

Self-Help Enterprises
Letter of Interest
Housing Successor to the RDA of the City of Fresno
March 23, 2018



Table of Contents

- I. BUSINESS RESUME
- A. HISTORY AND PURPOSE
- B. OVERALL QUALIFICATIONS AND KEY PERSONNEL
- II. SINGLE-FAMILY HOUSING DEVELOPMENT.....
- III. DEVELOPMENT PROPOSAL.....
- A. PROPERTIES.....
- B. GENERAL FRAMEWORK
- C. PARTNER ROLES
- D. PROJECT SCHEDULE

Attachments:

- A. Sample Sources & Uses of Funds, Project Budget & Cost Summary
- B. Statement of Values
- C. Key Staff Bios
- D. List of Previous Projects & Program Flyers
- E. Sample Project Schedule

I. Business Resume

A. *HISTORY AND PURPOSE*

Self-Help Enterprises' (SHE) mission is to work together with low-income families to build and sustain healthy homes and communities. Self-Help Enterprises has grown from a group of visionaries who in 1963 helped three low-income families build their own homes in Goshen, CA to a nationally recognized housing and community development organization serving the eight counties in the San Joaquin Valley – Fresno County, Kern County, Kings County, Madera County, Mariposa County, Merced County Stanislaus County and Tulare County.

It is our philosophy to work with, rather than for, families in pursuing their goals. The concept of “self-help” is based on the conviction that, given the proper tools, individuals can and will do what is necessary to improve their living conditions. This concept is not just a philosophy for homeownership but is a driving force in all aspects of the organization.

In the last 53 years, has helped more than 6,200 families build their own homes, rehabilitated over 6,500 unsafe homes, developed over 1,350 units of affordable rental housing and has provided technical assistance for reliable access to safe drinking water and sanitary sewer infrastructures to more than 160 small communities.

Self-Help Enterprises' commitment to providing resources and training for individuals builds capacity of highly effective leaders that also promote collaborative solutions for improving communities. These combined efforts have touched the lives of over 55,000 families, providing security and stability for families and building strong, healthy and sustainable communities.

Self-Help Enterprises is committed to dealing responsibly, cooperatively and ethically with participants, communities, and funding agencies (see Attachment B, SHE's Statement of Values). The dedication of SHE staff is evidenced by the fact that the average SHE staff person has been with the organization 13 years.

B. *OVERALL QUALIFICATIONS AND KEY PERSONNEL*

Self-Help Enterprises' many years of experience detailed in this proposal are indicative of our organization's overall qualifications and ability to complete the identified project in Fresno. Key staff bios are included as Attachment C.

II. Single-Family Housing Development

Self-Help Enterprises (SHE) was incorporated in 1965 as an outgrowth of a successful project of the American Friends Service Committee, the Quaker service organization. SHE established itself the first – and ultimately most prolific – mutual self-help housing organization in the country, a position it has maintained consistently for over fifty years. Today, while the organization has grown in scope, mutual self-help housing remains emblematic of the organization's work, with core values that infuse a diverse range of programs and services.

Mutual self-help housing – a neighborhood of new property owners building each other’s homes – is a concept pioneered by Self-Help Enterprises in the 1960’s and remains representative of the values and goals of the organization. SHE’s New Homes program staff coordinate participant recruitment, mortgage financing, and construction management for groups of homebuilders who work together to build homes and a future for their families. By providing the labor necessary to construct the homes, participants reduce the costs of construction, build immediate equity, and gain an important asset for the future security of their families.

Through our program, 8 to 12 families help each other build their houses with skilled guidance from Self-Help Enterprises construction staff. The homes are built under the mutual self-help method of construction where each family is required to contribute a minimum of 40 hours a week working on all the homes for a period of 9 to 12 months. The hours are completed by the owners-to-be and/or any household member 16 years of age or older or approved helpers. Together, families pour foundations, frame homes, install electrical wiring, hang doors and windows, lay tile, and paint. The labor hours, or “sweat equity”, is used as the down payment on the new home, reducing costs for a new home families could otherwise not afford. Self-Help Enterprises also assists each applicant with securing the loans needed to build their home.

Self-Help Enterprises also operates an acquisition/rehabilitation program, which includes the rehabilitation of existing homes, or the new construction/reconstruction of units on infill lots. SHE is currently constructing two homes in Tulare and two in Corcoran. SHE has completed the acquisition of five single-family homes in Visalia, and then sold them to income qualified households. SHE is also working with the City of Visalia to develop five infill lots as single-family housing.

Self-Help Enterprises is a certified Homeownership Center. Smart, sustainable homeownership, begins with education. Self-Help Enterprises, a U.S. Department of Housing and Urban Development (HUD) certified counseling agency, offers educational and counseling services through the [GATEWAY: Your Path to Homeownership Program](#) to equip families with the tools and resources needed to meet financial and sustainable homeownership goals. Serving as a "one-stop" for families looking to start their housing search or to access one of Self-Help Enterprises’ homeownership programs, Self-Help Enterprises’ homeownership coaches walk families through the different types of mortgage rates, the effect credit scores have on being approved for a loan, how much down payment is needed for purchase, and how much home is affordable. A tailored action plan is then developed to assist families in achieving their homeownership goals. Completion of a homeownership education class, available online and in person in English and Spanish, helps families qualify for certain homebuyer assistance programs, mortgage interest premium reductions, and lower financing interest rates with some lenders.

A list of recent projects completed by Self-Help Enterprises is included as Attachment D.

III. Development Proposal

Self-Help Enterprises has comprehensive experience in the development of affordable single-family housing, and is interested in collaborating with the Housing Successor to the Redevelopment Agency of the City of Fresno (“FHS”) to provide homeownership opportunities to working families in Fresno.

A. Properties

Self-Help Enterprises is interested in developing an infill lot in Fresno at 329 N. College Avenue.

**B. General Framework**

Self-Help Enterprises (SHE) proposes to sell the unit developed on the proposed parcel to a low-income household at or below 80% Area Median Income (AMI). SHE will develop the lot at 329 N. College Avenue through its acquisition/rehab program. SHE will utilize a general contractor and sell the home to an income-qualified family earning below 80% AMI when complete.

Prior to start of construction and/or the sale of the lot, SHE requests the following:

- FHS sells the lot to Self-Help Enterprises (SHE) through a seller-carryback forgivable loan based on Fair Market Value
- SHE provides construction financing to build the home, which will be repaid once the home sells. The source of repayment will be the primary mortgage and up to \$35,000 in down payment/closing cost assistance provided by FHS and a \$26,000 development grant, which, will cover cost differences between the full project cost and the appraised value of the improved property, while ensuring a sales price affordability an 80% of area median income (AMI) buyer. FHS will fund the down payment assistance as a zero interest 45 years deferred payment loan to coincide with the required affordability covenant.
- Upon completion of construction of the 329 N. College Ave unit, the home will be sold to a qualified purchaser with an income not exceeding 80% of the area median income (AMI) for his or her respective family size. The sale to an eligible household would include layered financing with a primary loan provided by a conventional lender. FHS will provided funding to make a deferred secondary loan to the family up to \$35,000. Once this loan is recorded, the original development and land loan to the SHE would be

forgiven. In the event the sales price exceeds project costs, a portion of the land loan could also be secured against the property (see Attachment A, Scenario B).

- The deferred loans would be between the buyer and FHS, or the buyer and SHE. If SHE makes the loans, then SHE would be responsible for annual loan monitoring and general portfolio management costs associated with the loan.
- If SHE makes the loan, should the loan be repaid within the 30-year timeframe, SHE will reinvest those funds into a new affordable unit in the City of Fresno.
- Should SHE not sell/construct the units as agreed or not serve income-qualified households, SHE would be in default and the amount of the land loan and development loan funds disbursed will be due and payable.

C. *Partner Roles*

Self-Help Enterprises (SHE) requests the FHS complete the following items to allow for the development of affordable housing on the proposed parcels:

- Provide Phase I environmental assessment, geotechnical and other reports (as available) for the proposed parcel.
- Provide general oversight of the project, including reviewing draws for funds, preparation of loan documents, draw inspections, etc.
- Assist SHE in coordinating with City of Fresno Departments, including Public Works and Engineering.

Self-Help Enterprises (SHE) will provide the following during development of the proposed parcels:

- Complete design and engineering of all utility connections and improvements to serve the single-family parcel at 329 N. College Avenue.
- Construct all site improvements required for the 329 N. College Avenue infill unit.
- Coordinate all sales, including income qualifications for all buyers to confirm they are under 80% AMI, coordination with all mortgage lenders, prepare all loan and purchase documents for secondary financing (as applicable).

D. *Project Schedule*

Self-Help Enterprises is available to work on the project at the FHS's convenience. A sample project schedule has been provided as Attachment E.

ATTACHMENT A

Fresno Infill Project

SAMPLE SOURCES AND USES OF FUNDS: 329 N. College Avenue

Total Project Budget: 329 N. College Ave, Fresno	
Acquisition	\$0
<i>*Land provided via forgivable loan from the housing successor agency</i>	
Associated costs estimated:	
Appraisal	\$0
Termite Inspection	\$0
Title (SHE pays half escrow- est.)	\$275
Escrow Fees-est. (SHE pays)	\$1,000
Total Cost of Acquisition	<u>\$1,275</u>
Construction Costs	\$147,974
Permits	\$12,907
Contingency	\$11,260
Contractor Overhead	\$12,000
Construction Management	\$14,000
Utilities	\$6,484
Insurance During Construction	\$500
<i>Sub-Total: Construction and Soft Costs</i>	<i>\$205,125</i>
Sales coordination, property management, marketing, etc.)	\$2,000
Commission (3%) and/or Developer Fee	\$6,300
Escrow fees & closing costs (3% est.):	\$6,300
Total Project Cost	<u>\$221,000</u>

¹ SHE will attempt to sell the unit; commission will only be required if the unit does not sell and a third-party real estate agent is required

ATTACHMENT A

Fresno Infill Project SAMPLE SOURCES AND USES OF FUNDS: 329 N. College Avenue

SOURCE(S)	AMOUNT
Primary Mortgage--80% AMI Borrower	\$160,000
Successor Agency Development Grant ²	\$26,000
Secondary Financing ¹	\$35,000
Total	\$221,000

USES (S)	AMOUNT
Title, Escrow and Resell	\$15,875
Construction Costs	\$147,974
Permits	\$12,907
Utilities	\$6,484
Contractor OH&P	\$12,000
Contingency	\$11,260
Construction Management	\$14,000
Insurance During Construction	\$500
Total	\$221,000

Surplus/(Deficit) \$0

¹FHS deferred payment loan as secondary financing

² Assumes an appraised value of \$195,000

ATTACHMENT B

Self-Help Enterprises

STATEMENT OF VALUES

In supporting the efforts of low-income residents of the San Joaquin Valley to improve their living conditions, we are committed to dealing responsibly and ethically with participants, communities, funding agencies and each other. Toward this goal, the Board and staff of Self-Help Enterprises will incorporate these values in all we do.

Participants are our primary responsibility and will be treated with dignity and respect. In an atmosphere of trust, open communication will be the basis for responding to participants' identified needs. While receiving services, participants will have the opportunity to develop the skills which enable them to better provide for themselves and their communities. Our relationship will be one of working with, rather than working for, the individuals and families who participate in our program.

The involvement of communities in our local activities will be encouraged through open and honest communication. With respect for the democratic process, we will work cooperatively with communities and their officials to identify and address the needs of low-income residents. Communities will be kept aware of resources available to meet local needs.

We will cooperate in full cognizance and compliance with contractual relationships and honor the commitments we make with funding agencies. We will endeavor to contain costs while providing quality services. It is equally our responsibility to represent to funding agencies the needs of low-income people. While working cooperatively with agencies to improve the delivery of services, we will work to understand and respect the rationale of the regulatory process.

Within Self-Help Enterprises, personal and professional needs will be respected and the qualities of fairness and cooperation in staff relationships will be encouraged. Rights and responsibilities will be clearly stated. Fair and adequate compensation, opportunities for training and professional development, and a safe work environment will be provided to all staff.

These values will guide us as we represent the needs and wishes of low-income people to society at large. Participants, community members and all others will be encouraged to join in this mission to provide solutions to identified problems in the communities we serve.

ATTACHMENT C

Key Staff Bios



Attachment B: Development Team

Tom Collishaw, President and CEO

Mr. Collishaw has over 35 years of service with Self-Help Enterprises. He has held a variety of positions within the organization, including director of development, new homes program manager and administrative analyst in the new homes and rehabilitation divisions. Since becoming Vice President in 1993, Collishaw has been directly responsible for all land and project development activity, including project financing for single-family housing, rental housing, and water and wastewater activities. Collishaw is also an advocate at the state and federal level for the unique needs of hardworking, low-income families in the Valley. He serves on the boards of the National Rural Housing Coalition, the preeminent legislative voice for federal programs that serve rural America, Housing California, and the California Coalition for Rural Housing.

Mr. Collishaw will provide project oversight and assist with assembling the financing for the project. Mr. Collishaw provided similar oversight for thousands of single-family housing units developed by SHE and will provide oversight for the development team.

Kathy Long-Pence, Chief Financial Officer

Prior to joining Self-Help Enterprises, Ms. Long-Pence served as the Interim Finance Director for the City of Sanger, supervising the accounting staff, acting as financial representative for the City, preparing budgets and financial statements, and working closely with department directors and the City Manager. She also has a record of success serving as Controller for several Valley corporations and nonprofits in addition to teaching experience at CSU Fresno.

Ms. Long-Pence earned her MS in Accountancy, Financial Option at CSU Fresno, is a Certified Public Accountant with a certificate in Non-Profit Leadership and has over 27 years' experience in accounting. As Chief Financial Officer at SHE, she works in all areas of accounting and financial reporting, including helping to meet the requirements of external auditors.

Betsy McGovern-Garcia, Program Director for Real Estate Development

Ms. McGovern-Garcia has over 16 years of experience in affordable housing development, including extensive project management experience, grant compliance, grant writing/reporting, and affordable housing development. Ms. McGovern-Garcia Leveraged \$6,000,000 of housing funds to assist developers in the construction/financing of \$60,000,000 of new housing units in Tulare and negotiated all Loan Agreements and Disposition & Development Agreements. New housing units developed on behalf of the City of Tulare included 4%/9% tax-credit developments, single-family units developed through a partnership with SHE, shelter plus care units funded through the McKinney-Vento Act, HOME and USDA funded projects. Ms. McGovern-Garcia has secured and managed HOME funds for the development of multi-family housing projects in conjunction with tax-credits. Most recently, HOME funds were utilized by SHE for the development of Highland Gardens (36 units-Visalia-complete), Sierra Village (44 units-Dinuba-under construction) and Sequoia Commons (66 units-Goshen-secured).

As the Program Director for Real Estate Development for SHE, Ms. McGovern-Garcia is responsible for all aspects of real estate development, including site identification, acquisition, entitlements and financing. Ms. McGovern-Garcia holds a Master's Degree in Business Administration from St. Ambrose University and is a Leadership in Energy & Environmental Design (LEED) Accredited Professional. Ms. McGovern-Garcia will facilitate all aspects of development for the Fresno project and will be responsible for coordinating the roles of the other SHE team members, consultants, contractors, etc. Ms. McGovern-Garcia will serve as the liaison with the City of Fresno and will be responsible for oversight of project development.

Susan Long (Atkins), Program Director for Partner Services

Ms. Long joined Self-Help Enterprises in 1999 and has held a variety of positions within the organization. Starting as an Administrative Analyst in the Partner Services Division, she was responsible for grant writing, administration, program development and environmental reviews. As the Manager over the Homebuyer Assistance Program, she was responsible for implementation of the Affirmative Fair Marketing Plan, community outreach, final eligibility determinations, overseeing all activities related to financing approvals and office systems, as well as serving as the liaison between lenders, title companies, and other program partners. In addition, as Homebuyer Manager, Ms. Long developed and started SHE's Homeownership Counseling and Education Program.

In early 2006, Ms. Long became the Assistant Program Director of the Partner Services Division, taking on the responsibilities for all grant management oversight, partner relations, and budgets. During a brief absence between 2009 and 2011, Ms. Long worked as the Community Development Director for the City of Corcoran, where she had previously worked in grant management prior to coming to SHE. Ms. Long returned to SHE in early 2011 as the Director of Special Programs, working in multi-family development and asset management, as well as providing assistance in all other program areas of SHE.

As of January 1, 2013, Ms. Long became the Director of the Partner Services Division, taking on the responsibilities for all grant management oversight, partner relations, housing rehabilitation and homebuyer assistance programs implementation, homeownership counseling, single-family acquisition and rehabilitation, drought relief efforts, long-term monitoring of HOME-funded multi-family projects, loan portfolio management, production, and budgets.

Angelica Cisneros, Sr. Project Manager

Ms. Cisneros has over 11 years of experience in the development of affordable housing, including extensive project management experience, grant writing/reporting, grant compliance, asset management/stabilization and construction and permanent finance closings. Ms. Cisneros has extensive experience with 9% and 4% Low Income Housing Tax Credits, AHSC Funds, Federal Home Loan Bank AHP Funds, HOME Funds, HUD Continuum of Care Funds, CalHFA MHSA Funds and Section 8 Project Based Vouchers. As the Sr. Project Manager, Ms. Cisneros is responsible for land purchase and development, land financing, and project predevelopment. This includes securing of secondary financing for participants. Ms. Cisneros holds a Bachelor's degree in Business Administration with an option in Real Estate & Urban Land Economics from California State University, Fresno.

Francisco Nuñez, Project Manager

Mr. Nuñez studied civil engineering at the California Polytechnic State University, San Luis Obispo and obtained his Engineering-in-Training Certification (EIT). Mr. Nuñez has over 10 years of experience in municipal entitlement processing guiding simple to complex development projects from the planning phase to completion. This includes entitlement planning phase, civil plan review and approval, construction of and inspection of residential and commercial projects. Mr. Nuñez has extensive project and construction management experience in administering capital improvement projects from development to completion including project scope and budget development, contracting and management of consultants, development and review of engineering plans and project specifications and administration of construction contracts. In addition, Mr. Nuñez has working knowledge of various federal and state transportation funding programs as well as community outreach in regards to informing the general public and adjacent property owners of proposed development projects and ongoing construction activities.

Vanesa Donangtavanh, Project Technician

Ms. Donangtavanh joined the SHE staff in 2015 as an intern through the California Coalition for Rural Housing (CCRH) and was later hired as a project technician in 2016. Through the internship, Ms. Donangtavanh gained hands on experience with all phases of MFH construction. She is experienced in grant compliance, grant writing/reporting, and affordable housing development. In addition, Ms. Donangtavanh has assisted with 9% and 4% Low Income Housing Tax Credits, Federal Home Loan Bank AHP Funds, Affordable Housing and Sustainable Community Funds and HOME Funds. As the Project Technician, Ms. Donangtavanh is responsible for assisting with financing applications/closings, and monthly/quarterly grant reporting.

Thomas J. Collishaw

5919 West Grove Ct., Visalia, CA 93291 (559)731-9771 tomc@selfhelpenterprises.org

Objective

To provide dynamic leadership to a nonprofit housing development organization.

Experience

President / CEO

July 2014 to present Self-Help Enterprises, Visalia, CA

- Direct responsibility for management and operations of a multi-faceted housing and community development nonprofit with 60 staff and net assets of over \$60 million. Responsible to Board of Directors on all aspects of corporate governance and operations.

Vice President / Director of Development

July 1993 to June 2014 Self-Help Enterprises, Visalia, CA

- Direct responsibility for all land development, single family housing, multifamily rental housing, property management, and water and wastewater activities for the largest rural development organization in the country. Coordinated projects between all departments, including housing rehabilitation, single family housing, and community development activities.
- Activities included nonprofit law and management issues, land use and entitlement processing, federal and state housing programs, conventional financing, construction management, and real estate matters.
- Achievements include over 3,500 single family homes built, over 50 subdivision developments completed, over 1,300 rental units built and occupied, and more than 50 community water or sewer systems improved.

Program Manager

July 1986 to June 1993 Self-Help Enterprises, Visalia, CA

- Managed the New Homes Department for SHE, the oldest and largest mutual self-help housing organization in the United States. Directed a staff of twenty-two people in the provision of services to 150 low-income first time homebuyers per year. Responsibilities included land acquisition and development, marketing and outreach, and construction management activities in an eight county area.

Administrative Analyst

June 1983 to June 1986 Self-Help Enterprises, Visalia, CA

- Responsible for broad range of administrative activities in Housing Rehabilitation, Weatherization and New Homes programs. Developed funding proposals, contracts, marketing strategies and financial analyses in support of the Deputy Director. Direct involvement in all personnel, fiscal, and programmatic matters in the multi-faceted program.

Project Coordinator

June 1982 to May 1983 New York Public Interest Research Group (NYPIRG), New York, NY

- Directed consumer awareness and public participation activities for students at Nassau Community College. Responsibilities included fundraising, community organizing, classroom activities, and local research on public issues.

Education

Colgate University, Hamilton, NY
1976 to 1980

- Bachelor of Arts in English and History

Harvard Kennedy School of Government, Cambridge, MA
2010 to 2012

- Graduate - Achieving Excellence in Community Development

Boards

National Rural Housing Coalition
California Coalition for Rural Housing
Housing California
National Farmworker Housing Directors Association
Northern California Community Loan Fund (Advisory)

References

References are available on request.

Kathryn L. Long-Pence

Certified Public Accountant

3707 Richmond Avenue
Clovis, CA
559-287-4650

kathylp@selfhelpenterprises.org

Experience

Self Help Enterprises

Director of Finance **since May 2011**

Full responsibility for all financial transactions. Additional responsibilities – serves as Risk Manager, Treasurer, Compliance Officer for Anti-Money Laundering, controls audit, budget and cash flow presentations, quarterly financial reports to the Board of Trustees, lenders and funding sources as required. Supervises staff of five accounting and analyst personnel.

City of Sanger

Finance Director **12/09-4/11**

Served as Finance Director for city with population of 25,000. Total responsibility for all financial transactions and reporting to City Council, community, bond companies and others. Supervised staff of five accounting personnel.

Valley Health Team

Controller **11/08-11/09**

Served as Controller for non profit health care company serving low income communities of SanJoaquin, Kerman and east side of Central San Joaquin Valley. Supervised staff of two. Responsible for all financial reporting and audit compliance. Implemented new Health Care Receivable system.

Kimberlite, Inc.

10/07-11/08

Supervised staff of six in preparation of all financial transactions for alarm company serving 6,000 customers. Responsibility for preparation of financial reports and compliance.

NDS Inc.

12/03-09/07

Served as controller for national manufacturer/distributor of irrigation technology products. Supervised staff of 12 and was responsible for all financial transactions. Prepared all financial reporting and coordinated audit compliance.

Certifications

Certified Public Accountant since 1990

Certificate in Non-Profit Leadership

Education

Bachelor of Science degree in Business Administration/Accounting- California State University – Fresno, 1986

Master of Science degree in Accountancy-California State University-Fresno 1991

Memberships

Member of the American Society of Certified Public Accountants and the California Society of Certified Public Accountants.

Betsy McGovern-Garcia

5109 W. Rialto Ct, Visalia, CA 93277 • (559) 308-9444

betsymcgoo5@msn.com

WORK EXPERIENCE

Self-Help Enterprises (SHE)

July 2014 to Present

Program Director-Real Estate Development

- Responsible for land acquisition, entitlements, and financing for single-family and multi-family affordable housing development;
- Identify development costs, apply for and secure all necessary funding including state, federal and local financing sources, including conventional acquisition/construction loans, LIHTC, USDA, Multifamily Housing Program, HOME, Affordable Housing Program, and various local sources; manage acquisition/construction loan closings and draw implementation for various funding sources;
- Coordinate external development team including architects, engineers, and a variety of consultants;
- Supervise SHE land development team and delegate development tasks for completion;
- Identify new development opportunities, including identifying available land, finished lots, etc.
- Coordinate local, regional and statewide partnerships, and identifying opportunities to collaborate and/or leverage resources to better serve SHE-assisted communities.

City of Visalia, Natural Resource Conservation Analyst

December 2012 to June 2014

- Prepared financial feasibility analysis of renewable energy projects, including solar projects ranging from 30 kilowatts to 1 megawatt;
- Monitored ongoing legislation, such as the allocation of Cap-and-Trade proceeds, regulations pertaining to the tracking and reduction of greenhouse gas emissions, and other relevant funding and legislative matters;
- Developed and implemented community-based programs and events, including co-marketing utility programs with the Valley Innovative Energy Watch;
- Responded to business inquiries seeking local sustainability services and/or interested in energy service(s) opportunities through the City of Visalia;
- Managed utility accounts, tariffs structures, and correspondence with the California Public Utility Commission;
- Developed co-branding campaigns with utility companies to educate Visalia regarding opportunities for local businesses and residents to realize financial savings through energy efficiency and water conservation.

MG Consulting, Owner

May 2012 to Present

- Provided project management services, including grant and/or construction management of development, public infrastructure, and planning projects;
- Offered program development, including market needs assessments, organizational capacity development, financial analysis and the development of funding strategies, program design, manuals, and systems development, and funding applications
- Capacity development and HUD technical assistance
- Completed projects include:
 - ✓ Research, prospecting, and project management of affordable housing developments for a Bay Area affordable housing developer;
 - ✓ Compliance, staffing analysis and organizational capacity development for Family Services of Tulare County;

- ✓ Financial strategies and grant writing services for the development of a Kings County Permanent Supportive Housing program;
- ✓ Completion of the annual homeless Exhibit I application for Kings/Tulare counties for approximately \$1,100,000 of funding for new housing units;
- ✓ Organizational capacity development services for the Downtown Visalia Foundation.

City of Tulare, Project Manager

June 2006 to May 2012

- Managed construction projects including infrastructure improvements such as sidewalks, landscaping and green space, and additional detention solutions needed to promote growth in the redevelopment areas;
- Supervised acquisition, relocation, and demolition activities; completes land assembly activities necessary for project implementation;
- Negotiated and facilitated all aspects of affordable housing development, including DDA and Loan Agreement negotiations, review of TCAC applications, assist with entitlements, and act as a liaison during construction;
- Provided oversight to four staff positions, and assisted in the management of the HOME, CDBG and tax-increments funded programs, including first-time homebuyer, rehabilitation, and other programs
- Completed contractor and consultant selection for a variety of projects, through a RFP/RFQ process or bid selection process; manages consultant and contractor contracts and projects; ensures timely completion on budget and schedule;
- Coordinated a variety of economic development activities, including land negotiations, business recruitment and retention, and the negotiation of Development Agreements;
- Administered Brownfield's program, including assessment and cleanup activities; liaison with EPA and DTSC on a variety of Brownfield related matters;
- Negotiated point-of-sale and sales tax sharing agreement with Land O'Lakes to facilitate the retention of 300 jobs in Tulare;
- Secured and managed over \$6 million of grant and loan funding for the Tulare Redevelopment Agency.

Kings/Tulare Continuum of Care on Homelessness, Consultant

October 2008 to Present

- Secured over \$6,200,000 of HUD grant funding for 8 local agencies to operate transitional and permanent supportive housing
- Provide technical assistance on supportive housing program development, HUD fund management, compliance and performance monitoring
- Assisted in the development of annual Project Homeless Connect events, administration of the annual Point In Time homeless census count, and a variety of capacity building initiatives for local agencies

South County Housing, Project Manager

October 2004 to June 2006

- Primary manager for all aspects of real estate development for single-family mixed income communities and multi-family rehabilitation and new construction
- Identified total development costs, applied for and secured all necessary funding including state, federal and local sources
- Managed all aspects of single-family and multi-family affordable housing financing including conventional construction loans, escrow accounts, Redevelopment funding, subsidy financing through CalHFA, Multifamily Housing Program, HOME, Affordable Housing Program, and various local sources; managed loan closings and draw implementation for various funding sources
- Supervised development team including architects, engineers, and a variety of consultants; manage Associate Developer and delegate development tasks for completion; coordinated RFP process for

architects, consultants, management companies, etc.; recommended, hired and supervised team members

- Developed and maintained single-family housing policy such as preference lottery systems, resale restriction and equity share programs; worked with local Redevelopment Agency to implement programs; coordinate closings of more than 27 single-family home sales
- Managed State and Federal wage programs including Davis-Bacon and Prevailing Wages; reported subcontractor and wage information to local agencies such as the Housing Authority, Redevelopment Agency and HUD
- Implemented and tracked budgets and schedules for a variety of development projects; maintained accountability for members of development team; worked with contractors and consultants to design projects that are affordable and timely
- Worked to develop and implement environmentally responsible “green” practices for affordable housing development

Emergency Housing Consortium (EHC), Compliance Manager *October 2003 to October 2004*

- Coordinated Contract Compliance for 50+ Government contracts worth \$10 million in funding in order to ensure that 13 housing programs with supportive services fulfill a variety of requirements of all local, state and federal funding agencies
- Point of contact for all government representatives; prepare files and guide staff through audit/monitor visits; facilitate and maintain relationships with funding agencies to ensure future funding
- Worked in all stages of affordable housing development, from conception, site control, vendor selection, construction, through the capitalization process

Self-Help Enterprises (SHE), Americorps *VISTA *August 2002 to September 2003*

- Applied for over \$100,000 of Grant Funding Resources
- Coordinated English as a Second Language (ESL) classes, Computer labs for resident use, Computer and Adult Education and Neighborhood Watch for nine low-income rental complexes
- Organized special events including a ribbon cutting ceremony and National NeighborWorks “Wall Raising” event with over 100 volunteers

EDUCATION

SAINT AMBROSE UNIVERSITY
Davenport, IA
Master of Business Administration
Graduated August 2002

TRUMAN STATE UNIVERSITY
Kirksville, MO
Bachelor of Arts in Business Administration
Graduated May 2001

OTHER EXPERIENCE

Leadership in Energy and Environmental Design (LEED) Accredited Professional June 2009

Board Member, Kings/Tulare Continuum of Care on Homelessness July 2007 to April 2012

Committee Chair, Tulare/Kings U.S. Green Building Council Branch February 2008 to December 2009

LISC Affordable Housing Development Training Institute 2004-2005

REFERENCES AVAILABLE UPON REQUEST

Susan Atkins

Education

2009-2010	UC Davis Extension	Sacramento, CA
	<ul style="list-style-type: none"> ▪ Land Use and Environmental Planning Certification 	
2002-2004	University of Phoenix	Fresno, CA
	<ul style="list-style-type: none"> ▪ M.B.A., Business Administration and Technology Management. 	
1998-2000	University of Phoenix	Bakersfield, CA
	<ul style="list-style-type: none"> ▪ B.A., Business Administration 	
1993-1994	California State University	Fresno, CA
1991-1992	College of Sequoia	Visalia, CA
1990-1993	Cal Polytechnic University	San Luis Obispo, CA

Miscellaneous Courses

1999-2016 Lending, Homeownership Counseling, Affordable Housing Development, Affordable Housing Management, Leadership and Management Courses

Experience

January 2013 – present Self-Help Enterprises Visalia, CA

Program Director – Partner Services

- Budget Development and Analysis
- Oversight, coordination, and management contracts for services
- Research, analysis, development and implementation of new programs, policies and systems
- Organization, development, hiring and training of program staff
- Liaison with local, state governments and community partners
- Contract development and negotiations
- Team building and organizational leadership
- New Program(s) development and deployment
- Part of senior management staff responsible for organizational needs, development, future planning, business plan, goal setting and personnel

February 2011 – Dec. 2012 Self-Help Enterprises Visalia, CA

Program Director – Special Projects

- Multi-Family Asset & Property Management
- Multi-Family Development,
- Tax Credit and Federal/State Grant Applications.
- Development of 10-acre Community Park in the community of Goshen, CA, project includes community input meetings, park design, and completion of a \$5 million grant application.
- Data System analysis, review, recommendations and implementation of new systems.
- Program reorganization and staff development consultant
- Program performance analysis.

Sept. 2009 – Feb. 2011 City of Corcoran Corcoran, CA

Community Development Director

- Manages the planning, building, code enforcement, housing, development and redevelopment operations of the Community Development Department.
- City Planner and Executive Director of the Redevelopment Agency.
- Coordinates Community Development Department activities with other departments, outside agencies and organizations.
- Directs the development, implementation, administration, review, and update of City-wide plans and policies pertaining to planning, building, housing, and redevelopment.
- City Council, Redevelopment Agency, Planning Commission, Corcoran Economic Development Commission, Finance Committee, and others as required.
- Serves as representative of the City and department; liaises and consults with various outside agencies regarding planning and development matters.

Dec. 2008 – Nov. 2009 San Joaquin Valley College Hanford, CA

Instructor (General Education & Business Courses)

- Provided classroom instruction and curriculum
- Maintained records of attendance, reported grading on assignments, quizzes, tests and overall performance.
- Courses: Business Math, Business Writing, Computer concepts, including MS Outlook, Word, Excel, Publisher, and Power Point.
- Development and implementation of group activities and classroom interaction that promoted understanding and opportunities for learning.
- Provided real life scenarios, to help students understand subject matter and materials as they relate to everyday life and the work environment.

Jan. 2006 - Aug. 2009 Self-Help Enterprises Visalia, CA

Assistant Program Director

- Oversight, coordination and management grant contracts
- Review all request for proposals, reports, grant applications, & loans
- Analysis of program need and survey results
- Review and interruption of Federal and State regulations
- Research, analysis, development and implementation of new programs, policies and systems
- Organization, development, hiring and training of department staff
- Liaison with local, state governments and community partners
- Public Presentations
- Team building and organizational leadership

June 2001 – Dec. 2005 Self-Help Enterprises Visalia, CA

Project Coordinator II

- Development and administration of Homebuyer Counseling and Education
- Direct classroom education and one-on-one counseling
- Administration of Homebuyer Assistance Programs
- Analysis of Local, State and Federal Regulations
- Preparation of grant proposals and contract review
- Provide direction and assistance related to RDA law

June 1999 – May 2001 Self-Help Enterprises Visalia, CA

Housing Specialist

- Performed all program environmental reviews (NEPA)
- Supervise invoicing and accounts payable
- Prepare and review request for proposals
- Prepare and present reports to local government agencies
- Grant writing
- Grant management/administration
- Oversee Homebuyer Loan Processing staff

June 1997 – May 1999 City of Hanford Hanford, CA

Housing Specialist

- Development and maintenance of Housing Department budget
- Development and administration of various programs and policies
- Perform all program environmental reviews (NEPA)
- Responsible for recruitment, loan processing and closings
- Preparation of grant applications and grant reporting
- Loan Portfolio Management
- Redevelopment Agency funds management
- Preparation of purchase orders and request for proposals

1996–1997 City of Corcoran Corcoran, CA

Community Development Technician

- Administration of housing programs
- Responsible for the recruitment and processing of loans
- Marketing of housing programs and grant writing
- Loan Servicing and Evaluation, including GMS management
- Provide site specific zoning in response to public inquires
- Property inspections for building code violations
- Code Enforcement

Other Skills

- MS Office: Outlook, Word, Excel, Power Point, MS Project, Publisher
- Database Systems: Nstep, HCO, GMS, Encompass, Dbase
- Mapping Software: Maptitude
- Conflict Management, Team building, Leadership
- CBEST Certification
- HOME Certified Program Specialist

FRANCISCO NUÑEZ

2705 Winter Way • Madera, CA 93637 • 559.363.6841 • fjrunez24@gmail.com

EDUCATION

California Polytechnic State University, San Luis Obispo
Bachelor of Science in **Civil Engineering to be conferred**
EIT Certified # 118214

CIVIL ENGINEERING EXPERIENCE

Project Experience

- City of Madera Pine Street & Pecan Avenue Improvement Project, Construction Manager
 - Developed project scope and budget
 - Project design and specification review
 - Administered construction contract from bidding process to completion of construction
 - Performed field inspections
 - Prepared, reviewed and recommended project change orders
 - Monitored approved project budget
 - Managed and proposed resolutions to construction issues
 - Directed and provided recommendations to subordinate staff
- City of Madera 4th Street Reconstruction from UPRR to Lake Street, Construction Manager
 - Administered construction contract from bidding process to completion of construction
 - Performed field inspections
 - Prepared, reviewed and recommended project change orders
 - Monitored approved project budget
 - Managed and proposed resolutions to construction issues
 - Directed and provided recommendations to subordinate staff
- City of Madera Sharon Boulevard Infrastructure Study and Plan Line, Project Manager
 - Administered design contract from proposal process to completion of report
 - Prepared reviewed and recommended project change orders
 - Monitored approved project budget
 - Applied design criteria
 - Prepared and managed project design meetings
 - Presented at community informational meetings

TECHNICAL SKILLS

Fluent in English and Spanish, AutoCAD, Microsoft Office Programs

WORK EXPERIENCE

City of Madera – Madera, CA

Assistant Engineer

August 2008 – February 2016

- Administered construction and design contracts, performed field inspections, prepared, reviewed and recommended project change orders, prepared plans and specifications, project budgets and cost estimates, made recommendations for engineering budgets and monitored the approved budget, developed design procedures, applied design criteria, checked plans and specifications for accuracy of design and completeness for Capital Improvement projects
- Interpreted code and regulations in performance of plan check activities, coordinated and performed entitlements for private development projects
- Prepared and provided engineering reports, correspondence, staff reports, ordinances and resolutions to the City Administrator, City Council, committees, City departments, outside agencies and the public, made oral presentations, participated in organizational and community group meetings, responded to questions and investigated complaints concerning engineering problems

DJ's Car Audio and Security – Madera, CA

Co-Owner, Operations Manager

November 2007 – July 2008

- Managed all aspects in regards to operation of vehicle aftermarket parts installation and custom vehicle builds
- Coordinated and developed schedule for project vehicles

- Assessed inventory and managed product orders

City of Madera – Madera, CA

Engineering Technician III

June 2006 – October 2007

- Interpreted code and regulations in performance of plan check activities, coordinated and performed entitlements for private development projects
- Prepared and provided engineering reports, correspondence, staff reports, ordinances and resolutions to the City Administrator, City Council, committees, City departments, outside agencies and the public, made oral presentations, participated in organizational and community group meetings, responded to questions and investigated complaints concerning engineering problems

Vanesa Donangtavanh

3145 E. Illinois, Fresno, CA 93702 | C: (559) 470-1278 | donangtavanh@gmail.com

Summary

A graduate of California State University, Fresno (CSUF) with a degree in Psychology and a certificate in Philanthropic and Community-based Leadership (Humanics). Completed a 1 year internship through the California Coalition for Rural Housing's (CCRH) with a heavy focus on low-income housing development.

Highlights

- Grant Compliance/Reporting
- Knowledge of 9%/4% LIHTC
- Able to work in deadline driven environment
- Detail-oriented
- Excellent multi-tasker
- Strong communication skills
- Proficient in MS Office

Accomplishments

- Assisted in the completion of a 36-unit new construction project in Visalia, CA
- Assisted with funding applications/closings for two Affordable Housing and Sustainable Communities (AHSC) projects in Dinuba and Lindsay with
- Assisted with the successful resyndication of a scattered site project located in Wasco and McFarland

Experience

Housing Development Project Technician

06/2016

Self-Help Enterprises

Visalia, CA

Collect, interpret, analyze and compile data obtained. Scan and file forms, reports, correspondence and receipts. Retrieved requested files and delivered to appropriate personnel. Operate office equipment such as copiers and fax machines. Works with multiple databases. Contact staff and customers to retrieve files. Submit weekly, monthly, and quarterly reports to appropriate contacts. Assist with funding applications and closings. Monitor land development, work with engineers for SWPPP monitoring, and attend weekly construction meetings.

Housing Development Intern

06/2015 to 06/2016

Self-Help Enterprises

Visalia, CA

Collect, interpret, analyze and compile data obtained. Scan and file forms, reports, correspondence and receipts. Retrieved requested files and delivered to appropriate personnel. Operate office equipment such as copiers and fax machines. Enter information into computer databases. Contact staff and customers to retrieve files.

Classified Substitute Teacher

06/2011 to 01/2012

Fresno Unified School District

Fresno, CA

Developed and implemented interesting and interactive learning mediums to increase student understanding of course materials. Developed interesting course plans to meet academic, intellectual and social needs of students.

ATTACHMENT D

List of Recent Projects

Calendar Year	Assisted Units	Funding Sources HOME, Federal, State, Local	Project Name	Location	Program
2010	48	HCD HOME, LIHTC	Parksdale Village	Parksdale, Madera County	Multi-Family
2010	44	CalHome, FWHG, USDA	Reedley Subdivision	Reedley, Fresno County	Single-Family
2011	56	CalHome, FWHG, LIHTC	Goshen Village II	Goshen, Tulare County	Multi-Family
2011	32	CalHome, FWHG, USDA	Wasco Subdivision	Wasco, Kern County	Single-Family
2012	48	HCD HOME, LIHTC	Parksdale Subdivision	Parksdale, Madera County	Multi-Family
2012	40	CalHome, CSHHP, FWHG, USDA, RHED	Goshen Subdivision	Goshen, Tulare County	Single-Family
2013	30	CalHome, CSHHP, FWHG, USDA	Reedley Presidential Estates	Reedley, Fresno County	Single-Family
2014	49	CalHome, FWHG, USDA	Parksdale Subdivision	Parksdale, Madera County	Single-Family
2015	37	CalHome, USDA	Goshen Subdivision Phase II	Goshen, Tulare County	Single-Family
2016	52	CalHome, USDA	Gustine Subdivision	Gustine, Merced County	Single-Family
2016	36	HOME, LIHTC	Highland Gardens	Visalia, Tulare County	Multi-Family
2017	44	CalHome, USDA	Dos Palos Subdivision	Dos Palos, Merced County	Single-Family
2018	44	AHSC, HOME, CCRC	Sierra Village	Dinuba, Tulare County	Multi-Family
2018	40	CalHome, USDA	Parksdale Subdivision	Parksdale, Madera County	Single-Family
2018	66	HOME, AHSC, LIHTC	Sequoia Commons	Goshen, Tulare County	Multi-Family

ATTACHMENT E
Sample Project Schedule

329 N. College Avenue Infill Housing Project

Task	Start Date	Completion Date	Duration [days]
Develop Contract with FHS	5/1/2018	6/1/2018	30
Site Engineering/Infrastructure Design	7/1/2018	8/31/2018	60
Develop Elevations/Site Plans for FHS Review	7/1/2018	8/1/2018	30
Final Construction Documents/Plan Check	9/1/2018	10/31/2018	60
Open Pre-Sales	9/1/2018	12/30/2018	120
Execute Construction Contract; Obtain Bonds	11/1/2018	12/1/2018	30
Commence Construction	12/1/2018	4/30/2019	150
Final Sale	4/30/2019	6/29/2019	60

PLAN D421 - R



ELEVATION - A



ELEVATION - B



ELEVATION - C

Exterior colors to be selected by owner from the Self-Help Enterprises' color options. Los colores exteriores serán seleccionados por el propietario de las opciones de colores Self-Help Enterprises.

This plan may be reversed to fit the driveway location of the lot. Este plan puede ser al reverso para acomodar la localidad de la vía de acceso al lote.



FLOOR PLAN D421-R REV.07/31/17

I understand this plan may be reversed to fit the driveway location of the lot. Yo entiendo que este plano puede volverse para acomodar la localidad de la vía de acceso al cochera en el lote.

Borrower: _____ Date: _____

Co-Borrower: _____ Date: _____

Address: _____ A.P.N. #: _____

PLAN D 422 -R



ELEVATION - A



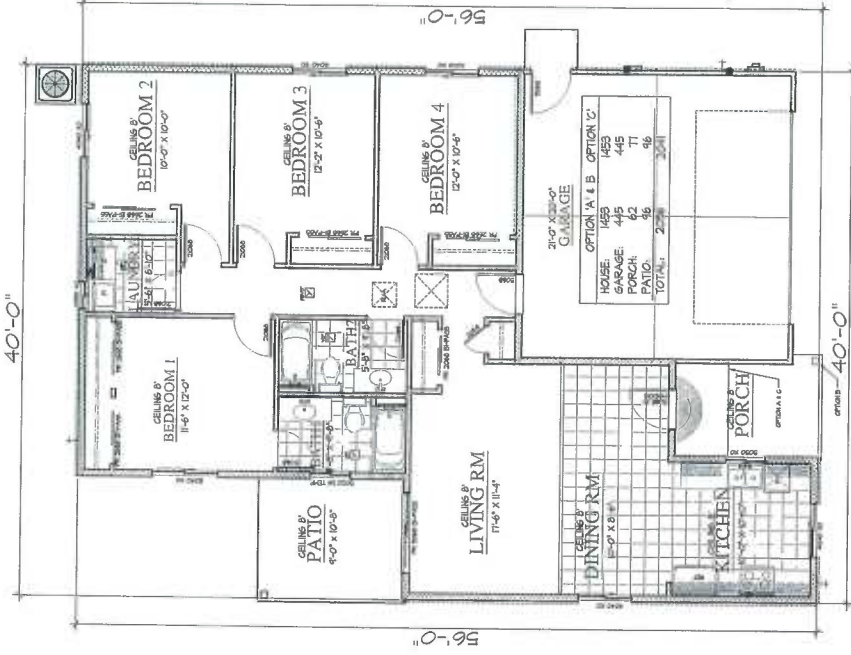
ELEVATION - B



ELEVATION - C

Exterior colors to be selected by owner from the Self-Help Enterprises' color options.
 Los colores exteriores serán seleccionados por el propietario de las opciones de colores Self-Help Enterprises.

This plan may be reversed to fit the driveway location of the lot.
 Este plan puede ser al reverso para acomodar la localidad de la vía de acceso al garaje en el lote.



FLOOR PLAN D422-R REV: 07/31/17

I understand this plan may be reversed to fit the driveway location of the lot.
 Yo entiendo que este plano puede voltearse para acomodar la localidad de la vía de acceso al garaje en el lote.

Borrower: _____ Date: _____
 Co-Borrower: _____ Date: _____
 Address: _____ A.P.N. #: _____