

Form Name: 6909 Ryan Drive RFQ
Submission Time: March 20, 2024 5:41 pm
Browser: Chrome 122.0.0.0 / Windows
IP Address: 136.40.98.57
Unique ID: 1206811977

Description Area

Request For Qualifications 6909 Ryan DriveAffordable Rental Housing Development OpportunitySubmissions Due: 11:59 p.m. CS----T on 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 - 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. If you have any questions about this application, please contact Sarah Ramos or Alex Radtke.

Exhibit A: RFQ Response Form, Affidavits, and Certifications

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. Unscored

Developer Name

Walter Moreau

Developer Company

Foundation Communities

Developer Email

walter.moreau@foundcom.org

Architect Name

TBD based on RFP TBD

Architect Company

we have a good working relationship with several local, highly experienced firms: Forge Craft Architecture + Design, Spring Architects, and Urban Foundry

Architect Email

TBD@tbd.tbd

Engineer Name

TBD based on RFP TBD

Engineer Company

we have a good working relationship with several local, highly experienced firms that we will consider for this site: Garza, Kimley Horn, and Malone Wheeler.

Engineer Email

TBD@tbd.tbd

Property Manager Name

Walter Moreau

Property Manager Company

Foundation Communities

Property Manager Email

walter.moreau@foundcom.org

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

Foundation Communities, a nationally recognized nonprofit founded in 1990, provides affordable housing and supportive services to low-income families and individuals. With over 30 years of experience developing, owning, and managing affordable housing in Austin, FC is well-equipped to transform 6909 Ryan Dr into a thriving community.

We own and manage over 3,900 apartments across 25 properties in Austin, 3 in North Texas, and 6 more in the pipeline. Over 7,000 residents call our communities home. We're the lifetime owner, developer, property manager, and services provider to our Austin portfolio. We invest upfront in high quality design, materials, and green building strategies, and we invest heavily in upgrading and maintaining our older properties.

For 30 years, FC has been overseeing the construction and rehab of affordable housing in Texas, including 14 new construction projects. As experienced recipients of public funding from the City, State and Federal level and a history of public/private partnerships, FC has the capacity, experience and knowledge to meet timelines, performance standards, extensive due diligence, negotiations, and compliance with complex funding requirements. FC has expertise in designing and constructing challenging sites, including zero lot VMU and mid-rise over podium. We have 3 projects on the Red Line: M Station (an early Austin TOD community), Lakeline Station, and the Loretta, with an upcoming SRO, Highland Studios, also planned for the rail line. We have a great track record of gaining neighborhood support, obtaining zoning changes, completing construction within tax credit deadlines, and achieving green certifications with AEGB, LEED, and Enterprise Green Communities.

FC has performed on our first AHFC LIHTC partnership: the City's Tannehill site now known as Norman Commons. FC secured a bond allocation within 1 year of winning the RFP and started construction a year later, despite a challenging interest rate and construction market. FC incorporated City-directed changes into the project including an increased unit count, larger bedroom sizes, and a COC commitment. Norman Commons participates in the Better Builder program and has established a positive relationship with adjacent Norman-Sims Elementary.

If awarded, FC will lead the entire development process and remain the long-term owner, manager and service provider. We have the experience, financial strength, and moxie to unlock this site's potential.

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)

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

Although largely known in the community as an affordable housing developer, Foundation Communities (FC) has decades of experience with mixed-use and commercial facilities as well. With a mission to empower families and individuals to thrive and succeed, the majority of our affordable housing communities incorporate non-housing programming such as healthy food pantries; multi-classroom learning centers; space for 3rd party-operated nonprofit pre-schools (at M Station and Laurel Creek); case management offices; and multi-purpose spaces that host adult education, fitness classes, and health fairs and immunization clinics. Our Capital Studios project in downtown Austin includes traditional ground floor commercial space, and our nearly complete Parker Lane Apartments includes office space specifically designed for ground lessor United Methodist Church. We're also experienced in financing, rehabilitating, and operating stand-alone commercial developments like our two community financial centers (the Prosper Centers) and our Mission Plaza commercial center which houses our main office as well as several commercial tenants.

Having served Austin for the past 30+ years, we've found that developing customized, service-oriented space focused on helping our residents succeed, rather than unprogrammed commercial or retail uses, at our affordable housing communities best suits our organization's mission and our residents' and neighbors' needs. Nevertheless, Foundation Communities is constantly seeking ways to improve our model in response to the needs and input of those we serve. Should feedback entail requests of including other or more types of uses at our developments, we will adapt our model to best serve our community.

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

Foundation Communities (FC) has a unique capacity to cover early predevelopment costs, attract competitive tax credit pricing, and secure gap financing. FC has strong working relationships with multiple lenders and investors, expertise in negotiating complex investor and lender agreements, a great success rate of securing funding in competitive allocations, and a long history of managing multilayered funding stacks. As a nonprofit with an excellent track record, FC is strongly positioned to access critical gap funds from the Federal Home Loan Bank's Affordable Housing Program (AHP), Capital Magnet Fund (CMF), and competitive state funding programs. FC has applied for and received 16 tax credit awards, 22 FHLB awards, 24 awards for various local and federal funds distributed by the City of Austin, 3 multi-project CMF awards, and 15 awards for various state and federal funds distributed by TDHCA.

Additionally, FC has a very strong track record of private fundraising and individual donations. Past large foundation donors include Meadows, Topfer, Kendeda, Enterprise, Home Depot, St. David's, and the Michael & Susan Dell Foundations. In the last five years, Foundation Communities has been successful in raising over \$16 million in private funds to help fund the construction of 8 new communities.

We plan to leverage our expertise and strong relationships to secure funds for this project. At this preliminary stage, we anticipate our financing strategy to include pursuing funding from the City's RHDA, private activity bonds, 9% and 4% tax credit equity, TDHCA's Multifamily Loan Program, FHLB's AHP, and Capital Magnet Funds combined with a permanent loan, deferred developer fees, and charitable grants and donations.

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.

Example Developments - 40 Points

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

Project Description (Project 1)

The Jordan at Mueller offers 132 homes, affordable to families earning incomes between 30% and 60% AMI. The Jordan is in the heart of the vibrant Mueller neighborhood—just a few steps from an HEB, Dell Children’s Medical Center, the Thinkery, and more. The Jordan is a sustainably designed new construction comprising seven 4-story buildings connected by walkways. The Jordan features a Learning Center, which provides free after-school and summer academic programs for kids and educational opportunities for adults, including classes in ESL, financial stability, and healthy living. The Jordan has a healthy food pantry that’s regularly open to residents and the public and intensive case management to serve residents who have experienced or are at risk of homelessness. Common amenities include shaded outdoor spaces, covered bike parking, laundry room, and proximity to public transit, jobs, and recreation. The Jordan was 100% leased within three months of opening.

Placed-in-service Date (Project 1)

Nov 30, 2019

Address (Project 1)

2724 Philomena St, Austin, TX 78723

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

Multifamily apartments

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)

14 units at or below 30% MFI
66 units at or below 50% MFI
52 units at or below 60% MFI

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)

40 one-bed/one-bath
62 two-bed/ two-bath
30 three-bed/three-bath

Target population (Project 1)

Households/families with low or extremely low incomes; with special needs; are homeless or on the verge of homelessness

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

Foundation Communities (FC) is the nonprofit manager of the general partner of the LIHTC partnership entity, but The Jordan is the result of a decade-long collaboration with Mueller master developer Catellus. As with all our tax credit developments, our intention is to remain the nonprofit owner after the tax credit equity investor exits the partnership in year 15. The Jordan receives a 50% property tax exemption through FC’s involvement in the ownership structure.

Primary funding strategy and sources (Project 1)

The Jordan was built using \$13.5 million in 9% tax credit equity, \$4 million from the City of Austin through voter-approved housing bonds, a mortgage of \$5.5 million, a \$1.5 million grant from the Federal Home Loan Bank of San Francisco through their Affordable Housing Program, a soft loan through Credit Suisse, Capital Magnet Funds, and a donation from the Topfer Family Foundation.

FC is experienced in winning competitive applications for soft funds, and we are also uniquely able to bridge predevelopment and acquisition costs while applying for these additional soft funds.

Sources

Tax Credit Equity: \$13,498,650
Mortgage: \$5,468,634
City of Austin: \$4,000,000
Column Financial Loan: \$2,344,900
FHLB: \$1,500,000
Capital Magnet Funds: \$50,000
Topfer Family Foundation: \$40,000

Current occupancy rate (Project 1)

97%

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

Located within the Mueller redevelopment, this project was designed to meet FC's internal design standards and the Mueller Master Plan Design Guidelines. The Jordan was designed as seven four-story buildings, each with a different exterior to reinforce building identity and break up the monotony, cohesively connected by walkways. This design was created in response to a request from the Mueller neighborhood. The use of contrasting exteriors gives the community a village-like feel rather than a multifamily apartment building. The buildings wrap around two courtyards, offering a safe, 100% accessible outdoor haven for residents that's flush with native and drought-resistant plants, seating, a pavilion, innovative play areas for kids, and BBQ grills.

As standard for Foundation Communities, the Jordan was designed and built with environmentally friendly techniques. This includes things like R-21 cellulose fiber insulation in the cavity of the building and R-6 insulation on the exterior; high-performance windows; ceramic tile flooring throughout; 20 SEER HVAC systems; 100% LED lighting; hybrid electric heat pump water heaters; ultra-low-flow plumbing; low volatile organic compounds paint; all native and drought-tolerant landscaping; bicycle parking, and storage. Also, notably, the Jordan features solar panels, electric vehicle parking, and a connection to the City's Purple Pipe system to use reclaimed water for irrigation. The Jordan was awarded the LEED Gold certification and five stars from AEGB.

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

From the start, The Jordan was conceptualized as a 132-unit multi-family LIHTC project – maximizing the potential of this key Mueller parcel while designing with surface parking due to design restrictions of the site. No material project characteristics changed from initial underwriting approvals through project completion.

When FC applied for RHDA gap financing from AHFC in January 2017, the total project costs were projected to be about \$25.7M, including \$20M in hard costs. The project's final costs increased just under 6%, due to a variety of factors including the addition of solar PV, slightly higher-than-projected financing costs, and a variety of other modest changes. All additional costs were covered by additional non-City sources, including a grant from FHLB-San Francisco and a soft loan through Credit Suisse.

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

We worked very closely with the Mueller Neighborhood Association to win their support and presented at numerous meetings and hosted a tour for neighbors to visit our nearby M Station Apartments. One neighbor led a modest capital campaign to help us fund the project.

Our community engagement work continues. Today the community is integrated into the neighborhood with a hike/bike path and use of the learning center by neighborhood children and adults. Since opening in 2019, The Jordan has been hosting open houses and marketing food pantry and learning center programs to the community. Over half of our food pantry visitors are community members living outside of FC properties. In 2023, we served 176 households through 478 food pantry visits at the Jordan. Of those households, 100 came from the larger community.

Our community engagement efforts also resulted in a particularly successful relationship with Texas Mutual Insurance, with offices nearby. The company has hosted several supper clubs at Jordan, hosted a field trip for the learning center students, and donated school supplies and bikes to kids living at The Jordan.

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)

Project Description (Project 2)

Laurel Creek is a supportive housing community located in North Austin along the Lamar transit corridor. Not only does Laurel Creek offer affordable, attractive, and sustainably designed homes to 88 households, residents also have access to multiple on-site services and amenities, including intensive case management; a Learning Center that provides free after-school and summer programming for children on-site and within the community; a healthy food pantry open to both residents and the neighborhood; health, educational, and financial wellness programs; and a high quality preschool operated by Open Door Preschool, which provides subsidized child care to eligible residents. Laurel Creek consists of two 4-story, elevator-served residential buildings and a community building that houses the supportive services programs and offices. The site includes laundry rooms, basketball court, dog park, playground, outdoor space with picnic tables and BBQ grills, and surface parking.

Placed-in-service Date (Project 2)

Oct 30, 2021

Address (Project 2)

11704 N Lamar Blvd, Austin, TX 78753

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

Multifamily apartments

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)

18 units at or below 30% MFI

26 units at or below 40% MFI

44 units at or below 50% MFI

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)

16 one-bed/one-bath

48 two-bed/two-bath

24 three-bed/two-bath

Target population (Project 2)

very or extremely low-income households, households with special needs, homeless families. We have 5 CoC units

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

Laurel Creek is owned in a typical LIHTC partnership structure, with Foundation Communities being the nonprofit manager of the General Partner. After the tax credit compliance period, the investor will likely exit, and Foundation Communities will retain ownership. There are no formal partners other than FC and the equity investor. However, FC formed an informal partnership with fellow local nonprofit Open Door preschool, who now occupies the custom-designed, on-site preschool space and provides low-cost tuition to Laurel Creek residents in exchange for a rent-free facility.

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

Laurel Creek has a long list of funders that made this community possible. The first and most critical source of funds were 9% tax credits. In 2019, Laurel Creek received \$1.5 million in low income housing tax credits awarded from the Texas Department of Community Affairs (TDHCA). Wells Fargo purchased those tax credits, providing \$15,388,461 in tax credit equity to Laurel Creek. TDHCA also contributed \$3 million of National Housing Trust Funds through their multifamily lending program and The City of Austin contributed \$5.25 million in local affordable housing bonds. Laurel Creek received awards from Federal Home Loan Bank of Dallas for \$750,000 and Atlanta for \$500,000. Foundation Communities received an award of Capital Magnet Funds in 2019 and committed \$1.75 million to Laurel Creek. St. David's Foundation, the Topfer Family Foundation, and an individual donor awarded critical funding as well. There was no mortgage because of supportive housing requirements from TDHCA.

Sources

Tax Credit Equity: \$15,388,461
TDHCA-NHTF: \$3,000,000
City of Austin: \$5,500,000
FHLB Dallas: \$750,000
FHLB Atlanta: \$500,000
Capital Magnet Funds: \$1,750,000

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

With a focus on sustainability, FC prioritizes green building strategies and cost effectiveness to ensure the longevity of our communities and minimize capital improvement costs. In 2019, we partnered with local firms hatch+ulland owen architects, Civilitude as the engineer, and BEC Austin as the GC for the Laurel Creek project. The team collaborated closely throughout design, permitting, and construction, gathering staff and resident feedback to create a site-specific design that maximizes community space and accessibility.

Laurel Creek includes two four-story, elevator-served residential buildings with 88 units and a two-story community building. This design creates activated outdoor community space between buildings, including barbeque grills, picnic tables, playgrounds, basketball court, and a dog park. The buildings' facades comprise of calming color palettes and warm wood accents, harmonizing with the entirely native and drought-tolerant landscaping. All outdoor amenities are fully accessible to people with mobility impairments. Each residential building has its own community laundry facility (to serve residents without personal machines) and mailbox cluster, promoting building identity. Stairs are placed at the corridors' ends, closest to the parking lot, to encourage physical activity. Units feature large operable windows, ENERGY STAR appliances and ceiling fans, LED lighting, in-unit laundry hookups, and durable ceramic tile flooring.

A tall, daylit atrium and social stair greets residents as they walk through the doors of the community building. The community building houses FC's wraparound support services, including property management in the leasing office, education in the Learning Center, health initiatives in the food pantry, spaces for fitness classes, and office space for our Children's Home Initiative. It's a single location that houses all the programs and supports residents might need to succeed.

In 2022, Laurel Creek received LEED Gold Certification, Austin Energy Green Building 4-star rating, and Austin's Green Award. The community features energy and water-saving measures like advanced insulation, LED lighting, ENERGY STAR appliances, and native landscaping. Indoor spaces prioritize healthy air quality, crucial for residents with respiratory issues. Low-VOC materials, allergen-resistant flooring, and MERV 8 HVAC filters contribute to a healthier environment.

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

Laurel Creek remained unchanged from the initial RHDA application through completion as an 88-unit family supportive housing community. The unit income targets and focus on homeless and at-risk families were set from the start, with a handful of Continuum of Care units added at AHFC's request. The three-building design was tweaked but not overhauled.

The primary evolution of the project was the inclusion of Open-Door preschool – which evolved into a major feature and amenity of the project.

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

We met with Gracywoods Neighborhood Association at the concept stage, and the group supported our 9% tax credit application. We also engaged with Pflugerville ISD's homeless liaison to market our CHI housing program to school district families. After opening, our community engagement team worked with a local artist to engage residents in an art installation. FC also invites neighbors to the food pantry and annual health fair. We also invite neighborhood groups and businesses to host Supper Clubs and other volunteer opportunities at the property. After 30 years of engaging with our community, we have found that small efforts like these create a positive and interconnected relationship with the community.

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)

Community Review Questions - 20 Points

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.

Part of our GC selection process is consideration of firms' track records as good neighbors during construction. We require our GCs to establish open communication with surrounding neighbors to ensure any questions or concerns are addressed quickly. At our Norman Commons site (the City's "Tannehill" RFP site), our GC proactively reached out to the adjacent elementary school Norman Sims to ask for advance notice on school testing days or other key school activities so that they can avoid particularly noisy work on such occasions. We require our GCs to keep the site and surrounding sidewalks and streets clean. Additionally, we are currently piloting a new program to add temporary art installations on construction fencing. At Norman Commons, we are collaborating with the Norman Sims school on an installation of student artwork on our construction fencing.

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

Foundation Communities will remain the lifetime owner and property manager for this community. We have 30+ years of experience managing our properties. We perform all leasing, maintenance, accounting, compliance, and other property management functions for our 28 properties and earn property management and asset management fees that help support the overall nonprofit mission. Our staff have the experience, training, and upper management support to excel in their jobs, as well as competitive salaries and benefits. FC invests heavily in our staff as well as preventive maintenance as this saves time and money in the long-term, instills a sense of pride in the residents, and generally provides a positive example of affordable housing.

Property management and services staff use a blended management approach to collaborate closely to maintain residents' housing stability. This property will be crewed and managed by on-site FC staff who will work together to ensure the site's smooth operation and deliver optimal services to residents. Property management staff must have practical experience with at least two years in the industry and receive annual training in Fair Housing and tax credit compliance.

As a recipient of significant public funding from the City, TDHCA, and other funders, FC is required to maintain impeccable compliance and property performance standards and pass frequent physical inspections in order to earn the ability to reapply for funds. Our team monitors portfolio health, tracks each project monthly, and aggregates detailed performance metrics at the portfolio level for review by the CFO. FC also has a well-funded Central Reserve and robust Asset Management program to keep properties in good condition and eliminate unforeseen capital/repair expenses that would undermine FC's organizational and financial strength. The success of our property management is demonstrated through its high occupancy, low turnover, and healthy investment in capital repairs and upgrades to our existing portfolio.

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.

FC will combat economic and racial inequities in this proposed development and its neighborhood by providing high-caliber affordable housing and high-impact services to Austinites who most need them, especially people of color who have been disproportionately burdened by housing instability. We're excited about bringing our proven housing-plus-services model to the Crestview neighborhood, which would connect future residents to a plethora of amenities such as full-service grocery stores, high-frequency public transit, an ACC campus, high performing public schools, jobs, parks, health care, and more – all within a walkable, bike-friendly neighborhood.

Being in Austin's western sect, this area has been historically under-served by LIHTCs despite its proximity to amenities and opportunities. LIHTC developments were concentrated in east of I-35 instead, industrial areas, and areas deprived of grocery stores with fresh food, public transportation, and pedestrian-friendly infrastructure. Although the RFQ proposes a higher income mix of 50% - 120% AMIs, we would encourage the city to prioritize 30% - 60% AMIs in this high opportunity area. An FC community would create opportunity for future residents, usher in a new workforce for this diverse neighborhood, and promote the city's goals of deconcentrating poverty. Sandwiched between two tracts undergoing gentrification, our proposed development would bring much needed, deeply affordable housing to current Brentwood, Highland, and Crestview residents who are at risk of displacement. Our supportive services programs further support opportunities for success for our residents. With on-site services also available to the surrounding community, this proposed development will also have a meaningful impact on the wider neighborhood, providing free educational opportunities, food security, and more to nearby families who are feeling the strain of rising rents and property taxes.

During the development stage, FC will promote equity by soliciting local women-owned, minority-owned, and or historically under-utilized businesses in contracting and sub-contracting work; using a trauma-informed approach toward design; creating paid opportunities for FC residents to partake in the development process by providing feedback; partnering with the Workers Defense Project to ensure workplace standards like living wages & OSHA training; and outreaching to construction workers about FC's housing and services.

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.

FC has over 30 years of experience engaging with the neighborhoods wherein we build and manage our communities. Our team understands and respects the critical importance of neighborhood context and compatibility. We believe the key to a project's true success is the support and engagement of the surrounding neighborhood and stakeholders. The following steps will be implemented to communicate with the neighborhood surrounding the proposed development:

- 1) Preliminary Research: As part of preliminary due diligence, FC development staff uses the City of Austin Community Registry to identify neighborhood organizations that contain the proposed site and review any Neighborhood Plan and FLUM in place.
 - 2) Preliminary Notification: FC sends a notification letter to all neighborhood organizations identified in the Austin Community Registry and local elected officials and school districts.
 - 3) Preliminary Engagement: After notification, FC engages with all neighbors and organizations based on received responses, interest and questions. Depending on neighborhood interest, engagement can include presenting at neighborhood meetings; distributing information about our organization, plans for the building design, target population, and services; inviting neighbors to visit our existing portfolio of properties and attend Open House lunches to learn more about FC and affordable housing; and offering to provide updates in the form and timing that the neighborhood requests.
 - 4) Continued Engagement: FC will implement the following processes to encourage ongoing relations with neighborhood members:
 - FC will invite the neighborhood organizations, schools, and businesses to view the property once completed.
 - FC will invite neighborhood members to participate in services programs being offered at our community.
 - FC will invite and educate neighborhood members on the many ways to volunteer with Foundation Communities.
 - FC will establish an open-door policy so that neighborhood members will feel comfortable communicating any concerns with either the on-site property management or the single point of contact.
-