

Hopewell Mann Neighborhood Stabilization Plan

Clarification Phase Documents

DRAFT PREPARED BY MASS DESIGN GROUP ON 5.21.2025

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EXECUTIVE SUMMARY

MASS Design Group is honored to be a finalist for the Hopewell Mann Neighborhood Stabilization Plan. As a mission-driven design collective based in Santa Fe, we have deep roots in the Hopewell Mann Neighborhood and a long-standing commitment to equitable, community-centered planning. Our team has supported City and community partners across Santa Fe and the region to envision development that centers cultural identity, housing justice, and long-term resilience — experience we are eager to bring to this collaboration.

Our approach prioritizes the voices of residents and community leaders, builds on the values of the Just City Index, and draws from successful stabilization efforts nationwide. We are proud to partner with two trusted Hopewell Mann-based organizations — Chainbreaker Collective and the Santa Fe Indigenous Center — to co-lead engagement with neighborhood residents. We will also work with Ideas and Action, whose policy and financing expertise will help craft strategies rooted in feasibility and equity. Together, we aim to develop an actionable, community-authored plan that addresses displacement, improves housing stability, and uplifts the economic and cultural fabric of Hopewell Mann.

This document includes:

- A summary of the core project team and partner organizations
- Detailed scope of work, deliverables, and approach for all six project tasks
- A description of proposed value-added services to support implementation
- A draft work plan, responsibility matrix, and schedule
- A sample biweekly risk reporting framework
- A preliminary project financial summary

TEAM

TEAM STRUCTURE

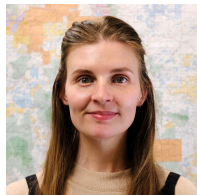


MASS Design Group is a mission-driven, non-profit design collective with a Santa Fe-based studio focused on equitable community development, housing, and cultural preservation. With experience leading planning efforts across New Mexico and nationally, MASS brings a strong local presence, technical capacity, and a values-based approach to neighborhood stabilization.



Joseph Kunkel, Project Principal

A citizen of the Northern Cheyenne Nation, Joseph is a Principal in MASS's Santa Fe office and the Director of the Sustainable Native Communities Design Lab. As a community designer and educator, his work explores how architecture, planning, and construction can be leveraged to positively impact the built and unbuilt environments within Indian Country. Joseph's portfolio includes exemplary housing, civic, and planning projects nationwide, including the "Healthy Homes Roadmap" for tribal housing development, a 41-unit LIHTC development, and significant work at Midtown. Joseph will serve as Principal-in-Charge for this project.



Mayrah Udvardi, Design Director/Project Manager

Mayrah is a Design Director based in MASS's Santa Fe office. Her work has ranged in scale and typology but remains grounded in a deep commitment to living ecosystems, environmental justice, and architecture's role in equitably redefining territory. Her work has included housing, civic, landscape, and planning projects supporting capacity-building in Indian Country and placekeeping in cities across India, South Africa, and the US. Mayrah will serve as the project manager, serving as a primary point of contact with you, our partner, and coordinating design and planning work.



Christopher Kroner, Advising Principal

Chris is a Principal at MASS Design Group and co-founder of the Hudson Valley Design Lab in Poughkeepsie. His work focuses on regenerative urban design, community outreach, and inclusive architecture. He leads projects such as the Youth Opportunity Union in Poughkeepsie and the LEED-certified Hudson Valley Farm Hub. Chris will serve as an advising principal, particularly in the areas of urban design and community engagement.

Chainbreaker Collective is a grassroots organization based in Hopewell Mann that organizes with low-income and working-class communities to advance housing justice and transit equity. Their deep relationships and organizing expertise will ensure that resident voices drive the planning process from start to finish.



Tomas Rivera, Community Engagement Lead

Tomas is the Executive Director of Chainbreaker Collective, a grassroots organization based in Santa Fe's Hopewell Mann neighborhood. A longtime organizer and advocate, Tomas leads efforts to advance housing justice, tenant protections, and equitable transportation. Under his leadership, Chainbreaker has become a trusted voice for working-class and BIPOC communities, building power through organizing, policy advocacy, and deep engagement with residents most impacted by displacement.

Santa Fe Indigenous Center is a trusted community resource supporting Native families in the Santa Fe region through cultural programming, direct services, and advocacy. Their leadership will help engage Native residents in Hopewell Mann and ensure the plan reflects Indigenous perspectives, priorities, and lived experience.



Karen Buller, Community Engagement Lead

Karen Buller is the Board Chair of the Santa Fe Indigenous Center, where she leads efforts to support Native individuals and families living in the Santa Fe area. A citizen of the Comanche Nation, Karen brings decades of experience in Indigenous advocacy, nonprofit leadership, and community building. She works to ensure Native voices are heard in policy, planning, and services across the city.



Caren Gala, Community Engagement Lead

Caren is the Director at the Santa Fe Indigenous Center and a citizen of the Pueblo of Pojoaque. She coordinates direct services and cultural programming for Native community members, focusing on housing support, food access, and community well-being. Caren brings deep local knowledge and a strong commitment to uplifting Indigenous perspectives in neighborhood planning and engagement efforts.

Ideas and Action is a policy, finance, and development advisory firm that helps communities translate bold ideas into feasible, fundable strategies. With a background in equitable housing policy and inclusive economic development, they will support the team in crafting implementable stabilization and anti-displacement tools.



Marc Norman, Policy & Real Estate Lead

Marc Norman is founder of Ideas and Action, Associate Dean at NYU's Schack Institute of Real Estate, and the Larry & Klara Silverstein Chair in Real Estate Development. With 25+ years in urban planning and community development, he has led or financed over 2,000 housing units valued at \$400M. He serves on boards including NYC Housing Development Corporation and Governor's Island Trust, focusing on equitable development and affordable housing.

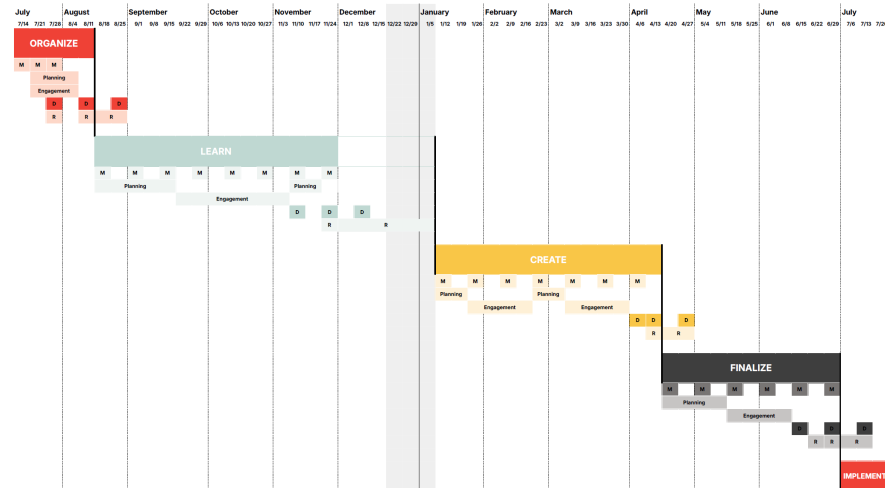


Merik Mulcahy, Policy & Real Estate Lead

Merik Mulcahy is a collaborator at Ideas and Action with 7+ years in real estate development, focusing on affordable housing, public-private partnerships, and workforce development. Previously, he managed complex real estate projects at NYC Economic Development Corporation and worked in acquisitions at Clark Realty Capital and MCR Investors. Merik holds a BA in Political Science and Urban Studies from Princeton and is passionate about urbanism and racial justice.

SCOPE AND DELIVERABLES

PROPOSED SCHEDULE



TASK 1: PLANNING PROCESS

Duration: 2 weeks

Establish project coordination systems, communication cadence, and the overall engagement strategy. This phase ensures alignment across partners and sets a clear roadmap for the project.

1.0 Management & Coordination

- Biweekly Client Meeting
- Weekly Internal Meetings
- Admin & Management

1.1 Develop the community development engagement strategy

- Deliverables:**
- Engagement strategy document (a roadmap for who, how, and why we're engaging)
 - Biweekly meeting minutes & progress presentations
 - A weekly status report
 - Administrative systems and communication norms (shared folder set-ups, etc.)

TASK 2: ENGAGEMENT 30% (INTRO, GOALS, METHOD, FRAMEWORK, INITIAL FINDINGS)

Duration: 4 weeks +

Launch the first round of engagement using three methods defined in Task 1.1. Gather community priorities, test messaging and engagement methods, and introduce the planning framework.

2.0 Management & Coordination

- Biweekly Client Meeting
- Weekly Internal Meetings
- Admin & Management

2.1 Engagement Type 1 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

2.2 Engagement Type 2 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

2.3 Engagement Type 3 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

- Deliverables:**
- Engagement collateral (flyers, presentations, surveys, etc.)

- Summary and synthesis of early community input
- Mission-Method-Impact language to guide the plan
- Determination of project study boundary
- Biweekly meeting minutes & progress presentations
- A biweekly status report
- Refined engagement approach

TASK 3: NEIGHBORHOOD ANALYSIS

Duration: 16 weeks

Conduct an in-depth assessment of neighborhood conditions, risks, and assets. Analyze housing, infrastructure, policy, cultural history, and develop tools like the Just City Index and potential stabilization mechanisms.

3.0 Management & Coordination

- Biweekly Client Meeting
- Weekly Internal Meetings
- Admin & Management

3.1 SWOT

- Neighborhood Economics
- Household Incomes & Demographics
- Housing Markets (affordability, needs/demands, development, and conditions)
- Unhoused and Homelessness
- Public Infrastructure
- Civic & Community Institutions (schools, libraries, government, arts and culture, public health, parks and open space, transportation, recreation, community non-profit organizations, community associations; child care, senior care, after school, and other community centers; health care facilities)
- Built & Natural Environment Characteristics (including deteriorated, vacant, under-utilized, contaminated properties, or with title/ownership concern)

3.1 Existing Plans

- Research and analyze existing city, district, and neighborhood plans and their potential or projected impacts on the Neighborhood.

3.2 Policies, Programs, and Funding

- Research and analyze existing policies, programs, and funding and their impacts and successes to address neighborhood stabilization and related community concerns.

3.3 Neighborhood History, Culture, and State of Displacement

- Research the history and culture of the Neighborhood and the state of displacement or projected conditions for displacement, as well as the community factors that contribute to the City's culture, economics, work force, social life, and overall future health of the City.

3.4 Displacement Overlay District

- Structure and facilitate an iterative and collaborative process with the City Planning Team to analyze the viability, legality, economic impact, and advantages/disadvantages of various policy issues, and the potential for: Development w/o Displacement Overlay District.

3.5 Community Land Trust

- Structure and facilitate an iterative and collaborative process with the City Planning Team to analyze the viability, legality, economic impact, and advantages/disadvantages of various policy issues, and the potential for Community Land Trust.

3.6 Metropolitan Redevelopment Area

- Determine if the Hopewell Mann neighborhood would like to be included in the larger Metropolitan Redevelopment Area.

3.7 Just City Index

- Identify the key Just City Index factors specific to the Neighborhood and establish them as core principles, values and metrics to assess the plan and its implementation.

- Deliverables:**
- SWOT analysis
 - Reports and maps on demographics, housing, infrastructure, history, and displacement
 - Evaluation of policy tools (CLT, overlay district, MRA)
 - Customized Just City Index framework
 - Biweekly meeting minutes & progress presentations
 - A biweekly status report

TASK 4: ENGAGEMENT 70% (ANALYSIS, SWOT)

Duration: 4 weeks +

Return to the community with findings from the analysis. Use all three engagement methods to validate data, test ideas, and refine the direction of the stabilization plan.

4.0 Management & Coordination

- Biweekly Client Meeting
- Weekly Internal Meetings
- Admin & Management

4.1 Engagement Type 1 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

4.2 Engagement Type 2 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

4.3 Engagement Type 3 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

- Deliverables:**
- Engagement collateral (flyers, presentations, surveys, etc.)
 - Feedback summary aligned with SWOT and Just City Index
 - Adjustments to priorities based on community validation

TASK 5: NEIGHBORHOOD STABILIZATION PLAN

Duration: 16 weeks

Develop a detailed, actionable Neighborhood Stabilization Plan. Include policy recommendations, responsible parties, timeline, and success metrics, while ensuring long-term data access and resident protection.

5.0 Management & Coordination

- Biweekly Client Meeting
- Weekly Internal Meetings
- Admin & Management

5.1 Recommendations

- Create an actionable NSP for the identified area(s) surrounding and within the Neighborhood that mitigates the negative impacts of economic, environmental, and social changes that cause community displacement and provides opportunities for existing communities to stabilize, strengthen, and benefit from these changes.

5.2 Players & Responsibilities

- Identify the key players or entities, and actions of each, in NSP. Entities may include government, community organizations, or other stakeholders.

5.3 Implementation Schedule & Success Metrics

- Establish an implementation schedule and metrics for defining success.

5.4 Document Packaging

- Create an NSP document (PDF) that can be easily reproduced (PDF). It must be able to be electronically sent and printed on 8.5 x 11 sized paper and bounded.

5.5 Executive Summary

- Create an abridged version of the NSP document (PDF) summarizing the key elements of the NSP that can be easily reproduced (PDF). It must be able to be electronically sent and printed on 8.5 x 11 sized paper and bounded.

5.6 Data Hand-Off

- Coordinate with the City Planning Team so that software programs used by the Community Development team to create the document files can be transferred and managed by the City upon completion of the Scope of Work.
- Note: We should discuss at the project onset the ways resident data will be stored; we want to ensure that residents are protected from future governmental uncertainties, particularly at the federal level.

- Deliverables:**
- Final **Neighborhood Stabilization Plan (NSP)** document with:

- Policy and programmatic recommendations addressing displacement, affordability, infrastructure, and equity
- Strategies to stabilize and strengthen existing communities
- Spatial and demographic analysis that supports each recommendation
- Stakeholder matrix clearly identifying:
 - Key players (City agencies, nonprofits, resident groups, etc.)
 - Specific responsibilities and recommended actions for each stakeholder
- Phased implementation schedule with short-, medium-, and long-term actions
- Defined success metrics for each strategy, including:
 - Housing stability benchmarks
 - Affordability and anti-displacement indicators
 - Participation and engagement targets
- Evaluation plan and suggested mechanisms for ongoing monitoring and course correction
- **Executive Summary that includes:**
 - Vision, goals, and values
 - Key challenges and findings
 - Core strategies and recommendations
 - Implementation approach and success metrics
- **Data package**
- Biweekly meeting minutes & progress presentations
- A biweekly status report

TASK 6: ENGAGEMENT 100% (NEIGHBORHOOD STABILIZATION PLAN)

Duration: 4 weeks

Present the draft Neighborhood Stabilization Plan to community members and stakeholders for final feedback and revisions. Ensure transparency, trust, and co-ownership of outcomes.

6.0 Management & Coordination

- Biweekly Client Meeting (*may be increased to weekly as needed*)
- Weekly Internal Meetings
- Admin & Management

6.1 Engagement Type 1 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

6.2 Engagement Type 2 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

6.3 Engagement Type 3 (Prep & Execution)

Engagement strategies will be defined in Task 1.1

- Deliverables:**
- Engagement collateral (flyers, presentations, surveys, etc.)
 - Summary of feedback on the draft plan
 - Final edits and production of the NSP

VALUE-ADDED SERVICES

The following scopes of work are outside the base scope. For costs associated with these supplemental services, please refer to our Cost Proposal.

Hosting Community Meetings in Our Organization Spaces - \$0

MASS, Chainbreaker, and Santa Fe Indigenous Center all have meeting/gathering spaces in their organizational headquarters within Hopewell Mann and could host community engagements in order to provide neutral, in-situ spaces for open dialogue.

Social Media Outreach and Promotion - \$0

Effective social media promotion can increase visibility, transparency, and participation. By using Instagram, Facebook, and other platforms, we can keep the community informed, boost engagement event turnout, and create shareable content that expands the project's reach organically.

Stabilization Plan Webpage (community dashboard) - \$20,000

A dedicated project webpage provides a central hub for updates, resources, documents, and engagement opportunities. It improves accessibility and transparency, while allowing residents to follow progress and engage on their own terms throughout the planning process.

Project Film - \$15,000

A short film capturing the process, voices, and community stories behind the plan helps build long-term visibility and buy-in. It can be used to inspire action, secure future funding, and communicate the community's vision to broader audiences. MASS has an in-house film team dedicated to this type of work. Examples can be shared upon request.

Community Participant Stipends (per participant per engagement) - \$150/each

Offering stipends for community participants (per engagement) recognizes the value of residents' time, knowledge, and lived experience. It also helps eliminate financial barriers to participation, ensuring more equitable and representative community input.

App-Based Housing Inventory & Assessment - \$25,000

An app-based approach to collecting housing data allows for real-time, block-by-block mapping of housing conditions. It empowers residents to co-produce data, supports more responsive planning, and results in a clearer picture of housing stability and risk. Examples can be shared upon request.

Community CBO Engagement Technical Training - \$10,000

Providing technical training to community-based organizations enhances local capacity and leadership. It helps CBOs engage more effectively with policy and planning tools, ensuring that they can play a sustained role in stabilization efforts beyond the plan itself.

Post-Plan Completion Toolkit (for other municipalities to learn from) - \$15,000

Documenting methods, templates, and lessons learned in a sharable toolkit allows other cities to replicate and adapt the approach. This positions Santa Fe as a leader in equitable neighborhood

stabilization and extends the project's impact regionally and nationally. Examples can be shared upon request.

Additional Engagement Outreach, Analysis, and Participation by MASS Design Group - \$25,000

To deliver this large scope of work within the low capped fee requested by the City, we will take a highly efficient and focused approach to team involvement, ensuring that the right personnel are present at the right moments. This will shape the cadence of meetings, progress updates, and the extent to which our full team can be present concurrently for engagements, presentations, and other touchpoints. Should the City wish to have more consistent or expanded access to our team throughout the process, we propose an additional service valued at \$25,000 to support this enhanced level of client and community engagement, and analysis.

Additional Engagement Outreach by Chainbreaker - \$15,000

Chainbreaker has deep, trusted relationships with working-class and housing-insecure residents. Their outreach expands the project's reach to renters, transit users, and frontline communities that might otherwise be underrepresented in the planning process. Their current fee allocation will allow a minimal level of engagement but their impact could be far greater with more investment from the City.

Additional Engagement Outreach by Santa Fe Indigenous Center - \$10,000

Santa Fe Indigenous Center brings cultural fluency and trust to outreach efforts with Native families and community members. Their involvement ensures that Indigenous perspectives and priorities are centered in both process and outcomes. SFIC's current fee allocation will allow a minimal level of engagement but their impact could be far greater with more investment from the City.

Additional Analysis by Ideas and Action - \$5,000

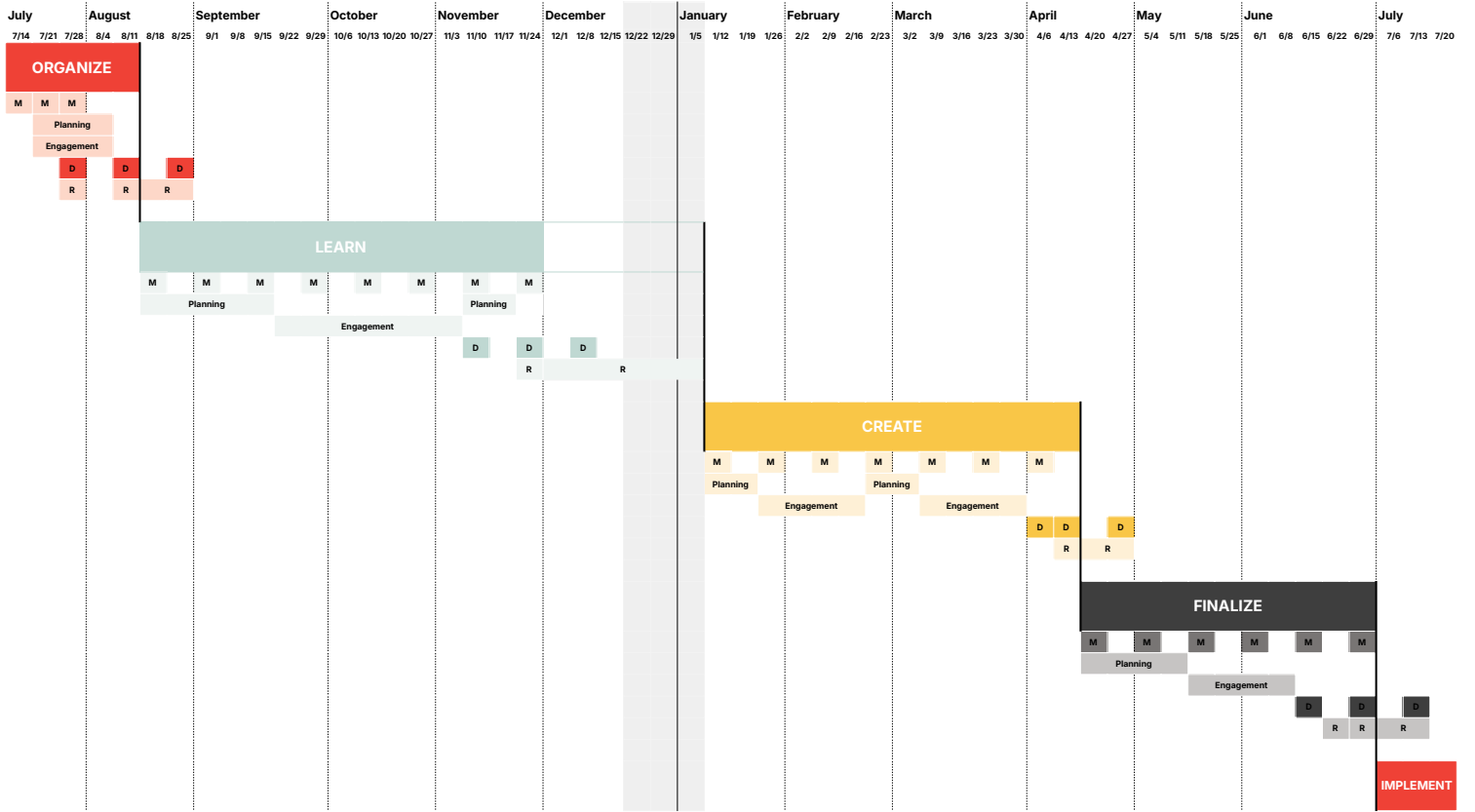
Ideas and Action brings nuanced policy and economic analysis grounded in equity and justice. Their supplemental research could deepen the plan's recommendations—especially around displacement, land use, and systemic drivers of instability.

WORK PLAN, RESPONSIBILITY MATRIX, AND SCHEDULE

See attached.

Draft

HOPEWELL MANN NEIGHBORHOOD STABILIZATION PLAN: PROPOSED PLANNING & ENGAGEMENT SCHEDULE



Task	M.A.S.	Chair/owner	SF Indig. Center	Goals & Action	City of Saint P.	Status	Start	End																																													
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FINALIZE	CH. 4: IMPLEMENTING THE PLAN, CH. 5: APPENDIX																																																				

WEEKLY RISK REPORT

The weekly risk report outlined in Attachment J of the RFP is a valuable tool for construction-phase development projects. Given the nature of this planning-focused scope, however, MASS proposes an alternative tracking approach that still achieves the intent of identifying and managing project risks, while enhancing collaboration and transparency.

Shared Google Drive Folder

We have found strong success using structured Google Drive folders for real-time collaboration with clients and consultants. This shared workspace would house meeting minutes, working spreadsheets (including the work plan, schedule, and responsibility matrix), presentations, exhibits, datasets, and deliverables.

Structured Meetings and Minutes

MASS provides concise meeting minutes that clearly outline decisions and action items, which we reinforce through follow-up emails. We recommend holding biweekly project meetings focused on identifying and mitigating risks related to scope, budget, and timeline. Ideally, these meetings would take place on Wednesdays or Thursdays at a consistent time.

Weekly Progress Updates

On the weeks we do not meet with the City, we propose sending a short written update summarizing:

- What we worked on this week
- What we'll work on next week
- Outstanding questions for the City
- Outstanding needs of the City

This format ensures proactive communication, while allowing the team to track potential issues and resolve them collaboratively and early.

Live Task Tracking in Google Work Plan Sheet

We propose maintaining a live and shared work plan that shows tasks' status, allowing the City to peer into the process as needed.