



**ALIANZA PODER**  
A NETWORK OF SISTER ORGANIZATIONS

**Ways and Means Committee**  
**04.24.2021 1:00 pm**

**Support for BIPOC Communities in HD 22 via the  
American Rescue Plan Act**

Dear Co-Chairs Johnson, Hayward, and Rayfield, Vice-Chairs, Giror, Gomberg, Smith and members of the Joint Committee on Ways and Means.

My name is Levi (Lévy) Herrera-Lopez (*He/him/él*). I've resided in Salem for over 30 years, since my family moved here from Mexico. I'm Executive Director of the Mano a Mano Family Center. Ours is a 33-year-old community-based organization (CBO) working to strengthen families by increasing Hope and reducing toxic stress. We are the oldest Latino-led CBO in Salem-Keizer. Mano a Mano has supported over 3,200 families (an impact on about 14,000 Oregonians) through the pandemic, the wildfires, and the recent ice storms. We are proud members of the Alianza Poder network of Latino-led CBOs in Marion-Polk Counties.

Mano a Mano and our partners at the Alianza Poder humbly ask you to support the ARPA funding proposals submitted by Representative Teresa Alonso Leon. These proposals are informed by the hard work of our collective, based on the needs of the communities we serve and with community-centered solutions. These proposals would create jobs, boost tourism and small businesses, improve community health, and build community for the nearly 100,000 Latino, Immigrant, Refugee, Black, Indigenous, Asian and Pacific Islander communities from Woodburn to Salem.

Alianza Poder is a 20-year-old regional collaborative of 11 community-based sister organizations and housed at the Capaces Leadership Institute (CLI). These organizations include: Farmworker Housing Development Corporation (FHDC), Causa, Mano a Mano Family Center (Mano a Mano), Latinos Unidos Siempre (LUS), PCUN, the Farmworker Service Center, Mujeres Luchadoras Progresistas (MLP), Salem-Keizer Coalition for Equality (SKCE), Evolve Property Management and Workforce Development, KTUP Radio Poder 98.3 FM, and the CLI.

Some of our larger community building achievements to date include:

The development of eight farmworker housing communities in 6 communities in the Mid-Willamette Valley, that house over 1,500 essential workers and their families; a community radio station, KTUP Radio Poder, which reaches the entire Willamette Valley (10 counties, 27 municipalities), an area that is home to the majority of Latinos in Oregon; the development of a base of thousands of leaders fulfilling their civic duties; and helping lead the development and launch of the Oregon Worker Relief Fund,



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which has received over \$100M of public funding to help Oregon's essential workers since the start of the COVID-19 pandemic.

But, perhaps our most significant achievement is that our organizations are now led by the children of those same communities that founded them. You see, we are primed for the present and the future.

These proposals include investments from Woodburn to Salem that would help:

- Bring wraparound supports to individuals and families in the neighborhoods or rural areas where they live
- Promote workforce development in various industries, including agriculture, property management, and others,
- Promote and support the development of small businesses and micro-enterprises
- Increase tourism to Woodburn, by investing in various projects throughout the city
- Increase the available inventory of housing units in our area
- Improve community health in BIPOC communities by increasing the number of certified, multilingual, and multicultural Community Health Workers,
- Ensure the availability of means of mass communications during a crisis
- Create spaces where people can come together, break bread together, and improve the health of their community
- And create hundreds, if not thousands, of new jobs in the short term, and potentially in the long term.

One of the proposals, in particular, is for a community hub in NE Salem, as a home for BIPOC organizations to develop and build community, where the next generations can dream and be inspired. A place where education, health, social services, retail, food, housing and community-building can be found under one roof.

Some of us tried to do this about ten years ago, right at the entrance to Salem, and directly on the way to our beautiful State capitol. Sadly, we were shut down by the then City Mayor, who feared we'd attract too many poor people to the area. Although, the Mayor said, she would be happy to help us find a location on the outskirts of town, essentially saying she wanted us far from Downtown and from the eyes of visitors to town.

This type of biased and short-sighted attitude robbed Salem, and the region, from the chance of bringing our communities together, and addressing health inequities that have made this pandemic, the wildfires, and the ice storms much more devastating to Oregon's Mid-Willamette Valley communities.

It also left BIPOC groups like ours having to fight for and over 5% of the funding to serve the people with the most need -- if we're that lucky. Historically, we've been told there's never enough money, and to give to us means taking away from other organizations. At the same time, the mainstream community rallied around a select number of nonprofits making gifts of



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land or raising \$50 million on projects that do not include BIPOC communities in their design, but sometimes only as an afterthought. To be clear, it is not that we opposed those projects at the time or now. It is that by not including BIPOC communities from the ground up, the impact and engagement on and with BIPOC families and individuals is minimal at best. The fact that traditionally fewer than 5% of public or foundation funding throughout Oregon goes to BIPOC-led CBOs shows what has truly been prioritized.

It has taken a global pandemic for this historic dynamic to change somewhat. These proposals are meant to help establish an infrastructure of support for BIPOC communities, and the CBOS that most closely serve them, to work on addressing existing inequities, ensure social determinants of health are improved, and that Oregon's Mid-Willamette Valley is ready for the next crisis.

We know resources are not infinite and you have tough choices to make. Let us know how we can help you make those tough choices.

Ours is not to ask for a gift. Our proposals are both the cost of deferred maintenance, and also an investment. They represent our Hope for Oregon. There are 11 organizations, serving nearly 10,000 families, ready to spring into action as soon as you say 'go'. Many other local BIPOC organizations could also be added promptly.

Invest in BIPOC communities and watch everything we can do together to make Oregon the best place to live.

Thank you for your time and consideration. And if you have any questions or comments, please feel free to reach out to me.

Sincerely and respectfully,

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### **Alianza Poder (AP)**

Established in 2003, AP (Formerly the CAPACES Network) is a collaborative of 11 sister organizations, hosted and coordinated by the Capaces Leadership Institute (CLI), whose serving, organizing, and building the leadership of the Latina/o/x communities in Oregon to improve the quality of life for all, especially working families. The sister organizations include: PCUN, Farmworker Housing Development Corporation (FHDC), Causa, Mano a Mano Family Center (MaMFC), Latinos Unidos Siempre (LUS), Centro de Servicios Para Campesinos (CSPC), Mujeres Luchadoras Progresistas (MLP), Salem-Keizer Coalition for Equality (SKCE), Evolve Property Management and Workforce Development, KTUP Radio Poder 98.3 FM, and the CLI.

We envision a Latina/o/x indigenous Mesoamerican community in Oregon that has political and economic power, rooted in our cultural assets, to improve the quality of life for all, especially working families. Our guiding values are: Equity, the Spirit of *Si Se Puede*, and Dignity & Respect.

Alianza Poder has the infrastructure and human resource expertise in place to host and execute on multimillion dollar projects. In 2020, our organizations received over \$46 million of CARES funding to support programs such as the Oregon Worker Relief Fund, Farmworker Quarantine Fund, and the Oregon Latinx Leadership Network (Oregon's largest network of Latino public, private, and non-profit community leaders and organizations).

The projects ideas below are listed in geographic order (not priority)

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**Project #1: The Anahuac Project (At least \$60 Million, but preferably \$160 Million to add housing component-See note at the end)**: Anahuac is a culturally and ethnically specific traditional agricultural and culinary education program housed at Capaces and FHDC for children, youth, and families from Latino, indigenous, farmworker, and immigrant backgrounds in Woodburn, OR and the surrounding areas.

Anahuac reconnects families with their traditional agricultural and culinary heritage through the cultivation of community gardening, basic farming, production, packaging, and culinary aspects of culturally appropriate foods as well as traditional herbalism from their ethnic background (Mixtec, Zapotec, Maya, Purepecha...). We support the community we work with to develop sustainable food production that connects them to the history of their ancestry in present time with both traditional and contemporary organic agricultural practices.

**The opportunity and vision:** The Vision—*Thriving local agricultural and food economies in Oregon's Mid-Willamette led by Latino, indigenous, farmworker, and immigrant communities centered in strong environmental stewardship, labor rights, and ancestral practices.* The Opportunity—Anahuac is based in the heart of Oregon's Mid-Willamette Valley, Woodburn—Oregon Largest minority majority municipality. Aside from being Oregon's richest agricultural regions, the Mid-Valley is home to over 125,000 Latinos, the majority with a deep family background in agriculture. Latinos are the majority in many places including our classrooms, city wards, and school zones. Our vote matters. We have Oregon's first Latina immigrant indigenous house representative in HD22 and Latino majority elected school board in Woodburn. And there is more promising talent out there. We have 20,000 Latino students in higher education (including 10,000 in our region) and thousands more professionals looking to make lasting change. They are working in education, healthcare, non-profits, government, and



hundreds are running small businesses. In short, we have rising people power and an existing and growing knowledge base. What we need is the rest of our community to look at us as assets, let us lead, and invest in our vision.

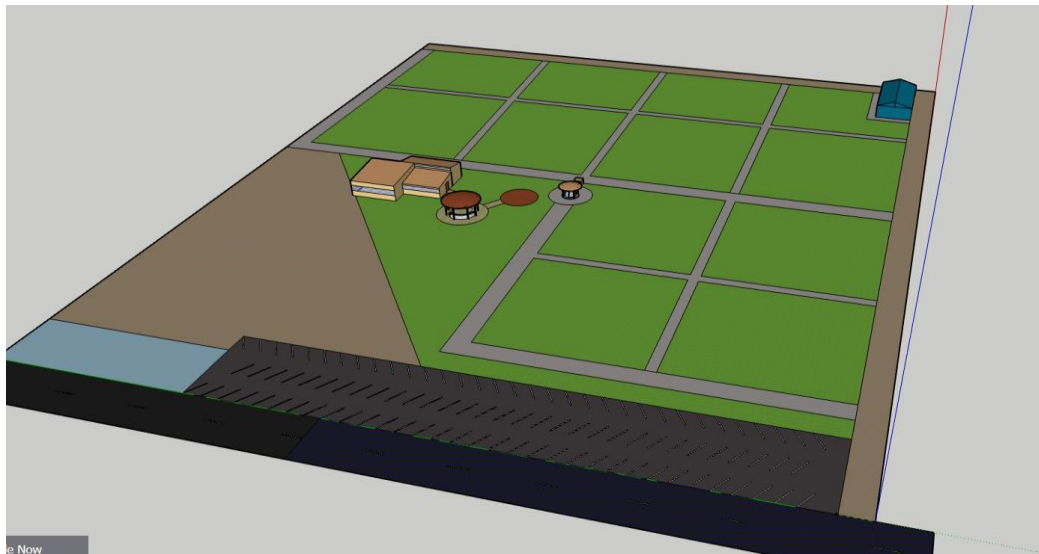
**In Oregon, 96% of producers are white and the average age is 58. Our Latino community makes up most of the workforce in agriculture.** So, what will leadership in agriculture and Oregon's food system look like in the future? What values will they lead with? It's up to us and you.

**What's next for Anahuac?** Now in its third year of operation and with a strong and growing base of families, Anahuac is planning for its next phase of its work: (1) acquiring farmland to centralize and expand its activities, and (2) acquiring commercial real estate in downtown Woodburn to transform into the *Anahuac Mercado* to offer its products.

(1) The ideal size of the land would be between 10-30 acres. The space will be use for the following:

- ▶ Centering Anahuac in one place with its own infrastructure (including traditional and conventional commercial kitchen), farmland, and ceremonial/indigenous cultural center.
- ▶ Training future farmers with our base and create in the long term a group of people who want to work for the common good and a long-term initiative (will emerge from their own initiatives, including small businesses and cooperatives).
- ▶ Making cultural exchanges of the great ethnic diversity of the continent, communities with similar vision and purpose (Mayas, Crow...etc.).
- ▶ Promoting and support the economic development of the collective base and future producers of Anahuac under a different economic model

Here are couple drawings illustrating how the farmland space would be utilized:



© Now

Green-Farmland use for culturally specific produce, herbalism plants, and Gray- Oregon native plants



*Ceremonial and educational center Conventional/traditional kitchen*

**NOTE**-If the preferred funding is set aside (\$160 million total ) we will pursue the acquisition of approximately 50 acres of land (in rural HD 22). The additional land space (25-35 acres) we will use to build affordable housing rental units and affordable single housing or Cooperative Mobile Park. The housing component of the Anahuac project would be led by FHDC. We are using the following formula to determine the average per acre development costs =  $\$3M \times 10/30 \text{ acres} = \$30M / \$90M$  based on FHDC's prior development experience.

(2) Acquiring and transforming commercial real-estate in Woodburn into an *Anahuac Mercado*

The downtown Woodburn commercial space would serve as the central distribution location for all the products produced through Anahuac including: Native Mexican corn, beans, *quelites*, *chilacayotse*, and many other culturally specific vegetables, as well as cacao products, *artesanias* (handicrafts), *conservas* (canned preserves), salsas, moles, organic tortillas, *rebosos* (shawls), and many more. The space would not just serve a distribution center, but equally as important as a cultural experience for communities looking to reconnect and/or learn about our indigenous cultures of the south.

Below are a couple photos of a downtown Woodburn commercial space that's available for the *Anahuac Mercado*. The sale price is \$250,000. However, there are liens on the building that total about \$600,000 and the estimated costs for minimal refurbishing is \$900,000.





Another key partnership Alianza Poder has developed over the past five years is with Oregon Farm to School Program (OFSP). In 2019 the OFSP received unanimous support from legislators in Oregon, bringing a total of \$15 million in funding for farm to school programming throughout the state including buying and serving Oregon foods, and districts and partner organizations to provide agriculture, nutrition, and garden-based educational activities. Anahuac was one of the grant recipients. This OFSP presents an excellent opportunity to expand Anahuac to a much bigger scale.

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**Project #2 (\$5 Million): Transform Woodburn’s former City Hall into a cultural center—  
Nuestra Alma Woodburn Centro Cultural**

When Oregon joins the list of States in our nation with a Latino majority population people will ask, “Where did this start? How did it happen?”—That’s where Woodburn, Oregon comes in. Woodburn is considered the epicenter for the rapid Latino population growth our State has experienced over the past century. Many of Mexican descent call Woodburn “little Mexico.” With equity and racial justice being centered in the public eye and discourse, now is not the time to abandon our surging identity. We should embrace and nurture it like our children! While many Latinos are still struggling to survive economically (e.g., Woodburn School District is 100% free-reduce lunch), there is a growing Latino community that has reached a level of stability in all forms. The Latino experience is reflected in every aspect of Woodburn’s life, including its entertainment, food, jobs, and its leadership. If we follow Maslow’s Hierarchy of Needs, the next phase of the Latino experience in Woodburn is about belonging and self-actualization—and that’s what *Arte y Cultura* (Art and culture) are about. *Arte y cultura* are considered *el alma* (the soul) of our people. Perhaps the best way to convey this message is through art itself. Here is brief from one of Woodburn’s proud contributors—Jaime Arredondo.

**Why did we come? A brief reflection of 30 years en El Norte**

Why did we come here Papa? ¿Por qué (why)? Did we come because of the so-called “American Dream,”—to have a job, a big house, a big car, to get an “education?” What you saw Papa. ¡A triunfar! —dijo alguien por ahí (‘To succeed!—Said someone!).



Why did we come? —Dijo un joven envejeciendo del movimiento (Said a young man aging in the movement). To be the backbone of this country—el obrero (the peasant)? To become the new political force and main economic driver? To be like them? ¿¡Quién soy yo! (Who am I!?)

Do we have something else to offer? Something that's in us that we need to unlock. Una semilla (a seed) that's been passed on to us. Something we can't touch or see but can feel burning inside us.

Why did you come paisano (compatriot)? Where are you going? What is your gift to El Norte



*Jaime Arredondo-Age 8, before migrating north*

*Arte y cultura* are those gifts Jaime is referring to. But, we need a place, a cultural center to tell the story of Latinos, or better put *Oregonianos* (Oregonians)! Painting, architecture, sculpture, literature, music, performing and cinema, and story telling especially that of Oregon's farmworker movement led by PCUN, one of our State's oldest existing and largest Latino organizations. Woodburn can be Oregon's Latino cultural destination and not merely known by most of its visitors for the outlet malls, which ironically happen to be the State's most visited attraction. We are seated on a cultural treasure, a gift that must be shared. That is what the *Nuestra Alma Woodburn Centro Cultural* would harness and burst into the rest of Oregon.

Below are a couple photos of a space that's available in downtown Woodburn (The former City Hall) that could be transformed into *Nuestra Alma* with American Rescue Plan dollars. Wouldn't it be something for Latinos to own the place symbolic of Woodburn's past governance era. Now that's belonging and self-actualization becoming a reality for a population that's just beginning to realize it's potential.



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### Estimated Cost Breakdown Nuestra Alma Woodburn Centro Cultural





Line Item	Estimated Amount	Note
<b>Facility acquisition, including existing liens</b>	\$1,375,000	Building Overview: Located in the heart of Woodburn. Former Woodburn City Hall, located in the heart of downtown Woodburn. This historic building, in a high traffic area across from the Post Office, has been through some interior demolition and is ready for re-development. Located in the community's retail core, the property is suitable for Office, Retail, Government, and/or Institutional.
<b>Facility Construction/remodeling</b>	\$2,500,000	
<b>Facilities Operating Reserve</b>	\$250,000	Ensure timely upkeep, maintenance and modifications can be addressed over the first three to five years, post-construction
<b>Facilities and program Operations</b>	\$875,000	Estimated for first year of operation
<b>Total</b>	<b>\$5,000,000</b>	

**[Project #4: Renovate and transform the PCUN headquarters into an Oregon historical site \(\\$10 Million\)](#)**

Continuing with the theme of making Woodburn, Oregon a cultural destination and embracing it’s rising Latino identity, the PCUN headquarters is already considered an iconic site for Latinos in Oregon and all Oregonians. PCUN has been making monumental social change in Oregon since its inception in 1985. It’s history making work was recognized by the University of Oregon in 2011 when it entered into a formal partnership with PCUN (The PCUN-UO Partnership) to preserve and make available *PCUN’s historic papers* at the UO Libraries’ Special Collections and University Archives.

Making the PCUN headquarters a historical site is a logical next step in the evolution of PCUN, Woodburn, and Oregon’s farmworker movement. The renovated PCUN headquarters would also serve as a healing place for social change makers. The headquarters includes four facilities owned by PCUN’s fiscal agent the Willamette Valley Law Project, a 501c3 non-profit organization that’s been supporting the work of Alianza Poder since 1977.

The work of making the PCUN headquarters into an Oregon historical site and healing space, would involve substantial renovations of its facilities and spaces. The key development components of the project will include the following:

- Creating a Commons Area, that also includes a gazebo section, flower garden, and bike racks
- Building a spiritual retreating space



- Creating an eco friendly space with some sleeping quarters for national and international visitors. The facility located on 363 Broadway Street Woodburn, OR 97071 will be renovated and re-purposed for this use.
- Upgrading WVLP's largest facility where PCUN is housed (300 Young Street Woodburn, OR 97071)
- Upgrading our outdoor traditional kitchen

#### **Estimated Cost breakdown for PCUN Headquarters Project**

→ Creation of commons area- \$2.5M

- Hard costs (labor, materials)- \$2M
- Soft costs ( architecture, engineering, inspection, accounting fees, permits, taxes and legal fees)- \$500,000

→ Development of a spiritual retreating space- \$750,000

- Hard costs (labor, materials)- \$500,000
- Soft costs ( architecture, engineering, inspection, accounting fees, permits, taxes and legal fees)- \$125,000

→ Creation of eco friendly space with some sleeping quarters for national and international visitors- \$2.5M

- Hard costs (labor, materials)- \$2M
- Soft costs ( architecture, engineering, inspection, accounting fees, permits, taxes and legal fees)- \$500,000

→ Upgrading WVLP's largest facility (300 Young Street)-\$2.8125M

- Hard costs (labor, materials)- \$2.25M
- Soft costs ( architecture, engineering, inspection, accounting fees, permits, taxes and legal fees)- \$562,500

→ Upgrading it's outdoor traditional kitchen- \$625,000

- Hard costs (labor, materials)- \$500,000
- Soft costs ( architecture, engineering, inspection, accounting fees, permits, taxes and legal fees)- \$125,000

Other project indirect costs (Project management, administrative support)- \$812,500

**Total: \$10M**

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#### **Project #4: NE Salem Community Villa (\$50 Million dollars)**

A mixed-use community center, featuring affordable housing, nonprofit program/office space, and retail space for micro and small businesses, led by Salem-Keizer's BIPOC communities.

**A home for Salem-Keizer's BIPOC, Immigrant-led, community-based organizations (CBOs).**

About 20,000 sq. feet of programming/office space would create a hub for up to a dozen CBOs led by and serving Latinos, Pacific Islander, Black, Asian and other individuals and families in NE Salem and Keizer. Using this hub, these organizations could provide support with basic needs, improving community health outcomes, parenting and youth development programs, early childhood programming, and cultural celebrations.

**An incubator for micro and small businesses, and culturally-specific CBOs.** This hub could serve as an incubator for business development, to both for-profit and not-for-profit organizations.



Emerging CBOs could get technical assistance in developing their nonprofit, and space for launching or kick starting programming. Micro enterprises could have access to similar technical support, and retail space to launch their business idea.

**Health services** space would also be a welcome addition. Space on site to provide access to basic health screenings, vaccination, dental, visual, and general family health, and mental health services for BIPOC, refugees, houseless and unsheltered folks in our area.

**Affordable multifamily and workforce housing.** A certain number of housing units (At least 100 units) would help address Salem’s deficit in multifamily housing. Housing would be aimed at young and elderly workers, retail employees, agricultural and food industry workers, who are likely to be employed on a part-time basis. The estimated costs for this component Community Villa is between \$25M-\$30M. The cost of construction went up 140% in 2020. The average unit cost is approximately \$220K. This is based on FHDC’s development experience.

These CBOs help reduce critical stressors impacting families and individuals who are rightly identified as essential workers, and also preventing houselessness. In addition to construction, 12-36 months of initial operating funds for some of these programs would help increase the reach, and depth of impact as this community hub comes online.

### Estimated Cost Breakdown for NE Salem Community Villa

Line Item	Estimated Amount	Note
<b>CBO Hub</b>		
<b>Land or Facility acquisition</b>	\$2,600,000 to \$10,000,000	Cost is based on current inventory of properties or land suitable above 20,000 sq. ft. New construction is estimated between \$130 to \$500 per square ft (maximum). Actual costs would depend on whether land is purchased for new construction, or buying an existing facility for remodeling.
<b>Facility Construction or remodeling</b>	\$2,600,000 to \$10,000,000	
<b>Facilities Operating Reserve</b>	\$500,000	Ensure timely upkeep, maintenance and modifications can be addressed over the first three to five years, post-construction
<b>Facilities Operations</b>	\$500,000 to \$1,000,000	Estimate would support basic building operations, including maintenance and facility management staff, some utility and insurance costs, to be covered for three to ten years post construction
<b>Program-to-Scale</b>	\$5,000,000	Available to CBO partners who need support during at least the first three years of operations, to scale up their programming by increasing staff size or other related costs.
<b>Subtotal CBO Hub</b>	<i>\$10,000,000 to \$20,000,000</i>	<i>Range depends largely on actual acquisition costs</i>



<b>Business incubator</b>	\$2,000,000	Estimate based on typical size of awards invested by public agencies in the Salem area on economic development. This amount would provide operating support to an economic development program for three to five years.
<b>Affordable multifamily and workforce housing</b>	\$25,000,000 to \$30,000,000	The estimated costs for this component Community Villa is between \$25M-\$30M. The cost of construction went up 140% in 2020. The average unit cost is approximately \$220K. This is based on FHDC's development experience.
<b>Total</b>	<b>\$50,000,000</b>	Note: Health providers are only expected to require access to space, not operating funds.

### **Project #5: HD 22 Neighborhood and Rural Hubs (\$5 Million)**

A central hub is necessary to promote unity and collaboration among diverse communities that make up Salem-Keizer, and in recognition of the central role of Salem-Keizer's BIPOC population. The mixed-use "villa" described above would serve that purpose and is needed.

At the same time, the creation of small neighborhood hubs (1,000 to 6,00 sq. ft in size) would allow for programming and support that is tailored to the specific needs and interests of each neighborhood. This is especially important because neighborhoods where BIPOC families live in Salem and Keizer often are not walkable, or are separated by geographic barriers (such as I-5), or are not directly connected to transportation lines.

Some such hubs currently exist and operate with limited resources. About five such hubs could be set up throughout the Salem-Keizer area.

#### **Rural hubs**

2020 told us that the concentration of most resources in Marion county in Salem poses a challenge to rural communities. Rural hubs, similar to neighborhood hubs, would bring support to BIPOC communities living outside of Salem, Keizer or Woodburn.

If any homegrown CBOs exist in those rural communities, support would go to them to increase their capacity. If none exist, or if additional support is needed, already established CBOs led by BIPOC communities can step in to provide this support.

These rural hubs would not only serve BIPOC clients, but also bring much needed support services to rural communities. Up to a dozen of these hubs are needed, by our estimate, throughout Marion county and other surrounding rural counties.

**NOTE:** Investments in both neighborhood and rural hubs would require facility expenses and also initial operating costs, to allow for time for philanthropic partners and donors to join in supporting such efforts long term.



**Estimated Cost Breakdown for Community Health Worker Corps**

Line Item	Estimated Amount	Note
<b>Property lease or acquisition, and facilities operations</b>	\$1,250,000 to \$3,000,000	Estimate would allow for purchase and/or lease, and facility operations of up to five Neighborhood or Rural Hubs in HD 22. Leasing may cover up to five years of operations. Estimate includes 1-2 Hubs in Woodburn, 1 in Gervais, 1-2 in NE Salem (in residential neighborhoods), and possibly one in Brooks.
<b>Staff, materials, supplies and equipments</b>	\$2,000,000	Estimate would support a minimum of 1.5 FTE at each Hub, plus some programming expenses including equipment, materials, supplies, etc. A minimum 1.5 FTE at each Hub would be able to provide basic resource/referral and resource navigation services. Such staff would also coordinate with local partners to bring activities on site, such as CHWs, parenting classes, mobile food distribution or establishing a food pantry, etc. This estimate would allow for these line item costs to be supported for a minimum of two years, for up to five sites.
<b>Total</b>	<b>\$5,000,000</b>	

**Project #5: Infrastructure investments in community media throughout Oregon, especially Alianza Poder’s Radio Poder (\$5 Million)**

2020, again, showed how important community radio is to maintain access to critical information during a crisis to all Oregonians. Alianza Poder has its own community radio station, KTUP Radio Poder 98.3 that reaches the entire Willamette Valley (10 counties, 27 municipalities) and the majority of Latinos in Oregon. Radio Poder has been incredibly helpful during the COVID-19 pandemic given the disproportional impact the virus has had on Latinos.

Community radio stations like Radio Poder, established and emerging, may lack the funding to invest in technology and equipment that would ensure continuity of operations in extreme weather, forest fires, and other natural or manmade disasters. These costs are typically above and beyond the normal cost of operations.

“Proofing” community radio infrastructure would ensure they can be a partner to emergency efforts, to keep people informed -- in multiple languages -- about life saving and critical information.

**Project #6: An “army” of certified community health workers (\$1 Million)**





Given what COVID-19 has revealed and exasperated to the general population, a major investment is needed to build a large workforce of certified, multilingual, BIPOC community health workers in HD22 (and throughout Oregon) to promote community wellness and improved health outcomes.

**Estimated Cost Breakdown for Community Health Worker Corps**

Line Item	Estimated Amount	Note
<b>Staff</b>	\$500,000 to \$750,000,000	Would allow for hiring of up to 10 Community Health Workers (CHWs). Each is estimated to take on a caseload of between 20 to 100 clients. Range depends on complexity of cases. CHWs would be placed at culturally-specific CBOs throughout HD22
<b>Certification costs</b>	\$25,000	Estimated cost for certification of up to 10 CHWs (includes training costs, travel, etc.)
<b>Multilingual Curriculum development</b>	\$125,000	Estimated cost of working with public and higher education partners, to develop CHW certification training material in Spanish, and other languages, including Training of Trainers costs for CBOs who would then be approved providers of CHW certification.
<b>Core CBO Infrastructure supports</b>	\$100,000	Available to CBO to address costs of adding a CHW on to their organization (such as supervisor’s training, software, equipment for remote field work, etc.)
<b>Total</b>	<b>\$1,000,000</b>	Curriculum development costs are likely to be a one-time expense. Otherwise this would be a budget for one year.

**Project #7: Pool of funds housed at FHDC for rural farmworker housing in HD22 (\$100 million)**

**About FHDC**

FHDC is Oregon’s premier farmworker housing provider. Based in the heart of the Mid-Willamette Valley, (Woodburn) FHDC was established in 1990 by Oregon Legal Services, Salud Medical Center, PCUN,, Farmworker Ministries, and a number of individuals to establish a single agency for the development of affordable housing for low-income farmworkers. While we still have a strong presence in the farmworking community, our services and housing has expanded into workforce housing to meet the needs of our changing communities and the crisis of meeting the needs across the board to build enough stable, safe and affordable housing in Oregon. FHDC

FHDC currently serves over 1,500 low-income and farmworker individuals through housing and community services in two counties: Marion County (Woodburn, Sublimity, Stayton, Salem and Silverton, Oregon) and Polk County (Independence, Oregon). In 2018, the U.S. Census estimated that the Latinx population was 26.7% in Marion County and 14% in Polk County. FHDC’s communities are



estimated at 89% Latinx in Marion County, and 98% in Polk County. 83% of our staff and 38% of our Board is Latinx. Overall, FHDC's median family income is about \$28,000 in Marion County and \$29,000 in Polk County.

Since our inception in 1991, a commitment to DEI has guided our moral compass and informed our housing and community development strategies. In the past year, FHDC has hired and invested in diverse leaders of color in housing development and resident leadership programming, pushing the boundaries of community development in rural areas where other community developers have not pursued. An example of our recent work is in Lebanon, Oregon, where we are working with community partners to build 2 phases of 140 units of mixed farmworker and workforce housing.

The need for affordable housing in HD22 is visible and will increase as urban areas get overpopulated and because of the effects of COVID 19, more people are moving to rural areas. Our concentration and priorities in closing the Well Gap and provide BIPOC communities to build assets are:

**a) For Affordable Rental Housing:**

1. Land acquisition/Land Banking.
  - o Grant fund for purchase of developable land to bank for the affordable housing projects;
  - o Target of purchasing public and faith community land in partnership with local jurisdictions, school districts, churches;
  - o Explore the purchase of some or part of higher education property that is or will be available after the effect of the pandemic is determined.
2. Pre-development support for affordable housing projects;

**b) For Affordable Home Ownership**

1. Dedicate funds to closing the racial disparity gap in homeownership through development and down payment assistance grants;
2. Include the purchase of buildings mobile home parks that could be sold to a tenant coop (proceed would return to the fund);

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**[Project #8: Training for Equity and Accountability in Community Housing \(TEACH Workforce Digital\) \(\\$1.5M\)](#)**

TEACH is a bilingual (English and Spanish) workforce development program designed to create jobs in the affordable housing management industry, targeting workers that have historically been undercut by the historically racist and exclusionary housing policies in Oregon.

TEACH recruits and trains immigrants, farmworkers, and youth to be successful community property managers. TEACH digital seeks resources to adapt by creating a safe, integrated training program online. A digital training platform benefits Evolve to reach more workforce trainees, creating jobs beyond our immediate service area in the Willamette Valley of Oregon, simultaneously the affordable housing development and management industry.

A Workforce Dev. Initiative focusing on Property Management centered in Equity. The affordable housing industry is growing quickly in Oregon, creating promising opportunities for Evolve to grow its training and third-party property management services. Local and State funding has prioritized growth



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in this sector to meet the exacerbating needs caused by systemically poor housing policies, climate change, and economic inequalities exacerbated by COVID-19, urbanization, and identity politics. Oregon Housing and Community Services has identified a statewide plan and funding to develop 25,000 new affordable housing units in the next 5 years. Evolve's goal and purpose is to train the next generation of affordable housing management workforce, while also taking on the management of culturally specific affordable housing, especially in rural and urban areas housing farmworkers, indigenous communities, and Spanish speaking families. This is not only a business opportunity, it is a necessity to get communities the housing they need managed by property managers that are culturally competent and trained in both technical and human relations skills.

We intend to become the leader in creating steady jobs that will be needed to manage properties and physical assets and help low-income families locate and find long-term, stable housing. The development of a digital training platform can create a replicable model property management staff throughout the state. This can attract partners, additional funding sources, business clients, and long-term federal workforce funding that can sustain a program. Additionally, as we train workers, we also intend to provide third-party management services to culturally specific housing developers. Property management fees earned from this business model will ultimately support operations and the growth of the workforce development program.

#### **Estimated Cost Breakdown for TEACH Program**

Workforce & Training Platforms \$500K  
Curriculum Development \$175K  
Trainees stipend \$200K  
IT and training supplies \$150K  
Network and collaboration with other educational / trade schools \$250K  
Adm. Expenses \$225K  
**Total: \$1.5M**