicated housing in Lebanon that prioritizes housing for both workforce families and farmworkers in Lebanon, including disabled and retired farmworkers. Colonia Paz is aimed to meet the growing housing disparities in Linn County by prioritizing a mix of Latinx farmworker families and multigenerational workforce families. Services will cover health, education, workforce, nutrition, and asset building needs.

Colonia Paz is supported by the Linn-Benton Housing Authority, City of Lebanon, CASA of Oregon, Nelson Capital, Pinnacle Architecture, LMC Construction, Kantor Taylor, USDA Rural Development, Umpqua Bank, Oregon Housing and Community Services, and Bank of Des Moines.

Site acquired from a City or other public agency? No

PRIMARY FUNDING SOURCES

USDA Rural Development, HUD HOME through Linn-Benton Housing Authority, Agriculture Workforce Housing Tax Credit (AWHTC) for Phase I, OHCS 4% LIHTC, OHCS LIFT, Permanent Loan through Bank of Des Moines, GP Equity Contribution (Phase II).

UNIT & AFFORDABILITY MIX*

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT:			TOTAL
	30% AMI	50% AMI	70% AMI	
One Bedroom	2	5	1	8
Two Bedroom	1	10	4	15
TOTAL	3	15	5	23*

*Managers units not counted in unit & affordability mix.

NUEVA ESPERANZA

5317 NE Hidden Creek Dr. Hillsboro, OR 97124



- ▶ 150 new affordable homes, targeting households with incomes between 20-60% AMI.
- ▶ 60 units designated for households with 30% AMI or lower.
- ▶ 106 units with two or more bedrooms.
- ▶ 8 units with Project-Based Vouchers (PBV).
- ▶ Amenities include boot washing stations for agricultural workers and ample parking.

YEAR COMPLETED: 2023
SITE AREA: 6.12 acres

DEVELOPER: Bienestar
ARCHITECT: Scott Edwards
GENERAL CONTRACTOR: LMC Construction
CONSTRUCTION MANAGER: LMC Construction



The Nueva Esperanza project prioritizes racial equity by offering 150 new affordable homes, targeting households with incomes between 20-60% AMI. It consists of twelve residential buildings organized into three distinct neighborhoods, each with its unique character and a central community building. Sixty units are designated for households with 30% AMI or lower, while 106 units have two or more bedrooms. The site design centers around a community center and features a tree-lined pathway (paseo) that pays homage to existing mature trees, connecting the project with nature.

The layout of the buildings maintains ample spacing between structures, ensuring access to sunlight for outdoor amenities. Nueva Esperanza promotes a strong sense of community by creating smaller neighborhoods within the project. The site design integrates pedestrian pathways into the existing neighborhoods, reduces the impact of vehicles, and preserves mature trees, resulting in an Earth Advantage gold certification. Furthermore, the project benefits from its proximity to the new Hidden Creek Community Center and the existing 53rd Avenue Community Park. Access to light rail and a bus stop is within half a mile, and residents are within walking distance to open spaces, recreational areas, and a neighborhood commercial district with a pharmacy and medical offices.

Site acquired from a City or other public agency? Yes

PRIMARY FUNDING SOURCES

Low-Income Housing Tax Credits, OHCS Multifamily Energy Program, Metro Affordable Housing Bond, Meyer Memorial Trust, Community Housing Fund, and Private Funding.

UNIT & AFFORDABILITY MIX*

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT:		TOTAL
	30% AMI	60% AMI	
One Bedroom	24	20	44
Two Bedroom	28	27	55
Three Bedroom	8	38	46
Four Bedroom	0	4	4
TOTAL	60	89	149*

*Managers units not counted in unit & affordability mix.

THE MARY ANN

4601 SW Main Ave. Beaverton, OR 97005



YEAR COMPLETED: 2021
SITE AREA: 0.46 acres

DEVELOPER: REACH Community Development
ARCHITECT: Scott Edwards Architecture
GENERAL CONTRACTOR: Walsh Construction Co.
CONSTRUCTION MANAGER: The Klosh Group



- ▶ First project to start construction with funding through the Metro regional housing bond.
- ▶ 25 one-bedroom, 26 two-bedroom, and 3 three-bedroom apartments.
- ▶ Transit-orientated: Access to MAX light rail and WES commuter rail.
- ▶ 39 on-site parking spaces & secure bike storage.
- ▶ Resident services provided by Bienestar.
- ▶ Named in honor of Mary Ann Spencer Watts, the City of Beaverton's first school teacher.

With over half of the apartments containing two or more bedrooms, the Mary Ann is home to very low-income families with children with incomes at or below 60% of the Area Median Income (AMI), with 20% of the units set aside for households at or below 30% AMI. Onsite programs and services to residents are provided through a partnership with Bienestar. As part of their work, Bienestar provides culturally specific, bilingual services to the Latinx and low-income community of Washington County.

The Mary Ann features 39 parking spaces, a secure bike room, laundry facilities, and a community room that opens to a large courtyard. The property is within walking distance to the MAX light rail and WES commuter rail, multiple shopping opportunities, grocery stores, the library, post office, restaurants, services, parks, and across the street from Beaverton High School.

Site acquired from a City or other public agency? Yes

PRIMARY FUNDING SOURCES

Wells Fargo 9% LIHTC Equity, NOAH Permanent Loan, Beaverton Metro Bond, Washington County HOME Loan, Oregon Housing & Community Services, City of Beaverton, Beaverton Urban Redevelopment Agency TIF, REACH Capital Contribution, Energy Trust of Oregon, Business Oregon Brownfields.

UNIT & AFFORDABILITY MIX

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT:		TOTAL
	30% AMI	60% AMI	
One Bedroom	2	23	25
Two Bedroom	4	22	26
Three Bedroom	3	0	3
TOTAL	9	45	54

WY'EAST PLAZA APARTMENTS

12370 SE Ash St. Portland, OR 97233



YEAR COMPLETED: 2020
SITE AREA: 2.28 acres

DEVELOPER: REACH Community Development
ARCHITECT: Ankrom Moisan Architects
GENERAL CONTRACTOR: Walsh Construction Co.

- ▶ Provides 175 units of affordable family housing in East Portland for households at the 30% to 60% median family income level.
- ▶ 79 studios, 81 one bedrooms, and 15 two-bedroom units.
- ▶ Key amenities: community space, central courtyard, four offices for support staff, 43 parking spaces, Energy Star appliances, low-flow plumbing fixtures, LED lighting throughout, direct ducting of fresh air to units, Solar PV System, and electric vehicle charging stations.



The project specifically addresses the shortage of affordable housing for communities of color in East Portland. With rapid displacement of communities of color to East Portland, the neighborhood is experiencing drastic growth in historically underserved communities. This community used a cost containment strategy resulting in construction hard cost of less than \$118,000 per dwelling unit.

Located in the heart of East Portland, the site's proximity to frequent bus service and the MAX light rail reflect REACH's goals to build homes that are affordable but remain close to transit and vital services for families and individuals. The building includes a central courtyard scheme of 13,000 square feet, affording beneficial air and light access to each unit and helping to foster a strong sense of community.

Site acquired from a City or other public agency? Yes, Tri-County Metropolitan Transportation District of Oregon

PRIMARY FUNDING SOURCES

Bank of America 4% LIHTC Equity, Oregon Housing & Community Services LIFT Loan, Weatherization, NOAH Permanent Loan, Meyer Memorial Trust Cost Containment Grant, and Energy Trust of Oregon.

UNIT & AFFORDABILITY MIX

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT 60% AMI	TOTAL
Studio	79	79
One Bedroom	81	81
Two Bedroom	15	15
TOTAL	175	175

COLONIA UNIDAD

1750 Park Ave, Woodburn, OR 97071



FHDC
A Home is Just the Beginning



LMC
CONSTRUCTION



YEAR COMPLETED: 2019
SITE AREA: 2.79 acres

DEVELOPER: FHDC and Housing Development Center
ARCHITECT: Carleton Hart Architects
GENERAL CONTRACTOR: LMC Construction
CONSTRUCTION MANAGER: Nelson Capitol LLC

- ▶ 44 units of affordable housing in 4 low-rise buildings.
- ▶ Amenities: mailboxes, play area, community garden, laundry and common areas, community room, and management offices.
- ▶ Features resident services as well as access to health and dental vans, after school programming, leadership development, food box distribution, asset building and rent/utility support.
- ▶ Sensitive site design centers the needs of families and children.
- ▶ Special touches include a boot-wash station where farmworkers rinse pesticides from their footgear and a colorful exterior mural depicts real FHDC residents.



Located in Woodburn, Colonia Unidat features 44 units of affordable multifamily rental housing serving working families. At this community, families have access to affordable homes where they can build healthy lives and support their children’s educational success. This community is located near amenity-rich downtown Woodburn, Oregon, in a census tract where 67% of residents identify as Latinx and 36% live in poverty. Colonia Unidat features a community room, community garden, park, playground, and access to transportation and amenities. Resident services hold the following opportunities: health and dental vans, after school programming, leadership development, food box distribution, asset building and rent/utility support.

In addition to providing affordable housing options for Woodburn’s nonagricultural workforce, Colonia Unidat’s mix of housing types enables farmworker residents to keep their housing as they move out of agricultural work and into other occupations.

Site acquired from a City or other public agency? No

PRIMARY FUNDING SOURCES

Low-income housing tax-credit equity (9%), HOME funds, Trust Fund, Low income Weatherization Program funds, Workforce Housing Tax Credit program.

UNIT & AFFORDABILITY MIX*

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT:		TOTAL
	50% AMI	60% AMI	
One Bedroom		4	4
Two Bedroom	12	11	23
Three Bedroom	5	11	17
TOTAL	17	26	44*

*Managers units not counted in unit & affordability mix.

72FOSTER

5005 SE 72nd Ave. Portland, OR



- ▶ Transit-oriented mixed-use development housing seniors and families.
- ▶ Key amenities: community room with “folding walls” opening to courtyard, breezeway connects to adjacent Portland Mercado.
- ▶ Murals at public areas created by local artist reflect the cultural diversity of the region.
- ▶ Houses a 106 KW Solar Array.
- ▶ More images at www.hdc-nw.org/development-projects/72foster and www.holstarc.com/portfolio/72-foster.

YEAR COMPLETED: 2019
SITE AREA: 0.89 acres

DEVELOPER: REACH Community Development
ARCHITECT: Holst Architecture
GENERAL CONTRACTOR: LMC Construction
CONSTRUCTION MANAGER: Housing Development Center



Nestled in Southeast Portland, this beautiful LEED Certified community offers studio, one-bedroom, two-bedroom and three-bedroom apartment homes. Each unit consists of EnergyStar® appliances, radiant heat, and shared on-site laundry facilities on each floor. Located next to food carts, parks, public transit, and shopping. The building features a ground-floor community room, a beautifully landscaped courtyard, secured bike parking, and a fourth-floor open-air terrace. Units were designed to optimize natural lighting and feature eco-friendly appliances. The building is outfitted to produce much of its own energy on-site with solar PV panels and contribute to the building's long-term financial viability. An open breezeway maintains the connection from the residential neighborhood to the popular Portland Mercado across the street.

With the building's 8,900 sq ft of commercial space, REACH is working to advance the multicultural character of the neighborhood. Our vision expands on the place-making strategies employed by Hacienda CDC at the neighboring Portland Mercado – a retail, restaurant and community hub that is attracting residents from across the city for food and cultural events. Key tenants include Pizzeria Otto, Tea & Tea, and Red Castle Games.

Site acquired from a City or other public agency? Yes, Public-Private Partnership; Transit-oriented development site.

PRIMARY FUNDING SOURCES

PHB awarded REACH the land and \$5.76MM in gap financing to help develop this project along with OHCS 4% LIHTC Equity, a Metro TOD grant, OHCS Housing Development Grant and Weatherization Program, a PGE Renewable Development Fund Grant, and a grant from the Energy Trust of Oregon.

UNIT & AFFORDABILITY MIX

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT:		TOTAL
	30% AMI	60% AMI	
Studio	10	56	66
One Bedroom	5	9	14
Two Bedroom	0	12	12
Three Bedroom	5	4	9
TOTAL	20	81	101

ORCHARDS AT ORENCO PHASE I

6520 NE Cherry Dr., Hillsboro, OR 97124



YEAR COMPLETED: 2015
SITE AREA: 1.97 acres

DEVELOPER: REACH Community Development
ARCHITECT: Ankrom Moisan Architects
GENERAL CONTRACTOR: Walsh Construction Co.
CONSTRUCTION MANAGER: Housing Development Center

- ▶ 57 units of workforce housing including 40 one-bedroom units and 17 two-bedroom units. Eight units contain project based Section 8 vouchers targeted to households earning 30% of MFI (Median Family Income) or less.
- ▶ Green features: built using Passive House standards, creating an energy efficient building.
- ▶ Orchards at Orenco was the largest multi-family Passive House building in North America at the time of completion.
- ▶ Outstanding transit-oriented location on the MAX light rail line.



Strategies of providing affordable housing built at transit-oriented (TOD) design locations with green building technology match REACH's goals of providing a more comprehensive model of affordable living. With this in mind, REACH set out to secure an affordable TOD site in the Orenco Station neighborhood in Hillsboro, given its proximity to light rail and multiple community amenities.

In 2013, REACH purchased a site abutting the MAX light rail station at Orenco Station. The land was used to build a three phase project, totaling approximately 150 units of affordable housing for working families. The project was built using Passive House standards to further reduce tenant monthly energy expenses.

Site acquired from a City or other public agency? No

PRIMARY FUNDING SOURCES

Community Housing Fund, Energy Trust of Oregon, Enterprise Community Partners, Meyer Memorial Trust, NeighborWorks® America, Network for Oregon Affordable Housing (NOAH), Oregon Housing and Community Services, Washington County Office of Community Development, Wells Fargo.

UNIT & AFFORDABILITY MIX*

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT:		TOTAL
	50% AMI	60% AMI	
One Bedroom	5	34	39
Two Bedroom	5	12	17
TOTAL	10	46	56*

*Managers units not counted in unit & affordability mix.

NUEVO AMANECER & CIPRIANO FERREL EDU CTR

1274 N. Fifth St., Woodburn, OR 97071



YEAR COMPLETED: 2003
SITE AREA: 11.6 acres

DEVELOPER: FHDC & CASA of Oregon
ARCHITECT: Andrews Architects (CFEC) & Carleton Hart (rehabilitation and phase IV)
GENERAL CONTRACTOR: Centrex (original construction phase I & II and CFEC), LMC Construction (rehabilitation and phase IV)
CONSTRUCTION MANAGER: Housing Development Center & Casa of Oregon (CFEC)

- ▶ Phase I & II started construction in 1993 and finished in 1994. Nuevo Amanecer underwent rehabilitation in 2008 - 2009, in which phase IV was added with 40 additional units. Cipriano Ferrel Education Center (CFEC) began construction in 2002 and was completed in 2003.
- ▶ Tenant: Woodburn School District, 10,813 sq ft.
- ▶ FHDC & Evolve Workforce & Multifamily Housing Headquarters: 4,000 sq ft.
- ▶ Anahuac Project, Community Kitchen & Gardens, Farmer's Market: 20,000 sq ft.



Located in the core of Oregon's mid-Willamette Valley, Nuevo Amanecer (New Dawn) has been home for hundreds of essential Latinx and Indigenous farmworker families over the last two decades. Nuevo Amanecer and adjoining Cipriano Ferrel Education Center encompass the heart and headquarters for FHDC, Evolve Workforce & Multifamily Housing Services, the Woodburn School District "Escuelita" preschool and after-school programs. It houses many other nonprofit partnership programs, including daily hot food and weekly grocery distribution and on-site food cultivation for the Anahuac Intergenerational Indigenous Project. The development is FHDC's flagship example of a public-nonprofit partnership, encompassing a 3-phase housing community of 142 units and a community educational center serving over 500 people weekly, providing access to warm meals, food boxes, health services, educational support, workforce development, leadership development opportunities, and asset building services.

Nuevo Amanecer's phases were built and/or rehabilitated spanning the years of 1993-2009, offering affordable housing, ample green space, accessible transit to amenities, workplaces and schools, after-school programs, and many other supportive services to uplift stable and prosperous futures for Oregon's multigenerational and multicultural agricultural workforce families. Nestled in Woodburn, a rural growing city in between Portland and Salem, Nuevo Amanecer was designed and built with community feedback and participation at every level and gained wide cross-sector support from the City of Woodburn, the State of Oregon, USDA, and many other private and public partners.

Site acquired from a City or other public agency? Yes, State of Oregon.

PRIMARY FUNDING SOURCES

OHCS 9% LIHTC, HUD HOME funds, Farm Worker Tax Credits (FWTC), Community Development Block Grant (CDBG) for the CFEC.

UNIT & AFFORDABILITY MIX

UNIT TYPE	NUMBER OF UNITS AFFORDABLE AT:		TOTAL
	50% AMI	60% AMI	
One Bedroom	1	4	5
Two Bedroom	23	13	36
Three Bedroom	51	19	70
Four Bedroom	16	0	16
TOTAL	91	36	127

REFERENCES

Name: Javier Mena, Director of Housing
Organization: City of Beaverton
Worked with: REACH Community Development
Projects that Individual Worked On: The Mary Ann Apartments, Elmonica Station
Phone (503) 748-9534
Email JMena@beavertonoregon.gov

Name: Gigi Szabo, Senior Finance Project Manager
Organization: Housing Development Center
Worked with: Farmworker Housing Development Corporation
Projects that Individual Worked On: Colonia Paz (Lebanon), Colonia Unidad (Woodburn), Colonia Amistad Rehabilitation (Independence)
Phone (503) 335-3668 ext.118
Email Gigi@hdc-nw.org

Name: Peter Hainley, Executive Director
Organization: Casa of Oregon
Worked with: Farmworker Housing Development Corporation
Projects that Individual Worked On: Colonia Paz (Lebanon), Colonia Jardines (Silverton)
Phone 503-687-3311
Email phainley@casaoforegon.org

Name: Vickie Ybarguen, Executive Director
Organization: Housing Authority of Yamhill County
Worked with: Ankrom Moisan Architects
Projects that Individual Worked On: Stratus Village
Phone (503) 883-4300
Email vickie@hayc.org

Name: Shannon Wilson, Program Manager
Organization: Washington County Office of Community Development
Worked with: REACH Community Development
Projects that Individual Worked On: Orchards at Orenco; Dartmouth Crossing North
Phone (503) 846-8663
Email Shannon_wilson@washingtoncountyor.gov

RESPONSE TO REQUEST FOR QUALIFICATIONS // CITY OF SILVERTON WESTFIELD SITE

DEC 12, 2023



1 // COVER LETTER

City of Silverton

Re: Request for Qualifications Westfield Site

Attn: Jason Gottgetreu

DevNW and Ink Built are pleased to submit our combined qualifications for the development of affordable housing on the Westfield site. DevNW and Ink Built have deep roots in the Willamette Valley and extensive experience in planning, designing, building, and managing affordable housing, including for both rental and ownership. We share a mission to bring innovative thinking, design, and collaboration to bear in addressing the immense need for sustainable, equitable, and affordable housing that builds upon the inherent strengths and resources of communities. We understand that we must go beyond making great buildings, that we must strive to restore justice and create connection through the spaces we shape together.

DevNW is a nonprofit asset building and community development organization serving a six-county region: Lane, Linn, Benton, Lincoln, Marion, and Clackamas. Affordable housing development and management have been central to our mission for more than 40 years. We believe that secure, affordable housing is central to our ultimate mission of helping individuals, families, and communities build financial opportunity and long term assets. We pair our housing with extensive services that include financial literacy, matched savings, small business development, first time homeownership, and more. DevNW owns and operates a portfolio of 436 rental homes and 26 Community Land Trust (CLT) homes; we have an additional 17 rental units and 94 Community Land Trust homes currently under development. Our real estate team (including development, construction management, and asset management) includes 10 full time staff with an average of 15+ years of experience. They are supported by a total team of 70, including finance and accounting, resident services, first time homebuyer services, and other roles critical to a future Westfield project.

Ink Built is a growing Woman-Owned Architecture Firm (Oregon Certified WBE/ESB) founded in 2017 by Andrea Wallace, Melynda Retallack, and Nate Ember, with a mission to deliver responsive architecture, planning, and development to respond to our triple crises of increasing economic & social inequity, climate change, and housing affordability. They have centered their firm on the belief that access to safe housing is a human right and that all people should have access to great design. Spinning off from a Development+Design+Build firm, in 2017, Ink Built is now a team of 10 that as a practice, have optimized for innovation, flexibility, and efficiency to deliver the best of what's possible to those who have had the least access to it. Over the last 7 years their work has resulted the design and construction of nearly 200 units of affordable housing across the pacific northwest, all of those units being design Net-Zero or Net-Zero-Ready.

We believe we are uniquely qualified to partner with the City of Silverton on this site, and we look forward to engaging with you throughout this process.

Primary Point of Contact

Nora Cronin, DevNW
Director of Real Estate Development
nora.cronin@devnw.org
541-345-7106 x2092



DEVELOPING THRIVING COMMUNITIES

212 Main Street //
Springfield, OR 97477

528 Cottage St //
Salem, OR 97301



2808 NE MLK BLVD //
SUITE G //
PORTLAND // OR // 97212

[503] 454-6793

OR WBE|ESB #11068

2 // PROJECT VISION

A thriving new Silverton neighborhood

DevNW and Ink Built would be thrilled to partner with the City of Silverton to bring the City's vision for the Westfield site to reality. We share a strong value that affordable housing is best accomplished in collaboration with local jurisdictions and partners throughout the community. We admire Silverton's vision for affordable housing on the site, and the City's commitment to being an active partner in the process. Our two organizations bring extensive experience in affordable housing development, both for rental and for ownership; so, while this proposal will focus on the first two acres intended for a rental project, we're also excited to begin envisioning how future phases will build upon and augment this first phase. We fully support the City's interest in the future inclusion of homes for ownership, and we would be excited to help the City develop a model site that demonstrates how mixed housing types can create stronger neighborhoods and better meet community needs.

DevNW and Ink Built envision a thriving new neighborhood for the Silverton Community, beginning with a multi-family affordable rental project for residents below 60% area median income, and then expanding in later phases to encompass the full seven acre site and include community land trust homes for homebuyers below 80% area median income, and a cottage cluster designed to help seniors age-in-place in a community setting. The design we envision (illustrated in a rough site plan submitted with this response) focuses on creating community through the built environment, including thoughtful use of community spaces, green space, connectivity to neighboring resources, and the creation of micro-communities through cluster design. While the first phase (and we hope the majority of a future phase) will focus on affordable housing, we are also interested in exploring the inclusion of some market rate units for a truly mixed income neighborhood.

Ink Built's initial research into the zoning for the site - including statewide density bonuses for affordable housing - indicate that the first 2 acres could include up to 60 units of rental housing. In the following rough site plan, we show a layout that includes 56 units, as well as 60 parking spaces. The buildings would be 2-3 stories townhouse-style apartments that will naturally blend with the Silverton community in general, and future phases on this site in particular. Our parking plan attempts to minimize the space needed for parking lots while also honoring the reality that many people rely on daily use of cars: commuters to Salem or rural agricultural jobs, seniors with limited mobility, families taking kids to activities, etc.

All plans pending future community engagement

If selected as the City's development partner, DevNW and Ink Built would plan early community engagement with potential future residents, City staff, elected officials, local community groups, and others to inform final design concepts. All ideas included in the response are provisional and meant to illustrate potential project components.

Key Features - Phase 1:

- Multi-generation
- Connectivity
- Community spaces
- Accessibility
- Trauma Informed Design
- High Efficiency Building Systems
- Solar Design
- Net-Zero Ready

Possible Features - Phase 2+:

- Mix of rental and ownership
- Missing middle housing types
- Mixed income
- Net-Zero Ready Homes
- Network of gardens and green space connecting to existing community amenities

2 // PROJECT VISION

A thriving new Silverton neighborhood

Taking advantage of the location adjacent to the Senior Center and Robert Frost Elementary, we envision a mix of generations living in the community, and would plan a mix of units into any phase of the project: smaller, single story units for seniors (or other 1-2 person households), alongside larger 2-3 bedroom units for families. Based on community engagement, we would also be interested in the demand for 4-bedroom units for multi-generation families.

Our rough site plan shows a community room with adjacent kitchen built into the first phase of the project, and the same building would include offices for property management and other onsite services. We believe these amenities are critical for cultivating a strong resident community, by providing space where residents can gather for shared meals, celebrations, and other events, and can also meet with service providers (from DevNW and other partners) to easily access the resources they need.

We also envision a neighborhood that offers green space, community gardens, and walking/biking connectivity to the skate park, Senior Center, and Robert Frost Elementary. It will be a shared priority to create inviting community space on the Westfield site, while also fostering easy connections with the rest of the neighborhood.

We would work closely with the City to coordinate access to these neighboring sites.

To illustrate how the first phase of the project might connect to additional housing types in a later phase, our site sketch also shows a cottage cluster, single family homes, and clusters of townhomes that can be utilized for varying levels of density and the meet the differing needs of diverse Silverton residents. We would hope that a significant number of any future homeownership units would utilize a Community Land Trust model, offering an affordable path to homeownership, including for residents of the adjacent affordable rental units. In addition to multi-family development, both DevNW and Ink Built share extensive experience designing, funding, and building homes for affordable ownership.

In the following site plan, we have shown a conservative estimate of where the site might have protected wetlands, flood plain, and/or critical drainage area. If further due diligence indicates that less area needs to be set aside, we can easily expand our vision for future phases to include additional units, but we also wanted to be realistic about potential limitations on the site.

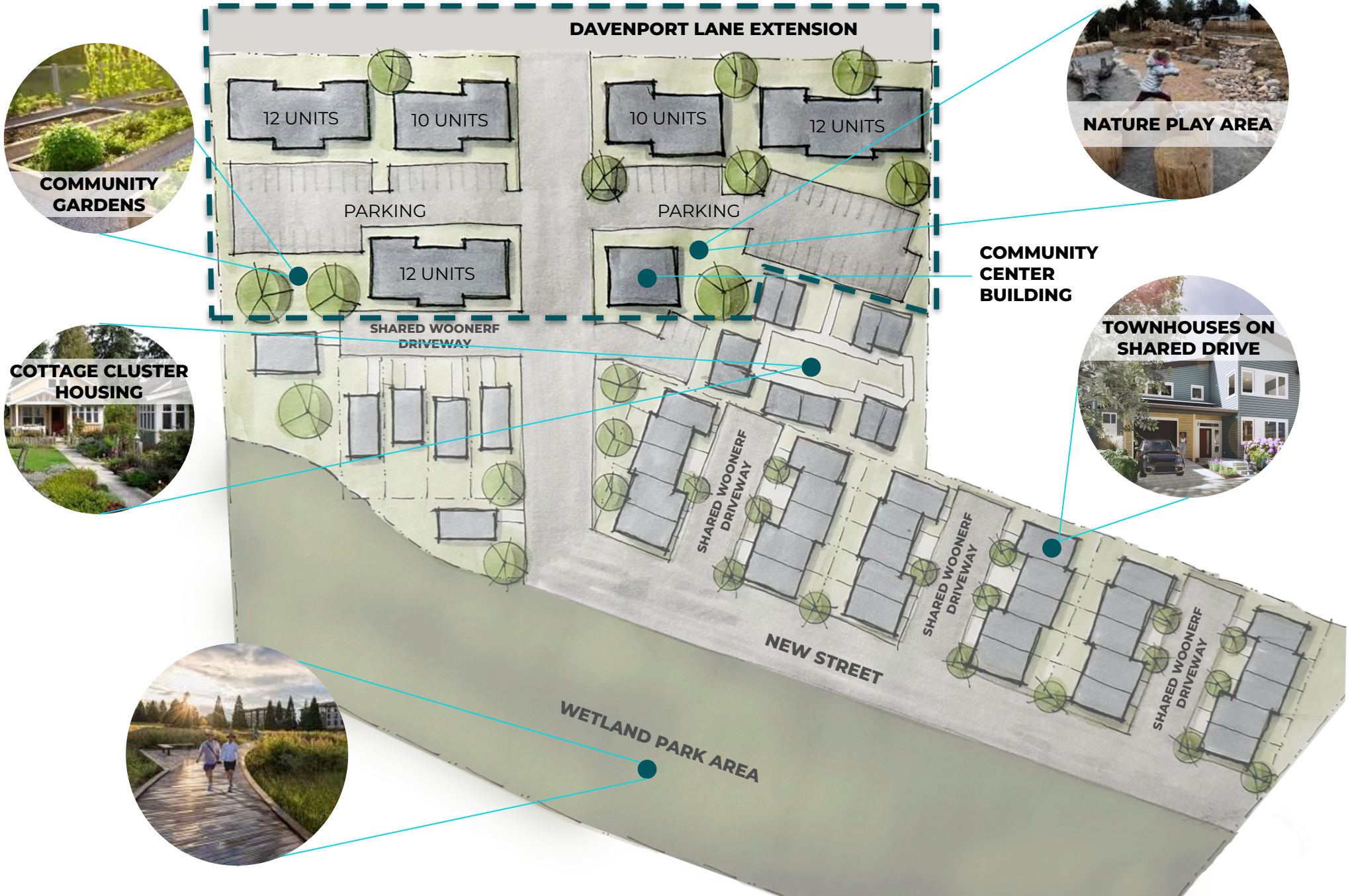
DevNW and Ink Built are excited to work through these opportunities with the City of Silverton, and to see the Westfield site developed as a thriving neighborhood.



The DevNW Development Team on a recent site visit to a 10-unit CLT subdivision in Clackamas Co.

2 // PROJECT VISION

PHASE 1



COMMUNITY CENTER BUILDING



3 // DEVELOPMENT TEAM

The Westfield Site Team

The Silverton project would be led by **Nora Cronin**, DevNW's Director of Real Estate Development, in collaboration with **Andrea Wallace** of Ink Built Architecture as Principal in Charge and Project Design Manager.

Through the initial Concept and Schematic Design phases, Nora and Andrea will be your primary points of contact as their staff guide project stakeholders through conversations designed to clarify goals and priorities for the remainder of the project.

Josh Shafer, DevNW's Director of Construction Management, and his team will support these phases through coordination of cost and timeline feedback in parallel with the design process, acting as a knowledge bank for Nora and Andrea regarding future construction feasibility.

As the team narrows in on the project design, Nora will begin working with **Skylar Yang**, DevNW's Senior Real Estate Financial Analyst, to create a project budget and pro forma, and to complete applications for the likeliest affordable housing funding sources.

After funding is secured, the focus will shift to a construction-focused team. Andrea will be central during document production phases to drive continual alignment with the project budget and values; continuing through the construction process.

Once under construction, **Tara Hanby**, DevNW Project Manager, will act as the Project Manager for DevNW, leading weekly team meetings of the project team (including Ink Built and the general contractor).

At this point, Nora and Tara will coordinate ongoing responsibilities for communication between the City and the design team, project planning and oversight, vision, budget, project plan, schedule, and execution. Skylar will remain centrally involved in managing and updating the project pro forma and coordinating all project funding sources.

After certificates of occupancy are received for the project, DevNW's Director of Housing Operations, **Leah Breen-Cooper**, will join the project leadership team to coordinate lease-up, manage the third party property management company, and oversee staff providing onsite resident services. Leah's team will then assume ongoing asset management for the project, including annual operations and long term capital needs planning.

Throughout the lifetime of the project, **Cori Riley**, DevNW's CFO, and her team will manage the accounting and annual audits of the project, including the unique requirements for tax credit funding sources.

Partners Still To Be Identified

Several additional critical partners will be identified if our team is selected to respond to a full Request for Proposals, including the Civil Engineer, Landscape Architect, General Contractor, and property management company. In selecting these partners, the DevNW and Ink Built Team will prioritize:

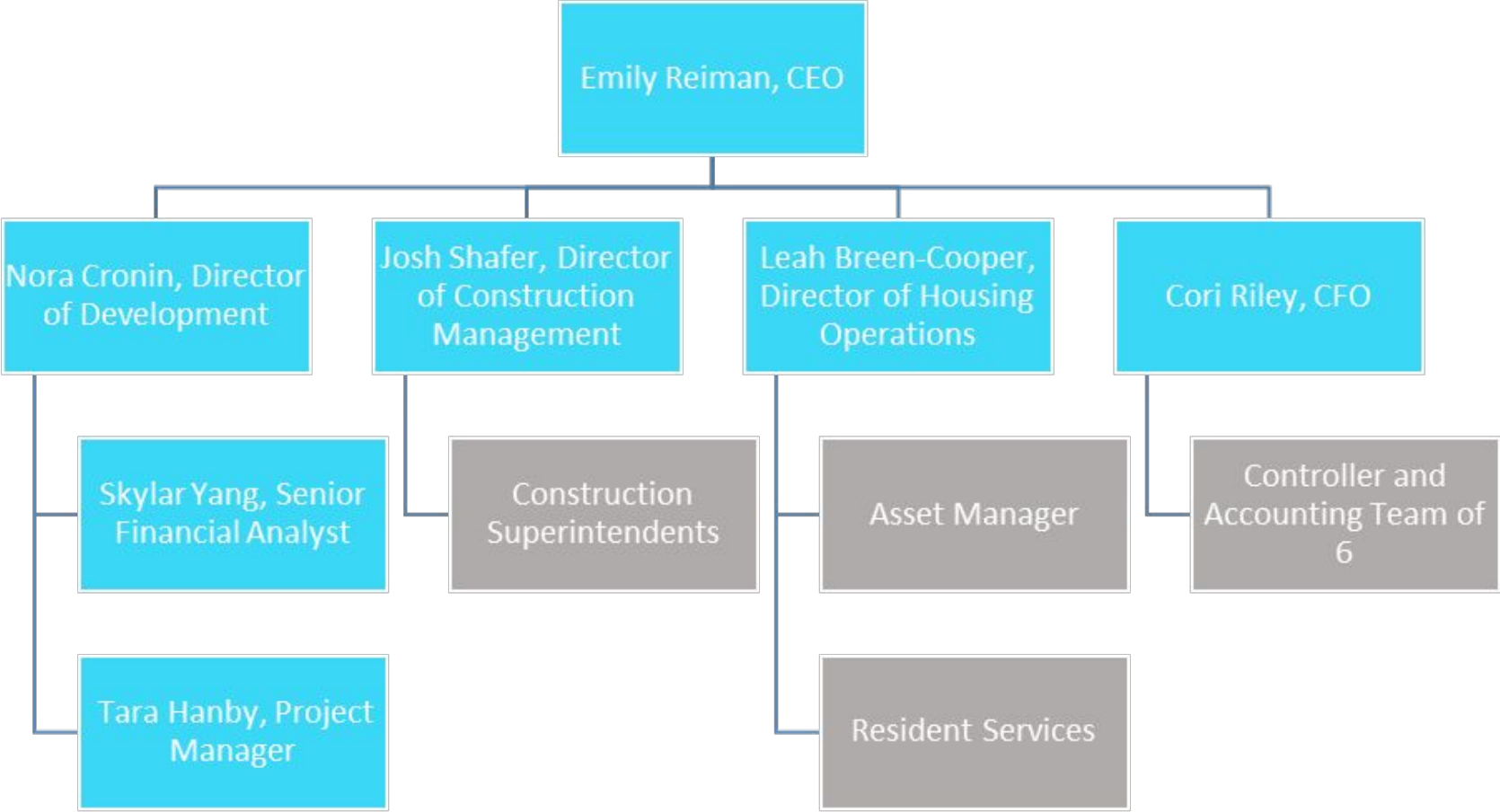
- Minority-owned, Women-owned, Veteran-owned and Emerging Small businesses;
- Businesses local to Silverton and Marion County;
- Proven experience completing projects of similar size and types, preferably with affordable housing included.

General Contracting Option and Skillset

DevNW has just launched an affiliate nonprofit, Neighborhood Building Corp (NBC) that provides construction management services for some of our affordable housing projects. NBC is already managing two CLT subdivisions in Salem and Milwaukie. Led by Josh Shafer, with more than 20 years of GC experience, NBC will act as an in-house expert for DevNW in the early planning phase of projects, and will be an option for selection (along with 3rd party GCs) as the construction management entity for any phase of the Westfield project - potentially offering both cost savings and added timeline control for construction.

3 // DEVELOPMENT TEAM

DevNW Project Team





NORA CRONIN, DevNW DIRECTOR OF REAL ESTATE DEVELOPMENT

PROJECT ROLE: TEAM LEAD

Nora stands out as a committed affordable housing developer, recognized for centering the people and communities we serve. Throughout her 17+ year career, she has navigated the intricacies of real estate development with finesse, bringing forth a wealth of experience to address the critical need for accessible housing solutions and collaborating with neighbors and community partners.

Nora specializes in creating sustainable, cost-effective housing solutions that go beyond bricks and mortar, placing a strong emphasis on trauma-informed and accessible design to meet the diverse needs of communities.

RELEVANT PROJECT EXPERIENCE

The Nel | Eugene, OR | 45 Units | Project Developer | Homes for Good | 2022 | Permanent Supportive Housing

The Keystone | Eugene, OR | 15 Units | Project Developer | Homes for Good | 2021 | Permanent Supportive Family Housing

The Commons on MLK | Eugene, OR | 51 Units | Project Developer | Homes for Good | 2021 | Permanent Supportive Housing

The Myrtlewood | Springfield, OR | 35 Units | Project Developer | St Vincent de Paul | 2018 | Integrated Housing

Bascom Village | Eugene, OR | 54 Units | Project Developer | St Vincent de Paul | 2015 | Family Housing

PROFESSIONAL EXPERIENCE

Director of Real Estate Development, DevNW | Oregon | 2023 - present

Project Development Manager, Homes for Good | Lane County | 2019 - 2023

Project Developer, Homes for Good | Lane County | 2018 - 2019

Housing Development Associate, St. Vincent de Paul | Lane County | 2006-2018

Affordable Housing Funding Sources Utilized In Prior Projects

Federal:

HOME, CDBG, Project-Based Vouchers, Section 811 Vouchers

State of Oregon:

9% and 4% LIHTC, Private Activity Bonds, LIFT, GHAP, PSH Capital and Services, Mental Health Housing Funds

Other:

City SDC Exemptions, Federal Home Loan Bank, Healthcare Provider Grants

PUBLIC SERVICE

Development, Land Use and Preservation Work Group Co-Chair | Oregon Housing Alliance | 2021 - present

Volunteer | Egan Warming Center | 2016 - present

EDUCATION

Master's Degree, Community and Regional Planning, and Certificate in Nonprofit Management | University of Oregon | 2007

Bachelor's Degree, Architectural Studies | University of Illinois | 1995

RESUMES // DevNW



SKYLAR YANG, DevNW SENIOR REAL ESTATE FINANCIAL ANALYST

PROJECT ROLE: FINANCIAL MODELER

Skylar is a senior financial analyst and resident budget/excel wizard on our real estate team. Skylar joined DevNW directly out of the UofO's MSF program in 2019 and immediately found his calling in the affordable housing world. Known for his unparalleled attention to detail, Skylar has accumulated over four years of experience in the intricate realm of affordable housing finance, including financial modeling and cash flow projections for many project types and funding sources. He is especially adept at mid-project adjustments, to stay within budget when the unexpected occurs.

Beyond numbers, Skylar believes in the transformative power of affordable housing to build resilient, connected communities. His strategic financial insights serve a larger purpose — making affordable living not just a goal but a reality for all.

RELEVANT PROJECT EXPERIENCE

MacLeay CLT | Salem | 24 Units | Senior Financial Analyst | DevNW | under construction

DevNW CLT | Eugene and Corvallis | 52 Units | Senior Financial Analyst | DevNW | under construction

Evergreen Apartments | Salem, OR | 17 Units | Senior Financial Analyst | DevNW | under construction

Polk Apartments Phase 2 | Eugene | 12 Units | Senior Financial Analyst | DevNW | 2023

Florence CLT | Florence | 12 Units | Senior Financial Analyst | DevNW | 2021

Cottage Grove CLT | Cottage Grove | 6 Units | Senior Financial Analyst | DevNW | 2020

PROFESSIONAL EXPERIENCE

Senior Financial Analyst, DevNW | Willamette Valley | 2019-present

Financial Analyst (Emerging Markets Fund), UofO Lundquist College of Business | Eugene | 2018-2019

PUBLIC SERVICE

Member, International Honor Society, Beta Gamma Sigma Chapter, 2016 - present (past chapter president)

Volunteer, Greenhill Humane Society, 2002 - present

EDUCATION

Masters in Financial Mathematics | University of Oregon | 2019

Bachelors in Accounting | Minor in Mathematics | University of Oregon | 2018

RESUMES // DevNW



JOSH SHAFER, DevNW DIRECTOR OF CONSTRUCTION MANAGEMENT

PROJECT ROLE: LEAD CONSTRUCTION MANAGEMENT

Josh is a builder with 25 years' experience in the private sector (including as the lead partner on 2 of DevNW's CLT developments) before joining DevNW in the spring of '23. He believes construction boils down to the precise delivery of plans and specifications, on time and budget, through careful communication and a creative approach to problem solving with project partners. He's an expert in building assemblies and systems and thoughtful and efficient design, and taps his background and experience to offer solutions to maximize results within budget.

In heading up the Construction Department of the first non-profit, combined Developer/ General Contractor in our state, Josh is thrilled to offer his experience to the community by focusing entirely on building affordable housing.



RELEVANT PROJECT EXPERIENCE

DevNW CLT | Eugene and Corvallis | 52 Units | Senior Project Manager | DevNW | under construction

Florence CLT | Florence | 12 Units | General Contractor | Stonewood | 2021

Cottage Grove CLT | Cottage Grove | 6 Units | General Contractor | Stonewood | 2020

Main Street Apartments | Cottage Grove | 12 Units | General Contractor | Stonewood | 2020

Everyone Village Safe Sleep Site | Eugene | 65 Spaces with Community Building | General Contractor | Stonewood | 2020

Friendly Place Food Cart Pod | Eugene | 5 Cart Spaces, Common Dining | General Contractor | Stonewood | 2020

PROFESSIONAL EXPERIENCE

Director of Construction Management, DevNW | Willamette Valley | 2023-present

Chief Construction Officer, Stonewood Construction | Lane County | 2010-2023

Project Manager, Stonewood Construction | Lane County | 2000-2010

PROFESSIONAL REGISTRATIONS

Certified Erosion and Sediment Control Lead (CESCL)

Lead Based Paint Renovator Certificate

Responsible Managing Individual: Oregon CCB

PUBLIC SERVICE

Charter Member: Spencer Creek Community Grower's Market

Member/ President: Business Networking International, Eugene Metro Chapter, 2012-2019

EDUCATION

Bachelors in English | University of Oregon | 1998

RESUMES // DevNW



TARA HANBY, DevNW PROJECT MANAGER

PROJECT ROLE: PROJECT MANAGER

Tara is a supremely detailed-oriented project manager with a background in sustainable architecture. With over 14 years of experience in architecture and sustainability, she brings a passion for the environment, equity, and design.

Tara understands the urgent necessity to build our stock of affordable housing and is grateful to be contributing through her work at DevNW. She has managed several multi-family and single family affordable housing projects and is looking forward to many more years of developing affordable housing for Oregonians.

RELEVANT PROJECT EXPERIENCE

Evergreen Apartments | Salem, OR | 17 Units | Project Manager | DevNW | under construction

DevNW CLT | Eugene and Corvallis | 52 Units | Project Manager | DevNW | under construction

Polk Apartments Phase 2 | Eugene | 12 Units | Project Manager | DevNW | 2023

PROFESSIONAL EXPERIENCE

Project Manager, DevNW | Willamette Valley | 2022-present

Caregiver and Artist | Springfield | 2011 - present

Project Manager / LEED Consultant, Green Building Services | Portland | 2006 - 2010

LEED and Quality Control Supervisor, Workstage LLC | Springfield | 2005-2006

PROFESSIONAL REGISTRATIONS

Licensed architect, state of Oregon

SELECT AWARDS & ENGAGEMENTS & AFFILIATIONS

AIA Henry Adams Award

PUBLIC SERVICE

AIA Committee on the Environment

EDUCATION

Master of Architecture | w/Technical Teaching Certificate | University of Oregon | 2004

Architecture Exchange Program | Yokohama International University

Bachelor of Architecture | Magna Cum Laude | Florida A & M University | 1997

RESUMES // DevNW



CORI RILEY, CFO

PROJECT ROLE: FINANCIAL MANAGEMENT

Cori brings 41+ years' experience to DevNW as the Chief Financial Officer. She started her career in Public Accounting, became a Certified Public Accountant working primarily in Health Care Medical Management and has spent the last 10 years in the nonprofit sector.

While the majority of Cori's career was in For-Profit accounting as a part-owner and Chief Financial Officer of a medical management company for 20 years, the transition into the Non-Profit sector and working with affordable housing projects and the multitude of community services provided by DevNW has given her the greatest sense of pride of her financial career. Cori has managed the accounting and audits for a multitude of tax credit and other affordable housing projects, including development and ongoing asset and property management.

RELEVANT PROJECT EXPERIENCE

Polk Apartments Phase 2 | Eugene | 12 Units | Project Manager | DevNW | 2023

Florence CLT | Florence | 12 Units | General Contractor | Stonewood | 2021

Cottage Grove CLT | Cottage Grove | 6 Units | General Contractor | Stonewood | 2020

Seavey Meadows | Corvallis | 48 Units | CFO | DevNW | 2017

Alexander Court | Corvallis | 37 Units | CFO | DevNW | 2013

PROFESSIONAL EXPERIENCE

CFO, DevNW | Willamette Valley | 2014 - present

Final Consultant, Robert Half Management Resources | Klamath Falls | 2013

CFO, Oregon Medical Group | Eugene | 2011-2012

CFO, Bright Health Physicians | Los Angeles | 2008-2011

CFO, Integrated Medical Management | Los Angeles | 1994-2008

PROFESSIONAL REGISTRATIONS

Certified Public Accountant, active status, State of OR, August 2013

Certified Public Accountant, State of TX, 1989 – 2013

PUBLIC SERVICE

Housing Oregon – Fiscal Managers Work Group

EDUCATION

Bachelors in Business and Accounting | Western Michigan University | 1982

RESUMES // DevNW



EMILY REIMAN, DevNW CEO

PROJECT ROLE: STRATEGIC PLANNING AND RELATIONSHIPS

Emily brings nearly 20 years of experience in nonprofit management, including 10 years in executive leadership in the fields of economic development, affordable housing, and community development. Emily bring visionary leadership and a tactical approach to any project, and enjoys pulling together complex partnerships, tools, resources, and advocacy to accomplish projects that others might not be willing to tackle.

Emily is passionate about affordable housing (both ownership and rental) as a stepping stone to financial stability and asset building at the individual and family level, and to thriving communities at the city and state level.

PROFESSIONAL EXPERIENCE

CEO, DevNW | Western Oregon
| 2019-present

Chief Executive for DevNW and affiliate CDFI, Community LendingWorks. Leads a staff team of 70 with an annual operating budget of \$10M+. Spearheads strategic planning, governance, political strategy, and financial oversight for lines of business including: affordable housing development, community development lending, asset building services for low income families, and neighborhood revitalization.

Executive Director, NEDCO | Lane, Marion, Clackamas Counties | 2014-2019

Director of NEDCO and affiliate CDFI, Community LendingWorks. Lead a staff team of 35 with an annual operating budget of \$3-4M. Spearheaded merger with a peer nonprofit that led to the creation of DevNW.

OpportunityWorks Manager, NEDCO | Willamette Valley | 2010-2014

Managed financial literacy, first time homeownership, matched savings, and foreclosure prevention services. Oversaw staff team of 15-18 and managed partnerships across three counties.

Independent Living Program Manager, LookingGlass | Lane County | 2007-2010

PUBLIC SERVICE

Board of Directors | Oregon Consumer Justice
| 2019 - present | Founding Board Member

Member | Oregon Housing Alliance | 2014 - present | Past Homeownership Work Group Chair

Member | Lane County Housing Policy Board | 2016 - present

Board of Directors | Solid Strides | 2021 - present

EDUCATION

Bachelor's Degree in Political Science | History Minor | Mt. Holyoke College | 2002



PROFESSIONAL EXPERIENCE

Director of Housing Operations, DevNW | Willamette Valley | 2023-current

Director of Housing Operations, Innovative Housing, Inc. | Portland | 2016-2023

Housing Coordinator, New Avenues for Youth | Portland | 2010-2016

PUBLIC SERVICE

In-School Youth Counselor, Youth Contact

Volunteer, Portland Public Schools

EDUCATION

Masters in Social Work | Minor in Law
| Columbia School of Social Work | 2004

Bachelor of Arts in American Studies |
Concentration in Race Discrimination | Trinity
College | 2001

LEAH BREEN-COOPER, DevNW HOUSING OPERATIONS DIRECTOR

PROJECT ROLE: ASSET MANAGEMENT

Leah is the most recent member to join the DevNW, in a new role that brings together Asset Management, Property Management, and Resident Services - formerly siloed roles that will now work together to foster housing communities that are physically strong, financially secure, and a supportive place for residents to call home.

Leah provides strategic planning for our housing portfolio, including the financial and physical health of all properties. She also manages our 3rd party and in-house property management teams, ensuring management that is aligned with DevNW goals and values.

Leah believes that a holistic approach to housing operations - that recognizes the collective importance of the residents, the built environment, and the budget - is the only way to create thriving communities.

RESUMES // INK BUILT ARCHITECTURE



ANDREA WALLACE PRINCIPAL, AIA, ILFI, LFA, NCARB

PROJECT ROLE: PRINCIPAL IN CHARGE & DESIGN PROJECT MANAGER

Andrea is a designer extraordinaire, hell bent on bringing the best potentials of design to bear in the quest to house our community through beautiful, sustainable architecture. With over 13 years of experience, she will support the Year Round Shelter project with design oversight and collaborate with the team and community on art and other components to make these community spaces specific and meaningful to the residents.

Andrea believes one of our most urgent challenges as designers and builders is to lessen the impact we make on the earth while increasing the benefit we bring to those we serve. How can we say we create something sustainable if it is not also beautiful and affordable/available to everyone?

RELEVANT PROJECT EXPERIENCE

PROJECT HOMELESS CONNECT DAY CENTER | Design Lead & PM | Hillsboro, OR | Ink Built | 2025

BEAVERTON CONGREGATE SHELTER

| Beaverton, OR | 60 beds | Design Lead | Ink Built | 2024

HEARTWOOD COMMONS

| Aloha, OR | 54 units to permanent supportive housing | Interiors | Ink Built | 2023

HABITAT FOR HUMANITY - TAYLORS FERRY

| PDX | 17 Affordable Ownership units | Ink Built | Earth Advantage Platinum & Net Zero Energy

HABITAT FOR HUMANITY - FOSTER TOWNHOMES

| PDX | 40 Affordable Ownership units | PM & Design Lead | Ink Built | Estimated 2022 Pursuing Earth Advantage Platinum & Net Zero Energy

TIMBER RIDGE AFFORDABLE HOUSING

| La Grande, OR | 104 units Affordable Housing | Interiors | Ink Built - NE Oregon Housing Authority/CDP | Estimated 2022 | Pursuing LEED for Homes Platinum & Net Zero Energy

THE JOSEPHINE | PDX | 8-story mixed-use addition to a 3-story 1920s historic laundry building | Ink Built | Type III Historic Resources Design Review

PROFESSIONAL REGISTRATIONS

OR #12346 | NCARB #95222
Living Futures LFA Accredited Professional

SELECT AWARDS & ENGAGEMENTS

2023 DJC Women of Vision Recipient

2023 Housing Oregon Industry Support Conference Presenter

2021 AIAO Presenter - People's Choice Awards

Habitat for Humanity National - Award of Excellence | Foster Townhomes | 2021

2021 AIA Bend Section People's Choice Awards - 1st Place - Timber Ridge | 2021

2020 Sustainable Building Week - Small but Mighty Panelist/Presenter

DJC Top Projects People's Choice Award 2019 - SolTerra Headquarters

LEED For Homes Project of the Year | Woodlawn Apartments | 2015

PUBLIC SERVICE

Architects in Schools Residency | AFO | '19-'23
Build Days | Habitat for Humanity | '15, '19, '22, '23

EDUCATION

Masters of Architecture | U. of Oregon | 2012
Rome Program Fellowship | Rome, Italy | U of O | 2010
Bachelors in Art History - Architecture History & Theory | U. of Oregon | 2007

RESUMES // INK BUILT ARCHITECTURE



**MELYNDA RETALLACK, PRINCIPAL,
LEED AP BD&C, NCARB**

PROJECT ROLE: PROJECT MANAGER

Mel brings 25+ years of experience. She started, back when architecture schools were only 20% women. Her career has been devoted to helping clients and organizations achieve their goals. Her passion for affordable housing and sustainable building practices has kept her inspired in this profession.

As a principal of her own practice, she is beyond elated to be able to directly influence the development of a more diverse next generation of architects and firm leaders.

In addition to many years of designing affordable housing and adaptive reuse projects, she spent a decade of her career working directly for real estate developers and property managers. This has given her unique insight and deep understanding of the needs of owners and the relationship between operating costs and building value.

A capable and dedicated project manager, Mel works with owners, stakeholders, contractors, and project teams to deliver projects on time and on budget.

RELEVANT PROJECT EXPERIENCE

HOUSING AUTH. WASH. COUNTY | 267 units renovations - (5) sites and jurisdictions | Principal in Charge | Ink Built | 2023-24

HEARTWOOD COMMONS | Aloha, OR | 54 units to permanent supportive housing | Project Mgr/Architect | Ink Built | 2022

BEAVERTON CONGREGATE SHELTER | Beaverton, OR | 60 beds | Project Mgr/Architect | Ink Built | 2023-24

GLISAN APARTMENTS RENOVATIONS | PDX | 16 units | Project Mgr/Architect | Ink Built | 2020

BREITUNG BUILDING | PDX | 28 units Affordable Veterans Housing | Ink Built - NW Ventures | 2020 | Pursuing PTNZ & LEED Homes Platinum

1000 WALL REDEVELOPMENT | Bend OR | 36,000 sf | Owners Rep - Sustainability Mgr. | Redside | 2013 | LEED CS Silver

MEDICAL DENTAL REDEVELOPMENT | PDX | Owners Rep - Architect | Redside + Ink:Built | 2012 - 2022 | (ongoing TI, capital improvements)

PROFESSIONAL REGISTRATIONS

OR #5550 | WA #11530 | NCARB #66589

SELECT AWARDS & ENGAGEMENTS

2023 DJC Women of Vision Circle of Excellence Award

2019 DJC Women of Vision Recipient

PBJ - Innovation in Sustainability: Green Building (Redside) 2014

Building a Better Central Oregon - Best Urban Renovation Project (1000 Wall - Redside) 2013

EPA Forum and Awards Panelist, Go Green 2014

AEE Energy Engineering Forum - Bridging the Gap: Commercial Real Estate and Energy Efficiency Panelist, 2018

PUBLIC SERVICE

Chair, Board of Directors | Executive Committee | Camp Fire Columbia | 2016-Present

Board of Directors | Past Chair | Camp Namanu | 2021 - present

GBIG (Green Building Interest Group) Chair | 2014-2019

EDUCATION

Bachelor of Architecture | Minor Environmental Studies | U. of Oregon | 1996

Fellowship | Mackintosh School of

Architecture | Glasgow School of Art | 1994

Real Estate Finance | Portland State. U. | 2014

RESUMES // INK BUILT ARCHITECTURE



NATE EMBER, PRINCIPAL, AIA, LEED FOR HOMES, NCARB, ILFI
PROJECT ROLE: QUALITY ASSURANCE

Nate is a design and technical wizard, deeply committed to quality, performance, sustainability, design, and equity as equally drivers in housing for the 21st century. He brings 18 years of experience in public projects, multifamily housing with a focus on building and mechanical systems, efficient documentation, detailing, and specifications.

Nate's passion to make the world better constantly drives him to learn and delve deeper into topics of equity, health, ecology, systems, community dynamics, and the expression of meaning in design. With his technical expertise, he keeps up with building Science trainings and conferences including the Portland Building Enclosure Council. In addition he has training in high performance sustainable design that includes LEED AP, Passive House courses, and Zero Energy design practice.



RELEVANT PROJECT EXPERIENCE

HEARTWOOD COMMONS | Aloha, OR | 54 units to permanent supportive housing | Quality Assurance | Ink Built | 2022

TIMBER RIDGE | La Grande, OR | 104 units Affordable Housing | Project Architect | Ink Built - NE Oregon Housing Authority/CDP | Estimated 2022 | Pursuing LEED for Homes Platinum & Net Zero Energy

BEAVERTON CONGREGATE SHELTER | Beaverton, OR | 60 beds | QA/QC | Ink Built | 2024

BREITUNG BUILDING | PDX | 28 units Affordable Veterans Housing | Ink:Built - NW Ventures | 2020 | Pursuing PTNZ & LEED Homes Platinum

HABITAT FOR HUMANITY - FOSTER TOWNHOMES | PDX | 40 Affordable Ownership units | Ink Built | Estimated 2022 Pursuing Earth Advantage Platinum & Net Zero Energy

HABITAT FOR HUMANITY - TAYLORS FERRY | PDX | 17 Affordable Ownership units | Ink Built | Estimated 2024 Pursuing Earth Advantage Platinum & Net Zero Energy

HABITAT FOR HUMANITY - BOONES FERRY | Lake Oswego | 23 Affordable Ownership units | Ink Built | Estimated 2025 Pursuing Earth Advantage Platinum & Net Zero Energy

PROFESSIONAL REGISTRATIONS

OR #6420 | NCARB #77215

SELECT AWARDS & ENGAGEMENTS

2023 Housing Oregon Industry Support Conference Presenter

2021 AIAO Presenter - People's Choice Awards

Habitat for Humanity National - Award of Excellence | Foster Townhomes | 2021

2021 AIA Bend Section People's Choice Awards - 1st Place | Timber Ridge (affordable housing) | 2021

2020 Sustainable Building Week - Small but Mighty Panelist/Presenter

DJC Top Projects People's Choice Award | SolTerra Headquarters | 2019

Architecture at Zero Competition Prize

PUBLIC SERVICE

Park Ave. Dev. and Design Standards Project Management Team 2009-Present
Clackamas County Affordable Housing and Homelessness Task Force | 2018-Present
350 Clackamas County | Climate Action Plan Liaison | 2017-Present
Transitional Family Housing Village Design | City of Milwaukie | 2018-Present

EDUCATION

Masters of Architecture | University of Idaho | 2000-2003
Engineering and Pre-Architecture | Boise State University | 1997-2000

4 // RELEVANT EXPERIENCE

Nelson Place CLT (Homeownership)

5220 Royal Ave, Eugene, OR

41

UNITS

43,800

BUILDING SF

2024-25

COMPLETE

Mixed Income
Ownership

Nelson Place is a 42-unit subdivision across the street from a K-8 school in West Eugene. The 9 townhomes facing Royal Ave are market rate homes in a price range for workforce housing (80-120% AMI). The 32 single family homes will be Community Land Trust (CLT) homes, affordable to families below 80% AMI.

All public infrastructure on the site in complete as of November 2023. DevNW is building the homes in three phases; the first phase, including the nine townhomes and the first three CLT homes will be complete in February 2024, with remaining phases complete in late 2024 and mid-2025.

Relevant to the Westfield site, the Nelson Place site design shows how we worked around existing wetlands and floodplain and preserved green space for the community.

DevNW is finalizing an HOA for the market rate townhomes and will hand over long term management to the HOA upon home sales. We will continue to manage the Land Trust, in partnership with the CLT homeowners.

PROJECT HIGHLIGHTS

- Mixed housing types: townhomes and single family
- Mixed income
 - CLT below 80% AMI
 - Townhomes 80-120%
- Significant green space
- Adjacent to K-8 school; focus on family-size units
 - 9 2-bed townhomes
 - 13 2-bed CLTs
 - 19 3-bed CLTs
- 7-acre site
- Homes exceed Energy Code by 10-15%

Project Funding Sources

- LIFT Homeownership
- SDC Waivers (Eugene)
- ARPA Funds (OR Legislature)



4 // RELEVANT EXPERIENCE

Evergreen Church Apartments (Rental)

925 Cottage St, Salem, OR

17

UNITS

9,478

BUILDING SF

2024

COMPLETE

Permanent Housing
for Veterans

In 2021, DevNW acquired the Evergreen Church building after the congregation outgrew the space. We are mid-construction on a project that will convert the church and the former parsonage into 17 apartments for veterans.

DevNW is partnering with Mid-Willamette Valley Community Action Agency as the service partner on site. MWVCAA will refer veterans from their shelter and transitional housing programs, who are ready for permanent housing, and will also employ an on-site case manager to help connect residents to their vast array of veterans services.

Our first project in Salem, we were fortunate to receive HOME funds to acquire the Evergreen building, and an additional allocation to support construction.

PROJECT HIGHLIGHTS

- Studio and one-bedroom units
- 100% veterans housing
- Affordable below 60% area median income
- Ongoing rent assistance in 9 units (likely additional through MWVCAA voucher programs)
- Onsite services
- Significant neighborhood engagement

Project Funding Sources

- Veterans NOFA (OHCS)
- HOME (Salem)
- SDC Waivers (Salem)
- PSH rent assistance and service funds (OHCS)



4 // RELEVANT EXPERIENCE

Polk St Apartments (Rental)

89 North Polk, Eugene, OR

12

UNITS

6,130

BUILDING SF

2023

COMPLETE

Youth Aging Out of Foster Care

In 2014, DevNW purchased a 12-unit apartment complex and converted it to housing for youth aging out of foster care. The complex was the first in Oregon dedicated to this population. In 2022, we received funding from OHCS to add a new building at the same site, with 12 additional units. Learning from the residents of the original units (who often found the 1-bedroom apartments too big), the new building utilizes an SRO+ model. The new community room will be open to all 24 residents of both buildings for community dinners, classes, and events.

Polk St Apartments utilizes a Housing First model, and provides services tailored to this transition-age population, including help with budgeting and financial management. The project is also rich in partnerships, with residents being referred from (and receiving additional services from) Coordinated Entry, DHS Independent Living Program, and 15th Night.

DevNW provides direct property management at this property (rather than our typical 3rd party manager) because of the unique population. As with all our properties, we provide in-house long term asset management.

PROJECT HIGHLIGHTS

- Single Room Occupancy Plus (SRO+): each unit includes full bath and kitchenette
- Affordable Below 50% AMI
- Shared Full Kitchen
- Community Room
- On-Site Case Manager
- Community Garden
- Ongoing rent assistance for 6 residents
- High-efficiency building envelope, heating and cooling
- 0.54 Acre

Primary Funding Sources

- Small Projects NOFA (OHCS)
- Market Cost Offset Funds (OHCS)
- SDC Waivers (Eugene)
- Prop Tax Exemption (Eugene)
- HIP Grant (Lane County)
- Ongoing PSH Rent Assistance and Service Funding (OHCS)



4 // RELEVANT EXPERIENCE

Florence CLT (Homeownership)

Murrulet Lane, Florence, OR

12

UNITS

1/2/3 Beds

Home Sizes

2021

COMPLETE

Cottage Cluster - City
Donated Land

In 2018, the City Florence approached DevNW and other affordable developers about developing affordable housing on a City-owned lot in the heart of a residential neighborhood and across the street from the Boys & Girls Club. After an RFP process, DevNW was selected to build 12 Community Land Trust (CLT) homes on the site. We successfully applied for LIFT Homeownership funds in the very first year of that funding source, and the Florence CLT cottage cluster was one of the first LIFT HO projects completed in the state.

City staff, Mayor, and Council were critical partners at every step of the process, including, offering reduced SDCs for smaller homes.

The 12 homes are built around shared lawn and garden space. 11 of the homes are 2- and 3- bed, to focus on family housing near the Boys & Girls Club. One home tested a 1-bedroom, aging-in-place design for a low income senior (and it was the first home to sell!).

DevNW continues to operate the Land Trust, in partnership with the homeowners, including common area maintenance.

PROJECT HIGHLIGHTS

- Florence Donated City-Owned Land
- Affordable Below 80% Median Income
- Cottage Cluster Design
- Common lawn and garden space
- Across the Street from Boys & Girls Club
- Focus on Family Units
- Piloted 1-Bed Cottage for Aging-in-Place
- Community Land Trust model
- Permanent affordability for subsequent generations of owners
- 1.7 Acres

Primary Funding Sources

- LIFT Homeownership (OHCS)
- Donated Land (Florence)
- Reduced SDCs (Florence)
- SHOP Self-Help (HUD)



4 // RELEVANT EXPERIENCE

SEAVEY MEADOWS (Rental and Homeownership)

Corvallis, OR

43

UNITS

42,000

BUILDING SF

2017

COMPLETE

Mixed Ownership and Design

Seavey Meadows combined three distinct phases: 24 units of affordable rental townhomes for families, 13 single-level cottages in a cluster around common garden and community space for veterans, and 6 Community Land Trust homes for affordable homeownership. Seavey Meadows highlights how a single project can be designed for (and bring together) individuals and families with unique housing needs to form a cohesive community, and is probably the closest individual project in our portfolio to the Westfield site.

DevNW contracts with Cascade Property Management for ongoing management of the rental portion of the site. DevNW provides asset management, managing the capital needs of the rental property. DevNW also manages the Land Trust, in partnership with the homeowners.

PROJECT HIGHLIGHTS

- Features both rental and ownership
- Multiple housing types: single family detached, townhomes, cottage cluster, traditional multi-family
- Veterans housing (8-unit set aside)
- Domestic violence survivors (10-unit set aside)
- Family housing
- Six ADA units
- Community building and playground
- Community garden
- 4 acre site

Key Funding Sources

- LIHTC 9% Tax Credits (OHCS)
- HOME (Corvallis)



4 // RELEVANT EXPERIENCE

Julian Hotel (Rental)

150 SW Monroe, Corvallis, OR

37

UNITS

15,800

BUILDING SF

2016

COMPLETE

**Seniors and People
w/Disabilities**

The Julian Hotel Apartments rehabbed and preserved a historic hotel building located in downtown Corvallis that now provides affordable studio and one-bedroom apartments to seniors or people living with disabilities. This property overlooks the Willamette River and is in the heart of downtown Corvallis with easy access to parks, the river walk, biking and other activities. It is just minutes away from the library, post office, grocery store, pharmacy, downtown businesses, restaurants and the central transit station for the free city bus.

The Julian has two commercial spaces on the ground floor, which are important to the commercial district in downtown. DevNW preserved these retail spaces, and now manages the commercial tenants directly.

DevNW contracts with Cascade Property Management, but (as with all our properties) we provide direct asset management of the building.

PROJECT HIGHLIGHTS

- Acquisition / rehab project
- Studios and 1-bed units
- Affordable below 50% AMI
- Community rooms
- Onsite manager
- 2 commercial spaces on ground floor, 3,000 sq ft (currently retail and chiropractor)

Funding Sources

- LIHTC 9% Tax Credits (OHCS)
- HOME (Corvallis)
- Project Based Section 8 (Linn-Benton Housing Authority)



4 // RELEVANT EXPERIENCE

Alexander Court (Rental)

Corvallis, OR

25

UNITS

23,000

BUILDING SF

2013

COMPLETE

Housing for Survivors of Domestic Violence

Alexander Court is the most typical example of our multi-family housing projects, showcasing the townhouse design that we find works well in suburban neighborhoods.

When developing Alexander Court, DevNW prioritized creating affordable housing for survivors of domestic violence. The service agency CARDV was seeking new office space at that time, and we were able to partner with CARDV to simultaneously build Alexander Court and an immediately adjacent office for nearby services.

DevNW contracts with Cascade Property Management, but (as with all our properties) we provide direct asset management of the building.

PROJECT HIGHLIGHTS

- Ten units set aside for survivors of domestic violence;
 - **Project included adjacent office for CARDV (service provider)**
- Affordable below 50% area median income
- Three ADA units
- Community room
- Onsite manager
- 1.5 acre site

Funding Sources

- LIHTC 9% Tax Credits (OHCS)
- HOME (Corvallis)
- PRA 811 (HUD)



4 // RELEVANT EXPERIENCE | INK BUILT

FOSTER TOWNHOMES

P13403 SE FOSTER RD, ORTLAND, OR

40

UNITS

83,341

BUILDING SF

2023-24

COMPLETE

**AFFORDABLE HOME
OWNER. | NET ZERO
READY**

Foster townhomes will provide 40 homes between 2-5 bedrooms allowing affordable home ownership for many people who have previously been excluded from such opportunities. Ink:Built worked collaboratively with Habitat for Humanity's multifaceted team to explore multiple site design options, eventually settling on a clustered approach that breaks up parking areas, sprinkles open spaces evenly, preserves existing mature trees, allows solar access, and addresses the challenges of a sloping site creating a unique neighborhood.

The Habitat for Humanity team shares our passion for continuous innovation toward better livability and health for their owner occupants. As part of that goal, our team explored opportunities to enhance shared outdoor spaces and community connection as well as pathways to achieve net zero energy costs for the project. We worked together to streamline constructibility for their construction staff and to maximize potentials to use volunteer labor.

Key energy performance strategies include improved insulation and air tightness along with excellent heat pump mechanical systems with dedicated filtered ventilation for optimum health for what will likely become multi-generational households.

PROJECT HIGHLIGHTS

- Habitat for Humanity **National Award Winner**
- Innovative site design to enhance community
- Affordable Home Ownership
- Design for Volunteer Labor
- Combination of LIFT and Donor Funding
- Shared Common Spaces with Nature Play
- Many mature trees preserved
- Casework Designed to use Ikea Donations
- Guided MEP Design for Net-Zero-Ready Performance
- Solar-Ready design
- High-Performance HVAC
- Heat pump water heaters
- **Earth Advantage Platinum Target**
- **80% WESB Certified A&E Design Team**

PROJECT REFERENCE

Steve Messinetti

President & CEO Habitat for Humanity Portland/Metro East
steve@habitatportlandmetro.org
503.287.9529 ext. 11



4 // RELEVANT EXPERIENCE | INK BUILT

TIMBER RIDGE APARTMENTS

3002 EAST Q AVENUE, LA GRANDE, OREGON

104

UNITS

118,795

BUILDING SF

2023

COMPLETE

TRAUMA INFORMED
DESIGN | NET ZERO

The Timber Ridge community will provide 104 new affordable (60% AMI) apartment homes ranging from 1-4 bedrooms. Aiming high, this project will provide trauma-informed design for all ages and multiple populations supported by a variety of local service partners. Thanks to partnerships with EngAGE and PSU's Center for Public Interest Design, Timber Ridge features a highly programmed 7,000sf community center and climate responsive site that are thoughtfully rich with activities and natural habitat as a means to support a holistically healthy lifestyle for every resident.

Being mindful of cost efficiency, the team found that the client's goals prioritize safety, visibility, social interaction, and occupant health as essential to great livability; along with durable materials and details to perform for them and residents over time.

Ink:Built found strategies that provide multiple benefits including circulation walkways that act as social porches while sheltering living spaces from the elements; native landscaping to buffer the residents from parking areas while immersing them into the calming aspects of nature; use of exposed timber frame roofs and siding that softens human experience by using cost-effective regional materials.

PROJECT HIGHLIGHTS

- o Mixed / Supported Affordable Housing
- o Multiple Service Partners
- o CM/GC with Competitively Bid Subcontractors
- o LIFT, LIHTC, and Voucher Funding
- o Extensive Indoor + Outdoor Amenities and Shared Spaces
- o Full Interior Design with Acoustic, A/V, and Furniture Coordination
- o Extensive Art Integration
- o High-Performance HVAC
- o Heat pump water heaters
- o Excellent Ventilation (IEQ)
- o Superior Air Tightness
- o Innovative Solar PV system funding
- o ILFI Affordable Housing Pilot Program Project
- o **Leed For Homes - Platinum** Target
- o **Net-Zero Energy** Target - ZE Reveal Certification Pursued.
- o **80% WESB Certified A&E Design Team**

PROJECT REFERENCE

Jessica Woodruff

Chief Development Officer for
Community Development Partners
jessica@communitydevpartners.com
971.533.7466



5 // REFERENCES | DevNW

Ellen Meyi-Galloway

Affordable Housing Production Manager
Community Development Division
City of Eugene
EMeyi-Galloway@eugene-or.gov

Worked with the DevNW team on the following projects:

DevNW CLT | Eugene and Corvallis | 52 Units | under construction

Polk Apartments Phase 2 | Eugene | 12 Units | 2023

Polk Apartments Phase 1 | Eugene | 12 Units | 2014

Has worked closely with the following development team members:

- Nora Cronin (including in her previous positions)
- Tara Hanby
- Skylar Yang
- Emily Reiman

Mark Sirois

Community Development Manager
Clackamas County
marksir@clackamas.us

Worked with DevNW Team on the following project:

Clackamas CLT | Milwaukie, OR- | 10 Units | under construction

Has worked closely with the following development team members:

- Josh Shafer
- Tara Hanby
- Emily Reiman

Wendy Farley Campbell

Community Development Director
City of Florence
wendy.farleycampbell@ci.florence.or.us

Worked with the DevNW Team on the following project:

Florence CLT | Florence, OR | 12 Units | 2021

Has worked closely with the following development team members:

- Emily Reiman
- Josh Shafer



The **quality of relationships** we build with the people we serve is fundamental to the quality of design we provide.

Restoring **equity** and broadening **affordability** in the housing system is our key mission and focus, and we're working to challenge the conventions that prevent the fundamental changes our communities need.

We've designed our practice around this goal, tailoring everything we do to improve **cost efficiency**, enrich **design quality**, and maximize **health, joy and livability** for the individuals and families who call our projects home.

We don't just talk collaboration, we **actively empower** residents, citizens, policy makers, owners, contractors, students, and advocates to help us make design better, **restoring community and the planet** we share.

We love the challenge of affordable housing, and the opportunity it gives us to **stretch creativity** discovering better solutions with **bigger impact**.



CITY OF SILVERTON RFQ
WESTFIELD SITE

December 12, 2023

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INTRODUCTORY LETTER



HACIENDA

COMMUNITY DEVELOPMENT CORP.

Date:

December 12, 2023

To the Attention of:

Jason Gottgetreu
Community Development Director
City of Silverton
306 S Water Street
Silverton, OR 97381

Jgottgetreu@Silverton.or.us

RFQ Title:

City of Silverton
Request for Qualifications
Westfield Site Development

Primary Contact:

Maryam Bolouri
Director of Real Estate Development
Hacienda CDC
6700 NE Killingsworth St.
Portland, OR 97218

mbolouri@haciendacdc.org

503-735-5519

Dear Jason,

Hacienda CDC is pleased to respond to the Request for Qualifications for the Westfield Site Development. We appreciate the opportunity to respond with an innovative and community-minded team to partner in a vision for a community that has the potential to help generations of families access affordable housing in the City of Silverton. Hacienda's unique perspective as a culturally specific affordable housing developer with over 30 years of experience delivering culturally responsive services prepares us to successfully implement the vision and goals expressed by the City of Silverton for this development opportunity.

Our vision will build on the City's vision to create a community-centered "village" that maximizes the density of units for affordable rental housing without sacrificing quality or safety while providing ample outdoor spaces to serve the residents and the neighborhood. We envision a multi-generational community that includes a significant number of units that are accessible or adaptable to people with various abilities. We will seek to provide affordable housing to households at 60% AMI and below. While we envision a rental housing development, we are optimistic that the industry and market will soon support owner-occupied housing.

Most importantly, our vision advances Hacienda's model of Equitable Development and Environmental and Racial Justice, incorporating family-sized units and sustainability features, including an all-electric building served by solar-powered energy.

Our priorities and values for this project are driven by the expectation that outcomes from development **must** be responsive to underserved populations, underrepresented voices, and vulnerable groups first.

Our development team includes Colas Construction, known for their commitment to quality, equity, and environmentally responsible construction practices; Salazar Architect, providing extensive experience of design methods and sustainable practices focused on the well-being of affordable housing communities. As you will see in our portfolio of work, we are a tested and reliable team, with a strong history of designing accessible housing for, and with, the local community.

We firmly believe our team's track record of housing and resident services for Latino, immigrants, people of color, and low-income households through our community-led approach to placemaking aligns with the City's goals for the Westfield site. We look forward to a synergetic partnership to implement this inclusionary vision.

Please do not hesitate to reach out to Maryam at mbolouri@haciendacdc.org or mevatvefonseca@haciendacdc.org if you have any questions.

Muchas Gracias,



Ernesto Fonseca, PhD
Chief Executive Officer

PROJECT VISION & APPROACH



PROJECT VISION & APPROACH

Hacienda CDC (Hacienda), Oregon's largest Latino-led, Latino-serving housing organization, is excited at the prospect of proposing a community development for the City of Silverton. Given the opportunity to participate in a shortlist for design studies, you will find that our proposal will embody Hacienda's model for equitable development and environmental and racial justice. Our team's interest in this project is driven by our passion and values that affordable housing developments should be accessible to everyone, everywhere, and must be responsive to underserved populations, underrepresented voices, and vulnerable groups first. This is why a people-centered design approach is the heart of our developmental process. **Our development team knows that we can only co-create successful solutions when they are deeply informed from, and with, the community.**

Our vision for what we seek to build with the community on this site would be two-story, garden style, 100% affordable housing apartments designed to serve families with an emphasis on communities of color at 60% and 30% AMI. Informed by universal design principles and trauma informed design, our aspiration is that these buildings will provide varying and accessible places for gathering including, open and covered seating, public and private greenspaces, a nature-based playground, and community gardens. In addition to affordable housing and greenspaces, we'll plan for this development to include several community functions including offices for management, residents, and supportive services, along with a community room fit with a kitchen to gather and host life-enriching workshops. Through an active community engagement cycle, the community will provide valuable input in the building's final naming, along with the amenities, design, and programs and services.

We understand this development is a new endeavor for the City of Silverton, and we have assembled a team of experienced professionals dedicated to affordable housing. We've worked throughout the State of Oregon and have created strong, committed relationships with public partners to provide a network of support for the communities we serve. Our team aspires to bring robust engagement with the people of Silverton – this may include opportunities to educate the public about affordable housing, easing community concerns, and garnering support for project overall. Furthermore, our team values the goals the City has set, aspiring to increase community-wide connectivity for Multi-Modal use, to foster placemaking by enhancing public green spaces, and to elevate the communication between the City and its constituents. Our first step to build a partnership with the City will be to establish, together, guiding principles for this project which we can use to guide a unified vision for the development while creating tangible performance metrics to measure the success of this development.

RESIDENT SERVICES

Hacienda is proud to stand out from other developers in that we uniquely provide resident services to the communities we develop in-house. Our Resident Services Team can deliver a suite of programs to build on the residents' strengths to help them achieve their goals and even dreams. Our Resident Services Coordinators are key to connecting residents to Hacienda's programs. Building relationships with families and their needs allows for warm introductions to program staff and helps residents enroll.

Hacienda's Programs include:

EXPRESIONES. Hacienda offers out-of-school programming in six residential communities for youth in grades K-8. Students receive academic tutoring and access to enrichment opportunities. Parent engagement is another pillar of the program model, and we facilitate connections between parents and the schools and offer leadership opportunities for parents to volunteer with the program.

SEMBRANDO SEMILLITAS. Hacienda's early childhood education program brings certified parent educators into the homes of families with children aged 0-5. Our Early Childhood Educators empower parents to learn about their child's development, help screen for any developmental delays, connect parents with resources available to them in the community, and empower them to meet their child's needs as they grow and prepare to enter school.

LEARNING CENTERS. Hacienda's Learning Centers in Portland coordinates programming to advance skills in digital literacy, workforce readiness, and STEM education, from middle school through adulthood. Programming includes courses, summer academies for students, and workshops for family members and the broader community.

DEVELOPMENT TEAM & KEY STAFF RESUMES



DEVELOPMENT TEAM

Hacienda CDC will lead this development. We assembled a mission-oriented, synergetic, and invested team to partner with the City of Silverton. Our team includes: Salazar Architect, a minority-owned, equity-driven architecture firm that brings quality design with a strong emphasis on community engagement; Colas Construction, a minority-led seasoned general contractor with decades of affordable housing experience and a strong track-record of MWESB participation. Together, with the City, we hope to build upon this team to partner with a trusted property manager firm dedicated to quality management and outstanding service to the community.

BENEFITS OF CHOOSING THIS TEAM

Hacienda has carefully selected a multifaceted team that can address, through diverse and complementary skillsets, the vision that City of Silverton has expressed in this request for qualifications together with its Comprehensive Plan, Housing Strategy, Housing Needs Analysis, and Parks and Recreation Master Plan. These will be our guiding principles and a compass to inform our approach.

Our responsiveness begins with attention to the City of Silverton's RFQ and Housing Strategy, followed by our people, who are committed to affordable housing development that is innovative, sustainable, and equitable. Here's why we think we are uniquely qualified to realize the project's goals:

- Our understanding of racial equity, environmental justice, and equitable developments is personal. Our lived experiences ground us.
- We build lasting partnerships with the community and are committed to improving the social and economic situations of the communities we serve long after projects are built.
- Our process is intersectional with social, environmental, and equitable issues, and is community centered.
- Our design process includes neighborhood and community engagement with touchpoints throughout predevelopment and construction to listen, inform, and engage the community as stakeholders in the development.
- We are transparent, credible, and trusted by the community to deliver affordable housing as a catalyst for positive outcomes in the community.

QUALITIES FOR SUCCESSFUL NEW AFFORDABLE HOUSING

OUTDOOR ENVIRONMENT

Our commitment to providing a vibrant and restorative outdoor environment is reflected in both recently completed project experience, like Las Adelitas, and our vision for other communities like Las Flores. It will be further grounded by our partnerships with design professionals as an integrated design team, which includes landscape architects with active and passive parks experience throughout Oregon.

SERVICES

Hacienda, driven by a mission of equity and positive long-term outcomes, is both a developer and service provider. Our partnerships and services manifest our philosophy brought to life. We don't just provide services; we work with the community to develop programs to support their specific needs.

BUILDING DESIGN

Our building design is centered in Salazar Architect's specialized talent in affordable housing, in partnership with construction expertise and project management acumen of Colas Construction. Hacienda will lead the people-first development with deep engagement from the community.

MANAGEMENT AND COMMUNITY

Hacienda has a successful and proven relationship with rural communities, and a collaborative history of equitable, low-barrier management. Hacienda, as the resident services provider, works to support the long-term success of programs and the people they serve.

QUALITIES FOR A SUCCESSFUL DEVELOPER

EQUITABLE

Hacienda personally understands the needs of marginalized people being an organization that is Latino-led and made up of 93% bilingual and bicultural staff. Our lived experience grounds and motivates us for racial and sustainable justice.

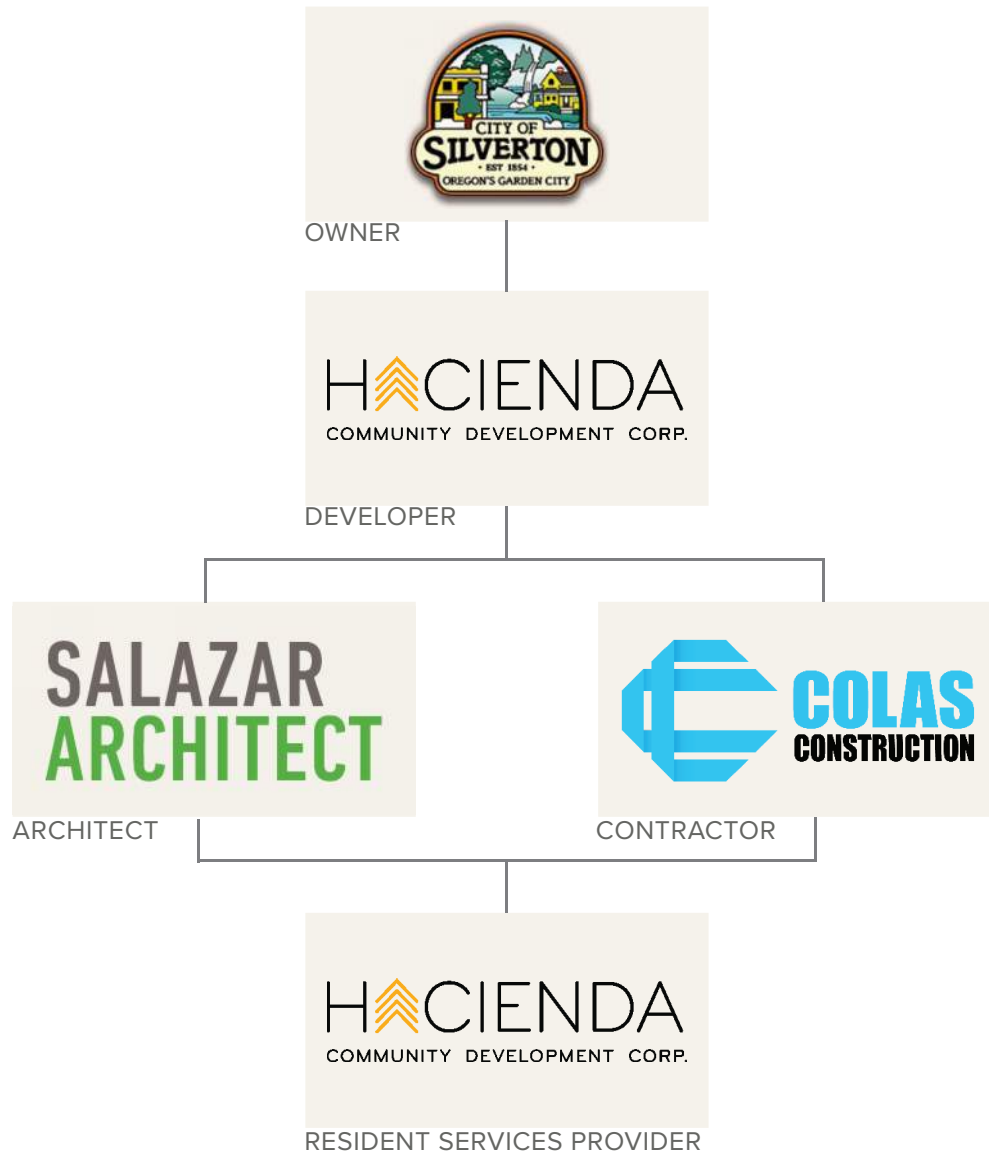
COLLABORATIVE

Collaboration is the key to Hacienda’s success as shown in our project experience. From lenders, contractors, and design professionals to the residents that call our communities their home, we work to set new benchmarks in the industry. Our partnerships and letters of support showcase this strength.

LONG-TERM FOCUSED

Hacienda doesn’t just develop buildings, we create and empower communities. When we serve a community, we set roots with partners and community members to foster thriving and resilient communities. We are here to stay!

DEVELOPMENT TEAM ORGANIZATIONAL CHART





ERNESTO FONSECA, PHD

Chief Executive Officer

Ernesto has been an architect, houser, and community developer for over 20 years, starting his career in construction and multi-family housing in Mexico. He has worked in affordable housing development since 2006, moving to construction administration in 2009, overseeing multi-family projects ranging from 6 to 64 units before coming to Hacienda. Ernesto provides leadership, oversight, and guidance in all of Hacienda's affordable housing development projects. His 15 years of experience in development finance, due diligence, and construction contract administration, have resulted in over 1,000 units of affordable housing.

PROJECT ROLE:

Executive Project Sponsor. Monitors the project's overall objectives, success, and people involved in the project. Communicates with stakeholders as needed.



YEARS
AT HACIENDA
6

YEARS IN
REAL ESTATE
DEVELOPMENT
20

EDUCATION
**DOCTORATE IN ENVIRONMENTAL
DESIGN & PLANNING, HOUSING &**

**ENVIRONMENTAL HEALTH,
ARIZONA STATE UNIVERSITY**

AFFILIATIONS
**ENERGY TRUST OF OREGON
BOARD OF DIRECTORS (2018-PRESENT)**

**HOUSING OREGON, BOARD OF
DIRECTORS (2017-PRESENT)**



Las Adelitas

- Ernesto's key strength is in his visionary leadership. He leads with clear visions for others to work towards common goals and objectives.
- His synergetic approach to affordable housing sets him as a trailblazer for policy and social change.
- Ernesto is deeply mission driven and believes in the power of social enterprise to bring increased investment into breaking cycles of poverty.

PROJECT EXPERIENCE

Las Adelitas
Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Suburban Site / Elevator Served
Public-Private Partnership

Rockwood Village
Gresham, OR Affordable
Affordable Family Housing
224 Apartments / 4-Story
Suburban Site/ Elevator Served
Co-Development

Las Flores
Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site/ Walk-up Served
Community Engagement



MARYAM BOLOURI, PHD

Director of Real Estate Development & Asset Management

Maryam has more than 25 years' experience in operations, finance, facility management, affordable housing, and real estate. She has served as CFO and CEO of non-profit organizations in California managing \$46 million revenue and 175 staff. She served as owner's representative on several affordable housing projects in the Portland region: new construction of 171 LIHTC units, rehabilitation of 72 HUD units, year 15 exits of 5 LIHTC properties, and rehabilitation of a 14-unit supported housing project. In addition, Maryam managed an asset portfolio of \$105 in million affordable housing (771 units over 50 properties). She demonstrates exceptional and committed leadership with an ability to quickly identify issues, implement solutions, and build and manage teams to be successful under stressful conditions with tight deadlines.

PROJECT ROLE:

Project Director. Oversees project managers in areas of quality management, performance, reporting, and budgeting. Manages risks and team resources and communicates with stakeholders.

YEARS
AT HACIENDA
2

YEARS IN
REAL ESTATE
INDUSTRY
21

EDUCATION
**PH.D IN STATISTICS AND
OPERATIONS RESEARCH,
UNIVERSITY OF OREGON**

AFFILIATIONS
**MULTNOMAH ATHLETIC FOUNDATION
TREASURER (2022 - PRESENT)**

**CASCADIA BEHAVIORAL HEALTH
BOARD TREASURER (2022)**



Rockwood Village

- Maryam's key strength is risk management through which she has successfully implemented strategies to meet evolving challenges and opportunities of various projects.
- Exceptional in her ability to delegate tasks appropriately, while adapting to change with resilience.
- Highly effective finance, facility, and real estate professional responsible for a \$165 million portfolio of multi-family and single-family affordable housing.

PROJECT EXPERIENCE

Rockwood Village

Gresham, OR Affordable
Affordable Family Housing
224 Apartments / 4-Story
Suburban Site/ Elevator Served
Co-Development

Las Adelitas

Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Suburban Site / Elevator Served
Public-Private Partnership

Las Flores

Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site/ Walk-up Served
Community Engagement



KEVIN CHAVEZ, ASSOC. AIA

Real Estate Development Project Manager

Kevin has a master’s in architecture with 8 years’ experience in the architecture engineering and construction industry. Kevin thrives when working on complex and multifaceted projects, as demonstrated by his involvement in the Las Adelitas buildings, a 142-unit multifamily project completed in NE Portland’s Cully neighborhood. Kevin cares deeply about team dynamic and brings the patience and perseverance needed to manage any project successfully—from collaborating with consultants and public agencies to coordinating with contractors in the field to navigating involved stakeholder processes. He currently oversees new construction, rehab, and renovations projects.

PROJECT ROLE:

Project Manager. Responsible for reporting on progress to the Project Director and stakeholder liaisons or their representatives. Project manager will lead and manage consultants, design professionals, and contractor partners. As a team, the project manager monitors budget and service partners.

YEARS
AT HACIENDA
2

YEARS IN
PROFESSION
8

EDUCATION
**MASTERS OF ARCHITECTURE,
PORTLAND STATE
UNIVERSITY SCHOOL OF
ARCHITECTURE**

AFFILIATIONS
ASSOCIATE AIA (2017-PRESENT)
**SCAPPOOSE GRABHORN PARK
AD HOC COMMISSION (2021-PRESENT)**



Las Adelitas

- Kevin’s key strength is strategic thinking, and the ability to align the development team’s efforts with broader organizational and stakeholder goals for long term success.
- Kevin approaches conflict resolution head on and proactively seeks constructive resolutions that promote collaboration and maintain development team dynamics.
- Excels in clear and concise communication ensuring expectations are understood and goals are met.

PROJECT EXPERIENCE

Las Adelitas
Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Suburban Site / Elevator Served
Public-Private Partnership

Miraflores
Portland, OR
Affordable Family Housing
32 apartments/ 3-story
Suburban Site / Walk-up Served
Public Plaza / Event Space

Plaza Los Robles
Molalla, OR
Workforce Housing
24 Apartments/ 2-Story
Rural Site / Ground Floor Accessible
Public Park / Event Space



ERIKA HERNANDEZ

Director of Youth and Family Services

Joined Hacienda CDC in 2021 and has over 12 years of experience in wrap-around services, early childhood, youth development, and family engagement programs. She is a facilitator of stakeholders and school systems collaborating to support positive outcomes for youth and their families. Erika attended 11 schools before landing in and graduating from Lake Oswego High School in 2007. She experienced challenges accessing support for higher education, was criticized by school counselors for considering community college, and witnessed racism and bias from peers and staff towards fellow BIPOC friends and students with exceptional needs. She is a bilingual and bicultural Latina who brings popular education and cultural wealth models to program and project design.



PROJECT ROLE:

Project Director for Resident Services. Responsible for leading and monitoring community engagement activities and leading project service partners. Manages team resources of Youth and Family Services. Communicates with stakeholders through project manager.

YEARS AT HACIENDA
3

YEARS IN SOCIAL SERVICES
12

EDUCATION
MAGNA CUM LAUDE BACHELOR OF ARTS IN INTERNATIONAL STUDIES AND LATIN AMERICAN STUDIES

AFFILIATIONS
OREGON COALITION AGAINST DOMESTIC & SEXUAL VIOLENCE
TRAUMA INFORMED OREGON



Vista De Rosas

- Erika’s key strength is empathy, which she passionately uses to understand and meet the needs of her team and the community which she serves.
- Deeply mission driven, she builds resilient communities through her work to provide community specific supportive services.

PROJECT EXPERIENCE

Las Adelitas
Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Suburban Site / Elevator Served
Public-Private Partnership

Rockwood Village
Gresham, OR Affordable
Affordable Family Housing
224 Apartments / 4-Story
Suburban Site/ Elevator Served
Co-Development

Vista de Rosas
Portland, OR
Affordable Family Housing
25 Apartments / 2-Story
Suburban Site/ Walk-up Served



ALEX SALAZAR, NOMA, AIA

Founding Principal

Alex Salazar’s career-long focus linking architecture to community organizing serves as the foundation for his work. His background includes organizing for tenant’s rights, advocating for the unhoused, and 25 years of experience in community planning, engagement, and affordable housing design. He leads every project with a “community first” and culturally responsive approach to engagement, design, and development strategy. He currently serves nationally on the American Institute of Architects Housing & Community Development (HCD) Knowledge Community.

SALAZAR ARCHITECT

YEARS AT SALAZAR ARCHITECT
15

YEARS IN PROFESSION
25

EDUCATION
**MASTERS OF ARCHITECTURE,
UNIVERSITY OF CALIFORNIA
BERKELEY**

AFFILIATIONS
AIA, NOMA

**REGISTERED ARCHITECT: OREGON,
WASHINGTON, CALIFORNIA**



Las Adelitas



Community Engagement

PROJECT EXPERIENCE

Las Adelitas

Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Community Engagement
Public Plaza / Event Space

Las Flores

Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site/
Community Engagement

Elmonica Station

Beaverton, OR
Affordable Multi-Generational
Family Housing
81 Apartments / 4- Story
Transit-adjacent / Culturally Specific
Community engagement

Goldcrest

Beaverton, OR
Affordable Family Housing & PSH
75 Apartments / 4-Story
Suburban Site

Fourth Plain Commons

Vancouver, WA
Affordable Family Housing
107 apartments / 5-story
Mixed Use / Public Plaza



JENNIFER NYE, AIA, LEED AP BP+C

Managing Director, Pacific Northwest

Jennifer has over 24 years of experience, exceptional architectural skill, and a diversity of project experience that ranges from multi-family residences to complex commercial and institutional projects. As a LEED Accredited Professional, Jennifer has practical knowledge and hands-on experience with sustainable building materials and practices, striving to integrate high-performance, innovation, energy-efficiency, and design excellence into her projects. Jennifer volunteers on the Beaverton Planning Commission, Portland's Building Code Board of Appeals, and Beaverton's Urban Renewal Advisory Committee.



YEARS AT SALAZAR ARCHITECTS
5

YEARS IN PROFESSION
24+

EDUCATION
BACHELOR OF ARCHITECTURE,
UNIVERSITY OF OREGON

AFFILIATIONS
AIA, LEED AP

REGISTERED ARCHITECT:
OR, WA, AZ, CO, ID, UT



Fourth Plain Commons



Community Engagement

PROJECT EXPERIENCE

Las Adelitas

Portland, OR
Affordable Family Housing & PSH
141 Apartments / 4-Story
Community Engagement
Public Plaza / Event Space

Las Flores

Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site / Community Engagement

M. Carter Commons

Portland, OR
Affordable senior housing
63 Apartments / 5-Story
N/NE Preference Policy

Elmonica Station

Beaverton, OR
Affordable Multi-gen Family Housing
81 Apartments / 4-Story
Transit-adjacent / Culturally Specific
Community Engagement

Goldcrest

Beaverton, OR
Affordable Family Housing & PSH
75 Apartments / 4-Story
Suburban Site

Fourth Plain Commons

Vancouver, WA
Affordable Family Housing
107 Apartments / 5-Story
Mixed Use / Public Plaza



DARIIA VERNYGORA

Architect's Project Manager

Daria has extensive experience in affordable and market rate multifamily housing, educational facilities, and commercial developments in the U.S., Germany, and Ukraine. She cares deeply about sustainability in architecture and is a leader of our Sustainable Design Lab, where she focuses on energy efficiency, carbon reduction, and incorporating environmental justice principles into our projects. Daria is passionate about creative designs and technological innovations that advance buildings toward being more sustainable and healthy for building users.

SALAZAR ARCHITECT

YEARS AT SALAZAR ARCHITECT
5

YEARS IN PROFESSION
10

EDUCATION
MASTERS OF ARCHITECTURE, KYIV NATIONAL UNIVERSITY OF CONSTRUCTION & ARCHITECTURE, UKRAINE

MASTERS OF ARCHITECTURE, ANHALT UNIVERSITY OF APPLIED SCIENCES, GERMANY



Elmonica Station



Community Engagement

PROJECT EXPERIENCE

Las Adelitas

Portland, OR
Affordable Family Housing & PSH
141 apartments/ 4-story
Community Engagement
Public Plaza / Event Space

M. Carter Commons

Portland, OR
Affordable senior housing
63 apartments / 5-story
N/NE Preference Policy

Elmonica Station

Beaverton, OR
Affordable Multi-gen Family Housing
81 Apartments / 4- Story
Transit-adjacent / Culturally Specific
Community Engagement

Heirloom Apartments

Clackamas County, OR
Market rate housing / 10 Buildings
286 Apartments / 3-Story Buildings
Suburban Site

Aldercrest

Gresham, OR
Occupied renovation of 68
apartments / 17 two-story walkups
New community building

Dahlke Manor

Portland, OR
Occupied renovation of 115
apartments / 9-story
Parking/site reconfiguration, interior
renovation of common spaces



CHRISTINA KWIECIENSKI

Architectural Designer

Christina's 10+ years of experience includes affordable and market rate multifamily housing, commercial tenant improvements, and site-sensitive work for the National Parks Service. She values our strong sense of shared mission at Salazar, and is committed to serving communities that often don't have access to design. Christina is a strong advocate for equity, diversity, and inclusion in the profession and an active participant in Salazar's equity and social responsibility initiatives.



YEARS AT SALAZAR ARCHITECT
4

YEARS IN PROFESSION
10+

EDUCATION
BACHELOR OF ARCHITECTURE, UNIVERSITY OF TEXAS



Las Flores



Community Engagement

PROJECT EXPERIENCE

Las Flores

Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site/ Community
Engagement

Mutual Housing on the Boulevard

Sacramento, CA
Affordable PSH
127 apartments / 3-story walkups
Mixed Use

Elmonica Station

Beaverton, OR
Affordable Multi-gen Family Housing
81 Apartments / 4- Story
Transit-adjacent / Culturally Specific
Community Engagement

Fourth Plain Commons

Vancouver, WA
Affordable Family Housing
107 apartments / 5-story
Mixed Use / Public Plaza



ANDREW COLAS

Colas Construction President & CEO

Andrew is driven by a collaborative and results-oriented focus; his extensive knowledge of development in the commercial construction industry is evident with an established history of long-term contracting relationships, strong outcomes for equity, and over twenty years of delivering complex projects. He will engage at each level, providing Executive Oversight. Andrew is the co-founder of the Black Business Association of Oregon (BBAO), and serves on the Board of Directors for BBAO, the National Association of Minority Contractors (NAMC), NAMC-Oregon, New Avenues for Youth, and the Portland Business Alliance.



YEARS AT COLAS
22

YEARS IN CONSTRUCTION
25

EDUCATION
**BS BUSINESS
MANAGEMENT,
UNIVERSITY OF OREGON**

AFFILIATIONS
NAMC-OR, AGC

**DESIGN BUILD INSTITUTE
OF AMERICA**



Garlington Campus

- Key Strength to build effective, strong teams and manage them to their full potential
- Dynamic leadership promotes positive engagement for shared success between owners, developers, and project teams
- Dedicated to community activism rooted from his experience, born and raised in NE Portland- since 1999, he has consistently promoted investments and job creation for underserved populations through his role at COLAS

PROJECT EXPERIENCE

Garlington Campus Cascadia Health, Portland, OR

A 4-story building of 42,000 SF sits adjacent to another that is 25,000 SF on a 1.5-acre site. The campus, comprises two buildings; one a health clinic and the other, an affordable apartment complex with 52 units of 1, 2, and 3-bedrooms homes for residents earning 30% - 60% AMI. Amenities include bioswale drainage systems, solar shades, bike storage, and community meeting rooms.

The resident population includes formerly houseless Veterans, patients in critical need, and low income community members, families, and individuals. Both developments, Garlington Health Center and Garlington Place Apartments are named after the late Rev. Dr. John W. Garlington, Jr., a prominent leader and advocate for the African American community in Portland. The project achieved Earth Advantage Platinum and 36% MWESB utilization.

South Cooper Mountain Wishcamper, Beaverton, OR

Goldcrest BRIDGE Housing, Beaverton, OR

Centennial Place Cascadia Health, Portland, OR

King + Parks PCRI, Portland, OR

The Aurora Our Just Future, Portland, OR

The Songbird BRIDGE Housing, Portland, OR



MARC-DANIEL DOMOND

Colas Construction Vice President, Operations

As a Project Executive, Marc-Daniel brings a multi-faceted approach and delivers steadfast goal-focused management implementing executive oversight the overall implementation and execution of projects. His record of success in all phases of construction is based in his fortitude and strategy to achieve the project's goals. Marc-Daniel works closely with project teams and oversees the master schedule ensuring financial objectives are met. His leadership, expertise, and proficiency in complex projects of large-scale; brings accurate detail with an executive level of attention for engagement with purpose for developer and ownership teams.



YEARS AT COLAS
20

YEARS IN CONSTRUCTION
22

EDUCATION
**BS BUSINESS FINANCE,
UNIVERSITY OF OREGON**

AFFILIATIONS
NAMC-OR, AGC



3000 Powell

- Key Strengths serve complex projects of large-scale; specifically in education, healthcare, and affordable housing with accurate detail
- Engagement with purpose for developer and ownership teams
- Driven by impact to our youth to become future leaders with a focus on building interest in the construction sector
- Co-founder and Chair of The Blueprint Foundation

PROJECT EXPERIENCE

3000 Powell

Home Forward, Portland, OR

Recipient of the 2021 Portland Design Commission, Design Excellence Award, this project stands as a transformative affordable housing project, featuring 206 units thoughtfully designed for families residing in SE Portland. The ground floor of the building, though primarily constructed with cost-efficient wood framing, boasts increased height to accommodate loft units that open up to courtyards

and lush landscaping areas, providing ample room for community spaces, fostering engagement and vitality.

A 138,000 SF, four-story wood-framed building with an innovative X-shaped design is set to redefine the concept of urban living with a total of 206 thoughtfully designed affordable housing units: 123 studios, 18 one-bedroom, 59 two-bedrooms, and 6 three-bedroom units.

The Aurora

PCRI, Portland, OR

South Cooper Mountain

Wishcamper, Beaverton, OR

Goldcrest

BRIDGE Housing, Beaverton, OR

King + Parks

PCRI, Portland, OR

The Songbird

BRIDGE Housing, Portland, OR

The Henry Building

Central City Concern, Portland, OR

COMPARABLE PROJECTS





LAS ADELITAS

The opening of Las Adelitas in late 2022 is the outcome of a 5+ year community design process that envisioned the transformation of a former strip club that was negatively impacting the vitality of the Cully neighborhood. In 2015, Hacienda purchased the property then secured project funding and led the redevelopment for this affordable housing community.

Aptly named after feminist Mexican Revolutionaries, Las Adelitas brings deep social, economic and environmental benefits to our community through access to new affordable housing and connection to services including, digital literacy, early childhood and after school programs, and business and homeownership workshops and counseling provided by Hacienda's bilingual and bi-cultural staff. This four-story, multifamily affordable housing development is the largest redevelopment in Portland's Cully Neighborhood to date and is the largest public investment in the Cully community.

The development includes 142 homes and valuable amenities including a community kitchen, courtyard, event space, and outdoor plaza which is street accessible to the surrounding neighborhood. One hundred percent of the units are for households earning 60% of Area Median Income and below. Additionally, Hacienda project team achieved 40% MWESB workforce participation in hard construction costs.

PROJECT FACTS

Address: 6735 NE Killingsworth St, Portland, OR 97218

Year Completed: 2022

Hacienda Team Involvement: Ernesto Fonseca, Maryam Bolouri, Kevin Chavez

Architect: Salazar Architect

Contractor: LMC Construction

Property Management: Cascade Management

Housing Units: 142 total all affordable

Affordability: 30% AMI, 60% AMI

Construction Cost: \$36.5M

Funding Sources: 4% LIHTC Equity, PHB Bonds, LIFT, OHCS Legislative Grant, Permanent Loan

Unit Mix: 15 Studio, 27 one bedroom, 74 two bedroom, 26 three bedroom

MWESB Contractor

Engagement: 40%





ROCKWOOD VILLAGE

Hacienda CDC is the co-owner and co-developer of Rockwood Village, 224 new affordable homes in Gresham. This transformational development opened in phases, beginning in Fall of 2021 and include five residential buildings surrounding a new public park and community center.

In this development, we prioritized large, family sized units. Almost 80% of the units are 2, 3 or 4 bedrooms. Rockwood Village was the first Metro affordable housing bond-funded project to open and the first in the state to implement income averaging. This allows us to serve households with incomes up to 70% AMI.

Robust community engagement informed the design concept, street design, the housing units and amenities, and the custom art throughout the development. Through a community survey, community members chose Rockwood Village and Neighbors Park as the project and park names. The overall project theme was chosen to celebrate diversity of Rockwood and the weaving together of different cultures.

Hacienda provides on-site resident services and after school and summer programming for youth. Residents are also connected to Hacienda’s programs in homeownership, small business development, asset building, and financial education.

PROJECT FACTS

Address: 783 SE 185th Ave, Portland OR 97233
Year Completed: 2022
Co-Developer: Community Development Partners
Hacienda Team Involvement: Ernesto Fonseca, Maryam Bolouri
Architect: Waechter Architecture
Contractor: LMC Construction
Property Manager: Guardian
Housing Units: 224 total all affordable
Affordability: 30%, 60%, and 70% AMI
Construction Cost: \$43.3M
Funding Sources: 4% LIHTC, Gresham Metro, OHCS Weatherization and GHAP, Permanent Loan
Unit Mix: 47 one bedroom, 74 two bedroom, 89 three bedroom, 14 four bedroom
MWESB Contractor Engagement: 21%





LAS FLORES

Hacienda CDC is co-developing Las Flores, 171 new affordable housing units in Oregon City in partnership with Community Development Partners. This development is currently under construction, with Phase 1 just completed and Phase 2 expected to be complete in 2024.

Las Flores is designed with agricultural workers, immigrant, and low-income community members in mind. This affordable housing complex includes a mix of 1, 2, 3, and 4 bedroom apartments within 3-story walk-up buildings.

Twelve units of Las Flores are designated for agricultural workers and their families. Thanks to a partnership with Northwest Housing Alternatives, 9 units are reserved for individuals and families transitioning out of homelessness into stable housing. NHA and Hacienda will provide community support and resident services. The property will be managed by Guardian Property Management.

Las Flores was designed using the people-first, "Communities for All Ages" approach, which embraces the benefits of intergenerational living and creates homes and spaces where all people can be respected, cared for, and given tools to explore their interests. This includes buildings clustered around a park-like gathering space, tree-dotted walking paths, children's play areas, outdoor picnic areas, a community garden, and a community building with a kitchen and multi-use spaces where residents can hold events, take classes, and enjoy spending time with their families and neighbors.

PROJECT FACTS

- Address:** 14362 S Maple Lane Ct, Oregon City, OR 97045
- Anticipated Completion:** 2023
- Co-Developer:** Community Development Partners
- Hacienda Team Involvement:** Maryam Bolouri, Kevin Chavez
- Architect:** Salazar Architect
- Contractor:** LMC Construction
- Property Management:** Guardian
- Housing Units:** 171 total, all affordable
- Affordability:** 30 % AMI and 60% AMI
- Construction Cost:** \$53M
- Funding Sources:** 4% LIHTC, GHAP, Clackamas Metro, AWHTC Equity, Permanent Loan
- Unit Mix:** 42 one bedroom, 54 two bedroom, 66 three bedroom, 9 four bedroom
- MWESB Contractor Engagement:** 34%





PLAZA LOS ROBLES

One of Hacienda’s rural communities, Plaza Los Robles, has undergone an intensive rehabilitation effort in early 2023. This rehabilitation included building frame and envelope improvements, mechanical, electrical, and plumbing upgrades, and stormwater mitigation. This rehabilitation effort reflects our commitment and passion to ensure enduring, accessible, safe, and healthy built environments.

In this development, we prioritized large, family sized units. The units mix includes 2-, 3- and 4-bedroom units, focused on workforce housing. Through on-site resident services and after school and summer programming for youth, the community is strengthened through a multi-generational perspective. Residents are also connected to Hacienda’s programs in small business development, asset building, and financial education to support the ultimate goal of homeownership.

With more than 40 school-age children residing at Plaza Los Robles, we saw the rehabilitation effort as an opportunity to enhance the children’s school experience and attendance. After close collaboration with residents and property management, we heard that transportation and extreme weather has a negative effect on the children’s academic performance. Hearing this, we took up the charge to include a new bus shelter and provide HVAC mini splits for each apartment to improve livability, comfort, and safety for the community’s kids. We take pride in hearing, advocating for, and taking action for our community members.



PROJECT FACTS

- Address:** 415 Toliver Rd, Molalla, OR 97038
- Year Completed:** 2007
- Rehabilitation:** 2023
- Hacienda Team Involvement:** Ernesto Fonseca, Maryam Bolouri, Kevin Chavez, Erika
- Envelope Consultant:** Forensic Building Consultants
- Contractor:** IE Construction
- Property Management:** Cascade Management
- Housing Units:** 24 total all affordable
- Affordability:** low-income Domestic Farm Labor, 50% AMI, 60% AMI, 80% AMI
- Rehab Construction Cost:** \$3.5M
- Funding Sources:** OHCS Legislative Grant, Clackamas County HOME Loan, Rural Development Loan and Rental Assistance
- Unit Mix:** 7 two bedroom, 13 three bedroom, 4 four bedroom
- MWESB Contractor Engagement:** 13%



MUTUAL HOUSING ON THE BLVD

Mutual Housing on the Boulevard is inspired by the sun, water, and movement to create a unique mixed-use, affordable, supportive housing community serving the diverse needs of South Sacramento. The master plan features an internal neighborhood street with an apartment building, townhomes, and walk-up stacked flats buildings that maximize density and the opportunity for solar PV installations. The buildings provide a mix of one, two, and three-bedroom apartments, with fifty percent of the units serving extremely low-income residents.

Supportive services and community areas are clustered along Stockton Blvd. At the south edge is the new Mutual Family Arts & Education Center, located along an existing FEMA flood plain/canal that doubles as a neighborhood open space. The Community Design process consisted of a series of design discussions with Mutual Housing’s residents, homeless women at a Loaves & Fishes daytime shelter, and allied organizations. The input was incredibly insightful, helping us program and design outdoor spaces spread throughout the development.

PROJECT FACTS

- Address:** 7351 Stockton Blvd. Sacramento, CA 95823
- Year Completed:** 2023
- Developer:** Mutual Housing California
- Contractor:** Broward Builders
- Architect:** Salazar Architect
- Property Management:** Mutual Housing California
- Housing Units:** 127 total all affordable, 95 permanent supportive housing units
- Affordability:** 40% AMI, 50% AMI, 60% AMI
- Construction Cost:** \$35M
- Funding Sources:** LIHTC, No Place Like Home, HUD
- Unit Mix:** 65 one bedroom, 44 two bedroom, 18 three bedroom





SOUTH COOPER MOUNTAIN

In the heart of the South Cooper Mountain community, a remarkable mixed-use development project is taking shape. Stretching across ten expansive acres, this visionary project is set to seamlessly blend affordable housing with commercial and civic spaces, creating an exciting urban environment right next to Mountainside High School.

Wishcamper, renowned for its commitment to affordable housing, took a chance to transform a high-density market-rate community. Their vision goes beyond simply adding affordable housing units; it's about breathing life into a dynamic mixed-use neighborhood center. The City of Beaverton shares this vision, aiming to create a lively main street that intermingles neighborhood commercial and residential spaces. The focus is on crafting a pedestrian-friendly atmosphere, complete with spacious sidewalks and an array of amenities for the community's enjoyment. This project is set to be a game-changer, redefining the landscape and enhancing the quality of life in the area. Three residential buildings on what was once an apple orchard will soon become a new neighborhood, with newly minted streets for families and senior citizens. Notable features include 30,000 SF of vibrant commercial space, with the potential for civic use spaces, where voices can be heard and aspirations can be realized. A beautiful public park, a serene oasis amidst the urban landscape, where families can gather and children can play coincides with a welcoming plaza and central hub, connecting people and activities, making it a place where community bonds are forged.

PROJECT FACTS

- Address:** 17811 SW Scholls Ferry Rd., Beaverton, OR 97007
- Year of Completion:** 2024
- COLAS Team Involvement:** Andrew Colas, Marc-Daniel Domond
- Owner/Developer:** Wishcamper Development Partners
- COLAS Team Involvement:** Andrew Colas, Marc-Daniel Domond
- Architect:** Otak
- Contractor:** Colas Construction
- Property Management:** Guardian
- Housing Units:** 164 total all affordable
- Affordability:** 30%, 60%, 70% AMI
- Construction Cost:** \$56M
- Funding Sources:** Low Income Housing Tax Credits, State, City of Beaverton, Metro Affordable Housing Bond, private funding
- Square Feet:** 84,500
- Key Tenants:** management
- Site Area:** 42 acres
- Unit Mix:** 84 one bedroom, 74 two bedroom, 10 three bedroom units
- MWESB Contractor Engagement:** 27%





CENTENNIAL PLACE

A 3-story, 62,700 SF building that wraps around community amenities, while connecting the laundry facilities, homework rooms, and a natural eco-friendly playground. A strong emphasis on sustainability resulted in the Earth Advantage Platinum certification for the development; the building operates entirely on electric power, with a 75 kW rooftop photovoltaic array capable of supporting a significant portion, if not the entirety, of the house’s energy needs. To enhance efficiency, a cost-effective drain water heat recovery system was integrated, along with two onsite drywells effectively managing 100% of the site’s stormwater. Other eco-friendly features include Energy Star appliances and lighting, low-flow plumbing fixtures, efficient heating and cooling through mini-splits, an electric heat pump domestic hot water system, abundant natural daylight facilitated by large, code-exceeding performance windows, and an enhanced building envelope.

Residents of Centennial Place benefit from a resident services coordinator and access to Cascadia Health’s services. Among the 18 apartment homes, there is a rental preference for individuals participating in the Multnomah County Choice Model program, with preference for those referred through the Centennial School District’s McKinney-Vento program, designed to assist students experiencing homelessness.



PROJECT FACTS

- Address:** 3750 SE 164th Ave.
Portland, OR 97236
- Year Completed:** 2023
- Owner/ Developer:** Cascadia Health
- COLAS Team Involvement:** Andrew Colas, Marc-Daniel Domond
- Architect:** Merryman Barnes Architect
- Contractor:** Colas Construction
- Property Management:** Cascadia Health
- Housing Units:** 71 total; 69 affordable
- Affordability:** 0-30% AMI, 60% AMI
- Construction Cost:** \$16.5M
- Funding Sources:** Portland Housing Bureau; Oregon Housing and Community Services; Home Forward; Multnomah County; LIHTC
- Square Feet:** 84,500
- Key Tenants:** Cascadia Health
- Site Area:** 1.05 acres
- Unit Mix:** 15 studios, 32 one bedroom, 24 two bedroom units
- MWESB Contractor Engagement:** 42%



KING + PARKS

The King + Parks project is an affordable housing and mixed use development located on Martin Luther King Blvd. and Rosa Parks Way, hence its namesake. This new 70-unit affordable housing, U-shaped building has four stories along MLK Blvd and Rosa Parks Way and steps down to three stories along the alley to the west of the site. COLAS led the staffing for both the Preconstruction and Construction teams; inclusive of all coordination in hiring Subcontractors, and leading purchase orders from Vendors and Suppliers.

Once a vacant lot, this breathtaking project made of Type IIIB construction, now serving individuals and families who have been long-time residents of the North and Northeast Portland community; many of whom were negatively impacted or displaced by inattentive efforts to revitalize the area and surrounding neighborhoods over several decades. This project of 84,500 SF, is a renewed commitment to the community, who for generations have resided in the area. King + Parks provides forty-nine, 1, 2, and 3 bedroom units with beautiful community centered spaces for residents to enjoy.

The courtyard is the central focus of this U-shaped structure with rows of townhomestyle units complementing the community spaces with gardens, sitting areas, bike storage and repair stations, energy-efficient features, and sustainable design; bioswale drainage systems, Low E for solar heat transfer, and energy-efficient design. The King + Parks project achieved Earth Advantage Platinum.



PROJECT FACTS

Address: 6465 NE Martin Luther King, Jr. Blvd. Portland, OR 97211
Year Completed: 2020
Owner: Housing Development Center
Developer: Portland Community Reinvestment Initiatives
COLAS Team Involvement: Andrew Colas, Marc-Daniel Domond
Architect: Merryman Barnes Architect
Contractor: Colas Construction
Property Management: Cascade Management
Housing Units: 70 total; 69 affordable
Affordability: 30% AMI, 60% AMI
Construction Cost: \$21M
Funding Sources: Portland Housing Bureau; Oregon Housing and Community Services; Home Forward; Multnomah County; LIHTC
Square Feet: 84,500
Key Tenants: Portland Community Reinvestment Initiatives
Site Area: 0.78 acres
Unit Mix: 20 one bedroom, 38 two bedroom, 12 three bedroom
MWESB Contractor Engagement: 30%

REFERENCES



REFERENCES

MOLLY ROGERS

Director of Housing Services
Washington County
Molly_Rogers@washingtoncountyor.gov
(503) 502-9052

Molly has been a strong supporter and was key advocate of Las Adelitas and collaborated with Ernesto Fonseca and Maryam Bolouri at Hacienda. Ms. Rogers is currently working with Hacienda on Dolores, a 67-unit development project in Hillsboro.

ERIC SCHMIDT

Assistant City Manager
City of Gresham
Eric.Schmidt@GreshamOregon.gov
(503) 618-2877

Eric has been a strong partner and collaborator of Hacienda. Ernesto Fonseca and Maryam Bolouri have a longstanding relationship with Eric in exploring public-private opportunities to expand the affordable housing inventory in Gresham, such as Rockwood Village, a 224-unit development.

MICHAEL BUONOCORE

Interim Bureau Director
Portland Housing Bureau
Michael.Buonocore@portlandoregon.gov
(503) 823-3377

Michael has a longstanding relationship with Ernesto Fonseca and Maryam Bolouri and has strongly supported Hacienda. Michael has collaborated with our team and is supporting the redevelopment of Villa de Clara Vista, a 108-unit project. Before this project, he supported Las Adelitas with Project Base Vouchers.

PATRICIA ROJAS

Regional Housing Director
Metro
Patricia.Rojas@oregonmetro.gov
(503) 459-3277

Patricia has a longstanding relationship with Ernesto Fonseca and Maryam Bolouri and has strongly supported Hacienda. Patricia was a key advocate of Las Adelitas and has collaborated with the Hacienda team on various projects through Metro Bond and other Metro funding. More specifically, Patricia and her team have supported, in addition to Las Adelitas, Dolores 67 units in Hillsboro, the new 55 upcoming housing project in Lake Oswego, Rockwood Village 224 units, and Las Flores 171 units in Oregon City.

Developer SOQ Westfield Site RFQ



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CONTACT

HOME FIRST DEVELOPMENT

BEN PRAY
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4351 SE HAWTHORNE BLVD.
PORTLAND, OR 97215
(503) 320-8929

GREEN LIGHT DEVELOPMENT

MARK DESBROW
MARKD@GL-DEV.COM
3462 NE SANDY BLVD.
PORTLAND, OR 97232
(503) 860-8983

Cover Letter

City of Silverton
Attn: Mr. Jason Gottgetreu
Community Development Director
306 S. Water Street, Silverton, OR 97381
503-874-2212 | JGottgetreu@silverton.or.us



Dear Mr. Gottgetreu, and the City of Silverton,

Our development team is pleased to present our qualifications to bring vibrant, thoughtful, beautiful, and affordable housing to the City of Silverton.

We are Oregonians. We know that while most Oregon communities share the need for affordable housing, no two cities in Oregon are the same. Silverton is unique, and the housing we construct with you will cater to the City's distinctive needs and priorities.

Certainly, the project will require funding to complement the debt and resources provided by the City. As you are aware, most funding for affordable housing development is competitive. We specialize in securing that funding. Since 2019, we have been awarded and have deployed more than \$200,000,000 in competitive funding for affordable housing development across the state. We have won competitive awards for LIFT, LIHTC, CDBG, HOME, VGHAP, and more.

We have received financing awards for projects ranging from 24 to 120 units in cities of various sizes, including larger ones like Portland and Salem, smaller ones like Mill City and Burns, and those in-between like Tillamook, Estacada, and Corvallis.

Our development team and our shared projects are built on partnerships. In 2020, Home First and Green Light formed a partnership to enhance construction efficiency in frequently overlooked markets. We partner with cities, nonprofit organizations, neighborhood groups, housing authorities, architects, designers, contractors, lenders, investors, property managers, and resident services providers to ensure that the final product is one we are all proud of.

We have enjoyed our recent work in Marion County and hope to have an opportunity to continue it through a new partnership with the City of Silverton. We look forward to submitting a full proposal and demonstrating our creative, pragmatic, and informed approach to development at the next stage of your process.

Best,

Ben Pray
Owner



Mark Desbrow
Owner



Vision + Approach

Our vision is to roll up our sleeves and get to work. We will present an actionable plan at the RFQ stage that, if successful, will enable us to break ground in 2025 and welcome our first residents in 2026. Our plan will be informed by our recent work on affordable multifamily projects in Marion County, our working knowledge of current construction costs and economic conditions, available funding sources and their requirements, and the unique needs of the City of Silverton.

PLANNING

Informed by City goals, applicable code, technical reports, and our experience, along with the expertise of our professional team, we will produce conceptual site plans for a multi-phased development.

The plan will embody our assumptions regarding infrastructure needs, which will be verified with City staff. Infrastructure costs are significantly more volatile than those associated with our buildings, and early site planning work is crucial to ensure cost containment and comprehension. We will collaborate with our civil engineer, general contractor, and City staff to explore potential needs and costs associated with the Sewer Lift Station, water lines, streets, and other necessary infrastructure on the site. Subsequently, we will explore how to manage those costs using a phased approach and a survey of available resources.

Our site plans will also reflect the policy priorities of likely funding sources. We will work to achieve City goals while also integrating the objectives of funding sources to maximize the likelihood of receiving an award. For example, LIFT awards additional points for units of 2BR and higher, so we will likely include 2BR units in our plans.

We are currently developing several multi-phased developments, and in some cases, Phase II can begin before Phase I is completed. By dividing the project into actionable phases that align well with available funding, we enhance efficiency and increase the likelihood of project funding.

PRODUCT

The product we recommend will be durable, attractive, and employ contextual design to seamlessly integrate into the neighborhood. Combining single-story cottage clusters and two-story townhouses will likely be the closest match to your vision. Our team possesses recent experience in developing similar products, which will be instrumental in assessing the economic viability of this approach. It is improbable that our approach will include commercial uses on the land, unless the development incorporates family housing, in which case a co-located daycare facility could be considered.

Our product design and specifications have been developed through collaborative efforts with our architect, Weachter Architecture, and our interior design partner, Tabor Design Group. We have involved and will continue to involve our nonprofit partners and property management in the design process to ensure that we meet residents' needs (accessibility, comfort, aesthetics) while also considering long-term maintenance and upkeep.

Our units will feature updated design standards and concepts that we've developed and expanded upon over the past three years. They include base specifications such as 9' ceilings, air-conditioning, quartz countertops/sills, ample storage, in-unit washer/dryer, low-flow fixtures, Energy Star appliances, gooseneck kitchen faucets, and under-mount sinks. Site amenities typically include recreation areas, bike parking, dog runs, playgrounds, a vibrant community room, robust landscaping, and other features that foster community, safety, and beauty.



Vision + Approach

FINANCING

It is unlikely that 4% Low-Income Housing Tax Credits (LIHTC) will be available for new projects in 2024. The 9% LIHTC will not be accessible until Fall 2024 and is highly competitive. Both sources have become oversubscribed in recent years. Therefore, our approach would likely be to utilize funding from the "LIFT Only" program with a first phase that creates leverage for future phases. We are one of few development teams in the state to be awarded and close "LIFT Only" funding projects.

Note that the 2024 Legislative Session may introduce a new funding source for affordable housing infrastructure development and workforce housing (80% - 120% AMI). Our team would be uniquely positioned to access those funds should they become available.

We will develop multiple proforma models based on developed site plans, construction cost estimates, knowledge of available sources from the City, and projected operating expenses. The LIFT RFQ is expected to be released in April 2024. Should we be selected as your partner before that release, our work to be selected by you would directly inform that application, and if funded, would allow us to move quickly to the design and permitting process.

We know with a good deal of certainty what our product costs to build and what it costs to operate. If a simplified capital stack of debt, LIFT, and developer contribution can cover project costs, we do not need to seek unique financial solutions from the City or county. If the project is not viable, we will bring a list of potential solutions to the table.

These solutions can be as simple as funding (CDBG, HOME, etc.) or more complex, such as tax abatement, SDC waivers, or reduced permit fees. Above all, our approach to financing and development, in general, is pragmatic. We will:

- Present the pros/cons of a land lease arrangement based on multiple development models.
- Present the pros/cons of including a single-family ownership component in the plan.
- Seek site-based vouchers from the Marion County Housing Authority to the extent they are supported by the City of Silverton and do not impact project wages.
- Seek funds that are likely to be awarded and create leverage for future phases, rather than hunt sources that are highly unlikely to be awarded and waste City time and resources.

LONG-TERM

Designing, financing, and building a property is only the beginning. We are committed to the long-term ownership and stewardship of our built communities across Oregon. We hire experienced, Oregon-based property management firms and seek to employ local on-site managers at our properties. We meet or exceed all funder compliance requirements and have an in-house asset management department to oversee property managers and coordinate with our nonprofit partners.

Home First Development and Green Light Development joined forces in 2020 and have quickly emerged as one of the most productive and innovative developers of affordable housing in the country.



Development Team

We possess a wealth of experience in every aspect of real estate, including but not limited to design, financing, construction, marketing, policy, services, and operations. Beyond the significant accomplishments of our organizations individually, we are 50/50 partners and co-owners of fourteen affordable developments, comprising more than 800 units across ten cities in Oregon.

Our development team has a proven track record of collaborative work with local jurisdictions, funders, and other partners to complete numerous housing developments of similar size and scope. We have the financing experience and balance sheet strength necessary to secure loans and investments, meeting ongoing liquidity/net worth requirements from lenders. Our partnerships with lenders and investors provide

streamlined access to pre-development funding, accelerating the time from project award to permits. We have comprehensive experience working with common public funding sources, including 9% LIHTC, 4% LIHTC, HOME, CDBG, OAHTC, GHAP, AWHTC, Project-Based Vouchers, foundation grants, private financing, bridge loans, and construction/permanent debt.

We have recent experience partnering with municipalities on development agreements (e.g., City of Salem, City of Molalla) and multi-phased developments (Corvallis, Estacada, Portland, Salem, etc.). Together, Home First and Green Light have several shared staff members and will soon launch a shared brand for our partnership. We're here for the long haul, and we have a deep, talented bench:

STRATEGY



Ben Pray

Mark Desbrow

CONSTRUCTION / DESIGN



Mike Woods

Alex Reff

Jennifer Huang

FINANCE / RESOURCES



Briana Murtaugh

Mike Boyer

ACCOUNTING / BUDGET

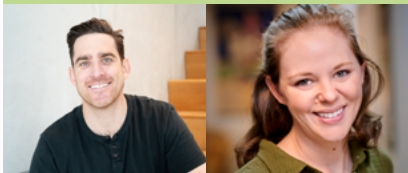


Will Harris

Jocely Krauter

Amy Schroeder

PROJECT MANAGERS



Tim Lawler

Colleen Osborn

ASSET MGR



Leah Halstead

MARKETING



Janine Namgung

ADMIN



Maya Booth-Balk

Projected Consultant Team: Waechter Architecture (architect), HPPR (civil), M-Group (structural), Beaudin Construction (general contractor), Tabor Design Group (interior)



Background

ABOUT HOME FIRST DEVELOPMENT

As a developer, Home First prides itself on partnerships. We are founded on collaborations with cities, nonprofit partners, funders, developers, project professionals, and community members, boasting more than 20 active formal partnerships. Committed to continual improvement, we take pride in having a mission-driven team of staff, consultants, and professional partners that is second to none among affordable housing developers in the Pacific Northwest.

We have extensive experience managing projects of a similar type, size, and scope to the Westfield Site opportunity, overseeing budgets exceeding \$375,000,000 as a consultant, Owner's Representative, and Developer. Our experience includes building cottage clusters, townhomes, 3-story walk-up/garden-style buildings, 4-story elevator-served buildings, and modular housing.

Home First owner Ben Pray is actively involved in each development and brings over 20 years of experience in government, nonprofit, and real estate development sectors. Throughout his career, Ben has successfully managed complex loan programs, implemented new government policies, directed community outreach campaigns, and overseen development budgets totaling more than \$375,000,000.



Home First and Green Light team at The Lawrence groundbreaking (2022)

ABOUT GREEN LIGHT DEVELOPMENT

Green Light has been developing real estate in Oregon for the past 15 years and has successfully completed over \$750,000,000 in real estate projects. The majority of projects have been wood-framed housing that have ranged in size from single-family homes to 200+ unit mixed-use apartment buildings.

Green Light founder and managing partner, Mark Desbrow has over 20 years of real estate development experience, including single-family subdivisions, townhomes, apartments, hotels, retail centers, office buildings, senior housing, and hotels. He is most passionate about delivering housing, especially affordable and workforce homes. He is a leader in the industry and brings invaluable business structuring, construction, and design knowledge to the partnership.

Green Light associate partner and developer, Briana Murtaugh, a CFA® charter holder, leads the project financing team. With more than 18 years of experience in both the real estate and financial services industries, Briana has a diverse background that includes experience with residential development, affordable housing, private equity, value-add acquisitions, and institutional investment. Her expertise in handling complex affordable housing transactions using LIHTC, HOME, GHAP, OAHTC, and Project-based vouchers is vital to successfully managing project financing across multiple developments.



Willet Apartments (Tillamook) grand opening (2023)



Ben Pray

Co-Project Director



As Co-Project Director, Ben will guarantee compliance with stated policies, and community partnership and development objectives.

HFD TITLE

Owner, 9 years

EDUCATION

MPA Public Administration
Portland State University

BA Sociology
Elmhurst College

Sociology
Pacific University

As the owner of HFD, Ben Pray has accumulated more than 20 years of experience in the government, nonprofit, and real estate development sectors. Ben has adeptly managed complex loan programs, spearheaded the implementation of new government policies, led community outreach campaigns, and overseen affordable housing development budgets totaling over \$350,000,000.

During his tenure with the State of Oregon and while consulting on government initiatives, Ben had the privilege to craft, analyze, and execute policies that made a positive impact on communities. This invaluable experience has equipped him with a distinctive policy perspective, ensuring that HF-GL and its clients serve as responsible custodians of public resources, striving to optimize these assets and outcomes for those who are most in need.

RECENT KEY PROJECTS

- Courtney Place: Innovative partnership with Salem YMCA to benefit low-income Veterans.
- Ontario Townhomes: 70 units of affordable family housing in Ontario, Oregon.
- Lawrence Apartments: 98 units of affordable family housing in Portland featuring an innovative partnership with IRCO/Catholic Charities to benefit refugee individuals and families from Myanmar

PREVIOUS WORK EXPERIENCE

- Oregon Housing & Community Services: Legislative Manager
- Outside In: "College Quarters" Manager, at-risk and homeless youth continuum
- Big Brothers Big Sisters: Program Manager

Mark Desbrow

Co-Project Director



As Co-Project Director, Mark will oversee the project team, milestones, and budget.

GLD TITLE

Owner, 15 years

EDUCATION

Real Estate Development
Graduate Certificate
Portland State University

Bachelor's Sociology
Lewis & Clark College

As the founder and managing partner of GLD, Mark is entrusted with successfully navigating intricate real estate development ventures from inception to completion and stabilization. Mark takes the lead in the pre-construction phases, encompassing design, capitalization, partnership establishment, and the public/private procedure.

Mark's laid-back yet assured approach is underpinned by his diverse range of experiences, creative mindset, and adept execution abilities. Throughout his career, Mark has dedicated himself to the creation of environmentally conscious and ethically constructed housing. His ultimate goal is to craft projects that cultivate a sense of community, a belief he holds to be conducive to improved well-being and the enduring nature of real estate.

PROJECT EXPERIENCE IN OREGON

- 2024 ALL HF-GL PROJECTS
 - Eagle Road Subdivision, Bend - 60 townhomes
 - Porter Park Subdivision, Corvallis - 43 townhomes
- 2023 Willet, Tillamook - 46 units
 - Wade Creek Commons, Estacada - 36 units
 - Bear Creek, Molalla - 60 units
 - Lawrence, Portland - 96 units
- 2022 Aldercrest, Gresham - 68 units
 - Overland, Tigard - 219 units
- 2021 Bridge Meadows, Redmond - 36 units
- 2019 Holm at Sellwood, Portland - 119 units
 - KEX Hotel, Portland - 152 guests
- 2018 Hygge, Portland - 59 units
 - Sunnyside, Portland - 63 units
- 2017 Attwell Off Main, Tigard - 163 units
 - Tabor Commons, Portland - 14 single-family homes
- 2015 Burnside26, Portland - 135 units
- 2014 Cannery Row, Sherwood - 101 units
 - D Street Village, Portland - 85 units
- 2013 Waverly Commons, Portland - 19 single-family homes

Briana Murtaugh CFA

Finance Director

KEY STAFF
RESUMES



As Finance Director, Briana will oversee project financing, striking a balance between public and private funding sources, costs, and budgets.

GLD TITLE

Associate Principal and Development Manager, 5 years

EDUCATION

BA Economics & Business, Political Science Minor, Cum Laude
Westmont College

CERTIFICATION

Chartered Financial Analyst,
CFA Institute

Briana has over 19 years of experience spanning real estate and finance, with a foundation in residential development, affordable housing, private equity, value-add acquisitions, and institutional investment. Her expertise encompasses the entire spectrum of real estate development, starting from initial due diligence and extending through construction, stabilization, and securing permanent financing. Her dedication to mission-driven development is evident in her background.

By combining technical expertise, team leadership, and unwavering determination, Briana endeavors to optimize the development process for efficiency and seamlessness. What keeps her motivated daily is the tangible result of her efforts: a thriving and visible community.

EXPERIENCE SECURING GAP FUNDING

Briana has secured funding for 14 affordable housing projects (1,000 units of housing, 933,000 SF, over \$350,000,000 of project costs), leveraging a variety of public resources, including 9% and 4% Low Income Housing Tax Credits (LIHTC), Private Activity Bonds (PABs), Local Innovation Fast Track (LIFT), HOME, Housing Trust Fund (HTF), General Housing Account Program (GHAP), Section 8 (a project-based federal subsidy), American Restoration Act Funds (ARPA), Oregon Multifamily Energy Program (OR-MEP), the Oregon Affordable Housing Tax Credit (OAHTC), and other local governmental grants and private resources.

Despite inflationary costs, supply chain complications, and skyrocketing interest rates, Briana has successfully secured financing gaps by obtaining additional resources as needed. She maintains long-standing relationships with financing partners and works to find the best terms possible for each transaction. She will work closely with the Westfield Site's architect and general contractor to identify value engineering (cost savings) opportunities to close budget gaps when needed.



Mike Boyer

Resource Development Manager



As Resource Development Manager, Mike will submit successful competitive financing applications to secure funding for the project.

HFD TITLE

VP Development, 1 year
Sr. Project Manager, 4 years

EDUCATION

Bachelor's Degree
University of Hawaii at Manoa

Since joining HFD, Mike has taken the lead on competitive financing applications, resulting in the award of more than \$200,000,000 to support affordable housing. Mike collaborates closely with a diverse range of partners, including public agencies, lenders, investors, and nonprofits, to secure funding and long-term support for our developments.

His expertise lies in funding application management and strategy, project feasibility and proforma development, development waivers and tax abatement, and project closeout and compliance.

RECENT KEY PROJECT ROLES

- Salem Apartments: Lead grant writer for project that secured the only LIFT + 4% award in the highly competitive urban category, with more than \$17,500,000 awarded in LIFT funds for a 120-unit development in Salem.
- Grand Fir Apartments: Resource manager and project manager for complex land-use and construction project in Salem, Oregon. 96 total units of family housing partially completed in December 2023, ahead of schedule and budget.

PREVIOUS WORK EXPERIENCE

- Oregon Department of Transportation: Community Affairs & Engagement, Legislative Analyst
- Oregon Housing & Community Services: Public Affairs, Legislative Analyst
- Oregon Department of Environmental Quality: Human Resources Analyst

Tim Lawler

Project Manager



Tim has spent over 15 years in the real estate industry with a focus on property management, loan analysis, marketing, and underwriting for multi-family, commercial, and industrial transactions. Tim brings a passionate and enthusiastic approach to every project he undertakes, coupled with a robust work ethic and a deep value for collaborative efforts. His overarching objective is to establish thriving spaces that cultivate a sense of community, all while maintaining a steadfast commitment to sustainability, environmental responsibility, and the well-being of individuals.

Tim will contribute to various aspects of the development process, including aiding in project programming, conducting meticulous financial analysis, and orchestrating seamless coordination. He will also serve as a vital interface between development consultants, financial partners, and key project stakeholders.

As Project Manager, Tim will oversee project financial analysis, conduct due diligence, and manage the permitting process.

GLD TITLE

Development Manager, 3 years

EDUCATION

Master's Degree
Real Estate Development
Portland State University

BA History
University of Colorado Boulder

RECENT PROJECT EXPERIENCE

- 2024 Eagle Road Subdivision, Bend - 60 townhomes
- Porter Park Subdivision, Corvallis - 43 townhomes
- 146th II, Portland - 29 units
- Molalla II, Molalla - 40 units
- Rivergreen II, Corvallis - 24 units
- Estacada II, Estacada - 48 units
- Mill City, Mill City - 54 units
- Rivergreen, Corvallis - 60 units
- Fern Ridge, Stayton - 72 units
- 2023 Willet, Tillamook - 46 units
- Wade Creek Commons, Estacada - 36 units
- Bear Creek, Molalla - 60 units
- Lawrence, Portland - 96 units
- 2022 Aldercrest, Gresham - 68 units
- Bria, Portland - 116 units

Colleen Osborn

Project Coordinator



Colleen, a Development Associate at HFD with over eight years of experience, plays a pivotal role in maintaining the smooth progress and organization of financial closings for our affordable housing developments. Her remarkable attention to detail and exceptional organizational skills empower her to successfully collaborate with various stakeholders, including lenders, investors, and attorneys. This collaborative effort ensures the timely completion, submission, and approval of all required documentation.

She gained extensive experience working with the City of Portland and the City of Houston in her previous role as Assistant Development Project Manager at ALJ Lindsey in Houston, TX.

As Project Coordinator, Colleen will oversee the due diligence and closing process in collaboration with essential team members and stakeholders.

RECENT PROJECT EXPERIENCE

- 2024 146th II, Portland - 29 units
Molalla II, Molalla - 40 units
Estacada II, Estacada - 48 units
- 2023 Opal, Portland - 54 units
Bear Creek, Molalla - 60 units
Lawrence, Portland - 96 units
- 2022 Bria, Portland - 116 units
Ontario Townhomes, Ontario - 70 units

HFD TITLE

Development Associate, 3 years

EDUCATION

BA English
University of Houston

Mike Woods

Construction Manager



As Construction Manager, Mike will ensure accuracy and consistency throughout the construction phase.

GLD TITLE

Construction Manager, 2 years

EDUCATION

MS Structural Engineering
University of California Berkeley

BS Civil & Environmental Engineering
University of Washington

BA Physical Science
Seattle Pacific University

LICENSE

Civil Engineer, California

Mike has over fifteen years of experience navigating complex construction challenges on a variety of project types, including multi-phased projects in both the public and private sectors. He has completed complex multi-phased projects for the Corvallis School District, the City of Lake Oswego, and Nike. Multi-phased projects require an added level of planning to minimize the impact on the public, maintain the highest safety standards, and be good stewards of public funding. Communication among stakeholders is paramount during these types of projects, and Mike's philosophy is to over-communicate from day one.

Most recently, he worked in partnership with the City of Mill City and the DEQ to build 54 units immediately adjacent to a wetland in Mill City. The Mill City Apartments project also required constructing over 2000 ft. of main water line infrastructure in an existing urban setting while maintaining good relationships with neighbors close to the job site.

As an experienced project engineer and manager, Mike's background gives him comprehensive knowledge of large-scale budgets, schedules, processes, and technical execution. He previously served as Market Sector Leader and Project Manager at Fortis Construction for 9 years.

RECENT PROJECT EXPERIENCE

- 2024 Eagle Road Subdivision, Bend - 60 townhomes
- Porter Park Subdivision, Corvallis - 43 townhomes
- 146th II, Portland - 29 units
- Molalla II, Molalla - 40 units
- Rivergreen II, Corvallis - 24 units
- Estacada II, Estacada - 48 units
- Mill City, Mill City - 54 units
- Rivergreen, Corvallis - 60 units
- Fern Ridge, Stayton - 72 units
- 2023 Willet, Tillamook - 46 units
- Wade Creek Commons, Estacada - 36 units
- Bear Creek, Molalla - 60 units
- Lawrence, Portland - 96 units
- 2022 Aldercrest, Gresham - 68 units
- Bria, Portland - 116 units

Jennifer Huang

Design Manager



As Design Manager, Jennifer will manage regulatory compliance and oversee the seamless coordination of the architect and general contractor.

Jennifer is a seasoned project manager with over 10 years of experience in the design and construction project management industry. She excels as a communicator, particularly for projects demanding creative and analytical thinking.

In her role as an agency Construction Project Manager for the Portland Public School district, Jennifer has overseen the design and construction process for numerous capital bond improvement projects. Her expertise ensures the successful and timely delivery of projects while adhering to scope and budget requirements.

RECENT PROJECT EXPERIENCE

- 2024 146th II, Portland - 29 units
Molalla II, Molalla - 40 units
Estacada II, Estacada - 48 units
27th Ave, Salem - 96 units
- 2023 Opal, Portland - 54 units
Bear Creek, Molalla - 60 units
Lawrence, Portland - 96 units
- 2017 Rockwood Rising, Gresham - 100 units

HFD TITLE

Construction Manager, 2 years

EDUCATION

Master of Architecture
University of Oregon

Ecological Design Cert.
University of Oregon

Bachelors of Arts
Smith College

OREGON PUBLIC SCHOOL PROJECT EXPERIENCE

- 2021 2017 Capital Bond Program, Portland
- 2020 Madison High School Modernization, Portland
Kenton Modernization, Portland
- 2019 Rigler Elementary Improvements, Portland
Aloha High School SRGP, Beaverton
Cleveland High School Masterplan, Portland

Will Harris

Budget Manager



As Budget Manager, he will oversee draws and guarantee that the project is accomplished punctually, within budget, and up to the most rigorous standards.

HFD TITLE

COO, nearly 4 years

EDUCATION

MPA, Latin America
Middlebury Institute of International
Studies at Monterey

ABA, Diplomacy World Affairs
Occidental College

As HFD's COO, Will Harris brings over 28 years of expertise in constructing and overseeing resources to aid vulnerable populations with public funding. His experience as a CFO led JOIN, a modest Portland nonprofit, to grow its annual budgets from under \$50,000 to over \$10,000,000, facilitating the transition of numerous individuals into permanent housing. Will's responsibilities encompass the supervision of project budgets, spanning from the pre-development phase to completion. He also assumes the responsibility for managing monthly construction draws across multiple developments at varying stages of progress. Will's role as Budget Manager is pivotal to the triumph of our housing portfolio.

Will has extensive experience working with the City of Portland, Gresham, Home Forward, Multnomah County, and the State of Oregon.

RECENT PROJECT EXPERIENCE

- 2024 [27th Ave](#), Salem - 96 units
- 2023 [Portsmouth Commons](#), Portland - 20 units
[Opal](#), Portland - 54 units
[YMCA Veterans](#), Salem - 35 units
- 2022 [Bria](#), Portland - 116 units
[Ontario Townhomes](#), Ontario - 70 units
- 2021 [Claxter Crossing](#), Salem - 102 units
- 2020 [Juniper/Huckleberry](#), Portland - 104 units

Leah Halstead

Asset Manager



As Asset Manager, Leah will supervise the selection of property management companies and ensure adherence to funder requirements.

HF-GL TITLE

Asset Management Director,
1 year 4 months

EDUCATION

MURP, Community Development
Portland State University

BS Business Administration
University of Oregon

Leah Halstead oversees the expanding HF-GL property portfolio. With over 25 years of industry experience in asset and property management, Leah brings a wealth of knowledge to her role. She will lead asset management and property management teams from TCO through stabilization and beyond, ensuring the property's performance and service to all residents and stakeholders. Leah's extensive expertise provides us with the confidence that our portfolio will be upheld to the highest standards.

RECENT PROJECT EXPERIENCE

Over the course of her career, Leah has collaborated with multiple housing authorities. Most recently, with HF-GL, she has engaged with Clackamas County Housing Authority and Washington County Housing Authority in the execution of Housing Assistance Payment contracts and referral processes leading up to the lease-up of two apartment communities with Project-Based Vouchers. Additionally, at HF, she has collaborated with the Housing Authority of Malheur and Harney Counties as an Administrative Partner in a project. Previously, she worked with the Vancouver Housing Authority, first as a partner agency with project-based voucher contracts and later as the Director of Property and Asset Management at VHA, overseeing a department of 30+ staff.

Leah spent 10 years at the Portland Development Commission (now Prosper Portland) in the Housing Policy, Planning, and Development section, coordinating with multiple internal departments and various city bureaus (Planning, Transportation, Housing), and regional agencies (Metro and Tri-Met) on urban renewal policy and development, as well as redevelopments outside of urban renewal areas. This encompassed a broad spectrum of public-private partnerships and development agreements involving private developers, city bureaus, and PDC.

While at the Vancouver Housing Authority, she oversaw over 3,000 units of affordable housing, including multiple projects that were developed in phases and public-private partnerships.

Salem Development Phase 1, 2 + 3

COMPARABLE
PROJECTS

891 23RD ST NE, SALEM, OR



**PHASE 1
COMPLETION 2025**
120 UNITS
COMMUNITY ROOM/
CLUBHOUSE

**PHASE 2
COMPLETION 2025**
84 UNITS
BASKETBALL COURT

**PHASE 3
COMPLETION 2026**
DAYCARE FACILITY

The Salem Apartments is a three-phased development in public-private partnership with the City of Salem Housing Authority. HF-GL secured a development agreement with the City of Salem for tax abatement and SDC waivers. The project is comprised of 204 units and amenities, including a basketball court, community room, and an innovative daycare facility to support residents. The first phase will involve the construction of 120 units and a community room/clubhouse. The second phase is targeted to add an additional 84 residential units, while the third phase will create a daycare facility.

Seed of Faith International Ministries, the project's community partner, is a historically black church located next door to our site and provides a host of programs for low-income families in the Salem area.

The project has secured committed funding from OHCS in Local Innovation Fast Track (LIFT) funds, tax credit equity from CREA, and a loan from KeyBank. KeyBank is providing a \$2 million line of credit (LOC) for all pre-development activities.

**Developer
Asset Manager**

HF-GL ROLE

**City of Salem
Housing Authority**

PLANNED PPP

3.5 acres

SITE AREA

204

UNITS

60%

AMI

**Seed of Faith
International
Ministries**

COMMUNITY PARTNER

MULTI-PHASED
AFFORDABLE

PUBLIC-PRIVATE
PARTNERSHIP

CITY TO
ACQUIRE LAND

TAX ABATEMENT
SDC WAIVERS

OHCS LIFT
FUNDING

OPEN SPACE
DESIGN

The Bria Apartments

COMPARABLE
PROJECTS

30 NE 146TH AVE, PORTLAND, OR | COMPLETED 2022



Developer
Asset Manager

HF-GL ROLE

City of Portland,
Portland Housing
Bureau, METRO

PPP

1.87 acres

SITE AREA

116

UNITS

75

PARKING

60%

AMI

1,500 SF

OPEN COMMUNITY SPACE

In partnership with the Portland Housing Bureau, the Bria provides 116 units, primarily comprised of efficient 1-bedroom units equipped with air conditioning, quartz counters, luxury vinyl flooring, low-flow fixtures, LED lights, Energy Star appliances, and more. Built during a pandemic, this project completed ahead of time with no traditional gap funding and at just \$165K per unit. On both the West and East sides of the development, there are community spaces, along with a spacious bike room on the East side. In collaboration with Do Good Multnomah and METRO, all 1st-floor units have a preference for Veterans. This project received tax abatement and SDC waivers from the City of Portland and METRO, and finance partners include OHCS in LIFT funds, CREA, Key Bank, and Fannie Mae.

MULTI-PHASED
AFFORDABLE

PUBLIC-PRIVATE
PARTNERSHIP

TAX ABATEMENT
SDC WAIVERS

OHCS LIFT
FUNDING

OPEN SPACE
DESIGN

Bridge Meadows Redmond

COMPARABLE
PROJECTS

2580, 2582, 2584, & 2586 NW KINGWOOD AVE, REDMOND, OR | COMPLETED 2021



Community-oriented design with apartments, townhomes, garden boxes, playground, BBQ and picnic area, community media center, clubhouse, and communal meeting places.

Developer

GL ROLE

2.07 acres

SITE AREA

36

UNITS

44

PARKING

30/50/60%

AMI

Bridge Meadows is a local Oregon non-profit and affordable housing developer that builds housing for youth who have experienced foster care, their families, and elders, creating intentional intergenerational communities. Their first two communities are located in North Portland and Beaverton, Oregon.

Green Light provided comprehensive development services to Bridge Meadows for this affordable housing community in Redmond, Oregon. The design consists of four two-story wood frame buildings with 10 three- and four-bedroom townhomes for adoptive families and 26 one- and two-bedroom apartments for seniors. Open community space includes a central courtyard, a community building, and resident activity and services spaces. The project follows Earth Advantage Multifamily standards for water conservation and electric efficiency and successfully achieved Earth Advantage Platinum.

The project was financed with 9% Low Income Housing Tax Credits (LIHTC) from National Equity Fund (NEF), construction and permanent debt from Umpqua Bank, charitable donations raised by the nonprofit, HOME Investment Partnerships Program, National Housing Trust Fund (HTF), General Housing Account Program (GHAP), OHCS Multifamily Energy Program funds (OR-MEP), and 8 Project-Based Section 8 vouchers.

AFFORDABLE
HOUSING

PUBLIC
FUNDING

OPEN SPACE
DESIGN

2-STORY
TOWNHOMES

Lawrence Apartments

COMPARABLE
PROJECTS

208 SE 148TH AVE, PORTLAND, OR | COMPLETED 2023



The development is in partnership with the City of Portland and Portland Housing Bureau with a shared goal to serve Portland's Zomi Community by providing 96 one-, two- and three-bedroom quality apartments for households below 60% of the area's median income (AMI) levels. On-site resident services are provided by Zomi Catholic Community, All Good Northwest, and Evergreen Community Partners, and a dedicated team is readily available to assist residents throughout the leasing process. Community amenities include a large community room with a fully equipped kitchen, courtyard, playground, covered picnic area, laundry facilities, 71 on-site parking spaces, and EV charging stations.

Our finance partners include: CREA, KeyBank, and OHCS. The project is financed with competitive LIFT funding awarded by OHCS, 4% Low Income Housing Tax Credits (LIHTC), Oregon Affordable Housing Tax Credit (OAHTC), construction and permanent debt from Key Bank, and OHCS Multifamily Energy Program funds (OR-MEP). HF-GL secured tax abatement and SDC waivers for this project.

Developer Asset Manager

HF-GL ROLE

City of Portland, Portland Housing Bureau

PPP

2.3 acres

SITE AREA

96

UNITS

71

PARKING

60%

AMI

1,500 SF

OPEN COMMUNITY SPACE



MULTI-PHASED
AFFORDABLE

PUBLIC-PRIVATE
PARTNERSHIP

TAX ABATEMENT
SDC WAIVERS

OHCS LIFT
FUNDING

OPEN SPACE
DESIGN

Rivergreen Landing Apartments Phase 1 + 2

COMPARABLE
PROJECTS

3350 SE MIDVALE DR. CORVALLIS, OR



**PHASE 1
COMPLETION 2024**

2.2 ACRE SITE
60 UNITS
85 PARKING

**PHASE 2
COMPLETION 2025**

0.7 ACRE SITE
24 UNITS
25 PARKING

**Developer
Asset Manager**

HF-GL ROLE

City of Corvallis

PPP / CITY FUNDING

60%

AMI

2,000 SF

OPEN COMMUNITY SPACE

The Rivergreen Landing is a multi-phased development that will have a mix of 1, 2 and 3-bedroom family units affordable to serve renters earning at or below 60% AMI. This project will have a significant amount of outdoor area and a community room. Unit amenities will include air conditioning, washer/dryers, balcony/patios and storage units. The buildings will achieve green building standards comparable to Earth Advantage Gold. In Benton County, there is an urgent need for an additional 4,590 affordable units many of which are needed to help address Corvallis's affordable housing shortage.

The development is strengthened by significant community support and input from a diverse group of partners and stakeholders including the City of Corvallis, Casa Latinos Unidos, NAACP, Corvallis School District, League of Women Voters, and Boys & Girls Club, Corvallis School District, and Linn Benton Housing Authority.

The project is financed with Local Innovation Fast Track (LIFT) funds, 4% Low Income Housing Tax Credits (LIHTC), City of Corvallis CET funds, construction and permanent debt.

MULTI-PHASED
AFFORDABLE

PUBLIC-PRIVATE
PARTNERSHIP

CITY FUNDING
SUPPORT

OHCS LIFT
FUNDING

OPEN SPACE
DESIGN

Wade Creek Commons Phase I + 2

COMPARABLE
PROJECTS

1157 NW WADE ST, ESTACADA, OR



PHASE 1 COMPLETED 2023

1.5 ACRE SITE
36 UNITS
58 PARKING

PHASE 2 COMPLETION 2024

2 ACRE SITE
48 UNITS
72 PARKING

Wade Creek Commons is a four-building multi-family development located in Clackamas County, Oregon. The project will create 36 affordable units for renters earning at or below 60% AMI with a mix of 2- and 3-bedroom apartments. The development is in partnership with Home First Development with a shared goal to build safe, stable and affordable housing for those impacted by the Riverside Fire in 2020.

The building will achieve green building standards comparable to Earth Advantage Gold. Future residents will benefit from resident services provided by Todos Juntos, a culturally specific organization that focuses on empowering, educating and inspiring youth and families to be successful at school and at home. The homes will have balconies/patios, storage, and in-unit laundry. The planned community space and play area will support resident service delivery and promote community building and gatherings. The project site is centrally located within the community, ensuring residents will have convenient access to grocery stores, public transportation, schools, restaurants, retail shops, and parks.

The project is financed with Local Innovation Fast Track (LIFT) funds, construction and permanent debt.

Developer Asset Manager

HF-GL ROLE

< 10,000

CITY POPULATION

60%

AMI

2,000 SF

OPEN COMMUNITY SPACE



MULTI-PHASED
AFFORDABLE

OHCS LIFT
FUNDING

OPEN SPACE
DESIGN

Bear Creek Apartments Phase 1 + 2

COMPARABLE
PROJECTS

1000 W. MAIN ST. MOLALLA, OR



**PHASE 1
COMPLETED 2023**

3 ACRE SITE
60 UNITS
116 PARKING

**PHASE 2
COMPLETION 2024**

2 ACRE SITE
40 UNITS
81 PARKING

Bear Creek Apartments will bring affordable family units to Clackamas County. The project will be comprised of 2 and 3 bedroom units affordable to renters earning at or below 30% and 60% of AMI. Eight of the units will have project-based rent assistance. Voucher units will benefit non-elderly persons with disabilities. The development is well-supported by the City of Molalla and local community partners.

Future residents will benefit from resident services provided by Mano A Mano, a culturally specific services organization serving the Latinx community. The project will have a planned 1,500 SF community gathering space, multiple outdoor areas and fields, bike racks and access to a creek on the property, all of which can support resident services and promote community building. The buildings will achieve green building standards comparable to Earth Advantage Gold, be larger in size and have patios or balconies that include additional storage. The project site is near the town center, providing walkable access to many amenities, including schools, grocery stores, restaurants, retail shops, and parks.

The project is financed with Local Innovation Fast Track (LIFT) funds, 4% Low Income Housing Tax Credits (LIHTC), construction and permanent debt, OHCS Multifamily Energy Program funds (OR-MEP), and 8 Project-Based Section 8 vouchers.

**Developer
Asset Manager**

HF-GL ROLE

**Clackamas County
Housing Authority**

PPP

City of Molalla

DEVELOPMENT AGREEMENT

30/60%

AMI

1,500 SF

OPEN COMMUNITY SPACE



- MULTI-PHASED AFFORDABLE
- PUBLIC-PRIVATE PARTNERSHIP
- CITY DEV AGREEMENT
- OPEN SPACE DESIGN

Beech Street Commons

COMPARABLE
PROJECTS

901 BEECH ST. MILL CITY, OR | TARGET COMPLETION: Q3 2024



In partnership with the Marion County Housing Authority, Beech Street Commons is a 54-unit development with a mix of 1, 2, 3 and 4 bedroom townhomes. The townhomes are targeting family renters earning at or below 60% of AMI. Marion County lost an estimated 700 units to the 2020 Beachie Creek wildfire. Our proposed development will help replenish lost housing stock and will provide quality affordable housing to low-income families in the area.

Future residents will benefit from resident services provided by Mano A Mano, a culturally specific services organization serving the Latinx community. The buildings will achieve green building standards comparable to Earth Advantage Gold. The planned 1,500 SF community space, large outdoor amenities, beautiful mountain views and easy access to Santiam River will support resident service delivery and promote community building.

The project is financed with Local Innovation Fast Track (LIFT) funds, 4% Low Income Housing Tax Credits (LIHTC), construction and permanent debt, and OHCS Multifamily Energy Program funds (OR-MEP).

Developer Asset Manager

HF-GL ROLE

Marion County Housing Authority

PPP

< 10,000

CITY POPULATION

4.3 acres

SITE AREA

54

UNITS

75

PARKING

60%

AMI

1,500 SF

OPEN COMMUNITY SPACE

AFFORDABLE
HOUSING

PUBLIC-PRIVATE
PARTNERSHIP

OHCS LIFT
FUNDING

OPEN SPACE
DESIGN

Fern Ridge Apartments

COMPARABLE
PROJECTS

2300 N 3RD AVE, STAYON, OR | TARGET COMPLETION: Q4 2023



Fern Ridge Apartments is being developed in partnership with the Marion County Housing Authority. The project will create 72 family oriented units. The mix of 1, 2 and 3 bedroom units will be affordable to renters earning at or below 30% and 60% of AMI. Our proposed development will help replenish lost housing stock and will provide quality affordable housing to low-income families displaced by the 2020 Beachie Creek wildfire.

Residents of the Fern Ridge Apartments will benefit from culturally-informed resident services provided by Mano a Mano, a local Latino services organization based in Salem. The buildings will achieve green building standards comparable to Earth Advantage Gold. The apartments will have patios or balconies with the upper levels having a lovely northwest view. The planned 1,500 SF community space, on site pond, and outdoor amenities will support resident services, and promote community building and gatherings.

The project is financed with Local Innovation Fast Track (LIFT) funds, 4% Low Income Housing Tax Credits (LIHTC), construction and permanent debt, OHCS Multifamily Energy Program funds (OR-MEP), and Project-Based Vouchers.

Developer Asset Manager

HF-GL ROLE

Marion County Housing Authority

PPP

< 10,000

CITY POPULATION

4.15 acres

SITE AREA

72

UNITS

125

PARKING

60%

AMI

1,500 SF

OPEN COMMUNITY SPACE

AFFORDABLE
HOUSING

PUBLIC-PRIVATE
PARTNERSHIP

OHCS LIFT
FUNDING

OPEN SPACE
DESIGN

Willet Apartments

COMPARABLE
PROJECTS

400 OCEAN PL, TILLAMOOK, OR | COMPLETED Q3 2023



The Willet Apartments provides 46 quality, affordable 1 and 2-bedroom homes for families in Tillamook who earn below 30% and 60% AMI. Five units will be prioritized to residents with mental health and/or addiction issues through a partnership with the Tillamook Family Counseling Center. Key Property Services is currently managing the tenant certification process and waiting list. The demand for affordable housing in Oregon's coastal communities is staggering.

The Willet is financed with Local Innovation Fast Track (LIFT) funds and 4% Low-Income Housing Tax Credits (LIHTC) from Oregon Housing and Community Services (OHCS). These funds were paired with a grant from Columbia Pacific Care Oregon, Energy Trust of Oregon's Multifamily Energy Program funds (OR-MEP) and a loan from Umpqua Bank.

Developer
Asset Manager

HF-GL ROLE

Marion County
Housing Authority

PPP

< 10,000

CITY POPULATION

1 acre

SITE AREA

46

UNITS

36

PARKING

30/60%

AMI

500 SF

OPEN COMMUNITY SPACE

AFFORDABLE
HOUSING

OHCS LIFT
FUNDING

OPEN SPACE
DESIGN

References

1

Jason Icenbice

EXECUTIVE DIRECTOR
MARION COUNTY HOUSING AUTHORITY

Phone: (503) 584-4775

Email: jicenbice@mchaor.org

Projects: Mill City (Mark Desbrow, Briana Murtaugh, Tim Lawler), Stayton (Mark Desbrow, Briana Murtaugh, Tim Lawler).

2

Taylor Campi

**COMMUNITY DEVELOPMENT DIRECTOR/
CITY PLANNER**
CITY OF ESTACADA

Phone: (503) 630-8270

Email: campit@cityofestacada.org

Projects: Estacada I (Mark Desbrow, Tim Lawler), Estacada II (Mark Desbrow, Tim Lawler)

3

Darcy Phillips

EXECUTIVE DIRECTOR
CORNERSTONE COMMUNITY HOUSING

Phone: (541) 683-1751 x106

Email: dphillips@cornerstonecommunityhousing.org

Capacity: Services Provider (Ben Pray, Mark Desbrow, Mike Boyer), Springfield Apartments Development (HFD team)

4

Daniel Hovenas

CEO
DO GOOD MULTNOMAH

Phone: (503) 593-5887

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Capacity: Development and services partner
Projects: Findley Commons, The Bria Apartments (Ben Pray, HF-GL)

5

Darinda Shubert

EXECUTIVE DIRECTOR
BRIDGE MEADOWS

Phone: (503) 953-1100 x106

Email: dschubert@bridgemeadows.org

Capacity: Client
Projects: Bridge Meadows Redmond (Mark Desbrow, Briana Murtaugh, Tim Lawler)

