

Form Name: 6909 Ryan Drive RFQ  
Submission Time: March 18, 2024 3:57 pm  
Browser: Chrome 122.0.0.0 / Windows  
IP Address: 136.41.97.52  
Unique ID: 1205951541

**Description Area**

Request For Qualifications&nbsp;6909 Ryan DriveAffordable Rental Housing Development OpportunitySubmissions Due: 11:59 p.m. CS----T on&nbsp;March 20th, 2024Please fill out this form to submit a response to the RFQ for 6909 Ryan Drive.You can find the RFQ here.Note: This application has a "save and resume later" option that saves all information you have entered - except for document uploads&nbsp;- until you are ready to submit a completed form. Be sure to click the "Save and Resume Later" button at the bottom to use this feature, and to upload all attachments prior to submitting.&nbsp;If you have any questions about this application, please contact Sarah Ramos or Alex Radtke.

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**Exhibit A: RFQ Response Form, Affidavits, and Certifications**

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**Development Team Questions - 35 points**

**Description Area**

The following questions provide AHFC with initial qualifying information regarding a respondent's experience with and approach to multi-family and mixed use developments.

**Description Area**

1. Please provide the company name, point of contact name, and point of contact email for each of the following members of your proposed development team for this development.&nbsp;Unscored

**Developer Name**

Janine Sisak

**Developer Company**

DMA Development Company, LLC

**Developer Email**

janines@dmacompanies.com

**Co-Developer Name (if applicable)**

N/A N/A

**Co-Developer Company (if applicable)**

N/A

**Architect Name**

Philip Crisara

**Architect Company**

Nelsen Partners Inc.

**Architect Email**

pccrisara@nelsonpartners.com

**Engineer Name**

Harrison Hudson

**Engineer Company**

Kimley Horn

**Engineer Email**

Harrison.hudson@kimley-horn.com

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**Property Manager Name**

JoEllen Smith

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**Property Manager Company**

DMA Properties, LLC

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**Property Manager Email**

joellens@dmacompanies.com

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**2. Please describe why your development team is best suited to develop the site.**

The DMA Companies ("DMA"), which includes DMA Development Company and its affiliates, is best suited to develop this site for four primary reasons:

**1. ESTABLISHED COMMUNITY MINDED DEVELOPER WITH PROVEN TRACK RECORD.**

DMA, with 40 years of experience in multifamily development, has provided development and consulting services resulting in the creation of more than 15,000 units of multifamily housing across the country. For the past 25 years, DMA has focused on building its own portfolio of workforce and senior housing, which it self manages. Our portfolio now totals 2,763 units, more than half of which are located in Austin in exceptional high opportunity locations.

**2. EXTENSIVE EXPERIENCE WITH P3s.**

Within the City of Austin, DMA has successfully competed for and completed SEVEN developments through complex public-private and private-private partnerships including two large developments in partnership with Catellus and the City of Austin at Mueller (Wildflower Terrace and Aldrich 51), one development in partnership with AHFC in Goodnight Ranch (The Nightingale), one development in partnership with Travis County on Airport Boulevard (Travis Flats), two developments totaling 504 units in partnership with the Austin Geriatric Center at the RBJ Redevelopment (The Ladybird and the Rebekah) , and one transit oriented district development in partnership with Endeavor and Capital Metro at Saltillo (Talavera Lofts).

**3. PROFESSIONAL INTEGRITY.** DMA is known for keeping its word and being a solid partner, especially with regard for ultimately executing the vision that was presented at the early conceptual stage. As a result, our work is very highly regarded and has received several awards of professional distinction. For example, Aldrich 51, which is a P3 with AHFC, received the NALHFA Excellence in Multifamily Award in 2019.

**4. KNOWLEDGE OF THE RYAN DRIVE SITE.** Our development team was a finalist in RFP process that governed this site in 2021. Because it was an RFP, as opposed to an RFQ, we studied the site in detail and prepared a thoughtful and responsive design and financing concept that we knew we could execute. While we appreciate that the market is different now, and that some of the parameters of the offering have changed, we are still very interested and well positioned to execute a successful development at this exceptional location. We understand this site better than most and that makes us uniquely qualified.

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**3. How many multi-family developments has the developer or co-developer who will act as guarantor for this development placed in service within the last ten years? Provide a list of developments with the following: a) Name; b) Address; c) Number of units; d) Date of last Certificate of Occupancy; e) Affordability Restrictions (if any)**

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**4. Please describe your development team's experience with designing, financing, developing, and operating mixed-use developments.**

DMA has extensive experience in this regard, having executed FOUR, large, mixed-use developments in high opportunity areas. All four of these developments were designed by Nelsen Partners, who will be the architect for Ryan Drive, if we are selected. Three are highlight here and one is highlighted in the next section.

1. Wildflower Terrace. Wildflower Terrace is a model for vertical mixed-use affordable housing as evidenced by its receipt of the Urban Land Institute's Jack Kemp Award for Excellence in Affordable Housing. DMA was selected by Catellus, the master developer for the Mueller Redevelopment in 2007 through a competitive bidding process. At a density of more than 75 units per acre, Wildflower Terrace contains 201-units of affordable senior housing, wrapped around a 4-story structured parking garage, and 5,500 square feet of commercial space. Past and present commercial tenants include Bikrim Yoga East, Realty Austin, and Masa Cloud, a tech start up.

2. Aldrich 51. Catellus selected DMA for this second development opportunity in the Mueller Redevelopment, due to DMA's success with Wildflower Terrace. This "repeat business" highlights DMA's reputation for delivering vertical mixed-use developments in a way that is consistent with initial concept. At a density of 70 units per acre, Aldrich 51 includes 240 workforce housing units and 3,225 sf of retail, in a four-story building wrapped around a structured parking garage. Additionally, DMA partnered with AHFC on this development, which was recognized by NALHFA in 2019 for its Excellence in Multifamily Award. Current commercial tenant is Swish Dental.

3. The Rebekah Baines Johnson Center Redevelopment. Through a competitive process, DMA was selected by the Austin Geriatric Center ("AGC") to be part of the master development team as well as to partner with AGC on the development of a new 279 unit vertical mixed use development and on the renovation of its existing 224 unit Tower. The new construction phase, The Ladybird, placed in service in 2022, and contains 279 senior residential units and 5,834 square feet of ground floor retail in a 4/5-story building wrapped around a 4-level structured parking garage. Current tenants include the Ladybird Hair Salon and the Wellmed Clinic, both of whom were specifically approached because they offer attainably priced services that are in demand by our resident population at RBJ.

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**5. Please describe your anticipated financing strategy for this project.**

The financial strategy for this 300-unit multifamily development would mostly likely involve a tax-exempt ownership and ground lease structure that is common in Texas both for more traditional tax credit developments and for workforce developments under Section 394 of the Local Government Code. While we recognize that the RFQ states that this development is not intended to include federal housing tax credits, we believe that tax credits may be required for feasibility if the Austin market remains the same--in terms of high construction costs and interest rates and diminishing levels of investor interest in the Austin workforce housing market.

We propose a structure that relies on a condominium regime that creates two separate condominium units—one which contains all the affordable units required by the HFC statute, and one which contains the 100-120% AMI or market rate units. The benefit of this approach is three-fold:

- 1) The entire development benefits from the tax exemption, even the market rate units;
- 2) The affordable condo generates tax credit that reduces the need for other equity;
- 3) The affordable condo generates a deeper level of affordability than the statute requires. In this way, this structure is essentially a hybrid between a HFC transaction which relies on conventional debt and equity and a 4% housing tax credit/tax exempt bond deal which would result in probably a deeper level of affordability than AHFC desires. And even though these two condo units will use different financing tools, all the financing will be closed at once, and all the units will be constructed at once, meaning this is not a phased approach but rather a bifurcated financing structure meant to achieve the best of both the HFC and the affordable housing worlds in one unified development.

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**6. Provide a copy of the most recent certified financial audit or disclosures (completed within the last two years) from the developer who will act as guarantor for this development.**

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**Example Developments - 40 Points**

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**Description Area**

7. Provide a detailed summary of two of the developer's or co-developer's most innovative and successful developments placed in service within the last seven years. 40 Points&nbsp;

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**Project Description (Project 1)**

Travis Flats on Travis County's North Airport Campus is an innovative partnership between Travis County and DMA. The 146-unit affordable rental housing development is co-located with an 80,000 square foot state of the art County Office building and shared parking garage on a 3.5 acre formerly underutilized parking lot owned by Travis County. The development as a whole is a horizontal mixed-use, mixed income development that includes a three-story office building with corner retail and a four-story, 146-unit mixed-income apartment building wrapping a four-story structured parking garage. The residential component provides a unique opportunity for moderate-income households to readily access jobs; transportation choices; quality schools, parks and recreation facilities; fresh healthy foods options; and numerous other amenities. For many County employees, it is an unique opportunity in Central Austin to live close to where they work.

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**Placed-in-service Date (Project 1)**

Aug 11, 2021

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**Address (Project 1)**

5310 Helen Street

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**Type of development (e.g., single family, detached condo, attached condo, multifamily condo) (Project 1)**

Mixed-use, mixed income, multifamily development (workforce housing)

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**Income restrictions (Number of Units at or below 30% MFI, Number of Units at or below 50% MFI, Number of Units at or below 60% MFI, Number of units at or below 80% MFI, Number of units at or below 120% MFI, Number of unrestricted units) (Project 1)**

13 units at 30% of MFI; 49 units at 50% MFI; 60 units at 60% MFI; 24 units at market rate (unrestricted).

Stated in percentages: 10% of total units at 30% MFI; 33% at 50% MFI; 41% at 60% MFI; and 16% at market, so Travis Flats is a true mixed income community.

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**Number of Units by Bedroom Count (Number of efficiencies, Number of 1 bedrooms, Number of 2 bedrooms, Number of 3 bedrooms, Number of 4+ bedrooms) (Project 1)**

24 efficiencies; 80 one bedroom units; 34 two bedroom units; 8 three bedroom units.

Of the total 146 units, 42 units or 34% of the total are family friendly units, family friendly units, as defined by the number of units with two or more bedrooms.

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**Target population (Project 1)**

General population (workforce but family friendly housing)

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**Partnership structure, including specifying if this was a public/private partnership (Project 1)**

This is a public private partnership between DMA and Travis County.

The property is owned by Travis County, who serves as Landlord. Through a multi-tiered, long-term lease structure, we created a condominium regime that divides the leasehold estate between the residential and office master units. Travis County leased back the property to a joint venture between DMA and Travis County for the residential and parking components and to Southwest Strategies Group for the office component. The condominium regime included a shared use agreement for the parking garage and common areas, dividing responsibilities and costs among the site uses and creating greater efficiencies. An affiliate of Travis County (TCHFC Travis Flats, LLC) serves as the managing member (0.01%) and an affiliate of DMA (DMA Travis Flats, LLC) serves as the special member of the residential component.

The 100% property tax exemption achieved by this structure enhanced feasibility by allowing the developer partners to increase the loan sizing.

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**Primary funding strategy and sources (Project 1)**

The sources for Travis Flats were equity in the amount of \$13,247,461 from the sale of housing tax credits (Red Stone Equity Partners); conventional debt in the amount of \$13,600,000 (Chase); \$2,000,000 in City of Austin HOME funds; \$751,250 in waived fees through the City of Austin SMART housing; and a \$3,510,673 equity contribution from the office component development, totaling over \$33 million. As mentioned above, the financing relied on a ground lease structure whereby Travis County owns the dirt and then leases back to the owner entity, for which a Travis County affiliate serves as the managing member. This structure results in a property tax exemption for the entire site, which benefited both the office component and the residential component by freeing up NOI to service a larger loan. This approach reduced the need for gap funding from the City of Austin.

The financing structure also required two condominium regimes. The master condominium regime divided the site into the office component and the residential component. The secondary condominium divided the residential building into smaller sections for permitting and certificate of occupancy purposes, and to facilitate the delivery of tax credits to the investor.

\$1.5 million in 9% housing tax credits were allocated to this development by TDHCA, which were critical for unlocking the other sources. DMA has received dozens of 9% allocations over the past 25 years and believes this is a critical source for achieving quality affordable housing that can be maintained for 30+ years.

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**Current occupancy rate (Project 1)**

90%

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**What were the design considerations for this project and how did they impact the project? (Project 1)**

Through a highly competitive process, DMA was selected to redevelop a portion of Travis County's North Airport Boulevard Campus as the first phase of the redevelopment of the entire 10 acre campus.

The RFP's objective was to deliver office space for Travis County services and a significant amount of workforce housing, while honoring compatibility standards with the adjacent low-density neighborhood. Other guiding design principles included:

1. Respect for the community through a design that incorporates respect, affordability, safety, connectivity, and quality expansion of County facilities;
2. Neighborhood engagement through the design process to ensure the integration of workforce housing fulfilling a community need;
3. County services enhancement through an office component delivering improved services, such as Health & Human Services, Veterans Services, Passport Services, and a Food Pantry offered in the new office building;
4. Pedestrian-oriented design to include safe, illuminated, and landscaped pedestrian-oriented circulation enhancing neighborhood connectivity;
5. Master planning through collaborative efforts with city staff to overcome zoning challenges;

The solution was to create a mixed-used environment with the four-story office building on the Airport frontage connected by a skybridge to the four/three-story affordable residential building facing the neighborhood. This creative solution allowed the team to take advantage of the vertical mixed-use zoning entitlements while also allowing separate ownership of the office and the residential components, which was important for the creative financing approach. The design appropriately placed the office building, which includes a small retail corner, on the Airport frontage, creating a very pedestrian friendly environment along Airport which is a major Austin thoroughfare that lacks an aesthetic streetscape. The less dense residential building, while also pedestrian friendly and "urbanist" in its design, steps down in height to respect compatibility with the single family neighborhood directly to the east of the site.

Additionally, DMA worked closely with Travis County to identify what percentage of its workforce at the North Airport Campus would qualify to live at Travis Flats. Through extensive surveying, we identified that number as 58% AMI and so we crafted an income targeting approach that would best serve that particular population.

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**How the project shifted from initial underwriting/approvals through closing, construction, and conversion (Project 1)**

The development was executed and delivered with a structure that was very close to the one intended at the onset.

Construction experienced some very minor delays (less than 90 days) due to the coordination between the office building and the residential building, so the buildings were placed in service several months later than anticipated. But despite that, the development leased up quickly, converted to its permanent loan in May of 2022, and has maintained stabilized occupancy in the months subsequent to conversion, thereby achieving stabilized operations. The development budget had sufficient hard cost contingency to cover all change orders, so that the development was delivered within the budget determined at construction loan closing.

The fact that this development was executed largely on time and on budget in the midst of the Covid pandemic speaks directly to the DMA's qualifications to do the same on the Ryan Drive site. DMA has demonstrated time and time again that it will honor its commitments made to its partners at the beginning of a development.

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**Describe your community engagement efforts during pre-development, construction, and operation (Project 1)**

Strong support was developed and maintained throughout the 8-year process with the area community organizations, the North Loop Neighborhood Association and Ridgetop Neighborhood Association, who provided letters of support for the development.

During the pre-development process, Travis County and DMA met with the neighborhood organizations to engage in design charrettes addressing site planning, materiality, and programming of community spaces. During construction, neighborhood representatives had a direct line to DMA representatives to address any construction related issues impacting neighbors and were often our eyes and ears for happenings on site after hours. Once Travis Flats opened, the community was invited to hold their association meetings in the community room and attend on-site events such as holiday parties.

DMA/Travis County regularly engaged with elected officials throughout the predevelopment and development to ensure community buy-in and support for the unique public-private partnership. Without their support, Travis Flats may not have received federal tax credit and local gap financing needed to make Travis Flats come to fruition.

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**Please attach underwriting pro forma for the development, as approved by either the state housing finance agency, the lender, or the equity investor (Project 1)**

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**Project Description (Project 2)**

Talavera Lofts, like DMA's two developments in Mueller, is a part of a larger P3--in this case, a P3 involving Endeavor, Capital Metro, and DMA. Capital Metro selected Endeavor to serve as the Master Developer for the Saltillo Redevelopment, and then Endeavor selected DMA as its affordable housing partner.

Talavera Lofts is a Transit Oriented Development and so embraces two essential components to Austin's continued growth and success: mass transit and affordable housing. Located at the corner of East Fifth and Navasota Streets, in the heart of the Saltillo TOD, DMA constructed an 5-story building on a very small 0.9-acre site that served as a former industrial corridor. Talavera Lofts is one of the only mixed-income residential developments in Austin's downtown area, with groceries, restaurants, health services, parks, public transit, bike lanes, music venues, and thousands of jobs all within a five-minute walk, making it a beacon of access and opportunity for its residents.

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**Placed-in-service Date (Project 2)**

Dec 22, 2021

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**Address (Project 2)**

413 Navasota Street

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**Type of development (e.g., single family, detached condo, attached condo, multifamily condo) (Project 2)**

Talavera Lofts is a high density mixed-income multifamily development contained in one 5-story, elevator served building with leasing offices and parking on the first floor. Residential units are located on floors 2-5.

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**Income restrictions (Number of Units at or below 30% MFI, Number of Units at or below 50% MFI, Number of Units at or below 60% MFI, Number of units at or below 80% MFI, Number of units at or below 120% MFI, Number of unrestricted units) (Project 2)**

15 units at 30% MFI; 47 units at 50% MFI, 29 unit at 60% MFI; 2 market rate units (unrestricted).

Stated in percentages: 16% of total units at 30% MFI; 50% at 50% MFI; 32% at 60% MFI; and 2% at market. Please note that DMA was required to offer a deeper level of affordability than it typically does to comply with the Saltillo TOD regulating plan, which required an average of 50% MFI rents.

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**Number of Units by Bedroom Count (Number of efficiencies, Number of 1 bedrooms, Number of 2 bedrooms, Number of 3 bedrooms, Number of 4+ bedrooms) (Project 2)**

53 efficiencies; 20 one bedroom units; 12 two bedroom units; 8 three bedroom units.

Of the total 93 units, 20 units or 21% of the total are family friendly units, as defined by the number of units with two or more bedrooms.

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**Target population (Project 2)**

General population (workforce but family friendly housing)

**Partnership structure, including specifying if this was a public/private partnership (Project 2)**

Talavera Lofts, like DMA's two developments in Mueller, is a part of a larger P3--in this case, a P3 involving Endeavor, Capital Metro, and DMA. Capital Metro selected Endeavor to serve as the Master Developer for the Saltillo Redevelopment, and then Endeavor selected DMA as its affordable housing partner.

The property is controlled by a Ground Lease between Cap Metro (Master Landlord) and Plaza Saltillo TOD, LP (Sublandlord). Plaza Saltillo TOD, LP then entered into a Memorandum of Development Agreement with an affiliate of DMA (Saltillo DMA Housing, LLC) as a subtenant. As a subtenant, Saltillo DMA Housing, LLC pays an annual rent that escalates at a modest rate over the term. Beyond this unique aspect of the structure, the partnership is typical of most tax credit transactions with an affiliate of DMA (DMA Talavera Lofts, LLC) serving as the managing member (0.009%) and the tax credit investor serving as the investor member.

The property pays full property taxes (no exemption).

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**Primary funding strategy and sources (Project 2)**

Talavera Lofts was financed with equity in the amount of \$13,043,609 from the sale of housing tax credits (RBC Community Investments), conventional debt in the amount of \$4,400,000 (Chase), and \$3,000,000 in City of Austin general obligation funds. The financing also relied on a condominium regime coupled with a long term ground lease, whereby Capital Metro owns the fee simple estate, and DMA purchased a condominium unit in exchange for an assumption of a portion of the ground lease payments that Endeavor owns to Cap Metro annually.

Like Travis Flats, Talavera Lofts received an allocation of \$1.5 million in 9% housing tax credits from TDHCA that were critical to unlocking the other sources. Housing tax credits - either 4% or 9% - are typically the cornerstone to providing affordable housing in a meaningful way and deserve consideration in any funding strategy where affordable housing is a priority.

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**Current occupancy rate (Project 2)**

95%

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**What were the design considerations for this project and how did they impact the project? (Project 2)**

Due to its location in Central East Austin, in a high profile redevelopment area so close to downtown Austin, DMA and its team honored the following principles through the following ways:

1. **Mass Transit and Accessibility:** The project's location adjacent to a light rail station emphasized the importance of mass transit and accessibility. The deliberate inclusion of a bikeway extension, reduced parking to 50% of standard, and achieving high density at a transit station embodies sustainable urbanism and reduces reliance on personal vehicles.
2. **Affordable Family Friendly Housing:** With a mix of efficiencies, one-, two-, and three-bedroom units, the project addressed the crucial need for affordable housing in East Austin.
3. **Sustainability Goals:** The project achieved a 2-Star Austin Energy Green Building rating, meeting important sustainability goals during design and construction, including a significant reduction in indoor and outdoor water use, a 20% reduction in total energy and greenhouse gas emissions, and the diversion of over 244 tons of construction waste from the landfill.
4. **Response to Site Challenges:** The site's adjacency to a heavy rail line led to a deliberate design response. This involved an elevated green space for residents, resilient exterior cladding with corrugated metal, and custom-designed Talavera tiles, which celebrate the Hispanic-Latino heritage, connecting the building to its residents and the surrounding communities.
5. **Urban Context and Community Integration:** The project achieved "good urbanism" by making use of a challenging urban slice of land that had been deemed too unique for residential development for decades. It integrated into the rapidly-changing, formerly industrial neighborhood and reduced parking, promoting sustainability and community connectivity.
6. **Water Management and Quality Measures:** Stormwater was routed to rain gardens behind the building, holding and filtering the water before releasing it back into the ground, representing a commitment to sustainable water management and quality measures.
7. **Building Design and Amenities:** The 5-story, elevator-served building with a rounded "flatiron" form accommodated the unique curved shape of its lot due to adjacent rail line.

This development has been one of our most successful architectural designs. In November 2023, Talavera Lofts was on the cover of Texas Architect magazine. See:

<https://magazine.texasarchitects.org/2023/11/09/affordability-delay>.

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**How the project shifted from initial underwriting/approvals through closing, construction, and conversion (Project 2)**

The development was executed and delivered with a structure that was very close to the one intended at the onset. Construction occurred during the early months of the pandemic so the buildings were placed in service several months later than anticipated. But despite that slight delay, the development leased up quickly, converted to its permanent loan in December of 2022, and has maintained stabilized occupancy since that time. The development budget had sufficient hard cost contingency to cover all change orders, so that the development was delivered within the budget determined at construction loan closing.

The fact that this development was executed largely on time and on budget in the midst of the Covid pandemic speaks directly to the DMA's qualifications to do the same on the Ryan Drive site. DMA has demonstrated time and time again that it will honor its commitments made to its partners at the beginning of a development.

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**Describe your community engagement efforts during pre-development, construction, and operation (Project 2)**

The Saltillo Redevelopment, from inception to delivery, involved a significant amount of community engagement, especially since the master developer, Endeavor Real Estate, secure the redevelopment opportunity through a competitive RFP process. DMA, as Endeavor's affordable housing partner, was engaged in the community process for years before we ever broke ground. This engagement primarily took the form of attending East Cesar Chavez Neighborhood Planning Team (ECCNPT") meetings over the course of a year, during which time, the development team was attempting to get certain entitlements in place for additional height on the office building that was planned as part of the larger Saltillo Redevelopment. For Talavera Lofts, DMA also had to secure support from the ECCNPT for our tax credit application, which we submitted three times in total, before we received 9% credits on our third try. We received ECCNPT support consistently over those three years.

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**Please attach underwriting pro forma for the development, as approved by either the state housing finance agency, the lender, or the equity investor (Project 2)**

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**Community Review Questions - 20 Points**

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**8. Please describe your development team's construction management practices that will be used as part of this development to act as a good neighbor to the adjacent property owners.**

DMA will be primarily responsible for overseeing the construction process and the Principal in Charge (both Janine Sisak and JoEllen Smith) will remain involved in the process throughout the entirety of design and construction. Because DMA self manages its communities, DMA will instruct its architect and contractor to design and construct the buildings with an eye toward long term resilience and sustainability. DMA will select a third-party general contractor (GC) with significant experience constructing multifamily housing in the City of Austin. DMA will also engage local construction management firm, CPM, to serve as DMA's construction manager. Through these partners, we will have a full-time presence on-site throughout construction as ongoing construction monitoring is critical to the success of the project.

At the onset of construction, we will develop a Community Engagement Plan in collaboration with AHFC and other stakeholders to guide the implementation of community relations matters such as information dissemination, employment opportunities, and tenant screening. We will host community meetings to hear neighbor concerns and develop solutions. If there are any construction tasks that will significantly affect the neighbors use and enjoyment of their neighborhood, we will provide advance notice on a development website that will be open to the public.

DMA's and its team will ensure that best practices are in place for construction staging, worker parking, and site security. Construction hours will be strictly enforced in accordance with the City of Austin rules. The GC will erect temporary construction fencing to prevent debris and silt runoff, store materials neatly within the site boundaries, and will maintain video monitoring of the site during construction to ensure safety. Additionally, because construction can be hard on neighborhood streets, we will require our contractor to repair or replace any damage or excessive wear and tear to the ROW.

Communication before, during and after construction is the key to success to any project, but especially this one. In addition to regular construction progress meetings, we will provide the City of Austin regular, monthly, written reports on the production schedule, and are happy to post same to our public website. We encourage representative and other stakeholders to visit the site at major milestones, and will host a "hard hat" tour near the end of construction.

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**9. Please describe your proposed property management company for this development and why they are best suited to operate and maintain the property.**

DMA Properties, LLC (DMAP) has 23 years experience in providing property and asset management services to multifamily rental communities and currently provides such services for more than 2,700 units of affordable and market rate housing. The company is 100% owned by Diana McIver and is certified by the Texas Comptroller of Public Accounts as a Historically Underutilized Business.

DMA Properties staffs every community with on-site managers and maintenance technicians who report to a regional manager. DMA's dedicated regional manager for its Austin communities has expertise in overseeing the operations and maintenance of high-density, vertical-mixed use developments, which is a different type of a facility than the typical garden style development. DMA also has a dedicated compliance director who is an expert on the various financing programs and their associated compliance requirements. Our compliance director is also responsible for providing our partners, such as AHFC, regular reports on construction and lease-up program as well as monthly financials and annual reporting. Additionally, because DMA's corporate office is in Austin, DMA executives are able to meet weekly in person with the regional manager and the compliance and marketing directors to review in depth current operational needs of each property, which includes all aspects of leasing— from marketing, qualifying prospective tenants, closing the sale to maintaining positive relations with prospective residents and local businesses.

Customer service is the primary focus of property management staff. Property managers are instructed with guidelines and methods to manage any leasing situation. These policies are documented in the Policy and Procedures Manual and reinforced through trainings and continuing education. Further, DMA has a dedicated Resident Relations Coordinator, staffed at our corporate officer, who personally handles resident complaints when they need to be elevated to the corporate level, and who is responsible for ensuring that the residents are properly supported with resident services, where appropriate.

DMA Properties is also involved from concept to planning, through design and development, and into construction of the housing units, well before they assume any management responsibility. This type of participation ensures that the unit are constructed with an eye towards long term maintenance and durability and meet the needs of our residents long term.

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**10. Please describe how your development team will develop and operate the proposed development in a way that advances racial equity within the community and your organizations.**

DMA, a state certified HUB, maintains a strong commitment to the inclusion of minority and women-owned businesses (M/WBE) and local firms on the development team, often greatly exceeding requirements on any given project. As evidence, DMA awarded the construction contract for its three largest developments in Austin to a Minority-Owned Business. DMA's commitment to diversity is also reflected in the make-up of its staff. See <https://www.housingfinance.com/news/the-difference-in-diversity>.

Regarding this development, our DEI outreach will include the following efforts:

- 1) Identify firms through local assist organizations to identify qualified M/WBE and local firms to serve on the development team, such as engineers, consultants, and third party report providers.
- 2) Select a contractor based on its willingness to make outreach efforts to hire MBE/WBE contractors, through methods such as job fairs and advertising using the City's MBE/WBE vendor database, the City's solicitation system, local media, the Neighborhood Plan Contact Team, and neighborhood venues. The contractor will prioritize selecting qualified subcontractors from District 9 and Crestview if available.

During operations, our property management team will be required to make best efforts to hire staff for the property who live in Crestview, are representative of the resident population, and reflect the racial and socioeconomic diversity of the City of Austin. Property management will establish a formal mechanism whereby residents and staff may file, track, and respond to discrimination complaints. To foster a respectful, inclusive, and safe environment for staff, residents, and the surrounding community at the proposed development, property management and any onsite services staff will receive cultural competency training. Cultural humility in service delivery shall be emphasized, including how account for each resident's age, race, gender identity, sexuality, culture, background, and/or disability.

It should also be noted that providing affordable housing at this location is also an important way to advance racial, social and economic equity by providing an affordable housing opportunity in a high opportunity neighborhood, which has experienced rapid gentrification in the last decade. This neighborhood is no exception to this rule, and this housing opportunity is an important way to give long-term residents of this neighborhood a way to continue living in the neighborhood.

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**11. Please describe how your development team will form and leverage relationships with neighborhood groups, organizations, and business to help support a vibrant and enriching neighborhood.**

DMA knows from completing the former RFP process for this site that the two neighborhood groups affected by this development have been very active and engaged in the RFP/RFQ process to date. We reviewed the community input in detail in preparing our formal development proposal back in 2021 and the more recent community input included in the RFQ package. Our proposal submitted in 2020 was directly responsive to the community's desires--namely, our design enhanced pedestrian and bike connectivity to the Crestview Station, created a large public park, and offered high density affordable housing with ground floor retail to activate and enhance the transit center. If we are chosen under this RFQ process, we will honor those former commitments.

Looking forward, if our team is selected, we will establish a local advisory committee by reaching out to the two Neighborhood Contact Teams, the District 9 office, and additional neighborhood organizations. The committee would include approximately 6 community members, local stakeholders, and local business owners who reflect the racial and socioeconomic diversity of Crestview and would work with a community engagement specialist to develop an ongoing engagement plan, to include a series of informational community meetings. These meetings primarily would be a way for the development team to inform but also to listen to ongoing community concerns. The committee will also hold the development team accountable for regularly informing the community through other methods--such as direct mailers, direct email, and the maintenance of a website that will be updated consistently with important development information.

Additionally, our management team will continue the community engagement during operations. Ways to engage include making the property's clubhouse available for use by stakeholders for meetings, events, and community gatherings; seeking artists from the neighborhood to create one or several pieces of shared public art that reflects the history and values of the community.; and hosting community events onsite to foster a sense of engagement between the larger community, residents, and the development. Examples of potential events include temporary art exhibits, farmer's and maker's markets featuring local vendors, food or clothing drives, and free fitness classes.

Finally, DMA will work with local businesses and offer below market rents to help the smaller, community-based business thrive in Austin based on feedback from the local advisory community on what type of business is most wanted in this location. Additionally, we are open to discussing a formal relationship with the Austin Economic Development Corporation, for example or another community based organization, through either a lease/sub-lease structure on the commercial space, or through a Right of First Refusal to purchase or lease the space.

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