

Form Name: 6909 Ryan Drive RFQ
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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

Lauren Avioli

Developer Company

The NHP Foundation

Developer Email

lavioli@nhpfoundation.org

Architect Name

Jon Hagar

Architect Company

Forge Craft Architecture + Design

Architect Email

jon@forgecraft.com

Engineer Name

Brad Lingvai

Engineer Company

WGI

Engineer Email

brad.lingvai@wginc.com

Property Manager Name

Tina Tullock Coker

Property Manager Company

Allied Orion Group

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

The NHP Foundation is a nonprofit affordable housing developer with over 30 years of experience and over 9,000 units in 16 states including over 1600 in Texas. NHPF staff have broad expertise in housing and community development, including tax credits, social impact equity, and numerous public funding sources. Texas staff are deeply familiar with Austin's unique development and affordability challenges. Assistant VP Lauren Avioli worked for several years in Austin's housing department on issues including the preference policy, Land Development Code, density bonuses, and Affordability Unlocked. Texas Regional Director Mark Nightingale oversees the development of Seabrook Square, a partnership with AHFC bringing 204 homes to East Austinites earning up to 60% MFI.

NHPF pairs a financial acumen more typical of for-profit developers with the mission-driven focus of a non-profit. Seeing a growing need for gap financing, in 2023 NHPF issued \$75M in corporate bonds to help bring more housing online. NHPF is using this financing to develop middle income housing in high-cost markets, like AHFC is contemplating at Ryan Drive. From Colorado to DC, NHPF is also leveraging 501c3 bonds to manage the higher cost of borrowing.

We understand the importance of transit-oriented development and designing housing and public spaces that support transit use. Many NHPF communities are co-located with transit (as in DC and NY) and even our most recent PSH development in Houston is located near the light rail line, providing vital transit access to residents.

With in-house Construction and Asset Management and a resident services affiliate, NHPF has the capacity to see even the most complex projects from start to finish and maintain a high quality of life for residents long after lease-up. Seeking to preserve affordability in perpetuity, NHPF remains the owner/operator.

Our design team has worked together on complex projects and is excited to re-unite to realize Austin's vision for Ryan Drive. Forge Craft Architecture + Design has extensive affordable housing and green building experience. Their leadership has over 60 years combined experience as architects in Austin, providing them deep insight into the building and planning processes. Civil engineer WGI has worked on many affordable housing and transit-oriented projects, including Capital Studios, Bluebonnet Studios, MLK Station Apartments – West at MLK station, and Onion Street East at Plaza Saltillo station.

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.

Many recent developments in NHPF's portfolio feature a mix of uses:

Alexander House, a 95-unit mixed-use, historic building in downtown Hagerstown, MD was originally built as a hotel in 1928 and converted into apartments in the 70's. NHPF acquired the property to preserve its affordability (30-60% MFI). The rehab included new bathrooms, kitchens, HVAC systems, windows, doors, lighting, and plumbing systems. The building's 30,000 SF of commercial and community space was rehabbed, removing asbestos, refurbishing the historic storefronts, and creating warm, lit shells for the commercial tenants. The rehab began in late 2021 and ended in the first half of 2023. The building achieved Enterprise Green Communities certification and is fully leased. The commercial space is occupied by Authentic Community Theater (a long-time anchor tenant & community theater group), a candle making shop, and an event rental space. The \$30M development was financed with 4% LIHTC & tax-exempt bonds, a HUD 221d(4) loan, state soft money, Historic Tax Credits, Federal Home Loan Bank funds, and grants. This project revitalized a prominent corner in downtown Hagerstown while preserving the property's deeply affordable rents.

The Mark Twain is a 148-unit historic SRO building in Chicago, IL. The building is in a rapidly gentrifying neighborhood and is located near a subway station. It includes 8,500 SF of commercial space in 5 retail bays. Current tenants include a credit union, orthodontist office, fast food restaurant, and currency exchange. Renovations included reconfiguring common spaces, elevator, and laundry room; installing a new rooftop deck and new roof; replacing windows, doors, and exterior walls; adding kitchenettes to all rooms, refinishing bathrooms, installing HVAC systems, and replacing flooring, lighting, and other finishes. The building is Enterprise Green Communities certified. The \$54M in renovations took place from 2019 to 2020 and was funded by 4% LIHTC and tax-exempt bonds, a HUD FHA 220 loan, Historic Tax Credits, soft funds from the City of Chicago, grants, and owner equity.

Other projects include Hotel Covent, a historic rehab in Chicago of 30 studio apartments for households up to 50% MFI and ground floor commercial space completed in 2023, and Seabrook Square, NHPF's first development in Austin. Currently under construction, Seabrook Square will feature about 3,000 SF of commercial space for local small businesses in addition to a large public plaza.

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

To achieve the City's goal of building 300 units, roughly half of which will serve households below 80% MFI and the remainder up to 120% MFI, an innovative approach is needed. Further, funding the transit plaza and park space will require a source of funds that is not limited to housing construction. As demonstrated by the project summaries provided above and The Strand development in the response below, NHPF has extensive experience financing projects using a variety of sources.

For Ryan Drive, NHPF will take advantage of the huge influx of federal dollars available for transit-oriented development through the US DOT's Transportation Infrastructure Finance and Innovation Act (TIFIA) program. This new program can be used to finance public improvements and housing that is within transit-oriented developments near fixed guideway transit service, as 6909 Ryan Drive is. TIFIA provides construction-to-permanent financing with low interest rates (4.5%-5%) and other very favorable lending terms (ex: long amortization, no prepayment penalty). Another advantage of TIFIA funds is they can be used to finance both plaza/park improvements and housing. The first TIFIA projects are currently in underwriting. NHPF is considering this source of financing with Tiber Hudson (bond underwriters counsel) on some deals in our pipeline.

Because TIFIA funds are as yet untested, NHPF will also explore other funding mechanisms for the development. NHPF is using 501c3 bonds on projects from DC to Colorado. In fact, we just closed on DC's first residential project to use 501c3 bonds. These versatile bonds can finance affordable units at a range of incomes, even up to 120% MFI with evidence that a nonprofit providing such units is lessening a burden of government by meeting a housing need at that income level. Paired with guarantees from the local municipality or housing authority, these bonds offer interest rates well below market.

As described in Question 2, NHPF's corporate bonds can be used on certain projects. At Ryan Drive, NHPF corporate bonds could be used to finance pre-development or as a source of some gap financing for the TIFIA or 501c3 bond funds.

NHPF's strategy would be to maximize the TIFIA or 501c3 bonds and NHPF corporate bonds and minimize the investment from AHFC. Keeping the land in public ownership as proposed in the RFQ is also an important tool to ensure long-term affordability and to help the bond proceeds stretch further.

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 Strand Residences & Theater is a mixed-use redevelopment of a historic movie house in Washington DC. The Strand is part of DC's New Communities Initiative, launched in 2005 to replace isolated and outdated public housing with mixed-income developments integrated into walkable, mixed-use neighborhoods. NHPF partnered with a small Minority Business Enterprise developer, and a faith-based CDC to redevelop the blighted brownfield. The redevelopment was completed in two phases: 1) Strand Residences, in which NHPF constructed 86 new affordable apartments; 2) Strand Theater, in which NHPF renovated the historic theater into a community gathering space and restaurant.

NHPF's subsidiary, Operation Pathways, provides on-site resident services. A resident advisory council helps identify the unique needs of the building's residents, shaping the services offered.

Placed-in-service Date (Project 1)

Apr 01, 2022

Address (Project 1)

5129 Nannie Helen Burroughs Ave NE, Washington, DC 20019

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

The Enterprise Green Communities-certified Strand Residences consists of 86 units in a 6-story, elevatored building with 20-space parking garage. It has a fitness center, community rooms, patio, resident garden and 2,400 SF of commercial space

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)

The Strand Residences consists of 71 one-bedroom and 15 two-bedroom apartments. 18 of the one-bedroom units and 10 of the two-bedroom units are set aside for families relocating from the nearby Lincoln Heights and Richardson Dwellings public housing developments. The set-aside units have a District of Columbia Local Rent Supplemental Program contract that provides a long-term operating subsidy and allows NHPF to keep the units affordable for households below 30% MFI. The remaining 53 one-bedroom and 5 two-bedroom units are rented to households up to 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)

There are 71 one-bedroom units and 15 two-bedroom units.

Target population (Project 1)

Families and individuals up to 60% MFI, including 28 households from nearby DC Housing Authority properties that were slated for demolition. The commercial spaces are offered for local businesses.

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

To make this project a reality, NHPF partnered with a small, local Minority Business Enterprise developer, The Warrenton Group, faith-based Washington Metropolitan Community Development Corporation, the District of Columbia Housing Authority (DCHA), and the District of Columbia government. NHPF was managing member of the GP, which also consisted of The Warrenton Group and Washington Metropolitan CDC. As a 4% LIHTC project, the Strand also includes a tax credit investor Limited Partner. DCHA and the DC government were funding partners, providing generous support in the form of rental assistance and gap financing.

Primary funding strategy and sources (Project 1)

The Strand was financed in 2 separate phases. The Strand Residences were funded with 4% LIHTCs, tax-exempt bonds, District of Columbia housing tax credits, DC soft funds, a conventional loan, and deferred developer fee. The Strand Theater was financed with Historic Tax Credits and DC soft funds.

Current occupancy rate (Project 1)

97%

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

NHPF assembled five parcels for the project, including the historic Strand Theater, a vacant lot, a contaminated former dry-cleaner building, an empty commercial building, and a dilapidated carry-out restaurant. NHPF constructed new space for the carry-out restaurant tenant one block away and paid for the eatery's relocation. The development team successfully navigated the DC Voluntary Clean-Up program to remediate the brownfield site and razed three vacant storefronts to prepare for vertical construction.

To fulfill the goals of the NCI program, it was important to provide a mix of uses at the site. To replace the commercial spaces that were razed, the team included 2,400 SF of commercial space in two ground floor retail bays, in addition to the renovations to the theater. The design team honored the theater's legacy by keeping renovations consistent with the theater's historic character, also enabling us to utilize Historic Tax Credits. Wanting to provide the neighborhood's first sit-down restaurant in decades, NHPF renovated the 6,500 SF space to include a foyer, dining room, bar, private dining spaces, kitchen, and offices. More information on the design considerations and issues associated with the historic theater can be found in the response to the question below.

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

Financing: The Strand was initially envisioned as a single, mixed-use project that was going to be financed with 4% LIHTCs, Historic Credits, New Market Tax Credits (NMTCs), traditional gap funds, and other sources. It became clear that the financial complexity was hindering progress. So, we decided to split up the two projects and create two different ownership entities with their own investors and lenders. The apartment building moved forward separately from the Theater.

Construction difficulties and pandemic-caused delays created a financing gap. Luckily, a federal change in tax policy occurred that we were quick to take advantage of. Congress fixed the 4% LIHTC credit rate to 4%, enabling us to sell more bonds and issue more 4% LIHTCs. A change in local policy also made the project eligible for DC LIHTCs. Our original LIHTC investor was not interested in the DC credits, but we were able to sell them to another investor and raise additional equity. Because of NHPF's financial acumen and access to the right partners, we were able to more than close the funding gap.

Design: The original design of the apartment building included bridging over an abandoned alley to connect two parcels. Once we realized how expensive the bridge was going to be, we decided to go through the public process of closing and moving the alley to allow for a more efficient building layout. Moving the alley became part of the zoning process and did not extend the development timeline, but it saved an estimated million dollars in construction costs.

Construction: During design, the architect and structural engineer assumed the theater's footings were at the base of the exterior walls, but they did not confirm with site observations. When the general contractor went to tie the new slab to the walls' footings, none were found. They realized the existing floor was a false floor and the true floor was probably several feet below. We stopped construction and redesigned the theater's structural system. After exploring several options, we decided to use a thick mat slab to ensure stability. Once poured, structural engineers measured changes in elevation to ensure the mat slab didn't sink faster than the historic walls. The construction delay cost additional money but our restaurant tenant used the time to raise the funds he needed to complete the building's conversion into a restaurant.

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

Redevelopment of The Strand Theater was a goal of the DC Deputy Mayor's office (DMPED) and the community for years before NHPF became involved in the project. It was important that local funds put toward the project be recycled in the local economy and benefit local businesses. So, when NHPF started seeking tenants, we made it a priority to identify a local restaurateur that could inhabit the restaurant space, although it was a heavy lift to find a tenant and secure financing for a neighborhood that did not have any other sit-down restaurants. Ultimately, we identified a restaurateur in the area looking to open a second location; the Deanwood Smokehouse is slated to open later this year. Until NHPF's entry into the project, DMPED was targeting more traditional retailers like dollar stores and pharmacies; without robust community engagement during the project scoping and design phases, this important community preference may have been overlooked.

NHPF encouraged the Housing Authority to conduct meetings with residents at the two public housing communities that would be transferring to The Strand to discuss building features/amenities and the transfer process. When the building was finished, NHPF held a Saturday tour for the potential residents to see the building.

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)

The Citadel on Elgin is a new senior development in Houston's historically African American Third Ward. NHPF partnered with Change Happens CDC to build the 74 apartment units for seniors from below 30% to 80% MFI. This project transformed several old, dilapidated houses into a new center for high quality housing and senior services in this fast-gentrifying area. Funded in part with Hurricane Harvey disaster recovery funds, the project focused on building resilience for its residents by including solar panels, a backup battery system, and infrastructure for a future generator. Eleven of the units provide PSH for seniors who need more intensive case management services. Resident services are also provided to all residents by Operation Pathways.

Placed-in-service Date (Project 2)

May 25, 2023

Address (Project 2)

3331 Elgin St, Houston, TX 77004

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

National Green Building Standard certified, The Citadel is 3 stories of wood frame construction over a podium parking garage. There is 7,000 SF of indoor community space, a large patio on the podium deck, and balconies for all units

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)	There are 11 units up to 30% MFI (set aside for PSH), 8 units up to 50% MFI, 43 units up to 60% MFI, and 12 units up to 80% MFI. 18 units have Project Based Vouchers from the Houston Housing Authority.
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)	There are 11 studios and 63 one-bedroom units at The Citadel.
Target population (Project 2)	Seniors aged 55 and up; 11 units are set aside for individuals coming from the Coordinated Access system who need Permanent Supportive Housing
Partnership structure, including specifying if this was a public/private partnership (Project 2)	NHPF partnered with Change Happens CDC, a local service and housing provider focused on improving quality of life in the Third Ward and other Houston neighborhoods. NHPF is the managing member of the GP, which is also comprised of Change Happens CDC. Change Happens continues to own the land and lease it to the tax credit partnership. Change Happens is also co-owner and co-operator of the property. The City of Houston and Houston Housing Authority are funding partners, providing a CDBG-DR forgivable loan and 18 Project Based Vouchers, respectively. NHPF is responsible for all guarantees.
Primary funding strategy and sources (Project 2)	The Citadel was funded with 4% LIHTCs, tax-exempt bonds, Hurricane Harvey CDBG-DR funds from the City of Houston, a grant from the Corporation for Supportive Housing, deferred developer fee, a permanent loan, and a sponsor loan.
Current occupancy rate (Project 2)	100%

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

Because of the many natural disasters that have recently impacted Houston, it was important to the project team to build resilience into the new development to protect residents from future disasters. To that end, all residential units were planned for floors 2-4, leaving parking and community space on the ground floor. NHPF installed rooftop solar panels to help off-set electricity costs, as we do on many of our buildings. But our staff also learned important lessons about the need for on-site backup power during emergencies from projects they had done in New Orleans. So we installed a battery system at the property to be charged by the solar panels and used to run a refuge area in the building during power outages. This refuge area provides residents with a conditioned space to relax, charge phones, and store refrigerated medicines in the event of an outage. Finally, we ran gas lines and installed a pad and infrastructure to support a gas-powered generator, providing an additional backup source of power. The budget did not allow for the purchase of the generator itself, but our partner Change Happens is fundraising for this additional cost.

While the Third Ward neighborhood is gentrifying fast, there is still a higher crime rate here than in other areas of the city and it was important to our partner that the design of the building recognize that. To ensure our senior residents feel secure but still have the ability to enjoy the outdoors, we designed a large outdoor patio on top of the podium deck. This landscaped patio provides areas for grilling, lounging, and relaxing in a community setting only accessible to residents. To give residents the ability to enjoy open space more privately, each unit also features its own balcony so seniors can take advantage of the beautiful view of the downtown skyline from their apartments.

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

Financing: The Citadel was funded with 4% LIHTC, tax-exempt bonds, Harvey CDBG-DR funds from the City of Houston, deferred developer fee, and over \$1M in grant funds from the Corporation for Supportive Housing. Just before closing, the City's initial award was reduced by \$2M. The project's closing deadline was fast approaching and if we missed it, we would lose the tax-exempt bond allocation. The team rushed to make up the new gap through construction cost savings, a sponsor loan, and deferred developer fee.

Construction: Building during and immediately following the COVID 19 pandemic meant the project was impacted by high construction costs and supply chain issues. We navigated this uncertainty with the general contractor, Camden Builders, by relying on their broad supply network and incorporating adequate reserves in the construction budget. In fact, as prices for lumber and other materials came down, this allowed us to spend more on important resiliency upgrades like solar panels. However, one impact we were not able to foresee was the complete lack of electrical switch gear available to the electric utility for our project. Rather than allow the lack of appropriately sized switch gear to delay our project by a year or more, we worked with the electrical engineer to redesign the system and utilize more, smaller pieces of switch gear equipment, which were more widely available. This kept us on schedule.

Lease-Up: A critical component in ensuring the development's long term affordability, the Houston Housing Authority (HHA) provided 18 project-based vouchers to support residents at The Citadel. However, administrative issues significantly extended the time it took for HHA to approve the prospective residents. To help speed up the process, the property manager, Allied Orion, worked directly with HHA staff and prospective applicants to host site tours, identify applicants who might be eligible for the PBV program, and shepherd their applications through the review process, achieving 100% lease-up in February 2024.

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

NHPF's partner, Change Happens CDC, had envisioned an affordable apartment community on the site for many years. Their tireless work to refine and publicize this vision took the form of community meetings and design charettes with the local university. When NHPF became involved, we continued the outreach started by Change Happens CDC and assigned local Houston staff to serve as community points of contact, meeting with stakeholders, funders, and community groups.

The pre-development and much of the construction work on The Citadel took place as the world shut down during the COVID 19 pandemic. However, we worked closely with our partner and landowner, Change Happens CDC, to safely let the neighbors and stakeholders know about the project's progress. One of the most useful tools we had to provide updates and drum up excitement was the creation of several videos, all narrated by Change Happens' CEO Reverend Leslie Smith, walking viewers through his vision for the project and showing the progress on the site. Other project team members were interviewed in these videos, which were shared with stakeholders online. This gave the community real-time updates about the project even while on lockdown.

The team also created a website for the development, where potential applicants could find leasing information and interested neighbors could find contact information. The property manager also began temporary operations next door to the site while the building was still under construction. This allowed her to meet with prospective applicants in their neighborhood and gave people an early opportunity to tour the units. Throughout the pre-development and construction periods, NHPF project and construction managers kept in close contact with the City's housing department, answering community questions as they arose.

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.

Whether we are rehabbing a historic building on a busy street corner or constructing a new building in a residential neighborhood, NHPF and our construction teams prioritize keeping the construction site secure, tidy, and safe. We work with experienced contractors who develop access plans and schedules to minimize disruption to surrounding neighbors and comply with all work hour restrictions, tree protection requirements, stormwater protection/erosion regulations, and local and federal funding compliance requirements. We build sediment and erosion controls around job sites to protect our neighbors from run off. We install and maintain traffic control systems during construction to minimize construction traffic through the neighborhood. We also use security equipment including cameras and security guards to deter theft and unauthorized access to the site.

Our general contractors' site supervisors make themselves available to neighbors, and our Construction Manager and Project Manager stay in close contact with community members during construction to address concerns as they arise. At Seabrook Square, NHPF Project and Construction Managers meet with concerned neighbors and the neighborhood association to discuss issues as needed. Topics include dealing with construction traffic and noise.

We know that proactive efforts by the construction team are key to maintaining a good relationship with the neighborhood. For example, on a project in Houston, the NHPF Project Manager worked with Camden Builders' site supervisor to provide information on the duration of and need for sidewalk closures, knowing that neighbors in the community were frequent users of the sidewalk. In another instance, the local electric utility cut down several tree limbs to do work on the site and left them in the roadway median. Rather than wait for the utility to get around to removing them, the site supervisor and his team took it upon themselves to haul away the branches, though they were not on the job site.

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

NHPF's Asset Management Team is deeply involved in NHPF's communities post-construction, working with NHPF Development staff, resident service providers, third-party property managers, and residents to maintain our thriving affordable housing communities. NHPF works with third party property manager Allied Orion Group to manage our Texas-based properties. For Ryan Drive, we propose partnering with Allied Orion to provide all property management-related services – including leasing, income compliance, and ongoing day-to-day operations. NHPF's experience with Allied Orion at our Houston properties has been extremely positive; they are one of the highest performing property managers across our portfolio.

Founded in 1985 and headquartered in Houston, Allied Orion has 30+ years of experience providing management for all types of multi-family properties, and they have a growing portfolio of more than 25,000 apartment homes under management throughout the nation. While Allied Orion Group provides the extensive resources of a large company, their focus is not on quantity, but on quality service. They have extensive experience with all asset types and specialize in lease-ups and repositioning communities. The management team at Allied Orion has extensive experience with a wide variety of funding sources and affordable housing types.

With more than 20 years of experience in managing communities for Housing Agencies, Allied Orion Group is one of the most successful and respected property management companies in the country. Allied Orion Group has held a contract to manage properties with the Houston Housing Authority since 2001. Their management performance in meeting HUD benchmarks has contributed to HHA consistently being named a high performing agency by HUD. Allied Orion is also managing portfolios for three other public housing agencies in Texas: Harris County, Fort Worth, and San Antonio.

Allied Orion's goal is to provide personalized service and to work as "one team, with one mission" to ensure the success of every community. They believe that providing excellent customer service is the most important part of property management. Moreover, Allied Orion Group's management teams at both the site and corporate levels recognize that the management of affordable housing assets requires compassion and understanding to deal with the many challenges faced by the residents they serve.

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.

Organization-wide, NHPF seeks to promote greater diversity, inclusion, racial equity, and social justice in addition to its long-established mission of providing sustainable, service-enriched affordable housing. NHPF increases access to opportunities for historically underrepresented individuals and businesses in the development and operation of its housing communities by: revising and implementing employee & vendor hiring practices with a racial equity lens (leading to M/WSBE and Section 3 participation that far exceeds municipal goals); conducting annual summer internships for teen affordable housing residents to introduce them to real estate & development; and creating communications, symposia, and media content that highlight the importance of affordable housing and YIMBY-ism in fostering racial equity (for which NHPF won 2 awards in 2021 from the Telly Video Awards).

At Ryan Drive, NHPF will implement its underutilized business-focused approach to identifying vendors; offer summer internship training to residents; and affirmatively market units to underrepresented groups, offering lower income households (who are disproportionately racial or ethnic minorities) the opportunity move to or remain in this amenity rich neighborhood, providing better access to schools, jobs, and services.

To achieve this last objective, NHPF will utilize the City's preference policy and partner with local organizations to affirmatively market the new affordable units to historically underserved groups, as we are doing with the Austin Area Urban League on Seabrook Square. To affirmatively market the units, we will conduct focused outreach, lease-up events, and coordination with interest groups so that we reach a diverse population of prospective renters and people who are not always aware of housing opportunities.

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.

Part of NHPF's mission is to create housing that is beneficial not just to the residents, but also to their communities. Our dedication to fostering community relationships is exemplified in our Seabrook Square project, in which we and our partner Capital A are collaborating with SixSquare, JJ Seabrook Neighborhood Association, Origin Studio House, and Raasin in the Sun. We have worked closely with these organizations from pre-development through construction to craft a series of community spaces at the site that address community desires and needs. At our other communities, we partner with local groups to host art and music classes, events, and community meetings.

At Ryan Drive, we will build off the robust public engagement efforts the City and community have worked at so steadily over the past 7 years to ensure the community's vision is reflected in the ultimate design and operation of the site. Rather than exacerbate engagement fatigue, we will work to incorporate the desires already elicited from stakeholders and establish frequent touchpoints to keep the neighborhood informed and solicit feedback on progress by hosting meetings, providing online updates, and making the design team available for questions. We will work with organizations like the Crestview Neighborhood Association, contact team, the Boomers Collaborative, and neighboring property owners, as well as CapMetro and the Project Connect Community Advisory Committee from the outset to ensure the design of the site meets the community's needs.

The Austin Economic Development Corporation will be offered a Right of First Refusal to purchase or master lease any commercial space that is included in the development. If AEDC is not interested in obtaining the space, the team will work with the community to identify their preferred services and look for appropriate tenants, as we did in our Strand project in Washington DC (described above).
