

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

Zach Cavender

Developer Company

Pennrose, LLC

Developer Email

zcavender@pennrose.com

Co-Developer Name (if applicable)

Conor Kenny

Co-Developer Company (if applicable)

Capital A Housing

Co-Developer Email (if applicable)

Conor@capitalhousing.com

Architect Name

Scott Ginder

Architect Company

ForgeCraft Architecture

Architect Email

Scott@forgecraftxcraft.com

Engineer Name

Nhat Ho

Engineer Company

Civilitude

Engineer Email	nhat@civiltude.com
Property Manager Name	Marsha Blunt
Property Manager Company	Pennrose Management Company
Property Manager Email	mblunt@pennrose.com

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

This development team combines local expertise with national resources to ensure the people of Crestview, Highland, Brentwood, and greater Austin get a development that will provide needed housing while respecting and adding to the culture and amenities of central Austin.

This proposal is led by Pennrose, a national multifamily developer, and Capital A Housing, a minority-owned Austin developer. The team is an all-star collection of local companies and organizations: architect ForgeCraft; landscape architect Ten Eyck (expert in urban parks); civil engineer Civiltude (water quality protection wizard); urban designer Urbinden (specializing in welcoming public spaces); consulting non-profit Red Line Parkway Initiative; and non-profit, mission-driven investor Austin Housing Conservancy.

The team is very familiar with the site, and has begun planning to deliver the community's four priorities of affordable housing, park space, connectivity to transit, and neighborhood amenities.

Here's how:

Lead developer Pennrose has been active in real estate development, through its principals or affiliates, for 50 years. Pennrose has developed more than 27,000 rental housing units (2,154 in Texas), financed by \$5 billion from a variety of public and private sources. Pennrose has particular expertise in public-private partnerships and income-restricted housing, especially workforce housing and mixed-income housing that serves families with incomes that would normally be ineligible for Low Income Housing Tax Credits. Pennrose is also a corporate partner with Hunt Companies, giving it access to even more development resources.

Co-developer Capital A Housing is a relatively young company, founded by a team of native Austinites and refugees, already leaving its mark by emphasizing community engagement and partnerships with local non-profits, including SAFE Alliance, Lifeworks, Family Eldercare, and the Austin Area Urban League. Capital A's projects include Seabrook Square, an East Austin arts-focused community under construction at Manor and Berkman, which will include a café, an arts non-profit, and artist live-work studios.

Ten Eyck Landscape Architects will lead a community-driven design of the 1.25-acre (min) park that will – in collaboration with the Red Line Parkway Initiative - connect with transit and inspire fundraising to produce a public space beyond the limitations of an apartment building's budget, much like their recent Kingsbury project.

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.

Pennrose has vast experience creating high quality, complex, mixed-use developments that attract residents and the broader community into our developments. Pennrose has included over 200,000 SF of commercial space in its residential developments, ranging from 700 to 20,000 SF per project. We have over 40 current commercial tenants including day cares, non-profits, retail stores, a grocery store, and restaurants, as well as public facilities. In particular, Pennrose has developed a mixed income and mixed use project based around a public park. Meriden Commons, located in Meriden, CT, provides 150 mixed income units, as well as 5,000 SF of ground floor retail, developed in conjunction with the Meridien Green, a \$14 million park redevelopment in downtown that includes bike trails, an amphitheater, playground, and space for a farmer's market featuring sustainable produce. Pennrose has financed \$5 billion in development through Low-Income Tax Credits, New Market Tax Credits, public and non-profit bonds, debt, public investments, and private equity, two projects of which are detailed below.

In Capital A Housing's short tenure, it is already setting a new standard for incorporating community amenities and urban design into its projects. Its Seabrook Square development developed in partnership with the Austin Housing Finance Corporation – embraces its urban setting while providing significant public amenity spaces, and hosting local East Austin non-profits and businesses. Team member Urbinden provided urban planning at Seabrook Square.

The square is wrapped by an activated ground floor of the building with an arts-focused cafe, classrooms for an East Austin arts non-profit, and live-work studio-residences for East Austin artists. The building will feature multi-story murals by local non-profit Raasin in the Sun, and the square will host an artist-designed playground for neighborhood families. The development team sought to create an iconic place to be enjoyed by neighbors and Austinites citywide, as we hope to do at Ryan Drive.

At Seabrook, the team is raising philanthropic funds for the playground and murals, because the project could not support the budget needed to deliver the space desired by the community. The team intends to apply the same strategy at Ryan Drive. We brought in Ten Eyck to lead a community-driven design for a place that all stakeholders can band together to raise public and private funds for Austin's next great (small) park.

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

The development team understands that AHFC does not anticipate LIHTC financing for the project. We do think there is potential for a 9% award under the new TDHCA rules that require each region to fund the highest-scoring project with an on-site, high-quality pre-k program, but that is not an essential part of the financing strategy.

As a (presumably) non-LIHTC project, the team anticipates that approximately \$40 million of the estimated \$100 million total development cost would need to come from sources outside of traditional debt. While an AHFC award of RHDA funds could help close a gap, the bulk of this needs to be provided by equity investors.

The team has a unique strength with the participation of the Austin Housing Conservancy. AHC's mission orientation and long-term investment outlook is perfect for the project. AHC has not traditionally financed or participated in ground-up developments, but the team has begun exploring options for bridge short-term financing that allows AHC to take advantage of its new infusion of funding to take a permanent equity stake in the project. The team has received an initial letter of interest from Patrick Russell at Bank OZK to provide either short-term bridge or construction financing as well.

For the remainder of the equity financing, Pennrose and Capital A Housing have internal capital funds for investment and relationships with equity funds focused on the Public Finance Corporation (or PFC-like) space in Texas. Pennrose also has extensive relationships with long-term debt providers, and currently holds \$1.3 billion in long-term debt on its projects. The development team also believes there is potential value in utilizing Private Activity Bonds – from AHFC or other issuers who are interested in financing Austin projects – and would like to explore that further with AHFC.

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)

Herndon Square is newly constructed comprehensive mixed-use, mixed-income community on 12.5 acres owned by Atlanta Housing. It will consist of 477 mixed-income rental and for-sale units that will provide high quality affordable and market rate housing opportunities. The overall community development plan includes approximately 477 housing units, 29,000 square feet of retail space including an urban format grocer, a health and wellness center and a 10,000-sf community educational space that will focus on STEM + Arts (STEAM) programming.

Phase I was completed in 2021 and consists of a 97-unit development for seniors.

Phase II will be a 201-unit multifamily development, of which 90 units are LIHTC, 80 are non-LIHTC income restricted, and 30 are market-rate. Phase II broke ground in December of 2023.

Phase III will add approximately 180 units of workforce and low-income family housing. This development will also include a large interior courtyard and a podium parking deck.

Placed-in-service Date (Project 1)

Feb 01, 2021

Address (Project 1)

464 Cameron M Alexander Blvd NW, Atlanta, GA 30318

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

Multifamily

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)	<p>Phase I</p> <p>Number of Units at or below 30% MFI - 0 units Number of Units at or below 50% MFI - 0 units Number of Units at or below 60% MFI -97 units Number of units at or below 80% MFI - 0 units Number of units at or below 120% MFI- 0 units</p> <p>Phase II</p> <p>Number of Units at or below 30% MFI - 40 units Number of Units at or below 50% MFI - 0 units Number of Units at or below 60% MFI -87 units Number of units at or below 80% MFI - 43 units Number of units at or below 120% MFI- 0 units Market units - 30 units</p> <p>Phase III</p> <p>Number of Units at or below 30% MFI - 37 units Number of Units at or below 50% MFI - 0 units Number of Units at or below 60% MFI -74 units Number of units at or below 80% MFI - 40 units Number of units at or below 120% MFI- 0 units Market units - 27 units</p>
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)	<p>Phase I</p> <p>1 Bedroom - 87 units 2 Bedroom - 10 units</p> <p>Phase II</p> <p>1 Bedroom - 61 units 2 Bedroom - 110 units 3 Bedroom - 30 units</p> <p>Phase III</p> <p>1 Bedroom - 68 units 2 Bedroom - 87 units 3 Bedroom - 23 units</p>
Target population (Project 1)	Herndon Square Phase I - Senior; Phase II and III - Family
Partnership structure, including specifying if this was a public/private partnership (Project 1)	Single-purposes entity (LIHTC structure); co-development partnership between Hunt Companies and Atlanta Housing Authority with Penrose LLC serving as development manager.

Primary funding strategy and sources (Project 1) The primary funding strategy was to utilize affordable housing resources to accomplish the mission developed by the Atlanta Housing Authority for a high quality affordable, mixed income and mixed use development. The Housing Authority committed soft debt to enable the project to achieve its stated goals. Tax exempt bond proceeds, Atlanta Housing Authority funds, Freddie Mac Deposit Refund, Grandbridge Permanent Loan, Federal Tax Credit Equity, State Tax Credit Equity, and Deferred Developer Fee were the project sources.

Current occupancy rate (Project 1) 100%

What were the design considerations for this project and how did they impact the project? (Project 1) The multi-phase Herndon Square redevelopment envisions a transformational and high-impact strategy for furthering access to quality affordable housing and fresh food while creating a vibrant, healthy, and sustainable mixed-use, mixed-income community. Notably, in conjunction with Science Square, Herndon Square represents a “National Model” for an equitable Workforce/Affordable Housing & Bio-Health Innovation District.

How the project shifted from initial underwriting/approvals through closing, construction, and conversion (Project 1) Herndon Square Senior (Phase I) started construction during the onset of the 2020 COVID-19 pandemic. Pennrose, as the Development Project Manager, along with the Atlanta Housing Authority worked with the construction and design team to host virtual Owner, Architect and Construction (OAC) meetings and coordinate construction inspections with the City, supply chain-influenced alternatives to ensure that the Project maintained its placed-in-service schedule. Additionally, due to COVID-19, Pennrose (Development) worked with Pennrose Management Company (Manager) to update the operating budget to account for updated security and health/safety concerns on the senior site.

Based on this public/private coordination and comprehensive approach to development and management, the property was able to withstand pandemic-related construction materials and labor supply fluctuations.

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

Pennrose as the development manager, completed the first phase of the Herndon Homes Public Housing Redevelopment - Herndon Square Senior - in Atlanta. In Partnership with Atlanta Housing, Herndon Square Senior is the first phase of the Herndon Redevelopment, a 500+ unit mixed-income and mixed-use development located less than 1 mile from the Mercedes-Benz Stadium. The former Herndon Homes Public Housing Development, built in 1941, was named after Alonzo F. Herndon. Herndon, born into slavery, founded the Atlanta Life Insurance Company and became one of the wealthiest African Americans in Atlanta. The original development included 469 units of public housing on a 20-acre site along a major corridor Northside Drive. Eight acres was sold to the Georgia World Congress Center, former residents were relocated, and the former public housing development was demolished between 2005 and 2007.

Due to the history of the project and the prominence of the location, Pennrose worked extensively with local stakeholders and community members to craft a collective vision for the site that would serve the needs of the community. The Herndon Square multi-phase development plan envisions a transformational and high impact strategy for furthering access to quality affordable housing and expanding economic opportunities. In partnership with the adjacent Science Square development, a \$1.6 billion, bio-health and life science campus developed by the Georgia Institute of Technology and Trammell Crow Company, Herndon Square represents a "National Model" for an equitable Workforce and Affordable Housing/Health Innovation District.

During construction, the project exceeded its D/M/WBE participation set forth by the Atlanta Housing Authority (Atlanta Housing). To achieve these goals, Pennrose and Atlanta Housing hosted and engaged in numerous outreach events to local D/M/WBEs trade organizations, including technical assistance meetings that covered topics such as bonding, insurance requirements, and any required certifications. Outreach activities to national and state organizations including the National Association of Minority Contractors, National Association of Women in Construction, Georgia Hispanic Construction Association, and Georgia Minority Supplier Development Council helped D/M/WBEs become aware of these opportunities. The Team also provided Technical Assistance for local D/M/WBE subcontractors to assist with providing bids on the project.

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 New Brunswick Performing Arts Center is comprised of a variety of venues and spaces, including two state-of-the-art theaters, dedicated rehearsal studios, office space, 207 residential rental apartments, a 344-space public parking garage, and a bar which serves upscale theater concessions and signature cocktails before and following NBPAC performances. The overall redevelopment represents over \$172MM in total investment and is one of the most significant urban initiatives in the state.?

Premiere Residences: NBPAC includes a 207-unit residential rental apartment tower that rises above the theater complex. Residences are both market rate and affordable luxury apartment units, equipped with state-of-the-art appliances and finishes, 10-foot ceilings, and open floor plans.

Theater: The NBPAC includes the Main Stage which is a 463 seat Proscenium Theater designed to accommodate musical theater, dance, and opera. There is also a Proscenium Theater when can accompany 252 patrons.

Placed-in-service Date (Project 2)

Sep 03, 2019

Address (Project 2)

7 Livingston Avenue, New Brunswick, NJ

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

Multifamily tower

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)

5 @ 30% AMI

37 @ 50% AMI

165 @ Non-income restricted market-rate

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)

35 studios

121 1 bedrooms

51 2 bedrooms

Target population (Project 2)

Family, Artists

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

Public/Private Partnership between master developers Pennrose and New Brunswick Development Corporation (DEVCO).

Primary funding strategy and sources (Project 2)

The New Brunswick Performing Arts Center redevelopment secured over 20 public-private partners to assemble a complex array of financing sources including Economic Redevelopment & Growth Tax Credit Supported Debt, Private Equity, Middlesex County Cultural Grant, Middlesex County Improvement Authority Bonds, New Market Tax Credit Proceeds, Redevelopment Area Bonds, New Brunswick Cultural Center Contribution, Rutgers University Contribution, Private First Position Mortgage, Low Income Housing Tax Credit Equity, and New Brunswick Parking Authority Bonds

Current occupancy rate (Project 2)

95%

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

The mixed-use project was thoughtfully designed as an urban infill redevelopment, replacing two aged performing arts venues and a portion of an active parking lot with two-state of the art performing arts theaters, rehearsal space, office space, structured parking, and a tower, with luxury and affordable apartments, rising above. The design limits shared spaces and equipment among the uses. All residential units are designed with premium finishes and equal access to amenity spaces, regardless of income restriction.

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

The size and scale of the project shifted significantly through the early stages of the planning process, as conversations with local stakeholders in New Brunswick led to the addition of more features that would help bolster the creative community and cultural capital in the city. As a result, Pennrose worked with its development partner to creatively absorb the project additions, particularly in the project's capital stack. Pennrose was instrumental in finding soft cost sources to absorb additional costs as the project grew in size and ambitions.

In total, the New Brunswick Performing Arts Center received support in the amount of \$90.5 million: \$40 million in Economic Redevelopment & Growth funds from the New Jersey Economic Development Authority, \$17 million from Rutgers University, \$15 million in redevelopment area bonds, \$6 million from the County of Middlesex Cultural Arts Fund, \$6 million from New Market Tax Credits, \$4.5 million from The New Brunswick Cultural Center and \$2 million in air rights payments. Additional money for the project came from developer equity, debt raised by the private-sector partner, and bond proceeds from the New Brunswick Parking Authority. Collectively, the additional financing sources that were sourced by Pennrose were significant to the project's completion, as it had a total development cost of \$172 million.

Additionally, the COVID-19 pandemic significantly affected lease-up and delayed conversion until the end of 2021. Pennrose Management Company adapted its marketing strategy to acclimate to the current events and used creative marketing techniques to reach potential tenants digitally despite pandemic restrictions.

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

This public/private partnership, featuring the City of New Brunswick, Middlesex County, and State of New Jersey, culminated over a decade's worth of predevelopment momentum to achieve one of the most significant and complex urban initiatives in the state with 21 financing partners, 3 tax credit programs, and 4 bonds. The project serves as Phase II of the overall redevelopment program known as the Downtown Transit Village Redevelopment Initiative. The overall development program emanates from two development programs that represent significant public input and comment and have become a template for all downtown core projects. The C.O.R.E. Vision Program and the Downtown Transit Village Plan, both call for the phasing of critical path projects that systematically add retail, housing, office/commercial, parking and transportation infrastructure projects. Paramount in both of the initiatives was the critical connectivity of all these component development paths.

The Cultural and Arts District in New Brunswick provides many benefits to the residents of the city and to the greater community. New Brunswick Performing Arts Center's member companies, the American Repertory Ballet, Crossroads Theatre Company, George Street Playhouse, and the Rutgers Mason Gross School of the Arts, spark creativity and innovation, provide venues for civic engagement, strengthen the economy, and drive revenue for local businesses and merchants.

The theaters serve a number of New Brunswick and Low-Income school children, provide school scholarships, discounts to students and seniors, and annual charity vouchers. Pennrose worked with The Actors Fund to inform and encourage members of the local performing arts community to apply for these units.

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.

Pennrose and Capital A will promote and maintain good relationships with the community and neighborhood groups through an open and inclusive process to ensure the success of the overall Project. Together, we will ensure that a strong community relationship and resident involvement becomes the cornerstone of the overall development approach.

The development's plan will be grounded by the experiences of the stakeholders and developed within the context of the community and the AHFC's goals and objectives. We will work with the AHFC to establish a team-wide strategic understanding of the unique local political, environmental, economic, and social landscapes of the community. This understanding will be essential to engaging residents and stakeholders in a meaningful dialogue that builds trust, credibility, and solidarity during regular community engagement touchpoints.

Specifically, the development team commits to:

- Input and planning: Attend neighborhood meetings and solicit feedback as part of its Community Engagement Plan to understand neighbors' concerns and priorities during construction.
 - Communication: Regularly reach out to neighbors to update them with construction activities to minimize disruptions to their schedules. Post the contact number for our site supervisor clearly on the entrance to the site in case of any emergencies. Ensure a bilingual point of contact for our Spanish-speaking neighbors.
 - On-site activities: Have a full-time representative of the development team on-site. Take regular and ongoing steps for dust, noise, and traffic control. Periodically spray water over construction areas to limit the spread of dust and debris. Time material deliveries to ensure school and commuter traffic is disrupted as little as possible. Our working hours are typically 7AM to 4PM.
 - Project updates: Conduct bi-weekly construction meetings attended by the developers and create a monthly progress report to share with project partners, and regularly post the updates with a current project schedule to social media and distribute to neighborhood associations and other stakeholders.
 - Legal compliance: Ensure our project activities are 100% legally compliant. Ensure that all permits are received, and statutory inspections are scheduled by third-party and city inspectors to meet code compliance.
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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.

Unlike other many teams, the developers here will use their own, affiliated property manager to ensure accountability and good communication with tenants and neighbors.

Since its inception in 1981, Pennrose Management Company (AMO®), has earned a reputation as a leader in the field of affordable and mixed-income housing management. Our singular approach to management, our commitment to our residents, investors and personnel, and our multi-faceted relationships with state and other regulatory agencies sets us apart from other housing management providers. As a provider of professional property management, consulting and auxiliary services to property owners including non-profit and public agencies as well as private sector entities; Pennrose administers over \$35 million in annual budgeted operations with a staff of approximately 400 employees. Our management portfolio continues a trend of dramatic growth and great diversity, currently consisting of 150 properties, with approximately 12,000 units, in eleven states/districts. Our growth has averaged 1,000 to 1,500 units per year since inception, with even greater growth projected in the foreseeable future.

PMC participates in all Pennrose's developments, from concept to planning, through design and development, and into construction of the housing units, well before they might assume any management responsibility in the operation of the units. This type of participation better assures development of units that addresses effectively the needs of that population constituting the documented demand in the professional market studies. It also better assures adequate consideration of efficient functioning of common areas in the design of buildings, efficiencies in operating costs and proper design/careful selection of materials, fixtures and equipment to assure long-term durability and cost-effective maintenance.

PMC continues to be recognized and has won numerous awards and accolades for excellence in service. Although too numerous to list, at the PennDel AHMA Fall 2016 Management Conference, Pennrose Management Company received an "Excellent Rating" and at last year's New Jersey Apartment Association Garden State Awards, PMC was selected as the Management Company of the Year (Affordable). An ACCREDITED MANAGEMENT ORGANIZATION® FIRM, Pennrose Management Company has earned a reputation for excellence in long-term management, maintenance, and the provision of social services.

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.

First, this development team is comprised of several minority and women owned businesses. Co-developer Capital A Housing is a minority-owned business, as is project civil engineer Civiltude, and team developers Pennrose and Capital A Housing are both equal opportunity employers.

Beyond our own firms, Pennrose and Capital A have maintained a strong commitment to the inclusion of minority and women-owned businesses (MWOBE) and local firms within the development team, and seek to award large contracts and vital positions within the development team to MWOBE and local firms to maximize the impact and create opportunity, often greatly exceeding any requirements.

Capital A has already established new standards in Austin by not just hiring MWOBEs, but also by including non-profit organizations led by racial minorities in its projects. Capital A's Seabrook Square project has dedicated below-market-rent space to a Black-owned cafe and a Black-led non-profit organization, as well as hired Black-led non-profits to perform community outreach, install public art projects, and select East Austin artists for the live-work residences.

Specifically, the team will take steps to ensure that MWOBE firms are used to the greatest extent feasible, consistent with AHFC's goals for the Project. Early in the development process, the development team members will actively seek qualified MWOBE firms and local organizations for both the design and construction phases of the project. Our outreach program includes:

- Identify Firms: We will engage local assist agencies and organizations to identify eligible MWOBE and local firms.
 - Notifications about the Project: We will use commercial databases and databases from the local agencies to publicly distribute project details and documents.
 - Advertisements: We will advertise in local papers, use posters, and have a dedicated project website to solicit business from MWOBE and local firms.
 - Advanced Notice: Through the website and advertisements we will provide information on when meetings will be held and what new opportunities or scopes of work are available.
 - Dedicated Resource: A designated MWOBE Coordinator will host meet-and-greet events and pre-bid meetings to solicit interest from local subcontractors and vendors and work with the community and resident leadership to identify local and resident businesses.
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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.

Pennrose and Capital A are not going to re-invent the wheel. We are well aware of the years of work the city and neighbors have put into planning and engagement for Ryan Drive, and we will build on that work. We are committed to delivering on the four goals established by the community: affordable housing, park space, connectivity to transit, and neighborhood amenities.

Pennrose and Capital A will collaborate with AHFC to develop a Community Engagement Plan that will establish accountability and transparency with community stakeholders to demonstrate how the team will carry forward the work already done. We assume that Plan will include regular in-person and virtual updates to neighborhood associations and other groups who have already participated in the city's community engagement, which we are able to do because our development team are overwhelmingly Austin residents, too. We will also provide updates through social media and neighborhood email lists, and develop our own email list of neighbors and other stakeholders who wish to receive updates directly from us.

We anticipate the biggest area of community engagement will be in the design of the park space. As discussed earlier in this proposal, the 1.25 acre (minimum) park will be planned fully in partnership with the community by award-winning local firm Ten Eyck Landscape Architect, who led the development of Kingsbury Commons of Pease Park, as well as several wonderful park spaces in other cities. We will need community buy-in on the design, because one building can only support so much park budget, so it will be a community effort to raise additional funds if an amenity-rich space is desired.

Beyond the park, we are eager to hear more from the neighborhood about what retail, non-profit or other spaces they desire (for example, a childcare center). While we cannot promise anything beyond what the project budget will support, we will do our best to fulfill everyone's collective desire for the Ryan Drive site to be a vibrant, active space that people will want to spend time in, and not just another gated apartment complex with a lawn out front.

Our team is particularly well suited for this, given our record of hosting non-profits, businesses, and public spaces in our developments. Virtually all of the 200+ Pennrose-affiliated developments have included a relationship with a community-based organization, as have Capital A's projects in Austin.
