

**AGENDA BILL**

**Beaverton City Council  
Beaverton, Oregon**

**SUBJECT:** Select Wishcamper Development Partner's Proposal for an Affordable Housing Project located at 17811 SW Schools Ferry Road and Approve Concept Endorsement Reserving \$9 Million of Metro Affordable Housing Bond (MAHB) Funds for this Project

**FOR AGENDA OF:** 05-12-20 **BILL NO:** 20133

**MAYOR'S APPROVAL:** *Darryl Dyer*

**DEPARTMENT OF ORIGIN:** CDD *CT*

**DATE SUBMITTED:** 04-30-20

**CLEARANCES:**

- City Attorney *BK*
- Mayor's Office *AC*
- Finance *PO*
- Development *U*

**PROCEEDING:** ACTION ITEM

**EXHIBITS:** Staff Report

**BUDGET IMPACT**

EXPENDITURE	AMOUNT	APPROPRIATION
REQUIRED \$x	BUDGETED \$x	REQUIRED \$x

**RECOMMENDED ACTION:**

City Council selects the proposal submitted by Wishcamper Development Partners for an affordable housing project located at 17811 SW Scholls Ferry Road (Project) affordable housing project for the Metro Affordable Housing Bond, and recommends Metro approves a concept endorsement reserving \$9 million of Beaverton's Metro Affordable Housing Bond allocation for the construction of the Project.

**HISTORICAL PERSPECTIVE:**

The Metro Affordable Housing Bond passed by voters in November 2018 provides Beaverton with \$31M to fund affordable housing projects and add at least 218 new affordable housing units, half of which will be family-sized units, and 89 deeply affordable (30 percent Area Median Income [AMI]) units. The Local Implementation Strategy (LIS) approved by Council and Metro lays out how the resources will be implemented. The LIS lays out a portfolio approach to fund implementation, in which three of the four expected projects would be built on public-owned property. The first of such projects is The Mary Ann, for which the City has committed \$3 million of Metro Affordable Housing Bond funds. The Mary Ann is set to begin construction in June 2020. The second project listed in the LIS is identified as Elmonica due to the property's proximity to the Elmonica light rail station on SW 170<sup>th</sup> and SW Baseline. City staff is working with Metro, who owns the property, to jointly issue a solicitation for affordable housing development on the site. The third project, identified as Project C, is expected to also be built on a City-owned site, with a solicitation to be issued late this year.

The fourth project, identified as Project D, does not have a specific property identified; rather, the City made available \$9 million as gap financing through issuance of a Notice of Funding Availability solicitation (NOFA) on December 31, 2019. The following three proposals were received by the closing of the NOFA period, February 28, 2020.

	<b>Bridge Housing</b>	<b>Related Northwest</b>	<b>Wishcamper Development Partners</b>
Site location	South Cooper Mountain	Beaverton Central	South Cooper Mountain
Total development costs	\$28.2 million	\$21.1 million	\$51.9 million
Amount requested	\$9 million	\$8.5 million	\$9 million
Proposed # of units	75	58	164
Deeply affordable units	12	12	12
Family sized units	32	46	84

These proposals went through an exhaustive evaluation process, which included:

- Staff evaluation
- Ad-Hoc Evaluation Committee – Wishcamper was selected as a top priority project and recommended for selection
- City of Beaverton Housing Technical Advisory Group (HTAG) – HTAG agreed with the recommendation and provided additional comments
- City of Beaverton Real Estate Committee (REC) – The REC agreed and passed a motion to submit the funding recommendation to the Mayor and City Council.

Throughout each step in this process, it has been a consistent sentiment that while Wishcamper development is the top project, the two other proposals are also high-quality proposals worthy of funding. The Ad-Hoc Evaluating Committee and HTAG noted this is especially true given the great need for affordable housing in Beaverton. Therefore, they requested the City to look for opportunities and options to fund the projects not selected.

More detail information on the project and how it meets LIS requirements can be found in the Staff Report included as an attachment.

**INFORMATION FOR CONSIDERATION:**

If City Council and Metro approve the concept endorsement of 17811 SW Scholls Ferry Road, Wishcamper will work to obtain the remaining funding necessary to construct the project, and continue with its predevelopment activities to include securing a nonprofit partner, land use and permitting process. The \$9 million Metro Affordable Housing Bond funds are expected to be lent out to the developer as a cash-flow loan. Prior to closing on the funding, the Project will return to City Council and Metro for final approval of the funding commitment.

# Exhibit 1 17811 SW Scholls Ferry Road

## Concept endorsement

### 17811 SW SCHOLLS FERRY ROAD

Staff recommends selecting 17811 SW Scholls Ferry Road (The Project) for concept approval and reservation of \$9 million of Metro Affordable Housing Bond funding.



SCM MAIN ST. | SCHEMATIC DESIGN TYPICAL FAMILY BUILDING - PERSPECTIVE  
AS-001 | FEBRUARY 26, 2020 | 18513



Wishcamper is proposing to develop and own The Project, a 164-unit new construction affordable housing community on a 9.46-acre site located in the South Cooper Mountain Main Street area at 17811 SW Scholls Ferry Road. The proposed development is adjacent to the newly built Mountainside High School to the east.

The anticipated ownership structure is a partnership in which a nonprofit partner will be the Managing General Partner and Wishcamper the Administrative General Partner responsible for providing all guarantees, capital, and development expertise to complete the projects and oversee all operations through the entire ownership period. The limited partner will be a to-be-determined institutional tax credit investor.

The development is unique in that it proposes buildings for both families and seniors. Two stand-alone buildings will house 100% of the family units and a single mixed-use building will house 100% of the senior units. The senior units will be located above ground-floor community amenities, a leasing office, and commercial and/or retail lease space. At least twelve units will be restricted at 30% Area Median Income (AMI) and proportionally distributed among the unit sizes.

In addition to the \$9 million Metro Affordable Housing Bond funds, funding for the project includes 4% Low Income Housing Tax Credits (LIHTC), conventional debt, housing bonds, and deferred developer fee. The project will be restricted as affordable for sixty (60) years.

### Preliminary Development Program

The Project will consist of 164-units of affordable housing, serving households at 30% and 60% AMI. Eighty (80) units will be designated as senior housing, consisting of 620 SF one-bedroom units. Eighty-four (84) units will be designated as family housing, consisting of two-, and three-bedroom units that are 945 SF and 1,250 SF respectively. Restricted rents range from \$485 to \$1,430 per-month net a utility allowance. The 30% AMI units are proportionally distributed among the unit sizes, see table below.

Unit size (no. of bedrooms)	No. of units	AMI %	PBVs	Square feet/unit	Gross monthly rent/unit
1 Bedroom	74	60%	0	620	\$1,041
1 Bedroom	6	30%	0	620	\$487
2 Bedroom	65	60%	0	945	\$1,243
2 Bedroom	5	30%	0	945	\$577
3 Bedroom	13	60%	0	1245	\$1,430
3 Bedroom	1	30%	0	1245	\$662
<b>Total</b>	<b>164</b>		<b>0</b>		

Of the 9.46-acre site, 6.3-acres are specific to the affordable housing development, and does not include the 3.6-acres in the southeast corner. Design features will showcase the east and southwest aspects of the structure to provide emphasis at both the entry into the development and the central intersection on the "Main Street" (as defined in the SMC Community Plan). Further, the urban design will likely appropriately accent the planned civic/commercial/retail across the "Main Street" to the South.

Amenities and design includes a significant amount of community space to support families and seniors, as well as physical play space for children, both indoor and out. A large, multifunctional community room will provide a vibrant space for all residents to informally connect with neighbors or gather for formal events. The senior building is proposed to include 3 separate multipurpose common rooms for seniors-only, each located on the southeast corner adjacent to a stairwell that will be constructed in accordance with the principles of universal design (being naturally lighted and inviting stairwell, not a dark emergency-exit afterthought).

### Background

The challenging times we are currently living in remind us that to be a thriving community, we need to take care of those most in need. It has also quite evident that living within tight budgets leaves us vulnerable and that much closer to instability. Affordable housing provides much needed stability in times of crisis. The Metro Affordable Housing Bond provides critical resources to increase affordable housing in the region. The City is using a portfolio approach to implement the \$31 million and fund four projects. See table below:

**Beaverton Portfolio Funding Model**

	Metro Bond	% of Total
Beaverton Allocation	\$31,140,595	100.0%
The Mary Ann	\$3,000,000	
Elmonica	\$10,147,258	
Project C (City owned site)	\$11,089,856	
Project D	\$9,171,202	
Total funding needed	\$33,408,316	107.3%
Balance (Deficit)	(\$2,267,721)	-7.3%

**Beaverton Portfolio Unit Model**

Production	Per Project Modeling Total				Modeling Beaverton-Metro Units Target		
	The Mary Ann	Elmonica	Project C	Project D	Total	Metro	Variance
Units	54	79	66	51	250	218	32
≥2 Bdrm	29	37	42	6	114	109	5
30%	3	19	22	10	54		
PBV	8	9	16	2	35		
<b>Total</b>	<b>11</b>	<b>28</b>	<b>38</b>	<b>12</b>	<b>139</b>	<b>89</b>	<b>0</b>

In developing the portfolio model, projects were identified as A, B, C and D. Projects A to C are expected to leverage publicly owned land. Project D does not have a publicly-owned property available for development; instead On December 31, 2019, the city solicited city-wide proposals through a Notice of Funding Availability (NOFA), making available \$9 million in gap financing. Based on the table above, minimum threshold qualifications for Project D NOFA proposals included:

• Subsidy/unit: \$150k	• Number of units: 51	• 30% units: 12
• Family units: 6	• COBID: 20%	• Site control

Additional subjective requirements and preferences in racial equity, financing/cost/expense, location/design/accessibility areas were evaluated. The City received the following three proposals by the closing of the NOFA period, February 28, 2020.

	<b>Bridge Housing</b>	<b>Related Northwest</b>	<b>Wishcamper Development Partners</b>
Site location	South Cooper Mountain	Beaverton Central	South Cooper Mountain
Total development costs	\$28.2 million	\$21.1 million	\$51.9 million
Amount requested	\$9 million	\$8.5 million	\$9 million
Subsidy per unit	\$120,000	\$147,000	\$54,878
Proposed # of units	75	58	164
Deeply affordable units	12	12	12
Family sized units	32	46	84
Operating expense/unit	\$6,526	\$6,183	\$4,027
COBID commitment	25% Subcontractor 50% Professional Services	20% Subcontractor 20% Professional Services	20% Subcontractor 20% Professional Services

These proposals went through an exhaustive evaluation process.

- Staff evaluation – Comprised of City of Beaverton, and representation from the Housing Authority of Washington County and Metro; the group evaluated and commented on the qualities and challenges of the proposals.
- Ad-Hoc Evaluating Committee – An Ad-Hoc Evaluation Committee was made up of five Beaverton residents with expertise in multifamily development, affordable housing financing, property management, community organizing and service provider.
  - The committee met on March 16
  - Reviewed the staff evaluation, comments and questions
  - Listened to a brief presentation from each of the proposers followed by a question and answer period
  - After listening to the presentations, the committee discussed and deliberated the merits of each proposal based on the evaluation criteria, ranking proposals to determine recommended funding priority
  - Wishcamper was selected as a top priority project and recommended for selection
- City of Beaverton Housing Technical Advisory Group (HTAG) – Proposals, the selection recommendation, and staff analysis and comments were provided to the HTAG for its feedback on the funding recommendation
  - HTAG agreed with the recommendation and provided additional comments
- City of Beaverton Real Estate Committee (REC) – The selection recommendation and comments from the Ad-Hoc Evaluating Committee and HTAG was presented to the REC for feedback. The REC agreed and passed a motion to submit the selection recommendation to the Mayor.

Throughout each step in this process, it has been a consistent sentiment that while the Wishcamper proposal should be selected, the two other proposals are also high quality proposals worthy of funding. The Ad-Hoc Evaluating Committee and HTAG noted the great need for affordable housing in Beaverton. Therefore, they requested the City look for opportunities and options to fund the projects not selected.

Over the past several months, Wishcamper has been working with City staff to better understand the property development requirements. The designated Main Street section of SCM requires a minimum of 50% commercial space, something Wishcamper has limited experience with. Nonetheless, they have worked with the city and modified their

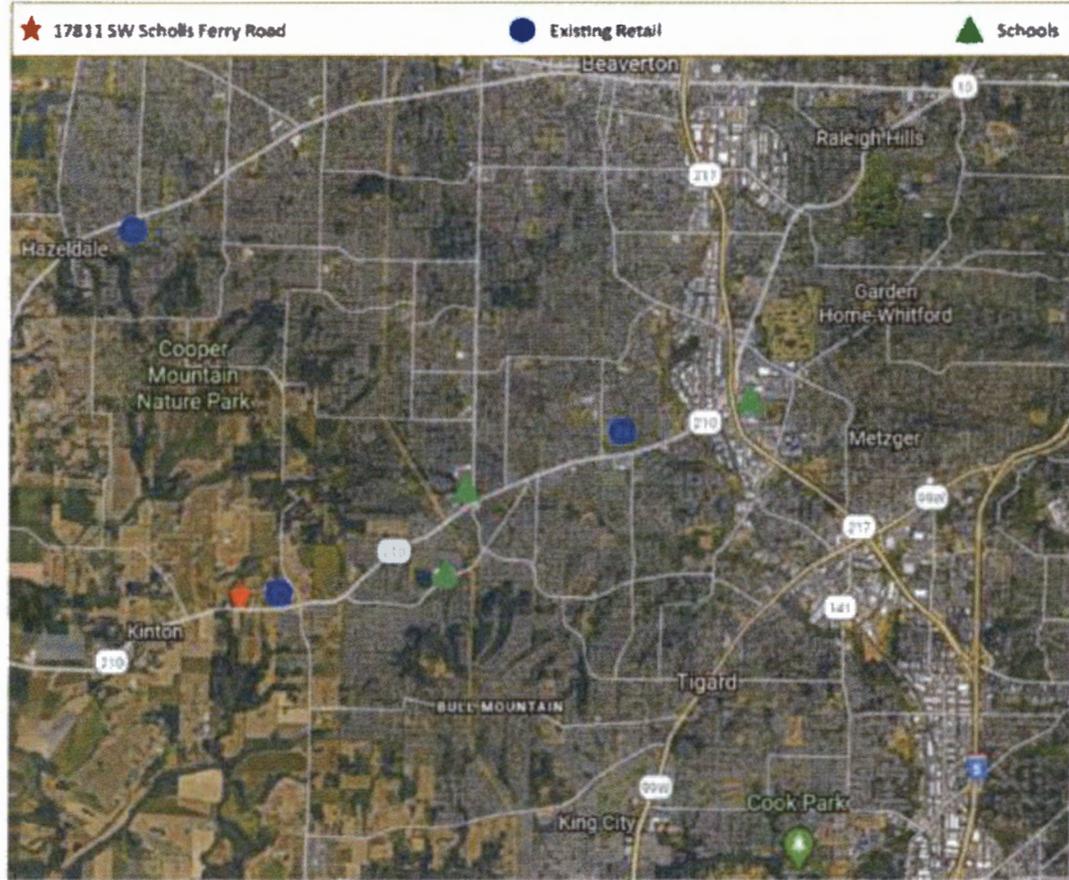
development approach to fit within the requirements and create significant affordable housing in a new neighborhood setting.

One of the outcomes of such collaboration is that The Project has been heavily influenced by a design and development charrette that Wishcamper and the City of Beaverton collaborated on in December 2019. The goal of the charrette was to maximize the value of the project to the community while ensuring it adheres to the SCM Community Plan. Due diligence and predevelopment work has continued in earnest throughout this selection process.

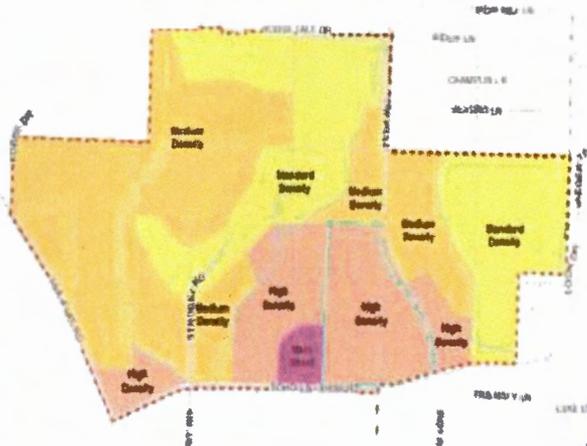
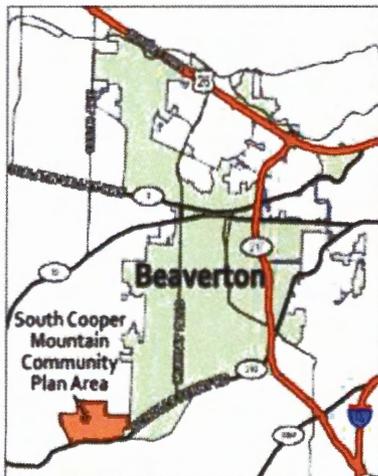
Projected timeline

<b>Activity</b>	<b>Proposed Date</b>
<b>Site</b>	
Option/Contract Executed	7-2-2019
Site Acquisition	12-1-2020 to 4-1-2021
Zoning Approval	10-17-2020
Site Analysis	1-13-2021
Off-Site Improvements	6-1-2021
<b>Pre-Development</b>	
Plans Completed	11-23-2020
Final Bids	2-1-2021
Contractor Selected	6-15-2020
<b>Financing</b>	
<b>Construction Loan:</b>	
Proposal	2-10-2020
Firm Commitment	9-15-2020
Closing/Funding of Loan	4-1-2021
<b>Permanent Loan:</b>	
Proposal	2-10-2020
Firm Commitment	9-15-2020
Closing/Funding of Loan	2-1-2023
<b>Development</b>	
Syndication/Partnership Agreement (LIHTC)	2-15-2021
Construction Begins	6-1-2021
Construction Completed	10-1-2022
Certificate of Occupancy	10-17-2022
<b>Marketing</b>	
Lease Up Begins	4-1-2022
Lease Up Completed	12-1-2022
Absorption (units per month)	20.5

### Location and Neighborhood

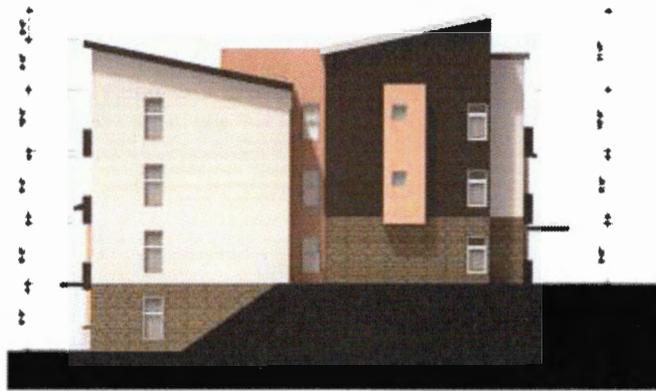


SCM was added to the Urban Growth Boundary in 2011 and annexed by the City in 2013. The area is located at the southwest edge of the city encompassing approximately 544 acres. The Project is adjacent to the newly built Mountainside High School, Cooper Mountain Nature Park, Paul and Verna Winkelman Park, a pedestrian friendly environment, with wide sidewalks, safe crossings, and traffic buffering. Emerging transit services will connect the community to the nearby Washington Square and Tigard Transit Centers, WES commuter rail, and the SW Corridor Light Rail Project. Today, there is no public transit to the site; however, TriMet plans to extend Bus #56 service to the area.





Indoor and outdoor amenities will be central to The Project. Some of the indoor amenities include private offices for 1-on-1 meetings, community center with central full kitchen, fitness center, high-speed WIFI, 3 separate meeting and socializing rooms for seniors, laundry room. Proposed outdoor amenities include playground(s), splash pad, picnic and pavilion area(s), fenced pet area, pedestrian and bike friendly infrastructure. In unit/building amenities include secured entry, washer/dryer hookups, balcony or patio, living room square footage that scales upwards with unit size, VTAC heating and cooling with in-wall ducting.



SCM MAIN ST. | SCHEMATIC DESIGN | TYPICAL FAMILY BUILDING - EAST ELEVATION  
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Care is being taken into designing the residential buildings to complement, yet not dominate, the overall development and serve as a transition into a less urban neighborhood. Significant thought is going into the design and layout of the unit interiors and unit designs are being reviewed for furniture layout, living space, and storage, which are often afterthoughts in the design of affordable housing. Such thoughtfulness is especially important in family-sized units where living room size, pantry, and closet storage are paramount to functional living. All units will have hookups for washers and dryers and all buildings will have a central elevator service.

**Project Financing**

The capital stack needed to successfully fund The Project includes 4% LIHTC, conventional debt, deferred developer fee, and Metro Affordable Housing Bond funds which will be funded via a cash-flow loan. The table below summarizes development cost estimates.

<b>17811 SW Scholls Ferry</b>	
Total Development Costs	\$51,923,724
Cost Per Unit	\$316,608
Cost Per SF	\$316

## Project sources include:

Source of funds	Amount
First Mortgage	\$24,566,199
Metro Affordable Housing Bond	\$9,000,000
Energy Money	\$150,000
LIHTC Equity	\$15,717,499
Deferred Developer Fee	\$2,490,026
Total	\$51,923,724

## Construction costs:

Wishcamper's cost of construction reflects its ability to self-procure the bulk of materials, integrate reliable construction estimating with design early in the process, and deploy an innovative subcontractor solicitation process. Nonetheless, even in the best of scenarios there are still unexpected cost escalating situations; therefore, Wishcamper has included in its underwriting a contingency totaling 20% of the forecasted construction hard costs specially to address 1) the relative inaccuracies of pricing based off square-footage methodologies, 2) fluctuations from today's pricing to the estimated closing date, and 3) to absorb other changes that may arise as the project moves forward. Other projections, strategies and assumptions include:

- Proforma operating expenses at \$4,027 Per Unit Per Year (PUPY) and reflect full property tax exemption, 2 full-time administration and 2 full-time maintenance employees. The expenses do not include a resident services budget reflecting a full-time resident services coordinator and associated budget, which will be escrowed at closing and therefore fully funded upfront and not subject to any fluctuations in annual operating budgets.
- Rents used are 2021 AMI rents less 110% of 2019 Washington County Utility Allowances.
- Wishcamper has not yet commissioned a replacement reserve study. Industry averages for new construction, over years 1-15, forecast CAPX of \$200 PUPY. The proforma forecasts \$350 PUPY and is escrowing 12-months of reserves at closing.
- The cost to build-out the ground floor space in the senior building is included in the construction costs; to finished conditions in the residential community and lease space, and to "drywall box" in the portion that is to be commercial lease. However, no revenue from the commercial space was included in the revenue assumptions.
- The current hard costs construction contingency of 20% exceeds OHCS maximum of 5%. However the increased contingency may be used should The Project have to pay prevailing wage due to the commercial space.
- Wishcamper procures the bulk of a project's materials including lumber, roofing, siding, floor coverings, interior finishes, doors, windows, plumbing fixtures, and lighting fixtures. This creates a more efficient supply chain of reliable products that are acquired at wholesale prices that on-average will reduce total construction costs by 13%(+/-). It also facilitates 35%-40% of the hard costs to be reliably costed-out in advance.

## **Development Team**

The proposed development team will be a collaboration of experienced professionals in the fields of affordable housing development and resident services.

**WISHCAMPER.** The principals of Wishcamper have over 80-years of combined experience across 23 states; having developed or redeveloped over 15,000-units of affordable housing since the early 1970s. They have never terminated a subsidized rent contract or removed an affordable housing use-restriction, serving as true stewards within the industry. Most recently, Joe Wishcamper was awarded one the country's most prestigious awards in the field of affordable housing from the National Housing & Rehabilitation Association – the 2019 Affordable Housing Vision Award. The award recognizes Joe's stewardship and expansion of affordable housing opportunities for low-income families around the country, as well as his dedicated advocacy for affordable housing in the executive branch, U.S. Congress and state legislatures. Please see [www.wishcamperpartners.com](http://www.wishcamperpartners.com) for more information on Wishcamper and bios on principals.

**URBSWORKS.** Wishcamper has contracted with Urbsworks to facilitate the design and building charrette between the City of Beaverton and Wishcamper in December of 2019, research and draft the Universal Design Guidebook, and serve as a high-level urban planning and universal design specialist on the development team. Urbsworks is a Portland-based urban design firm founded by Marcy McInelly in 1995. The firm has many award-winning projects, including the New Columbia HOPE VI community and school, an 82-acre neighborhood that includes 556-units of affordable housing and public facilities. Please see [www.urbsworks.com](http://www.urbsworks.com) for more information on Urbsworks.

**OTAK.** Wishcamper has engaged Otak to be the principal architect, planner, and engineer for 17811 SW Scholls Ferry. Over the last 35-years Otak has built a highly collaborative team with award-winning multidisciplinary expertise in urban design, architecture, planning, engineering, and construction management. They have worked on numerous affordable housing projects in Portland and are intimately familiar with the planning process in Beaverton.

**CDK.** CDK is instrumental in Wishcamper's ability to deliver projects on-time and on-budget. Dave Krawczyk, owner of CDK, has a career spanning forty-six years in the building and building material supply industry. He has an extensive and successful background in all facets of the business including operations, distribution, manufacturing, procurement, systems development, finance and administration. Over the span of his career Dave has been directly involved in the design, bid, procurement, supply and or construction of more than 100,000 single & multifamily units.

**MGMT & SERVICE PROVIDERS.** Meeting the needs of the local community requires partnering with local service organizations that are trusted and respected by the community. The Management & Services Team that Wishcamper is in conversations with and/or desires to bring to The Project are "best in class" and local to Portland and/or Beaverton. Conversations will resume over the next 30-days using this application to further demonstrate and clarify the expectations and aspirations.

**GENERAL CONTRACTOR.** TBD

### **Community Engagement**

Through the development of Beaverton's Local Implementation Strategy and other community engagement activities, city staff heard from a variety of community members about their housing needs. It became very clear that there is shortage of affordable housing for every household type; seniors, large families, people with disabilities, etc. It is also important to have buildings that are accessible to a variety of households.

The most common challenges to accessing housing had to do with barriers such as cost, screening criteria, navigating the system, and housing needs. Services are also very important to stabilize a household. The most common need identified through the community engagement process was education, service alignment with the need, access to addiction/mental health or other case management. Finally, where they lived was important; being close to services, safe/sense of community, transit, good schools, and other amenities.

The NOFA was structured to address issues of **accessibility** through Universal Design concepts; **barriers to housing** through more flexible screening criteria, racial equity and affirmative fair housing marketing plans, resident service plans in line with proposed tenancy; **location** by prioritizing areas with access to amenities, including schools, parks, etc., and emerging areas with no affordable housing.

Regarding The Project itself, due to the location and early development stage, there has been very limited community engagement. This engagement has consisted of reaching out to community organizations as potential project partners. This engagement will be enhanced as the project proceeds in its predevelopment process and identifies a community partner.

### **Advancing Racial Equity**

In recent decades the increasingly high cost of housing has permeated out from urban centers to dramatically affect almost every community in Oregon, further marginalizing communities of color and vulnerable communities in the process. To address these inequalities and to ensure equitable access, families and seniors will be focus of The Project. Priority populations targeted for lease-up and on-going marketing efforts are marginalized groups, such as recent immigrants, and communities of color.

Since its annexation, the SCM area has been developing fast, creating a neighborhood of limited access to households earning below the area median income. Through the years, the city has tried in a variety of ways to incent affordable housing in the area, without much success. Equally challenging has been getting the designated Main Street area developed due to its commercial space requirements. Wishcamper is working with the city to address both challenges.

One of the Beaverton's LIS guiding principle is racial equity. It is not enough to make subtle changes to increase housing access. The goal is to break down institutionalized barriers. The Project D solicitation requested that proposals address racial equity throughout their proposals; from meeting 20% COBID hard and soft cost goals, to requiring proposers to consider how racial equity is addressed in their organization, and how it would apply the racial equity lens throughout the lease-up and resident service processes.

A small example of transformational change is how Wishcamper has changed its business model to include previously overlooked Diversity, Equity and Inclusion (DEI) principles. As

a result of the LIS' racial equity focus, Wishcamper started an organization-wide internal assessment. Understanding that they cannot do this work on their own, Wishcamper hired a consultant to take the leadership team through an extensive DEI training. After the first session, it became clear to the leadership that their hiring process needed to be re-evaluated. Therefore, they halted recruitment until they have completed the DEI training.

Wishcamper and the development team are committed to meeting the 20% minimum COBID target for hard construction costs and have set an aspirational goal of 30%. Additionally, the project will meet 20% COBID participation on professional services. To ensure that these goals are met, the following selection plan will guide the development team's contracting activities.

Subcontractor Selection. The process for subcontractor selection is integral to meaningful COBID participation. It is important to ensure COBID access to the work, and not only the work be awarded, but that the contracts are successfully completed such that the COBID contractors reap the benefits, knowledge, and experience to help them grow their businesses. CDK, with assistance from OTAK and the general contractor, will complete the following processes to ensure meaningful COBID participation.

- Develop bid packages
- Outreach
- Technical assistance

City of Beaverton racial equity efforts include new partnerships with construction trade associations and help developers achieve more than the 20% COBID requirement. These associations include: Professional Development Business Group (PDBG), LatinoBuilt, Oregon Association of Minority Entrepreneurs (OAME), Oregon Tradeswomen Inc., and others. These associations have helped inform on best practices to ensure maximum minority and women-owned contractor participation in Beaverton affordable housing projects. Beyond Wishcamper's COBID strategies described above, Wishcamper will be required to:

- Hold informational meetings with trade associations shortly after being selected. The purpose for these meetings is to begin the relationship building process between contractors and developer, as well as to provide ample time for potential subcontractors understand the project and how to successfully bid for The Project.
- Special attention to be placed on large dollar trades to maximize construction percentage participation.
- Hold a pre-bid meeting with trade associations and provide additional information about bid packages, bid process and provide technical assistance when needed
- Other strategies as recommended by trade association partners and agreed by Wishcamper.

Property management company and resident service strategies are described in the following section.

### **Partnerships and Services**

Barriers to housing is a common theme for vulnerable communities and communities of color when household stability is discussed. These barriers come in a variety of ways: how housing availability is promoted, tenant screening process and requirements, the property manager, etc. Wishcamper is taking a methodical approach in selecting the general contractor, property management company, and resident service provider, all of which will be key partners in ensuring a racially diverse and equitable process through the

development process and beyond. This process requires partnering with local service organizations that are trusted and respected by the community. The Management & Services Team selection process has been intentional to form partnerships with service providers that will be able to successfully assist potential residents that may be unable to complete the traditional application process, especially as it relates to language, education, and cultural barriers. The Management & Services Teams that Wishcamper is in conversations with and/or desires to bring to The Project are shown below.

Property Management	Non-Profit Partner	Resident Services	Specialized Services
Guardian Real Estate	TBD: Options include: 1) Opportunity Council (Current Relationship)	1) Community Partners for Affordable Housing (Early Discussions, Uncommitted)	Immigrant Refugee Community Organization (Early Discussions, Uncommitted)
	2) Human Solutions (Discussion)	2) Springboard to Opportunities (Affiliate of Wishcamper Consultant Role Only)	
	3) Washington County Housing Services (Option, No Discussion To-Date)		

Wishcamper will commence creating the formal marketing and lease-up plans, as well as the final comprehensive Equity Plan, once the Management & Services Team selection has been finalized. A robust team will deploy the outreach and marketing plans well in advance of the formal lease-up.