

Ranking Order	1
Applicant	Structure Development + JCM Ventures
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>Structure Development and JCM Ventures have worked in concert since 2015. Their partnership has resulted in 12 LIHTC funded developments throughout Texas. Of these, 8 developments have Placed in Service, 3 are under construction and 1 is in pre-development. As a team, Structure and JCM have more than five decades of experience in all facets of multifamily development, with a particular emphasis on Affordable housing.</p> <p>Sarah Andre, the owner of Structure, has been a member of Austin's Affordable housing community since 1994 working on both single-family and multifamily developments. Much of her career has been focused on community-based development and working with non profit organizations. Since 2005, her tax credit work has resulted in more than 15,000 affordable units for the State of Texas. She has a deep understanding of the challenges and opportunities that come with developing and operating Affordable housing projects, in particular those that are rooted in a community-driven effort like the one proposed for this site. Her knowledge of Austin and deep roots in the community make her an ideal developer for the site.</p> <p>Jake Mooney, owner of JCM Ventures, Co-Owner of MRE Capital and Streamline Construction, brings the experience, capital strength, and agility of a family-owned business. He owns and operates more than 1,400 units of Affordable housing across 6 states, prioritizing reputation over returns. Jake is an expert in real estate finance and has a hands-on approach to construction, personally inspecting construction progress at each development he owns.</p> <p>Our team prioritizes performance and quality over short-term gain. We are long term owners and do not engage in "fill and flip." We believe this aligns with the goals of the Austin Housing Finance Corporation, to create a compatible, sustainable, and desirable community that will thrive over the long-term. We believe the combination of Sarah's local expertise and Jake's reputation-oriented approach, their shared work ethic and track record of success make them a strong choice to develop, own, and operate 5900 Pleasant Valley.</p>
<p><b>5. 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.</b></p>	<p>Communication before, during and after construction is the key to success. We anticipate using community meetings to hear neighbor concerns and develop solutions. At previous sites we have maintained an open dialogue, giving residents access to a project website and a direct phone line to decision makers. Although conditions and requirements vary from project-to-project, below are a few specific practices we use regularly.</p> <p>We install temporary fencing around the perimeter of the work area. This keeps materials, vehicles and debris within the boundaries of the site and helps neighbors maintain privacy. In addition, we install dedicated and temporary construction entrances that will limit exactly where construction traffic enters and exits the site. This helps prevent mud and/or debris from leaving the site. If needed, we employ street sweepers to sweep adjacent roadways to keep the neighborhood clean. We protect all trees in the surrounding work area, as required, to ensure trees remain healthy, happy, and unharmed.</p> <p>Once construction begins, the site and sometimes surrounding properties are exposed to dirt and mud from excavated earth. Where required, we protect new and existing stormwater inlets from construction dirt and debris for the duration of the project with the use of silt fencing and other means of inlet protection. If dusty conditions exist we regularly water a site to minimize airborne dirt particles.</p> <p>We are respectful of our neighbors and abide by work hour restrictions. If weather or unique situations require night or weekend work, we obtain permission from the local jurisdiction. If night work is required, we only light the area for the work taking place (no floodlights) and are judicious in the use of backup alarms on heavy equipment or other noisy operations. We ask workers arriving early to turn off their engines, keep radios low, and regularly remind them that leaving trash in the street or area surrounding their cars is not allowed. We dedicate employee time to clearing up litter at the end of the day after all workers have left the site.</p> <p>When a project requires work in the public right of way we take measures to create and implement traffic control plans and road closures to promote safe travel around active construction work. We also reach out to each of our neighbors in person prior to the start of the work to inform them of work in their area, its duration, and how it will affect access to their property.</p>
<p><b>7. 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.</b></p>	<p>The Structure/JCM team will hire a community outreach coordinator for the project. This coordinator will act as a liaison to the community and will assist in advancing equity throughout the project. In addition to engaging in the fair housing and anti-displacement practices addressed below, we will work to advance minority participation in the development itself. We will host an MBE/WBE job fair using the City's MBE/WBE vendor database and neighborhood venues, providing additional outreach to MBEs/WBEs from District 2 and the Dove Springs neighborhood. The team will advertise the job fair and the available construction work via the City's solicitation system, local media, the Southeast Combined Neighborhood Plan Contact Team, the District 2 City Council office, the Southeast Branch Library, George Morales Dove Springs Recreation Center, and through any additional interested neighborhood organizations or nonprofit groups.</p> <p>The development team will prioritize selecting subcontractors from District 2 and Dove Springs if available. Additionally, the General Contractor selection will be based on the contractor's willingness to make efforts to hire local MBE/WBE subcontractors from District 2 and Dove Springs, above and beyond what is required by project funding.</p> <p>In order to foster a respectful, inclusive, and safe work environment, the construction team will receive cultural competency training onsite. Ability and willingness to lead and monitor a culturally competent work environment shall be a criterion for selection of a General Contractor. Any written materials onsite and associated with training shall be available in multiple languages as needed.</p> <p>Our property management team will be required to make best efforts to hire staff for the property who live in Dove Springs, are representative of the resident population, and reflect the racial and socioeconomic diversity of Dove Springs. Property management will establish a formal mechanism whereby residents and staff may file, track, and respond to discrimination complaints.</p> <p>In order to foster a respectful, inclusive, and safe environment for staff, residents, and the surrounding community at the proposed development, property management and any onsite services staff will receive cultural competency training. Cultural humility in service delivery shall be emphasized, including how to take into account each resident's age, race, gender identity, sexuality, culture, background, and/or disability.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>Management will implement a Policy for all units, meeting requirements of the Memo to the Mayor and City Council responding to Resolution No. 20180308-010. Priority will be given to households with disabled members for accessible units and one-member households will not occupy a 2- or 3-bedroom unit unless a 1-bedroom or studio unit is unavailable. Also per the same Memo, management will implement a policy for certain income-restricted units (50% units if 2 or fewer units are available and 40% units when 3 or more units are available) for households that:</p> <p>Live in Dove Springs or used to live in the neighborhood (back to the year 2000);</p> <p>Were displaced from Dove Springs since 2000 due to a Natural disaster or a demolition that triggered the City of Austin's Tenant Notification &amp; Relocation Assistance Ordinance; and</p> <p>Have a parent, guardian, and/or grandparent who reside(s) in the Dove Springs neighborhood.</p> <p>To reach these households, the property management team will:</p> <ol style="list-style-type: none"> <li>Reach out to the Southeast Combined Neighborhood Plan Contact Team, the District 2 council office, Communities in Schools of Central Texas, Southeast Branch Library, George Morales Dove Springs Recreation Center, and any additional organizations, to use their existing resources to connect with low-income households. Advertisements will be in English and Spanish and posted to email listservs, Nextdoor, and via social media with community organizations.</li> <li>Advertise in the Community Impact Newspaper and other local newspapers.</li> <li>Ensure that marketing and application materials for residents are written clearly and available in English, Spanish, and additional languages as needed. Staff, bilingual if possible, will be available onsite and via phone to assist residents and prospective residents in understanding the contents as needed.</li> <li>Hold an on-site open house to tour units and raise awareness among the community that low-income units are available. It will be advertised through the above community organizations. Neighbors and community members will be invited to raise awareness about the available units and to celebrate the role played by the local community in making the development possible. Site visits and meetings outside of normal business hours will be provided to accommodate busy schedules.</li> <li>Continuously evaluate the success of affirmative marketing efforts by seeking feedback from residents, community organizations, and the District 2 council office to ensure that goals</li> </ol>
<p><b>9. 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.</b></p>	<p>We will establish a local advisory committee by reaching out to the Neighborhood Contact Team, the District 2 office, Communities in Schools, and additional neighborhood organizations to set up a kick-off meeting. We will outline our goals and plan to advance racial equity within the community and affirmatively market the property to low-income households of color that have historically lived in the neighborhood. The team will solicit feedback and seek community context-specific ways to further the objectives. We will seek 6-8 community members, representatives from the organizations above, local stakeholders, and local business owners who reflect the racial and socioeconomic diversity of Dove Springs to serve as an advisory committee.</p> <p>The committee will advise the development team in community context-specific ways to meet their equity goals, as well as act as conduits to disseminate information to the larger community. The kickoff meeting will determine the capacity of an advisory committee and not burden members with volunteer work. The development team will be guided by and work closely with the community throughout the process to:</p> <p>Determine what onsite projects or offsite support would most benefit the community, for example a community garden, sidewalk improvements, or a food pantry. The team will either include such a project onsite if feasible or make a contribution to supporting such a project within the community, if feasible.</p> <p>Make the property's clubhouse available for use by stakeholders for meetings, events, and community gatherings.</p> <p>Seek artists from the neighborhood to create one or several pieces of shared public art that reflects the history and values of the community.</p> <p>Host community events onsite to foster a sense of engagement between the larger community, residents, and the development. Examples of potential events include temporary art exhibits, farmer's and maker's markets featuring local vendors, food or clothing drives, and free fitness classes.</p> <p>Finally, should onsite commercial space be pursued, the Austin Economic Development Corporation will have a Right of First Refusal to purchase or lease the space. Should AEDC forgo the space, the team will solicit feedback from local residents on what type of business they would like to see in this location, and local business owners will be sought accordingly. A selection for lease will be made in partnership with the advisory committee.</p>

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**AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ**

Ranking Order	2
Applicant	DMA Development Company + JSA Development Company
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>DMA Development Company, LLC (DMA), and its consulting affiliate - Diana McIver &amp; Associates - bring more than forty years of experience in affordable housing utilizing a wide array of financing tools. DMA is widely recognized in Texas - and particularly in Austin - as the "go to" firm for creative, mixed-income, mixed-use rental developments. In addition to providing development consulting on more than 12,000 nonprofit-owned affordable units nationally, DMA has completed 33 affordable properties in two states (Texas and Georgia) and in the District of Columbia under the Housing Tax Credit Program and currently owns and manages a portfolio of more than 2,400 units with a value of more than \$250 million.</p> <p>DMA Development Company, LLC is singularly qualified to carry out the proposed development because it has executed 5 very successful, mixed-income developments (for a total of 805 units) in the last five years in various high-profile redevelopment areas, including Mueller, Saltillo, Travis County North Airport Campus, and the RBJ Center. Through these private-public and private-private partnerships, DMA has created vibrant, urbanist, mixed-use communities with deep levels of affordability and extended affordability periods.</p> <p>As evidenced by the case studies below, DMA has an unwavering commitment to design, and as such has been recognized nationally for its thoughtful and well-conceived urban infill developments. DMA's success in this regard is in due to its long-standing partnership with Nelsen Partners who has provided architectural services on each of DMA's high-density, vertical mixed-use developments to date, including Wildflower Terrace and Aldrich 51 at the Mueller Redevelopment, both of which have earned national recognition for design. Both developments also achieved LEED Silver ratings, which is an example of other guiding principles for our developments-sustainability and resiliency.</p> <p>DMA's work also shows a true commitment to affordability, in that it often achieves a much deeper level and longer term of affordability than the tax credit program requires. DMA achieves these additional community benefits by accessing several layers of gap financing that other private developers are reluctant to because of regulatory requirements that they do not understand. In contrast, DMA has become an expert in the various affordable housing financing tools, including the City of Austin's Rental Housing Development Assistance Program.</p>
<p><b>5. 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.</b></p>	<p>DMA will be primarily responsible for overseeing the construction process and the Principal in Charge (either Janine Sisak or JoEllen Smith) will remain involved in the process throughout the entirety of construction. DMA will select a third-party general contractor (GC) with significant experience constructing multifamily housing in the City of Austin. DMA will also most likely engage local construction management firm, CPM, to serve as DMA's construction manager.</p> <p>DMA and CPM will work with the GC to notify nearby residents of the construction schedule. The GC will also work with the City of Austin to ensure that there are sufficient erosion control measures in place, particularly along the southern portion of the property that borders the creek. The GC will erect temporary construction fencing and maintain video monitoring of the site during construction. Construction hours will be strictly enforced in accordance with the City of Austin rules.</p>
<p><b>7. 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.</b></p>	<p>DMA Development Company, LLC is a 100% woman-owned company and is certified by the State of Texas as an Historically Underutilized Business (HUB). DMA's property management arm - DMA Properties, LLC - is also 100% woman-owned and certified as a HUB. DMA is committed to diversity, equity, and inclusion, and in fact, has been recently been the subject of a feature article, entitled "The Difference in Diversity," Affordable Housing Finance, January 2023.</p> <p>If DMA were to be selected under this RFQ, we would engage a general contractor that is committed to utilizing M/WBE subcontractors as much as possible. For the on-site property management team, we would aim to hire staff that is reflective of the larger southeast Austin community and speaks Spanish.</p> <p>It should also be noted that providing affordable housing at this location is also an important way to advance racial, social and economic equity by providing an affordable housing opportunity in Central Austin, which has experienced rapid gentrification in the last decade. Southeast Austin is no exception to this rule, and this housing opportunity is an important way to give long-term residents of this neighborhood a way to continue living in this neighborhood.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>DMA will hold outreach events at Mendez Middle School, Southeast Public Library Branch, and George Morales Dove Spring Recreation Center. We will also advertise with flyers (in Spanish and English) at local retail outlets as possible. Based on the demographics of the area, in accordance with HUD's Affirmative Fair Housing Marketing Plan Worksheet, DMA will target the following least likely to apply groups: white non-Hispanic, Asian, and Persons with Disabilities. Please note that because DMA owns and manages a housing development in this neighborhood, we have already established relationships that will enable us to successfully and affirmatively market for the proposed development.</p>
<p><b>9. 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.</b></p>	<p>Because DMA owns and manages The Nightingale at Goodnight Ranch, in partnership with AHFC, we already have established relationships in this area of Austin. Specifically, as a member of the Goodnight Ranch property owners' association, we participate in the annual Festival of Good as a sponsor every year and set up a booth to establish our local presence and provide information about our affordable housing communities. We also have developed a partnership with several health care providers who provide on-site programming such as blood pressure clinics and health fairs. United Health Care recently delivered fresh vegetables for our Nightingale seniors.</p> <p>While many of our existing relationships are health providers catering to the seniors that we house, we can easily expand this network to identify community partners who are better suited to support working families and their children at the Pleasant Valley development.</p>

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**AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ**

Ranking Order	3
Applicant	Cesar Chavez Foundation
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>The Cesar Chavez Foundation (CCF) inspires and transforms communities by providing high-quality housing and critical social services that address the needs of working families. CCF's Housing and Economic Development (HED) Fund builds, owns and operates high-quality, service-enriched affordable housing for working families, seniors, and those with special needs. CCF is uniquely positioned as a nonprofit developer because we also have strong financials and are fully bonded for \$150 million.</p> <p>CCF is a vertically integrated company with well-established program divisions and experienced leadership in development, construction, property management, asset management, and compliance. CCF's subsidiary, Greenfield Construction, LLC, is a licensed general contractor responsible for planning, coordinating and managing the construction of CCF's projects from inception to completion. CCF property management maintains communities with extensive amenities including playgrounds, swimming pools, community rooms with learning centers and computer labs. The communities we develop are safe, clean, and aesthetically pleasing. CCF manages and operates over 46 of its own properties which house over 10,000 residents, and several are part of mixed-use communities that also include commercial/retail space and office buildings.</p> <p>CCF creates and implements long-term strategic plans for each of its properties and applies those to the day-to-day operations of the portfolio. Asset Management identifies and shares best management practices throughout the portfolio and also identifies problems early to ensure that those issues are corrected. It pursues refinancing opportunities and takes on special projects that benefit the long-term operation of the properties.</p> <p>Not merely focused on developing housing, HED manages the quality of care that goes into each location because it is important to us to offer affordable properties that also make great homes. We are not looking to simply build communities; we are looking to transform them-and that starts with comfortable, aesthetically appealing homes with high-quality amenities and a wide range of activities and services, including CCF's Si Se Puede Learning Centers and Si Se Puede Senior Centers. The Foundation actively seeks to develop projects in historically low-income communities throughout the Southwest.</p> <p>CCF properties are named for civil rights activists and those who made a significant impact on or contribution to human rights.</p>
<p><b>5. 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.</b></p>	<p>Greenfield Construction, LLC was founded and licensed in 2012 and its staff has over 30 years of experience in the construction industry. Greenfield's goal is to make every construction project a success by operating under the following principles: honesty and fairness with all subcontractors and clients, quality in production, timeliness, and professionalism.</p> <p>Over the years, Greenfield has grown in its appreciation of the value of being a good neighbor. This means planning and outreach to explain the construction timeline to those who will be impacted and continuously communicating with stakeholders throughout the process. Essential elements of all of their construction projects are dust mitigation, noise control, proper fencing, vigilance with regard to construction hours, and construction traffic management.</p>
<p><b>7. 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.</b></p>	<p>Part of the Cesar Chavez Foundation's motivation for creating the Housing and Economic Development division was to address anti-miscegenation laws by creating housing for Filipino-American farmworkers. That motivation to advance racial equity remains a driving force at CCF and the Development Team will develop and operate the development in such a way to increase equitable outcomes in the community.</p> <p>The Development Team recognizes that significant disparities exist in Austin when it comes to affordability issues. Systemic racism plays a significant role in fueling the racial disparities we see among people experiencing cost barriers to housing. CCF is committed to fairness and impartiality in providing services to everyone in need of those services.</p> <p>CCF would be a strong pillar for the Dove Springs community and serve as a positive influence and good neighbor to all.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>The Development Team commends the City's efforts to serve those with generational ties to this neighborhood and looks forward to working with AHFC to implement this policy. The property management and compliance divisions of CCF will work closely with the City to align the client screening process with the City's method of prioritizing low- to moderate-income households who are displaced.</p> <p>CCF's Marketing Department will work to ensure that all public engagement opportunities are disseminated across a wide variety of mediums in order to reach as many stakeholders as possible. This practice reflects CCF's belief that engaging with the community and other stakeholders early in the development process significantly reduces entitlement timeframes.</p> <p>Previous examples of engaging community:</p> <ol style="list-style-type: none"> <li>1)La Plaza Village - one year of community engagement meetings (approx. 20 meetings),</li> <li>2)Kings Canyon - six months of community engagement meetings (approx. 7 meetings),</li> <li>3)Ybarra Village - one year and six months of community engagement meetings (approx. 28 meetings),</li> <li>4)Campesina Commons - eight months of community engagement meetings (approx. 26 meetings).</li> </ol>
<p><b>9. 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.</b></p>	<p>CCF uses a holistic community engagement process in housing development efforts in low-income, multi-cultural and multi-lingual communities and encourages resident participation in the planning, design and development process. The holistic, community based approach we implement is based on the following principles:</p> <ol style="list-style-type: none"> <li>1)It honors the wisdom, voice, and experience of residents;</li> <li>2)It treats participants with integrity and respect;</li> <li>3)It is transparent about motives and power dynamics present in the planning process;</li> <li>4)It creates a shared decision-making process and fosters leadership;</li> <li>5)It engages in continuous reflection and willingness to change course.</li> </ol> <p>A typical outreach strategy will include:</p> <ol style="list-style-type: none"> <li>1)Initial open house - introduce the project to the general public;</li> <li>2)Community engagement workshop - held to discuss project and document findings;</li> <li>3)Community surveys - collected from target area for additional feedback;</li> <li>4)Stakeholder meeting 1 - provide overview of proposed project, and collect feedback from residents, neighborhood organizations, and others;</li> <li>5)Stakeholder meeting 2 - provide overview of proposed project, and collect feedback from residents, neighborhood organizations, and others;</li> <li>6)Community meeting to present finding from community engagement process - final meeting to present any synthesize public input gathered during the engagement process;</li> <li>7)Final community engagement report - final report synthesizing findings and results from the community engagement process for recommendations.</li> </ol> <p>Besides the abovementioned strategy, we focus on two primary groups when engendering community support for our developments. The first group is comprised of the neighbors in the immediate vicinity of the project site and the second group is the Neighborhood Council. The main purpose and scope of this engagement process is to be clear about the scope and purpose of the project. As such, this community engagement process will:</p> <ul style="list-style-type: none"> <li>-Identify or prioritize what the needs and priorities should be;</li> <li>-Develop a consensus on the plan and incorporate constituent feedback as applicable;</li> <li>-Inform the decision-making process for the project; and</li> <li>-Review progress made to date.</li> </ul>

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**AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ**

Ranking Order	4
Applicant	Brinshore Development, L.L.C.
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>Brinshore is a 30-year-old, mission-oriented national development firm specializing in affordable and mixed-income housing. To date, we have completed more than 90 housing communities nationwide with thousands more under development and construction, totaling over \$1.5B in community investment.</p> <p>A talented roster of nearly 50 employees operates under Brinshore's two founding principals. Fostering a culture of inclusivity, Brinshore's team is more than 50% women (including leadership roles) and 26.6% of the team are people of color. Key members of the Texas development team include Senior Vice President, Emily Abeln (Houston); SVP Finance, Michael McGovern; SVP Corporate Controller, Monika Bogdanska; and Vice President Michael Sciortino (Austin). We also have two experienced Texas-based construction managers. Brinshore will use its talented and experienced team to work with our partner to plan and implement the proposed development project.</p> <p>Since 2019, the Texas team has closed on 7 developments statewide. Totalling 1,135 units, 70% will place in service by Q3 2023, with the balance in 2024. Financing sources include: 4% &amp; 9% LIHTC, tax-exempt bonds, CDBG-DR, HOME, NHTF, private philanthropy, and traditional debt.</p> <p>All Brinshore's developments are conceived with input and cooperation from area stakeholders, including community residents, local officials, governmental entities, and community organizations. New developments create employment opportunities that we actively market to area residents. This combination of public, private, and community involvement has proven to be an effective formula for developing true community assets.</p> <p>Brinshore prides itself on building award winning, high quality, sustainable, and architecturally significant housing. Sustainability initiatives and environmental stewardship are driven by our Environmental Strategy team, led by the architect of record.</p> <p>Performing as a trusted national developer, Brinshore's focus is local. All projects are crafted in partnership with local non-profits, housing authorities, or local development partners. We create these partnerships with a commitment to inclusivity, diversity, tolerance, compassion, curiosity, and respect. Responding holistically to the needs of each community ensures responsible and effective investments of community assets. As a lifetime owner of its developments, Brinshore is a permanent partner.</p>
<p><b>5. 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.</b></p>	<p>Camden Builders, a wholly owned subsidiary of the nation's largest Real Estate Investment Trust (Camden Property Trust), is slated to perform as General Contractor.</p> <p>In addition to having developed multifamily housing extensively in Austin, Camden also selectively performs third party construction with trusted affordable housing partners. Camden's involvement early and their commitment to the project beyond placed-in-service will ensure design and construction elements are aligned from the beginning. Camden provides cost estimating, actively participates in the design process, and brings their extensive multi-family experience to the team. As long-term owners of their own market rate multifamily housing, Camden approaches the General Contractor role from an owner's perspective, looking out for the interests of the project and ensuring delivery of a community that exceeds expectations.</p> <p>Area residents will have the opportunity to stay informed about construction activity, timeline of construction, and advance notice should they expect to encounter any disruptions (like rare weekend activity). Brinshore employs its own construction managers ("CM"), dedicated exclusively to the successful construction and completion of its developments. Because they work directly for Brinshore (not third-party), the CMs have a vested interest in delivering a beautiful community asset with a customer-service mindset.</p> <p>Construction activities are limited to daylight hours on weekdays and all equipment, materials, and work will be contained by a secured fence. Additionally, we know that construction can be hard on neighborhood streets. Before project completion, the contractor will repair or replace any damage or excessive wear and tear to the ROW.</p> <p>Camden Builders takes giving back seriously. Typically, they host at least one large-scale employee event to help beautify the neighborhood. They have improved and uplifted neighborhood parks and often work with nearby households who don't have the resources to make necessary repairs/improvements to their homes. Camden assists them with roof repair, house painting, landscaping, plumbing repairs/replacements, etc. All this work is free to the homeowner and completed by licensed professionals.</p>
<p><b>7. 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.</b></p>	<p>Brinshore has a successful history of working with and mentoring local M/WBE development entities interested in gaining more experience in affordable and mixed-income housing. Brinshore is working with Capital Impact Partners, sponsors of the Equitable Development Initiative (EDI) in multiple cities across the country. EDI is a series of workshops that provides training, mentorship, and financing assistance to emerging developers interested in affordable and mixed-income housing. Brinshore is working with a graduate of the EDI program for our development efforts in Dallas, Texas. Capital Impact Partners is launching this program with HousingWorks Austin as the Austin Small Developer Training (<a href="https://www.capitalimpact.org/programs/equitable-development-initiative/">https://www.capitalimpact.org/programs/equitable-development-initiative/</a>).</p> <p>Brinshore has committed to working with the Austin Small Developer Training cohort during the program to share our development experience with the entire class as well as mentoring at least one of the graduates through a meaningful development partnership to promote capacity building within the Austin affordable housing development community. This training is currently accepting applications and will conduct its curriculum from July through October of 2023. The Equitable Development Initiative's mission is to eliminate the barriers that communities experiencing historical disinvestment and systemic racism find between themselves and their goals. Brinshore will seek to mentor program participants in real estate development as a capacity-building initiative.</p> <p><b>Equity in Operations and Programming</b></p> <p>Equity and inclusion is also critical in the operating and programmatic elements of each project Brinshore develops. We seek to implement programmatic components in every development that address a holistic view of community development that includes Health, Education, Art, Recreation, and Technology (H.E.A.R.T.). This methodology creates connectivity and gives a voice to community partners who provide services to, or have an interest in, resident success. Most importantly, this process brings representatives from the local community to the table, ensuring the project reflects the equity and diversity of the community. Implementation may come in the form of Art programming that incorporates the cultural heritage of a particular location or in the provision of services to support a specific population for example.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>Brinshore and Asset Living are committed to eliminating perceived barriers and creating true inclusivity through trusted community outreach. With the guidance of community stakeholders, Brinshore expects to contract with community liaisons representing the historic residents of color. Through targeted outreach (early and often) by trusted members of the community, this development will have the opportunity to enmesh itself within the fabric of the neighborhood. Targeted outreach includes but is not limited to: local schools, healthcare centers, civic clubs, neighborhood organizations, community centers, and neighborhood churches.</p> <p>To evaluate our marketing activities, the property will establish a system for documenting outreach activities and for maintaining records, which provide racial, ethnic gender and disability data on all applicants for the development. It will include all documentation pertaining to:</p> <ol style="list-style-type: none"> <li>How the groups considered least likely to apply were identified; and</li> <li>The special outreach activities undertaken to attract these groups to the development; and</li> <li>The training given to staff on federal, state and local civil rights laws; and</li> <li>The selection of community contacts who assisted in implementing the AFHM program</li> </ol> <p>e. Copies of advertisements, brochures, leaflets and letters to community contacts will be kept in the AFHM file for future monitoring; and</p> <p>f. Photographs of project signs and copies of instructions and materials used to train staff will be kept in the AFHM file for future monitoring.</p>
<p><b>9. 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.</b></p>	<p>A core piece of Brinshore's approach to community outreach is to set aspirational goals. In our community planning and visioning process, we encourage, cajole, and help our community residents and partners to think of ways to make their new community one of aspiration. We seek to nurture a community culture where everyone is striving to make themselves and their neighborhood one in which they can be proud. We search for creative ways to incorporate programs and initiatives that address the high ideals of inclusivity, diversity, tolerance, compassion, curiosity, and respect.</p> <p>Further, Brinshore seeks to be a contributor to the ongoing conversation, setting a precedent and example for future developments. Ultimately, we seek to serve as a proof point that a thoughtful and responsible development firm, working in partnership with residents and local leadership, can develop exceptionally high-quality affordable housing that serves residents, builds local MBE capacity, and embodies the spirit of collaboration that enables communities to flourish.</p> <p>Brinshore has met with Austin Lighthouse (Travis Association for the Blind) as their Austin office is located approximately one mile from the site on S. Pleasant Valley Road. Brinshore, in partnership with the Chicago Lighthouse is under construction on a 76-unit development in Chicago with units set aside for families with a head of household or family member with a visual impairment. In our most recent meeting with Austin Lighthouse discussing this site, they have expressed significant interest in supporting and participating as a partner in providing high-quality inclusive housing for the population that they serve.</p> <p>In addition to working with Austin's Equitable Development Initiative and potentially Austin Lighthouse, Brinshore will utilize our "Developing with H.E.A.R.T" methodology to holistically address resident and community needs, but also drive more local partnerships and engagement with the community. For example in many of its developments, Brinshore works with the local elementary school and district leadership to facilitate STEM / STEAM learning opportunities for the neighborhood. In another example in Houston, we worked with My Connect Community to create an 8,000 square foot commercial space for training and entrepreneurship in industrial textile and metalworking</p>

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AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ

Ranking Order	5
Applicant	McCormack Baron Salazar
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>During the past 50 years, McCormack Baron Salazar (MBS) has closed 228 projects with development costs in excess of \$5.2 billion. We have developed more than 25,000 homes and 1.6 million square feet of retail and commercial space-all invested to transform places into communities that positively impact local residents and businesses and creating innovative and economically sustainable communities in over 48 cities across 25 states and territories. Within Texas, MBS has developed a total of 696 housing units, 473 of which are affordable for households with incomes at or below 60% of the Area Medium Income (AMI). An additional 684 mixed-income apartments are under construction in Fort Worth's Stop Six neighborhood (336) and in Galveston (348). MBS brings national expertise, strong local development partners, and an excellent track record of successful planning and execution. MBS will serve as the lead developer-driving site design and programming, creating financing plans, securing funding, and providing project management and construction management throughout the process. See resumes of Key staff that will be working on the Pleasant Valley Road development. Senior Vice Presidents Louis Bernardy and Monique Chavoya will be leading future projects in Austin. Lou will provide executive-level oversight and Monique will serve as the project manager. The project manager oversees all aspects of the daily development process and ensures effective communication and collaboration with stakeholders. Austin based Hatch + Ulland Owens (H+U Architects) will lead the design team, working with DAVCAR Engineering to provide civil engineering services and Asakura Robinson to provide landscape architecture design services. H+U will also oversee the work of other consultants as required to complete the construction documents for the project. McCormack Baron Management (MBM) will serve as the property manager and ensure that the level of care, quality and commitment that went into the development of the property is maintained over time through proven, community-centered property management practices. National nonprofit Urban Strategies, Inc. (USI), will assist in coordination of community and resident engagement. USI which has worked on over 150 projects with MBS, will be involved in community engagement as well as coordinating resident supportive services.</p>
<p><b>5. 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.</b></p>	<p>The Design and Construction Department is staffed with experienced licensed architects and construction administrators who team on each project with the Project Manager to oversee design and construction. Every MBS project is staffed with a Project Manager(s), Finance Manager, Design Manager, and Construction Manager. Throughout the construction phase, MBS's in-house design/construction team provides hands-on construction management and oversight of the architects' construction administration. The Project Manager and the Construction Manager work together to ensure the project is completed per the original underwriting. MBS has averaged 8-12 new closings per year, with an average of 15-20 projects under construction at any given time. All projects include a construction contingency set aside to cover unexpected costs. A community planning process that actively engages residents, businesses, pastors, and other community leaders is critical to each element of MBS's development philosophy. MBS has developed a set of principles that helps guide the resident and community involvement process, including: Creating a participatory process that provides a thorough presentation of the facts, assumptions, interests, principles, and objections associated with the proposed revitalization planning and implementation approaches. Energizing the community through clear, open communication and outreach. Ensuring meaningful opportunities for resident and stakeholder involvement. Informing the public about the key elements of the strategy as well as ways to stay involved and informed. Working in good faith to offer realistic expectations of the opportunities, risks, and trade-offs of the revitalization plan, and working with the residents and stakeholders to adapt to local practice and requirements to incorporate community concerns. The Development Team incorporates the following tools to maximize resident participation: Employ data gathering strategies, such as survey instruments and focus group sessions. Hold small neighborhood workshops to help reach pre-public workshop consensus on specific "success outcomes". Hold a public workshop/design charette which results in an initial development concept. Coordinate interagency group meetings to increase multi-agency integration. Disseminate critical information, education, and communication to help increase the public's "digestion" of complex data. The Development Team also conducts multi-lingual meetings and meeting notices.</p>
<p><b>7. 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.</b></p>	<p>By the nature of our work in low-income, historically marginalized communities, MBS understands the powerful impact that our developments have on promoting inclusivity and racial equity. Our team engages residents and community stakeholders in a robust community engagement process, including resident feedback on design and amenities, including adult and youth programming for the site, to name a few. MBS assesses regional to neighborhood features including built assets, studies, and regulations to help integrate local traditions, distinctive landscapes, and heritage fabric, all the while intending to both honor a community's past and recognize its future aspirations. MBS will bring a 50-year track record of successfully advancing racial equity to the development at 5900 S. Pleasant Valley Rd. MBS works to advance racial equity by also implementing a strong MWBE plan and strategy. MBS is dedicated to diversity and promoting woman and minority-owned business interests. A few examples of successful MWBE efforts include: At the University Place HOPE VI in Memphis, \$22.7 million/57% in contracts went to M/WBE businesses.72% (\$34.6 million) of construction contracts at the North Sarah Mixed-Finance development in St. Louis went to MBE/WBE &amp; section 3 businesses. 86% of construction contracts on the Arlington Grove ARPA/CRFC development went to MBE/WBE &amp; section 3 businesses. MBS is similarly committed to establishing and achieving MBE hiring and contracting goals with the AHFC for the proposed development. MBS and MBM have long promoted diversity, equity, and inclusion in company policies and actions. We are one of few minority-led national for-profit developers. Our management firm is also minority-led. MBS announced measurable Diversity, Equity &amp; Inclusion (DEI) actions in 2020. In the first year, we established a committee on diversity, equity, and inclusion (DEI) and partnered with Urban Strategies, Inc. to create a program that all our corporate and development employees to increase understanding of systemic racism. In celebration of Pride Month, we committed to adding an LGBTQ+ lens to our DEI work. We have established a DEI library of resources. To help our residents weather the Covid pandemic, we hired USI to help coordinate rent relief and assistance. Our executive leadership is committed and continues to create strategies to foster a diverse and inclusive work environment for its team members.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>MBM ensures that the property management team is committed to keeping its policies and procedures in compliance with the provisions of all Federal and State laws designed to prohibit discrimination in housing on the basis of all protected classifications including race, color, national origin, religion, creed, sex, familial status, age, handicap/disability, gender identity, gender expression, sexual orientation, marital status, ancestry, source of income, genetic information or other arbitrary characteristics. In the earliest stages of development, the MBS team works with the City and local community stakeholders to establish and/or reaffirm design and development parameters to which all stakeholders can agree. Understanding demographic profiles and social dynamics are key to the design and implementation of a redevelopment plan that will truly benefit the community. MBS also establishes a stakeholder group that meets with the development team and city officials on a regular basis to be sure there is open communication and regular updates on the status of the project. MBS and MBM embrace fair housing regulations and will work diligently to ensure that all residents, and potential future residents, are free from housing discrimination at all our properties, including the proposed development at 5900 S. Pleasant Valley Rd. We intend to produce Affirmative Fair Housing Marketing plans, which are marketing strategies designed to attract residents regardless of race, sex, color, religion, national origin, age, familial status, or handicap. These plans will include project signage, posters, designated staff members, staff training, screening policies, target neighborhoods, and advertising methods, including paper and online strategies. Our marketing approach for the proposed development at 5900 S. Pleasant Valley Rd. to low-income households of color who have historically lived the Dove Springs includes identifying a local ambassador to help inform families of leasing opportunities, working with the council member office and marketing to minority groups, such as Hispanic and African American Community Services, Hispanic and African American Commerce Groups of Austin, restaurants, local grocery stores and any other business run by minority groups. The development will also market to the Austin Chamber of Commerce. The onsite staff will evaluate the process quarterly using the properties lead tracking program KNOCK.</p>
<p><b>9. 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.</b></p>	<p>MBS works in cooperation with all stakeholders in a community, including residents, business owners, government agencies and officials to identify its strengths and opportunities for growth and to ensure that the community has a voice in the revitalization plan. The early stage of the project requires collaboration between the residents, stakeholders, various city departments, the larger community and economic forces, the Housing Authority, and the Development Team. The Development Team aims to engage as many residents and stakeholders in the revitalization efforts as possible, elevating the voices of leaders and key stakeholders. The Development Team also works to ensure that all participants can contribute by having multi-lingual meetings and meeting notices, ADA-accessibility, scheduling meetings when residents are able to attend, and to offer additional accommodation when needed. The Development Team constructs an initial project mailing list drawn from mailing lists contributed by diverse stakeholders, including residents, nonprofit organizations that serve the community, educational institutions, major employers, community development organizations, financial institutions, foundations, and other key community stakeholders. Relevant federal and district agency representatives will also be included. Throughout the development planning process, the Development Team will conduct interviews with the residents and other stakeholders who represent specific constituencies, including nonprofit organizations that serve the community, educational institutions, major employers, community development organizations, financial institutions, foundations, government officials and community service organizations. The Development Team also convenes small neighborhood workshops with stakeholders from the community. Meetings will be used to gather information, present plans, and debate and discuss all phases of the planning. MBS partners with USI on each project, a national nonprofit with extensive experience in the design and implementation of place-based human capital development strategies in communities that are undergoing comprehensive physical revitalization. USI works with Public Housing Authorities, city government officials, institutions, foundations, developers, property managers, community members and other stakeholders to build comprehensive plans around neighborhood conditions and human service needs.</p>

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AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ

Ranking Order	5
Applicant	Pennrose + Hunt Companies
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>Pennrose is a premier multifamily development company that has been active in real estate development, through its principals or affiliates, for 50 years and has developed more than 27,000 rental housing units, representing \$5 billion in total development cost financed through a variety of public and private sources. In all of its developments, Pennrose has demonstrated an ability to secure the necessary financing including Low Income Housing Tax Credits (LIHTC), Historic Tax Credits, New Market Tax Credits (NMTC), state and local funds, and private mortgage financing to ensure the successful completion of the redevelopment process. Pennrose is intimately familiar with all the required procedures to receive awards and implement the utilization of these funds; from preparing applications, to working through the complexities of overlaying funding requirements, achieving financial closing and meeting on-going compliance requirements. Pennrose has repeatedly demonstrated its skill at leading complex multi-phased projects through the stages of comprehensive community planning, site planning, and implementation, and has shown the commitment to actively engage and manage the community outreach process that is crucial to the success of all those stages.</p> <p>The proposed co-developer, the Hunt Companies, has been an affiliate of Pennrose since 2017, when Pennrose became a member of the Hunt Family of Companies of El Paso, Texas. Hunt has a unique background compared with many real estate developers active in the U.S. Hunt is a family-owned company that started over 70 years ago in El Paso, TX. Hunt grew from a construction supply company and later a contractor into a leading real estate developer, investor, manager, owner and lender. In these capacities, Hunt has become one of the largest developers, builders, financiers owners and managers of diversified real property in the U.S. Hunt's experiences and capabilities span multiple property types, geographies, transaction structures and services provided. Moreover, Hunt's extensive experience developing in Austin will provide a wealth of local knowledge and contacts. The architect and engineering firms, HRL and Kimley-Horn will also bring their extensive Austin experience to the table. Each firm has produced innovative projects in the Austin-area and is well-regarded amongst their peer group for their role in multifamily projects.</p>
<p><b>5. 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.</b></p>	<p>Our development team's on-site construction manager, will have a full-time presence on-site throughout construction as regular on-site construction monitoring is critical to the success of the project. The team will conduct bi-weekly construction meetings attended by Pennrose and will provide the Austin Housing Finance Corporation with monthly construction updates including information on the Project schedule and status or hiring participation.</p> <p>Pennrose 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 redevelopment approach.</p> <p>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. Pennrose will develop a Community Engagement Plan in collaboration with AHFC and other stakeholders to guide the implementation of community relations matters such as information dissemination, employment opportunities, and tenant screening.</p>
<p><b>7. 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.</b></p>	<p>Pennrose and Hunt have always maintained a strong commitment to the inclusion of minority and women-owned businesses (MWOBE) and local firms within the development team, often greatly exceeding requirements on any given project. Pennrose and Hunt are keenly aware of the role a company plays within a development and seeks to award large contracts and vital positions within the development team to MWOBE and local firms to maximize the impact.</p> <p>Our team's development approach embraces the concept of creating opportunity within the communities we create by contracting with MWOBE businesses. Our activities are motivated by three core principles:</p> <ul style="list-style-type: none"> <li>•Being a Good Neighbor: We are committed to being a good neighbor by exceeding the hiring and training goals set by local municipalities and regulatory agencies.</li> <li>•Creating Economic Opportunity: We are focused on opportunity by making sure that the development team and the general contractors we work with comply with disadvantaged and women-owned business contracting goals and hiring Section 3 public housing and local residents.</li> <li>•Engaging the Community: We are engaged in the community through extensive work with local organizations, workforce development offices and local government.</li> </ul> <p>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, Pennrose and other 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:</p> <ul style="list-style-type: none"> <li>•Identify Firms: We will engage local assist agencies and organizations to identify eligible MWOBE and local firms.</li> <li>•Notifications about the Project: We will use commercial databases and databases from the local agencies to publicly distribute project details and documents.</li> <li>•Advertisements: We will advertise in local papers, use posters, and have a dedicated project website to solicit business from MWOBE and local firms.</li> <li>•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.</li> <li>•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.</li> </ul>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>Pennrose has a professionally staffed Marketing Department. Among some of its responsibilities are the review of rent comparability studies, design of media and print collateral and implementing lease-up programs at new sites. The Department also develops marketing plans for stabilized sites to achieve maximum occupancy and assist the communities in building their wait lists to ensure a continuous stream of qualified applicants.</p> <p>PMC would market the project according to a HUD-approved Affirmative Fair Housing Marketing Plan (AFHMP). In addition:</p> <ul style="list-style-type: none"> <li>•A project sign will be placed on the site indicating where to apply for occupancy.</li> <li>•Newspaper advertisements and community contact letters will be utilized for ongoing outreach efforts to attract minorities and persons with disabilities.</li> <li>•Prospective applicants will be referred to the Rental Office where income and related information is placed on preliminary application forms.</li> <li>•Residents and prospective residents are advised of their right to request a reasonable accommodation if any unusual adaptations, modifications or additions are required in their living quarters while residing at the Project. This is done in order to comply with Americans with Disabilities Act and 504 regulations.</li> <li>•Any future marketing brochures or newspaper advertisements used to fill vacancies will first be cleared with HUD's Office of Fair Housing and Equal Opportunity.</li> <li>•Prospective applicants/applications will be accepted in accordance with the waitlist policy in the Resident Selection Plan.</li> <li>•We will accommodate limited English proficiency in our marketing efforts and Fair Housing Signage.</li> </ul> <p>Residents will be selected based on a Resident Selection Plan that would take into account any fair housing laws/requirements, include procedures for local preferences, and lay out the procedures for the lottery system.</p>
<p><b>9. 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.</b></p>	<p>Our development team is eager to incorporate the residents of the community in the planning and redevelopment of the project. Our approach to community engagement is reflective of our comprehensive approach to community development. Through years of experience in a variety of developments, we have gained valuable insights into the various components that go into creating communities that stand the test of time. Engaging the community at large not only better informs us of the needs of each particular community and interest group, it creates a platform for dialogue between all the interested parties, which ultimately yields significant value in bringing the community together to accomplish big goals.</p> <p>In particular, Pennrose is an experienced and successful developer and community engagement facilitator, but our many years of experience have taught us that community redevelopment is not about us, it's about the people who call their community home. Because of this understanding we are committed to thorough and genuine community engagement as we approach the redevelopment.</p> <p>Pennrose has built this approach for achieving a high level of community involvement around a well-tested Pennrose participatory model; and while Pennrose brings significant technical expertise to each development, the overall objectives and design must be the result of a collaborative effort with the community. We put this tenet into practice by seeking the active involvement of residents, nearby neighbors, community organizations, and stakeholders during the planning, implementation, and construction stages of our projects. We maintain this commitment while managing our revitalized properties.</p> <p>Virtually all of the 200+ developments in which Pennrose has participated in, included a relationship with a community-based organization.</p>

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AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ

Ranking Order	7
Applicant	Vecino Group + Austin Area Urban League
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>The Vecino Group was created in 2011 with a mission to help people reach and realize a home. A home that is safe, attainable, nurturing and provides that much more. Homes that any individual or family would proudly call their own. We call this "Development for the Greater Good" and our record of highly successful communities speaks for our approach.</p> <p>To date, our team has helped deliver more than 3,000 affordable homes within 63 developments across a dozen states. With a focus on affordable and supportive housing, our goal is to create purpose-driven developments that impact lives and enhance the community.</p> <p>The Vecino Group does this through a vertically-integrated business model-with development, design, construction, branding, accounting, and asset management all under one roof-to maximize efficiencies and strengths. Development can be challenging as proven by the recent pandemic and its associated labor, material, and supply chain issues. Our approach ensures a solid, realistic plan from the beginning and-when necessary-has allowed us to collectively examine, vet and apply solutions that keep the work moving forward and meet expectations. With integrity and commitment, our team members have completed more than 2,000,000 sq ft of development with many more currently under construction.</p> <p>The Vecino Group is honored to have helped Austin's effort to provide for its community by partnering with AHFC on two developments: Libertad Austin and Espero Rutland. We truly believe in the transformative power of thoughtful development. More specifically, we believe in quality housing that works hard for its community. We happy submit our qualification here for an opportunity to again collaborate with the AHFC team.</p>
<p><b>5. 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.</b></p>	<p>Vecino Construction is a solid team whose goal is to build successful, purpose-driven housing-fostering better lives and stronger communities in the process.</p> <p>From planning through finish, we have national experience within all phases of a project-hundreds of sites, millions of square feet, from New York to Arizona. Nimble as well as strong, the Vecino Construction team has a record of successful builds delivered on time, on budget and above expectation. From every angle planned to each nail driven, we're passionate about details. Why? Because we know that every decision has a direct impact not just on the integrity of the structure, but also on stakeholder success, on the expectation of our neighbors and-most of all-each resident's experience.</p> <p>Key to any success: we listen. Always ("vecino" literally means neighbor, after all). We believe in informed dialogue among the entire team, including development, design and construction as well as our local civic partners and neighboring community members. This begins at predevelopment and continues through to project handover, allowing for any improvements that might be necessary.</p> <p>And while our leadership is national-our teams are local. We rely on our local subcontractors and tradespeople who are of the communities in which we work. Our leadership and teams communicate with all stakeholders-city, county and community neighbors-throughout construction to manage expectations. In our experience, this leads to better morale, stronger relationships and an end product all can be proud of.</p> <p>Toward this, Vecino Construction possesses a diverse, robust skill set that allows us to establish goals, set the course and motivate teams directly, efficiently and successfully.</p> <p>We're a truly collaborative team whose skill increases exponentially; our integrated project approach optimizes project results, increases value in the development, reduces waste and maximizes efficiency through all phases of construction.</p>
<p><b>7. 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.</b></p>	<p>The Vecino Group and its partners work together to advance racial equity, as well as within our own organizations. In less than 3 years, the Vecino Group more than quadrupled its team members of color plus diversified through both women and LGBTQIA+Folk hires, from staff to executives. Vecino Group, AAUL, and ABRES/Asset Living are committed to ensuring that people who have been displaced, at risk of displacement or have families in the city will have first preference for housing. Vecino Construction will hold outreach events to solicit Minority Owned, Women Owned, Veteran Owned, and Disability Owned involvement in the predevelopment and construction of the project. The outreach event will be advertised in publications and aimed toward these contractor communities.</p> <p>Alpha Barnes Real Estate Services abides by all fair housing laws and provides services regardless of race, color, or any other protected characteristic. ABRES is an equal opportunity employer and hires employees without regard to race, color, or any other protected characteristic. Property staff typically live near the property and have experience and knowledge of the neighborhood. Employees are required to participate in fair housing and equal opportunity housing training at hire and at regular intervals, at least annually. Employees are tested on their understanding of these laws and policies.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>The Vecino Group, AAUL and ABRES will work together early during the design/development process on outreach to establish communication with both current and potentially displaced residents of color. ABRES will develop a marketing plan with the goal of representing the demographic makeup of neighborhood and will periodically review the demographic makeup of the current residents, current applicants, local census tract, city, and county.</p> <p>Vecino Group and ABRES will also target marketing efforts toward underrepresented demographics according to the marketing plan. This will include outreach to local businesses and community organizations that work with the local community, especially those that aid in finding homes for low-income households of color.</p>
<p><b>9. 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.</b></p>	<p>Vecino Group and AAUL-in collaboration with City partners-will hold development/design charettes to establish the appropriate direction/design for this desired multi-family development. The next step would be a follow-up survey to gather opinions from surrounding stakeholders on possible components/preferences of the proposed development. During the schematic design stage, we will engage surrounding neighborhood groups via an Open House format. This allows for community to see progress, ask questions and share feedback to ensure that needs and expectations are met.</p> <p>Further, Vecino Group and ABRES will include local Austin groups, organizations, and businesses in the marketing and ongoing operations of the property and will send periodic outreach letters to these groups. Local groups are critical to efficiently providing housing services to the people who need them, and ABRES works to maintain meaningful relationships with local public housing authorities, faith communities, and other organizations that have a footprint in the local neighborhood. They would be invited to participate in events and services offered at property.</p>

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AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ

Ranking Order	8
Applicant	McDowell Housing Partners
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>McDowell Housing Partners (MHP) is a preeminent affordable/workforce housing development company. MHP was established in 2019 as an affiliate of McDowell Properties, a national multifamily investor and operator of apartment communities in operations since 2005. Collectively, the companies have developed or acquired over 45,000 apartment communities. MHP's mission is to provide high-quality housing options for families and seniors, regardless of socioeconomic status. In 2021 the firm had already risen to the rank of 27th in the AHF Top 50 Affordable Housing Developers in the nation based on unit production.</p> <p>MHP's principals and senior management team maintain decades of experience in multifamily development and operations. The company utilizes a vertically integrated structure with dedicated acquisitions, development, construction, finance, capital transactions (closing), accounting and asset management teams. The company endeavors to create long-term value through our core competencies which include LIHTC development; acquisition and value-add rehab; strategic partnerships with local governments and non-profits; efficient navigation of capital markets; creative financial structuring; skillful design and construction management; and diligent asset management. MHP has an established track record of successfully working in Travis County and the City of Austin.</p> <p>MHP has successfully secured scarce/competitive funding for over 2,000 units in the past 3 years. Our experience developing, constructing, and managing subsidized housing assets will ensure the development's long-term viability and success. Overall, MHP has the deep financial capacity, multifamily operating expertise, and local presence that will undoubtedly be necessary to successfully deliver such a major development in a timely fashion.</p> <p>In addition, the MHP team has the required experience working with the local neighborhood. Southeast Combined Neighborhood Plan Contact Team (SCNPCT). We closed City Heights in Apr of 2021, which is located 5 minutes from the proposed site. Despite significant permitting challenges due to the pandemic and the Texas power outage during the spring of 2021. We closed the project within the required Taxes Bond Review Board timeline, and we were able to establish a meaningful relationship with the community.</p>
<p><b>5. 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.</b></p>	<p>In general, we commence the outreach and feedback process at the early design stage. We maintain an open channel of communication with the neighborhood to address any concerns during construction through regularly scheduled meetings.</p> <p>In addition, to be sure of accurate and consistent communications, we channel our communication with the neighbors through the Councilmember's team to provide consistent and accurate information. The team used social media as a main source of communication to keep continuous updates about the status of the development..</p> <p>For example, MHP worked through initial pushback from the Southeast Combined Neighborhood Plan Contact Team and the community surrounding City Heights. We listened intently to their concerns and made a number of changes to address them head on, despite cost. Their concerns ranged from pedestrian circulation, off-site road and infrastructure improvements, design aesthetics, and construction period impacts to traffic. In the end, we were able to overcome their concerns and built a good ongoing rapport.</p>
<p><b>7. 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.</b></p>	<p>The Management team will periodically review the demographic makeup of the current residents, current applicants, local census tract, city, and county.</p> <p>Alfa Barnes is an equal opportunity employer and hires employees without regard to race, color, or any other protected characteristic. Property staff typically live near the property and have experience and knowledge of the neighborhood.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>Alfa Barnes will prepare a marketing plan with the goal of representing the demographic makeup of the surrounding area within the residents of the property.</p> <p>Alfa will target marketing efforts toward underrepresented demographics according to the marketing plan. This will include outreach to local businesses and community organizations that work with the local community, especially those that aid in finding homes for low-income households of color.</p> <p>Alfa Barnes abides by all fair housing laws and provides services regardless of race, color, or any other protected characteristic.</p>
<p><b>9. 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.</b></p>	<p>Since 2020 we have been in touch with the Southeast Combined Neighborhood Plan Contact Team neighborhood while developing City Heights. We encountered opposition from the neighborhood during rezoning, bonds, and TEFRRA City Council approvals. We addressed the neighborhood concerns regarding road safety and have done significant road improvements.</p> <p>Since then, we have maintained a relationship with the neighborhood leaders trying to address their concerns and communicate with Council Member Vanessa Fuentes' team when necessary.</p> <p>We are considered part of the neighborhood, they understand we will hear their concerns and find a way to address them.</p>

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AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ

Ranking Order	9
Applicant	Oak Hills Development Group + Mission Development Group
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>Dear Officer,</p> <p>Thanks so much for the opportunity to let us build more affordable housing in Austin. / Our care to the tenants and community, and our extensive experience in affordable housing will make this project another beautiful, functional and sustainable living place for the community.</p> <p>Oak Hills Development Group (OHDG) is an environmental and tenant oriented development company. We have our tenants in heart and we would love to provide them the best we can a place called home. In addition, our team has constructed over 1000 units of affordable housing in the San Antonio and Austin area in the last 5 years. Our team is dedicated to creating affordable housing for the community in need. OHDG previously provided consulting services to Mission Development Group (MDG), who will be the Co-developer on this project, on multiple affordable projects and this would be OHDG's first affordable project as developer.</p> <p>Our team's expert in the following: / -HUD Financing / -Tax Free Private Activity Bond(PAB) Financing / -Texas Department of Housing and Community Affairs (TDHCA) Low Income Housing Tax Credit (LIHTC) financing / -State and Federal Historic Tax Credits / - Housing Incentive Packages / -County Chapter 381 and City Chapter 380 Incentive Agreements / -Tax Increment Reinvestment Zone (TIRZ) Incentive Agreements / -Public Private Partnerships (P3) / -Public Facilities Corporations (PFC) / -Mixed Income Workforce "Income Based" Housing / -Mixed Income Senior "Income Based" Active Living Housing / -Historic "Adaptive Reuse" and "Acquisition/Rehabilitation" existing project rehabilitations / -Urban infill and smart growth / -Transit Oriented Development(TOD) Housing</p> <p>Our team have over 150 years of collective development experience, with a specific focus in Affordable Workforce and Senior Housing throughout Texas. / OHDG principle is Minyu Wang. MDG principles are: Mark Tolley / Victor Miramontes / Henry Cisneros / John Latham</p> <p>Together, OHDG and MDG's care for the tenants and community, with the experience in affordable housing will make this project another success. We look forward to prospectively build this much needed property to serve the community.</p> <p>Thanks for your consideration .</p> <p>Sincerely / Minyu</p>
<p><b>5. 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.</b></p>	<p>We will have construction signs around the property and actively looking for improvement to minimize the disturbance to the neighborhood. Our onsite construction manager will also collect feedbacks and respond accordingly to best conduct good neighbor practices.</p>
<p><b>7. 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.</b></p>	<p>Our team is committed to advance racial equity. OHDG is also a minority owned development company and it has a deep understanding of racial equity. Our team will incorporate racial equity and inclusion at every stage of work. During the construction, we'll have quarterly assessment on the minority owned contractors to make sure it supports the racial equity in the development stage. On the property operation side, we'll also conduct minority owned contractors survey regularly to advance racial equity.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>The proposed property manager will send out flyers to the neighborhood about the project with amenities and pricing to give the households first hand information on the affordable housing available.</p>
<p><b>9. 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.</b></p>	<p>We will have a single-point-of-contact to serve as the liaison for collecting information and feedback from the neighborhood. It's always wonderful to have the inputs from the neighborhood as they know the area best. Our team will review the neighborhood plan and notify related property owners and registered neighborhood organizations about the development. We will also organize meetings as needed to discuss the development plan and collect neighborhood's feedback to be considered to incorporate into the development.</p>

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AUSTIN HOUSING FINANCE CORPORATION  
APPLICATION EXCERPTS  
5900 S. Pleasant Valley Road RFQ

Ranking Order	10
Applicant	Volunteers of America National Services
<p><b>2. Please describe why your development team is best suited to develop and operate the proposed development.</b></p>	<p>As one of the foremost non-profit developers and operators of housing for families, the elderly and special needs individuals, Volunteers of America National Services (VOANS) has many decades of expertise from development and ownership to management and support services. The VOANS model combines the strengths of national relationships/best practices combined with the local touch of our local affiliate, VOATX. Our current housing pipeline totals 35 projects (over 3,000 units) in various stages of development and includes housing for low-income families, seniors and disabled individuals at 30%, 40%, 50% and 60% of the area median income. Our expertise includes structuring affordable housing transactions, optimizing development potential with limited resources for either new construction or re-positioning projects. We focus on transactions that combine LIHTC, Section 8 and public housing rental units, with other affordable, market rate and mixed-use components to achieve financially feasible developments.</p> <p>VOANS is able to mitigate financial risk through the following criteria:</p> <p>A.Strong Balance Sheet - As seen in the 2022 Audit - Financial Capacity, VOANS has total assets of \$1.19B of which \$87MM is cash or cash equivalents.</p> <p>B.Staff - our staff has decades of relevant finance, legal, construction and development experience in Texas and nationally.</p> <p>C.One Point of Contact - the Senior Development Director from Texas will be the day to day contact, lead the overall refinance/redevelopment and will be involved in all phases through completion. From site selection, selection of design and construction professionals, project design, construction oversight, finance and accounting, communication with ALL development persons regularly will ensure there is no surprises during the development process.</p> <p>D.Financing Plan - our staff works with some of the best and brightest debt and equity professionals in affordable housing nationally. They will help us craft a strong financing plan and secure market best available rates, pricing and terms.</p> <p>E.Consultants/General Contractor Team - VOANS will assemble an experienced, committed and knowledgeable third-party professional team which will help manage risk.</p> <p>F.Insurance - has been volatile recently. VOANS has a dedicated Risk Management team and purchasing power, through our large national portfolio, that works to get the right coverage and best terms to protect our housing assets.</p>
<p><b>5. 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.</b></p>	<p>We have found that acting as a good neighbor before and during the construction process entitles the following:</p> <p>Be accessible and responsive - start conversations early with the neighborhood through a number of scheduled meetings. Bring pictures of the final product and the name, phone number and email address of a point of contact that is always available. Continue the dialogue whenever the neighborhood reaches out, responding to any neighborhood questions within 24 hours. This interaction allows us to address concerns, relay project information and gather feedback.</p> <p>Incorporate design elements that engage with the community. Be willing to listen and incorporate neighborhood ideas into your project. We added a neighborhood park to our site in Dallas based on neighborhood input. We also added a community garden at the request of the adjacent elementary school, so the residents can garden/interact with the students.</p> <p>Minimize disturbances knowing they can't be avoided. Construction is a source of noise, debris and traffic. We will work within the City codes and regulations re: hours of operation. VOANS also wants to see a clean construction site and the policing the behavior of the subcontractors and workers. Additionally, we ask the contractor to schedule deliveries outside of peak travel hours of 7 to 9 am and 4 to 6 pm. Off-hour deliveries will reduce delays and frustration.</p>
<p><b>7. 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.</b></p>	<p>The property is in an area of statistical "Vulnerability," as reported by Project Connect Anti-Displacement Maps and Dashboard. Studies conducted by the City of Austin and the University of Austin revealed disproportionate representation of Hispanic/Latino and African American residents who felt "pushed out" of Austin neighborhoods as result of increased housing costs and economic disparities. UT Austin Institute for Urban Policy Research &amp; Analysis report titled THOSE WHO LEFT: Austin's Declining African American Population states: "Despite being one of the fastest growing cities in the United States, Austin's African American population has been in steady decline for nearly two decades. The discrepancy between Austin's huge population growth and its decline in African American residents is greater than that of any other fast-growing major city in the U.S." The proposed development is a mixed-use development, housing Veterans, the disabled, mixed-income families, multi-generational families and South East Austin residents meeting displacement criteria. At final design a large percentage of the rental units will be multi-bedroom affordable units thereby reflecting the communities' desire for a higher portion of multi-bedroom units, and thus accommodating multi-generational families and preventing further displacement and breakage of family supports. VOANS and VOATX have developed a Housing Preference Policy from criteria outlined within the City of Austin Housing Policy Memorandum to specifically outreach to and prioritize the anti-displacement of former and current South East Austin residents. VOANS commits to working with VOATX and AHFC to utilize the preference policy that relates to the distribution of affordable housing units for low- and moderate-income households based on generational ties to the city and the policy that relates to the distribution of units based on household size. Additionally, VOANS has an established practice of placing Resident Coordinator staff at our housing developments to foster an environment in which residents and persons with disabilities can live independently and remain in their community long term. Resident coordinators support residents by establishing linkages with agencies and service providers in the community; exploring the community to determine best "deals" for service pricing, and helping to assure individualized, flexible, and creative services for all residents.</p>
<p><b>8. Please describe how your proposed property manager will affirmatively market the development to low-income households of color who have historically lived in this neighborhood.</b></p>	<p>The Process for Applications and Preferences 1.Marketing and Application Period: VOATX will focus marketing efforts on organizations &amp; businesses that participated in the survey, as well as additional churches &amp; organizations within the target area. Applications will be placed on waiting lists in order of date &amp; time received. Waiting list will be closed when there are sufficient potential eligible applicants to satisfy apartment vacancies for 3 year period. 2.Application Screening: On-site staff will review the application to determine if the applicant(s) meet program eligibility requirements based on information provided, including questions to determine the needs of the Household as well as any preference(s) claimed. 3.Preference Filtering and Selection: Applications will be sorted by unit size, to include columns for 'Need for Accessible Unit', 'Meets Unit Size Standards' and 'Anti-Displacement Preference'. The 'Anti-Displacement Preference' column will be used to identify the number of preferences the applicant(s) claims by 0 (no preferences), 1 (1 preference), 2 (2 preferences) or 3 (3 preferences) as defined in 'c' below. Applicants with 3 Anti-Displacement preferences will be given priority, followed by applicants with 2 preferences, 1 preference and finally no preference. 3a.Disability Preference: Households with members with disabilities will receive priority for units with disability modifications. 3b.Household Size Preference: household whose square footage requirements for sleeping areas based on the Property Maintenance Code are equal to or less than the size of the available housing unit. 3c.Generational Ties &amp; Displacement Preferences: the following preferences address the topics of generational ties and displacement of LMI households and would apply to 50% of the affordable units when 2 or fewer units are available at a time and 40% of the affordable units when three or more units are available at a time: 1.Eligible Census Tracts: households that reside in census tracts identified as being any gentrification type in maps created as part of the University of Texas Uprooted Project. 2.Displacement: households that have been displaced since 2000 due to the following: Natural Disaster, Government action (i.e., eminent domain), Households displaced from properties that triggered the City of Austin's Tenant Notification &amp; Relocation Assistance Ordinance or federal Uniform Relocation Act. 3.Immediate family reside in the city.</p>
<p><b>9. 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.</b></p>	<p>In recognition of the community expressed priorities, site history, local culture, and initiatives, VOANS is prioritizing affordability, accessibility and community integration. The site will be laid out to physically integrate the surrounding neighborhood by way of the following components: green spaces that encourage community, public resident walking paths that are pedestrian-friendly and a 'pocket-park' that can be utilized for public events. In addition to affordability and providing walkable on-site access to green space, the vision is to provide ground floor non-residential space that serves a public purpose and contributes to the neighborhood's vitality and stability. The property is a short walking distance to many civic amenities including Mendez Middle School, Widen Elementary School, Dove Springs Recreation Center and District Park, and the Southeast Branch Public Library. It is also located within the existing transportation corridor and planned expansion of the high-frequency public transportation, including zero-emissions fleet and expanded bus system with more routes via The Project Connect System Plan and the Austin Transit Partnership. In order to reduce the visual impact of parking, the multi-family residential building could be designed as a podium building with screened (allowing the parking area to match that of the main façade) structured parking at the ground level. This design will serve to preserve the unique features of the Southeast Combined Planning Area's natural environment, maintaining and improving the area's atmosphere and appearance by promoting a cleaner, quieter and aesthetically pleasing environment. VOANS additionally supports the South East Austin Combined Neighborhood Plan by designing a development that aims to support the physical housing, socio-economic, and cultural needs of the neighborhood with a particular focus on serving former residents and those currently at risk of displacement. Careful consideration will be given to ensure that the current area residents (and those returning) will have their voices represented in the development concept, neighborhood integration and the menu of services provided on site.</p>

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