

VILLAGE OF LOS RANCHOS DE ALBUQUERQUE

07.13.2018

REQUEST FOR PROPOSAL FOR
ARCHITECTURAL SERVICES





July 13, 2018

Kelly S. Ward
Administrator
6718 Rio Grande Blvd. NW
Los Ranchos, NM 087107

Dear Kelly,

On behalf of our development team and specifically Palindrome Communities, LLC, the submitting organization, I am pleased to present our proposal for the Los Ranchos Village Center. As its President, I am authorized to contractually obligate Palindrome for all matters associated with this proposal. In addition, you should contact me directly at (503) 288-6210 if you require clarification of any kind relating to this proposal. I acknowledge receipt of all amendments to the RFP.

For many years, I have come to love and appreciate the heritage and culture that makes developing in New Mexico so unique. The opportunity with the Village Center is very special. Having grown up on a family farm, I have never forgotten our relationship with the land and what it does for us. Our proposal for the Village Center feels like a project I have been waiting to undertake for most of my life.

Palindrome was created specifically to develop projects that re-energize and revitalize neighborhoods. Our team has combined housing development with community-based attractions like micro-breweries, hospitality destinations and entertainment venues to catalyze revitalization. We develop projects that attract people...people bring energy and energy brings prosperity.

With the right ideas and the right development team, the Village Center will energize the entire Village. But these ideas must respect the land. We believe we have the right ideas and with the Village as our partner, we have the right team.

Moving Los Ranchos Forward,

Chad Rennaker
President



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PROJECT SUMMARY

The **VILLAGE CENTER** presents an unrivaled opportunity to revitalize and stimulate a community rich with history and at the same time preserve the lifestyle and activism of the original founders of Los Ranchos. While this community has grown and expanded, our intent is to respect and uphold this heritage through thoughtful and intentional design decisions that reflect the agricultural values that run so deep in Los Ranchos. Our plans extend well beyond the walls and materials that will create roads and buildings. Our plans are rooted in the people who will make those buildings home; people who will see their business open its doors for the first time; people who will dine with their friends after a long day's work.

THIS WILL BE A COMMUNITY THAT IS INSPIRED, SUPPORTED AND ACTUALIZED BY THE PEOPLE WHO LIVE, WORK, PLAY AND LEARN HERE. These people are the inspiration behind Palindrome's vision for the Village Center.





DESIGN



DESIGN STATEMENT

The Village Center is located at the southeast corner of 4th Street and Osuna Road and is flanked by the historic Chamizal Acequia to the east. While located in the heart of the North Valley, this location exhibits like no other the interrelation of the area's agricultural heritage and the new urbanism growing up around it. A location where history, people and cultures collide.

While this is a place that is evolving, Palindrome's plan is to develop the site to always feel familiar, like home. To achieve this, the focal point of the development will be the construction of a North Valley Economic Development Center (NVEDC) located in the center of the site. Palindrome is in discussions to build and operate the NVEDC in partnership with Bernalillo County (see letter from Bernalillo County in the EXHIBITS section). The NVEDC will be operated like the South Valley Economic Development Center to support the active cultivation of the surrounding land and entrepreneurial economic development. However, the NVEDC will operate in conjunction with a brew-pub and an adjacent village farm that will showcase fruit trees, hop vines, grape vines and vegetables all irrigated by the Chamizal Acequia.

Inside the NVEDC, a commissary commercial kitchen and an instructional brewery will allow aspiring restructurers and brewers to learn, train and refine their skills. Local farmers will join the NVEDC and use its commercial Kitchen to process their produce for market. Entrepreneurs will work to solidify their business plans and take that final leap into opening their first business. The brew-pub will anchor a vibrant village square that will be surrounded by several micro-restaurants creating a unique and popular destination for visitors from all over the world.

Much care is given to the interaction of pedestrians and vehicles throughout Palindrome's plan for the Village Center. The impact of vehicular traffic is minimized by way of pedestrian walkways, landscaping and less visible pockets of parking tucked creatively behind and between buildings.



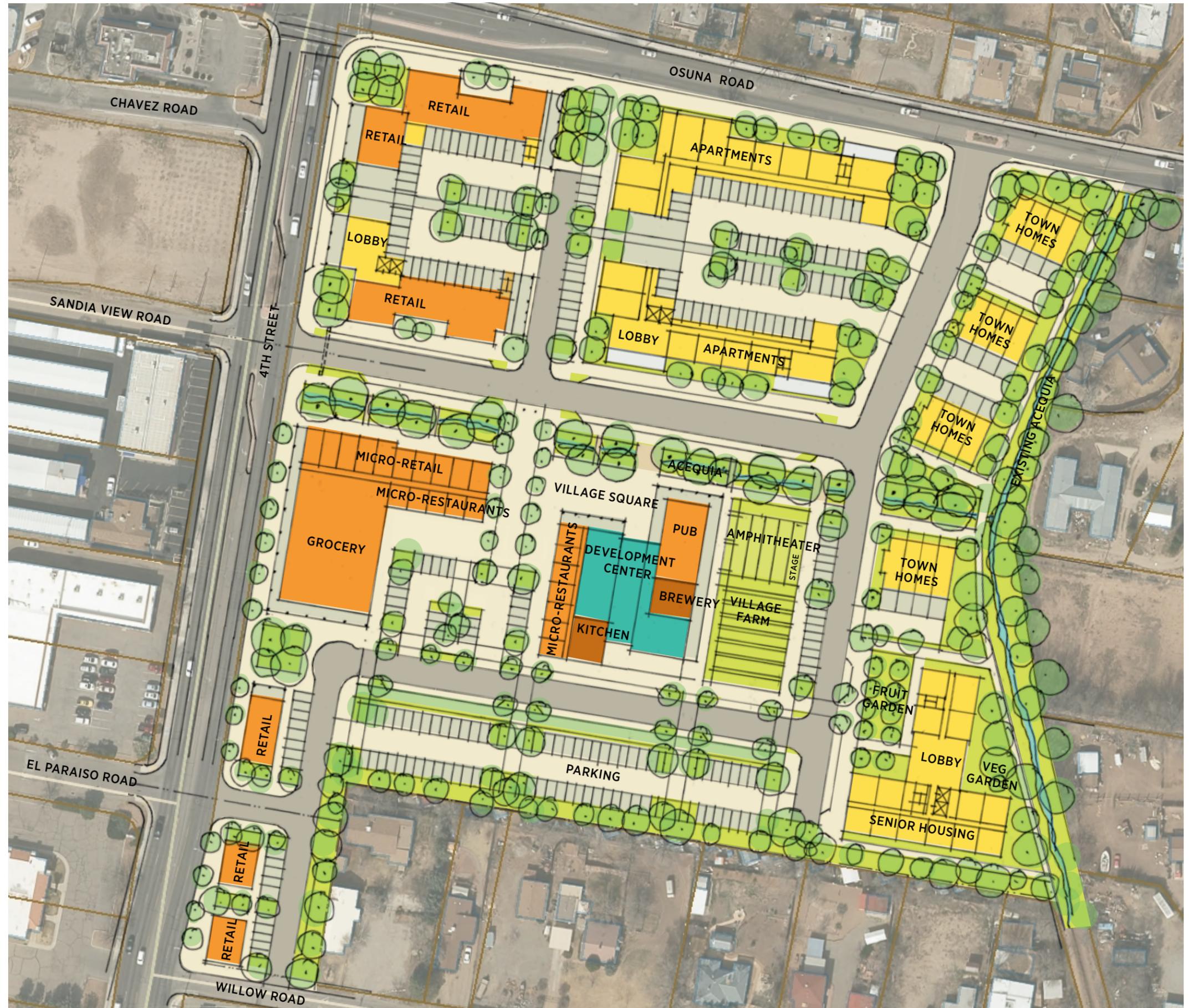
ILLUSTRATIVE SITE PLAN

CONCEPT



ILLUSTRATIVE SITE PLAN

LEVEL 1

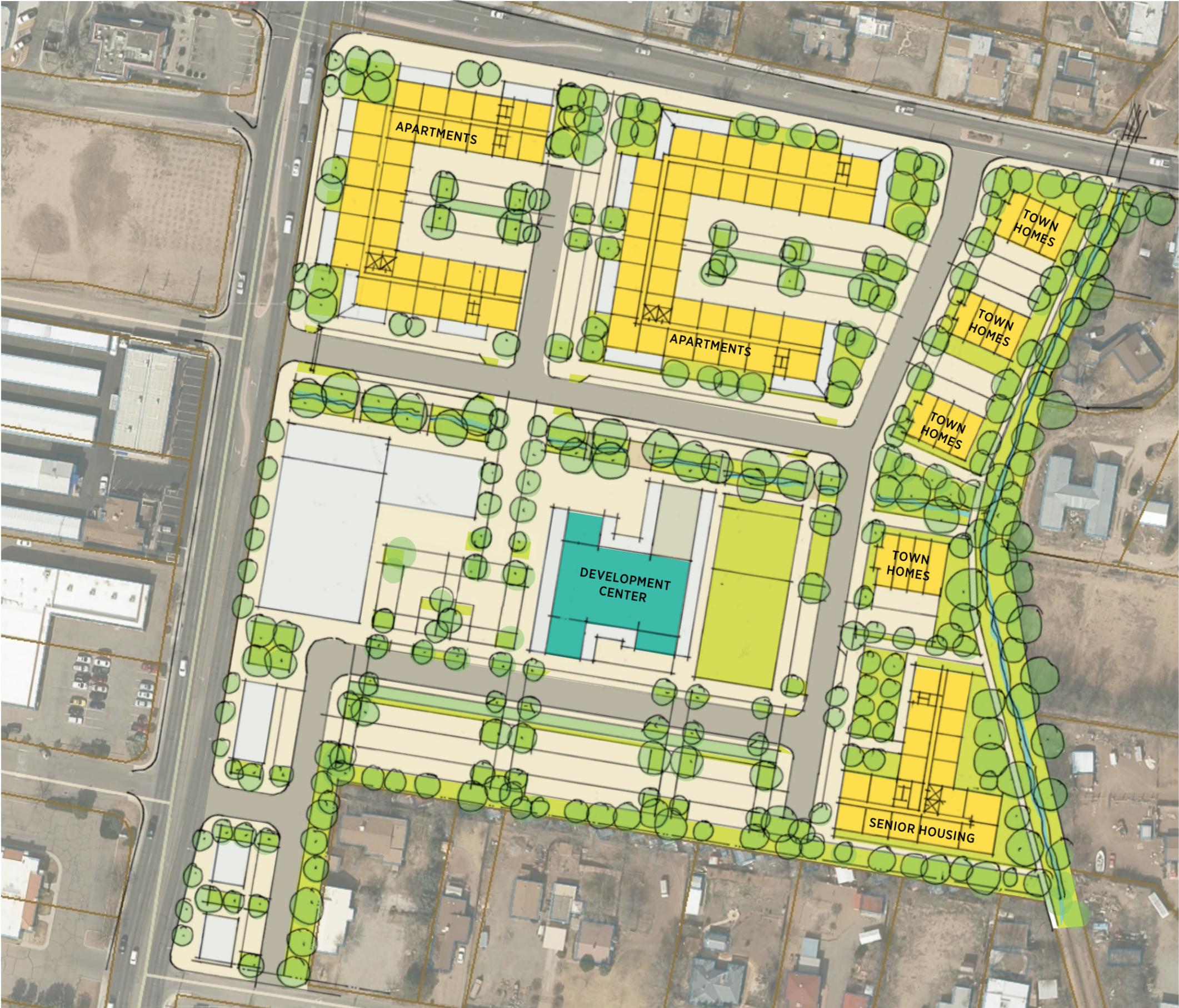


1" = 100' - 0"



ILLUSTRATIVE SITE PLAN

LEVEL 2



1" = 100' - 0"



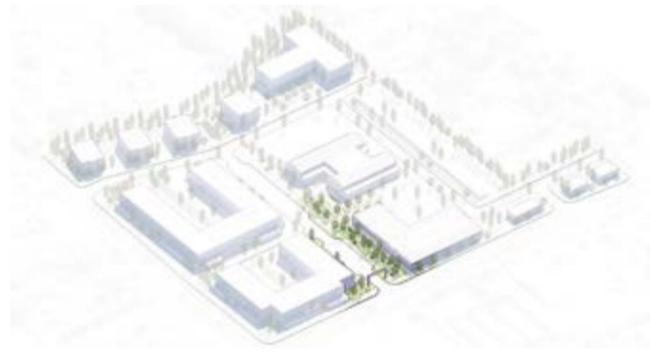
VILLAGE EXPERIENCE



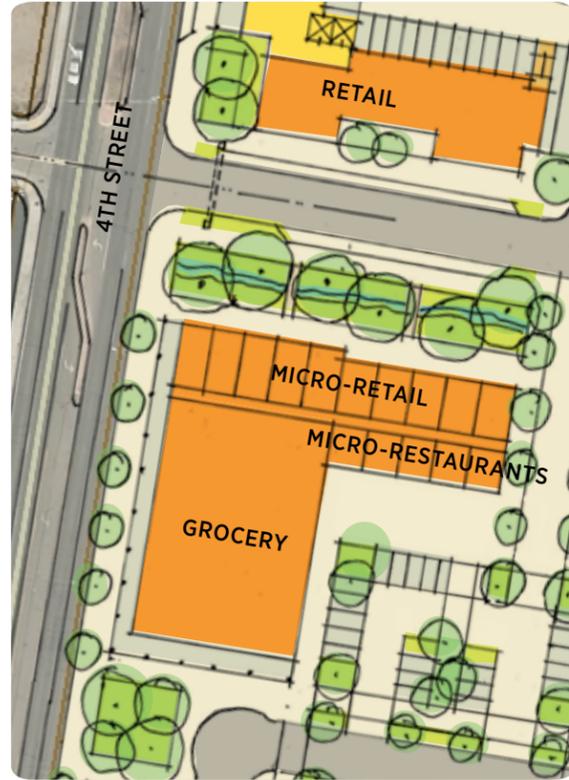
1. WELCOME
2. MIX, MINGLE AND LEARN
3. CULTIVATE
4. SHOP
5. LIVE
6. EXPLORE

VILLAGE EXPERIENCE

1. WELCOME

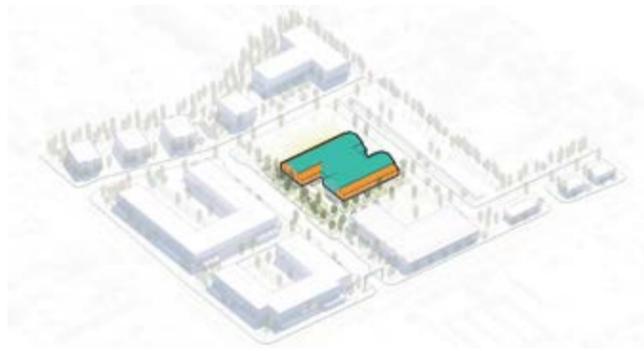


Residents and guests will enter the Village Center through a grand ranch-style entrance that will solidify the project's brand and welcome the people of Los Ranchos. This element of the project is meant to serve as the first impression and pay homage to the agricultural roots of the Village. As visitors pass through this community beacon, they will be drawn into the entrepreneurial spirit of Los Ranchos by the micro-retail spaces which immediately activate the main street. Each micro-retail space will be approximately 200 square feet and will be rented to first-time entrepreneurs, possibly clients of the NVEDC. Accentuated by a thoughtful pedestrian setback and acequia-fed water feature, this area will be activated by the micro-retailer customers creating an organic and energetic atmosphere.



VILLAGE EXPERIENCE

2. MIX, MINGLE AND LEARN

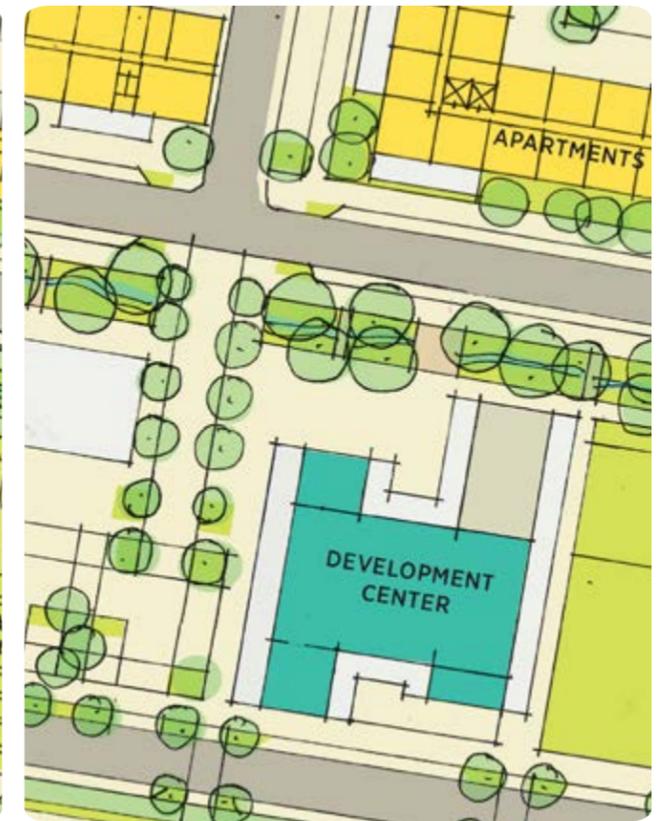


As visitors approach the true center of the Village Center, they will experience the true intersection of Los Ranchos' new urbanism and its agricultural heritage...the village square. This is where the spirit of Los Ranchos with all its agricultural heritage is brought to life within the Village Center.

The village square will be home to several micro-restaurant spaces surrounding the square. These micro-restaurant spaces will be leased to small business restaurant operators. Each micro-restaurant will provide a unique cuisine for the public to enjoy in the outdoor village square or inside the brew-pub. This village square food court will be anchored by the brewpub which will be operated by Ponderosa Brewing Company, an affiliate of Palindrome. The micro-restaurants will be equipped with Type I exhaust hoods, fire suppression systems and grease traps as well as utility sinks, hand-washing sinks and other food preparation amenities. Restaurant entrepreneurs will provide their own specific cooking appliances suitable for their specific menu.



LEVEL 1



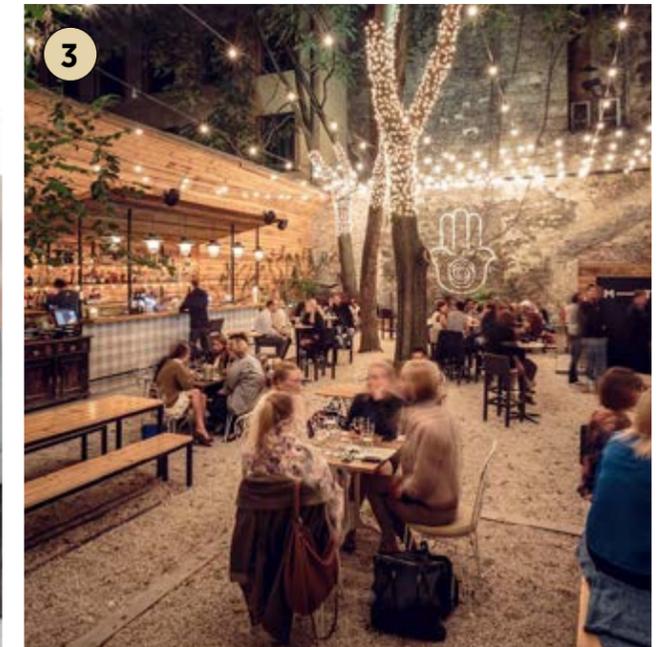
LEVEL 2



1



2



3

VILLAGE EXPERIENCE

MIX, MINGLE AND LEARN

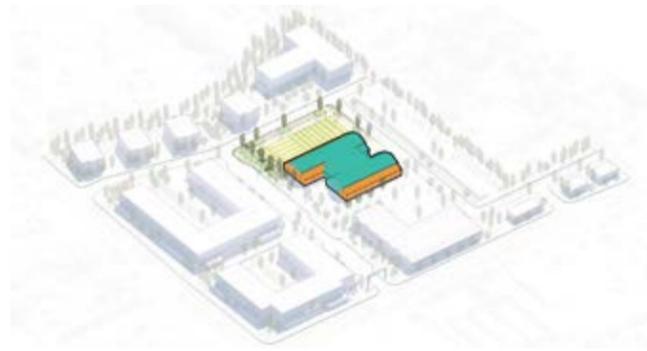


The brew-pub will serve a combination of beers brewed by aspiring brewers of the NVEDC and beers from professional local breweries. Proceeds from the sale of beers brewed by NVEDC brewers can be donated back to the NVEDC to sponsor further programs and allow the community a unique way to participate in the support of the NVEDC.



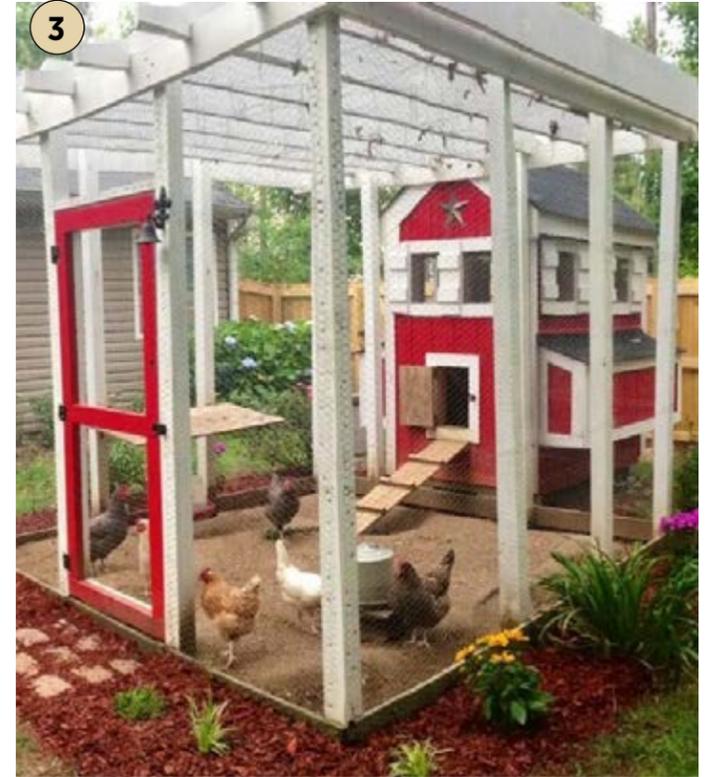
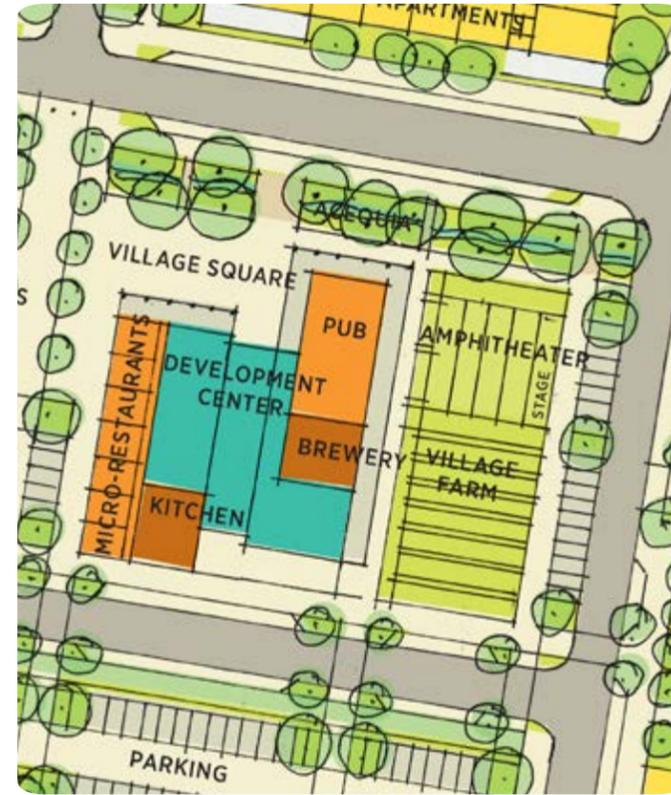
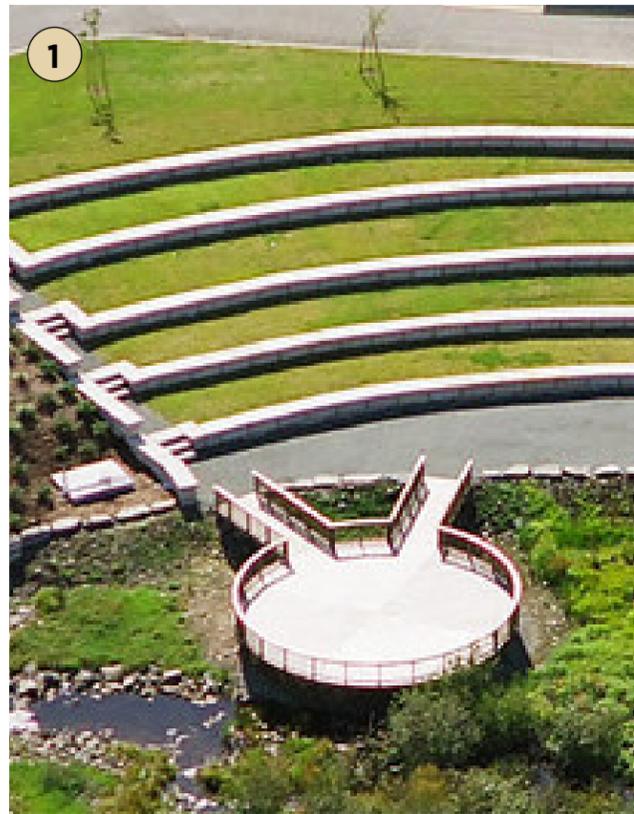
VILLAGE EXPERIENCE

3. CULTIVATE



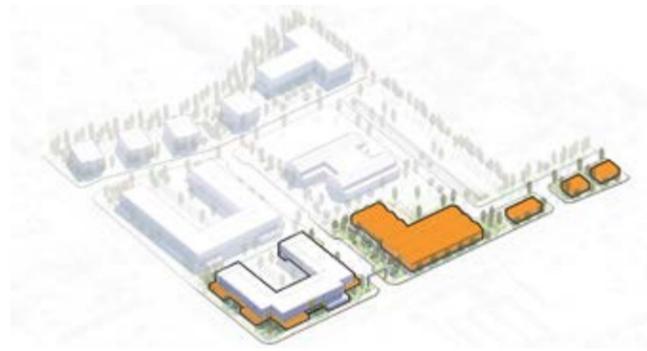
The amphitheater will serve many functions including a synchronized water feature, a stage for live performances and a screen to project nighttime movies and other multi-media entertainment. Children can play safely in the synchronized water feature inside the fenced village garden while their parents enjoy food and craft beer.

Directly east of the brew-pub and NVEDC, a village farm will be filled with fruit trees, hop vines and grape vines with pathways for guests to wander, learn and relax. The village farm will provide the backdrop for the brew-pub's outdoor seating with tables nestled amongst the shade of the fruit trees and hop vines. Local farmers will be recruited to sponsor sections of the village farm, thus providing a unique connection between this more urban section of Los Ranchos and the fields located farther west near Rio Grande Boulevard. This local crop sponsorship will allow farmers to market and promote their own farms and products. Guests will enter the village farm by crossing over a branch acequia running between the brew-pub and the village farm. This smaller acequia will not only provide irrigation for the crops but will also allow for interpretation and education for visitors unfamiliar with this tradition of irrigation in the North Valley. Included within the village farm will be a gently terraced amphitheater which will become a favorite multi-use destination for guests and the community at large.



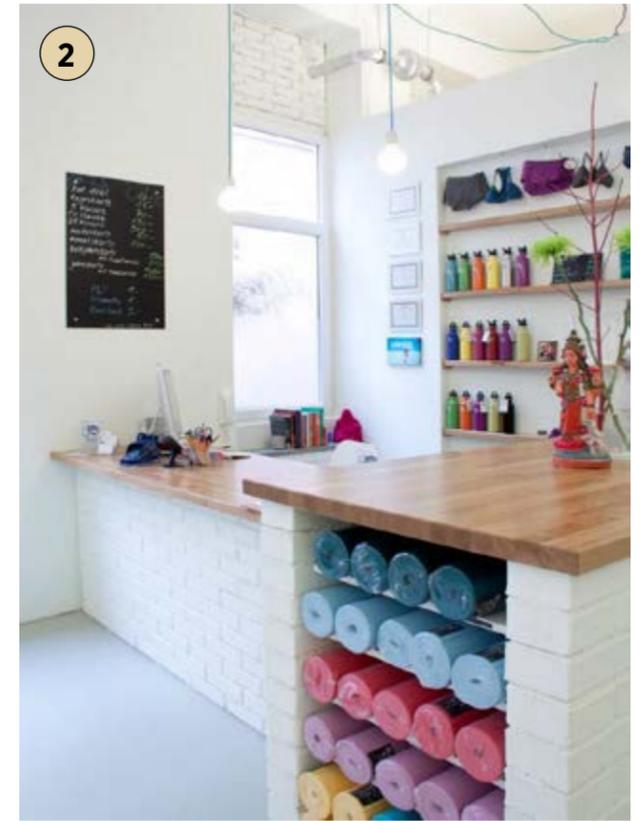
VILLAGE EXPERIENCE

4. SHOP



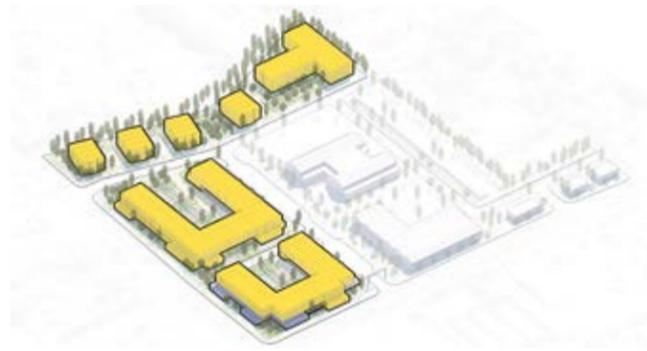
In addition to the micro-retail located at the Village Center entrance, the Marketplace building will be home to a 12,000 square foot neighborhood grocery store that will offer fresh, natural and organic foods. This specialty grocer will serve consumers not currently being served by the nearby Smith grocery store on 4th Street. The grocery store will offer a wide variety of wines, deli products, a bakery and a butchery. The grocery store will front 4th Street and will act as a transition between the fast-paced urban reality of 4th Street and the traditional agricultural heritage being celebrated in the village square and NVEDC.

Three (3) new commercial buildings will be located along 4th Street on the southwest corner of the site. These spaces will face 4th Street, have parking located in the rear of each building and will be leased to more traditional users compared to the micro-retail users. Leasing of this commercial space will be targeted towards local tenants where there is already demonstrated demand such as massage therapists, salons, yoga studios, art galleries and supplies of other hard and soft goods.



VILLAGE EXPERIENCE

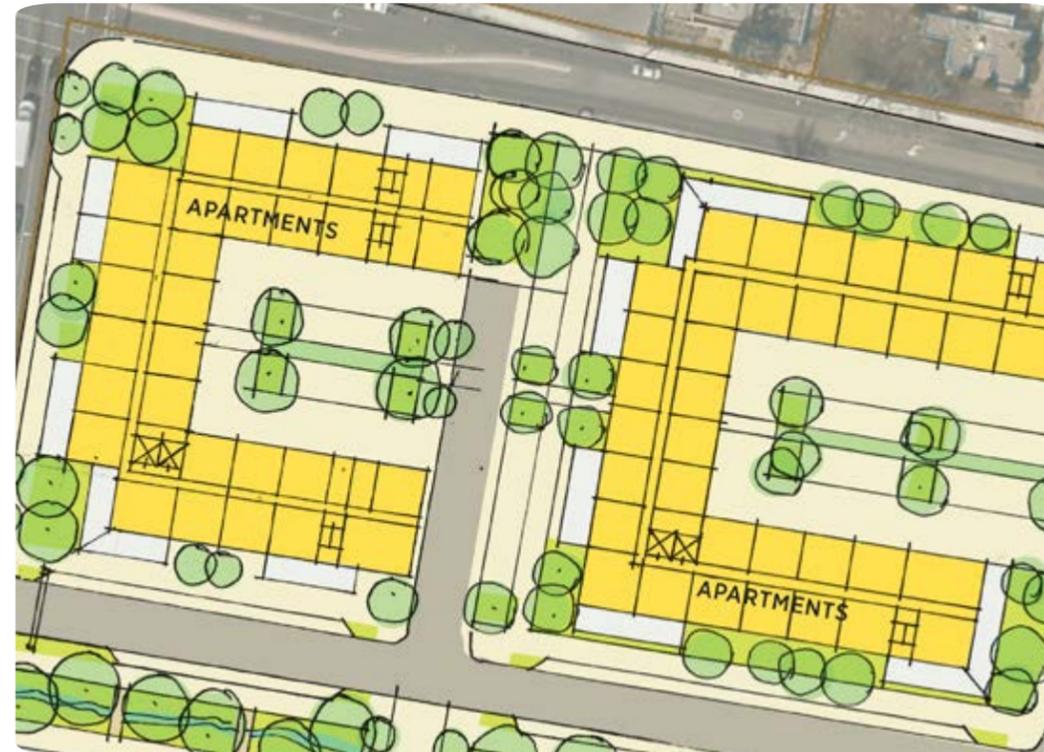
5. LIVE



At the prominent southeast intersection of 4th Street and Osuna Road, the Village Center will provide approximately 160 apartment homes within two buildings. The buildings are designed to offer a sense of relief to what is traditionally considered urban massing by thoughtfully incorporating setbacks, articulation and materials that will embrace and incorporate the natural surroundings found within the North Valley. Paired with intentional landscaping that will soften the façade, the corner of the most prominent building has been set back to accommodate water and agricultural landscape features at this highly visible 4th Street and Osuna Road intersection. Both buildings have been designed to allow parking in a subtle and respectful manner. The three-story mass facing the urban edge of the project will have the desired effect of calming traffic on 4th Street just before the street is narrowed into the new 4th Street Improvement area and will also help in absorbing traffic noise. Common-area amenities such as the leasing office, lobby, exercise room, bicycle storage and computer room, will be located on the street level facing 4th Street to deliver the impression of commercial activity. Outdoor furniture will be located on the street outside the lobby and community room to energize the street in front of the building adjacent to the ABQ Ride bus stop.

Traditional retail space will occupy the ground floor of the northwest building. The building will be built with high sustainability standards and will pursue a prestigious LEED certification.

Although not included as part of the RFP, the property including the two single-family homes has been incorporated into Palindrome's plan for the Village Center.



LEVEL 2



2



LEVEL 1

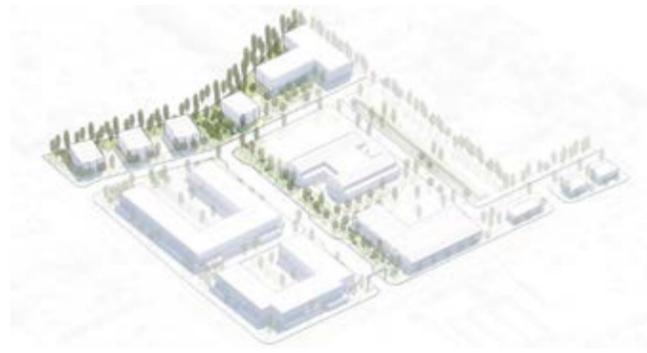
A meeting was held with this property owner and Palindrome feels confident a purchase arrangement will be made should Palindrome's proposal be selected. However, if a purchase arrangement is not achieved, Palindrome's plan for the Village Center is still feasible as the two single-family homes are located toward the eastern edge of the site plan, next to the proposed townhomes.

Palindrome's plan offers the opportunity for home ownership within the Village Center. Townhomes will be built along the Chamizal Acequia and will be sold to individual homeowners.

The Village Center will also include 48 units of affordable senior housing in the southeast corner of the site. The inclusion of senior housing will help complete a living environment where people of all ages, from all walks of life can actively participate in this vibrant community.

VILLAGE EXPERIENCE

6. EXPLORE



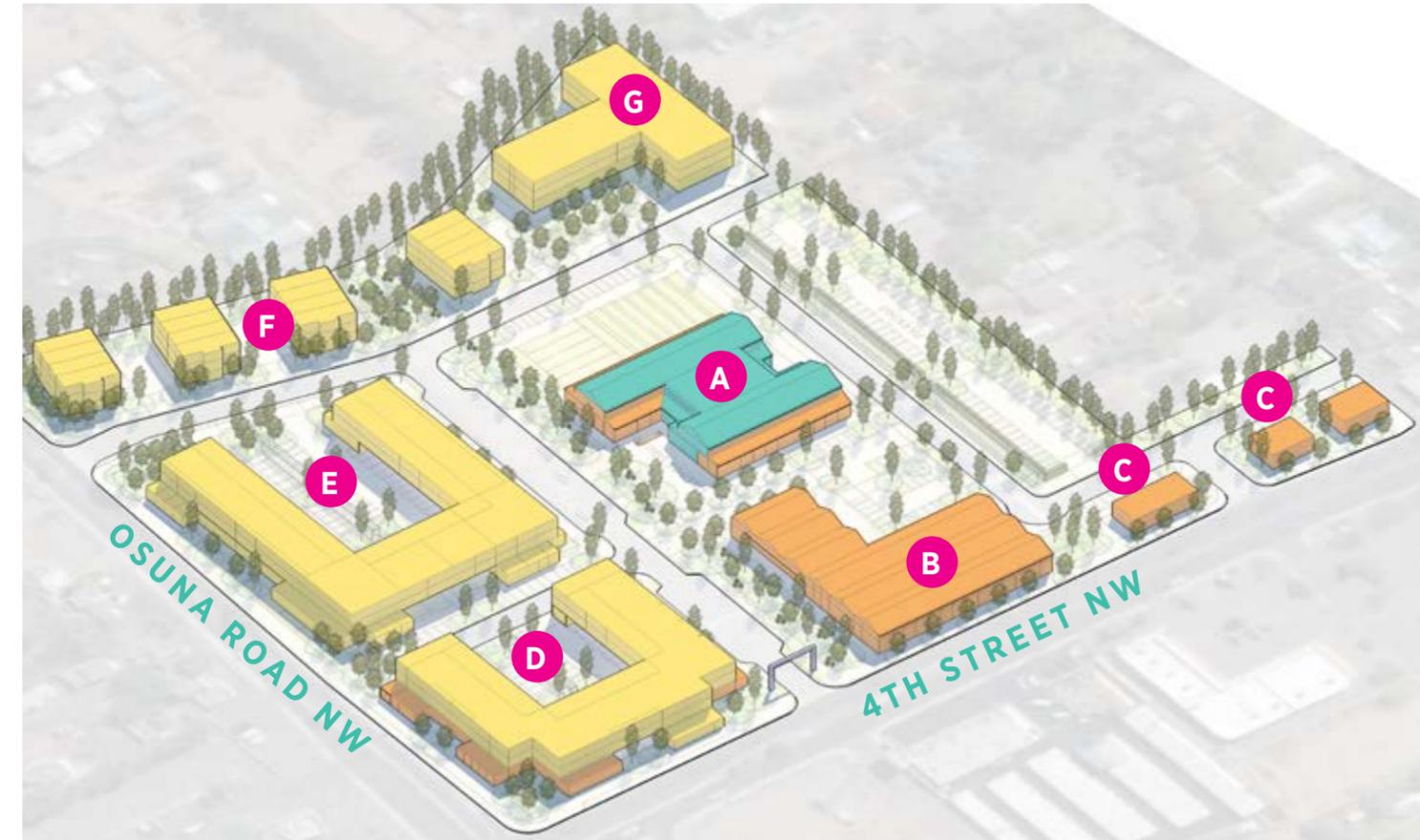
A smaller community garden located between the townhomes and the senior housing building will serve as a visual terminus for the main entrance street. This community amenity will also serve as an access point to the trails along the Chamizal Acequia and will be the home to honeybee hives sponsored by the New Mexico Beekeepers Association. Honey harvested from the hives can be processed and used in the NVEDC for food and beer recipes.



AREA SUMMARY

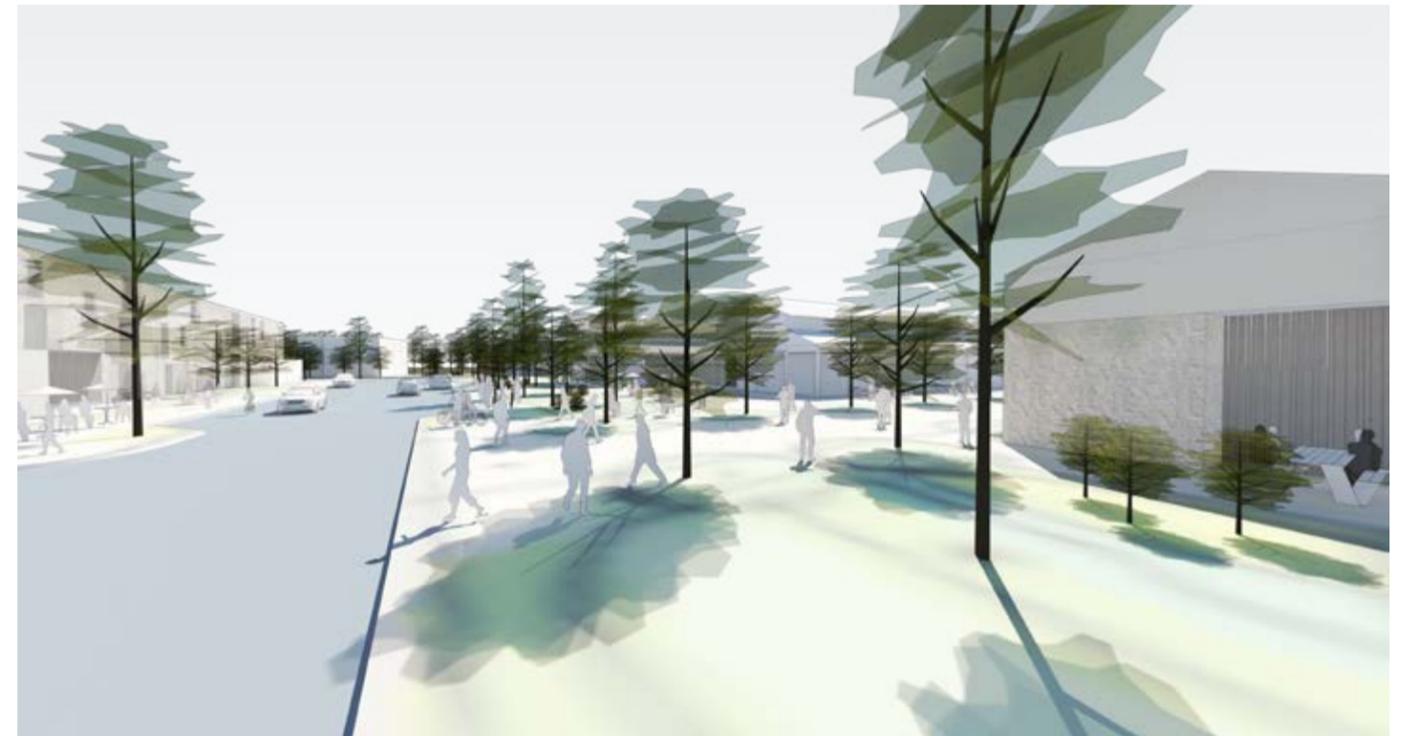
MASSING DIAGRAM

	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
ECONOMIC DEVELOPMENT CENTER				
development center	8,525	12,471		20,996
pub	3,272			3,272
brewery	1,541			1,541
commercial kitchen	1,552			1,552
micro-restaurants	3,740			3,740
TOTAL	18,630 SF	12,471 SF	0 SF	31,101 SF
MARKETPLACE				
retail 1	1,500			1,500
retail 2	1,500			1,500
retail 3	2,100			2,100
grocery	11,700			11,700
micro-retail 1	3,589			3,589
micro-retail 2	3,094			3,094
TOTAL	23,483 SF	0 SF	0 SF	23,483 SF
MULTI-FAMILY				
retail 1	6,733			6,733
retail 2	2,368			2,368
retail 3	6,292			6,292
apartments - west		21,553	21,553	43,106
residential common	4,460	4,592	4,592	13,644
tuck under parking	6,431			6,431
	26,284 SF	26,145 SF	26,145 SF	78,574 SF
apartments - east	15,791	27,077	27,077	69,945
residential common	10,740	4,664	4,664	20,068
tuck under parking	8,242			8,242
	34,773 SF	31,741 SF	31,741 SF	98,255 SF
TOTAL	61,057 SF	57,886 SF	57,886 SF	176,829 SF
SENIOR HOUSING				
apartments	9,810	12,599	12,599	35,008
residential common	5,633	2,786	2,786	11,205
TOTAL	15,443 SF	15,385 SF	15,385 SF	46,213 SF
TOWNHOMES				
townhome 1	3,096	3,484	3,096	9,676
townhome 2	9,288	9,288	9,288	27,864
TOTAL	12,384 SF	12,772 SF	12,384 SF	37,540 SF
TOTAL RESIDENTIAL	73,491 SF	86,043 SF	85,655 SF	245,189 SF
TOTAL COMMUNITY	11,618 SF	12,471 SF	0 SF	24,089 SF
TOTAL COMMERCIAL	45,888 SF	0 SF	0 SF	45,888 SF
TOTAL	130,997 SF	98,514 SF	85,655 SF	315,166 SF



- A. CULTIVATE - 2 LEVELS OF COMMERCIAL**
- B. SHOP - 1 LEVEL OF GROCERY AND MICRO-RETAIL**
- C. SHOP - 1 LEVEL OF TRADITIONAL RETAIL**
- D. LIVE - 2 LEVELS OF MULTI-FAMILY RESIDENTIAL
OVER 1 LEVEL OF RETAIL**
- E. LIVE - 3 LEVELS OF MULTI-FAMILY RESIDENTIAL**
- F. LIVE - 3 LEVEL RESIDENTIAL TOWNHOMES**
- G. LIVE - 3 LEVELS OF SENIOR LIVING**

ELEVATION PERSPECTIVES



LANDSCAPE PLAN



1" = 100' - 0"





TEAM AND MANAGEMENT

TEAM AND MANAGEMENT

As their resumes will demonstrate, the members of the development team have produced multiple projects from initial proposal to completion and final lease-up. Additionally, Palindrome is a long-term owner of real estate. Over the last 20 years, the principals of Palindrome have maintained ownership in over 80% of their developed properties. Following is a list of key development team members and their respective contact information:

DEVELOPER:



Palindrome Communities, LLC

Nevada limited liability company
Owners: Chad Rennaker (80%)
Jason Rennaker (20%)
412 NW 5th Avenue, Suite 200
Portland, OR 97209
PHONE: (503) 288-6210
FAX: (503) 288-6209
Chad Rennaker, Project Manager and President
crennaker@palindromecommunities.com

ARCHITECT:



Ankrom Moisan

6720 SW Macadam Avenue, Suite 100
Portland, OR
97219
PHONE: 503-952-1521
Paul Jeffreys, Senior Designer
paulj@ankrommoisan.com

LANDSCAPE ARCHITECT:



Sites Southwest

121 Tijeras NE, Suite 3100
Albuquerque, NM 87102
PHONE: (505) 822-8200 ext. 108
FAX: (505) 822-8282
George Radnovich
grad@sites-sw.com

GENERAL CONTRACTOR:



PacifiCap Construction, LLC

412 NW 5th Avenue, Suite 200
Portland, OR 97209
PHONE: (503) 288-6210
FAX: (503) 288-6209
Jason Rennaker, President
jrennaker@pacificap.com

PROPERTY MANAGER:



PMI, Inc.

4528 Carlisle Blvd. NE
Albuquerque, NM 87109
PHONE: (505) 514-2311
FAX: (505) 881-3102
Anna Lopez, Regional Asset Manager
alopez@pmiforward.com

LEGAL COUNSEL:



Stoel Rives, LLP

600 University Street, Suite 3600
Seattle, WA 98101-4109
PHONE: (206) 386-7534
Joe McCarthy
joseph.mccarthy@stoel.com

LOCAL COUNSEL:

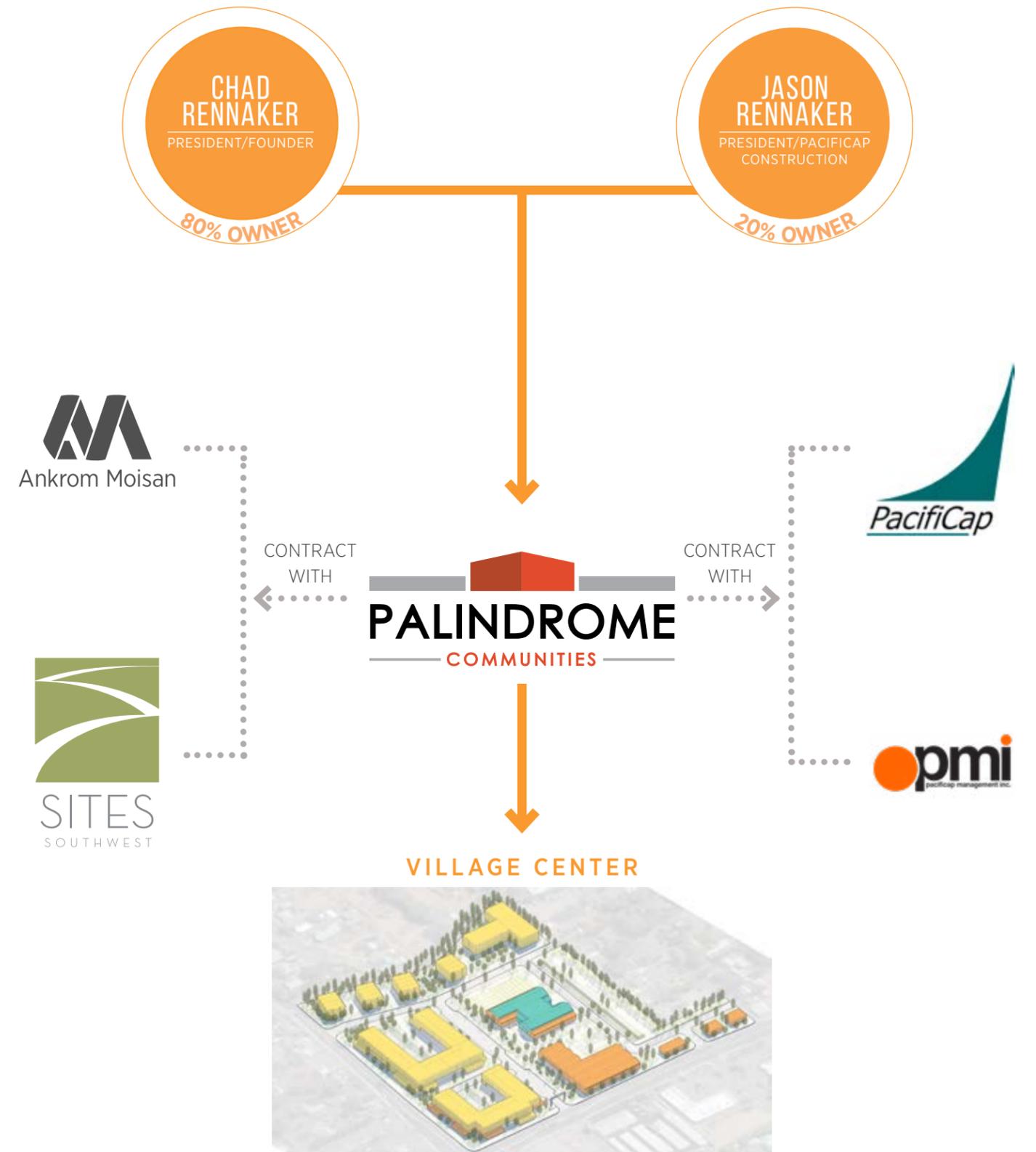


Myers, McCready & Myers

1401 Central Avenue NW, Suite B
Albuquerque, NM 87104
PHONE: (505)247-9080
FAX: (505)247-9109
John A. Myers
jmyers@moplw.com



TEAM AND MANAGEMENT





TEAM EXPERIENCE

TEAM EXPERIENCE

CONTACT INFO FOR DEVELOPMENT TEAM

PALINDROME COMMUNITIES, LLC
 ATTENTION: CHAD RENNAKER
 412 NW 5TH AVENUE, SUITE 200
 PORTLAND, OR 97209
 PHONE: 503-752-1393
 E-MAIL: CRENNAKER@PACIFICAP.COM
 AND RGIBSON@PACIFICAP.COM

PALINDROME COMMUNITIES, LLC CAPABILITY & EXPERIENCE

Palindrome's real estate portfolio includes stabilized rental and mixed-use communities located in urban and suburban markets in Oregon, Washington, Colorado, Idaho, Nevada, New Mexico, and Arizona. Palindrome's approach to real estate investment focuses on initial success, as well as long-term feasibility. In its 18-year history, Palindrome has retained ownership of over 80% of all properties. The list of properties noted on this page represents Palindrome's current real estate portfolio:



PROJECTS COMPLETED

PROJECT	LOCATION	UNITS	Project Cost
Alta Vista	Albuquerque, NM	270	\$12,800,000
Arioso	Albuquerque, NM	265	\$9,850,000
Aztec Village	Albuquerque, NM	228	\$11,656,250
Blake Street Lofts	Denver, CO	94	\$14,121,910
Bonanza Gardens	Las Vegas, NV	171	\$6,456,000
Broadway Plaza Lofts	Denver, CO	223	\$29,000,000
Casa Bonita	Albuquerque, NM	140	\$4,703,020
Casa Rufina	Santa Fe, NM	100	\$14,095,042
Casa Rufina II	Santa Fe, NM	20	\$3,527,540
Conter Estates	Denver, CO	75	\$8,904,540
Conter Estates II	Denver, CO	39	\$5,590,317
Cedar Village	Las Vegas, NV	154	\$9,137,284
Chateau	Albuquerque, NM	78	\$3,500,000
Cheyenne Crossing	N. Las Vegas, NV	176	\$20,332,519
Deer Run	Spokane, WA	114	\$7,753,516
Deer Run West	Spokane, WA	108	\$9,305,987
El Vado	Albuquerque, NM	36	
El Vado Place	Albuquerque, NM	32	\$4,000,000
Encore on Farmer	Tempe, AZ	56	\$6,200,000
Encore on First	Mesa, AZ	81	\$17,800,000
Encore on First West	Mesa, AZ	44	\$8,200,000
Jefferson Crossing	Albuquerque, NM	239	\$9,262,500
Kamiakin	Kennewick, WA	236	\$8,350,000
Mallard Pointe	Garden City, ID	158	\$6,417,404
Madera Crossing	Albuquerque, NM	56	\$9,977,972
Oliver Station	Portland, OR	114	\$55,000,000
Osito Ridge	Denver, CO	145	\$11,414,131
Parkside Gardens	Reno, NV	288	\$11,200,000
Quail Run	Vancouver, WA	129	\$11,524,481
Residences on Farmer	Tempe, AZ	31	\$6,200,000
Residences on First	Mesa, AZ	24	\$3,100,000
Rockwood Terrace	Washougal, WA	62	\$2,450,000
Southwest Village	Reno, NV	332	\$19,840,000
Springbrook	Denver, CO	120	\$12,267,121
Springtree	Portland, OR	72	\$2,585,000
St. Anthony Plaza	Albuquerque, NM	160	\$2,600,000
Stonegate	Pasco, WA	200	\$14,496,562
Sunpointe	Albuquerque, NM	260	\$11,000,000
The Artisan	Albuquerque, NM	62	\$12,936,989
The Mix	Albuquerque, NM	20	\$2,178,691
Villa Nueva	Albuquerque, NM	46	\$9,148,328
Welton Park	Denver, CO	223	\$43,500,000
Woodland Green	Kennewick, WA	56	\$21,000,000
Total		5537	\$493,383,104

PALINDROME COMMUNITIES, LLC: KEY PERSONNEL RÉSUMÉS

Palindrome has assembled a well-qualified team of professional. We will bring well informed and valuable perspectives that will be critical to achieving the desired outcomes for the Village Center development. Key personnel profiles are provided below:

CHAD RENNAKER PRESIDENT/FOUNDER

Chad is the founder and President of Palindrome. He oversees development, construction, property management, and compliance divisions of the company. Prior, Chad to forming Palindrome was Director of Development for Columbia Housing Corporation (now PNC Multifamily Capital). He worked as a pension fund manager for a Fortune 500 company, managing an \$800 million retirement trust before joining Columbia Housing. Chad is actively involved in the development of new projects located in Oregon and New Mexico. In addition to managing the day-to-day operations of Palindrome, Chad is the owner and managing partner of craft breweries in Portland and Albuquerque. He earned a Bachelor of Science from Oregon State University and an MBA from Portland State University.

Chad will be a key principal and financial guarantor for the Village Center development.

ROBERT GIBSON DIRECTOR OF DEVELOPMENT

Robert is Director of Development for Palindrome and manages all development activities for the company. Robert has been involved in the housing development business since 1993 where has participated in the development of over 10,000 rental units in eleven states. Prior to joining Palindrome, he was a Development Manager at LNR Property Corp., responsible for the development of affordable housing nationally. Prior to LNR, Robert worked with Columbia Housing Corporation as an equity analyst. Robert holds a BS degree in Business from the University of Denver in Colorado.

JASON RENNAKER PRESIDENT/PACIFICAP CONSTRUCTION

Jason is a principal of Palindrome and President of PacificCap Construction, LLC., the construction affiliate of Palindrome. Prior to joining Palindrome, Jason was responsible for the construction affiliate of Columbia Housing Corporation (now PNC Multifamily Capital), where he managed the rehabilitation of several large multifamily projects. Prior to joining Columbia Housing, Jason owned a construction company in Salt Lake City, where he specialized in single family, custom homes.



JEFFREY SKOCZYLAS PRESIDENT/PMI, INC.

Jeff is Chief Financial Officer for Palindrome and President of PMI, Inc., Palindrome's property management affiliate. Jeff has over 25 years of experience in accounting, audit and finance. As President of PMI, Inc., he oversees the management of over 5,000 multi-family units in seven states. Jeff earned a B.S. from the University of Evansville and is a Certified Public Accountant.

HEATHER BOYD ASSISTANT VICE PRESIDENT

Heather is Assistant Vice President for Palindrome where she is responsible for coordinating the acquisition and development activities of all Palindrome projects. Heather previously worked for a land grant university as a fiscal specialist for a domestic and international grant. Heather earned a BA from Washington State University.



TEAM EXPERIENCE

CASA GRANDE, EL VADO ALBUQUERQUE, NM



PROJECT INFORMATION

Project Start: January 2017

Completion: April 2018

Size: 32 guest rooms, 8 restaurants, 6 boutique retail spaces, 32 apartment units, 12,000 sq. ft. of traditional commercial space

Cost: \$16,100,000

ADAPTIVE RE-USE

- Historic Tax Credits
- Partnership with City of Albuquerque
- Economic Development
- Urban Infill

The El Vado Motel is a well-recognized icon of Route 66. The Spanish-Pueblo Revival buildings were abandoned. In 2014, Palindrome was selected to restore the property, redeveloping the motel and its adjacent land into a thriving, creative and unique mixed-use, development.

Half of the motel rooms were beautifully restored to their classic mid-century charm utilizing local artisans and traditional adobe building materials. A soaking pool was built in the former parking lot between the guest rooms. A new events center sits at the eastern edge of the motel courtyard, acting as a lobby for motel guests and providing meeting spaces for events.

Former motel rooms located closest to Central Avenue were re-purposed into individual food pods and have been leased to local restaurant operators. A portion of the former motel lobby was converted into a taproom which anchors the food courtyard. A synchronized water fountain is located in the amphitheater, which is located on the former parking lot between the restaurant pods.

Thirty-two units of mixed-income housing units were also built over approximately 12,000 square feet of commercial space on the adjacent property. El Vado has become a popular gathering spot for both locals and travelers from around the world.



SAWMILL VILLAGE APARTMENTS ALBUQUERQUE, NM



PROJECT INFORMATION

Project Start: September 2011

Completion: September 2016

Size: 12 acres, 227 units, 18,900 sq. ft. commercial

Cost: \$34,470,000

SUSTAINABLE EFFORTS

- Mixed-Use
- Adaptive Reuse
- Multi-Phase Project
- Brownfield Redevelopment
- Urban Infill

REDEVELOPMENT AND ADAPTIVE REUSE

Sawmill Village, located near downtown Albuquerque, New Mexico was formerly an abandoned particle board factory with a host of environmental and physical challenges. In 2007, Palindrome partnered with Sawmill Community Land Trust (SCLT), the City of Albuquerque and the New Mexico Environmental Department to remediate the environmental contamination and demolish the factory buildings on this brownfield site. Palindrome secured financing for over \$34 million for the multi-phase development to include senior housing, workforce housing, live/work artist housing, commercial space and public spaces. In spite of the economic turmoil of 2009, the development team was able to commence development on Sawmill Village and completed the 46-unit Villa Nueva senior housing in 2010 followed by the 78-unit Artisan at Sawmill Village workforce housing in 2011. In 2013, The Mix was completed with 47 market-rate rental units over 9,000 square feet of ground floor commercial. The Mix commercial space is anchored by the Ponderosa Brewing Company. The development was completed in 2016 with the completion of Madera Crossing, a 56-unit mixed-income rental development.

Financing partners on Sawmill Village included the State of New Mexico, City of Albuquerque, New Mexico Mortgage Finance Authority, Bank of Oklahoma, Los Alamos National Bank, New Mexico Bank and Trust and private equity from Palindrome.

TEAM EXPERIENCE

CASA RUFINA SANTA FE, NM



Casa Rufina Apartments is an income-qualified apartment community for seniors. It is located in one of Santa Fe County's older neighborhoods on a site previously occupied by a radio station. The infill nature of the site drove us to strive for a scale and architectural variety that would blend with the existing neighborhood.

The design of the site holds the cars around the perimeter of the project, leaving the exterior areas and the middle of the site available for circulation and community activity. The concentration of open space also serves to provide privacy to the transitional spaces of the dwelling units.

There are eight different unit types, including handicapped accessible variations. The garden style apartments provide a more secluded environment and help to give the occupants a greater sense of independence, while still remaining a part of the overall community. The corridor units offer a greater sense of community and spectacular mountain views. All of the units have a patio or a balcony. Every unit has a dishwasher, garbage disposal, ceiling fan, and hook-ups for a washer and dryer. Each unit also has its own individual mechanical unit providing air-conditioning and heating with independent temperature control.

The clubhouse, or community center, has a trellis-covered patio. A laundry room, exercise room, TV room, and library share this patio. The clubhouse also contains a full commercial kitchen and a dining/multi-purpose room that seats 50 people at a time. The City of Santa Fe runs a program that serves breakfast and lunch to any Santa Fe Resident over the age of 62 for \$1. This service also helps to stimulate the neighborhood by bringing other seniors to the area. Casa Rufina Apartments creates a very amenable environment for an otherwise underserved portion of the community.

PROJECT INFORMATION

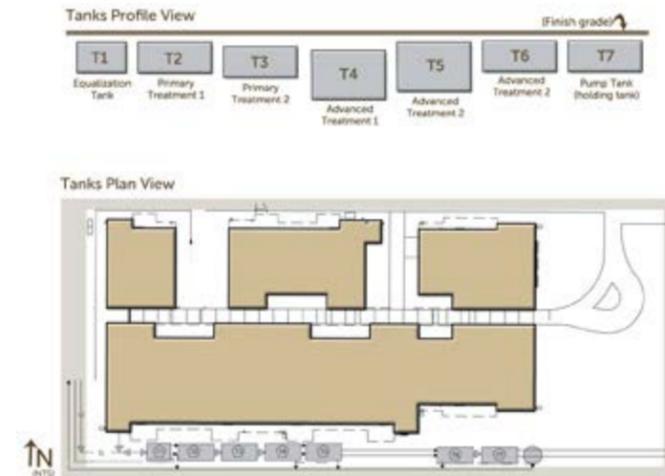
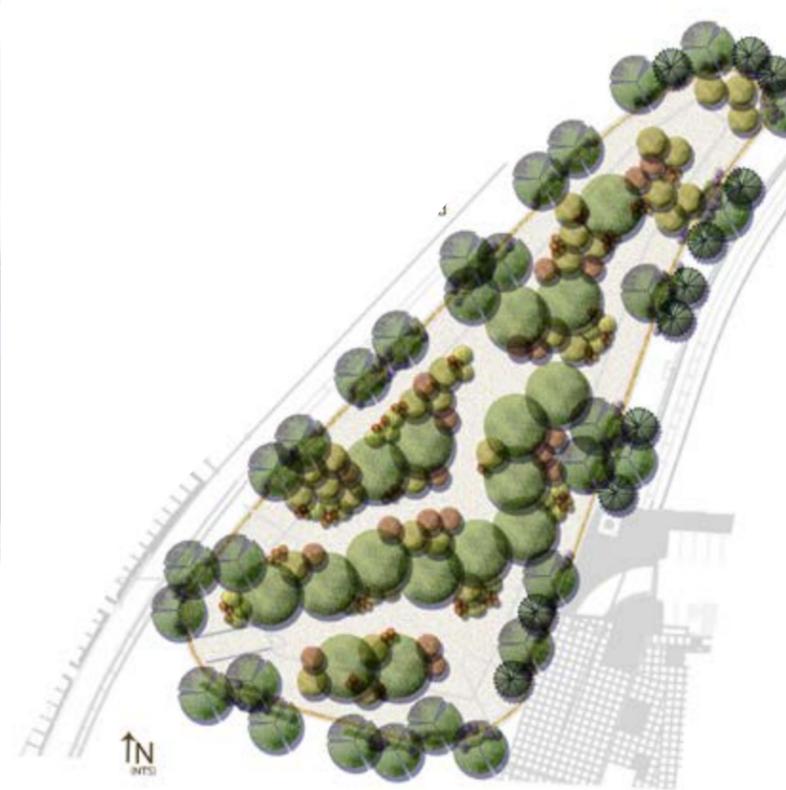
Project Start: March 2005
Project Completion: February 2006
Size: 100 rental units
Cost: \$14,095,042

SUSTAINABLE EFFORTS

Infill project
 Xeriscape Landscaping



MILL POND REFUGE ALBUQUERQUE, NM



PROJECT INFORMATION

Project Start: January 2016
Project Completion: April 2017
Size: 1.2 acres
Cost: \$350,000

URBAN OASIS

Detention Pod Re-Use
 Community Amenity
 Zero Water Footprint
 Innovative and Sustainable

Palindrome created an urban oasis from a former neighborhood eyesore, a 1.2-acre detention pond. The pond provides storm water run-off detention for 40 acres of urban development. The Mill Pond Refuge is the first commercial project in New Mexico to use recycled waste water to support its landscape. The system functions by treating 100% of the wastewater from an adjacent multi-family building through a seven-tank micro-biological process and then reusing that water to irrigate the plantings at the detention pond. Up to 2,000 gallons of wastewater is treated daily with no reliance on a municipal water source. The result is a zero water footprint for this innovative project located in the Sawmill Community Land Trust.

The project includes a four-foot wide perimeter walking path around the lushly landscaped pond for community use.

TEAM EXPERIENCE

24TH STREET TOWNHOMES DENVER, CO



PROJECT INFORMATION

Project Start: July 2007
Project Completion: July 2008
Size: 11 units
Cost: \$4,950,000



The development of the 24th Street Townhomes project focused on providing modernist design to the discerning urban home buyer. Each of the 11 units has a private roof deck and balcony, as well as two floors of living space above individual garages. These for sale units ranged in price from \$375,000 to \$650,000.



ENCORE ON FARMER TEMPE, AZ



PROJECT INFORMATION

Project Start: April 2011
Completion: December 2011
Size: 56 rental units (64 DU/AC)
Cost: \$10,250,000

SUSTAINABLE EFFORTS

- Transit-Oriented Development
- Urban Infill Location
- Energy Star Appliances
- Solar Power Production
- Water Conservation
- Landscape Design
- Enhanced Public Streetscape
- Linear Public Park



Located in Downtown Tempe, Encore on Farmer is “Where the Heart of the Neighborhood Meets the Heart of the City.”

Residents and guests enter the access-controlled building lobby from 6th Street to enjoy on site amenities, including a fitness room, iMac bar, community room, storage lockers, and clothing care center. The ground floor units have brownstone style entries along the pedestrian friendly Farmer Avenue, and the upper floors are served by an elevator.

Encore is a walkable community with pedestrian access to numerous hot spots, including art centers, museums, and lifelong learning opportunities. Other exciting local attractions include the Mill Avenue shopping district, Jaycee Park, Tempe Beach Park, and Town Lake. Convenient transportation options include a free local circulating bus, light rail, and major bus routes.

AWARDS/RECOGNITIONS

Nominated for:
2013 Exemplary Urban Project, ADOH
Arizona Forward 2013 Crescordia Award, Buildings and Structures

TEAM EXPERIENCE

ENCORE ON FIRST MESA, AZ



BLAKE STREET LOFTS DENVER, CO



PROJECT INFORMATION

Project Start: November 2012

Completion: November 2013

Size: 81 rental units
(55 DU/AC)

Cost: \$18,500,000

SUSTAINABLE EFFORTS

- Transit-Oriented Development
- Urban Infill Location
- Energy Star Appliances
- Solar Power Production
- Water Conservation
- Landscape Design
- Enhanced Public Streetscape

Encore on First is an urban infill transit-oriented senior community located in Mesa. This single five-story building includes 81 units and consists of a mix of one- and two-bedroom units restricted to households earning less than 40%, 50%, and 60% of area median income. The infill location is one block from the Mesa Arts Center and the Mesa light rail station at Center Street. The building design incorporates many sustainability features, including PV solar electric, Energy Star appliances and windows, and low-flow water fixtures.

AWARDS/RECOGNITIONS

- Outstanding Project of the Year, LISC**
- Arizona Department of Housing, 2014 Exemplary Urban Multifamily Project**
- Red Awards, 2014 Best Multifamily Project Less than 250KSF**
- Valley Forward, 2014 Crescordia Award for Livable Communities**

PROJECT INFORMATION

Project Start: June 2005

Project Completion: August 2006

Size: 94 workforce rental units (144 DU/AC)

2,330 ground level commercial

Cost: \$14,314,875

SUSTAINABLE EFFORTS

- Transit-Oriented Development
- Urban infill location

Blake Street Lofts is a six-story, mixed-use building located in Denver's Ballpark Neighborhood. Providing 94 workforce rental housing units to households with incomes below 60% of the median, the building also offers a convenient location within walking distance of the central business district and is well served by transit.

TEAM EXPERIENCE

BROADWAY PLAZA LOFTS DENVER, CO



PROJECT INFORMATION

Project Start: October 2003

Completion: January 2005

Size: 223 rental units,
12,000 sq. ft. commercial

Cost: \$29,000,000

SUSTAINABLE EFFORTS

High-Density Urban Infill Project

223 DU/AC

Concrete Construction

Walkable Community

On a 0.87-acre site at the intersection of 24th Street, Broadway, and Arapahoe Streets in Denver, this project is conveniently located near the central business district. The 223-unit, nine-story affordable housing apartment building provides 234 parking spaces in one level of underground parking and two levels above-grade. There is 12,000 sq. ft. of on-grade retail space and amenities, including a fitness center, individual storage lockers, meeting rooms, and a support center.

An exterior plaza enhances the entry experience and provides a welcoming transition space for the neighborhood. The building's exterior skin is a combination of vinyl clad casement windows, varying colors of metal siding, and masonry at the ground floor, giving the street level an inviting pedestrian atmosphere. The top level features the fitness center, community room, rooftop patio, and spectacular views of downtown Denver and the Rocky Mountains.



PROJECT INFORMATION

Client: Palindrome
Project Type: Mixed-Use, Affordable Apartments
Stories: 4 over 1
Construction: Type VA / IA
Units: 145
Size: 190,700 sq. ft.
DMWESB: 20% target
Sustainability: Tracking LEED Platinum

SERVICES PROVIDED

- Architecture
- Interiors
- Urban Planning

URBAN RENEWAL IN LENTS

Oliver Station is an exciting affordable housing / mixed-use development in Portland's emerging Lents neighborhood. Located less than a block from light rail and bike trails, the project is transit-oriented and pedestrian focused with improved streets and new public spaces.

The two block site provides 126 units of affordable housing and 19 market rate apartments. The ground floor includes 31,000 sq. ft. of flexible commercial space, a portion of which is reserved for minority, women and emerging small business owners. Site improvement goals included traffic calming measures to make the area safer and more desirable for residents and small business owners. A new bike lane and generous landscaping surround the the site with recessed pocket plantings integrated into the building facades. A new public plaza on the south side provides a buffer from heavier traffic lanes. Wider sidewalks integrated with bioswales and new on-street parking are designed to reestablish Lents as an attractive, safe, vibrant town center destination.

Targeting LEED Platinum, the site provides on-site water management, 100% LED lighting, electric vehicle charging stations, and an extensive rooftop solar array. Each dwelling unit supports cleaner air quality via a positive air supply ducted directly from the roof. Generous window sizes provide residents with ample daylight and views of the surrounding Pacific Northwest mountain ranges.



ANKROM MOISAN ARCHITECTS: CAPABILITY AND EXPERIENCE

Ankrom Moisan was founded in 1983 to provide integrated architectural, interior, and urban design services to our clients. We are now a national firm with over 300 staff members and offices in San Francisco, Portland, and Seattle. Our portfolio includes award-winning affordable housing, senior living, mixed-use, hospitality, healthcare, retail, and higher education projects.

Ankrom Moisan provides the design knowledge and experience to compliment the expertise of Palindrome Communities, LLC. We have worked successfully with Palindrome on projects similar to the Village of Los Ranchos de Albuquerque.

OUR FIRM MISSION IS SIMPLE:

*Create Places Where People and
Communities Thrive.*

TEAM EXPERIENCE



ISAAC JOHNSON AIA

PRINCIPAL-IN-CHARGE

Isaac has been active in the field of architecture for more than 20 years. He has a breadth of experience designing multi-family urban housing projects. This includes a strong background in affordable housing as well market-rate condominiums and apartments. Isaac's greatest strength on project teams is understanding the big picture. He enjoys moving from design to project management to construction detailing.

- THE DIANE / PORTLAND, OR
- SW 16TH AND BURNSIDE / PORTLAND, OR
- 14TH AND GLISAN / PORTLAND, OR
- THE VILLAGE MARY'S WOODS / LAKE OSWEGO, OR
- OLIVER STATION / PORTLAND, OR
- ARTS TOWER / PORTLAND, OR

EDUCATION
University of Oregon
Bachelor of Architecture

PROFESSIONAL REGISTRATION
Registered Architect: Oregon



PAUL JEFFREYS LEED AP BD + C, AIA

SENIOR ASSOCIATE/PROJECT DESIGNER

Paul is an award-winning designer and UK registered architect skilled in urban design, planning, architecture, and interiors. He has more than 30 years of design experience on a diverse range of projects, from mixed-use commercial to multi-family, across both the UK and US. Paul is a creative problem solver with an in-depth knowledge of building and zoning codes, building technology, and sustainable practices.

- OLIVER STATION / PORTLAND, OR
- SW 16TH AND BURNSIDE / PORTLAND, OR
- FARMER ART / TEMPE, AZ
- ARTS TOWER / PORTLAND, OR
- 92ND AND ELLIS / PORTLAND, OR
- ENCORE ON FIRST / MESA, AZ*

*Project completed with previous firm.

EDUCATION
Oxford Brookes University
Postgraduate Diploma, Architecture

Oxford Brookes University
Postgraduate Diploma, Urban Design

Oxford Brookes University
Bachelor of Arts, Architectural Studies

PROFESSIONAL REGISTRATION
Registered Architect: United Kingdom



MATTHEW PONCELOW AIA

ASSOCIATE/PROJECT ARCHITECT

Whether crafting an initial design or fostering long-lasting professional relationships, Matthew uses clear and focused communication to work successfully in collaborative environments. A proven history of leadership and innovation has allowed him the opportunity to work on projects of various scales and complexities.

- OLIVER STATION / PORTLAND, OR
- RIVERPLACE PARCEL 3 / PORTLAND, OR
- HOTEL CLARE / SEATTLE, WA
- WATER VALLEY SENIOR LIVING / WINDSOR, CO*
- CNM RIO RANCHO CAMPUS / RIO RANCHO, NM*

*Project completed with previous firm.

EDUCATION
University of New Mexico
Master of Architecture

University of New Mexico
Bachelor of Art in Architecture

PROFESSIONAL REGISTRATION
Registered Architect: Oregon, Colorado



CLAIRE COREY

ASSOCIATE/PROJECT COORDINATOR

Claire has a knack for getting into the details and helping manage projects and staff throughout all architectural phases. She is committed to exercising her imagination to achieve clients' goals and is involved in all capacities of a project from programming to construction administration.

- THE VILLAGE MARY'S WOODS / LAKE OSWEGO, OR
- RIVERPLACE PARCEL 3 / PORTLAND, OR

EDUCATION
University of San Francisco
Bachelor of Art in Visual Arts and French

Columbia University
Shape of Two Cities Program, GSAPP

University of British Columbia
Master of Architecture

TEAM EXPERIENCE

CASA GRANDE, EL VADO
ALBUQUERQUE, NM



MAREA ALTA, PHASE I
SAN LEANDRO, CA



PROJECT INFORMATION

Client: Palindrome Communities

Project Type: Affordable, Mixed-Use

Size: Approximately 55,000 sq. ft.

Stories: 1-3

Units: 60

SERVICES PROVIDED

Architecture

CREATING AN ACTIVE CENTER FOR AN INTERNATIONAL, HISTORIC ICON

The El Vado Motel is a well-known part of Route 66. Remaining essentially unchanged since its original opening in 1937, this Spanish-Pueblo Revival building closed its doors a while ago. In order to both save the existing development and breathe new life into this part of Albuquerque, Palindrome Communities and Ankrom Moisan Architects are collaborating on mixed-use, affordable housing.

Motel units located east of the community food court will be restored into classic Route 66 units. The original motel office and lobby will be the reception area for guests of the updated boutique motel. The parking lot between the buildings will be replaced with lush landscaping, meandering walkways, and a pool/spa. A new events center will sit at the east end of the motel courtyard.

Former motel units located closest to the motel's Central Avenue entrance will be renovated into individual food pods and be leased to small business restaurant operators. A taproom will anchor these pods. Sixty units of workforce housing apartments will be created, through both adaptive reuse and new construction. All existing façades will be preserved, thus accentuating the site's historic character.

PROJECT INFORMATION

Client: BRIDGE Housing

Project Type: Mixed-Use

Size: 306,192 sq. ft.

Stories: 5

Units: 115

SERVICES PROVIDED

Architecture

Interiors

CREATING AN ENGAGING DESTINATION FOR COMMUNITIES

Marea Alta is a new, five-story, Mission Style building that serves both families and seniors earning between 30-55% of the area's median income. The building activates San Leandro Boulevard through mixed-use, ground floor locations, including retail space, a childcare facility, and parking. The urban layout creates an enjoyable pedestrian experience, whether you are a resident of Marea Alta, a commuter getting off at their stop, or a passerby enjoying the neighborhood.

The exterior of the building has a white stucco façade with red tile roofing to touch upon the Mission influence. A tower marks the residential entrance to the elevator lobby and also houses much of the electrical and mechanical systems. Dark wood detailing serves as a building ornament and is also used in harmony with metal to form beautiful unit balconies.

Amenity spaces include a community banquet room, management offices, laundry facilities, and bike storage. A central courtyard creates an exclusive entryway for tenants and offers a trellised gathering space, play area, vegetable garden plots, and generous plantings.

TEAM EXPERIENCE

PROGRESS RIDGE BEAVERTON, OR



THE VILLAGE AT MARY'S WOODS LAKE OSWEGO, OR



PROJECT INFORMATION

Client: Gramor Development
Project Type: Retail, Master Planning
 Size: 210,000 sq. ft.
Buildings: 9 total, 1 & 2 stories
Parking: 364

SERVICES PROVIDED

Architecture
 Master Planning

SHOPPING AND ENTERTAINMENT CENTER CATERED TO THE PEDESTRIAN

Hailed more as a lifestyle center than a regional shopping mall, Progress Ridge is nestled between two affluent neighborhoods and is easily accessible by public transportation or bicycle. The 210,000 sq. ft. retail center is anchored by a major local grocery store, New Seasons, and a local luxury movie theatre and arts complex, Cinetopia.

Ankrom Moisan maximized the retail site, including nine buildings and three public spaces, for pedestrians. The public spaces provide fountains, an outdoor fireplace, and outdoor dining options to create more of a place to socialize than just shop. Many of the retail spaces themselves are stand-alone, surrounded on all sides by windows, and have great visibility.

Pedestrian centers and corridors connect all of the buildings. To accommodate the Pacific Northwest weather, the walkways feature aesthetically appealing canopies and other means of rain protection. The designers also collaborated with a local artist to create an interactive steel water sculpture, featuring shapes of salmon in motion, that seems to come to life when it rains.

PROJECT INFORMATION

Client: Mary's Woods Retirement Community
Project Type: Senior Housing, Commercial
Size: 483,877 sq. ft.
Stories: 2-3
Units: 198
Parking: 449

SERVICES PROVIDED

Architecture
 Master Planning

INNOVATIVE SENIOR COMMUNITY INCORPORATES SMALL-TOWN CONVENIENCES

Mary's Woods, an established retirement community located along the Willamette River in Lake Oswego, is expanding to offer a fresh alternative for seniors. Designed to complement the character of the main historic Provincial House, The Village at Mary's Woods comprises eight buildings that create a small-town feel.

Four buildings in the eastern portion of the site will provide a total of 198 units of congregate-care independent living. All residents will have access to formal and casual dining rooms, shared vegetable and flower gardens, and numerous amenity spaces for events and hobbies.

Positioned on the undeveloped southwest field of the Mary's Woods campus, the building plan allows for plenty of green space, honoring the serenity of the site's natural surroundings. The Village also includes three buildings with commercial space for retail, a restaurant, and a wellness facility that create a town square at the entrance on the western edge of the property.

TEAM EXPERIENCE

MCMENAMINS ANDERSON SCHOOL
BOTHELL, WA



CRYSTAL HOTEL, MCMENAMINS
PORTLAND, OR



PROJECT INFORMATION

Client: Mcmenamins

Project Type: Hotel, Restaurant

Size: 34,000 sq. ft.

Stories: 3

Keys: 72

SERVICES PROVIDED

Architecture

CLASS IS BACK IN SESSION

Built in 1931 as Bothell Junior High School and later renamed after the school's first principal, the statuesque art-deco style Anderson School was bought by McMenamins as part of the city's downtown revitalization effort. A project fully supported by the surrounding community, the property is now McMenamins' flagship Washington location.

A boutique hotel occupies the main building of the complex and is just a short walk away from other restaurants and bars on the campus. The former gymnasium was transformed into the primary events venue with capacity to host 700 people. An existing Olympic-size swimming pool was made into a saltwater oasis surrounded by vegetation, sitting below skylights open to the elements. The final large amenity on the site is the 140-seat movie theatre.

The only new building on the development, The Shed, includes cozy fireplaces and ample outdoor seating.

Anderson School is a historic contributing facility registered in The City of Bothell, Washington State and with the Department of Interior.

PROJECT INFORMATION

Client: McMenamins

Project Type: Hotel, Restaurant

Size: 21,857 sq. ft.

Stories: 4

SERVICES PROVIDED

Architecture

RESTORATION OF A PORTLAND GEM

The rundown Crystal Hotel in downtown Portland needed an extensive renovation in order to provide guests with the trademark McMenamins hospitality experience.

Working with a team of artists, the Crystal Hotel design is based on the theme of music. The hotel is adjacent to the Crystal Ballroom, a venerable music venue in Portland that has a long history of showcasing the best in both local and national musicians. For design inspiration, each room in the hotel uses a different song from one of the bands that has played the Crystal Ballroom. Lyrics run across the room as an intriguing graphic element, and headboards are custom painted with imagery from the respective band and song.

The restaurant and bars in the hotel continue the eclectic design theme. A spa and music venue in the basement of the hotel completes the experience. The result has become an instant hit, with high occupancy rates and rave reviews from patrons. The project has also been a strong catalyst for revitalizing the surrounding urban area, with new energy and activity creating a safer place and a more desirable part of downtown.

TEAM EXPERIENCE

GOAT BLOCKS PORTLAND, OR



TANNER PLACE PORTLAND, OR



PROJECT INFORMATION

Client: Kilian Pacific

Project Type: Apartments, Mixed-Use, Retail

Size: 478,000 sq. ft.

Stories: 6

Units: 240

Parking: 365

SERVICES PROVIDED

Architecture

Interiors

Urban Design

ECLECTIC HOUSING FOR AN ECLECTIC NEIGHBORHOOD

Developed in a space previously occupied by a herd of friendly neighborhood goats, the Goat Blocks development is designed to connect its industrial past with a creative future. Positioned between historic homes and a vibrant commercial area, this mixed-use development is the area's new, social hub.

To respect zoning guidelines, the multi-block project is scaled to Portland standards. Blending with the surrounding aesthetic, the buildings have a balanced contrast of colored metal panels, brick, and cement. Canopies and balconies add dimension to the façade, while botanic installations and planters work to capture a natural setting. Goat Blocks is designed to enrich the personality of the neighborhood and support Portland priorities; ample bike parking is scattered throughout the property, walkways and retail lobbies stimulate pedestrian traffic, and below-grade vehicle parking makes it easy for guests to visit. Housing units on the upper floors ensure all day activity, creating the perfect epicenter for community engagement.

Retail tenants include: Orchards Supply Hardware, Market of Choice, Primal Kitchen, Schilling Cider, Roseline Coffee, Kachka, Chipotle, Burn Cycle, USPS, and Columbia Credit Union.

PROJECT INFORMATION

Client: Hoyt Street Properties

Project Type: Condominiums, Mixed-Use

Size: 257,200 sq. ft..

Stories: 4=6

SERVICES PROVIDED

Architecture

Interiors

CONDO BUILDING CONNECTS STREETCAR LINE AND POPULAR PARK IN THE PEARL DISTRICT

Ankrom Moisan's design of Tanner Place fulfills the client's goal of maximizing the site's potential on the inner city streetcar line next to Jamison Square Park.

With its formal, symmetrical façade and massing, Tanner Place helps enclose and activate adjacent Jamison Square Park. Ground-floor retail creates an active pedestrian environment that helps connect people to the park and the street car. The building's U-shape is designed to appear as three buildings, with individual lobbies and views to the east, south, and west.

The project's detailing and color complement the scale and character of the neighborhood, while an open air courtyard provides a quiet, urban garden greenspace for residents.

TEAM EXPERIENCE



GEORGE RADNOVICH FASLA, RLA PRINCIPAL-IN-CHARGE / PROJECT MANAGER

George is a landscape architect and founding principal of Sites Southwest. He supplies the team with over 30 years of experience on a broad spectrum of planning and design expertise to both public and private sectors throughout the southwestern United States. His skills and capabilities include: regional analysis and ecologic planning, community and urban design, parks planning and design, and site planning. He has extensive experience in the coordination of complex projects and joint and multiple-use developments, exemplified by his efforts with master planning, urban and rural streetscapes, planned communities, biological parks, and other restorative projects. George most recently worked as the project manager for the Village of Los Ranchos 4th Street Revitalization Project.

George also enjoys lecturing on the subject of water and appropriate landscaping and has spread the word at workshops and conferences throughout the United States and Mexico. He also works with political leaders creating water conservation legislation. In many ways, George and the movements which he has promoted throughout his career fundamentally changed landscape architecture in the Southwestern United States.

EDUCATION

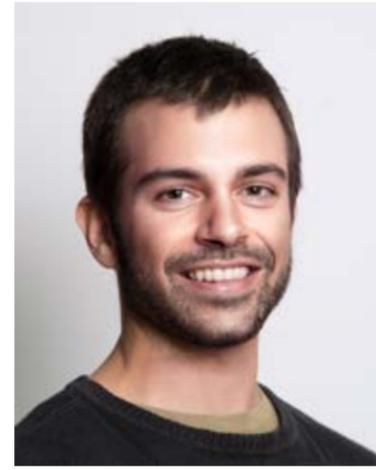
University of New Mexico
Bachelor of Architecture

Coursework for Masters in Community and Regional Planning

PROFESSIONAL REGISTRATION

Registered Landscape Architect: New Mexico

- FOURTH STREET REVITALIZATION / VILLAGE OF LOS RANCHOS, NEW MEXICO
- ASHLEY POND PARK / LOS ALAMOS, NEW MEXICO
- NATIONAL HISPANIC CULTURAL CENTER / ALBUQUERQUE, NEW MEXICO
- BACHECHI URBAN PARK / BERNALILLO COUNTY, NEW MEXICO
- LAS CRUCES DOWNTOWN REVITALIZATION / LAS CRUCES, NEW MEXICO
- LOS LUNAS TRANSPORTATION CENTER / LOS LUNAS, NEW MEXICO
- CENTRAL AVENUE STREETScape URBAN DESIGN PLAN / ALBUQUERQUE, NEW MEXICO



ANDREW BERNARD ASLA LANDSCAPE ARCHITECT / DESIGNER

As a Landscape Architect at Sites Southwest, Andrew applies his expertise in storm water management practices to provide innovative, sound designs. He has worked on projects ranging in complexity and scale from small basic planting plans to several hundred acre parks such as Taylor Ranch Park in Hobbs, NM. Andrew also invests in his community. He served as the National Student Representative to the American Society of Landscape Architects Board of Trustees and is currently a member of the NM chapter. Andrew graduated from Virginia Commonwealth University with a B.S. in Environmental Science. He received his Master's in Landscape Architecture from the University of New Mexico where he now teaches an undergraduate studio course as an Adjunct Professor.

As a designer, Andrew applies digital and hand graphic skills to develop engaging conceptual renderings as well as technical knowledge of landscape construction methods and documentation to support the firm on a variety of complex projects. To uphold the highest standards, he communicates daily with project managers to stay abreast of changes or needs in assigned projects. He provides working drawings for peer-review by the project manager prior to any submittal to clients.

EDUCATION

University of New Mexico
Masters of Landscape Architecture

Virginia Commonwealth University
Bachelor of Environmental Science

PROFESSIONAL REGISTRATION

Registered Landscape Architect: New Mexico

- FOURTH STREET REVITALIZATION / VILLAGE OF LOS RANCHOS, NEW MEXICO
- ASHLEY POND PARK / LOS ALAMOS, NEW MEXICO
- NATIONAL HISPANIC CULTURAL CENTER / ALBUQUERQUE, NEW MEXICO
- BACHECHI URBAN PARK / BERNALILLO COUNTY, NEW MEXICO
- LAS CRUCES DOWNTOWN REVITALIZATION / LAS CRUCES, NEW MEXICO
- LOS LUNAS TRANSPORTATION CENTER / LOS LUNAS, NEW MEXICO
- CENTRAL AVENUE STREETScape URBAN DESIGN PLAN / ALBUQUERQUE, NEW MEXICO



TEAM EXPERIENCE



WENDI FOX ASLA

LANDSCAPE DESIGNER

Wendi Fox is a landscape architect in training at Sites Southwest. Her unique perspective on landscape design was honed by the substantial amount of time she has spent exploring the beautiful state of New Mexico, and her passion to work in this field in this diverse region. Wendi is a graduate of the UNM Master of Landscape Architecture program, her thesis there focused on watershed planning, environmental regeneration, and art. Since school she spent almost a year as an intern at the Southern Sandoval County Flood Control Authority (SSCAFCA) as a landscape architect in training while completing the MLA program. At SSCAFCA she worked closely with engineers on the design of multi-use flood control facilities and arid lid solutions to storm water management.

At Sites Southwest Wendi utilizes her art background, knowledge of natural systems, and her familiarity with the construction process in her design approach. She contributes strong graphic and creative skills to a wide range of projects. Since coming to Sites she has proven her ability to work out complex design problems in the urban setting. She has demonstrated this through her work on projects such as the Village of Los Ranchos 4th Street Revitalization Project a project which aims to revitalize the corridor in Los Ranchos by incorporating vital street elements for pedestrians. Similarly, Wendi worked on the Las Vegas Great Blocks Railyard District Revitalization Project where she helped the team complete 100% street design documents.

EDUCATION

University of New Mexico
Masters of Landscape Architecture

University of New Mexico
Bachelors of Arts - Art Studio

Coursework for Horticulture and Landscape technology – Portland Community College, 2008

FOURTH STREET REVITALIZATION / VILLAGE OF LOS RANCHOS, NEW MEXICO

ADOBE ACRES MASTER PLAN / ALBUQUERQUE, NEW MEXICO

LAS VEGAS GREAT BLOCKS / LAS VEGAS, NEW MEXICO

APS AZTEC COMPLEX / ALBUQUERQUE, NEW MEXICO



VILLAGE OF LOS RANCHOS FOURTH STREET REVITALIZATION
VILLAGE OF LOS RANCHOS, NEW MEXICO



CLIENT: VILLAGE OF LOS RANCHOS DE ALBUQUERQUE

The 4th Street Revitalization of the Village of Los Ranchos will transform the corridor into an economic and civic hub for this small municipality in Bernalillo County's North Valley. The project includes both master planning and design of this Route 66 remnant. The former two-lane street without pedestrian facilities is now a right-of-way composed of roadways, utility poles, primarily asphalt with undefined parking and no pedestrian or biking improvements. Local residents, merchants and visitors will benefit as this thoroughfare transforms into a more complete street with restaurants, commerce, civic spaces and more.

Sites Southwest conducted a resident and business survey for the village. It highlights the need for a central district in which people can eat, entertain, live and socialize; activities that will boost the local economy and sustain a vibrant corridor. A Sites' market study identified economic opportunities and positive investments in 4th Street that will add vitality to the village center.

TEAM EXPERIENCE

LAS CRUCES DOWNTOWN REVITALIZATION LAS CRUCES, NEW MEXICO



LOS LUNAS TRANSPORTATION CENTER LOS LUNAS, NEW MEXICO



Photo Credit: Copyright 2007 Russell Bamert/Jim Turrentine Courtesy Big Picture Studio



Photo Credit: Village of Los Lunas



CLIENT: CITY OF LAS CRUCES

Sites Southwest was lead designer for a number of downtown Las Cruces catalyst projects including reopening Main Street and designing the city's first plaza, new streetscapes and a roundabout.

A 60's era HUD project turned the old Main Street into a pedestrian mall that eventually attracted vagrants, closed businesses and didn't work well from an urban design perspective. Sites Southwest was commissioned to develop plans for reopening this downtown thoroughfare to vehicle traffic with the goal of stimulating the area into a vibrant community core.

Main Street is designed to be closed off for special events. It features shade structures, landscaping, lit bollards, specialty paving and has no curbs. In addition to the Main Street redesign, Sites Southwest also developed plans for a new Plaza. This center is used for events, the farmers market and other community activities.



CLIENT: CITY OF LOS LUNAS

Phase II of the Transportation Center Improvements focuses on creating a town center for the Village of Los Lunas. The site design provides three unique spaces: North Plaza, Courtyard and South Plaza and drop-off.

The North Plaza features a small stage for musical performances and other community events surrounded by plentiful shade. Permeable pavement with a shallow water wicking system provides the trees with an excellent growing medium. Plans include a bus stop on Juan Perea Road. The Courtyard is enclosed by a stucco wall to match the transportation center. It provides a more intimate setting conducive to smaller, private gatherings with a demure water feature, plazuela and centralized seating area. The South Plaza is designed for pedestrian traffic between the Rail Runner station and the permeable paved loading and unloading zone at Juan Perea Road. It features several bermed seating areas with a dense canopy of Cottonwood trees to provide refuge from the sun.

TEAM EXPERIENCE



Stoel Rives LLP is a U.S. law firm, with a full suite of transactional and litigation solutions for U.S. and international clients. Established in 1907, the firm has nearly 400 attorneys operating out of 12 offices in seven states and the District of Columbia. Representative clients include financial institutions, public and private utilities, energy and renewable energy companies, developers, manufacturers, retailers, hospitals, universities, agribusinesses, software companies, food and beverage companies, charitable foundations, telecommunications and forestry companies, among others. We represent businesses at all stages of growth, from start-ups to Fortune 500 companies.

Stoel Rives is a leader in corporate, energy, environmental, intellectual property, labor and employment, land use and construction, litigation, natural resources, real estate, renewable energy and technology law. We achieved 29 prestigious national tier rankings in the 2014 U.S. News – Best Lawyers® "Best Law Firms" survey. The 2014 Chambers USA: America's Leading Lawyers for Business® guide ranks 94 of our lawyers among the best in their region. Best Lawyers in America® lists 159 of our lawyers in 64 legal practice categories in its 2014 directory, and selected 25 Stoel Rives lawyers as 2014 Lawyers of the Year in their markets and practice areas.

Our Values

- We will serve leading established and emerging business clients by providing value-added solutions to their legal needs
- We will accomplish this goal by providing distinctive client service and relationships based on a combination of specialized expertise, a commitment to excellence, and deep business and industry knowledge
- We will develop and retain lawyers and staff of the highest caliber
- We will attain our goals while preserving our culture of commitment to integrity, diversity in all its forms, our communities and each other

Our Affiliates

Stoel Rives is a member of TerraLex®, an international network of 160 leading independent law firms serving the business needs of clients around the globe. This membership gives our clients access to local counsel in 100 foreign countries and 44 U.S. states. More than 20 practice specialties are represented in the network, including banking, corporate, environmental, insurance, intellectual property, labor & employment, real estate, tax and transport & logistics.

Membership is by invitation only and involves an annual review process. Every U.S.-based TerraLex® member received a ranking in the 2013 U.S. News – Best Lawyers® "Best Law Firms" survey. Stoel Rives represents TerraLex® in three states (Idaho, Oregon and Washington), and uses the network to provide its clients with seamless service throughout the United States and abroad.

Visit www.terrallex.org for more information.



Joseph P. McCarthy



Experience

Joseph McCarthy is a partner in the Real Estate and Construction group. Joe represents owners, developers and investors with the development and finance of a wide range of commercial real estate projects. Joe's practice includes multifamily, retail, mixed-use and industrial projects as well as condominiums and planned communities. He has significant experience with complex transactions; ground leasing; negotiation of secured financing, including fixed and variable rate financing and interest rate caps and swaps; negotiation of mezzanine financing and equity investments; development permits; leasing; and management.

Joe was a founding partner of Kantor, Taylor & McCarthy (1998-2008) and an associate and partner at Reed McClure (1985-1998).

Professional Honors and Activities

- Listed in *Best Lawyers in America*® (currently: Real Estate Law), 2011-2014
- Washington State Bar Association, Real Property Probate and Trust Section, Chair-Elect and Treasurer, 2013-present; Director Real Property Council, 2011-2013; Executive Committee Member, 2009-2011; Newsletter Editorial Board, 2005-2008
- Washington State Bar Association, UCIOA Committee, Chair, 2009-present
- American Bar Association, Affordable Housing Forum, HUD Committee and LIHTC Committee, Member
- NAIOP, Government Affairs Committee, Member, 2010-present
- Master Builders Association of King and Snohomish Counties, Housing Policy Committee, Member
- Master Builders Association of King and Snohomish Counties, Warranty Committee, Chair
- ULI Northwest, Housing Task Force, Member, 2012-present; Delegate to Quality Growth Alliance, 2013-present

Presentations

- "Key Business Terms in Joint Venture Operating Agreements," Real Estate Joint Ventures and Funds Seminar, Law Seminars International, 2010
- "Dissolution of a Real Estate LLC as a Technique to Avoid Liability After Ballard Square," Development Agreements, Easements and CCRs, Law Seminars International, 2007-2008

Partner

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jpmccarthy@stoel.com

Education

- George Washington University, J.D., 1985, with honors
Winner, Van Vleck Moot Court Competition
Best Brief, Regional Competition, National Moot Court Competition
- Bucknell University, B.A., 1982, cum laude

Admissions

- Washington
- Oregon

TEAM EXPERIENCE



Joseph P. McCarthy

- "Managing the Implied Warranty of Habitability in New Home Sales," Advanced Topics in Residential Development, Washington State Bar Association, 2006
- "Ethical Considerations for the Homeowners Association and Condominium Association Attorney," Advising Homeowners and Condominium Associations, Washington State Bar Association, 2005
- "Historic Façade Easements and Transferable Development Rights," Real Estate Development Incentives Seminar, The Seminar Group, 2004

Publications

- Author, "The Implied Warranty of Habitability in New Home Sales," *Real Property, Probate & Trust*, 2006
- Author, "A Brief Description of Low Income Housing Tax Credits," *Real Property, Probate & Trust*, 2004
- Coauthor, "Affordable Housing Development," 2001 Supplement to the *Washington Real Property Deskbook* (3d ed.)
- Author, "New Lead-Based Paint Requirements for Housing Sales," *Washington State Bar News*, 1996

Business and Civic Activities

- Board of Advisors, Schuster Realty Partners, LLC (a real estate/private equity fund)
- Former president and board member, Fairness Lobby (a nonprofit civil rights organization)
- Former president and board member, Common Ground (a nonprofit housing developer)
- Former board member, Real Change (a nonprofit homelessness organization)



Land Use and Development

THE FIRM

OUR LAWYERS
 JOHN A. MYERS
 KEVIN J. MCCREADY
 J. MATT MYERS
 FLOYD D. WILSON

CONTACT US

The Firm

Myers, McCready & Myers, P.C. is a four-lawyer firm that emphasizes its practice in real estate transactions, land use planning and corporate and commercial matters. The lawyers are John A. Myers, Kevin J. McCready, J. Matt Myers and Floyd D. Wilson, of counsel. The firm's lawyers previously practiced with Myers, Oliver & Price, P.C., which was rated as a first-tier real estate firm in New Mexico in the Chambers USA publication, received Albuquerque first-tier placement in the U.S. News - Best Lawyers "Best Law Firms" rankings in the categories of Real Estate Law and Land Use & Zoning Law, and achieved an "AV" rating.

The firm represents property owners, developers, lenders, borrowers, contractors, consultants and others in real estate matters, including commercial sales, loans, land use planning and entitlement, development agreements, leasing, homeowners' and condominium associations, and litigation including foreclosures, easement and title disputes, zoning appeals, condemnation and probate. The firm's lawyers have been involved in numerous substantial real estate projects and developments in the Albuquerque metro area, including tax credit multi-family projects.

The firm also has a significant corporate and commercial practice, which includes the formation and ongoing representation of limited liability companies, corporations and partnerships, asset and business acquisitions and sales, and loan and credit issues.

Our philosophy is to concentrate on these areas in order to provide the best service to our clients. By maintaining a small firm with up-to-date technology, by concentrating our practice, and by focusing on our clients' individual needs and requirements, we are able to provide high quality service and excellent responsiveness, while maintaining reasonable costs.

MYERS, MCCREADY & MYERS, P.C. TELEPHONE: (505)247-9080 FACSIMILE: (505)247-9109
 1401 CENTRAL AVENUE, N.W., SUITE B, ALBUQUERQUE, NEW MEXICO 87104



FINANCIAL CAPACITY

FINANCIAL CAPACITY

Palindrome is accustomed to the financial risks associated with real estate development and has the financial capacity to fund 100% of all predevelopment costs for the Village Center. More importantly, Palindrome has the net worth and liquidity to ensure that once awarded the project, it will complete the development. Financial statements for Palindrome and its affiliate company PacifiCap as well as personal financial statements for Chad Rennaker are provided separately.

All construction financing will require personal guaranties from Palindrome and Chad Rennaker. Investors will also require personal guaranties for risks such as construction completion and operating deficit guaranties.

As seen from its resume, Palindrome has financed multiple transactions with multiple lenders and investors. Palindrome is confident there will be significant interest from capital providers once the award for the Village Center is secured. At this stage in the development process, letters of commitment from financing sources are not practical or meaningful. Nonetheless, letters of reference are provided from lenders and investors in the EXHIBITS section.

As an active real estate developer, Palindrome typically has more than one project underway at any given time. Any work by Palindrome on other current projects will have no impact on the successful completion of the Village Center.

PROJECTS IN PROCESS

PROJECT	LOCATION	PROGRAM	STATUS
Sawmill Studios	Albuquerque, NM	Mixed-use/Dance Studio 14 units/7,000 sq ft	Construction
Monterey Motel	Albuquerque, NM	Historic Motel 15 rooms	Construction
9201 Foster	Portland, OR	Historic Commercial 6,000 sq ft	Construction
Encore on McDonald	Mesa, AZ	Multi-family 72 units	Planning
Civic Station	Gresham, OR	TOD Mixed-use 400 units/15,000 sq ft	Planning
Lents Field	Portland, OR	TOD Multi-family 300 units	Planning
Armada House	Vancouver, WA	Mixed-use 100 units/5,000 sq ft	Planning
New Omni	Portland, OR	Multi-family High-rise 150 Units	Planning
Teirra Adentro	Albuquerque, NM	Charter School 42,000 sq ft	Planning
Oddfellows	Portland, OR	Boutique Hotel/Brewpub 9,000 sq ft	Planning
University Flats	Tempe, AZ	Mixed-use 172 units/5,000 sq ft	Planning

Palindrome is actively developing new projects in Arizona, Colorado, and New Mexico. Palindrome's extensive development experience demonstrates that it has the experience to get projects beyond the concept phase. The team will apply this focused development approach to the Village of Los Ranchos de Albuquerque as well.

The economic development opportunities from the Village Center are substantial. When completed, the development will employ as many as 50 full and part-time employees. During construction, approximately 200 full and part-time jobs will be created.

The micro-retail and micro-restaurants will be targeted specifically to start-up entrepreneurs. Alliances with the NVEDC, Central New Mexico Community College's culinary arts program will help provide a steady flow of newly graduated restaurant entrepreneurs.

The micro-restaurants will provide aspiring restaurant owners their own restaurant operation without the huge upfront capital risk of a stand-alone restaurant or food truck. The biggest barrier to business ownership for talented restaurant owners is the upfront capital costs. The Village Center micro-restaurants offer the perfect solution.

As micro-restaurant operators succeed and move up to larger stand-alone facilities, that micro-restaurant space will turn-over, providing a new small business opportunity and a constantly changing food offering for the village square.

Small business loans will be made available through micro lenders such as Accion New Mexico and the New Mexico Community Development Loan Fund (see letter of support from the New Mexico Community Development Loan Fund in the EXHIBITS section).

More agri-tourism revenue will flow into Los Ranchos because of the Village Center. The culinary treasures of New Mexico are one of the Village's most valuable features. The spicy, exciting flavors unique to New Mexico are what many tourists remember when they travel to Central New Mexico. By promoting the farm to table experience thriving in the North Valley, the Village Center will act as a catalyst for this expanding phenomenon.



FINANCIAL CAPACITY

Village Center	10-Jul-18
SOURCES & USES OF FUNDS	
Los Ranchos, NM	6:55 PM

SOURCES of FUNDS	FAMILY M/F SOURCES	SENIOR M/F SOURCES	TOWNHOME SOURCES	COMM'L SOURCES	NVEDC SOURCES	TOTAL SOURCES
OWNER EQUITY	\$14,000,000	\$ 6,591,000	\$ -	\$ 1,500,000	\$ -	\$ 22,091,000
COUNTY FUNDING	-	-	-	-	6,176,115	6,176,115
COUNTY HOME FUNDS	-	800,000	-	-	-	800,000
TOWNHOME SALES	-	-	5,102,519	-	-	5,102,519
FIRST MORTGAGE	20,265,000	1,750,000	-	5,480,000	-	27,495,000
DEVELOPER LOAN	2,448,528	888,159	-	193,478	-	3,530,175
TOTAL SOURCES OF FUNDS	\$36,713,528	\$10,029,169	\$ 5,102,519	\$ 7,173,478	\$ 6,176,115	\$ 65,194,809

USES of FUNDS	FAMILY M/F USES	SENIOR M/F USES	TOWNHOME USES	COMM'L USES	NVEDC USES	TOTAL USES
ACQUISITION	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
CLOSING COSTS	10,000	10,000	5,000	10,000	10,000	45,000
HARD CONSTRUCTION	28,225,496	7,375,479	4,412,563	5,029,417	4,735,297	49,778,263
FURNITURE & EQUIPMENT	-	-	-	304,950	250,000	554,950
ARCHITECTURAL & ENGINEERING	917,000	542,000	287,000	182,000	250,000	2,178,000
PERMITS & ENTITLEMENTS	120,000	70,000	50,000	80,000	70,000	370,000
FINANCING COSTS	835,600	60,000	81,318	121,600	-	1,098,518
CONSTRUCTION PERIOD COSTS	1,548,155	227,505	167,637	494,559	97,353	2,535,208
PRE-DEVELOPMENT COSTS	350,000	220,000	74,000	42,000	87,000	773,000
LEGAL	200,000	120,000	20,000	70,000	100,000	510,000
ACCOUNTING	15,000	10,000	5,000	5,000	15,000	50,000
RESERVES	334,000	134,000	-	222,000	-	690,000
DEVELOPER FEES	3,458,277	1,260,185	-	631,963	561,465	6,911,880
TOTAL USES OF FUNDS	\$36,713,528	\$10,029,169	\$ 5,102,519	\$ 7,173,478	\$ 6,176,115	\$ 65,194,809

Village Center	10-Jul-18
STABILIZED NET OPERATING INCOME (Family M/F)	
Los Ranchos, NM	6:51 PM

OPERATING INCOME

UNIT TYPE	AMI (%)	# of Units	Monthly Rent	Monthly Income	Annual Income	% of EGI
1 BD 1 BATH	60%	40	800	32,000	384,000	19.6%
1 BD 1 BATH	Market	20	900	18,000	216,000	11.0%
2 BD 1 BATH	60%	60	900	54,000	648,000	33.0%
2 BD 2 BATH	Market	20	1,200	24,000	288,000	14.7%
3BD 2 BATH	60%	10	1,100	11,000	132,000	6.7%
3BD 2 BATH	Market	10	1,300	13,000	156,000	7.9%
Gross Potential Income		160	21,559	152,000	1,824,000	92.9%
Other Income			10.00	1,600	19,200	1.0%
Gross Residential Income				153,600	1,843,200	93.9%
Vacancy			7.00%	(10,752)	(129,024)	-6.6%
Total Residential Income				\$142,848	\$1,714,176	87.3%
Commercial Space	Sq Ft	\$/sq ft				
	15,393	18		23,090	277,074	14.1%
Vacancy			10.00%	(2,309)	(27,707)	-1.4%
Total Commercial Income				\$20,781	\$249,367	12.7%
Effective Gross Income (EGI)				\$163,629	\$1,963,543	100.0%

OPERATING EXPENSES

CATEGORY	Inflation Factor	Monthly Per Unit	Annual Per Unit	Monthly Expenses	Annual Expenses	% of EGI
Administrative	4.0%	11	134	1,788	21,458	1.1%
Payroll	4.0%	58	700	9,333	112,000	5.7%
Property Management	4.00%	41	491	6,545	78,542	4.0%
Maintenance & Repairs	4.0%	42	500	6,657	80,000	4.1%
Landscaping	4.0%	8	100	1,333	16,000	0.8%
Utilities	4.0%	50	600	8,000	96,000	4.9%
Advertising	4.0%	6	75	1,000	12,000	0.6%
Insurance	4.0%	17	200	2,667	32,000	1.6%
Property Taxes	4.0%	75	900	12,000	144,000	7.3%
Replacement Reserves	4.0%	25	300	4,000	48,000	2.4%
Total Operating Expenses		\$333	\$4,000	\$53,333	\$640,000	32.6%
Net Operating Income				\$110,295	\$1,323,543	67.4%

FINANCIAL CAPACITY

Village Center	10-Jul-18
STABILIZED NET OPERATING INCOME (Senior M/F)	
Los Ranchos, NM	6:51 PM

OPERATING INCOME

UNIT TYPE	AMI (%)	# of Units	Monthly Rent	Monthly Income	Annual Income	% of EGI
1 BD 1 BATH	50%	23	600	13,800	165,600	46.7%
2 BD 1 BATH	50%	25	700	17,500	210,000	59.2%
Gross Potential Income		48	28,800	31,300	375,600	105.9%
Other Income			10.00	480	5,760	1.6%
Gross Residential Income				31,780	381,360	107.5%
Vacancy			7.00%	(2,225)	(26,695)	-7.5%
Effective Gross Income (EGI)				\$29,555	\$354,665	100.0%

OPERATING EXPENSES

CATEGORY	Inflation Factor	Monthly Per Unit	Annual Per Unit	Monthly Expenses	Annual Expenses	% of EGI
Administrative	4.0%	38	456	1,822	21,867	6.2%
Payroll	4.0%	58	700	2,800	33,600	9.5%
Property Management	5.00%	31	369	1,478	17,733	5.0%
Maintenance & Repairs	4.0%	42	500	2,000	24,000	6.8%
Landscaping	4.0%	8	100	400	4,800	1.4%
Utilities	4.0%	50	600	2,400	28,800	8.1%
Advertising	4.0%	6	75	300	3,600	1.0%
Insurance	4.0%	17	200	800	9,600	2.7%
Property Taxes	4.0%	75	900	3,600	43,200	12.2%
Replacement Reserves	4.0%	25	300	1,200	14,400	4.1%
Total Operating Expenses		\$350	\$4,200	\$16,800	\$201,600	56.8%
Net Operating Income				\$12,755	\$153,065	43.2%

Village Center	10-Jul-18
STABILIZED NET OPERATING INCOME (Commercial)	
Los Ranchos, NM	6:52 PM

OPERATING INCOME

UNIT TYPE	Units/ Sq Ft	Rent PSF	Monthly Income	Annual Income	% of EGI
Micro-Retail	15	\$800	12,000	144,000	22.8%
Micro-Restaurant	10	\$800	8,000	96,000	15.2%
Brewpub	1	\$4,500	5,000	60,000	9.5%
Gross Potential Rent			25,000	300,000	47.4%
Vacancy		7.00%	(1,750)	(21,000)	-3.3%
Net Income			23,250	279,000	44.1%
Grocery	11,700	\$20.00	19,500	234,000	37.0%
Retail	5,100	\$18.00	7,650	91,800	14.5%
NNN Allocation	16,800	\$4.00	5,600	67,200	10.6%
Gross Potential Rent			32,750	393,000	62.1%
Vacancy		10.00%	(3,275)	(39,300)	-6.2%
Net Income			29,475	353,700	55.9%
Effective Gross Income (EGI)			\$52,725	\$632,700	100.0%

OPERATING EXPENSES

CATEGORY	Inflation Factor	Annual Per Sq Ft	Monthly Expenses	Annual Expenses	% of EGI
General & Administration	4.0%	1.18	2,667	32,000	5.1%
Advertising	4.0%	0.40	1,583	19,000	3.0%
Management Fee	4.00%	1.57	3,167	38,000	6.0%
Maintenance & Repairs	4.0%	1.56	4,000	48,000	7.6%
Landscaping	4.0%	0.49	1,083	13,000	2.1%
Utilities	4.0%	1.68	4,250	51,000	8.1%
Insurance	4.0%	0.57	3,167	38,000	6.0%
Property Taxes	4.0%	1.35	4,250	51,000	8.1%
Total Operating Expenses		\$8.79	\$24,167	\$290,000	45.8%
Net Operating Income			\$28,558	\$342,700	54.2%



CAMPAIGN DISCLOSURE FORM

CAMPAIGN DISCLOSURE FORM

Campaign Contribution Disclosure Form

Pursuant to NMSA 1978, §13-1-191.1 (2006), any person seeking to enter into a contract with any state agency or local public body for professional services, a design and build project delivery system, or the design and installation of measures the primary purpose of which is to conserve natural resources, must file this form with that state agency or local public body. This form must be filed even if the contract qualifies as a small purchase or a sole source contract. The prospective contractor must disclose whether they, a family member, or a representative of the prospective contractor, has made a campaign contribution to an applicable public official of the state or a local public body during the two (2) years prior to the date on which the contractor submits a proposal or, in the case of a sole source or small purchase contract, the two (2) years prior to the date the contractor signs the contract, if the aggregate total of contributions given by the prospective contractor, a family member, or a representative of the prospective contractor, to the public official exceeds two hundred and fifty dollars (\$250.00) over the two-year period.

Furthermore, the state agency or local public body shall void an executed contract or cancel a solicitation or proposed award for a proposed contract if: 1) a prospective contractor, a family member of the prospective contractor, or a representative of the prospective contractor gives a campaign contribution or other thing of value to an applicable public official or the applicable public official's employees during the pendency of the procurement process; or 2) a prospective contractor fails to submit a fully completed disclosure statement pursuant to the law.

THIS FORM MUST BE FILED BY ANY PROSPECTIVE CONTRACTOR WHETHER OR NOT THEY, THEIR FAMILY MEMBER, OR THEIR REPRESENTATIVE HAS MADE ANY CONTRIBUTIONS SUBJECT TO DISCLOSURE.

The following definitions apply:

"Applicable public official" means a person elected to an office or a person appointed to complete a term of an elected office who has the authority to award or influence the award of the contract for which the prospective contractor is submitting a competitive sealed proposal or who has the authority to negotiate a sole source or small purchase contract that may be awarded without submission of a sealed competitive proposal.

"Campaign Contribution" means a gift, subscription, loan, advance or deposit of money or other thing of value, including the estimated value of an in-kind contribution, that is made to or received by an applicable public official or any person authorized to raise, collect or expend contributions on that official's behalf for the purpose of electing the official to either statewide or local office. "Campaign Contribution" includes the payment of a debt incurred in an election campaign, but does not include the value of services provided without compensation or unreimbursed travel or other personal expenses of individuals who volunteer a portion or all of their time on behalf of a candidate or

political committee, nor does it include the administrative or solicitation expenses of a political committee that are paid by an organization that sponsors the committee.

"Family member" means spouse, father, mother, child, father-in-law, mother-in-law, daughter-in-law, or son-in-law.

"Pendency of the procurement process" means the time period commencing with the public notice of the request for proposals and ending with the award of the contract or the cancellation of the request for proposals.

"Person" means any corporation, partnership, individual, joint venture, association, or any other private legal entity.

"Prospective contractor" means a person who is subject to the competitive sealed proposal process set forth in the Procurement Code or is not required to submit a competitive sealed proposal because that person qualifies for a sole source or a small purchase contract.

"Representative of a prospective contractor" means an officer or director of a corporation, a member or manager of a limited liability corporation, a partner of a partnership, or a trustee of a trust of the prospective contractor.

DISCLOSURE OF CONTRIBUTIONS:

Contribution Made By: _____ N/A _____

Relation to Prospective Contractor: _____ N/A _____

Name of Applicable Public Official: _____ N/A _____

Date Contribution(s) Made: _____ N/A _____

Amount(s) of Contribution(s) _____ N/A _____

Nature of Contribution(s) _____ N/A _____

Purpose of Contribution(s) _____ N/A _____

(Attach extra pages if necessary)

Signature

Date

Title (Position)

—OR—

NO CONTRIBUTIONS IN THE AGGREGATE TOTAL OVER TWO HUNDRED FIFTY DOLLARS (\$250) WERE MADE to an applicable public official by me, a family member or representative.

Signature

Kristin

Title (Position)

Date

7-13-18



EXHIBITS



County of Bernalillo
State of New Mexico
Economic Development Department
 One Civic Plaza NW, 10th Floor, Suite 10111
 Albuquerque, New Mexico 87102
 Office: (505) 468-7185
 www.bernco.gov

Mr. Marcos A. Gonzales
 Bernalillo County Economic Development
 415 Tijeras NW
 Albuquerque, New Mexico 87108

Tuesday, July 10, 2018

Mr. Chad Rennaker
 Palindrome Communities
 412 NW 5th Avenue
 Portland, Oregon 97209

Dear Mr. Rennaker,

Thank you for meeting with Bernalillo County to present your ideas for the Los Ranchos Village Center project. As discussed, it is a high priority for the County to provide educational and economic development opportunities for its citizens. Small business is an integral piece of our County's economy. Likewise, we recognize and celebrate the great agricultural heritage in the Village of Los Ranchos.

We are very proud of the success of the South Valley Economic Development Center and know that these types of institutions are essential in the development of true economic property for our residents. Your inclusion of a similar institution in your proposal is of keen interest to us, and we would welcome the opportunity to participate in this project should your plans move forward. While your plans are preliminary, we would be interested in working with your team to assist in the design of your proposed economic development center.

We look forward to continuing our discussions with you. Please let me know how we can help support your efforts to bring this level of economic development to the North Valley.

Sincerely,

Marcos A. Gonzales
 Economic Development Manager

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Community Development Financial Institution

July 9, 2018

TO WHOM IT MAY CONCERN:

Clearinghouse CDFI has provided construction and permanent financing to Palindrome and Chad Rennaker for mixed-used, community-based developments in Albuquerque, New Mexico and Portland, Oregon. Clearinghouse CDFI and Palindrome have enjoyed a successful relationship over the last three years and we are pleased to offer this letter of reference for Palindrome in their efforts to develop the proposed mixed-income and mixed-use project Los Ranchos, New Mexico.

Clearinghouse CDFI is a full-service, direct lender specializing in loans for economic and community development. Clearinghouse provides financing for projects that create jobs and services to help people work, live, dream, grow, and thrive in healthy communities.

We are confident in Palindrome's experience and financial capacity to deliver high quality projects and we look forward to working with them again should they be selected for the Los Ranchos project.

Feel free to contact me at (702) 522-2283 if you have any questions.

Sincerely,

Brian Maddox
 Brian Maddox
 Chief Production Officer

Clearinghouse CDFI
 2300 W. Sahara Avenue, Suite 1100
 Las Vegas, NV 89102

MAIN OFFICE
 23861 El Toro Road
 Suite 401
 Lake Forest, CA 92630
 (949) 859-3600

LOS ANGELES
 5670 Wilshire Boulevard
 18th Floor
 Los Angeles, CA 90036
 (323) 533-0119

OAKLAND
 505 14th Street
 Suite 900
 Oakland, CA 94612
 (510) 557-5077

NEVADA
 2300 W. Sahara Avenue
 Suite 1100
 Las Vegas, NV 89102
 (702) 522-2283

www.clearinghousecdfi.com



July 9, 2018

To Whom It May Concern:

Bank of the West is pleased to provide a financial reference for Palindrome Communities LL and Chad Rennaker for the Los Ranchos Village Center proposal located in Los Ranchos, New Mexico.

Bank of the West has provided several construction and permanent debt loans for Chad Rennaker and his affiliated companies with amounts ranging between \$950,000 to \$20,000,000.

Bank of the West welcomes the opportunity to continue financing high quality, financially feasible projects developed by Chad Rennaker and his affiliate company, Palindrome Communities, LLC.

If you have any questions, please contact me at 925-843-4621.

Sincerely,

John Denton, Director



503.290.5034
CREALLC.COM

July 9, 2018

Mr. Chad Rennaker
Palindrome Communities, LLC
412 NW 5th Avenue, Suite 200
Portland, Oregon 97209

RE: Los Ranchos Village Center Project
Los rancho, New Mexico

Dear Mr. Rennaker:

CREA LLC is pleased to offer this letter of interest for an equity investment in the proposed mixed-income and mixed-use development proposed in Los Ranchos, New Mexico.

CREA has invested with Palindrome Communities and its affiliates in Mesa, Arizona, Denver, Colorado and Portland, Oregon with a total investment of \$34,000,000 and total development costs exceeding \$85,000,000.

We are confident in your development team's experience and capabilities to deliver projects of exceptional quality. CREA looks forward to working with your team on this exciting project in Los ranchos.

Please contact me at (503) 290-5034 if you have any questions.

Sincerely,

Bradley J. Bullock
Senior Vice President
CREA, LLC

ALBUQUERQUE, NM 512.861.4080
BOSTON, MA 617.892.6071
CHICAGO, IL 317.634.4797
DENVER, CO 212.405.3650
MIAMI, FL 727.329.5479
SAN ANTONIO, TX 858.386.5199

EXHIBITS



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Leslie Quade

Bank of the West

July 10, 2018

Mr. Chad Rennaker
Palindrome Communities, LLC
412 NW Fifth Ave Suite 200
Portland, Or 97209

Dear Mr. Rennaker:

On behalf of the New Mexico Community Development Loan Fund, Inc. DBA The Loan Fund, I would like to add our support to the Palindrome proposal to develop the Village Center in Los Ranchos, New Mexico. We are pleased to claim Palindrome and it's affiliate company PacifiCap, Inc. as a community partner and wholeheartedly endorse their proposal.

Palindrome is a developer committed to community based economic development conducive to the progress and general welfare of the community. As a partner, New Mexico Community Development Loan Fund, Inc. is able to provide loans and technical assistance to the entrepreneurs who will be opening their businesses at the site. Palindrome's plan for the Village Center is both visionary and family friendly. The dedicated staff of Palindrome is committed to working with the local community to help individuals as well as small businesses succeed and, through their work, making a difference in the lives of the families it serves.

The Loan Fund and PacifiCap have enjoyed a successful working relationship for the past six years in the development of the Ponderosa Property in the Sawmill Community. The Village Center development proposed by Palindrome provides opportunities for additional community based economic development. New Mexico Community Loan Fund, Inc. is uniquely suited to support this community economic development by providing small business loans and technical assistance for restaurateurs of the food pods.

Sincerely,

Norma H Valdez
Community Development Director



SAN FRANCISCO

1014 Howard Street
San Francisco, CA 94103
T 415.252.7063

SEATTLE

1505 5th Avenue
Suite 300
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38 NW Davis Street
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