



# Lebanon

## *Equitable Neighborhood Development Action Plan*

*Developed in partnership with*



FARMWORKER  
HOUSING  
DEVELOPMENT CORPORATION

# Mission

*Developing farmworker leadership  
for stronger and more secure families  
and communities through affordable  
housing, social services, education,  
and economic development.*

# Lebanon

## *Equitable Neighborhood Development Action Plan*

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*In pursuing a vision to be a trusted, equitable housing developer for Latinos, farmworkers, and other diverse, low-income communities, FHDC is creating a viable pipeline of affordable housing and community projects in mostly rural and some urban communities.*

# 01 | Introduction

Farmworker Housing Development Corporation (FHDC) is a community-based non-profit organization dedicated to serving low-income families in Oregon's Willamette Valley. In pursuing a vision to be a trusted, equitable housing developer for Latinos, farmworkers, and other diverse, low-income communities, FHDC is creating a viable pipeline of affordable housing and community projects in mostly rural and some urban communities in order to address the dire housing needs that are affecting communities statewide. FHDC's current development pipeline includes efforts to research, plan, do advocacy and fundraise to expand into the rural town of Lebanon, Oregon. Lebanon is a predominantly white (92%) working-class community with many migrant and seasonal workers and their families living and working in surrounding communities of Linn County — many of whom are immigrants and/or indigenous communities from Latin America. FHDC's equitable development model strives to bring these communities into safe, stable living communities close to schools, health facilities, and other services by developing affordable housing and forming partnerships that are designed to better integrate and unite communities across

backgrounds improving overall social and economic opportunities for a region that records a 20% poverty rate.

The purpose of FHDC's action plan is to provide strategies that will allow more farmworker and working families access to quality, service-enriched housing in the communities where they work. Community participation and organizing are ingrained into the culture of all FHDC developments. In the development of this action plan in Lebanon, FHDC Housing Developer, Board Members, the Executive Director, and Resident Services Coordinator have identified key stakeholders in the area and continue to develop strong relationships. Likewise, FHDC is in the process of developing resident service programs with community partners who bring their local grassroots expertise to the project. FHDC and its partners have long considered the development and expansion of housing and services into Lebanon but have not yet had the right systems or opportunities in place for a project to be feasible. FHDC's housing development plan augments current conversations with potential private and public partners to secure a mid-sized property



of 5-10 acres, for the construction of multifamily housing, outdoor green space, and a community learning center for replicating our collaborative services programs.

Throughout 2018, FHDC has been working with stakeholders to determine the feasibility of a proposed 3-phase development in Lebanon to create 120-160 units of multi-family and/or single-family housing. Colonia Paz phase I includes a new 24-unit multi-family farmworker property, followed by phase 2 for mixed farmworker and workforce families, and phase 3 explores the potential of single-family homes. We believe that the housing we build is only as stable as the opportunities that residents have to grow their assets and pursue their dreams

and want to make sure that the housing we build suits the needs of the community. The proposed site for Colonia Paz is a combined 9.51 acres parcel located in the center of Lebanon. The parcel will be partitioned and 1.40 acres will be used to construct phase 1 of the project.

The site is flat, surrounded by commercial property to the north and west, single family residential developments to the South, and a manufactured home park to the east. The site is zoned for Multiple Use, which includes high density residential housing. There are wetlands on the 9.51 acres, and the wetland delineation report indicated that no remediation of any kind will be required in parcel 2 (section to be partitioned for this project).




*Aerial view of Colonia Paz site.*



*Street view of Colonia Paz site.*





*The site is situated within two miles of nearby schools, shopping centers, social service providers, and government offices.*

The site is situated within two miles of nearby schools, shopping centers, social service providers, and government offices. This allows residents of the community, especially farmworkers who have historically lived in on-site labor camps, isolated from town-centers and services, a convenient, central location to services they need to succeed in their daily lives.

Colonia Paz phase I consists of eight (8) one-bedroom units and sixteen (16) two-bedroom units, including an on-site resident manager, who will occupy one of the two-bedroom units. Units will range in size from 621 to 926 square feet. Colonia Paz has 1BR and 2BR units with rents will range from 30% to 70% of the AMI, allowing families to increase their income and also stay in their home. In addition, 100% of the rental units will receive Rental Assistance from USDA Rural Development. Tenants will not pay more than 30% of their income toward rent. The

rental make-up on the corresponding ProForma includes a distribution of 30%, 50% and 70% AMI, however, actual rents will be 75-80% AMI, and the rental assistance from USDA RD will cover the difference between the actual rent and the rent charged to the tenant.

The project will meet the requirements for the LEED Gold Certification level. By pursuing LEED Certification, we are creating buildings that benefit our residents with lower utility costs, and a high standard of interior quality to benefit individual and communal health and wellness. The ground floor of Colonia Paz I will house the community, laundry room, manager's offices and elevator. The community room will provide space for meetings, classes and gatherings; a space to foster community between our residents and staff. This multipurpose space will help encourage our residents to network with one another and the local community.

*The mid-Willamette Valley is a vital agricultural hub for farm laborers and their families.*

## 02 | About Linn County/Lebanon

The mid-Willamette Valley is a vital agricultural hub for farm laborers and their families. Oregon Housing and Community Services (OHCS) and USDA Rural Development (RD) identify the town of Lebanon, in Linn County, a high priority for equitable development and in great need of affordable housing services due to its shortage of units and long waiting lists for low-income households. There are an estimated 100 farms near or within 30 miles of Lebanon, providing opportunities for seasonal, temporary labor to farmworkers and their families who are traveling further distances, and in some cases, from FHDC existing properties in Marion County to find work. The closest FHDC properties are located 22 miles away from Lebanon, with the furthest properties at almost 60 miles away. FHDC aims to help underrepresented and low-income individuals' access housing mobility opportunities in Lebanon.

In 2017, Linn County had an estimated population of 125,047 with Lebanon accounting for 16,878 of that total. Although a smaller rural town, Lebanon is on pace with the state of Oregon's population growth, at over 8% since 2010. A majority of Lebanon residents are White (92%) and the median age is a couple of years younger than Linn County and State averages. Latinos make up a very small proportion of the population in Lebanon (6.8%). However, the town is poised for more diverse population growth due to its proximity to agricultural work opportunities. The Oregon State Extension service estimated over 86,000 migrant and seasonal farmworkers worked in the State of Oregon for 2018, and Linn County's share during this year was 2,118, not including family members of farmworkers, which is estimated to double or triple that number. (Table 1) These data points are key in demonstrating the need and garnering support for a housing development that addresses these needs.



**Table 1. Migrant and Seasonal Farmworker (MSFW) Estimates**

County	MSFW Estimates Total	Migrant Workers	Seasonal Workers	Non-Farmworkers in Migrant Households	Non-Farmworkers in Seasonal Households	Total MSFW Workers and Non-Farmworkers
Linn	2,118	710	1,409	630	1,485	4,233

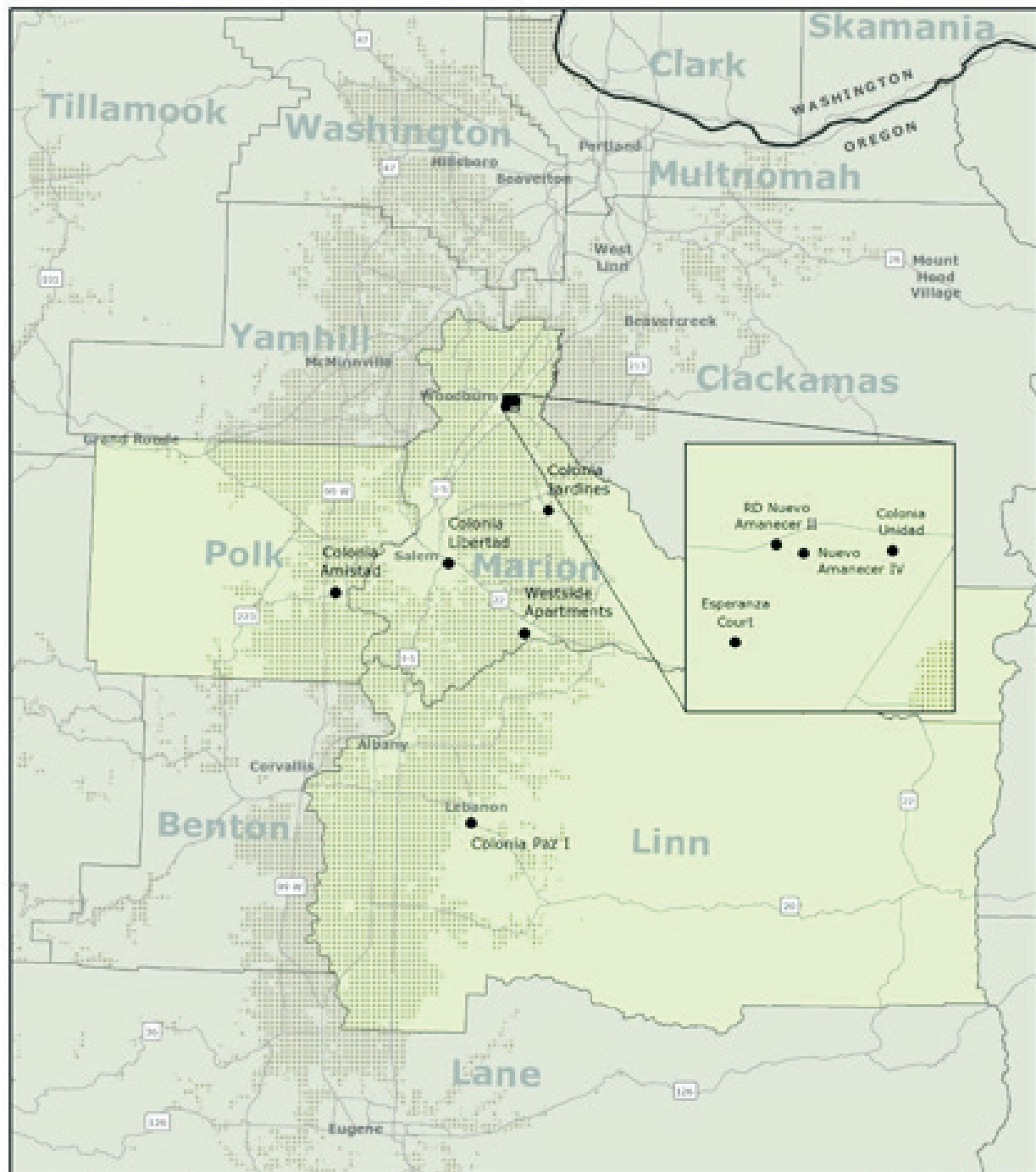
**Source:** Estimates from the Oregon Enumeration Study released by the Oregon State University Extension Service in June 2018.

Similar to other rural areas that are dependent on the service sector and agricultural industries, the Lebanon community has half the percentage of bachelor's degree holders (16.10%) than the state. This translates to both Linn County and Lebanon having vastly lower per capita incomes. The median household income for Lebanon is \$40,195. While Linn County has retained low unemployment rates and gradually added more manufacturing and health jobs to the local economy in recent years, many residents live below the poverty line. In Lebanon, 21.6% lived below the poverty line in 2017 and almost a quarter of the population accessed food

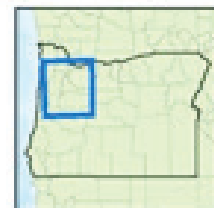
stamps or SNAP benefits. Additionally, almost 11% of Lebanon residents are without health insurance, which is considerably above county and state percentages (Table 2).

In the last 10 years, the City of Lebanon's revitalization efforts have attracted a new medical school, a Lowe's regional distribution center, and a hospital expansion. While revitalization efforts have brought higher wage earners to the community in the past decade, there are still many working poor in Lebanon, positioning FHDC to be part of the positive change that addresses the needs of low-income workers.

# FHDC Area of Work



Source: FHDC, Oregon Explorer



**Table 2. Demographic and Economic Profile**

Data	Lebanon	Linn County	Oregon
Population Estimate 2017	16,878	125,047	4,142,776
Population, percent change — 2010 to 2017 estimates	8.80%	7.20%	8.10%
% Hispanic/Latino	6.8%	9.1%	13.1%
% White Alone/ Not Hispanic or Latino	87.50%	85.10%	75.80%
% Foreign Born Persons	3.50%	4.10%	9.90%
Language other than English spoken at home, percent of persons age 5 years+	8.20%	7.40%	15.20%
Bachelor's degree or higher, 25+ yrs.	16.10%	18.60%	32.30%
Individuals under 18 yrs.	24.10%	22.80%	21.10%
Median Age	37.50	39.70	39.20
Median Age: Hispanic/ Latino	N/A	23.50	25.20
Median Household Income	\$40,195	\$49,515	\$56,119
Persons whose income in the past 12 months is below the poverty line	21.60%	14.30%	13.20%
Per Capita Income	\$19,427	\$24,448	\$30,410
Persons with Food Stamp/SNAP benefits in the past 12 months	24.1%	20.7%	17.8%
Persons without Health Insurance, under age 65 years	10.80%	7.20%	8.20%

**Source:** American Community Survey 5-year estimates 2013-2017.

Both renters and owners face challenges in the Linn County and Lebanon housing markets. In Lebanon, 1,475 renters who make 80% or less than the area median income are cost burdened by their housing costs, meaning that a third of their income goes towards rent. About 965 renters are severely cost burdened by their rents, where half of their income goes towards their housing costs. There is a reported 3.2% vacancy (2017) for rental households, which is tied to the burden of renter costs stated above. Lebanon has a lower owner-occupied housing rate

than Linn County and has similar median gross rents of \$855 to the median gross rent of Linn County (\$888), which includes more populated cities such as Albany. At the current hourly median wage of \$13.95 for farm work and crop or greenhouse labor, farmworkers are unable to afford the median rent in Linn County without being cost-burdened. The annual median wage for a farmworker is \$29,620, however in order to afford a home in Linn County, residents must have an annual income of at least \$51,529.

**Table 3. Housing Profile**

Data	Lebanon	Linn County	Oregon
Owner-occupied housing unit rate, 2013-2017	51.50%	64.10%	61.7%
Median value of owner-occupied housing units, 2013-2017	\$152,600	\$184,900	\$265,700
Median gross rent, 2013-2017	\$855	\$888	\$988
Cost-burdened Owners household income below 80% HAMFI	700	7,125	N/A
Severely cost-burdened Owners household income below 80% HAMFI	340	2,430	N/A
Cost-burdened renters household income below 80% HAMFI	1,475	7,570	N/A
Severely cost-burdened renters household income below 80% HAMFI	965	4,285	N/A
Annual Vacancy rate — Rental (2017)	N/A	3.2%	N/A

**Source:** HUD CHAS Data 2011-2015 and American Community Survey 5-year estimates 2013-2017. HAMFI = Housing Urban Development Area Median Family Income.

**Table 4. Farmworker Housing Affordability Gap Analysis**

Location	Occupation	Median Hourly Wage	Annual Mean Wage	30% of Monthly Wages	Median Rent	Annual Income Needed to Afford Rent	Median Home Price	Annual Income Needed to Afford a House
Albany/Linn County	Farmworkers and Laborers, Crop Nursery, and Greenhouse	\$13.95	\$29,620	\$740	\$888	\$35,520	\$184,900	\$51,529

**Source:** Data source from the Bureau of Labor Statistics (May 2017) and ACS 2013-2017 estimates.

Linn County has a serious affordable housing crisis for farmworkers as well as for low-income workers. Most residents of farmworker housing wait an extended amount of time for access to apartments with very low turnover rates. In the Primary Market Area (PMA), which includes any city within a 25 mile radius from Lebanon, 364 affordable apartments are present and restricted or targeted to farmworkers. There was only one vacant unit available in 2018, an occupancy rate of just under 100%. The median wait time is 2 to 3 years on an affordable housing list, based on FHDC's experience in the Willamette Valley. Linn County Housing Authority, which offers subsidized and low-cost housing and Section 8 vouchers, also report long waits. A 2018 survey prepared by NOVA Investment Real Estate Analysis of 1,085 market rate units, just 14 (1.3% of total) are vacant. The rental housing market is very tight, with affordable housing development timelines and funding availability unable to meet the demand. According to Lebanon City and Linn County

planners, after the decline of the region's prosperous timber industry in the 1980s, the City set intentions to increase economic activity and incentives for enterprises focused on light manufacturing, health care, education, and warehousing. This strategy created new jobs of all levels, increasing population growth and attracting new businesses and workers to the area. However, local planners failed to forecast the need to build adequate housing to address the population increases for workforce families, including farmworkers. This reality, combined with the competitive market for public and private funding for rural affordable housing, has resulted in Lebanon being the third most housing-burdened city in Oregon, with 34% of households spending more than 50% of income on rent. This makes Colonia Paz phase I not only a needed development for farmworkers and their families, but an important building block to developing phase 2 and 3, which will welcome low-income workforce families from all industries.

**Table 5. Comparison of Supply and Demand for Affordable Farmworker Apartments**

Item	2016	2017	2018	2019	2020	2021
Indicated Demand	525	509	514	519	524	530
Less Existing Supply	130	130	130	150	155	159
Marginal Demand	395	379	384	369	370	370
Less New Supply	0	0	0	20	10	10
Unmet Demand or Oversupply	395	379	384	349	360	360
Number of subject units at 95% Occupied	23	23	23	23	23	23
Subject Capture Rate	5.8%	6.1%	6.0%	6.6%	6.4%	6.4%

**Table 6. Marginal Demand Breakdown by Unit Type**

Item	2016	2017	2018	2019	2020	2021
Indicated Demand	525	509	514	519	524	530
Less Existing Supply	130	130	438	451	465	479
Total Marginal Demand	395	379	384	369	370	370
Demand for One Bedroom Units	270	259	262	252	253	253
Demand for Two Bedroom Units	125	120	121	117	117	117

**Table 7. Marginal Demand Breakdown by Income and Unit Type for 2018**

Item	Demand by Income Level for 2018				Total Demand
	0%-30% of AMI	31%-40% of AMI	41%-50% of AMI	51%-60% of AMI	
Demand for One Bedroom Units	1	15	137	109	262
Demand for Two Bedroom Units	1	7	63	50	121
Total Marginal Demand	2	22	201	160	384

According to OHCS affordable housing inventory, Linn County is experiencing a shortage of 1,744 affordable housing units. Linn County's equitable distribution<sup>1</sup> is 2.7% when compared to the entire number of affordable housing units at the state level. Based on this inequitable distribution estimate in Linn County, even if we added 24 units of affordable housing per year, not adjusting for population growth, it would take the next 73 years to reach equitable

distribution. Realistically, due to population growth and the limited resources for affordable housing, Linn County is likely to remain underserved for at least the next three decades. Looking at OHCS data, most of the current rental stock in Linn County is newer than 1950 (81%), however, over 25% in Linn County are severely rent burdened, paying more than 50% of household income on rent (Table 3).

<sup>1</sup> Need (Equity) Distribution Percent is established by the OHCS. The percent is derived from the 2013-17 American Community Survey and is calculation of each county and each cities (with populations 1,000 and higher) portion of the state's low income (60% county median family income and below) renter households and severe (50% and higher) rent burdened households.


## 03 | Vision for Lebanon

*FHDC and its public partners, OHCS and USDA RD, share the belief that the social, economic and racial disparities for accessing affordable housing in Lebanon is an important opportunity for the organization, and more importantly, for the communities facing poverty, unstable housing, and discrimination targeting immigrants and people of color.*

*FHDC envisions an interconnected approach to addressing the needs of a distressed community through the creation of stable, well-managed, and supportive affordable housing, creating the foundation for a healthy and prosperous community.*

*While the economic viability of the project is paramount, the community partnerships that are required for individuals to thrive are of equal value.*





*Through the development of Colonia Paz I, FHDC sees a newly founded community at the forefront, representing a union between both private and government entities, creating a path to economic mobility for underrepresented and disenfranchised communities.*



# 04 | Action Plan

## Goals, Strategies, and Actions

*Migrant, seasonal, immigrant, and undocumented farmworkers across the country lack suitable housing options.*

*This housing shortage has negative effects on the health of workers, the rural communities where they live and work, and the viability of the farming sector that employs and feeds millions of Americans.*

*FHDC is developing Colonia Paz I in Lebanon to alleviate the hardships low-income and farmworkers face daily. Farmworkers are often socially and geographically hidden and that makes their unique health and safety needs overlooked.*

**PARCEL #1 - PHASE II**

1 BEDROOMS/STUDIO =	8
2 BEDROOMS =	24
3 BEDROOMS =	21
TOTAL UNITS =	53

**PARCEL #2 - PHASE I**

1 BEDROOMS =	9
2 BEDROOMS =	16
TOTAL UNITS =	24

**PARCEL #3 - PHASE III**

1 BEDROOMS =	8
2 BEDROOMS =	27
3 BEDROOMS =	16
TOTAL UNITS =	50

**MASTER PLAN**

**FARWORKER HOUSING**

Affordable Housing  
Lebanon, Oregon

**RELATIONSHIPS YOU CAN BUILD ON**  
IDENTITY • BACKGROUNDS • INNOVATION

**CONCEPTUAL**  
12/17/2018

**TRUE NORTH**

## Goal #1

Increase the supply of affordable housing in Lebanon through new development.

### Strategies:

- **Locate a site near basic services.** The development of Colonia Paz I will put affordable housing units on the ground for an already struggling and underrepresented community in farmworkers and low-income persons. The site selected for Colonia Paz is close to shopping, schools, transit, and health facilities. The proposed site is an ideal location for working families due to its proximity to shopping centers, schools, services, job sites and public transportation. Within its immediate 1-mile radius, there are three grocery stores, a Head Start program, an elementary school, a high school, and a community pool. Bob Smith Memorial Park, with three baseball fields and a playground, is just blocks away. Linn Shuttle, a local bus service that connects to Amtrak, Linn Benton Loop, and Albany Transit, picks up just a block away at the Walmart Super Center.
- **Solidify financing by staying on top of funding opportunities available for rural farmworking communities.** In 2018, FHDC sought \$1,500,000 in USDA Section 516 grant funding and \$1,500,000 in USDA Section 514 loan funds for the development of Colonia Paz Apartments. While the number of farmworkers in Lebanon and surrounding areas are many, there are no existing apartments specifically for farmworkers in Lebanon, making Colonia Paz an attractive project for competitive funding pools.

FHDC has been resourceful in significantly contributing at least 31% in Non-Rural Development resources through the Agricultural Workforce Housing Tax Credits. The project brings considerable leverage in the amount of \$2,156,250. The loan and grant terms offered by Rural Development are unique and unduplicated by any conventional financing methodology. FHDC is unable to obtain additional credit elsewhere with similar interest rates offered by Rural Development. The rates that would be available elsewhere would not allow for rents within the payment ability of eligible rents. Colonia Paz received \$3,000,000 in a combined loan and grant from USDA Rural Development and 23 units of Rental Assistance. FHDC also recently received an award of funding from Oregon Housing and Community Services in the amount of \$3,259,915, leaving Colonia Paz with a shortfall of \$2,156,250. This gap will be closed in February 2020 when anticipated new state farmworker tax credits become available and awarded to FHDC. Upon receiving final source of funding needed, Colonia Paz will be ready to work towards closing and start construction. FHDC anticipates a construction start date in Summer of 2020.

- **Foster lasting development partnerships that leverage Colonia Paz phase 1 to serve as a stepping stone to planning and developing Colonia Paz phase 2 and 3.** By the end of the development action plan for Colonia Paz phase 1, FHDC will have identified supportive funders and partners for all phases of development, allowing us to purchase a site with 2 more phases of development that includes 100+ units of affordable housing, targeting 30-50% AMI populations, with the possibility to include single family developments.

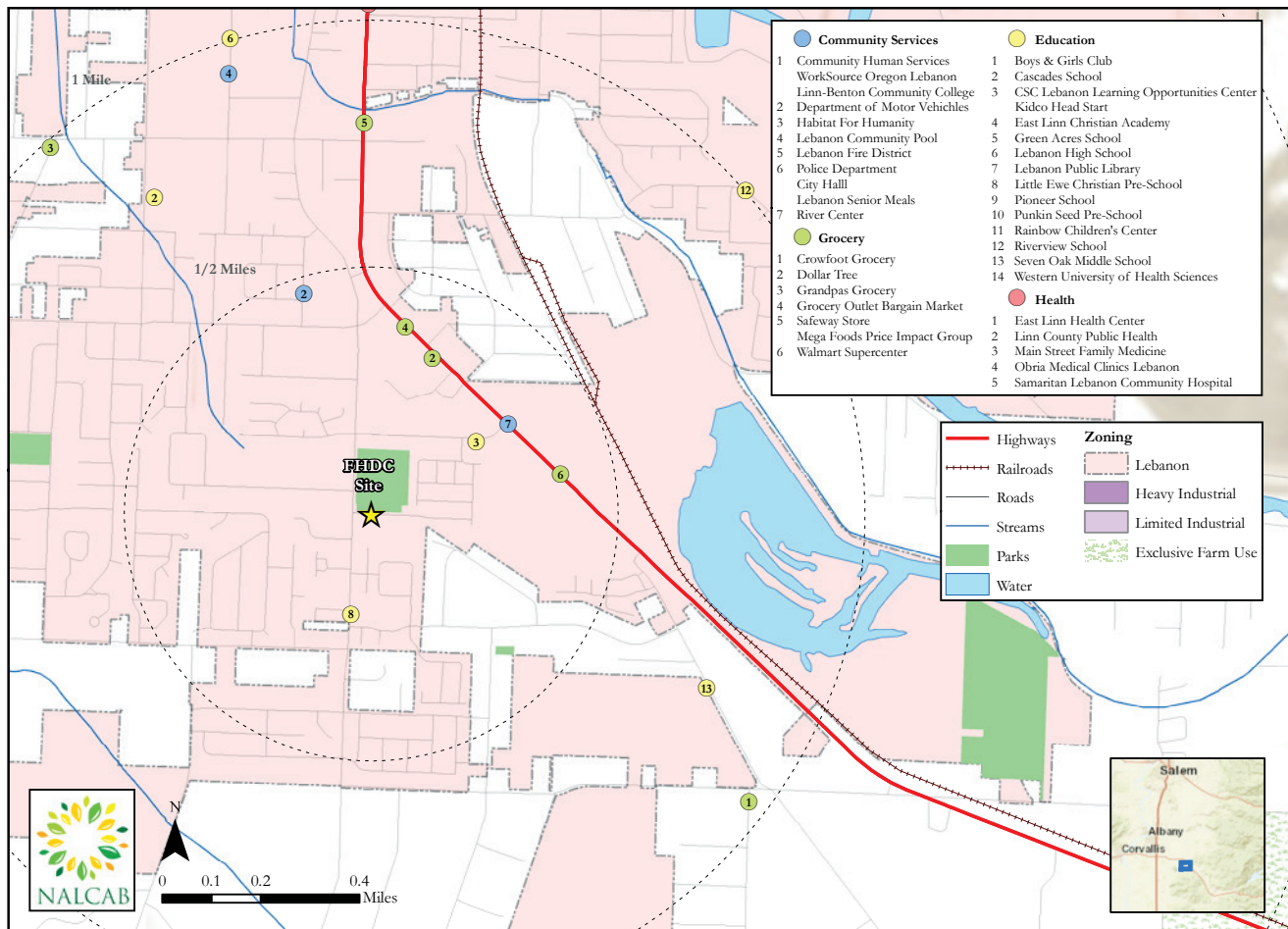
**Table 8. Financing Sources for Phase 1 Colonia Paz**

Tentative Sources of Financing for Phase 1		
HOME GRANT	\$2,759,915	Committed
GHAP GRANT	\$500,000	Committed
USDA 516 GRANT	\$1,500,000	Committed
USDA 514 LOAN	\$1,500,000	Committed — This is a loan at 1% interest rate amortized over 33 years. In order to keep rents reasonable, this project cannot assume any more debt from RD.
Expected FWTC Equity	\$2,156,250	This amount represents the equity investment by an investor. A funding application was submitted in August 2018 requesting \$3,353,212 in AWHTC's.
<b>Total Project Sources</b>	<b>\$8,416,165</b>	

**Table 9. Uses of Finances for Phase 1 Colonia Paz**

Uses of Finances	
Construction Cost	\$6,337,129
Acquisition Cost	\$203,850
Development Cost	\$1,875,186
Total Project Uses	\$8,416,165

## Amenities in Lebanon, OR Zoom In (WIP)



Service Layer Credits: Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp.,

Source: Linn County, FHDC, Policy Map, GreatSchools



## Goal #2

Engage with the Lebanon community on expanding opportunities for quality affordable housing.

As with any new project, community participation is vital to the overall success and goals of the project. FHDC has begun connecting with several local community members who are supportive of the new development. FHDC will develop partnerships and alliances with local organizations that are trusted by the community to solicit feedback and information to better understand the local needs and guide the development process. (Table 10).

### Strategies:

- **Stay engaged with the community.** In the area of new housing development, FHDC has reached out to community members and invited them to participate on initial planning sessions. Suggestions and comments are compiled to be taken into consideration during the project design phases.
- **Install Resident Services Liaison to facilitate ongoing partnership development during the planning and implementation phases.** Once sites have been fully developed, FHDC continues its community engagement. Resident participation is encouraged by the Youth and Family Resident Service Coordinator and supported by Evolve's<sup>2</sup> on-site property management staff to connect residents to education, health, safety, social events, and more. Resident Services Coordinator and/or On-site Property Manager will host regular meetings to hear residents' issues/concerns and to help identify solutions that work for the

<sup>2</sup> Evolve is a sister organization of Farmworker Housing Development Corporation (FHDC), a culturally specific community development organization founded in 1991 in the Willamette Valley, Oregon to improve the lives of the communities it serves as a people-first workforce development and affordable real estate management organization.

entire community.

- **Develop a Resident Guidance Protocol.**

Residents will be encouraged to actively engage in identifying problems and participate in creating and implementing solutions. Residents will have the opportunity to call or communicate directly with the Resident Services Coordinator or Property Manager staff to express their concerns, issues and any ideas they may have to make the community better. Engage in Local Advocacy. Our leadership development priorities encourage residents' involvement in advocacy efforts at local and state level. FHDC plans to connect with at least two of the City's Planning department and other public stakeholders, engaging the need for affordable housing. As mentioned, the City has been identified as a priority in the State for more units of affordable housing as the rent burden is well-above average. Area policy makers must know this is coming and we intend to be a partner in finding a solution. FHDC plans to take part in community outreach activities (2-4) at the local level to promote affordable housing and advocacy for communities of color during

the period of this grant.

- **Seek Residents that Need our Services.** In Linn County, the most effective print advertising options are the Albany Democrat-Herald, The Lebanon Express, Corvallis Gazette-Times, and The Register Guard. Advertisements in English and Spanish will be placed in those targeted publications and brochures and applications will be given to the previously identified community contacts. The property will be placed online on apartment websites and appropriate Facebook pages like For Rent in Albany Oregon, Linn-Benton Classifieds, The Buzz in Lebanon, Oregon, etc., will also be used to market the project. All prospects will complete a "Resident Prospect Card" at the time of visit to keep a record of household size, requirements, preferences, basic demographic data, and advertising source. The data collected will be transferred and recorded on a quarterly basis to a market survey, management will use this information to determine overall prospect demographic, successful/unsuccessful marketing techniques, and make adjustments that address disparities.

## Goal #3

Provide future Colonia Paz residents with information and tools to access education, health, workforce development, recreation, and financial capability services.

### Strategies:

- **Continue to identify and engage service providers.** FHDC will build relationships with service providers that align with our mission in Lebanon, with the intentions of signing MOU's with organizations to provide services once the project is built. In the future, FHDC plans to build Colonia Paz II and III (see exhibit A), the second and third phase, that will serve 60 and 50 workforce families. A total of 111 units is currently projected at this time.
- FHDC currently has over 10 signed MOU's with partner organizations who uphold the values of inclusion and equity to provide health, recreation, leadership, education, and workforce services at various properties. This capacity allows our staff to build strong partnerships, but not worry about temporary funded internal programs, like in past scenarios. FHDC fully intends to replicate a collaborative services model as we grow. FHDC seeks partnerships that have little to no financial impact. In our partnership, we believe that providing community space as an in-kind contribution will mutually offset program costs for both organizations. If programs require a financial contribution, FHDC will generally seek private foundation grants, sponsorships or donations to support the cost.
- FHDC has already discussed with the Linn-Benton Housing Authority how to collaborate and market Colonia Paz housing opportunity to underserved groups and those most in need of affordable housing in the area. To incorporate other underrepresented racial/ethnic groups, such as seniors and people

*FHDC will build relationships with service providers that align with our mission in Lebanon, with the intentions of signing MOU's with organizations to provide services once the project is built. In the future, FHDC plans to build Colonia Paz II and III, that will serve 60 and 50 workforce families.*

*To help prospective residents orient themselves to the neighborhood, brochures and flyers will be written in Spanish and English (and other languages as needed based on feedback from local agencies). Brochures and flyers will contain a map of amenities such as schools, grocery stores, pharmacies, medical centers, libraries, parks, and local transit.*

with disabilities, FHDC and Evolve will conduct outreach to the following local service agencies: Lebanon Community Human Services, Worksource Oregon, Habitat for Humanity, Lebanon Senior Meals, Samaritan Lebanon Community Hospital. Evolve Property Management marketing plan will incorporate strategies based on each agency's advice about how to reach the community members that are least likely to apply. The culturally specific marketing will include: Regular outreach at community events such as the Festival Latino Resource Fair, Advertise in publications such as the Asian Reporter, Oregon Northwest Pioneers, Willamette University Director of Multi-Cultural Center, University of Oregon, Postings on partner organizations' newsletters and websites.

- A few months prior to project completion, Evolve Property Management will provide project information and housing applications to targeted community partners. This will ensure that those that are least likely to apply

will have early notice of when applications will be accepted, along with the additional time to prepare applications. To help prospective residents orient themselves to the neighborhood, brochures and flyers will be written in Spanish and English (and other languages as needed based on feedback from local agencies). Brochures and flyers will contain a map of amenities such as schools, grocery stores, pharmacies, medical centers, libraries, parks, and local transit. Evolve Property Management will also give prospective residents property tours once the project is completed. To further reduce barriers to housing for underserved populations and those least likely to apply, Evolve Property Management's screening policies also allows for flexibility for resident financial and rental histories and criminal backgrounds. Student loan, medical debt, lack or very little rental history, and driving violations are not considered barriers to housing at FHDC.



**Table 10. Resident Services Partnerships**

Services Provided	Service Provider	Location of Service
<b>Legal Aid:</b> Legal assistance, Education on worker immigration rights and representations	Legal Aid PCUN	On-site
<b>Community Education:</b> English classes, Cultural Diversity, Gang and Drug Prevention, Homeownership education, Financial education, Adult literacy, Civic participation, Domestic abuse, CPU Literacy	Lebanon Police FHDC Financial Institutions Real Estate Agencies	On-site
<b>Workforce Development:</b> Job skills, Employment, GED, Post-secondary education programs, Adult literacy	Oregon Human Development Corporation Evolve Linn-Benton Community College	On-site and Off-site
<b>Emergency Services:</b> Assistance with rent/utilities, Food, Medical Assistance	Community Services Consortium River Center Food Bank St. Vincent DePaul	On-site and Off-site
<b>Youth Activities/Programs:</b> After School activities, Mentorship programs, Cultural Enrichment, Head Start, Parental involvement in public schools, Health career education program	Oregon Child Development	On-site and Off-site

# 05 | Metrics of Success

Type of Off-site Residential Service	Service Provider
Health & Nutrition Classes	OSU-Nutrition Service & Samaritan Lebanon Health Center
After School & Homework Program	Boys & Girls Scouts
Workforce Development	OHCS/Evolve/FHDC
Financial & Homeownership Education	Linn Benton Housing Authority
Access to Emergency Rent, Food & Utilities, etc.	Community Services Consortium/Food Share of Linn & Benton County
Resident Meetings (Quarterly)	FHDC Resident Services & Evolve Property Management Staff & Residents
Holiday Events	FHDC RSC





Outcome or Goal		Number of tenants anticipated to participate in service
	50% of participants will have been screened for diabetes and high blood pressure during the first three months of being housed at Colonia Paz	100
	All kids in the age range	Kids ages 5 and up. With support from parent and young adult volunteers
	Evolve Workforce & Multifamily Management is continually looking for people interested in joining their team. Quarterly basic property management classes are offered at designated FHDC community rooms	5-10
	10% of participants will acquire skills to better manage their finances	10
	All families will have access to any of these services	All that qualified for rental assistance, food & produce delivery monthly during harvest season
	At least one resident will join FHDC Board; resident participation at resident meeting will exceed 60%	15
	10% of Families to have access to holiday meals during the holiday season	44



FARMWORKER  
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