

July 16, 2020

Housing Authority Board of Commissioners  
Clackamas County

Members of the Board:

Approval of three project proposals recommended by HACC staff and submitted in response to the 2020 NOFA for Metro Affordable Housing Bond funding and authorization to forward them to Metro for concept endorsement.

<b>Purpose/Outcomes</b>	Approval of three recommended project proposals submitted to HACC in response to the 2020 NOFA for Metro Affordable Housing Bond funding and authorization to forward the three projects to Metro for concept endorsement.
<b>Dollar Amount and Fiscal Impact</b>	Bond revenues dedicated to Housing Authority of Clackamas County is \$116,188,094. This approval would allocate a total of \$44,233,000 to three affordable housing projects.
<b>Funding Source</b>	Metro Affordable Housing Bond No County General Funds used
<b>Duration</b>	July 1, 2019 – June 30, 2026
<b>Previous Board Action</b>	The Metro Housing Bond –NOFA Bond Award and Allocation Update was presented to the HACC board in a policy session on July 14, 2020
<b>Counsel Review</b>	N/A
<b>Strategic Plan Alignment</b>	1. Sustainable and affordable housing 2. Individuals and families in need are healthy & safe 3. Ensure safe, healthy and secure communities
<b>Contact Person</b>	Stephen McMurtrey, Director of Housing Development, Housing Authority 503-650-3414
<b>Contract No.</b>	N/A

**BACKGROUND:**

On June 7, 2018, the Metro Council adopted Resolution No. 18-4898 “For the Purpose of Referring to the Metro Area Voters a Ballot Measure Authorizing General Obligation Bond Indebtedness in an Amount Not to Exceed \$652.8 Million to Fund Affordable Housing; and Setting Forth the Official Intent of the Metro Council To Reimburse Certain Expenditures Out of the Proceeds of said Bonds Upon Issuance” (the “Regional Housing Measure”).

On June 7, 2018, the Metro Council also passed Resolution No. 18-4895 “For the Purpose of Adopting the Metro Chief Operating Officer Recommendation Regarding Regional Investment Strategy: Affordable Homes for Greater Portland,” providing direction to Metro staff for the planning and implementation of the Regional Housing Measure with jurisdictional partners and the community.

Subsequent to the actions listed above, voters in Clackamas, Washington, and Multnomah Counties approved in November of 2018, the creation of a Metro Affordable Housing Bond in the amount of \$652.8MM for the acquisition and new construction of affordable housing units throughout the Metro Urban Growth Boundaries of each jurisdiction (UGB).

Pursuant to the requirements of the Metro Affordable Housing Bond Framework, adopted by Resolution No. 19-4956 by Metro Council on January 31, 2019, the Local Implementation Strategy (LIS), in its final form, is identified as a necessary step to establish Clackamas County's strategy for implementing bond resources throughout the applicable boundary within our County.

On November 14<sup>th</sup>, 2019, the Local Implementation Strategy (LIS) and the Intergovernmental Agreement (IGA) between the Housing Authority and Metro for the Metro Affordable Housing Bond were approved and adopted by the Housing Authority of Clackamas County Board. The HACC IGA and LIS were formally approved by Metro Council on November 21<sup>st</sup>, 2019. Concurrent with final approval of these documents, Metro Housing Bond funds became eligible for release to HACC for the development of bond financed projects within our County's Urban Growth Boundary (UGB).

### **Bond Award and Allocation Update**

On January 22<sup>nd</sup>, 2020 HACC Development staff, in conjunction with our Housing Advisory Board (HAB), released a Notice of Funding Availability (NOFA) availing 35% of Clackamas County's total bond resources, or \$40.67MM, for projects sponsored by non-profit and for-profit developers throughout the eligible Metro boundary. In addition to the bond funds, HACC allocated 125 project-based Section 8 vouchers (PBVs) to support bond-funded projects. The NOFA was structured and delivered using our Local Implementation Strategy and Metro's Affordable Housing Bond Framework as the 'key' metrics for successful project award.

On April 20<sup>th</sup>, 2020 HACC received applications for five projects, proposing a total of 611 units seeking over \$69MM in bond-resources and a total of 221 PBVs. HACC's preliminary review committee and Housing Advisory Board (HAB) conducted a thorough review of each project and is recommending three of the projects for an award of funds.

The recommended projects are located in Happy Valley, Oregon City, and unincorporated Clackamas County. The three projects propose a total of 413 units, representing 51% of the County's total bond goal of 812 units and request a total of \$44,233,000 in bond funds and 125 PBVs. These three projects include a total of 292 units that are two-bedroom and above (72% of the target goal of 406 units) and 153 units reserved for households with incomes 30% AMI and below (47% of the target goal of 333 units).

	<b>Metro Bond</b>	<b>% of Total</b>
Total Clackamas County Metro Bond Allocation	\$116,188,094	100%
18000 Webster Rd. - HACC	\$6,891,888	6%
<b>Recommended Round 1 NOFA Projects</b>		
Fuller Street Station – Geller Silvis & Associates, Inc.	\$10,000,000	8%
Maple Apartments – Community Development Partners & Hacienda Community Development Corporation	\$15,903,000	14%
Good Shepard Village – Caritas Housing Corp & Catholic Charities	\$18,330,000	16%
<b>Total Round 1 NOFA Bond Allocation</b>	<b>\$44,233,000</b>	<b>38%</b>
Proposed Clackamas County Bond Allocation Utilization to date	\$51,124,888	44%
Balance Remaining	\$65,063,206	56%
<b>Planned Use of Remaining Bond Funds</b>		
Hillside Park Redevelopment	\$60,063,206	52%
NOFA Round 2	\$5,000,000	4%

	Units	30% AMI or below	Family Size (2BR+)
<b>Clackamas County Production Goals</b>	<b>812</b>	<b>333</b>	<b>403</b>
18000 Webster Rd. - HACC	48	48	0
Fuller Street Station – GS&A	100	25	83
Maple Apartments – CDP & Hacienda	171	70	129
Good Shepard Village – Caritas & CCO	142	58	80
<b>Proposed Total Unit Production</b>	<b>461</b>	<b>201</b>	<b>292</b>
<b>Percent of Total Production Goals</b>	<b>57%</b>	<b>60%</b>	<b>73%</b>

**Next Steps for Unit Production**

July 2020: Concept Endorsement approved by Metro

Predevelopment: Final approval by Metro Council and disbursement of funds from Metro to HACC

Construction Closing: Final approval by Housing Authority Board authoring transfer of funds to project and construction closing.

**RECOMENDATION:**

Staff recommends the HACC Board approve the three recommended project proposals and authorize staff to forward them to Metro for concept endorsement.

Respectfully submitted,

Richard Swift, Director  
Health, Housing & Human Services

**ATTACHMENTS:**

- Study Session Packet including:
  - Notice of Funding Availability
  - Description of Projects
    - Project Locations Map
    - Fuller Station Project Narrative
    - Good Shepherd Project Narrative
    - Maple Apartments Project Narrative
  - Housing Advisory Board - Member Profiles

# Housing Authority of Clackamas County

## Metro Affordable Housing Bonds

### Notice of Funding Availability

JANUARY 22, 2020

~~PROPOSALS DUE: 3:00 PM ON APRIL 6, 2020~~

**\*\*\*DUE DATE EXTENDED TO 3:00 PM ON APRIL 20, 2020\*\*\***

SUBMIT PROPOSAL TO:

HACC Reception Desk

13930 S. Gain St.

Oregon City, OR 97045

(503) 650-3417



## GENERAL INFORMATION

### Overview:

In 2018, regional voters approved a \$652.8 million Metro Affordable Housing Bond for the creation of 3,900 affordable housing units within the urban growth boundary. The bond allows our region the opportunity to invest in the development of new housing resources for some of our most vulnerable and historically marginalized residents.

Recognizing the need and opportunity throughout the region, bond revenue is distributed based on assessed value of each of the three counties within the Metro district. This means that approximately 45% of homes created through the bond will be in Multnomah County, 34% in Washington County, and 21% in Clackamas County.

Bond revenues dedicated to Clackamas County are **\$116,188,094**. As a county without entitlement cities (cities with a population of at least 50,000), all bond resources will run through the Housing Authority of Clackamas County (HACC).

HACC will be the developer/owner of approximately 450 units of bond-financed housing and will use approximately \$63.9 MM or 55% of the total bond resources. The remaining balance, \$52.3MM or 45%, is available for projects sponsored by non-profit or for-profit developers throughout the eligible Metro boundary within the county.

Clackamas County production goals for Metro Bond funds are to:

- Develop or acquire approximately **812 new affordable housing units**
- Meet the needs of families by making at least 406 of the units two bedrooms or larger
- Meet the needs of the County's most vulnerable households by making at least 333 of the units affordable to extremely low-income households earning 30% or less of AMI. At least 200 of these units will be supported with rental assistance provided by HACC.
- Create affordable homes for households earning between 61 – 80% of AMI by using up to 10% of the funding. No more than 81 bond financed units will have rents at this level.

### Available Resources:

- Capital Funding. HACC plans to release **\$40.67MM** or 35% of the total bond resources in this NOFA round.
- Project-based rental assistance. HACC will provide at least **125 project-based Section 8 (PBV) payment vouchers** to bond-funded projects that support units serving households with incomes at or below 30% of area median income. HACC anticipates a variety of project-based vouchers types will be available, including PBS8, Mainstream, and Veterans Affairs Supportive Housing (VASH) vouchers. HACC will work with developers to determine the appropriate voucher mix for each project. Please refer to the [HACC website](#) for current Fair Market Rents and payment standards.
- **HACC Conduit Bonds**. HACC may consider issuing conduit bonds for HACC-owned or other projects. These bonds have the advantage of lower fees than offered by other conduit bond issuers.

**Information Session:**

An information session for this NOFA will be held **on February 4, 2020** at the Clackamas Heights Community Room located at 13900 S. Gain St Oregon City, 97045, from **2:00 to 4:00 PM**. We encourage developers/sponsors planning to respond to this NOFA to attend.

**Contact Person:**

Devin Ellin, Senior Housing Developer  
Housing Authority of Clackamas County  
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**NOFA location and associated documentation:** [www.clackamas.us/metrohousing/NOFA](http://www.clackamas.us/metrohousing/NOFA)

**Timeline:**

<b>SCHEDULE</b>	
NOFA Issued	January 22, 2020
Developer/Sponsor Mandatory Information Session	February 4, 2020
<b>Applications Due by 3pm</b>	<del>April 6, 2020</del> <b>April 20, 2020</b>
Project Endorsement	July 2020

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## I. **Background: Metro Affordable Housing Bond Program Work Plan and Clackamas County Local Implementation Strategy**

### A. **Metro Affordable Housing Bond Program Work Plan**

On November 6, 2018, voters approved a \$652.8 million bond measure, directing Metro to fund affordable housing throughout the Metro region. In June of 2019, the Metro Council adopted the recommended program framework, as set forth in the Regional Investment Strategy: Affordable Homes for Greater Portland, which included recommendations for unit production goals, commitments to advancing racial equity, and implementation guidelines developed in collaboration with stakeholders, jurisdictions, housing providers and other partners. This Affordable Housing Program Work Plan ([Appendix A](#)) provides a comprehensive plan for implementing Metro's Bond Measure program.

In its efforts to achieve unit production targets, Metro is guided by the following four principles:

- **Lead with racial equity.** Ensure that racial equity considerations guide and are integrated throughout all aspects of the Program implementation, including community engagement, project location prioritization, tenant screening and marketing, resident and/or supportive services, and inclusive workforce strategies.
- **Create opportunity for those in need.** Ensure that Program investments serve people currently left behind in the region's housing market, especially: communities of color, families with children and multiple generations, people living with disabilities, seniors, veterans, households experiencing or at risk of homelessness, and households at risk of displacement. Incorporate commitments for tracking and reporting on Program outcomes for people of color and other historically marginalized groups.
- **Create opportunity throughout the region.** Ensure that Program investments are distributed across the region to (a) expand affordable housing options in neighborhoods that have not historically included sufficient supply of affordable homes, (b) increase access to transportation, employment, education, nutrition, parks and natural areas, and (c) help prevent displacement in changing neighborhoods where communities of color live today.
- **Ensure long-term benefit and good use of public dollars.** Provide for community oversight to ensure transparency and accountability in Program activities and outcomes. Ensure financially sound investments in affordable, high quality homes. Allow flexibility and efficiency to respond to local needs and opportunities, and to create immediate affordable housing opportunities for those in need.



## **B. Clackamas County Local Implementation Strategy**

In addition to Metro's Work Plan and guiding principles, the HACC recently completed a thorough, community-focused process to develop its Local Implementation Strategy (LIS) ([Appendix B](#)). The LIS aims to sustain Clackamas County's livability, particularly for those most in need. It will guide the County's efforts as it works to create affordable housing using its allocation of Housing Bond proceeds. The LIS also outlines a commitment to furthering community goals of preventing displacement, advancing racial equity and inclusion, creating affordable housing options in locations where there are none, and helping address homelessness in the community. Production goals and priorities identified in the LIS include:

Production Goals: Develop or acquire 812 or more affordable housing units, of which:

- 406 will be family-sized units (defined as two or more bedrooms);
- 333 units will be for households earning 30% or less of area median income (AMI); and
- No more than 81 bond financed units will be reserved for households earning between 61 – 80% of AMI.

Priority Communities: Create housing access and opportunities for:

- Communities of color;
- Families, including families with children and multiple generations;
- Seniors;
- Veterans;
- People living with disabilities;
- Individuals exiting the foster care system;
- Households experiencing homelessness and/or facing imminent displacement.

Location Priorities:

- Preference for neighborhoods that have good access to transportation, grocery stores, school, commercial services, and community amenities;
- Accessible support services (including addiction services and mental and physical health services).

All proposals will be evaluated against the Threshold Requirements, Priorities, Preferences, and Additional Consideration criteria described below.

## II. Threshold Requirements

Location	Projects must be located in Clackamas County and within the Metro Urban Growth Boundary.
Max Bond subsidy/unit	\$130,000 per unit
Project-based Section 8 Vouchers	For projects to qualify for Project-based Section 8 Vouchers (PBV), the projects must utilize a minimum of 8 vouchers. Units must be made available to households with adverse credit, rental, and legal histories, and very limited income.
Income Targeting	40% of the units in a project supported by Bond funding must be affordable to households earning 30% or less of area median income (AMI)*
Unit Size	50% of the units in a project supported by Bond funding must include two or more bedrooms**
Programming	Appropriate to building population(s). All units supported by Bond funding must be regulated at or below 80% AMI. All units supported by PBVs must serve households with incomes at or below 30% AMI.
Community Engagement	Project sponsors are required to hold at least two engagement sessions during predevelopment. These will help ensure developers are actively engaging with the community surrounding the proposed development and providing listening and feedback sessions to potential residents.
Screening	Units must be made available to households with adverse credit, rental, and legal histories, and very limited income. HACC may review and request revisions to the screening criteria and lease-up process.
Resident Services Plan	Resident Service Coordination that is appropriate to the level of need of the target population will be required at all projects. Resident Services will focus on eviction prevention, helping residents access services for which they may be eligible, empowerment services, and community building activities.
Supportive Services Plan	Projects serving high needs populations will require robust supportive services to ensure resident stability and positive outcomes. MOU's with service providers are expected. HACC will evaluate a project's target population and service plan to ensure it is appropriate and durable. HACC will approve resident service fees in project operating expense budgets.
Equity in Contracting & Workforce	A detailed plan to achieve at least 20% COBID certified subcontractor participation and 20% COBID certified professional services participation. Project sponsors will be required to provide documentation of subcontracting efforts and results. HACC strongly encourages architects, contractors, subcontractors and other bond project team members to involve Clackamas County workforce and businesses.
Sustainability	Compliance with Oregon Housing and Community Services standards
Accessibility	Incorporate Universal Design principals
Leveraging	Maximization of all non-Bond sources of funding including use of Low-Income Housing Tax Credit equity and conventional debt to the greatest extent feasible. (Proposals relying on competitive sources of funding, such as 9% LIHTC equity, FHLB, or other OHCS funding that have not been awarded at the time of proposal submission, may be deemed less competitive under this NOFA.)
Site Control	At the time a development proposal is submitted, the developer must demonstrate that it has, and will maintain until the land is acquired, site control of the property for which funding is being requested. Evidence of site control can include fee simple ownership, executed long-term land lease, purchase option, purchase and sale agreement, or similar. Contingencies to closing reduce certainty of site control. Please include evidence of site control with Form B - Funding Application
Readiness to Proceed	Zoning is appropriate for proposed project development as evidenced by zoning letter from applicable jurisdiction. If zoning is not in place, provide a letter from applicable jurisdiction describing intended zoning and path/timeline for amendment.

\* In cases where a project exceeds the threshold requirement for 50% 2br units, the threshold requirement for 40% of the units restricted at 30% AMI can be negotiated.

\*\* In cases where a project exceeds the threshold requirement for 40% of the units restricted at 30% AMI, the threshold requirement for 50% 2br units, can be negotiated.

### III. Scoring Criteria

Complete applications will be scored in the following categories. Maximum points in each category are noted. Sponsors must self-score their proposed project and include the completed scoring matrix shown below in the funding application (see Section V).

	Points Available	Self-Score
<b>1. Subsidy Per Unit</b>	<b>15</b>	
<b>2. Location</b>	<b>25</b>	
A. Proximity to Public Transit	5	
B. Proximity to Grocery or Drug Store	5	
C. Proximity to Medical Services, Library, or Senior Center	5	
D. Proximity to School	5	
E. Proximity to Parks, Recreation or Community Center	5	
<b>3. Target Population and Project Attributes</b>	<b>30</b>	
A. Income Targeting	5	
B. Unit Size	5	
C. Households with High Barriers to Housing	5	
D. Permanent Housing for Homeless Households	15	
<b>4. Advancing Racial Equity</b>	<b>10</b>	
<b>5. Developer Experience and Capacity</b>	<b>10</b>	
<b>6. Readiness</b>	<b>10</b>	
<b>7. *Bonus Points* Community Housing Development Organization (CHDO)</b>	<b>2</b>	
<b>Total Possible Points</b>	<b>100 +2</b>	

#### 1. Amount of subsidy requested per unit (up to a total of 15 points)

While the Metro Bond resources are substantial, in order to meet the unit targets of the Bond, these funds will need to be blended with other public and private funding sources like 4% LIHTC equity, local resources, and bank loans. HACC has established a maximum bond subsidy of \$130,000 per unit. Points will be awarded for projects requesting less subsidy per unit. The lower the per unit request, the higher the score.

- Projects requesting \$100,000 per unit or less will receive 15 points
- Projects requesting \$100,001-\$115,000 per unit or less will receive 10 points
- Projects requesting \$115,001-\$125,000 per unit or less will receive 5 points
- Projects requesting \$125,001-\$130,000 per unit or less will receive 0 points

#### 2. Location (up to a total of 25 points)

HACC looks to support projects in neighborhoods with good access to transit, jobs, parks and open space, quality schools, commercial services and amenities, and provide the opportunity to create inclusive mixed-income neighborhoods. The amenity must be in place at the time of application. The application must include a map scaled for distance using a standardized radius from the development site. The map must show the distance of the site amenities from the development site.

##### A. Proximity to Public Transit (up to 5 points)

- Within ½ mile of multiple bus lines or MAX station (5 points)
- Within ¼ mile of a single bus line or shuttle (3 points)
- Within ½ mile of a single bus line or shuttle (2 point)

**B. Proximity to Grocery or Drug Store (up to 5 points)**

USDA Food Desert data from: <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx#.Uw9-EOOwI5I>

- Full service grocery or drug store located within ½ mile (5 points)
- Full service grocery or drug store located within 1 mile (3 points)
- Not located in a USDA Food Desert (2 points)

**C. Proximity to Medical Services, Library, or Senior Center (up to 5 points)**

- Available within ½ mile (5 points)
- Available within 1 mile (3 points)
- Available within 2 miles (2 points)

**D. Proximity to School (up to 5 points)**

- Within ½ mile (5 points)
- Within 1 mile (3 points)
- Within 2 miles (2 point)

**E. Proximity to Parks, Recreation or Community Centers (up to 5 points)**

- Within ¼ mile of a park, recreation center, or community center (5 points)
- Within ½ mile of a park, recreation or community center (2 points)

**3. Target Population and Attributes (up to a total of 30 points)**

In order to meet unit bedroom size and affordability goals, HACC looks to support projects that include units with two or more bedrooms and rents at or below 30% AMI. During the listening phase, HACC received reminders of the need for senior housing, family housing (to include three and four-bedroom units), housing accessible to high needs populations, housing that is compliant with the American with Disabilities Act (ADA), and housing for individuals who are homeless or at risk of homelessness.

**A. Income Targeting (up to 5 Points)**

- Points will be given based on percentage of rents affordable at lower AMI levels. Percentages are rounded up to the next whole number.

Percentage of units <b>above threshold requirement</b> affordable at or below 30% AMI:	Points
10% and above	5
8-9%	4
6-7%	3
3-5%	2
1-2%	1

**B. Unit Size (up to 5 points)**

- Points are awarded for the number of units with 2 or more bedrooms above the threshold requirement.
  - 1 point will be awarded for each 5% of units that have 2 bedrooms **above the threshold requirement.**
  - 2 points will be awarded for each 5% of units with 3 bedrooms or larger **above the threshold requirement.**



**C. Households Facing High Barriers to Housing (up to 5 points)**

- One point awarded for each 5% of the affordable units set aside for households facing high barriers to housing, up to a maximum of 5 points. “High Barrier” populations means categories of people with particular needs related to housing, including but not limited to veterans, elderly, people with the presence of a disability, previously incarcerated persons, and survivors of domestic violence.
- To receive points, the Resident Services Plan must demonstrate how essential supportive and social service needs of the population will be provided and funded. Providing accessible units will not in and of itself be sufficient to score points.

**D. Permanent Housing for Homeless Households (up to 15 points)**

- Projects with units set aside for [homeless households](#) must offer sufficient supportive services for the population served and show sufficient commitments for services. Services must be offered voluntarily for the duration of tenancy. When Project-Based Vouchers are awarded, units must be filled from Clackamas County’s Coordinated Housing Access (CHA) system in collaboration with the HACC’s waitlist process. To receive points, the Supportive Services Plan must demonstrate how essential supportive and social service needs of the population will be provided and funded.
- One point awarded for each 5% of affordable units set aside for homeless families or individuals, up to a maximum of 15 points.

**4. Advancing Racial Equity (up to a total of 10 points)**

People of color struggle disproportionately with unaffordable housing, displacement and homelessness. HACC is committed to addressing this inequity by prioritizing opportunities to serve historically underserved communities, removing barriers to fairness in representation, opportunity, and access and providing equal opportunity for very low-income families of all ethnic backgrounds to experience freedom of housing choice.

- Points will be awarded based on comprehensiveness, specificity, quality of engagement, and quality of services, according to the following criteria. Up to 2 points per answer. Include responses in the Equity Plan referenced in Section V. **Projects must meet a minimum of 5 points in this section to qualify for project funding.**
  1. Tell us about historically underserved communities in your project area including demographics and other factual data in your response.
  2. How have you connected to this community(ies) in planning for this project?
  3. How do you plan to ensure that these communities are aware of this housing opportunity?
  4. What barriers do you anticipate these communities encountering in accessing housing? What is your plan for mitigating identified barrier to access?
  5. How will you serve this community(ies) through building operations? Please attach any actionable MOUs with service organizations.

**5. Developer Experience and Capacity (up to 10 points)**

The development team’s experience and capacity should match the scope and scale of the proposed development. Complete the narrative questions and tables of requested information. Include responses in the Development Team Summary referenced in Section V. Points will be awarded based on the experience and capacity of the development team.

1. List the five (5) most recent projects you have **completed** in the past five years. (Include project name, city, target population, and funding sources.)
2. List all housing projects **under development**. (Include project name, city, target population, funding sources, and estimated completion date.)
3. For the proposed project, list below the names of agency staff members and/or the third party firm assigned to each task.

Position Name	Staff Person Name/Title or Contracted Firm Name	Years of Experience Developing or Managing Multi-family Housing
Executive Director/Owner		
CFC/grant application writer		
Project Developer		
Development Consultant		
Construction Manager		
Asset Manager		
Compliance Manager		
Architect		
General Contractor		
Other		

4. Describe agency staff member experience leading construction development of projects of similar (or larger) size and scope such as mid-rise versus high-rise, wood frame versus steel, and new construction versus rehabilitative construction. If applicant staff experience in affordable housing development and operation is limited, discuss how this concern will be mitigated (i.e. whether you will partner with an experienced consultant or organization). If using a consultant, indicate how long the consultant will be involved in the development process.

**6. Readiness (up to 10 points)**

Points will be awarded according to the degree to which the proposal demonstrates readiness to proceed.

- Maximum points are awarded for sites that have obtained entitlements (obtaining building permits is not necessary to score points).
- Projects that have submitted their application for entitlements will be eligible for up to 5 points.
- Projects that have submitted an executed MOU with a service partner to provide services to residents at the property will be eligible for 1 point. To receive points, in addition to the MOU, the Resident Services Plan must demonstrate how essential supportive and social service needs of the population will be addressed.

**7. CHDO bonus (up to 2 bonus points)**

A Community Housing Development Organization (CHDO) is a private nonprofit, community-based service organization that has staff with the capacity to develop affordable housing for the community it serves.

- Two bonus points will be awarded to qualifying CHDOs.

#### IV. Additional Considerations

In addition to the threshold requirements, competitive scoring criteria, and development priorities, development teams should keep in mind the following as they are crafting their proposals:

- **Project-based Section 8 Vouchers:**

- Projects must be an eligible housing type for PBV assistance (24 CFR 983.53 and 983.54) and meet accessibility requirements in accordance with the regulations implementing Section 504 of the Rehabilitation Act of 1973. Projects must also complete an Environmental Review under the National Environmental Policy Act (NEPA), a Subsidy Layering Review (SLR) (24CFR 983.55, FR Notice 6/25/14), and are subject to HUD Section 3 hiring goals and Davis-Bacon labor standards. Projects must be aware of the cap on the number of PBV units allowed in a project based on 24 CFR 983.56 and PIH Notice 2017-21. HACC will limit approval of sites for PBV housing in census tracts that have poverty concentrations of 20% or more.
- For projects using PBVs, the projects must utilize a minimum of 8 vouchers.
- All units supported by PBVs vouchers must serve households with incomes at or below 30% of area median income and made available to households with adverse credit, rental, and legal histories.
- Projects completing all applicable HACC and HUD reviews may then execute a Section 8 Project-Based Voucher Housing Assistance Payments (HAP) contract with HACC. The term of the HAP contract for any contract unit may not be less than one year nor more than 20 years. The term of the PBV HAP Contracts desired by the requesting party must be stated in this proposal and will be negotiated on a case-by-case basis.
- A project may utilize a site-based waiting list to select applicants for PBV assisted units and HACC reserves the right to require local preferences to determine order of selection from an owner administered site-based waiting list.
- New Construction Site and Neighborhood Standards must be met (24 CFR 983.57(e))
- Existing Acquisition or Rehabilitated Housing Site Neighborhood Standards must be met (24 CFR 983.57(d))
- Projects that request PBVs should understand that the Fair Market Rents shown in on the HACC website ([www.clackamas.us/housingauthority/section8.html](http://www.clackamas.us/housingauthority/section8.html)) are published by HUD annually and are the basis for which public housing agencies set their voucher payment standards. It is the HACC Voucher Payment Standard that establishes the maximum approvable contract rent for a PBV program unit. The proposed project's PBV rent to owner must not exceed the lowest of the following amounts:
  - An amount determined by the PHA, not to exceed applicable payment standard for the unit bedroom size minus any utility allowance;
  - The reasonable rent; or
  - The rent requested by the owner.

- **Financial metrics:**

- Sufficient hard and soft costs contingencies and reserves should be embedded in each proposal to ensure that the project could be completed without any additional Bond funds.
- Projects should incorporate adequate operating expenses on a per annum basis to serve the targeted population.
- Project proformas should assume that income from PBV units will be set at 60% AMI.
- After project completion, all projects will be required to pay an administrative fee for units with PBVs. A \$150 per PBV-subsidized unit, per year monitoring fee must be factored in to the annual operating budget.
- Projects should balance amenities (community rooms, gathering space, etc.) and durability (such as unit finishes) with unit costs/subsidy to ensure the population served can reside long term in the affordable units.
- Project evaluations will emphasize expediency and cost efficiencies in all aspects of building design, construction, and operations. Innovations that can reasonably be expected to result in demonstrated lower costs are encouraged.
- Cost Controls: All projects should demonstrate average unit costs not to exceed limits prescribed by Oregon Housing and Community Services (OHCS).
- In an event of default, rents for Bond-funded units may not exceed 60% AMI. No exceptions.
- HACC strongly discourages manipulation of pro forma assumptions to produce a desired outcome, such as lowering expenses to produce more favorable net operating income.
- New Construction units and acquisition/rehab projects less than 10 years old receiving Metro Bond funds will be regulated to a 60-year affordability period. For acquisition/rehab projects that are more than 10 years old, HACC may consider a shorter period of affordability, but no less than 30 years.

- **Equity:**

- Proposed project must show it can meet the 20% COBID hard and soft cost goals. In addition, proposers must consider how equity is addressed throughout their proposals to include:
  - How diversity and inclusion is applied in the organization, including its board.
  - The provision of culturally responsive and culturally specific services.

These and other related topics should be captured in development teams' Equity Plan (see Section V, Application Requirements)



## V. Application Requirements

Development teams must submit the following minimum application materials including the completed application form ([Form B](#)). Total combined page limit for the Project Narrative (#3) and Development Team Summary (#4) is 15 pages. Page limit for the Equity plan (#7) is 6 pages. Aside from financial documents, application materials should be single-spaced, 1-inch margins, with no smaller than 11-point font.

1. Sponsor Cover Page ([Form A](#))
2. Funding Application ([Form B](#))
3. Completed self-score matrix
4. Project Overview Narrative that includes:
  - A. Type of project (new construction, acquisition/rehab)
  - B. Description of project including number and type of units, number of floors, construction type, floor area ratio, height, key building and site amenities, and any other key design elements (if any), and how project meets the LIS and Bond Framework goals.
  - C. Description of the target population, income mix and lease-up plan, including:
    - i. Description of resident or other programming including resident services.
    - ii. Description of plan for outreach, marketing and lease-up to priority populations, including plans to implement low barrier screening, to promote accessibility to households with adverse credit, rental, and legal histories and very limited income. Access may be achieved through partnerships with referring service providers, innovative screening and property management strategies, and/or other approaches that remove barriers to access.
  - D. Supportive Services Plan (2-4 pages expected) - **only for projects proposing unit(s) for high barrier or homeless populations**: A supportive services plan to serve the priority population(s) that addresses:
    - i. Overview of the target population and needs, and how service team's approach and services offered are responsive and effective for meeting these needs. This includes delivery of culturally responsive and/or culturally specific services, methods of assessing and providing services to residents, and plans for supporting tenants and the housing community when tenants are experiencing a crisis.
    - ii. Service team's overall capacity to support project service design, planning and services operations oversight in addition to providing needed direct services in the project. Include description of how community relationships and partnerships will be leveraged to strengthen services. Include any MOU's with service providers.
    - iii. Types and level of services to be offered, including anticipated FTE by service type.

- iv. Brief overview of anticipated services outcomes for target population, including racially equitable access and outcomes.
  - v. A marketing and lease-up plan that demonstrates: capacity to reach the target population through coordinated access; how the lease-up process will ensure equitable access for people of color in the priority population(s).
  - vi. Budget and sources of funding for services, including both funding through this NOFA and leveraged sources. Brief overview of anticipated services outcomes for target population, including racially equitable access and outcomes.
- E. Description of key financial assumptions and financing terms, particularly as those relate to contingent, at risk or otherwise uncommitted outside funding sources. Please include assumption on operating costs as well as provision of supportive services.
  - F. Indicators of cost-efficient design, construction and operations.
  - G. Indicators and description of Universal Design concepts applied in the project.
  - H. Confirmation of Davis Bacon wage assumptions and/or a BOLI wage determination letter for construction as applicable.
  - I. Description of the green/sustainable building or operations features.
5. Development Team Summary: Development team qualifications and experience, including ownership entity and its relationship to other development team members. The summary must also include a description of the development team's past use of or familiarity with rules, regulations, and requirements of the specific funding sources being requested. **Teams unable to satisfactorily demonstrate use or familiarity may be eliminated from consideration.**
  6. Preliminary Budget/Pro Forma ([Form D](#)): including projected sources and uses, income and expense breakdown, and 30-year cash flow projections. **Use of OHCS pro forma in MS Excel format is required (not PDF).**
  7. Readiness: fill out, to the greatest extent possible, Proposed Project Schedule ([Form E](#)).
  8. Equity Plan
  9. Draft Affirmative Fair Housing Marketing Plan ([Form F](#))
  10. Sponsor Statement of Financial Capability ([Form C](#))
  11. Organizational financial statements for last two years and a Schedule of Real Estate Owned. Please clearly mark "confidential" if these financial statements are to be kept confidential in the event of a public records request.

**All pages in the application must be numbered.**

**Design/architecture is NOT required and is only encouraged to the minimum extent necessary for development teams to comply with other submittal requirements.**

Signed and dated proposals must be submitted by **3:00 p.m. on ~~April 6, 2020~~ April 20, 2020** to be considered responsive.

**Submit three (3) hard copies of completed application and documentation, with copies of all documents on a flash drive (NO FAXES PLEASE) to:**

Devin Ellin, Senior Housing Developer  
c/o HACC Reception Desk  
13930 S. Gain St., Oregon City, OR 97045  
(503) 650-3417 | [dellin@clackamas.us](mailto:dellin@clackamas.us)

## VI. Review and Selection Process

Upon receipt, all applications will be reviewed for adherence to this NOFA's application requirements and scoring criteria. The selection process may take 10-15 weeks and include the following steps:

### 1. HACC Concept Endorsement: 45 - 60 days

- A. Threshold Review – HACC Staff
- B. Technical and Financial Feasibility Review – HACC staff, HACC Housing Advisory Board, and Ad-Hoc Evaluation Review Committees
- C. HACC selects project for approval and forwards decision to Metro

### 2. Metro Concept Endorsement: 30 - 45 days

- D. HACC staff, in conjunction with Metro staff, will present the project to Metro for endorsement by the Metro COO. Metro will review the project for conformance to the adopted Local Implementation Strategy.
- E. Metro approves concept endorsement

***HACC and its partners at their sole discretion may employ the following selection process and evaluation criteria in recommending projects for an award.***

Projects will be evaluated and ranked based on at least the following:

1. Alignment with the LIS:
  - Need: population, location
  - Impact: alignment of resident services, fair housing marketing plan and outreach plan to LIS goals and priorities
2. Investment Requirements
3. Scoring Criteria
4. Preferences
5. Additional Considerations
6. Qualifications and experience of the Development Team
7. Reasonableness and feasibility of all financial materials submitted including the project budget and proforma
8. Readiness to proceed with the project and assumptions regarding the project schedule.
9. Content, quality and reasonableness of all equity related submissions including the Equity Plan
10. Content and quality of the proposal, the Project Narrative, all other required materials and materials submitted voluntarily by the Development Team

## VII. General Conditions

This NOFA is not a solicitation of competitive bids. Failure to abide by these General Conditions is grounds for disqualification. HACC by this NOFA specifically reserves the right in its sole discretion to determine which proposals best serve the public good, and to:

- A. Revise the solicitation, evaluation, or selection process including extending the deadline or canceling without selecting any projects.
  - B. Waive informalities and irregularities in the proposals received in response to this NOFA.
  - C. Disqualify without recourse or appeal any or all proposals.
  - D. Reject any or all proposals.
  - E. Determine the timing, arrangement and method of any presentations.
  - F. Verify and investigate the qualifications and financial capacity of the development team, and any of the information provided in the proposal.
  - G. Request best and final offers.
1. Every effort has been made to provide current and correct information; however, HACC makes no representation or warranty with respect thereto.
  2. All proposals received shall become the property of HACC and considered an official public record subject to inspection by the public in accordance with Oregon's Public Records Law (ORS Chapter 192). Entities are advised that confidential financial information, including the Sponsor's Statement of Financial Capacity, should be clearly labeled and submitted separately from the remainder of their proposal (both paper and digitally). Similarly, if any entity responding to this solicitation believes that a specific portion of its response constitutes a "trade secret" under ORS 192.345(2) and is, therefore, exempt from disclosure, the entity must clearly identify that specific information as a "trade secret" and submit it together with the confidential financial information. Identification of information as a "trade secret" does not necessarily mean that the information will be exempt from disclosure. HACC will make the determination of exemption from disclosure based on the nature of the information and the requirements of the Oregon Public Records Law. If an entity disagrees with HACC's determination that an exemption does or does not apply, that entity is exclusively responsible for defending the entity's position concerning the requested information from any party requesting the disclosure.
  3. Restrictions on communication. Every effort has been made to include herein all the information necessary to prepare and submit a responsive proposal to this NOFA. However, in the event additional information is desired, or if you have a question about any of the information or requirements contained in this NOFA, direct your questions to:

Devin Ellin, Senior Housing Developer  
Housing Authority of Clackamas County  
PO Box 1510, Oregon City, OR 97045  
(503) 650-3417 | [dellin@clackamas.us](mailto:dellin@clackamas.us)

4. During the course of this NOFA, development teams are cautioned not to undertake any activities or actions to promote or advertise their proposals except in the course of HACC-authorized presentations; or to make any direct or indirect (through others) contact with review committee members (if named), staff members of the County, HACC or other funding partners. Development teams may only initiate contact with the person named in #3 above who will assess inquiries and determine further actions, if any.
5. HACC will not hold “one-on-one” meetings with any development teams during the evaluation process except as part of a scheduled interview or presentation process involving all or a “short list” of development teams. HACC may, however, ask individual development teams clarifying questions or obtain additional information about some specific point of a proposal.
6. HACC accepts no responsibility or obligation to pay any costs incurred by any potential or eventual development teams in the preparation or submission of a proposal; or in complying with any subsequent request by HACC for information or participation throughout the evaluation process.
7. Funded projects will be required to:
  - A. Comply with Metro-required 60-year affordability agreement and annually submit compliance reporting as specified in agreement.
  - B. Financial Documentation: Current financial statements and recent financial audits (if available) in sufficient detail for HACC to analyze the overall health of the organization, and the performance of other real estate owned.
  - C. Support letters from all partner service providers must be submitted for services to be considered in scoring.
  - D. Additional information regarding project criteria is contained within the Appendices.
8. Mandatory Information: Development teams may be eliminated from consideration if a representative of the team does not attend the Mandatory Developer Information Session.
9. Once an application has been submitted, no action may be taken on the property, bid solicited, or contract entered into until a HUD environmental review which complies with the laws and authorities of the National Environmental Policy Act (NEPA) is conducted. Failure to do so may result in a “choice limiting action” and render the project ineligible for funding.

All substantive questions and answers (FAQs) as well as formal Addenda will be posted to the HACC website page: [www.clackamas.us/metrohousing/NOFA](http://www.clackamas.us/metrohousing/NOFA)



**VIII. Forms and Appendices**

<b>FORMS</b>	<b>LOCATION</b>
Form A – Sponsor Cover Page	<a href="#">Form A</a>
Form B - Funding Application	<a href="#">Form B</a>
Form C - Sponsor Statement of Financial Capability	<a href="#">Form C</a>
Form D - Pro Forma	<a href="#">Form D</a>
Form E - Proposed Project Schedule	<a href="#">Form E</a>
Form F - Sample Screening Criteria	<a href="#">Form F</a>

<b>APPENDICES</b>	<b>LOCATION</b>
Appendix A – Metro Affordable Housing Bond Program Work Plan	<a href="#">Appendix A</a>
Appendix B – Clackamas County Local Implementation Strategy	<a href="#">Appendix B</a>

**Housing Authority of Clackamas County**  
**Housing Advisory Board 2019 - 2020**  
**Member Profiles**

**Casey Baumann, President** - Underwriting Manager Oregon Housing and Community Services (OHCS). Mr. Baumann has over five years' experience underwriting State and Federal funding, including the Low Income Tax Credits (LITHC), Tax Exempt Bonds, and multiple State funding sources, for the creation and preservation of affordable housing. Mr. Baumann has been in the multifamily finance industry for over 15 years. Prior to joining OHCS, Mr. Baumann was a multifamily mortgage analyst for a nation-wide FHA/HUD lender.

**Rose Ojeda, Vice President** - Manufactured Housing Preservation Director with CASA of Oregon. Ms. Ojeda brings more than 25 years of experience in real estate and affordable housing development serving diverse and marginalized populations throughout the Portland Metro area. She previously served as the Director of Housing Development for Cascadia Behavioral Healthcare, developing housing for adults with a severe and persistent mental illness, and worked for over 9 years developing housing in rural Oregon, including the preservation of several Manufactured Housing Communities by converting the communities to resident owned cooperatives.

**Spencer Deinard** – Architect with 25 years' experience. Mr. Deinard has focused on the planning, design, and construction of affordable housing projects since 2016 at LRS Architects.

**Sandra Grzeskowiak** – A retired educator currently serving as an AARP volunteer. Ms. Grzeskowiak is focused on issues related to housing and livability for seniors and disabled persons. Ms. Grzeskowiak is a prior member of this board.

**Alissa Mahar** –Vice President at Clackamas Community College. Ms. Mahar has experience working with and supporting vulnerable student populations, as well as insight into workforce and development opportunities within her community. Ms. Mahar also serves on the Economic Development Commission for Clackamas County. She has professional experience with affordable housing development, transitional housing, rent assistance programs, shelter services, asset management, and wrap around services through her prior role at the Portland Housing Bureau.

**Paul Reynolds, Resident Member** – Previous HACC Board Resident Commissioner for over eight years. Mr. Reynolds has personal experience living with a disability and facing housing insecurity.

Clackamas County 2020 NOFA Locations

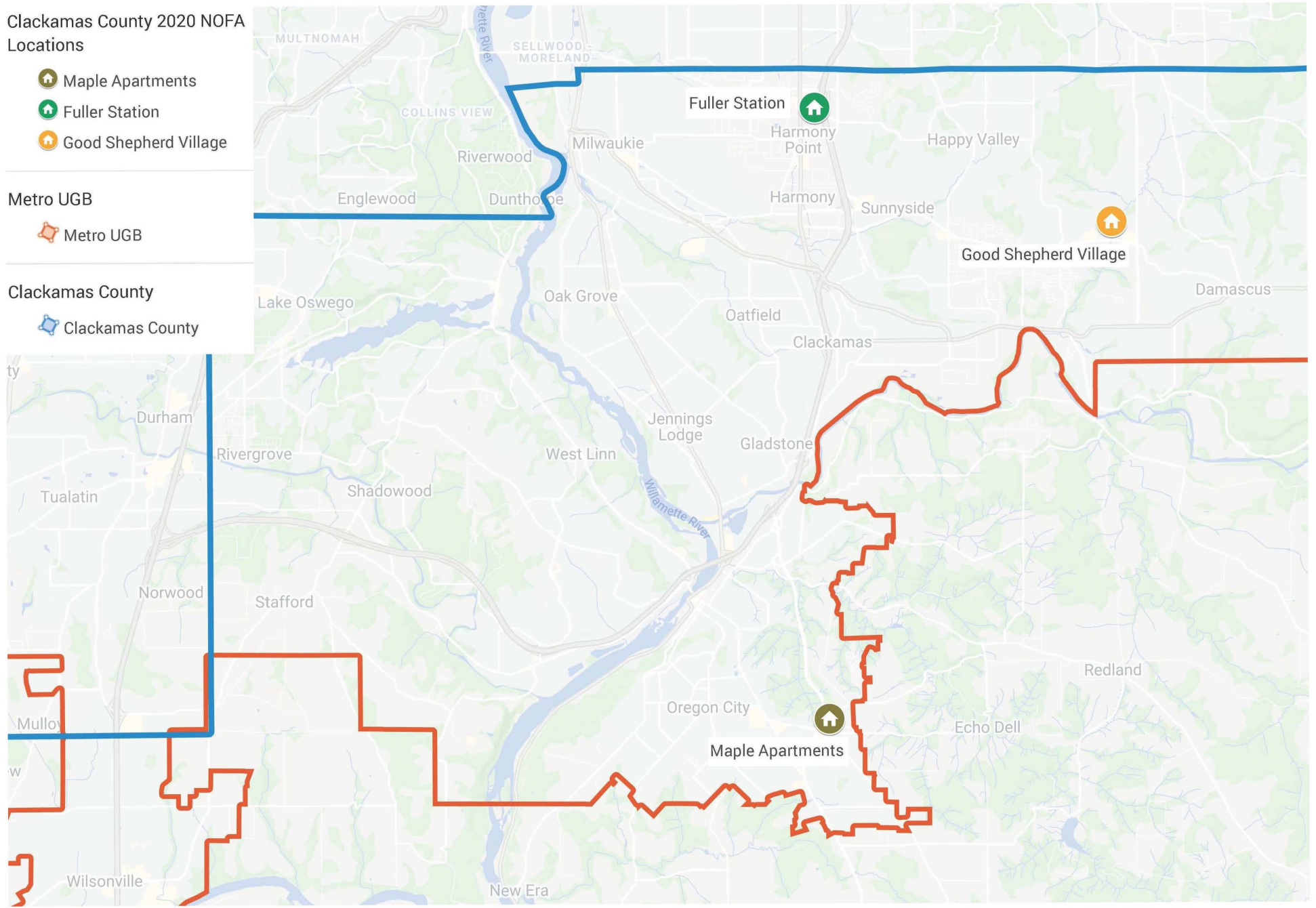
- Maple Apartments
- Fuller Station
- Good Shepherd Village

Metro UGB

- Metro UGB

Clackamas County

- Clackamas County





# Fuller Station Affordable Housing New Construction Narrative

## Concept endorsement

### **Project Overview**

*Provide a general overview of the proposed project, including the requested amount of bond funding from Metro, the size of the site and its ownership status, any existing buildings and their current/past use, and high level financing structure for the project.*

#### Overview:

Fuller Road Station Affordable Housing (“FRS”) is a new construction, transit-oriented, 100% affordable multifamily housing development serving families and individuals with incomes between 30% and 80% of area median income. FRS will serve 25 families and individuals who are homeless or at risk of homelessness, including foster youth exiting or having exited the foster system.

FRS is sited at the TriMet Max Green Line Fuller Road Station Park & Ride. FRS will be within walking distance to the MAX station and ¼ mile from several major bus lines. It will incorporate secure indoor bike parking and a bike wash station, two community rooms including one small shared kitchen, a community laundry room, community garden beds and a community computer lab. It also includes an open air/nature playground, secure package lockers/stalls for incoming deliveries, trash chutes and mixed recycling stations on each floor. FRS will have an electronic MAX train arrival board in the lobby and TriMet will provide low cost transportation passes for the residents.

#### METRO Bond Request:

Our request is for \$10,000,000 in METRO Bond Funds (\$100,000/unit) to be used for development costs and 25 Project Based Section 8 vouchers to benefit low-income residents of FRS.

#### Site Size & Ownership Status:

FRS will be a 100-unit building with a mix of 1, 2- & 3-bedroom units. The total project site size is 2.63 acres. The building footprint will be 129,060 square feet in size and will consist of 6 floors serviced by 2 elevators. Level 1 will be Type I-A construction and levels 2 through 6 will be Type III-B. The floor-to-area ratio will be 1.66. Building height will be 71'-0" to the top of the parapet.

FRS will be owned by Green Line Affordable Development LP (“GLAD”), a newly formed Oregon limited partnership. The General Partner of GLAD is Fuller Affordable Ventures, LLC (“FAV”) a newly created Oregon limited liability company. The tax credit investor will

enter into this structure as a limited partner of GLAD at closing, with a 99.99% ownership interest in GLAD. FAV is managed by Northwest Real Estate Developers LLC (“NRED”), which is wholly-owned by Geller Silvis and Associates Inc. (“GSA”), an Oregon S-Corp and certified Woman Business Enterprise (#12113). Anna Geller is the 100% shareholder and President of GSA. GSA is the prime developer of FRS and will be entering into a Sub-Development Services Agreement with an affiliate of Guardian Real Estate Services (“GRES”), which will serve as the sub-developer of FRS. GSA will oversee the day to day development of FRS. GRES will be involved in regularly scheduled development, construction meetings and material development decisions. Ultimately, GRES will manage the property including the initial lease-up and GSA will coordinate the resident services program with non profit partners, JOIN and DEV NW.

Current Site Use:

TriMet is the current owner of the site and is under contract to sell the site to GLAD (by assignment from NRED), with the sale to be closed concurrently with financial closing. There are no existing buildings on the site. Today, the site serves as an underutilized park and ride for the TriMet Green Line Max Stop 13130. The site is a part of the last remaining Urban Renewal Area for the County. FRS has received a commitment of \$3,300,000 in urban renewal funds from Clackamas County Economic Development toward the development of a new public road south of the building that will provide additional access to other parcels in the neighborhood that the county intends to redevelop, in addition to serving FRS. FRS will be a catalyst development in the neighborhood, providing greater access and opportunities for future redevelopment by both the County and TriMet.

FRS is scheduled to close and begin construction on August 28, 2020.

Financing Structure Summary:

<b>Construction &amp; Permanent Sources</b>		<b>Source %</b>
Construction Loan	\$30,000,000	
Perm Loan	\$14,825,000	31%
4% LIHTC Equity	\$16,841,286	36%
County HOME	\$950,000	2%
OMEF (Multifamily Energy Program)	\$332,381	1%
Metro Bond Request	\$10,000,000	21%
Metro TOD	\$500,000	1%
Early Rental Income	\$437,732	1%
Special Limited Partner Contribution	\$100	0%
Deferred Developer Fee	\$3,336,576	7%
<b>Total Permanent Sources</b>	<b>\$47,223,075</b>	

**Preliminary Development Program**

*Describe the planned development program including but not limited to number, size, and affordability of units; non-residential space, parking, and amenities; and total square footage.*

Planned Development Program:

FRS will be a 100-unit, 100% affordable housing development on a 114,563 square foot site with a structural footprint of 21,065 square feet. Below please find a brief summary of the unit and income mix.

<b>Unit and Income Mix Summary</b>				
AMI	1 BDR	2 BDR	3BDR	Total
30%	12	5	8	25
50%	0	3	4	7
60%	0	7	0	7
60%	0	47	8	55
80%	5	0	0	5
MGR	0	1	0	1
Total by BDR	17	63	20	100

The building will be a 6 story, double elevator-serviced structure with 129,060 square feet of total interior space. There will be 16,483 square feet of open space on the site, with 4,500 square feet dedicated to recreational uses. Total interior residential space will be 97,097 square feet.

FRS will have 83 off-street vehicular parking spaces, with 109 total spaces of on- and off-street spaces available. There will be no commercial uses at FRS.

Key building and site amenities include: walking distance to the MAX station and ¼ mile from major bus lines; secure indoor bike parking with wash station; two community rooms including one small shared kitchen; community laundry room; community garden beds; community computer lab; open air/nature playground; secure package lockers for incoming deliveries; trash chute and mixed recycling stations on each floor; and electronic MAX train arrival board in the lobby.

Unit size ranges are identified in the next section.

*Complete the below table summarizing unit breakdown. Add/delete rows as needed.*

Unit size (no. of bedrooms)	No. of units	AMI %	PBVs	Square feet/unit	Gross monthly rent/unit
1-BDR/ 1 Bath	12	30%	12	704-813 SF	\$495
1-BDR/ 1 Bath	5	80%		662 SF	\$1,320
2-BDR/ 1.75 Bath	5	30%	5	932 SF	\$594
2-BDR/ 1.75 Bath	3	50%		966 SF	\$990
2-BDR/ 1.75 Bath	54	60%		916-987 SF	\$1,188
3-BDR/ 1.75 Bath	8	30%	8	1,268 SF	\$607
3-BDR/ 1.75 Bath	4	50%		1,268 SF	\$1,143
3-BDR/ 1.75 Bath	8	60%		1,268-1,313 SF	\$1,371
TOTAL (includes the 1, 2-BDR manager's unit)	100	53%	25	97,097	\$97,274

Operating Income is based on 2019 LIHTC rents as shown in the OHCS proforma, 2020 FMRs for the project-based vouchers and 2020 energy efficient, multifamily newer utility allowances. Fuller Station has requested from HACC 25 Project-Based Section 8 vouchers to support residents making 30% of area median income or below. Based on 2020 FMRs, the annual income estimated from the Section 8 units is \$328,236.

HACC is recommending Fuller Station Family Housing and the associated funding request of \$10,000,000 and 25 PBVs to Metro for Concept Endorsement.

## **Background**

*Describe the process and timeline for how project was selected through a local funding process, and how the site was selected or acquired for affordable housing development. Provide an overview of due diligence and predevelopment completed to date.*

Selection process: The project was selected through the Housing Authority of Clackamas County (“HACC”) NOFA released January 22, 2020. The NOFA closed April 20, 2020. On June 10, 2020, HACC informed GSA of its decision to recommend the project to Metro for Concept Endorsement.

Site Background: TriMet purchased the site in 2006 as they developed the Green Line Light Rail Line. GSA has a 15-year history of community development in this area and typically searches for infill locations that maximize urban uses and walkability with a focus on racial equity benefits and public transportation access. Land cost is a major determinant of siting affordable housing, which usually occurs far away from services and transportation access. While the underutilized park & ride site was not for sale GSA submitted to TriMet an unsolicited proposal to develop the parcel consistent with the concept features. The site is attractive for many reasons, but first that it is flat and has minimal landscaping, lowering some development costs, which can be very costly in this neighborhood.

GSA saw this site as an ideal one to interweave related opportunities to the area as well as to specifically targeted residents, such as homeless families and foster youth entering emancipation. Future residents can benefit from nearby employment, recreational and educational opportunities within walking distance, or at least within walking distance of excellent transit. Also, GSA found this area’s existing housing to be nearly unavailable to a significant number of individuals with mobility impairments. Most of the existing multi-family housing nearby is built in a breezeway walkup style which typically reduces the number of units available to this vulnerable population. FRS is designed so that any unit can be converted to serve a household with members who may have physical impairments. This flexibility combined with the proximity of services, transportation, and retail contribute to ongoing stability of occupancy, while serving as many diverse families’ needs as feasible.

FRS will be a catalyst project to the neighborhood and will create opportunities for other developments in the area, while bringing to fruition 100 family sized affordable units. The site will be acquired from TriMet at closing, which is projected for the end of August, 2020.

### *Due Diligence & Predevelopment Completion Overview:*

The following due diligence reviews and reports have been completed to date:

- Feasibility & Market Due Diligence
- Phase I
- Geotechnical Study
- Acoustical Study
- Air Quality Study
- Traffic Study
- Surveys and Re-Plat
- Design, and Planning and Zoning Approvals



- Architectural plans and specification – 90% Construction Documents Set
- Permits – submitted to the County
- Construction costing
- Entering negotiations with the General Contractor

**Location and Neighborhood [word limit: 100]**

*Describe the project location and surrounding zoning, land uses and activities. Describe any nearby services or community amenities, including schools or employment centers, grocery stores or farmer’s markets, natural areas or parks. Describe walking distance and accessibility (e.g., sidewalks, signalized crossings) to nearby transit stations, and the existing/planned level and type of transit service (e.g., frequent service bus, MAX, etc.).*

Location: 9608 SE Fuller Road, unincorporated Clackamas County. Site &

Surrounding Zoning: Station Community Mixed Use Zone(SCMU)

Land Uses/Activities:

- North: TriMet Park and Ride.
- East: Green Line MAX station, I-205 Multi-Use Bike Path, I-205.
- South: County’s new East-West “D Street.”
- Southeast: County’s Redevelopment Agency land. Miles Fiberglass will vacate September 2020.
- West: Fuller Road, Best Buy.

- Amenities: Green Line MAX Stop
- I-205 Multi-Use Path/Bike/Nature access path within ¼ mile of the building’s entrance
- Lot Whitcomb Elementary, 0.9 miles away
- Retail, healthcare and social services employment centers along 82<sup>nd</sup> Avenue
- Grocery stores & medical services within a ½ mile:
  - a. Walmart,
  - b. Morrow Brothers, a fresh produce and ethnic foods store
  - c. Trader Joe’s (0.3 miles),
  - d. Legacy Go Health Urgent Care,
  - e. Stanton Optical Eye Clinic,
  - f. Aspen Dental

*Provide an aerial map with key transit and amenity features labeled, along with the site location.*

See attached amenities maps.

**Site [word limit: 300]**

*Describe key elements of the site including size, number of tax lots, site control/ownership, appraisal, and zoning. If the site includes existing buildings, provide an overview of the year they were built, past/current use, and future plans as part of the project.*

**Site Address:** 9608 SE Fuller Road Happy Valley, OR 97086; Clackamas County;

**Parcel Tax IDs are:** 12 tax lots -- 12E28CB TLs (p.o.) 200, 300, 500, 600, 900, 901, 902, 1000, 2000, 2100, 2200, 2300

**Site Control:** by Purchase and Sale Agreement between TriMet & NRED, LLC.

**Site Purchase Price/Land Appraised Value:** \$1,200,000

**Project Financing**

*Describe the estimated total development cost, cost per unit and cost per gross square foot. Provide a table summarizing planned sources and uses of funding. Summarize funding contributions and any local incentives or policies benefiting the project (e.g., SDC waiver, property tax abatement, density bonus, reduced parking requirements, etc.)*

Estimated Total Development Cost: \$47,223,075

Cost per unit: \$472,230

Cost per gross SF: \$365

Planned Sources		Planned Uses	
Perm Loan	\$14,825,000	Acquisition Costs	\$1,215,000
4% LIHTC Equity	\$16,841,286	Construction Costs	\$32,179,052
County HOME	\$950,000	Development Costs	\$2,505,561
OMEF (MF Energy Program)	\$332,381	General Fees	\$7,761,720
HACC Metro Grant	\$10,000,000	Loan Fees	\$358,200
Metro TOD	\$500,000	Equity and Bond Fees	\$588,005
Early Rental Income	\$437,732	Construction Interest	\$1,509,338
Special Limited Partner Contribution	\$100	Lease Up & Dev Contingency	\$455,090
Deferred Developer Fee	\$3,336,576	Operating Deficit Reserve	\$651,109
<b>Total Permanent Sources</b>	<b>\$47,223,075</b>	<b>Total Uses</b>	<b>\$47,223,075</b>

Local funding contributions/incentives:

- Clackamas County Development Services Agency \$3,300,000 (East-West D Street)
- Clackamas County HOME Funds \$950,000
- Reduced parking requirements to 70%

**Development Team**

*Describe the development team including the developer, general contractor, architect, and other key partners, and their relevant experience, respectively. If some members of the team are not yet selected as of the concept endorsement, this information can be added at the final approval step.*

<b>Position Name</b>	<b>Staff Person Name/Title or Contracted Firm Name</b>	<b>Years of Relevant Experience</b>
Owner (GLAD)	Anna L. Geller, GSA President; Thomas B. Brenneke, GRES President	28 years 36 years
Grant application writers	Anna Geller & Mariana Crawford	28 and 12 years respectively
Project Developer	GSA, Prime Developer GRES, Subdeveloper	Developing for 27 years & 36 years respectively
Development Consultant	N/A	N/A
Construction Manager	Bob Beauchemin, President, BC Group	17 years
Asset Manager	Debbie Engen, Guardian Management LLC	40+ years
Compliance Manager	Allison Christenson, GRES	40+ years
Architect	Bill Bailey, Partner, Waterleaf Architects	36 years
General Contractor	Alex Coleman, R&H Construction	40 years
Utilities Engineer Analyst	Scott Sinner	22 years
Resident Services	Anna Geller, GSA President	12 years

The developer team has 64+ years of experience between the presidents of both GSA & GRES. The grant application writers have 40 years of combined experience. Detailed team qualifications, including resumes, listings of prior development experience and recently completed projects, as well as current pipelines are located in the Development Team Experience under Attachment 6.

**Community Engagement**

*Please summarize community engagement to inform project outcomes to support the needs of future residents. This could include engagement conducted previously by the LIP or developer to shape the goals of a NOFA or vision for a project. It could also include plans for further engagement to inform the design or programming of the project to meet the needs of historically marginalized community members.*

Between 2018 and 2019, GSA held 8 meetings with TriMet regarding the site to discuss density and quality design. TriMet is very invested in this property and interested in recognizing this development as a catalyst to the surrounding Urban Renewal Area that it hopes will sprout in neighboring sites, contributing to an increase in use of the Max Green Line. GSA also conducted the following meetings with partners, as follows:

1. May 1, 2019 - Met with HACC, Jill Smith regarding project-based voucher possibilities and to obtain feedback on local area service providers.
2. May 2, 2019 -Meeting with Margaret Salazar regarding permanent supporting housing potential for FRS.
3. May 6, 2019 – Met with Unite Oregon regarding FRS programming, site and planning.
4. May 6, 2019 – First meeting with JOIN regarding tenant retention services for homeless populations.
5. May 14, 2019 – Meeting with Oregon Food Bank staff to present FRS.
6. May 20, 2019 – Toured with IRCO staff through all three existing projects developed and

operated by GSA in Clackamas County to provide an idea what FRS would be like; to obtain feedback on initial community area design drawings at FRS and to present concepts for classroom space for IRCO's multilingual parenting classes.

7. July 11, 2019 – Held presentation with drawings and exhibits at GSA-operated Summer Food Program for all attendees, including Q and A session.
8. July 14, 2019 – Met with Dan Chandler, Assistant County Administrator, at the FRS site and discussed his thoughts on what was needed at the site, and the status of our planning.

Once sketch plans were completed, GSA held formal and informal engagements with potential residents, community members, service providers and public and civic organizations, to gain insights as to the needs of the most vulnerable in our community.

Key themes of needs and wants arose from these meetings: affordability, housing for families, access to employment and skills development and safety.

Key requested features, now included at FRS, were green spaces for children, accessibility, places that exude respect, self-efficacy and dignity in support of community building, educational opportunities to escape poverty, youth services, access to nutrition and food, building common ground to relate to neighbors and make friends.

GSA has frequent contact with residents, neighbors and its long-term outreach partner, the North Clackamas School District. These meetings provided helpful guidance through several of GSA's special events and has led to some of GSA's most successful accomplishments – amenities that will be well used and appreciated by residents such as locked bike storage, irrigated community gardens with equipment, tools and garden shed and a natural playground.

GSA also held 3 formal presentations at each of its existing Clackamas County developments, conducted during the planning and design phases of FRS. GSA gathered valuable resident and neighborhood input and passed out community surveys to determine necessity of each planned or considered amenity. GSA regularly asks its residents to fill out satisfaction surveys and provide input as to their current and anticipated needs.

Additionally, GSA regularly hosts resident outreach programs that are open to the neighborhood and advertised to the entire community via multi-lingual flyers. Each summer (pre-COVID) GSA plans and hosts Harvest Share, a free food market, provided in collaboration with a local church, the Oregon Food Bank and GSA summer staff. GSA consistently hires 12-15 bi-lingual staff, typically recruiting from the local high school or community college. Additionally, it provides space and staff for a Free Food Market led by the Oregon Food Bank. For the past 5 years GSA, in collaboration with the Food Bank, sets up a weekly farmer's market-like space for the community and residents. GSA widely advertises the program at all its buildings and throughout the neighborhood. Diverse, multilingual families of varied ethnic backgrounds attend to pick up free fresh fruits and vegetables along with shelf stable milk and bread. It is not unusual to have daily attendance of more than 500 people in the span of a few hours. Many families line up well in advance of opening, which has created time for GSA to discuss FRS with the community. While attendance is multi-ethnic, Spanish speaking turnout runs about 40% of total attendees. As GSA engages with attendees and their children, it learns about the current daily worries, struggles and needs of some of the most vulnerable families.

*Note: Outreach strategies for affirmative marketing and COBID participation should be described in the following section under “advancing racial equity.” This section is focused on engagement to inform the goals, vision, design, or programming of the project.*

### **Advancing Racial Equity**

*Summarize how the project will address strategies and policies for advancing racial equity, as described in your local implementation plan. Be sure to include:*

- *How the project location reflects considerations related to racial equity (e.g., geographic distribution of affordable housing, access to opportunity, strategies to address racial segregation, and strategies to prevent displacement and stabilize communities)*

**Outreach Strategies for Affirmative Marketing:** Three other properties developed and operated by GSA are within one mile of FRS. We’ve learned from neighbors and residents that many have been turned away from leasing apartments in the area, which provide few large units. Primary anecdotal reports for denials are: racism against people of color; household size in relation to the number of children; and language barriers with property management staff. FRS’ leasing activities rely on the commitment to affirmatively further fair housing.

Guardian Real Estate Services’ marketing outreach will be to engage with communities of color, organizations servicing people with disabilities and marginalized communities such as non-native English speakers through public, civic and religious organizations in the area, frequented by those least likely to apply. For example, there are many service providers, public, community and civic organizations that meet the needs of immigrant families, minorities, people with disabilities and families with children.

GLAD has entered into a MOU with Dev NW and JOIN. Dev NW is an organization that serves youth exiting the foster care system. JOIN serves houseless individuals and families in Clackamas County. Guardian’s marketing team will work closely with these organizations through the low barrier screening criteria included in each of the MOUs. In addition to the low barrier criteria, the lease-up plan is specific as to how adverse credit, rental, and legal histories and very limited income are to be evaluated to screen people *into* the building. The leasing plan details working with CHA and the County’s systems to appropriately lease up the 25 PBV units, with a focus on long term stability of the families and individuals.

At least one month before we begin the pre-leasing process, we will reach out to the organizations serving underserved populations in the local community, and market the property, networking with them and making sure their clients are informed of the new housing opportunity.

Applicants and residents will be provided with linguistically appropriate communications. Site management and staff will be trained in understanding FRS’s population focus, fair housing policies, diversity, equity, inclusion and essential anti-racist perspectives and behaviors. FRS ownership and property management will make every effort to hire staff and vendors representative of the FRS projected resident community. FRS and GRES will conduct annual assessments to gauge the efficacy of the marketing and outreach strategies, along with the screening and lease up processes. GSA will engage persons of color to learn the quality of their intake experience at the property and their observations regarding barriers or other obstacles. Reviews will be conducted and adjustments will be made from time to time, to better reach the target populations, including persons of color. Staff of varying cultural and linguistic roots help GSA to ensure equitable access will be the norm.

Through its four years of planning and vetting, FRS has been at the forefront of leading with racial equity in the following ways:

1. consistent history of community engagement programs that reach diverse groups within the County;
2. locating this development within walking distance from MAX transit and a recreational/commuter bike path, grocery stores, schools, medical facilities, and a myriad of other community supports and services;
3. thoughtfully considered and vetted low barrier tenant screening and marketing plans that focus on the pressing needs of homeless families with children and diverse communities in the County;
4. resident and supportive services that have been sensibly planned and meet the needs of the most vulnerable populations, and
5. a detailed plan to achieve at least 20% COBID certified subcontractor participation and 20% COBID certified professional services participation. For more detail, please see Equity Plan in Attachment 7.B.

FRS meets the needs of marginalized populations. The unit mix meets the unmet needs of communities of color, large families with children, multigenerational, homeless families that may have been or are at risk of separation due to impending homelessness, or groups of people that present themselves as families. Our working definition of “family” is: any group of people that present together and identify themselves as a family, regardless of age or relationship or other factors, are considered to be a family and must be served together as such. Family includes, but is not limited to, regardless of marital status, actual or perceived sexual orientation, or gender identity, any group of persons presenting for assistance together with or without children and irrespective of age, relationship, or whether a member of the household has a disability. Additionally, our definition of “family member” is: any member of a household as defined or identified by the household, and is not limited to persons related by birth, adoption, or marriage. A child who is temporarily away from the home because of placement in foster care is considered a member of the family.

FRS is designed as a community of opportunity. Its focus is pragmatic, concerned with building a positive and resilient community. The housing units are the shell and shelter focused on the needs of its future residents, crafted with care to elevate and preserve dignity in the lives of its occupants.

This project will be the culmination of a tri party public-private partnership between the developers, TriMet and both METRO and the County, through HACC, Economic Development and other branches of County government. It actively leads with racial equity to rectify the well documented historical legacy of disenfranchising people of color in the County. High density development, like the subject, that are transit oriented, contribute to parking reduction and reduced reliance on single-occupant vehicle use, and access to services that enrich the lives of those in need cannot happen if not for the vision, drive and commitment of those who keenly understand personally and professionally what a difference these units will make in the lives of the future residents, the neighborhood, and this unincorporated area of the County.

- *Fair housing strategies to eliminate barriers to housing access for communities of color and other historically marginalized groups (e.g., fair housing marketing strategies, community partnerships, low barrier screening, etc.)*

As HACC recognized in the NOFA literature, the housing stock in the County is focused on smaller units, leaving families with 2 or more children or multigenerational families out of the market. Thus, larger families face higher barriers to housing, as do people with disabilities. Further, people with disabilities that have a support animal are targets for fair housing discrimination or potential harassment by uninformed landlords. As evidenced by its design

and programming, the building is physically ideal to accommodate 82 families. The design meets ADA requirements and all units are adaptable for residents with a disability. FRS has 5 units that are Section 504 accessible for people with a physical impairment, and 2 units target people with sensory impairments. In addition, FRS has 2 elevators and all the units have been designed to be accessible through wider doorways and walk throughs and floor area turnarounds. FRS has 25% of the affordable units targeting permanent supportive housing for homeless households.

FRS has executed MOUs with JOIN (15 units) and Dev NW (7, up to 10 units, or more). FRS has a draft MOU with the Continuum of Care that has been agreed upon in principle by both parties, which provides for the remaining 3 units not spelled out in the MOUs with JOIN and Dev NW. FRS's permanent supportive housing program is built with flexibility in mind, given that population categorizations are fluid. Both Dev NW and JOIN serve homeless populations, including foster youth who have recently exited or are in the process of exiting the system. Homelessness disintegrates families, displacing individuals through more distant networks, foster care, and for a limited time, friends and distant relatives. Thus, the needs of homeless families with children is often underreported, with many families broken up by the time individuals reach out for social services. The need to combat homelessness in general is well documented, and in the County is a direct result of lack of affordability and a short supply of family units. Foster youth may be one of the hardest to house groups, not least because there is limited funding for this often-unseen population. Though Oregon invests considerably in fostering children, without stable housing for transition out of the system, that investment can be lost. Traumatic transitions to adulthood can, and often do, scar the individuals in many ways. According to USC's Homelessness Policy Research Institute the psychological effects of homelessness on young, still developing brains can have life-long and life changing deleterious effects on an individual<sup>1</sup>. FRS will provide the housing and supports necessary for youth in transition from an institutionalized system to adulthood, in an environment that is safe, clean, and supportive. FRS has executed and MOU with Dev NW and hopes to exceed the MOU's targets as this property comes online.

For the 25 Project-Based Section 8 Vouchers specifically, FRS will work productively to fill those units from the County's Coordinated Housing Access (CHA) system in collaboration with the HACC's waitlist process.

FRS has been in the predevelopment stage for 18+ months. Through consistent vetting with service providers, vendors, lenders, investors and the development team, FRS' framework has been to provide permanent supportive housing in a mixed population setting.

- *Strategies to include economic opportunities for people of color(e.g., MWESB/COBID participation and workforce diversity)*

### **Partnerships and Services**

*Provide information about plans and partnerships for ongoing operations, including property management partner(s) or service providers. Describe strategies for aligning culturally specific programming or services to meet the needs of future residents.*

FRS and its partners are committed to actively targeting and addressing equity, inclusion, and racial disparities for residents, staff, and the community. If English is not the household language, property management will make every effort to find ways to communicate to those

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<sup>1</sup>[socialinnovation.usc.edu](http://socialinnovation.usc.edu)



renters in their first language. Please also refer to our inclusionary marketing and leasing plan discussed above.

FRS has selected its partners with a focus on depth of expertise in addressing individual and family needs effectively, to end cycles of homelessness and poverty and create the support for all members of the family to thrive. In 2016, JOIN identified becoming an anti-racist organization as a new strategic goal. Since then, it has diversified staff to reflect the communities they serve more accurately. Its retention team offers bi-lingual and bi-cultural services in Spanish and relates more effectively with clients. JOIN monitors placement and retention numbers, adjusting services and strategies to be more culturally relevant, and partnering with culturally specific agencies, to address racial disparities on the street as well as the unique ways in which communities of color experience homelessness. It actively solicits feedback from clients as well as partner agencies with a focus on the cultural relevance of services. Dev NW's services, including case management, are available in English and Spanish. Clients are informed the services offered, and their delivery, can be reasonably modified at any time to meet their needs. The youth placement program uses a housing-first model and had very minimal barriers to entry. Case workers work with clients to overcome rental history or criminal histories that present challenges to identifying adequate housing. Staff are trained in fair housing law, which helps to ensure clients don't face discrimination in housing.

To date, FRS' supportive services are designed as a collaborative process between GSA, the resident services provider, asset management, GRES and supportive services providers. GSA, will meet regularly throughout the year with its MOU partners and assess how effective to residents are the resident and supportive services; what other supports are needed on and off site for their work to be delivered responsively, and any adaptations that may need to be made. Gathering feedback regularly from those closest to the residents will inform timely planning efforts, services designs and adjustments as well as insuring intense and effective collaboration for seamless, individualized delivery of both resident and supportive services. In addition to the resident services planned formally through NCSD, Summer Food, Harvest Share, or more ad hoc through IRCO's parenting classes, Dev NW's asset building, budgeting and IDAs, FRS is leveraging the expertise and partnership networks of our supportive services providers. This opens relationships with the following groups: CSC, County's Continuum of Care, DHS, the Juvenile Dept., OYA, OHP, SNAP, WorkSource, NARA, Urban League of Portland and El Programa Hispano.

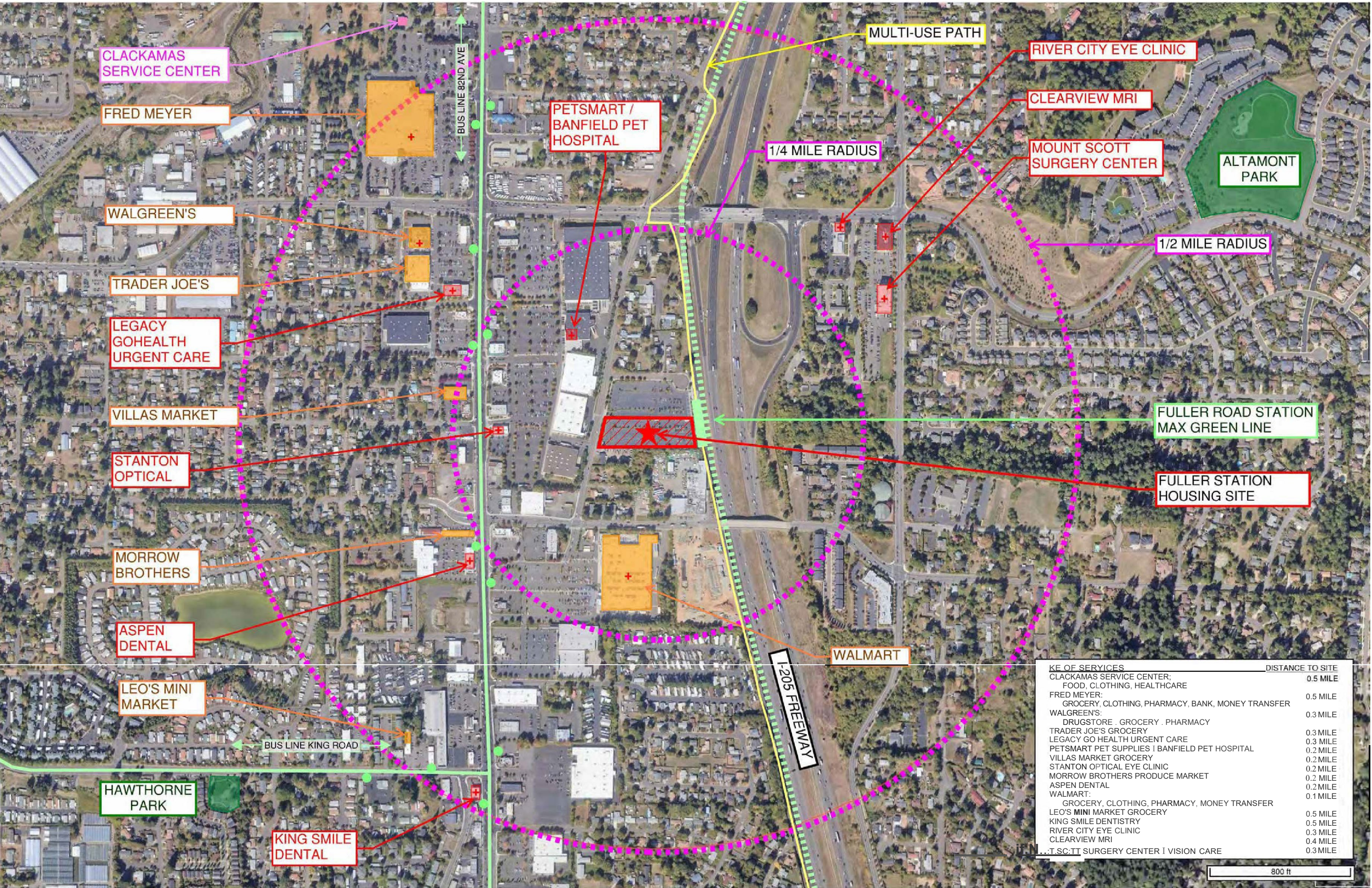
### **Anticipated Timeline**

*Describe the anticipated timeline and milestones for the project, including developer or contractor selection, concept endorsement, due diligence, final approval, closing, construction, and lease up – as well as any timelines related to community or elected body engagement.*

The Metro Bond funding is the last public source needed for FRS' capital stack. As soon as concept approval is granted, the development team is prepared to move full speed ahead toward financing closing. Construction plans are 90% complete and all zoning approvals have been obtained. Permits have been applied for December 2019. We are currently mobilizing our design and construction teams toward a closing date of August 27, 2020, and construction start of August 28, 2020.

See attached development timeline.





CLACKAMAS SERVICE CENTER

FRED MEYER

WALGREEN'S

TRADER JOE'S

LEGACY GOHEALTH URGENT CARE

VILLAS MARKET

STANTON OPTICAL

MORROW BROTHERS

ASPEN DENTAL

LEO'S MINI MARKET

HAWTHORNE PARK

KING SMILE DENTAL

PETSMART / BANFIELD PET HOSPITAL

MULTI-USE PATH

RIVER CITY EYE CLINIC

CLEARVIEW MRI

MOUNT SCOTT SURGERY CENTER

ALTAMONT PARK

1/4 MILE RADIUS

1/2 MILE RADIUS

FULLER ROAD STATION MAX GREEN LINE

FULLER STATION HOUSING SITE

I-205 FREEWAY

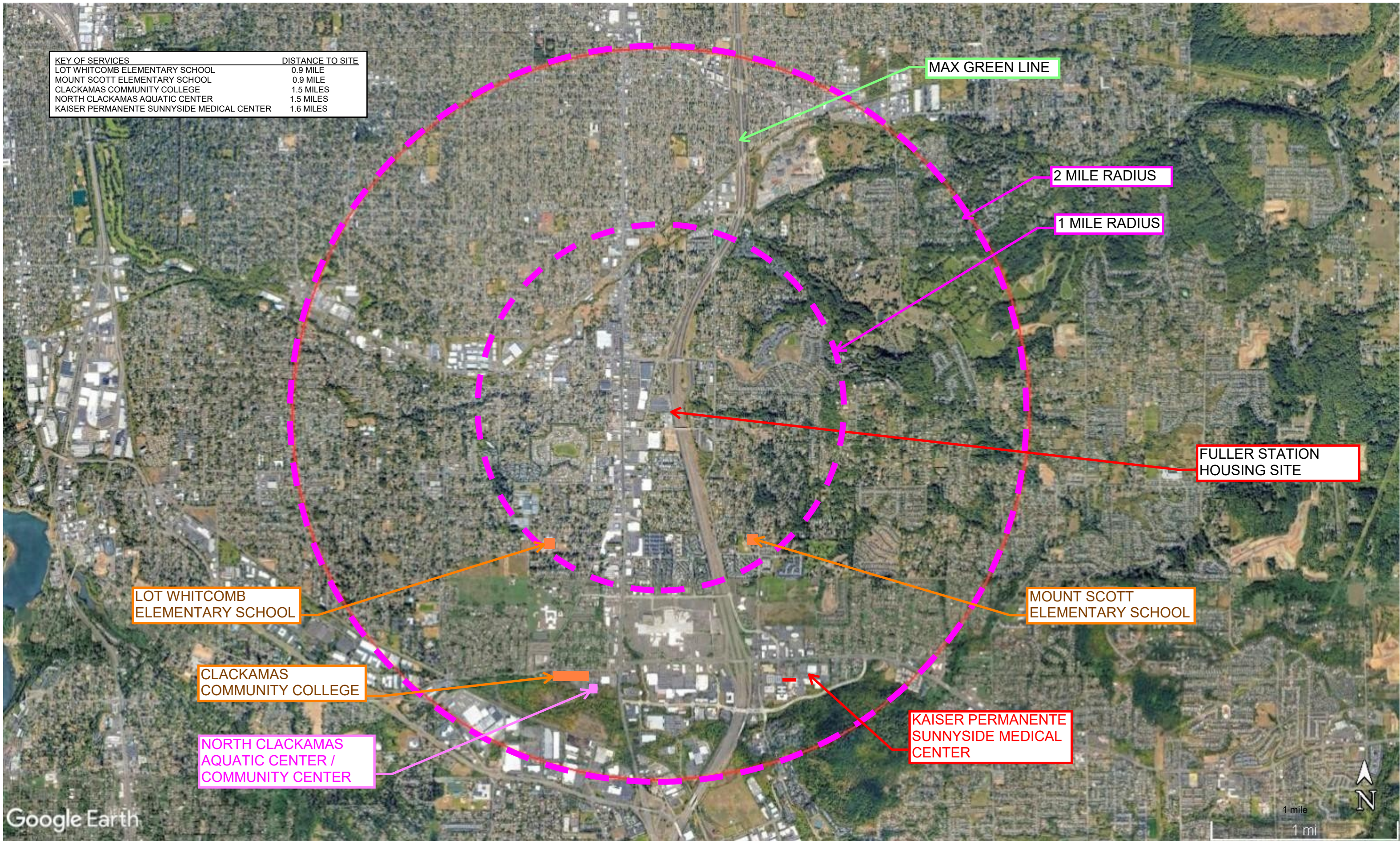
WALMART

KEY OF SERVICES	DISTANCE TO SITE
CLACKAMAS SERVICE CENTER; FOOD, CLOTHING, HEALTHCARE	0.5 MILE
FRED MEYER; GROCERY, CLOTHING, PHARMACY, BANK, MONEY TRANSFER	0.5 MILE
WALGREEN'S; DRUGSTORE, GROCERY, PHARMACY	0.3 MILE
TRADER JOE'S GROCERY	0.3 MILE
LEGACY GO HEALTH URGENT CARE	0.3 MILE
PETSMART PET SUPPLIES   BANFIELD PET HOSPITAL	0.2 MILE
VILLAS MARKET GROCERY	0.2 MILE
STANTON OPTICAL EYE CLINIC	0.2 MILE
MORROW BROTHERS PRODUCE MARKET	0.2 MILE
ASPEN DENTAL	0.2 MILE
WALMART; GROCERY, CLOTHING, PHARMACY, MONEY TRANSFER	0.1 MILE
LEO'S MINI MARKET GROCERY	0.5 MILE
KING SMILE DENTISTRY	0.5 MILE
RIVER CITY EYE CLINIC	0.3 MILE
CLEARVIEW MRI	0.4 MILE
MOUNT SCOTT SURGERY CENTER   VISION CARE	0.3 MILE

800 ft



KEY OF SERVICES	DISTANCE TO SITE
LOT WHITCOMB ELEMENTARY SCHOOL	0.9 MILE
MOUNT SCOTT ELEMENTARY SCHOOL	0.9 MILE
CLACKAMAS COMMUNITY COLLEGE	1.5 MILES
NORTH CLACKAMAS AQUATIC CENTER	1.5 MILES
KAISER PERMANENTE SUNNYSIDE MEDICAL CENTER	1.6 MILES



MAX GREEN LINE

2 MILE RADIUS

1 MILE RADIUS

FULLER STATION HOUSING SITE

LOT WHITCOMB ELEMENTARY SCHOOL

MOUNT SCOTT ELEMENTARY SCHOOL

CLACKAMAS COMMUNITY COLLEGE

NORTH CLACKAMAS AQUATIC CENTER / COMMUNITY CENTER

KAISER PERMANENTE SUNNYSIDE MEDICAL CENTER



## **FORM E – PROPOSED PROJECT SCHEDULE**

Project Name: Fuller Road Station Family Housing      Schedule Prepared Date: April 14, 2020

Activity	Proposed Date (month/year)*	Revised Date (month/year)*	Completed Date (month/year)*
<b>SITE</b>			
Option/Contract executed			Oct 5, 2018
Site Acquisition	Aug 27 2020		
Zoning Approval			Sept 5, 2019
Site Analysis			Dec 5, 2018
Building Permits & Fees	April 27, 2020		Dec 4, 2019*
Off-Site Improvements	Aug 28, 2020		
<b>PRE-DEVELOPMENT</b>			
Plans Completed	April 2, 2020		
Final Bids	July 7, 2020		
Contractor Selected			November 2019
<b>FINANCING</b>			
<b>Construction Loan:</b>			
Proposal	April 13, 2020		
Firm Commitment	May 5, 2020		
Closing/Funding of Loan	Aug 27, 2020		
<b>Permanent Loan:</b>			
Proposal	April 13, 2020		
Firm Commitment	June 5, 2020		
Closing/Funding of Loan	Feb 1, 2022		
<b>DEVELOPMENT</b>			
Syndication/Partnership Agreement (LIHTC)	Aug 27, 2020		
Construction Begins	Aug 28, 2020		
Construction Completed	Oct 1, 2021		
Certificate of Occupancy	Oct 1, 2021		
<b>MARKETING</b>			
Lease Up Begins	Aug 1, 2021		
Lease Up Completed	Jan 1, 2022		
Absorption (units per month)	33.33 units	*Submitted Permit Set to County	



# Good Shepherd Village New Construction Narrative

## Concept endorsement

### Project Overview

*Provide a general overview of the proposed project, including the requested amount of bond funding from Metro, the size of the site and its ownership status, any existing buildings and their current/past use, and high level financing structure for the project.*

In 2012, the Brockamp Family donated 11 acres in Happy Valley to Catholic Charities of Oregon (CCO) with the intent that the land would be developed as affordable housing. The \$18,330,000 requested from Metro provides a great opportunity to fulfill this dream. The property offers a beautiful four-acre natural area in the northeast part of the site, focusing development to approximately seven acres. As the affordable housing arm of CCO, Caritas Community Housing Corporation plans to develop 141 affordable units on the property, referred to as Good Shepherd Village (Good Shepherd Village LLC is also the name of the entity created by CCO to hold this real estate asset), which will be the first Affordable Housing development in the City of Happy Valley. The property currently holds one single-family home utilized by the Brockamp Family, which will be removed as part of the development (the Brockamp Family will have a designated unit in the new development, in addition to the noted 141 affordable units).

The project meets Clackamas County’s financing priorities through efficient and appropriate use of funds by leveraging Bond sources with significant 4% LIHTC equity, private financing and grants, OHCS Multifamily Energy Program grants, donated land, as well as city development bonuses and fee waivers. Further, while the developer fee is within OHCS and Bond guidelines to maximize eligible LIHTC basis and equity, a significant portion will be contributed back to the development sources in the form of a Sponsor Loan contribution.

### Preliminary Development Program

*Describe the planned development program including but not limited to number, size, and affordability of units; non-residential space, parking, and amenities; and total square footage.*

*Complete the below table summarizing unit breakdown. Add/delete rows as needed.* Caritas Community Housing Corporation plans to develop 141 affordable units on the property. The three-bedroom units and several of the two-bedroom units will be focused in two smaller, three-story buildings each surrounding a small courtyard. A third, four-story building will house all of the studios, one-bedrooms, and remaining two-bedrooms, as well as secure bike parking, laundry facilities, a community room, and office space for resident and supportive services. In total, the buildings are expected to be 127,610 SF, with 24,500 SF of open space/common area. There will be no non-residential areas within

the development – all common areas and office spaces will support residents. The site will include on-site parking (both off-street and on-street) and outdoor gathering and play areas. The design incorporates trauma-informed design principles, universal design, and sustainable design elements that will meet Earth Advantage Certification goals.

Unit size (no. of bedrooms)	No. of units	AMI %	PBVs	Square feet/unit	Gross monthly rent/unit
Studio	8	30%	8	400	\$483
Studio	4	60%	0	400	\$967
1-bed	22	30%	12	550	\$518
1-bed	28	60%	0	550	\$1036
2-bed	19	30%	5	850	\$621
2-bed	41	60%	0	850	\$1243
3-bed	9	30%	5	1080	\$718
3-bed	10	60%	0	1080	\$1437
Brockamp Unit	1	N/A	0	1080	\$0
<b>Total</b>	<b>142</b>		<b>30</b>		

### Background

*Describe the process and timeline for how project was selected through a local funding process, and how the site was selected or acquired for affordable housing development. Provide an overview of due diligence and predevelopment completed to date.*

Catholic Charities of Oregon (CCO) received the project site, located at 12596 SE 162nd Avenue, Happy Valley, OR 97086, as a donation in 2012 from the Brockamp Family and created Good Shepherd Village LLC as the entity to hold this real estate asset. As the housing arm of CCO, Caritas Community Housing Corporation will be the sponsor and developer of the project. The attached Bill of Sale and Bargain and Sale Deed reflect this.

Although the site will require a rezone in order to develop the proposed project, the new zone is consistent with the city’s Comprehensive Plan for the property. To date, the development team has already held a Pre-Application meeting with the City of Happy Valley and had a follow-up meeting with City Planners to discuss timeline and process related to the required rezone in anticipation of this funding application. The attached letter from the Planning Manager, Joseph Briglio, outlines the process and timeline for the rezone and expresses alignment with the proposed new zone with City plans. The team has an existing site survey that we plan to update after award and have also reviewed and discussed relevant design standards for the City of Happy Valley which are considered in the proposal.

Additionally, with the assistance of our planning consultant, OTAK, and development consultant, HDC, we have done a preliminary review of the National Wetlands Inventory and Local Wetlands Inventory, and received input from a civil engineer water, sanitary, and grading of the site.

Lastly, the team has started to procure proposals for additional due diligence and pre-development activity in anticipation of a funding award.

### Location and Neighborhood [word limit: 100]

Describe the project location and surrounding zoning, land uses and activities. Describe any nearby services or community amenities, including schools or employment centers, grocery stores or farmer's markets, natural areas or parks. Describe walking distance and accessibility (e.g., sidewalks, signalized crossings) to nearby transit stations, and the existing/planned level and type of transit service (e.g., frequent service bus, MAX, etc.).

Provide an aerial map with key transit and amenity features labeled, along with the site location.

Immediately adjacent lots are all mixed-use residential in the Rock Creek Area Comprehensive Plan designations, with a current zoning a mix low-density (R-10) up to high-density residential (MUR-A). Adjacent uses are residential (mix of single-family and several new planned developments with a mix of single- and multi-family development). The proximity map below provides an overview of some of the nearby amenities and services, including:

- » **Public Transit:** within ¼ mile and less than 1 mile
- » **Grocery and Drug Store:** two grocery stores and a pharmacy within ¼ mile.
- » **Medical Services and Library:** Providence Clinic within ½ mile and Public Library within 1 mile.
- » **Public Schools:** two public elementary schools within 1 mile.
- » **Parks and Recreation Areas:** multiple parks and recreation areas for public access within ¼ mile of the site

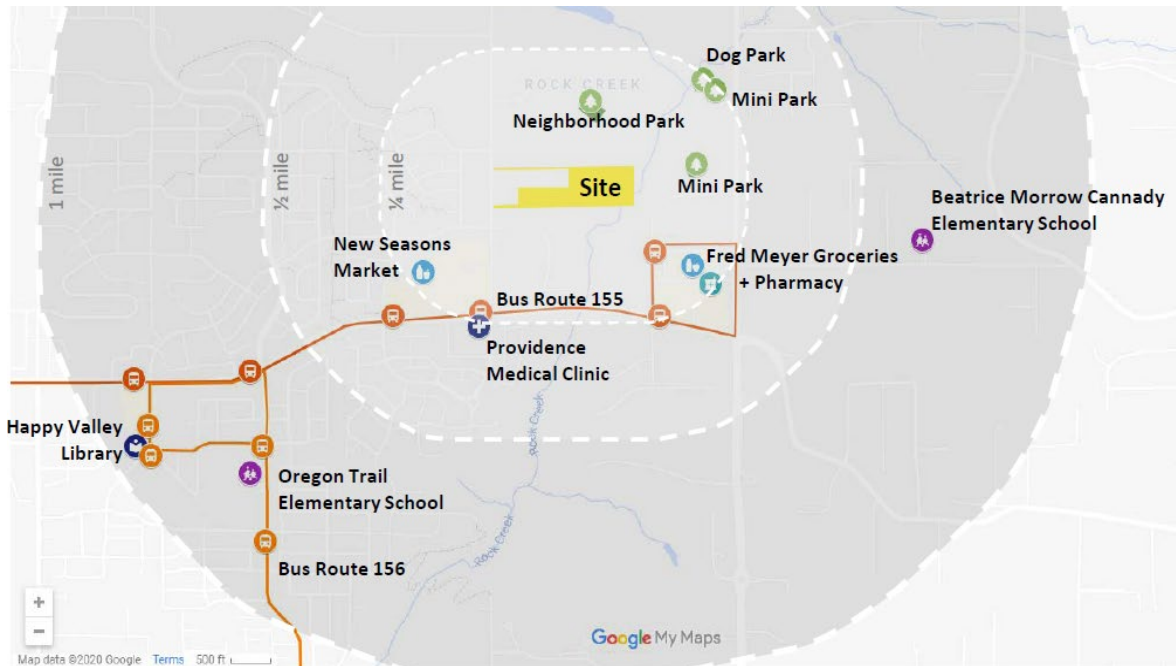


Figure 1: Site Location and Proximity Map



**Site [word limit: 300]**

*Describe key elements of the site including size, number of tax lots, site control/ownership, appraisal, and zoning. If the site includes existing buildings, provide an overview of the year they were built, past/current use, and future plans as part of the project.*

Catholic Charities of Oregon (CCO) received the 11 acre project site, located at 12596 SE 162nd Avenue, Happy Valley, OR 97086, (tax lot 23E06BB00300) as a donation in 2012 from the Brockamp Family. CCO created Good Shepherd Village LLC as the entity to hold this real estate asset. As the housing arm of CCO, Caritas Community Housing Corporation will be the sponsor and developer of the project. The attached Bill of Sale and Bargain and Sale Deed reflect this.

Although the site will require a rezone in order to develop the proposed project, the new zone is consistent with the city's Comprehensive Plan for the property. The attached letter from the Planning Manager, Joseph Briglio, outlines the process and timeline for the rezone and expresses alignment with the proposed new zone with City plans. The site currently holds a single-family home that will be removed ahead of construction of the proposed project. The home currently is used by the Brockamp Family, and per the agreement with the family, the new development will provide one unit for use by the family.

**Project Financing**

*Describe the estimated total development cost, cost per unit and cost per gross square foot. Provide a table summarizing planned sources and uses of funding. Summarize funding contributions and any local incentives or policies benefiting the project (e.g., SDC waiver, property tax abatement, density bonus, reduced parking requirements, etc.)*

Total Development Cost: \$53,902,667

Cost Per Unit: \$379,596

Cost per gross SF: \$422.40

*See attached Pro Forma for sources and uses*

The project meets Metro financing priorities through efficient and appropriate use of funds by leveraging Bond sources with significant 4% LIHTC equity, private financing and grants, OHCS Multifamily Energy Program grants, donated land, as well as city development bonuses and fee waivers (parking is expected to meet City of Happy Valley codes and we have prioritized other development bonuses which have greater potential impact to the development costs).

**Development Team**

*Describe the development team including the developer, general contractor, architect, and other key partners, and their relevant experience, respectively. If some members of the team are not yet selected as of the concept endorsement, this information can be added at the final approval step.*

### Caritas Housing + Catholic Charities of Oregon

As the housing arm of Catholic Charities of Oregon (CCO), Caritas Housing began working in 1998 to acquire, develop, rehabilitate, and manage permanent affordable housing for those in need of a home across the state. This now includes over 800 units of affordable housing across 20 properties statewide and nearly 200 units within Clackamas County. CCO also has a great breadth of direct service experience. In addition to providing services to residents at Good Shepherd once completed, we have the benefit of having housing and homeless services staff as well as residents, clients, and program graduates available to provide input on the project throughout the design and development process in order to ensure residents needs are thoughtfully considered and integrated all along the way.

Caritas' Housing Team has decades of collective affordable housing development and management experience in addition to backgrounds in construction management, design, and city planning. Caritas has successfully acquired, developed, and operated properties using a wide variety of affordable housing finance sources, including (but not limited to): LIHTC, HOME, CDBG, USDA Rural Development financing, HUD Section 811, and more. Additionally, Caritas has experience developing and operating properties utilizing referrals from Coordinated Access programs in Clackamas County and elsewhere, and with rent subsidy programs, including tenant- and project-based Section 8, VASH, and USDA Rural Development.

### Housing Development Center

Caritas has partnered with the Housing Development Center (HDC) to provide support throughout the project, starting with feasibility analysis in 2017, continuing through financing, construction, and lease up. HDC has been providing technical expertise to affordable housing developers since 1993 – helping create and preserve over 7,000 affordable homes since then, including Caritas' recent rehabilitation and expansion of the Molalla Gardens property.

### MWA Architects

MWA brings over 30 years of experience and strong expertise in multi-family affordable housing design. The project team has a strong people-first focus in their designs, with experience working on affordable housing developments in jurisdictions across the Pacific Northwest. Flexibility in design is a critical component to exploring the feasibility and programming of a project. MWA's experience navigating project variables through a variety of affordable housing projects gives them a solid base of knowledge related to design, materials, maintenance, and durability and the appropriate balance between each of these.

### WALSH Construction

Formed in Portland in 1961 and incorporated in 1974, WALSH has earned a solid reputation based on fair business practices, safety, teamwork and cooperative problem-solving. Through 58+ years of experience with wood-frame construction, WALSH has determined how systems, materials and construction practices can provide a high degree of value to building owners, specifically non-profit organizations providing housing for low-income residents. Proper construction and diligent communication, with attention to details, are critical. Throughout their history, WALSH has partnered with local organizations to build and

renovate affordable housing in the Pacific Northwest. Their affordable housing experience covers a wide range of project types and locations throughout Oregon and Washington. WALSH is passionate about affordable housing - having built over 30,000 units in partnership with over 35 different non-profit housing organizations throughout the Northwest. WALSH has experience with, and is prepared to meet, the requirements specific to LIHTC, Bond, and other types of funding, as well as prevailing wage requirements anticipated for this project. Their extensive experience working on projects through LIHTC and other State and Federal tax credit programs allows for strategic collaboration with the rest of the project team to efficiently utilize state and federal credits.

### Quantum Residential

Quantum Residential has been managing affordable communities throughout Oregon for 30 years. Quantum currently works with 6 different housing authorities (including HACC and Home Forward) and numerous non-profits which encompass a broad spectrum of affordable programs. This includes but is not limited to local funding, PBV subsidy, and LIHTC.

Quantum's experience also includes over 20 years managing properties with Permanent Supportive Housing units, as well as over 30 years of experience of managing properties with multiple layers of funding and compliance requirements.

### Community Engagement

*Please summarize community engagement to inform project outcomes to support the needs of future residents. This could include engagement conducted previously by the LIP or developer to shape the goals of a NOFA or vision for a project. It could also include plans for further engagement to inform the design or programming of the project to meet the needs of historically marginalized community members.*

*Note: Outreach strategies for affirmative marketing and COBID participation should be described in the following section under "advancing racial equity." This section is focused on engagement to inform the goals, vision, design, or programming of the project.*

Caritas greatly values incorporating engagement and input from the community as well as populations that reflect the intended residents of a development. As such, this will be a key step as the project progresses and as we refine the site plan and unit and building designs. Already, the unit mix, amenities, services, and target populations have been informed by feedback from residents and management of Caritas' existing properties and from our ongoing partnership with El Programa Hispano. Caritas' existing properties, including Molalla Gardens and Sandy Vista (both in Clackamas County) include populations that are similar in income, family composition, and cultural background to target populations for Good Shepherd Village. In addition, Caritas has an existing referral agreement with El Programa Hispano at Molalla Gardens and other properties for survivors of Domestic Violence, which has also helped inform project plans at Good Shepherd Village.

Additionally, we are actively working with Portland State University students from the Masters' of Urban and Regional Planning program on a project which includes engagement with current Caritas Housing residents, program graduates, and others that

represent the populations that we plan to serve through this development. Their findings will provide a strong foundation for future refinement of the design.

For further outreach, we plan to coordinate with Catholic Charities' service programs and our culturally-specific project partners such as APANO and El Programa Hispano to conduct outreach and engagement specific to the design of this project. This will include at least one event/meeting for the design team to collect input and feedback on the design of the project.

We also plan to engage the surrounding community and neighbors early on for this development. This will include at least one open house for community members to learn about the project and provide feedback that will be incorporated as the project progresses. Examples of this on other Caritas projects have included door-to-door outreach with adjacent neighbors to raise awareness of Caritas/Catholic Charities and the planned project as well as related opportunities for input, open houses, small-group meetings with neighborhood groups and stakeholders to discuss specific topics, and regular updates via e-mail. Thus far, we have had several meetings with City Planners to understand both City requirements as well as learn about feedback from the nearby community for similar projects. This feedback from the community has been strongly considered in the early conceptual design presented in this application.

### **Advancing Racial Equity**

*Summarize how the project will address strategies and policies for advancing racial equity, as described in your local implementation plan. Be sure to include:*

- *How the project location reflects considerations related to racial equity (e.g., geographic distribution of affordable housing, access to opportunity, strategies to address racial segregation, and strategies to prevent displacement and stabilize communities)*
- *Fair housing strategies to eliminate barriers to housing access for communities of color and other historically marginalized groups (e.g., fair housing marketing strategies, community partnerships, low barrier screening, etc.)*
- *Strategies to include economic opportunities for people of color (e.g., MWESB/COBID participation and workforce diversity)*

Catholic Charities of Oregon is called by a tradition of social justice to the work of equity and inclusion. CCO, inclusive of Caritas Housing, works to advance equity for immigrants, refugees, and people who are homeless and vulnerable, with a special emphasis on those who are not served by other providers. Good Shepherd Village will serve target populations with a broad range of needs based on our analysis of people living and/or working in Happy Valley. Priority populations include Communities of Color, particularly Asian and Hispanic/Latino households; Low- and extremely low-income households, including households who have experienced or are at risk of homelessness; Seniors; Veterans; and Families.

As with the region and state, Communities of Color are more likely than their white counterparts to experience poverty and homelessness. While the Clackamas County Housing Needs Analysis notes, "Happy Valley... [is] more racially diverse... compared to the State and County average," including an Asian population which represents just over 18% of the

overall population in Happy Valley, more than 50% of people experiencing poverty in Happy Valley are Asian. Further, nearly 6% of Happy Valley's population identifies as mixed-race (two or more races) and nearly 5% identify as Hispanic or Latino, the second largest Community of Color experiencing poverty. We have focused our partnerships to complement Caritas/Catholic Charities' areas of expertise and to align with the areas of need. This includes partnerships with Asian Pacific American Network of Oregon (APANO) and El Programa Hispano for outreach and engagement, lease-up, and services for residents. In addition to this, Good Shepherd Village will be the first Affordable Housing development within the City of Happy Valley, providing an important first step in providing affordable housing in an area that desperately needs it, while also creating an opportunity to provide stable housing in an amenity rich area for those that are most often displaced at a more rapid rate.

The Property Manager for Good Shepherd Village, Quantum Residential, brings over 30 years of experience managing properties, many of which focus on the priority populations for Good Shepherd Village. It is standard practice at Caritas' properties to conduct low-barrier screening in order to minimize challenges to access affordable housing. This baseline goal is adjusted to be appropriate for the target populations for each property. We know Communities of Color experience a vast array of barriers to accessing housing, including high and numerous rental application fees, lack of Social Security Numbers (SSN)/Cards, and/or limited rental and credit history, especially for new immigrants. While the screening criteria will not be formalized until after funding is committed, we will work closely with Quantum to be responsive to these types of barriers while acknowledging the important element of setting a clear and consistently applied policy to override the screening criteria. For example, criteria areas that will be assessed for the override policy include rental and criminal history reviews as well as income-to-rent requirements. Additionally, credit score minimums are never a factor in our lease-up processes, we are able to accept alternative forms of identification besides SSN, and as we have at other properties, we will work with partners to establish application fee assistance for their clients and referrals. We will also invite input from our project partners on ways to make screening criteria and leasing processes more approachable and responsive to Communities of Color and the barriers they face. Quantum also values reaching communities that historically have experienced barriers to accessing housing such as Communities of Color. This expertise will be key in our marketing and lease-up plan, as well as in ongoing management of the property. Quantum is committed to attaining these goals through the following:

- Working with resident services to help facilitate a farther and broader reach.
- Working with local culturally-specific organizations, including El Programa Hispano and APANO
- Working with the local VA and DHS offices for marketing and lease-up

In addition to Caritas' partnership with El Programa Hispano, APANO, the VA, and DHS for engagement and lease-up activities, we anticipate leveraging partnerships with local parishes for additional outreach to target communities. In particular, Our Lady of Lavang Parish has a predominantly Vietnamese congregation and is preparing to relocate from their current Portland property to the former site of the New Hope Community Church in Happy Valley, close to the Good Shepherd Village property.

Caritas has a firm commitment to supporting historically marginalized communities through our projects – this includes the workforce that is a part of making a concept become reality. We encourage our entire team to take seriously the goals of supporting minority- and women-owned businesses as well as emerging small businesses, as well as supporting and promoting a diverse workforce in their own industries and teams whenever possible. This is reflected in the successful outcomes from the St. Francis Park Apartments, which had the same project team as Good Shepherd Village – MWA Architects, WALSH, and Caritas/Catholic Charities. The project met or exceeded all workforce and MWESB/COBID goals and we are excited to apply these successes and lessons to Good Shepherd Village. While we expect differences between Good Shepherd Village and St. Francis Park Apartments due to the location, project scope, and associated subcontracting details, we are confident that we will meet all of the NOFA’s workforce and contracting equity goals, and we are committed to continuing to build partnerships and strategies that will allow us to exceed the targets. We already expect to surpass COBID-certified participation for professional services and are currently projecting to obtain at least a 25% participation rate. For COBID-certified subcontractor participation, WALSH anticipates several opportunities to increase participation beyond the NOFA goals, thanks to the mix in scale of buildings (with two smaller-scale 18-unit buildings and one larger 106 unit building), as well as the variety of site work that will need to occur on the large site, amongst other opportunities. Additionally, the team is committed to working with the local workforce board, Clackamas Workforce Partnership, to set local workforce goals and commitments.

### **Partnerships and Services**

*Provide information about plans and partnerships for ongoing operations, including property management partner(s) or service providers. Describe strategies for aligning culturally specific programming or services to meet the needs of future residents.*

Caritas and Catholic Charities approach resident services differently at each of our properties according to the population, geography, and other needs of each property’s residents. As noted above, we plan to have a particular focus on reaching the Asian and Hispanic/Latino communities for this property as well as Seniors, Veterans, and people that have experienced homelessness. The RSC for the property will similarly focus on providing services that are reflective of these communities’ needs. Caritas also works closely with property management to hire on-site staff who are representative of and/or can connect with the resident population. Although the exact services will be refined and adjusted based on actual resident needs, examples from other properties with a similar mix of priority populations include:

- **Immigrant and Refugee Communities:** English language classes have been particularly beneficial for residents of properties where English is not residents’ first language -- especially for immigrant and refugee parents whose children are learning English in school, but the parents would not otherwise have access to language classes. In addition, Cultural Orientation classes, part of the CCO’s Refugee Services program, will be available to residents and are designed to introduce newly arriving refugees and others to everything American - from how to get a library card to coping with the depression related to culture shock. CCO’s Immigration Legal Services have hosted “Know Your Rights” workshops on-site for

other Caritas properties, something that was particularly beneficial recently as residents feared ICE sweeps targeting communities with large Hispanic/Latino populations. These would also be hosted at Good Shepherd Village as needed. (similar Caritas properties: Sandy Vista, Kateri Park, Esperanza Court)

We have also partnered with El Programa Hispano and Asian Pacific American Network of Oregon (APANO) to be culturally responsive resources for residents, both during development and after completion.

- **Seniors/People with Disabilities and Veterans:** Resources and support for independent living, organizing trips and transportation, and assistance with planning for changes in health or living needs, healthcare access/navigation and wellness checks. Additional services for these populations are anticipated to be provided by DHS and the VA in Clackamas County. See attached Letters of Support. (similar Caritas properties: Cedar Park Gardens, Caritas Plaza, Caritas Villa, Sacred Heart Villa)
- **Previously Homeless and/or extremely low-income:** Services ensure that residents maintain stable housing, connect them employment and benefit assistance, and facilitate connections with food pantries or health care (including hosting health screenings and/or food pantries at the property) (similar Caritas properties: Kateri Park, St. Francis Park, Kenton Women’s Village)  
For Permanent Supportive Housing units, we will provide services utilizing a Housing First model with assertive engagement, trauma-informed care, and a strengths-based approach to case management.

**Anticipated Timeline**

*Describe the anticipated timeline and milestones for the project, including developer or contractor selection, concept endorsement, due diligence, final approval, closing, construction, and lease up – as well as any timelines related to community or elected body engagement.*

*See attached Development Timeline*



## Maple Apartments New Construction Narrative

### Concept endorsement

#### **Project Overview**

*Provide a general overview of the proposed project, including the requested amount of bond funding from Metro, the size of the site and its ownership status, any existing buildings and their current/past use, and high level financing structure for the project.*

A partnership between Community Development Partners and Hacienda CDC, Maple is a new construction, multi-building complex set around a gracious central green space that will be designed as a publicly accessible park. Located minutes from the Clackamas Community College campus in Oregon City, the 5-acre site rests on a hillside abutting a quiet residential neighborhood to the east and overlooking retail and commercial amenities to the west.

Designed with agricultural worker, immigrant, and low-income Oregon City families in mind, all units are a mix of 1-, 2-, 3- and 4-bedrooms, with 75% being two-bedrooms and larger, in 3-story walk-up buildings of Type V construction. Buildings are envisioned to be approximately 35'-40' tall with pitched roofs.

The site design will support a series of amenities within a park-like setting, preserving several clusters of existing mature trees. Site amenities include community garden space, walking paths, children's play areas, outdoor picnic/BBQ areas, and 174 surface parking spaces. The project also includes a community room with spaces for a movie/game room, book share library, computer stations, a demonstration kitchen area for events/classes.

The project is also intended to provide housing and wrap around services for Oregon City's homeless and at-risk residents. 42% of Maple's units are set aside for individuals and families making 30% or below the area median income. Additionally, 12 units are set aside for agricultural workers and their families through an award of Agriculture Workforce Housing Tax Credits.

Through a partnership with Northwest Housing Alternatives (NHA), Maple will also set aside 9 units for individuals and families transitioning out of homelessness. These units will include support services through NHA in addition to services provided by Hacienda's Youth and Family Services division.

The project will be managed by Guardian Real Estate Services and resident services will be led by Hacienda Youth and Family Services.

Maple has received LOIs from Key Bank to provide permanent debt and R4 Capital to provide tax credit equity.



**Preliminary Development Program**

*Describe the planned development program including but not limited to number, size, and affordability of units; non-residential space, parking, and amenities; and total square footage.*

*Complete the below table summarizing unit breakdown. Add/delete rows as needed.*

Unit size (no. of bedrooms)	No. of units	AMI %	PBVs	Square feet/unit	Gross monthly rent/unit
1	24	30%	24	549	\$495
1	18	60%		549	\$990
2	29	30%	29	796	\$594
2	25	60%		796	\$1,188
3	17	30%	17	1,027	\$686
3	49	60%		1,027	\$1,371
4	9	60%		1,300	\$1,530
Total	171		70		

Site amenities include community garden space, walking paths, children’s play areas, outdoor picnic/BBQ areas, and 174 surface parking spaces. The project also includes a community room with spaces for a movie/game room, book share library, computer stations, a demonstration kitchen area for events/classes.

**Background**

*Describe the process and timeline for how project was selected through a local funding process, and how the site was selected or acquired for affordable housing development. Provide an overview of due diligence and predevelopment completed to date.*

CDP has been looking to provide more affordable housing in Clackamas County, so we were ecstatic at the opportunity to compete for funding through the Housing Authority of Clackamas County’s Metro Bond NOFA when it was released in January. Once the application was released, we focused on two main objectives; finding an attractive piece of land and finding an appropriate development partner.

After doing a detailed analysis on ten available sites in Clackamas County for their suitability and proximity to services and amenities, we settled on the Maple property. In March of this year CDP signed a Purchase and Sale Agreement with the owner. During that time, we also began communications with Hacienda Community Development Corporation, our development partner on a project in Gresham, about being co-developers as well as service providers on the project.

Once these pieces fell into place we reached out and got Letters of Interest from Key Bank to provide permanent debt and R4 Capitol to provide tax credit equity.

To date, CDP has contracted with a construction manager to coordinate the pre-development process, a general contractor to provide pricing estimates, an architect to provide preliminary design, a geotechnical engineer to provide a preliminary soils report, an environmental engineer to provide a Phase I environmental report, surveyors to complete an ALTA survey, a traffic engineer to provide traffic analysis, and a civil engineer to help coordinate civil

engineering, utilities and stormwater development. CDP has also engaged the City of Oregon City in an early assistance meeting.

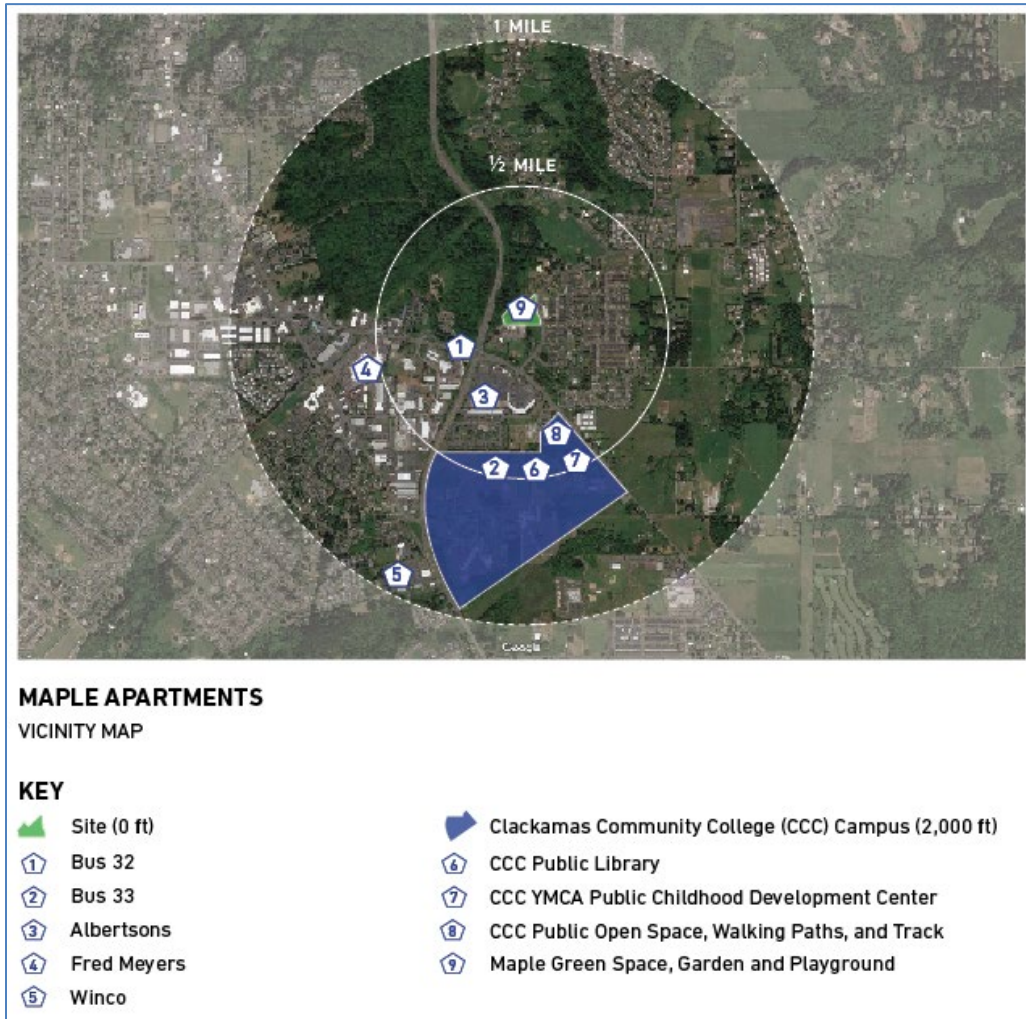
**Location and Neighborhood [word limit: 100]**

*Describe the project location and surrounding zoning, land uses and activities. Describe any nearby services or community amenities, including schools or employment centers, grocery stores or farmer’s markets, natural areas or parks. Describe walking distance and accessibility (e.g., sidewalks, signalized crossings) to nearby transit stations, and the existing/planned level and type of transit service (e.g., frequent service bus, MAX, etc.).*

Zoned Mixed-use Commercial 2, Maple will be tucked off Hwy. 213 and S. Beaver Creek Road, located at the nexus of the Walnut Grove residential neighborhood, an amenity rich commercial district, and Clackamas Community College. The development will include street improvements like sidewalks and streetlamps that will reinforce connection to the adjacent neighborhood and amenities.

Maple is also conveniently located within 3,000 feet of Albertsons and Fred Meyers, and both have pharmacies. Maple is also within 3,500 feet of the #32 and #33 bus lines. Both busses also stop at the CCC campus, located less than a half-mile away.

*Provide an aerial map with site location and key transit and amenity features labeled.*



**Site [word limit: 300]**

*Describe key elements of the site including size, number of tax lots, site control/ownership, appraisal, and zoning. If the site includes existing buildings, provide an overview of the year they were built, past/current use, and future plans as part of the project.*

**Project Financing**

*Describe the estimated total development cost, cost per unit and cost per gross square foot. Provide a table summarizing planned sources and uses of funding. Summarize funding contributions and any local incentives or policies benefiting the project (e.g., SDC waiver, property tax abatement, density bonus, reduced parking requirements, etc.)*

Financial Sources

- 4% LIHTC Equity – \$12,890,152 - we received a LOI from R4 Capital, a national syndicator that we have worked with on other projects. Their equity pricing is \$0.88 which seems in line with the market. We are in an unstable period of time due to the COVID-19 pandemic and there was difficulty in securing LOI's from other investors, many are sitting on the sidelines and not signing up new projects currently. These funds are not competitive.
- Multifamily Energy Program - \$150,000 – we are estimating the potential weatherization funding based on experience across our development portfolio. These funds are not competitive.
- AWHTC Equity - \$862,400 – we have received a funding award of Agricultural Worker Housing Tax Credits from OHCS for Maple. CDP has experience working with OHCS-issued AWHTC.
- Clackamas County Metro Bond – \$15,903,000 - we are requesting Metro Bond funding which equates to \$93,000 per unit.
- Tax Exempt Bond Permanent Loan – \$22,000,000 - we have received a LOI from Key Bank with indicative terms and have incorporated those terms into our underwriting. This is another area of current volatility, but we feel confident in the interest rate provided by Key Bank. The bond issuer is contemplated to be Clackamas County and the funding would not be competitive. There would also be short term construction financing provided by Key Bank, also using Tax Exempt Bonds.
- Deferred Developer Fee - \$1,235,517
- If we are awarded Clackamas County Metro Bonds our project will be fully funded as we have already been awarded competitive AWHTCs and all other sources are not competitive.

Key Financial Assumptions

- Income – rents to be set at 30% AMI and 60% AMI with project based rental assistance (HAP contract) on the 30% AMI units. Income to the project is anticipated to be FMR on the HAP units based on the NOFA guidance. The additional income from the HAP units is being used to support additional permanent debt and to provide robust resident/supportive services.
- Utility Allowances – based on HACC's March 2020 published Utility Allowance Schedule
- Vacancy – 5% which is standard and is acceptable to our lenders and investors.

- Permanent Loan – 35-year amortization, 5% interest rate, 1.20 debt service coverage ratio

Operating Expenses

- Overall - \$6,221 per unit per year is the projected operating expense based on CDP’s, Hacienda’s, and our property management company’s combined portfolio experience. The budget was developed based on input from our collective organizations.
- Resident Services - \$100,000 is budgeted to be able to provide comprehensive resident programming and services through full time staff provided by Hacienda. See resident services plan for more information.
- Case Management - \$65,000 is budgeted for onsite service delivery and referral coordination. Given the high number of 30% AMI units the project will require this budget to ensure the success of the families.
- 

Total Development Cost: \$53,041,069

Cost Per Unit: \$310,181.69

Cost Per GSF: 145,524

<b>Sources</b>		<b>Uses</b>	
4% LIHTC Equity	\$12,890,152	Acquisition Costs	\$3,704,633
Weatherization Funds	\$150,000	Construction Costs	\$32,451,732
Agricultural Worker Housing Tax Credit Equity	\$862,400	Development Costs	\$16,884,704
Clackamas Metro Bond	\$15,903		
Permanent Loan	\$22,000,000		
Deferred Development Fee	\$1,235,517		
<b>Total:</b>	<b>\$53,041,069</b>	<b>Total:</b>	<b>\$53,041,069</b>

Contributions & Local Incentives:

We are requesting a 100% property tax exemption through a partnership with the HACC. We are in discussion with Oregon City on SDC credits for infrastructure costs required at the site.

**Development Team**

*Describe the development team including the developer, general contractor, architect, and other key partners, and their relevant experience, respectively. If some members of the team are not yet selected as of the concept endorsement, this information can be added at the final approval step.*

**Development Team Experience**

Community Development Partners (CDP), Hacienda CDC, and our development, design and construction team members are fully capable of developing this project and staying on

schedule to meet milestones for a successful project. CDP and Hacienda are also partnering on Rockwood 10, a world-class affordable workforce housing project located in the heart of the Rockwood neighborhood in Gresham, Oregon. With nearly 2,000 affordable housing units completed between us, CDP and Hacienda are well-versed in the development of this project type and with this finance structure. CDP's team of finance and construction management staff will lead the development team comprising of: Hacienda CDC, LMC Construction, Salazar Architect, and Portland State University-Center for Public Interest Design (CPID). This team has already established a successful relationship from previous projects.

We are excited to present you with this team. CDP develops affordable housing with a focus on long term community engagement. Combined with Hacienda's expertise in delivering culturally specific programming for Latino, immigrant and communities of color, our team will add diverse and targeted programs unique to this project, its residents and the surrounding community. Salazar and CPID, along with PLACE landscape architects, will continue pushing forward the innovative asset-based community development (ABCD), site design, and building design, while LMC Construction will navigate construction costs and incorporate construction efficiencies.

CDP is currently under construction on Rockwood 10 in Gresham, OR. Though not a Metro Bond project, the two share a similar finance structure. LMC Construction is involved in these projects. Both Salazar and LMC are also the design/contractor partners in another CDP development that is complete for a 103-unit project called Cascadian Terrace in Portland. CPID also partnered on Cascadian Terrace where CPID provided community engagement and outreach to create a design in harmony with the community and its residents. LMC has built over 4,600 units of all project and construction types. Hacienda has developed and maintained over 400 units of affordable housing, where approximately 70% of their residents are Latino. With Hacienda's services and affirmative outreach, we will be able to reach out to a wider network of the Latino population.

To date, site control is already in place in the form of a Purchase and Sale Agreement and site due diligence is underway. CDP has hired Urban Resources Inc. (URI), an experienced construction management firm, to assist on the project and begin site due diligence. CDP and URI are also working together on a similar CDP project in St. Helens, OR.

The team does not see any significant potential barriers for this project. The team has reached out to Oregon City during the application process and has reviewed the City's Housing Needs Analysis, which outlines the need for additional affordable housing. The zoning allows our proposed use, entitlements are in place. The proforma has been thoroughly vetted internally and through our development and financing partners, the Asset Based Community Development and Design work are underway, and we have adequate staffing to successfully execute our proposed project.

This award-winning development team is comprised of experts in their respective fields and collectively, if selected, we are queued up and ready to bring this innovative project to Oregon City.

## **Community Development Partners**

Community Development Partners' (CDP) mission is to develop and operate sustainable, life-enhancing affordable housing with a focus on long-term community engagement. CDP's industry leading, multi-disciplinary team is comprised of real estate development experts who bring diverse backgrounds in affordable, mixed-use and market-rate development. Collectively, the development team has over 60 years of experience working with cities and public agencies to bring new investment into existing neighborhoods. In the relatively short time since the company was formed, CDP has successfully built a portfolio of 24 unique communities comprising over 2,000 units and \$450 million in total development costs.

CDP is a mission-driven Certified B Corporation. B-Corps (or benefit corporations) are a legally recognized entity structure that balances purpose and profit to benefit society.

### **Areas of Expertise:**

*Housing* – providing affordable housing that serves the whole person with exceptional design community engagement, and supportive resident services. While CDP is not organized as a 501c3 we are a mission driven organization (as opposed to profit driven) and the B-Corps certification is a reflection of that. CDP is very focused on post-development lifecycle of each of our communities, believing that the greatest opportunity to impact our resident's lives is through resident services and engagement.

*Affordable Housing Finance* - Since 2012, CDP has successfully built and preserved a portfolio of 24 unique projects using the Low-Income Housing Tax Credit (LIHTC) comprising over 2,000 units and \$485 million in total development costs. We were named a national Top 50 Affordable Housing Developer by Affordable Housing Finance for the third time in 2019. We strive to use affordable housing finance tools effectively to build and preserve more housing in our service areas. In 2019 CDP used new tools available including Income Averaging and Opportunity Zones for 100% affordable housing projects. CDP is also currently participating in a Metro Bond Pilot with Washington County Housing Authority.

*Ecology & Arts* – Our roots in ecology drive both our design decisions and our long-term programming. Through thoughtful design we are striving to integrate sustainability in meaningful ways. Hands-on education and access to fresh, local food are key ways we strive to improve the health of our communities. Art is a critical component of well-being and CDP is a firm believer in the value it provides to our residents. We support the arts community and we partner with creators to bring public art installations, ongoing lifelong learning classes, and cultural richness to our developments.

### **Hacienda Community Development Corp.**

From its inception in 1992, Hacienda has sought to bring economic advancement, health and wellness, and a thriving "Comunidad Viva" – living community – to its low-income residents. Through Hacienda's supportive community building programs – including affordable housing and community benefit commercial buildings, youth and family support, homeownership support, and economic development – Hacienda has greatly improved the lives of its residents, helping children stay in school and families thrive, and continues to strategically transform the neighborhoods they serve.

Areas of Expertise:

*Programs* - Hacienda’s emphasis on education for our residents from birth through adulthood coupled with our asset building and entrepreneurial initiatives is a proven model for success, providing critical support to low-income children and strengthening their family units for the long-term. Hacienda’s core programs are Real Estate Development, Portland Mercado and Entrepreneurship, Youth and Family Services, Resident Services and Economic Opportunity.

*Real Estate Development* - Developing quality, affordable housing is at the core of Hacienda’s mission. Hacienda’s buildings are more than just housing, they are places where families can live and thrive in safe, supportive, community-centered environments. One- to four- bedroom townhomes and apartments are built around community spaces, gardens, and playgrounds. Resident youth and adults have access to on-site community building and asset building programs designed to strengthen the economic, physical, and emotional health of families.

**Development Team Members:**

<b>Position</b>	<b>Contracted Firm</b>	<b>Years of Experience</b>
Owner/Developer	Community Development Partners	9
Co-Owner	Hacienda Community Development Corp.	28
Construction Manager	Urban Resources Inc.	13
Asset Management	Community Development Partners	9
Compliance Manager	Guardian Real Estate Services	36
Architect	Salazar Architect	13
General Contractor	LMC Construction	16

**Community Engagement**

*Please summarize community engagement to inform project outcomes to support the needs of future residents. This could include engagement conducted previously by the LIP or developer to shape the goals of a NOFA or vision for a project. It could also include plans for further engagement to inform the design or programming of the project to meet the needs of historically marginalized community members.*

*Note: Outreach strategies for affirmative marketing and COBID participation should be described in the following section under “advancing racial equity.” This section is focused on engagement to inform the goals, vision, design, or programming of the project.*

CDP, Hacienda CDC, Northwest Housing Alternatives, and The Center for Public Interest Design all have roots and experience working in Clackamas County. We have begun building a coalition of residents and service organizations in Clackamas County and Oregon City, and are excited to deepen our outreach and engagement.

Community outreach and engagement is incorporated in our pre-development planning. The goals of our outreach and engagement effort are to both inform the community of this new housing opportunity and encourage participation in the design and development of the project.

Hacienda has great experience in this process, most recently through their Las Adelitas development in NE Portland where they worked with partner organizations as well as the project architects to host a series of listening sessions and charrettes ensuring the community had a say in everything from paint color to space usage to amenities. These sessions were held in English, Spanish, and Somali to accurately reflect our community language needs. Dinner, childcare, and gift cards were provided to ease barriers to access.

CDP and Hacienda CDC are also working with the Center For Public Interest Design (CPID) during the early design phase of the project. The Center for Public Interest Design is a research and action center at Portland State University that aims to investigate, promote, and engage in inclusive design practices that address the growing needs of underserved communities worldwide. Through research and design, fieldwork, and public outreach, CPID promotes a mode of practice that is socially conscious, environmentally sustainable, and economically accessible to all.

CDP has engaged CPID to lead the asset-based development outreach and research. This research identifies existing resident-serving assets that are in the surrounding community, including culturally specific assets that are often overlooked in more traditional analysis, as well as identifying needs that are not being met by those existing assets. The process involves utilizing PSU Master of Architecture students and CPID staff for on the ground outreach. The PSU-OHSU School of Public Health is also often involved in creating a community health needs assessment. The entire process produces an in depth understanding of the community's assets and needs that will then be utilized to inform the concept and design of CDP's project. The result is a project that has been thoughtfully conceived and that provides the greatest benefit to the community.

The Center for Public Interest Design's dialogue and outreach with stakeholders and service-based organizations, as well as demographic data, provide baseline neighborhood and health characteristics. Spatial analyses generate land-use studies to support sustainable, pedestrian-friendly, and community-informed development. The policy and design recommendations that emerge reveal how community assets may orient a community toward a neighborhood rich in safe and meaningful opportunities for living, working, and gathering in ways that address specific community needs.

CPID will build upon existing relationships and research in Oregon City to create an inclusive process and actionable recommendations toward community impact. While the overall process stays malleable in order to respond to specific needs that emerge in research and discussions with stakeholders, the following milestones provide a road map for how this work will be pursued:

- A study of the demographic, social and economic conditions of the area around the development site, as well as Oregon City in general, to identify and frame the needs and assets assessment that will follow.
- An assessment through interviews, charrettes, and stakeholder meetings of community needs and the assets that could address those needs, with a focus on how these inform the programming and design development of the proposed housing project.



- A proposal of which needs and assets should strategically be considered that respond to the needs identified in the research and community engagement processes.
- Conduct a public meeting with service providers and stakeholders to identify and coordinate possible services and support for the projected community.
- Through conversations and research of Oregon City relevant departments, establish a deep understanding of planning and development goals and activities in the city.
- Provide comprehensive report detailing outcomes to serve this specific housing community, as well as information that can serve Oregon City in future developments.

### **Advancing Racial Equity**

*Summarize how the project will address strategies and policies for advancing racial equity, as described in your local implementation plan. Be sure to include:*

- *How the project location reflects considerations related to racial equity (e.g., geographic distribution of affordable housing, access to opportunity, strategies to address racial segregation, and strategies to prevent displacement and stabilize communities)*
- *Fair housing strategies to eliminate barriers to housing access for communities of color and other historically marginalized groups (e.g., fair housing marketing strategies, community partnerships, low barrier screening, etc.)*
- *Strategies to include economic opportunities for people of color (e.g., MWESB/COBID participation and workforce diversity)*

CDP works to create trust and build relationships with culturally specific organizations like Hacienda CDC, Oregon's largest Latino-led, Latino-serving housing organization, to ensure our projects strengthen households by providing housing and resident services support, economic advancement and educational opportunities. We aim to provide an element of livability, through art, dignity and cultural details that set our developments apart for the residents our communities are designed for, and we can't do that without working closely with our culturally specific partners. And these partnerships go deeper than providing services. By co-owning, we are ensuring a long-term, mutually beneficial relationship where both organizations have a vested interest in the success and happiness of our residents.

Residents come from all walks of life, and we intentionally work to support the intersectionality of low-income residents of Clackamas County, Latinos, agricultural workers, families, and the homeless. According to ACS 2018 1-Year Data, Clackamas County has a total population of 416,075 people. The County has a Latino population (Mexican, Puerto Rican, Cuban or other Hispanic/Latino) of 9%, Black of 1%, Asian of 5%, and Two or more races of 3%. Clackamas County has a median household income of approximately \$81,278; 7% of the population lives below the poverty line.

Based upon the same data source, Oregon City has a population of 36,040 and similar to Clackamas County, Oregon City has a Latino population of almost 7.1%, followed by African Americans at 1.2%, Asians at 1.2%, Indigenous peoples at 1.4% and 3.9% for two or more races/other. 5.1 % of the residents are foreign-born. 7.8% of the households in Oregon City speak a language other than English in their home. 9.9% of residents fall below federal poverty lines. 1

Hacienda CDC is prepared to work closely with the diverse population in Clackamas County, and Oregon City, specifically, to ensure that programming and services are culturally sensitive and responsive to community needs. Hacienda has a proven track record of working closely with underserved populations and removing barriers to access to housing, asset building opportunities, and educational opportunities.

As the construction development progresses, CDP and Hacienda will develop an outreach plan targeting the variety of social services/educational/public health/recreational and other community groups to inform them about our planned housing opportunity.

Throughout the pre-development process, neighborhoods, community groups and other stakeholders will be invited to receive up to date information on the progress of the housing. CDP and Hacienda will also plan to participate in various community events to share information about Hacienda's services and our new housing opportunity. Our plan will start by inviting neighbors and the community to participate in a presentation about The Maple. This presentation will incorporate an interactive design workshop allowing neighbors and the community to share their concerns, comments, and ideas. This involvement has been effective, based on our experience, and will help our development team design a project that will holistically address community concerns, and ultimately gain their support and excitement for the housing created. Our outreach strategies will also place emphasis on connecting with local organizations such as Clackamas County, OSU Extension, Clackamas Women's Services, Love Inc., Unite Oregon, and Northwest Family Services to share information about this new housing opportunity and who to contact for more information. Further, we will connect with existing trusted organizations serving communities of color. Hacienda has an existing property in Molalla that serves farmworkers and their families. Through our years of service in Molalla we have been fortunate to build relationships with these organizations and look forward to deepening our connection in Clackamas County.

Some households applying for our affordable housing will have problems with language barriers, poor credit, or recent evictions, primarily for non-payment of rent, and low incomes. Hacienda Resident Services staff will work closely with the property management firm to provide culturally specific language services and establish low-barrier screening criteria which allows for some flexibility in the application decision. In some cases, residents with prior evictions for non-payment of rent will be offered options on how to mitigate their past rental history. Options include payment of a security deposit, agreement to participate in financial fitness training, participation in case management services or other support services, depending upon the barriers identified for the family and an evaluation of the applicant's eligibility to obtain any public assistance. Hacienda's Youth and Family Services Resident Advocate will be the primary point of contact for each resident selected for Housing at the Maple apartments.

CDP commits to advancing equity in contracting across all our projects, and we have committed to achieving at least 20% MWESB participation across all our projects. We are confident Maple can exceed this contracting goal. CDP's good faith effort will include utilizing online resources such as COBID Certification Directory, contacting previously contracted MWESB for current opportunities, networking with current and previous consultants in search

of MWESB firms, and attending MWESB trade shows such as Metropolitan Contractor Improvement Partnership (MCIP) and OAME’s annual lunch to stay abreast of MWESB news.

CDP has enlisted the services of Salazar Architect on Maple. Salazar is a registered MBE, DBE and ESB with the State of Oregon. CDP and Salazar have worked together previously on Cascadian Terrace, where they achieved 90.6% MWESB participation within the A/E team.

CDP recognizes that one of the greatest opportunities to engage in meaningful equity is during the economically intensive work of building our projects. The construction of Maple will be performed by LMC Construction. LMC and CDP have been working together on numerous projects over the past several years. We have been impressed by LMC’s commitment to engaging the minority subcontracting community by engaging, mentoring, and fostering growth at a wide, local level.

LMC will maximum their MWESB participation target of greater than 20% by; providing pre-bid outreach to the community to prepare them for the upcoming bid opportunities, partnering with local membership groups, utilize their network of qualified DMWESB and Section 3 firms that have experience in similar work, creating opportunities for sub-tier contracts by teaming up smaller contracting firms with larger ones, provide cash flow assistance through an expedited payment process, and by partnering with community groups and participating in community events to increase awareness of this project. LMC’s projects completed in 2018 show between a 29% and 48% participation rate, up from 2017 which included a range of 25% to 45%.

We have included LMC’s Diversity Plan in the Appendix. The plan describes LMC Construction’s strong commitment to diversity as it relates to their operations as a General Contractor. The Plan outlines specific procedures aimed at ensuring equal opportunity, as well as diversity in employment, contracting, operations and community relations. The Plan also emphasizes their commitment to diversity as it relates to their employees, vendors, business partners, and community.

**Partnerships and Services**

*Provide information about plans and partnerships for ongoing operations, including property management partner(s) or service providers. Describe strategies for aligning culturally specific programming or services to meet the needs of future residents.*

<b>Key Service Providers</b>	
Hacienda Youth and Family Services	Lead Service Provider
Northwest Housing Alternatives	Homeless and Recently Homeless Service Provider
Guardian Real Estate Services	Property Management

CDP and Hacienda have designed Maple to house and support several high barrier groups. More details can be found in our service MOU and AWHTC reservation letter.

*Agricultural Workers Set Aside* - CDP applied and received an estimated \$862,400 equity from AWHTCs to set aside 12 units for agricultural workers and their families. Maple will provide year-round, off-farm, permanent housing with programmatic elements designed with

farmworkers in mind—unit sizes for large families, outdoor/garden spaces, and programming through Hacienda Youth and Family Services

*Field Laborers Affirmative Marketing Strategy* - Hacienda will target 31 units for field laborers and their families. Similar to agricultural workers, but not included as part of the AWHTC award, synergies include year-round, off-farm, permanent housing, outdoor/garden spaces, unit sizes for large families, and programming through Hacienda Youth and Family Services. Funding for services targeted to field laborers and their families will come out of Maple's \$165,000 annual resident services and case management operating budgets.

*Families at or below 30% AMI* - Our team, supported by Hacienda Youth and Family Services and Northwest Housing Alternatives, is asking HACC for 70 PBVs to house 70 of Clackamas Counties most vulnerable families at Maple.

*Permanent Housing for Homeless Households* - CDP and Hacienda are partnering with Northwest Housing Alternatives' (NHA) Home Base program to set aside 9 units as permanent housing for homeless households. Please refer to our Support Services Plan and our MOU with NHA for more details.

*Project-based Section 8 Voucher* - Maple is designed to provide a home to those who have barriers such as adverse credit, rental and legal histories, and have struggled finding housing elsewhere. To achieve this, we have set aside 70 units to serve households at 30% AMI. To ensure we can meet this goal sustainably for decades to come, we are asking HACC for 70 project-based Section 8 vouchers and a PBV HAP contract term of 20 years.

Details on the requested rent to owner are included in the Excel portion of this application. Requests are in line with the HACC Voucher Payment Standards. Maple is located in an eligible census track.

### **Hacienda Youth and Family Services**

Hacienda CDC's Youth and Family Services department has provided community programming to residents of their housing since 1992. Hacienda is continuously developing Equity, Diversity and Inclusion best practices, and staff is trained on federal fair housing regulations to ensure all people being served in our communities are being treated in a manner consistent with our values. Hacienda prides itself on being flexible in our programming and responsive to community needs. Hacienda is in the process of building relationships with other community organizations and will be adept at navigating resources and community services available in the area to leverage the existing neighborhood assets and will strive to fill gaps where services are lacking.

Hacienda CDC has over 26 years of experience providing culturally specific services and engaging our communities in meaningful ways. We believe firmly in the value of culturally specific services which eliminate structural, cultural, and linguistic barriers and foster a sense of safety, understanding and belonging for residents and program participants. These practices ultimately lead to better outcomes for clients such as increased housing and family stability as well as increased social capital. 99% of Hacienda's direct services staff are bilingual and bicultural, with invaluable lived experience, who have been well-trained in best practices of trauma-informed care. We also believe firmly in providing multiple forms and opportunities

for meaningful community engagement to build trust and demonstrate a commitment to quality program improvements.

We are committed to ongoing learning when providing services to populations outside of the Latino community. Hacienda recognizes that we cannot provide culturally specific services to every population nor should we. Because of this, we have a long history of formally partnering with organizations who match the population we're serving. For example, we look to our partners at IRCO for guidance and to provide workshops grounded in Somali and East African traditions, practices and norms at our properties in NE Portland where we have a larger Somali population. Other culturally specific organizations we partner with include Portland Community Reinvestment Initiatives and Native American Youth and Family Center.

### Target Population

The target population proposed for Maple will be low income families earning an average income of 60% of Area Median Income (AMI). Forty-three units will be targeted to families earning less than 30% AMI. In addition, 12 units will be set aside for Agricultural Workers and 9 homeless households. We also anticipate a culturally diverse population will be serviced. Based on Clackamas County's 2010 census population data, the community is currently 88% White, 8.5% Hispanic or Latino, 4.2% Asian, 0.9% Black or African American, 0.8% Indigenous peoples, 0.3% Pacific Islander, 2.0% from other races, and 3.8% from two or more races.

Given this population mix, Hacienda anticipates serving primarily low income white and Latino families as well as Asian, Black, and folks who identify as having multiple races/ethnicities in this proposal. Many of the Latino communities we anticipate serving will be immigrants challenged by language and cultural obstacles, which we are uniquely positioned to serve. Hacienda will concentrate its programmatic outreach to ensure Asian, Black/African American and our Indigenous people are welcomed.

With such a diverse tenant population there are many culturally specific needs that must be addressed including language, legal and living habits. Hacienda's Youth and Family Services are all bilingual and has diverse and highly skilled staff trained in working with diverse populations to address the culturally specific need of each household.

### Marketing and Lease Up

Hacienda CDC will work side by side with CDP and the design team during the pre-development phase to understand community residents and to develop a resident services program that responds to their needs and aspirations. We will reach out to nonprofit, civic and local agencies to create an informed network and once in construction, Hacienda will assist with promoting the housing and our culturally enriched services in Clackamas County. Through this process, we anticipate forming new partnerships with organizations, such as: Clackamas County, CASA, and Hispanic Interagency Networking Team, as well as leveraging existing partnerships in the County like OSU Extension, Clackamas County 4-H, Northwest Family Services, Clackamas Workforce Partnership, Unite Oregon, and the Children's Center.

Hacienda CDC, will work closely with Guardian's property management staff as they begin to accept applications for Maple well in advance of the project's anticipated construction completion. Hacienda's Resident Advocate will be available to prepare each client for

occupancy and arrange for any services the resident will need, including language translation, resolving old debts, short term rental assistance, application fees and deposits, and furnishings. Families may also need connection to behavioral healthcare, physical healthcare and assistance with food, clothing and household furnishings to help each family establish a new home. To begin to assist each household, an individualized assessment will be made in advance of their housing placement to triage their needs, identify resources, and then arrange for coordination of services by Resident Services and other Youth and Family Services staff. Assistance with school enrollment may also be coordinated by Hacienda staff, as needed by the family.

### Resident Services for Children and Families

Hacienda's existing network of services and service partnerships are able to support our community building empowerment model and provide a path for their overall success and development. Hacienda firmly believes that a stable, affordable home is just the first step in creating a supportive architecture that positions families and individuals for success.

### Additional Resident Services

Hacienda's Resident Services Advocates will connect with Oregon City Parks and Recreation department, North Clackamas Parks & Recreation District, Oregon City School District, Clackamas County Public Health Centers, Clackamas Community College, Oregon City Public Libraries, Oregon City Food pantries, property management and other partners connecting residents to resources through referrals and advocacy.

Housing Stabilization through eviction prevention is a large part of this work. Our in-house programming has been very successful in demonstrating positive outcomes for youth and families participating in our programs and has received support over the years from over 30 partners, and many long-time funders.

In 2019 these Youth and Family Services outcomes included:

- 260 students under age 15, assisted with educational support and cultural enrichment services
- 95 children under age 5, received early child development support
- 35 at risk middle school children received academic support, cultural enrichment, service learning opportunities and parent involvement
- 203 residents assist with housing stabilization services, including eviction prevention
- 231 residents attended the National Night Out event

For those residents who are ready to strive for greater economic achievement and independence, Hacienda plans to also offer our Economic Opportunity and Entrepreneurship Services. These program services include:

- Economic Opportunity
- Financial coaching
- Pre-purchase counseling
- Lending circles
- Credit building
- EARN Saver Program - IDAs

- Entrepreneurship

Business coaching and small business development services to current and aspiring entrepreneurs through:

- Bilingual business boot camps.
- One-on-one long-term business advising.
- Monthly advanced business seminars
- 

Hacienda CDC's bilingual Resident Services Advocate will be continuously engaged in educating and collaborating with property management staff about our culturally specific services and methods of implementation. The advocate consistently visits sites and provides their contact information to the tenants along with information about our various programs.

The Advocate shall be notified about any potential lease violation matter and shall receive all adverse notices/actions and reviews them with property management to ensure all actions are unbiased, appropriately documented and meet legal requirements. In addition, the Advocate will engage residents individually or together with property management staff and /or other residents, as appropriate, to ensure all actions meet procedural and legal requirements. The Advocate will also connect the household with any needed resources that will stabilize their housing. These resources may include emergency rental assistance, food pantry, utility assistance, financial fitness class, or a medical or behavioral healthcare referral.

The Director of Youth and Family services, working closely with the Advocate, continuously reviews and evaluates the effectiveness of Hacienda programs and services, along with property management services. They have also recently begun utilizing a new Hacienda database program to further enhance review and evaluation of the resident services program.

### **Northwest Housing Alternatives**

Northwest Housing Alternatives' Annie Ross House is an emergency shelter for families experiencing homelessness in Clackamas County. Founded in 1982, Annie Ross House has been Clackamas County's only emergency shelter for whole families experiencing homelessness for over 35 years. To be eligible to stay at Annie Ross House, households must include at least one adult aged 18 or older and at least one minor aged 17 or younger. Families must be experiencing homelessness with no option for diversion to other housing resources in order to qualify to stay at Annie Ross House. Once enrolled in ARH, families experience an average length of stay of 60 days. Each family works one on one with a case manager from Northwest Housing Alternatives' HomeBase program, setting incremental goals which will lead to placement in stable, permanent, affordable housing. Because each individual family has their own barriers and capacity, goals are individualized in order to ensure effective and long-term stability.

Case management is often coupled with financial assistance, although this varies based on funding availability and the needs of the individual household. Case managers will assist the families with identification of appropriate housing options, applications, appeals of denials if necessary, reasonable accommodations, and the move-in process. In addition to this front-end work, case managers remain in contact with the families they serve for up to 12 months to assess needs on an ongoing basis, ease the transition from homelessness to housing, and

orient the family to their rights and responsibilities as tenants. Case managers will work in conjunction with Hacienda CDC's Resident Advocate and Maple's Property Manager to address any issues which may threaten tenancy or housing stability for a period of up to 12 months from the time of housing placement.

NHA's services will be bolstered by Hacienda Youth and Family Services' culturally responsive and culturally specific services, supporting tenants and the larger housing community.

#### Service Team's Overall Capacity

Having operated Annie Ross House for over 35 years and HomeBase case management since 2009, Northwest Housing Alternatives' services team is well equipped to support the households they place at Maple. Our deep roots in Clackamas County include ongoing partnerships with Northwest Family Services, Clackamas Women's Services, Clackamas County Social Services, Oregon Food Bank, The Living Room, and many more. These partnerships with community organizations help households to stabilize by allowing them to utilize those resources and benefits available to them, leading to critical costs such as rent and utility payments being prioritized.

#### Types and Level of Services to be Offered

Annie Ross House is staffed 24/7 by six staff members comprising 4.6FTE. HomeBase consists of 2 case managers totaling 2.0FTE who have caseloads of approximately 25 households. Each household referred to Maple will have a designated HomeBase case manager who will be responsible for payments, should any be made from the program, as well as responding to issues that may lead to housing instability for those households they refer.

#### Brief Overview of Anticipated Services Outcomes for Target Population

Over 90% of households served by Annie Ross House and HomeBase will be in stable, permanent housing 12 months after their exit from HomeBase services. This expected outcome is based on historical outcomes for the program.

#### Marketing and Lease-up Plan

The vast majority (more than 98%) of households that enroll in Annie Ross House and HomeBase are referred by Clackamas County's Coordinated Housing Access (CHA) system. Referrals from CHA are assessed for vulnerability and options to ensure that emergency shelter is truly needed. Because we know that communities of color are disproportionately represented in experiencing homelessness, we expect that referrals to Maple will match demographic data from the Clackamas County point-in-time (PIT) count.

#### Budget and Sources of Funding for Services

Annie Ross House and HomeBase and the related services provided to Maple are fully funded through NHA.



**Anticipated Timeline**

*Describe the anticipated timeline and milestones for the project, including developer or contractor selection, concept endorsement, due diligence, final approval, closing, construction, and lease up – as well as any timelines related to community or elected body engagement.*

Below is the anticipated timeline.

Activity	Proposed Date	Completed Date
<b>Site</b>		
Option/Contract Executed		3/2020
Site Acquisition	11/2020	
Zoning Approval		3/2020
Site Analysis		3/2020
Building Permits & Fees	7/2021	
Off-Site Improvements	7/2021	
<b>Pre-Development</b>		
Plans Completed	03/2021	
Final Bids	6/2021	
Contractor Selected		3/2020
<b>Financing</b>		
Construction Loan Proposal		4/2020
Construction Loan Firm Commitment	6/2021	
Construction Loan Closing/Funding of Loan	7/2021	
Permanent Loan Proposal		4/2020
Permanent Loan Firm Commitment	6/2021	
Permanent Loan Closing/Funding of Loan	7/2021	
<b>Development</b>		
Syndications/Partnership Agreement (LIHTC)	6/2021	
Construction Begins	7/2021	
Construction Completed	3/2023	
Certificate of Occupancy	7/2022*	
<b>Marketing</b>		
Lease Up Begins	7/2022	
Lease up Completed	7/2023	

\*multiple buildings allow for the first TCO 12 months after the construction start and one additional building coming online every 30 days thereafter

July 16, 2020

Housing Authority Board of Commissioners  
Clackamas County

Members of the Board:

Approval of Omnibus Resolution No 1948 Authorizing the Execution, Acknowledgement and Delivery of Documents for the Webster Road Redevelopment Project

<b>Purpose/Outcomes</b>	Approve Resolution No. 1948 authorizing the execution and delivery of documents in connection with funding applications and predevelopment documents for the rehabilitation of the Webster Road Redevelopment project through an Omnibus Resolution
<b>Dollar Amount</b>	N/A
<b>Funding Source</b>	As currently contemplated, funding sources would include 4% Low Income Housing Tax Credits (LIHTC), PSH Capital Funds (OHCS), Metro Bond Funding, Perm Loan and County HOME Funds
<b>Duration</b>	July 16, 2020 through the closing of the Webster Redevelopment Project
<b>Previous Board Action</b>	6/6/19 – Approval of IGA with Metro to acquire the property 1/23/20 Approval of Resolution 1942 – Exemption from Competitive Bidding and approval of a CM/GC Solicitation
<b>Strategic Plan Alignment</b>	1. Sustainable and affordable housing 2. Ensure safe, healthy and secure communities
<b>Contact Person</b>	Jill Smith, Executive Director, Housing Authority Stephen McMurtrey, Director of Housing Development, Housing Authority
<b>Contract No.</b>	N/A

**BACKGROUND:**

The Housing Authority of Clackamas County (HACC), a Division of the Health, Housing and Human Services Department requests approval of Resolution 1948, authorizing the execution and delivery of documents in connection with funding applications, predevelopment documents and relevant signing authority for the rehabilitation of the Webster Road site through an Omnibus Resolution.

This is a rehabilitation project for the Housing Authority of Clackamas County of a single-story wood-framed building originally constructed in the mid 1960's. It was previously used as a nursing facility and most recently as a teen rehabilitation facility. The building has been vacant since 2017 and will be converted into permanent supportive housing for low income residents age 55 and older. The program consists of a mix of studios and SRO units, as well as shared kitchen and laundry facilities, offices and other support spaces. The site is currently developed with vehicle access, parking, sidewalks, and wooded surroundings. As much as possible, existing trees and asphalt paving areas shall be retained and protected.

Project scope includes full abatement of hazardous materials; building code and accessibility upgrades; new insulation, weatherproofing, windows, exterior doors, roofing membrane, and exterior cladding; interior renovation work consists of all new flooring, wall and ceiling finishes; and all new plumbing fixtures, lighting, and HVAC systems; site work consists of demolition, earthwork, landscaping, and parking lot modifications. Work in the public right-of-way will include replacing the sidewalk and drive pans along the Webster Rd street frontage to comply with ADA requirements, and

potential street lighting upgrades pending a photometric assessment of the existing conditions. The scope also includes any demolition that will be necessary for the extents of the building rehabilitation.

- Site area: 95,830 SF (2.2 acres)
- Gross floor area: 28,672 SF
- Zoning: R-7.2 – Low Density Residential
- Bicycle parking: 4 short-term spaces, 8 long-term spaces
- Vehicle parking: 26 spaces - 2 accessible, 16 standard, 7 compact, and 1 loading
- Units: 48
- OHCS Sustainability Path: Earth Advantage Multi-family Home (2012), Gold Certification

Some **key** components of the Resolution are as follows:

- Provides HACC authorization to enter into the following agreements in relation to funding sources HACC either has or intends to apply for in support of this project:
  - Application to OHCS for an allocation of private activity bond volume cap to gain 4% low income housing tax credits;
  - Application to Clackamas County Community Development Department for a HOME Loan;
  - Application to Metro for Housing Bond Funding;
  - Application to OHCS for permanent supportive housing; and
- Provides Delegation of Authority to the Director of Health, Housing and Human Services, the Executive Director of the Authority and the Director of Housing Development as an Authorized Representative, to act on behalf of the Authority in its own capacity as the Special Limited Partner, and as the sole member of the General Partner to finalize the terms of, execute, acknowledge, and deliver the actions and documents authorized.

### **Key Components further explained**

Omnibus Agreements are standard practice and are used to provide one point of execution for funding applications, financing documents and authorizations to act on regulatory agreements associated with financing documents on behalf of a Limited Partnership. Omnibus Resolutions have most recently been used in conjunction with Easton Ridge, Rosewood Terrace, and for the formation of Hillside Manor's Limited Partnership and closing.

Delegation of Authority is also standard practice in complex real estate transactions to grant authority for various members of a development to execute authorized documents in order to apply for funding, initiate closing of the transaction or to authorize construction draws from construction proceeds during rehabilitation of the project.

The Housing Authority has retained Robert Sullivan as outside counsel on the Webster Road rehabilitation. Rob Sullivan is the author of this resolution and has acted as representation for HACC in all matters related to the acquisition and predevelopment of this project. All documents referenced in the Omnibus or agreements entered into by an Authorized Representative will be reviewed and approved by Rob Sullivan acting as independent third-party counsel for HACC.

To the extent practical, as may be requested, all documents referenced within the Resolution will be provided to the board prior to execution.

### **RECOMMENDATION:**

Staff recommends that the Board approve Resolution No. 1948, Authorizing the execution and delivery of documents in connection with funding applications, predevelopment documents and signing authority for the Webster Road Redevelopment project.

Respectfully submitted,

*John Alford, AS copy / For*

Richard Swift, Director  
Health, Housing & Human Services

Attachments:

1. Webster Rd. Omnibus Resolution #1948





WHEREAS, the Authority intends to apply to the State of Oregon, Housing and Community Services Department (“OHCS D”) for permanent supportive housing funds for the Project; and

WHEREAS, HACC Webster Road acting as the general partner of WRH intends to apply to Metro for a Housing Bond Fund loan; and

WHEREAS, HACC Webster Road acting as the general partner of WRH intends to apply to OHCS D for an allocation of private activity bond volume cap to enable the Project to benefit from federal low income tax credits; and

NOW, THEREFORE, BE IT RESOLVED BY THE AUTHORITY

Section 1. Authorization to Execute, Acknowledge and Deliver the Applications and Contract Documents. The Authority is authorized in its own right or as the sole member of HACC Webster Road acting as the General Partner of WRH to execute, acknowledge and deliver the following:

- 1.1 Application to OHCS D for an allocation of private activity bond volume cap to be awarded to HACC so it may issue bonds to finance the Project and receive 4% federal low income housing tax credits;
- 1.2 Application to CCCDD for a HOME Loan;
- 1.3 Application to Metro for Housing Bond Funding;
- 1.4 Application to OHCS D for Permanent Supportive Housing Funds  
for the Project.

Section 2. Delegation. The Chair of the Board of the Housing Authority of Clackamas County or, if the Chair is not available, the Director of Health, Housing and Human Services, the Executive Director of the Authority or the Director of Housing Development (each of whom is referred to in this resolution as a “Director”) may, on behalf of the Authority for itself or acting as the sole member of the General Partner of WRH and without further action by the Board:

Finalize the terms of, and execute, acknowledge and deliver the Applications and Contract identified in sections 1.1, 1.2, 1.3, and 1.4 (collectively the “Documents”). Before executing and delivering the Documents, the Director may, after consulting with legal counsel, make changes to the Documents that are reasonable and necessary in the Director’s discretion to facilitate the execution and delivery of the Documents. However, the changes authorized by the preceding sentence shall not materially change the Documents.



NOW, THEREFORE, BE IT RESOLVED, that the Chair or one of the Directors may finalize negotiations, execute, acknowledge and deliver the Documents and any other documents and take any actions that are necessary or desirable to complete the Documents, this Resolution and Order.

DATED THIS \_\_\_\_ DAY OF JULY, 2020.

BOARD OF COMMISSIONERS FOR THE  
HOUSING AUTHORITY OF CLACKAMAS  
COUNTY

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Recording Secretary

APPROVED AS TO FORM



COUNSEL FOR HOUSING AUTHORITY  
OF CLACKAMAS COUNTY, OREGON.