



Norman-Sims Community Village

Response to Request for Proposal

7.96 Acre City of Austin Property

3811 Tannehill Ln, Austin, TX 78721

August 5, 2021

Submitted by

Development Team: NHP Foundation | Capital A Housing | Austin Revitalization Authority

Partnered With: Austin Area Urban League | Civilitude | Code Studio | Communities in Schools | Education Austin |

ForgeCraft | Guadalupe Neighborhood Development Corp | Mainspring Schools | People's Community Clinic |

SAFE Alliance | TES Concessions



TABLE OF CONTENTS

1 EXECUTIVE SUMMARY

1.1 Project Summary	3
---------------------------	---

2 DEVELOPMENT CONCEPT

2.1 Development Overview and Plan	8
2.2 Affordable Housing Program	12
2.3 Residents: Anti-Displacement, Educators, and Permanent Supportive Housing	14
2.4 Support Services	16
2.5 New Community Amenities, Services, and Opportunities	18
2.6 Timeline	20
2.7 Zoning & Neighborhood Plan	22
2.8 Financial Offer & Public Funding	24
2.9 Land Stewardship & Property Management	30
2.10 Market Analysis	32

APPENDICES

A DEVELOPMENT TEAM

A.1 Organizational Chart	36
A.2 Team Cohesion & Resumes	37
A.3 Project Experience	102
A.4 References	105
A.5 Litigation History	106
A.6 Work Load	109

B NON-DEVELOPMENT PARTNERS

Support Services	117
------------------------	-----

C FINANCIAL FEASIBILITY

C.1 Financial Excel	164
C.3 Financial Capacity	167

1. EXECUTIVE SUMMARY

1.1 Project Summary

Norman-Sims Village is a primarily residential, mixed-use development centered on the namesake elementary school next door. Our ambition is to holistically address the needs and ambitions of the existing Norman-Sims and Hog Pen communities, provide affordable housing opportunities to prevent the displacement of Eastern Crescent neighbors, and address two of our current crises: homelessness and climate change. To do this, we have built a team of 14 local non-profits and small businesses, and are bringing one of the country's most experienced affordable housing developers to Austin for their first project here.

The Five Values of Norman-Sims Village

1. Supporting Norman-Sims School

The Village will strengthen the community of students, parents and educators through:

- A new 100-student childcare school by local non-profit Mainspring Schools, which will offer high-quality free and affordable tuition to families in the full range of incomes, accepting children from newborns to age 3, because it is designed to be a feeder school into the all-day PreK-3 and PreK-4 programs at the elementary school next door.
- Funding and space for four new full-time social workers from local non-profit Communities in Schools of Central Texas, which will double the parent and student support program at Norman-Sims. CIS staff are available to work at the elementary school campus and at a new pair of classrooms in the Village, where CIS will operate their ASPIRE program for parents with GED and ESL courses and in-class childcare provided by Mainspring.
- 30 ownership homes and 30 rental homes reserved for teachers and staff from AISD, with preference given to those at Norman-Sims, affordable at every salary level, with housing marketing and organizing by local union Education Austin.
- A splashpad and shaded basketball court/outdoor classrooms funded at the campus park, for use by the school during school hours and the community on evenings and weekends.

2. Building Affordable Housing and Anti-Displacement

- 90 ownership homes, of which 50 are income-restricted affordable for incomes from \$60,000 to \$120,000, and 2/3 of which are 2-3 bedroom homes, co-developed by local firm Capital A Housing and local non-profits Guadalupe Neighborhood Development Corp. and Austin Revitalization Authority held in a permanently affordable community land trust.
- On-site support services, focusing on needs assessment and services referrals, provided by Communities in Schools of Central Texas.
- A tree-lined, pedestrian-oriented neighborhood designed and built by local firms Code Studio (urban design), Forgecraft (architecture), Civiltude (civil engineering), and Constructinople (construction).
- Marketing and outreach in Hog Pen and the greater Eastern Crescent communities for the affordable housing opportunities by local non-profit Austin Area Urban League to fight displacement, and outreach to those already displaced to nearby communities to reverse it.

3. Bringing Services, Opportunity, and Care to Hog Pen Neighborhood

- A neighborhood food market with a focus on healthy foods operated by local Black-owned business TES Concessions.
- A mothers-and-children healthcare clinic operated by local non-profit People's Community Clinic.

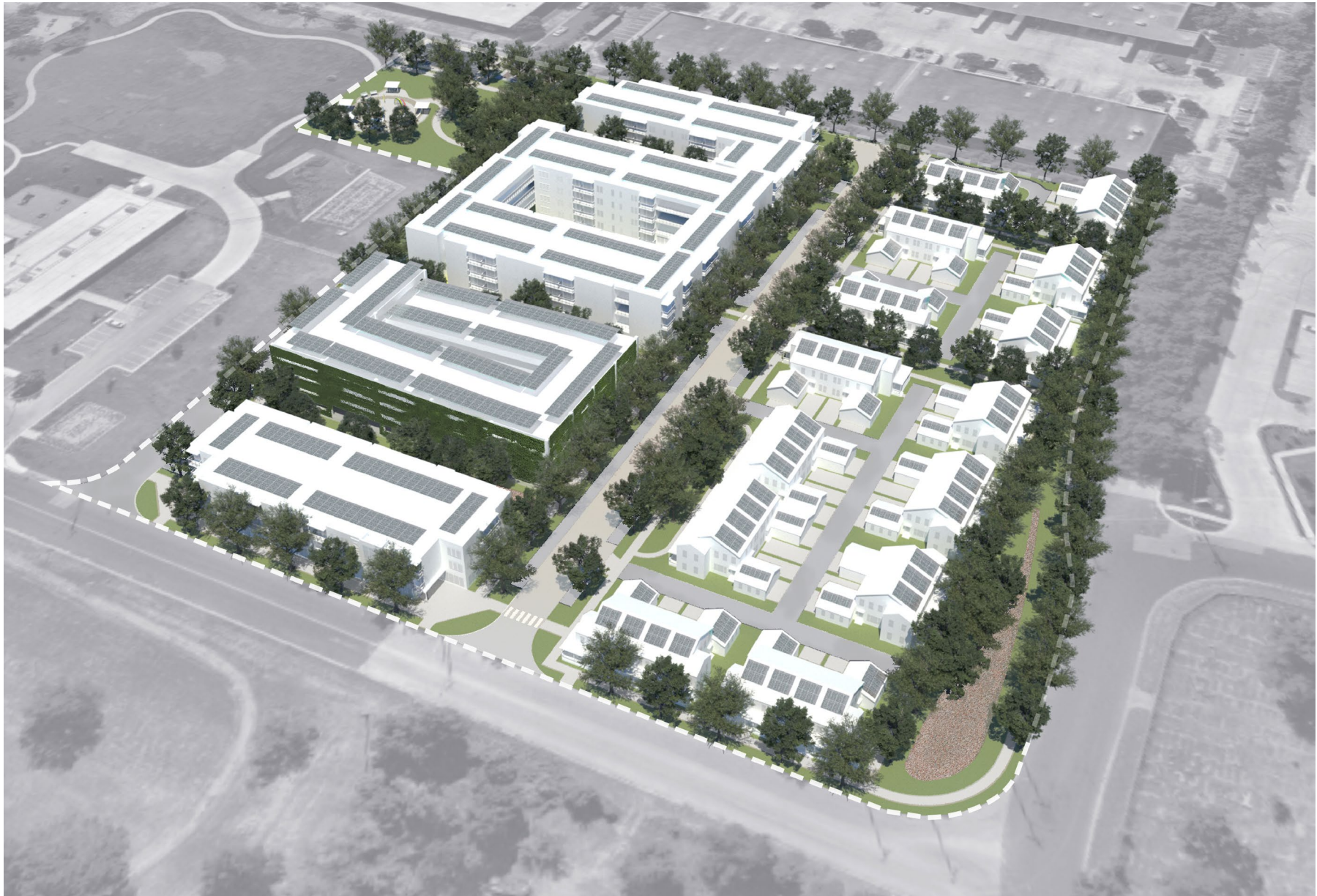
1. EXECUTIVE SUMMARY

1.1 Project Summary

- Two smaller commercial space opportunities for neighborhood-focused services (e.g. a barbershop).
 - Community garden for residents and neighbors.
 - Construction and maintenance performed in part by Austin Area Urban League, providing employment and job training through apprenticeship programs.
4. Building Climate Resiliency
- Saved existing trees and new plantings to shade and cool sidewalks and drives.
 - A new splashpad and shaded combination basketball court/outdoor classrooms for outdoor activities even at the height of summer.
 - Solar panels on all buildings and the parking garage, combined with thicker insulation in buildings to achieve net-zero carbon for heating and cooling.
 - Electric car chargers serving all parking spaces to encourage transition to EV.
 - Secure bicycle parking and maintenance stations at all multi-family buildings.
5. Providing Long-Term Refuge for Families Victimized by Abuse
- 35 affordable rental homes for families with children driven from their homes into shelters and the streets by abuse.
 - Intensive on-site support services provided by SAFE Alliance.
 - For these very-low-income families, the childcare center and the elementary school combine to provide on-site or next-door all-day care from newborn to age 11, the clinic offers free healthcare, and the Village generally offers an ideal, supported environment for families with children who have experienced trauma.

1. EXECUTIVE SUMMARY

1.1 Project Summary

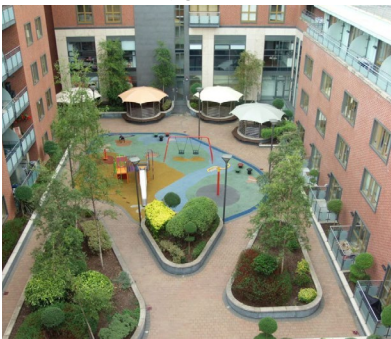


1. EXECUTIVE SUMMARY

1.1 Project Summary

Families with Children Design & Services

Playground



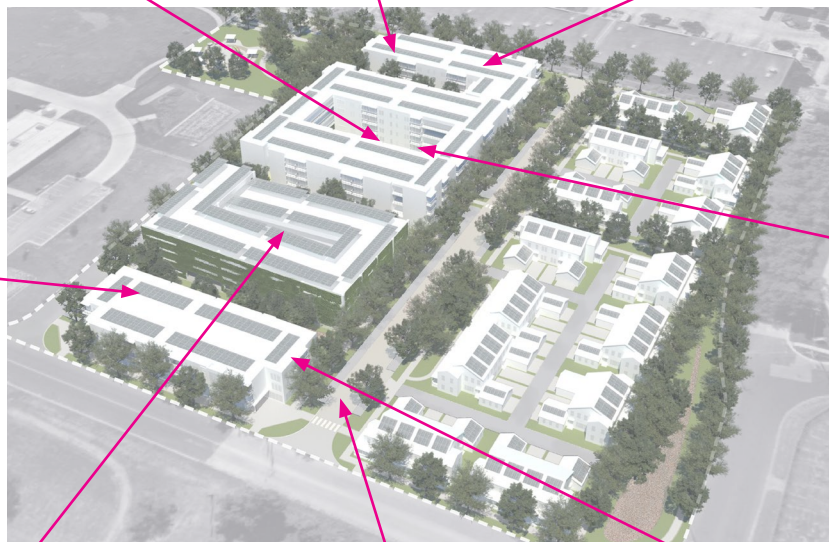
SAFE Alliance Support Services & Case Management



CIS Support Services for communities to parents



Healthy Food Market



Community Garden



Centralized Parking to Reduce On-Site Traffic for Safety



Distributed Green Spaces by ALC Residences



Mothers & Children Affordable Healthcare Clinic



1. EXECUTIVE SUMMARY

1.1 Project Summary

Climate Change Resiliency & Net-Zero

Splash Pad & Shaded Basketball
Outdoor Classroom



Public Charging Stations



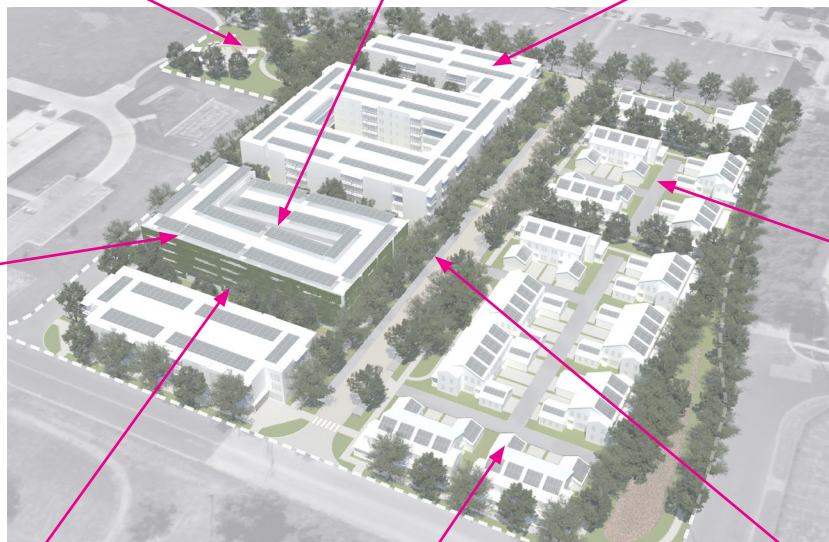
Solar Panels



Secure Bike Parking



Stormwater Retention
in Green Space



Thicker Insulation



Shade and Street Trees



Private Charging Stations



2. DEVELOPMENT CONCEPT

2.1 Development Overview and Plan

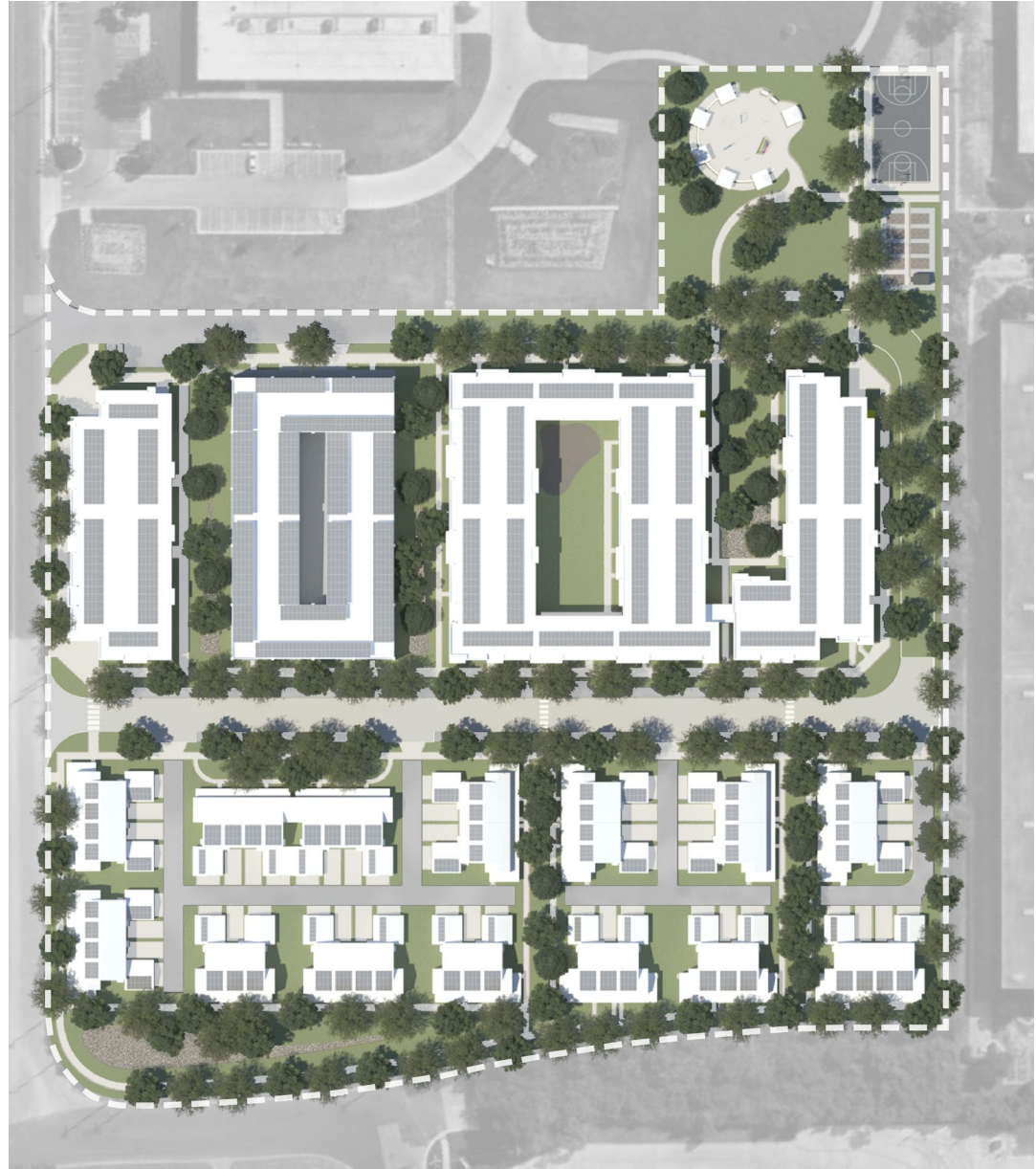
OVERALL SITE

Impervious Cover: 240,000 sqft

Total Open Space:

102,280 sqft on-site

+ 30,000 sqft of improved open recreation space
on next-door school campus



2. DEVELOPMENT CONCEPT

2.1 Development Overview and Plan

RENTAL APARTMENT / DAYCARE BUILDING

Type:

- 4-story, wood-framed construction w/ courtyards

Floor Area:

- 137,282 sqft (residential);
- **A** 11,635 sqft (ground-floor daycare);
- **B** 1,003 sqft (Communities in Schools classrooms & office)
- **C** 7,500 sqft daycare playground (exterior)
- **D** 1,500 sqft community garden (exterior)
- 158,920 sqft Total Gross Floor Area

Height:

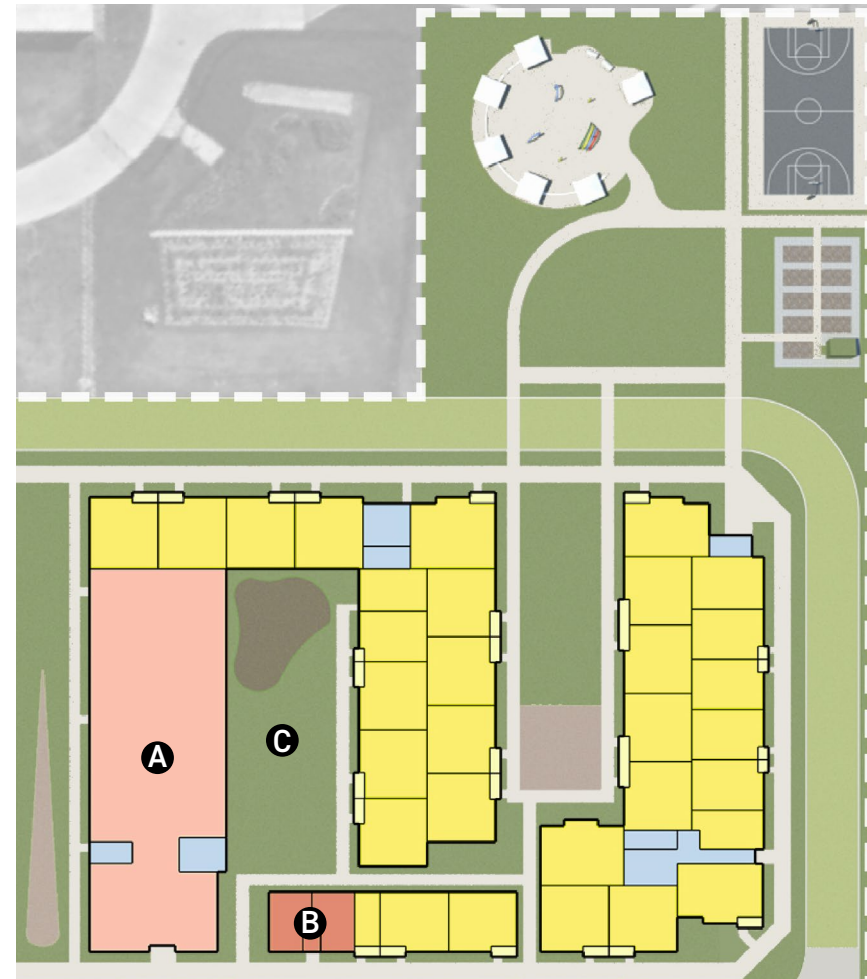
- 50 ft

Parking:

- 194 reserved spots in main garage (residential);
- 20 reserved spots in main garage (school employees);
- 2 reserved spots in main garage (CIS employees);
- Additional short-term on-drive surface parking;
- Additional paid main garage parking;
- Secure bicycle parking;

Housing:

- 149 units, 100% income-restricted affordable for 45 years
- Efficiencies, 1-bedroom, 2-bedroom, 3-bedroom
- 35 units permanent supportive housing
- 114 units from 30% - 60% MFI.



Unit Type	Eff - 30% MFI	Eff - 50% MFI	Eff - 60% MFI	1br - 30% MFI	1br - 50% MFI	1br - PSH	1br - 60% MFI	2br - 30% MFI	2br - 50% MFI	2br - PSH	2br - 60% MFI	3br - 30% MFI	3br - 50% MFI	3br - PSH	3br - 60% MFI	Total
# of Units	4	4	8	2	6	2	9	10	12	26	50	1	2	7	6	149
SF/Unit	550	550	550	650	650	650	650	850	850	850	850	1050	1050	1050	1050	
Total SF	2,200	2,200	4,400	1,300	3,900	1,300	5,850	8,500	10,200	22,100	42,500	1,050	2,100	7,350	6,300	121,250

2. DEVELOPMENT CONCEPT

2.1 Development Overview and Plan

MIXED USE / OWNERSHIP APARTMENT BUILDING

Type:

- 3 story, wood-framed construction
- Ground-floor commercial and 2 stories residential above

Floor Area:

- 33,600 sqft (residential)
- **A** 3,000 sqft (ground floor food market)
- **B** 2,000 sqft (ground floor food prep kitchen)
- **C** 6,000 sqft (ground floor healthcare clinic)
- 1,300 sqft (ground floor back of house)
- **D** 4,500 sqft (ground floor misc. commercial)
- 50,400 sqft Total Gross Floor Area

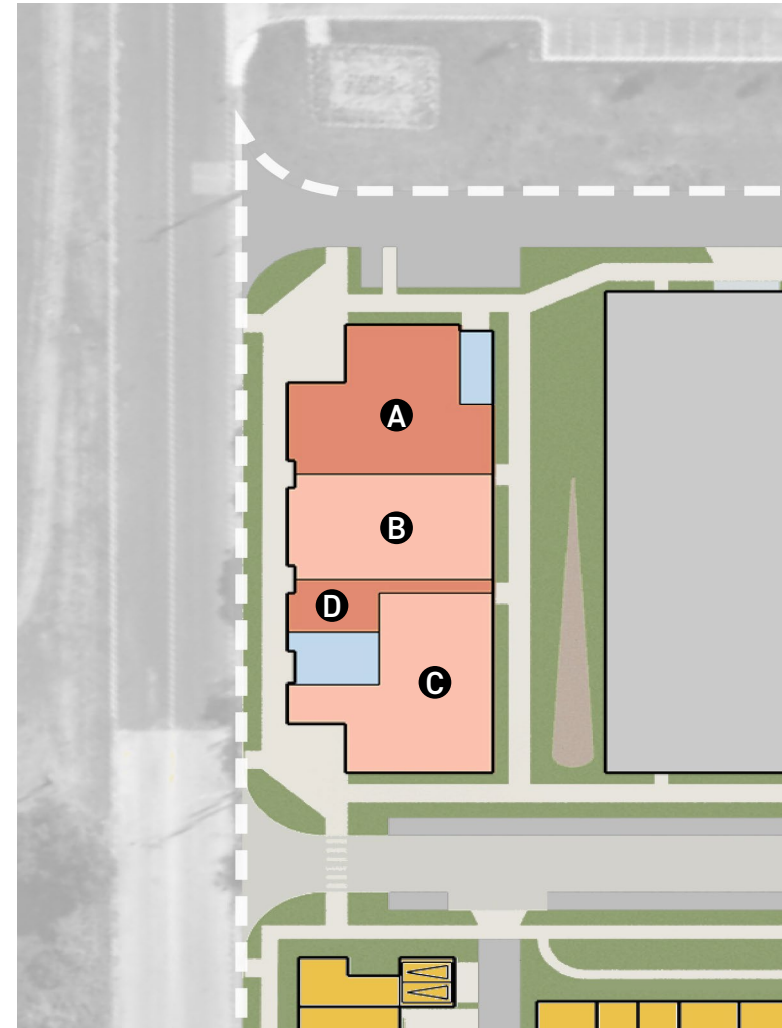
Height: 40 ft

Parking:

- 36 reserved spots in garage (residential);
- 24 reserved spots in garage (employee parking)
- 6 adjacent short-term customer service spots;
- Additional paid main garage parking;
- Additional short-term on-drive surface parking;
- Secure bicycle parking;

Housing:

- 36 units, 100% income-restricted affordable for 99 years
- 18 1-bedroom, 18 2-bedroom;
- Affordability level: 80% MFI
- Mixed-affordability option: 80% average MFI w/ 60% – 120% MFI units



2. DEVELOPMENT CONCEPT

2.1 Development Overview and Plan

TOWNHOUSES

Type:

- 3-story wood-framed

Floor Area:

- 75,600 sqft (residential)

Height:

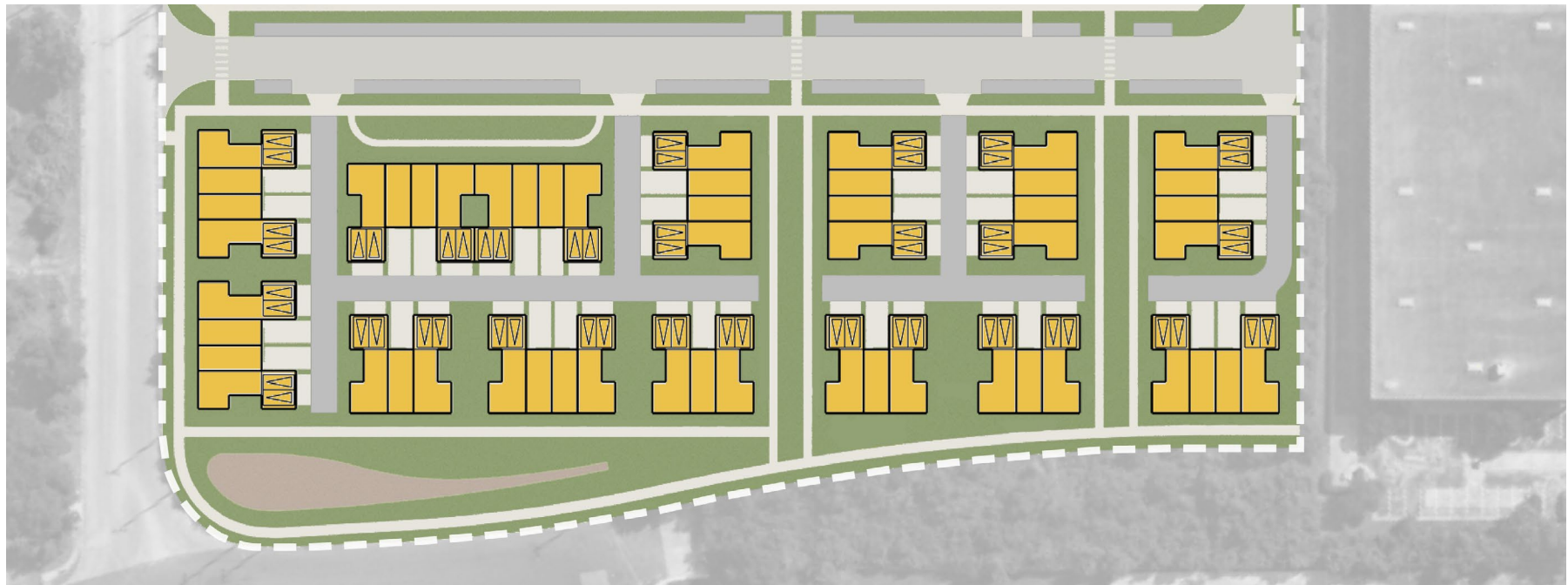
- 35 ft.

Parking:

- 108 individual garage & surface spots

Housing:

- 14 income-restricted affordable for 99 years;
- 40 market-rate homes
- Affordability level: 80% MFI
- Mixed-affordability option: 80% average MFI w/ 60% - 120% MFI units



2. DEVELOPMENT CONCEPT

2.2 Affordable Housing Program

HOUSING AFFORDABILITY AND BEDROOM MIX

Rental Affordability Profile				
Unit Type	# of Units	Monthly Rent	Household Income Limit	Income Based on Household Size
Efficiency - 30% MFI	4	\$460	\$20,800	1
Efficiency - 50% MFI	4	\$806	\$34,650	1
Efficiency - 60% MFI	8	\$979	\$41,580	1
1BR - 30% MFI	2	\$490	\$23,750	2
1BR - 50% MFI	6	\$862	\$39,600	2
1BR - PSH	2	Voucher	No minimum	2
1BR - 60% MFI	9	\$1,047	\$47,520	2
2BR - 30% MFI	10	\$592	\$26,700	3
2BR - 50% MFI	12	\$1,038	\$44,550	3
2BR - PSH	26	Voucher	No minimum	3
2BR - 60% MFI	50	\$1,261	\$53,460	3
3BR - 30% MFI	1	\$686	\$29,650	4
3BR - 50% MFI	2	\$1,201	\$49,450	4
3BR - PSH	7	Voucher	No minimum	4
3BR - 60% MFI	6	\$1,458	\$59,340	4
Total	149			

Base Affordability, Standard 80% MFI Limit				
Ownership Option				
Unit Type	# of Units	Purchase Price	Household Income Limit	Income Based on Household Size
1BR - 80% MFI	18	\$190,400	\$63,300	2
2BR - 80% MFI	18	\$228,400	\$71,200	3
3BR - 80% MFI	14	\$264,000	\$79,100	4
3BR - Market Rate	40	About \$500,000	No maximum	4
Total	90			

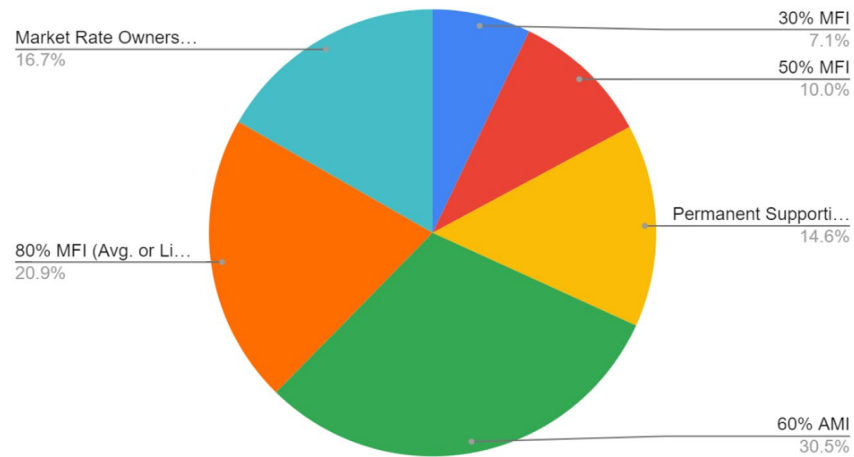
Mixed-Affordability, Average 80% MFI Limit				
Ownership Option				
Unit Type	# of Units	Purchase Price	Household Income Limit	Income Based on Household Size
1BR - 60-120% MFI	18	\$131,400 - \$334,600	\$46,850 - \$109,300	2
2BR - 60-120% MFI	18	\$157,680 - \$395,920	\$58,550 - \$123,000	3
3BR - 60-120% MFI	14	\$182,700 - \$454,300	\$52,700 - \$136,650	4
3BR - Market Rate	40	About \$500,000	No maximum	4
Total	90			

2. DEVELOPMENT CONCEPT

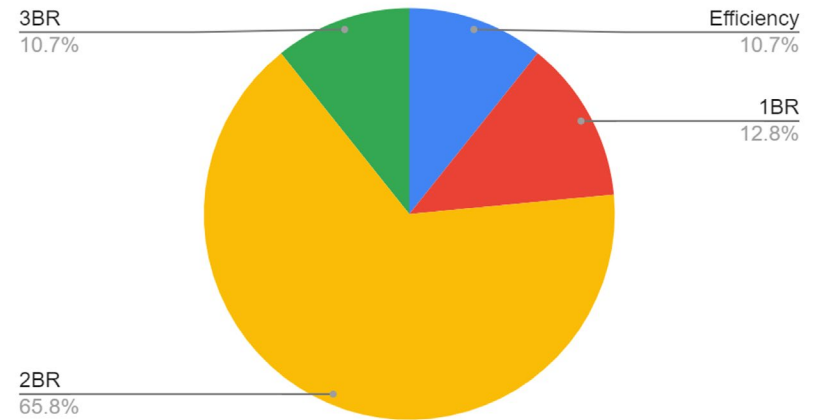
2.2 Affordable Housing Program

HOUSING AFFORDABILITY AND BEDROOM MIX

All Homes Affordability Mix



Affordable Unit Mix by Type (60% MFI & Below)



2. DEVELOPMENT CONCEPT

2.3 Residents: Anti-Displacement, Educators, and Permanent Supportive Housing

The Village will be open to all, but we are going to focus on bringing three particular groups of people into the affordable rental and ownership opportunities (pending sign-off for Fair Housing Act compliance by city staff).

ANTI-DISPLACEMENT: RIGHT-TO-RETURN and RIGHT-TO-STAY

To address the rampant displacement of people on the Eastside, we commit to working with AHFC to implement a Right-to-Return and a Right-to-Stay policy at Norman-Sims Community Village's rental and ownership homes. This policy will give priority to families with ties to the community, whether they are in danger of being pushed out by rising rents and taxes, or have already been pushed out but would like to come home.

To make sure we're effective at getting the word out, the Austin Area Urban League will be working on the team to create and execute a marketing campaign to the communities they have been serving for decades, rather than hiring a company or someone without deep experience in East Austin.

HOUSING FOR EDUCATORS

What better place for the teachers, learning specialists, janitors, and cooks who work at East Austin schools to live than in a family-centered village next door to an elementary school? Education Austin – the main labor union at AISD – has partnered with our team to publicize the availability of the affordable homes here especially to East Austin campus staff, and most especially to the people who work next door. We have also reserved 30 of the 50 affordable ownership homes and 30 of the 149 rental homes for AISD staff to have right of first refusal.

Option for city approval: income averaging for ownership homes: This city request-for-proposals specified that all ownership affordable homes should be available at 80% MFI or below, which excludes most teacher households, who typically fall in the 100-140% range. For no further subsidy and no reduction in the number of units, we are happy to average the income eligibility across the units so they are still collectively below 80% MFI but could range from as little as 60% MFI (\$52,700 for a family of four) up to 140% MFI (\$136,650 for a family of four). That translates into purchase prices of \$182,700 to \$454,300 for a three-bedroom house, based upon a family's housing payment not exceeding 35% of their income. So not only would families with two teachers who struggle to afford Austin's current housing prices of \$700,000 or more for a three-bedroom house be eligible to buy a home at Norman-Sims Community Village, but so would a family who hasn't been able to afford to buy a house in Austin for years now. If allowed by City Council to income-average, we will work with Education Austin to make sure these houses go to the Austinites who work in our public schools, first.

PERMANENT SUPPORTIVE HOUSING FOR VICTIMS OF VIOLENCE AND NEGLECT

SAFE Alliance is a longtime non-profit leading to prevent, advocate, and collaborate to end all forms on interpersonal violence, including domestic violence, sexual assault, sexual harassment, sexual exploitation/trafficking, child abuse, stalking and dating violence. SAFE currently operates shelter and permanent supportive housing for victims of violence and neglect, and has partnered with our team to provide 35 units of permanent supportive housing – defined as housing for people who have experienced chronic homelessness, and with an adult who has a disability - in the larger apartment building. Austin's PSH needs are great, and there are currently 174 families on the waitlist for PSH who have screened positive for violence and neglect.

2. DEVELOPMENT CONCEPT

2.3 Residents: Anti-Displacement, Educators, and Permanent Supportive Housing

Norman-Sims Community Village is the perfect place for these families. Here they will have access to healthy food, free childcare, free healthcare, a quiet, tree-lined pocket neighborhood with safe outdoor recreation opportunities for children, and support via the Communities in Schools services for children and parents. Best of all, if these families are moving out of the nearby family shelter, their children will already be attending Norman-Sims and they won't face the disruption of changing schools. The development team will provide the housing (at 1, 2, and 3 bedroom sizes) (in part through project-based vouchers), and SAFE has committed to working with Austin Public Health and other public and private sources of funding, to secure the resources necessary to employ on-site case managers at a 10-to-1 ratio to fully support these families and set them up for success.

2. DEVELOPMENT CONCEPT

2.4 Support Services

FAMILY-CENTERED SUPPORT SERVICES

Communities in Schools has joined the team to provide support services at both the Community Village and next-door at the elementary school (pending agreement from AISD). The development team has agreed to build 1,000 square feet comprised of two classrooms and some office space adjacent to the new early childcare center. We are also providing funding to employ several new CIS social workers by diverting several streams of funding, including a monthly Community Support Fee from every ownership home in the development. Together, we have been able to set aside \$200,000 per year for 15 years, and then \$108,000 per year for another 74 years after that. This funding will allow CIS the certainty needed to hire and retain four new staff members who can develop long-term relationships at the elementary school campus and within the village, which these staff could split their hours between. Our hope is that with this expanded staffing, AISD would be able to open a full Family Resource Center at Norman-Sims, which unlocks access to wrap-around services to meet a wide array of needs, both for children and adults. Communities In Schools (CIS) is a national nonprofit recognized for its evidence-based model that ensures students have holistic support, removing academic and nonacademic barriers to their success in school. The centerpiece of the CIS model is their Program Managers, who are trained professionals whose primary focus is the welfare of students. They fill the role of trusted adult, nurturer, and cheerleader whom students and parents can turn to for help with a wide range of personal challenges. Within partner schools, Program Managers also work with the entire student body on issues such as improved attendance, character development and creating a positive school climate. An independent evaluation of CIS showed that their intensive case management approach has produced the strongest reduction in dropout rates of any existing fully-scaled dropout prevention program that has been evaluated, and that the CIS model is effective across states, school settings (urban, suburban, rural), grade levels and student ethnicities.

CIS's services include:

- Parent engagement and home visits
- Basic needs supports
- Conflict resolution and crisis intervention
- Field trips
- Individual and group counseling
- Mentoring
- Tutoring and homework help
- Academic support, college readiness and career exploration

At the Community Village, CIS will utilize the classroom space to operate a location of their ASPIRE program that focuses on parents.

Family Economic Stability: ASPIRE includes classes on Adult Basic Education (ABE), General Educational Development (GED), English as a Second Language (ESL), and/or Workforce Readiness classes to parents or caregivers 4 days out of the week (Tuesday-Thursday).

Child and Parent Development: ASPIRE offers parenting classes each week and one monthly home visit. Guided by the Parents as Teachers curriculum and the

2. DEVELOPMENT CONCEPT

2.4 Support Services

Intergenerational Literacy Activities (ILA), parents and children will work together to develop language and pre-literacy skills. ASPIRE will host a Family Fun Event to include other family members. A summer camp will be held during summer months for school-aged children of ASPIRE.

Formal Early Care and Education: ASPIRE provides high quality, early childhood education per week to infants, toddlers, and preschoolers while their parent attends their adult education course. The early childhood education classrooms focus on oral language development, vocabulary, phonological awareness, comprehension, and print knowledge. The children in the three-year-old classroom focus on school readiness, appropriate classroom skills and behavior, letter recognition, and phonics development.

Family Supports: ASPIRE Parent Educators provide wrap-around, safety net support services to families on their caseload, making referrals for additional services and resources when needed. Families with children at schools with a CIS program will be connected to the CIS Program Managers on campus for additional support.

Proposal:

In partnership with the Norman-Sims Community Village team, CIS campus based program and ASPIRE would have the ability to scale services into the Norman & Sims community by increasing the number of families we serve and adding Adult Education Classes, such as ESL, and GED as well as Parents As Teachers curriculum that would be implemented through home visits.

To effectively increase the number of families served and add ASPIRE we would need hire 1 staff person to support the implementation of the tier services, 2 staff members that could conduct the ASPIRE classes, 1 staff person that can provided home visits. Currently we have a classroom space that helps us conduct our campus based services but in order to provide ASPIRE programming we would need access to 2 classroom spaces 4 times a week (Tuesday-Thursday).

2. DEVELOPMENT CONCEPT

2.5 New Community Amenities, Services, and Opportunities

One of the core concepts of the Norman-Sims Community Village model is that it's not just about housing. We propose to use our 40 market-rate for-sale homes to subsidize a number of new amenities, services, and opportunities for new residents and existing neighbors alike, especially to address the many "deserts" in this neighborhood:

- A new early childcare center
- A neighborhood food market focused on healthy foods
- An affordable healthcare clinic
- A community garden
- A new splash pad and shaded basketball court and outdoor classroom at the adjacent elementary school campus

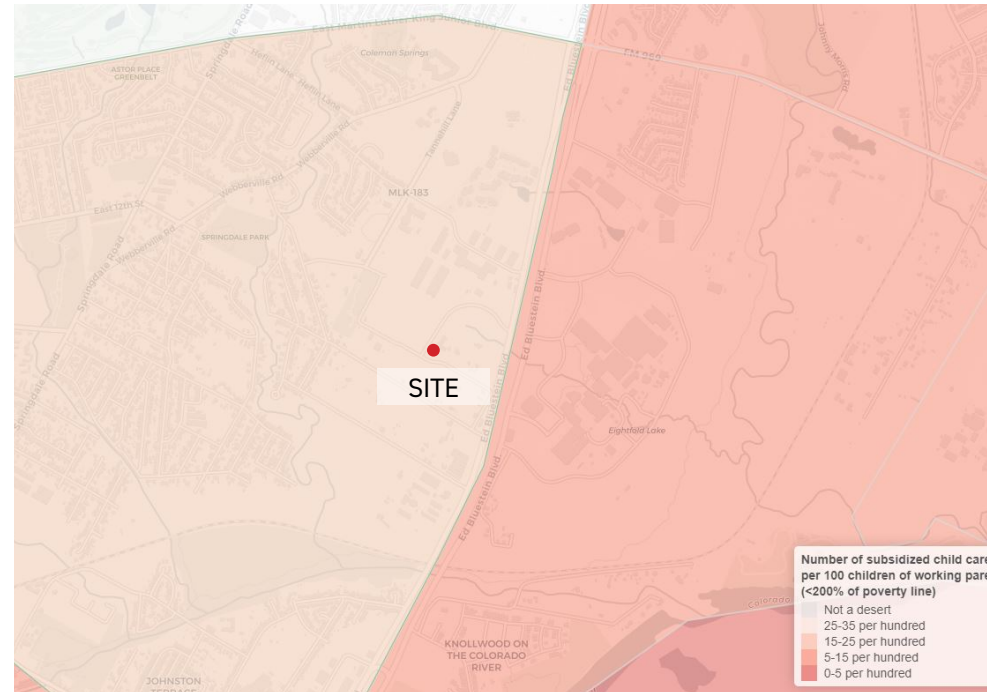
AFFORDABLE CHILDCARE TO ALLEVIATE A CHILD CARE DESERT

This part of East Austin has been declared a "subsidized child care desert" by Children at Risk, with only 25-35 subsidized spots at childcare centers per 100 children who are eligible for such support. That's why we're going to build Mainspring Schools – a non-profit childcare center in Austin for over 80 years – a new school for children newborn to age 3 on the site.

The school will be open to children from families living at the Norman-Sims Community Village and anyone else in need of high-quality childcare. We estimate that about ¾ of the children enrolled at the center will be from families with incomes at about \$67,000 or below, which qualifies them for heavily discounted or even free tuition through a state program.

We also worked with Mainspring to design a program that ends at age 3, so we can invite recruiters from the all-day PreK-3 and PreK-4 programs nextdoor at Norman-Sims elementary to come over and enroll parents in those affordable or free programs. This will help ensure the longterm health of Norman-Sims and AISD by maintaining enrollment levels.

Mainspring's experience in working with lower-income families means they will be well-versed in serving these households at Norman-Sims Village. Mainspring employs social workers for services such as parent education seminars on topics like tuition, discipline, and helping children succeed in school; parenting support and individual life guidance; and community-building between families. Their curriculum utilizes low child-to-teacher ratios; child-directed learning; a focus on instilling executive function skills; and art, dance, and music classes. They also care for the physical and emotional health of the children by providing healthy meals at breakfast, lunch, and snack time; "Trust-Based Relational Interventions", a research-based social skills curriculum, and ample outdoor play and wellness training.



2. DEVELOPMENT CONCEPT

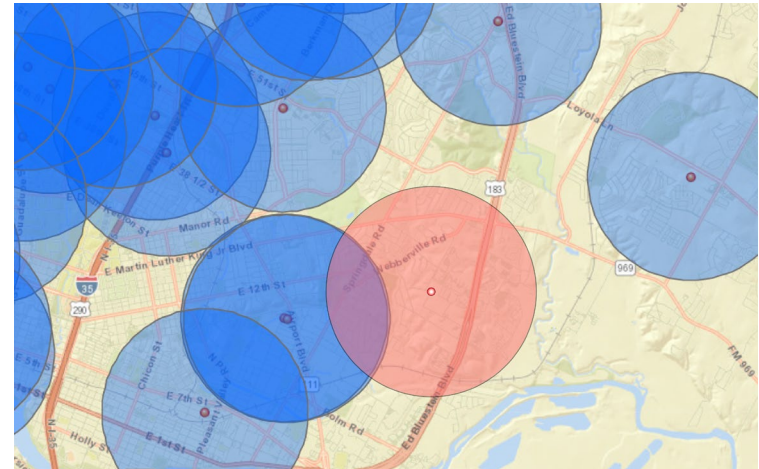
2.5 New Community Amenities, Services, and Opportunities

But what is especially exciting about Mainspring is it is also an NAEYC and Texas Rising Star-4 certified, which are two of the highest level of certifications childcare centers can receive, indicating great student-teacher ratios, curriculum, and teacher training. It will also be actually within the ground floor of the main apartment building, with the playground in one of its courtyards. In that location, they will also be able to provide care for parents attending the Communities in School Aspire parents program who have small children in tow.

HEALTHY FOOD FOR A FOOD DESERT

This part of Hog Pen is also a food desert, with no grocery stores within a mile of the site. To address this issue, we are bringing in TES Concessions, a local, black-owned business with deep experience running food and beverage operations in Austin, to run a new, 3,000 sqft neighborhood food market with a focus on healthy food in the commercial ground floor of the mixed-use building on Tannehill.

We intend to participate in the City of Austin's Healthy Corner Stores program to bring in food distributors who can help provide healthy alternatives to the junk food most common at smaller stores in this part of town. But because these stores can struggle compared to gas stations and other types of stores, we will also be subsidizing the rent here to make sure it's available at a sustainable rate to ensure its continued success. (The red circle will be the 1-mile service area of the new store. Blue circles are 1-mile areas around grocers or markets with healthy food.)



A NEW AFFORDABLE CLINIC FOR A HEALTHCARE DESERT

There is also a dearth of medical care in this area, let alone affordable medical care. To address this we are bringing in People's Community Clinic to operate a 5,000 sqft clinic in the activated ground floor of the mixed-use building on Tannehill. The clinic will have a focus especially on children and expectant mothers. To make sure PCC can operate sustainably in the space, we are offering them below-market rent, so that they neighborhood can depend on them being there.

COMMUNITY GARDEN

Located close to the childcare center, so Mainspring could be able to integrate gardening into their program, and to give residents of the apartment building green space to garden just as if they had their own yard. We are reaching out to neighborhood groups to collaborate on setting the garden up and keeping it well maintained.

NEW SPLASH PAD AND SHADED BASKETBALL COURT AND OUTDOOR CLASSROOMS

We are working with AISD to fully pay for and construct improvements to the joint AISD-City of Austin park along the eastern edge of the elementary school campus. We hope to build these facilities for use by elementary school students on weekdays, and open up the gate to the larger community on evenings and on weekends. These improvements – estimated to run about \$500,000 – will be funded out of the market-rate home sales.

2. DEVELOPMENT CONCEPT

2.6 Timeline

Team civil engineer Civiltude's extensive experience in Austin development is expected to obtain initial approval of site permits, rezoning, and subdivision to allow site construction to begin within one year of finalizing agreement with AHFC (January 2023). Building construction completion and beginning occupancy of the first phase is expected within 28 months of AHFC agreement (May 2024), and full completion and activation of the development by July 2025, 3 ½ years after finalizing the AHFC agreement.

Team LIHTC developer NHP Foundation and consultant True Casa Consulting hope to work with AHFC to submit the first bond applications in 2021, but delays in those filings could push back occupancy of the LIHTC rental building.

Date	LIHTC / Rental Building	Ownership Homes & Mixed-Use Building
October 14, 2021	<ul style="list-style-type: none"> AHFC Board selection 	
October 2021 - December 2021	<ul style="list-style-type: none"> AHFC partnership negotiation and site control negotiations 	
November 4, 2021	<ul style="list-style-type: none"> TDHCA bond pre-application submission deadline 	
November 30, 2021	<ul style="list-style-type: none"> TDHCA bond public comment deadline* 	
December 9, 2021	<ul style="list-style-type: none"> TDHCA bond inducement board meeting* 	
December 31, 2021	<ul style="list-style-type: none"> AHFC site control and development agreement finalized 	
January 2022	<ul style="list-style-type: none"> Submission of PAB application to TX Bond Review Board 	
	<ul style="list-style-type: none"> Affordability Unlocked and SMART Housing certifications application and finalization Subdivision and rezoning applications submitted 	
April 2022	<ul style="list-style-type: none"> Submission of site plan for permitting 	
January 2022 - July 2022	<ul style="list-style-type: none"> Private Activity Bond Reservation – assume a July 2022 reservation and January 2023 closing (180 day deadline) Debt and investor RFP and selection – funding commitments Third Party Reports – appraisal, market study, Phase I ESA, feasibility study, survey 	
July 2022	<ul style="list-style-type: none"> Subdivision and rezoning approved Conceptual architectural drawings 	

2. DEVELOPMENT CONCEPT

2.6 Timeline

August 2022	• Submission of 4% HTC application to TDHCA	
	• Building Plans Finalized and Submitted to City for Permitting	
November 2022	• 4% credits to TDHCA Board for approval	
August 2023 – January 2023	• Investor and Lender Due Diligence	
January 2023	• Close Limited Partnership and Financing	
	• Initial site plan approval (fast track) • Start of site work construction	
March 2023	• 60-Day Packet due to TDHCA	
	• Final site plan approval • Building permit approval	
October 2023 – January 2024	• Marketing and pre-leasing activities	
May 2024	• Construction complete • Move in staff and service partners • Begin occupancy	• Mixed-use building and 45 townhomes (phase 1) construction complete • Move in staff and service partners • Begin occupancy
	• 100% occupancy	• Housing and commercial 100% occupancy for mixed-use building and phase 1 of townhomes
January 2025	• Stabilization Achieved	
	• Cost Certification Prepared and Submitted to TDHCA for Approval	
June 2025	• Form 8609s Issued	• 45 townhomes (phase 2) construction complete
July 2025		• 100% occupancy for all townhomes

*Note: Intent is to pursue a bond issuance with either TDHCA or TSAHC in order to free up AHFC resources to support other projects in the pipeline. Given the over-subscription of bond applications in Region 7 in 2021, the team feels a bond issuance by TDHCA or TSAHC would have a better chance of getting picked up given the projects already in AHFC's pipeline for 2022. NHP Foundation has experience with TDHCA as bond issuer.

2. DEVELOPMENT CONCEPT

2.7 Zoning & Neighborhood Plan

ZONING

This project will need a rezoning for the site, and we will pursue LR-MU, or “Neighborhood Commercial-Mixed Use” zoning. The Future Land Use Map in the neighborhood plan will also need an amendment to go from “Public” to “Mixed Use.”

We intend to utilize the “Affordability Unlocked” bonus on this site, along with a Unified Development Agreement (UDA). The UDA will allow us to pool all the impervious cover assigned to the entire site, even after subdivision, giving flexibility in site design as it moves to final state. It will also allow us to combine drainage facilities, fire lane access, and other site-wide facilities.

LR-MU itself allows the limited commercial uses appropriate for the site, while still allowing the project to be predominantly residential. LR-MU has a height limit of 40 feet and 3 stories but that extends to 60 feet of height under Affordability Unlocked with the amount of affordable housing this project proposes, which works for the maximum 4 stories on this site. Affordability Unlocked also allows unlimited floor-area-ratio and unit density, which will allow the planned unit density on this site.

Capital A Housing will perform the rezoning and neighborhood plan amendment on this site, which works well with their requirement that any rezoning project they take on be at least 20% affordable, and preferably 50% or more affordable. Capital A’s principals have deep experience in the Austin rezoning and neighborhood plan amendment process, and working with city staff, City Council, contact teams, and other stakeholders in a collaborative, productive process.

2. DEVELOPMENT CONCEPT

2.7 Zoning & Neighborhood Plan

NEIGHBORHOOD PLAN COMPATIBILITY

The East MLK Combined Neighborhood Plan was originally adopted in November of 2002. The vision of the East MLK neighborhood, as described in the plan, is, “to be a diverse community that emphasizes traditional values, pride of ownership and a strong sense of community.”

Our project aligns with many of the plan’s specific goals, including:

- Promote a mix of land uses that respect and enhance the existing neighborhood and address compatibility between residential, commercial, and industrial uses.
- Provide housing that helps maintain the social and economic diversity of residents.
- Create more public open space, including parks and green spaces, improve existing parks and increase recreational amenities in the neighborhood.

This project is also congruent with the one specific action item in the neighborhood plan for this particular area: “Allow neighborhood-oriented commercial at the intersection of Tannehill and Jackie Robinson.”

The combination of affordable rental and ownership opportunities (with a variety of bedroom choices), neighborhood-beneficial commercial space, and convenient location near Norman-Sims Elementary School provides a unique opportunity for the Hog Pen area and the entire East MLK combined planning area to make tangible progress towards their goals.

2. DEVELOPMENT CONCEPT

2.8 Financial Offer & Public Funding

FINANCIAL OFFER SUMMARY:

- Long-term partnership with AHFC for most or all of the land, with attendant revenue/fee splits;
- A project-wide city subsidy of \$3,960,000 (\$1,960,000 in the foregone land price and \$2,000,000 in OHDA funds)
- \$3.5 million in cross-subsidies from ownership unit sales, which could be offered to the city in cash but instead we propose to use to deliver publicly accessible amenities and services (not just accessible to development residents) including an affordable daycare center, an expanded Norman-Sims park, and subsidies for an affordable healthcare clinic and food market, which could be offered in cash if the city does not want it to be used for that purpose. This results in a net subsidy of \$460,000 (\$3,960,000 - \$3,500,000).
- Per the RFP, based on the project's 76 rental units at 50% MFI or below and 50 ownership units at 80% MFI or below, this is a gross subsidy of \$31,429 per unit site-wide, and a net subsidy of \$3,651 per affordable unit site-wide.
- \$108,000 per year for 99 years in "Community Support Fees" from ownership units, 100% of which will go to fund Communities in Schools programs at Norman-Sims. At the full term, this will generate \$10,692,000 in support for programs at Norman-Sims.

AFFORDABLE HOUSING PROGRAMS, TOOLS AND POLICIES:

Norman-Sims Community Village anticipates taking advantage of the following affordable housing programs:

- SMART Housing
- Affordability Unlocked
- AHFC partnership with long-term lease
- Tax Abatement with AHFC partnership
- Low Income Housing Tax Credits – (Priority: 4% HTC/PAB)
- Private Activity Bonds with AHFC as Bond Issuer (or back-up TDHCA/TSAHC as Bond Issuer)
- Project Based Voucher Program (City of Austin and/or Housing Authority of the City of Austin)
- Community Land Trust
- Austin Energy Green Building Program
- Austin Energy solar subsidy programs
- Ownership Housing Development Assistance Program (OHDA)
- Rental Housing Development Assistance Program (RHDA)
- Community Housing Development Organizations – Austin Revitalizations Authority
- Continuum of Care Housing Program
- Austin Public Health (Supportive Service Funding for COC Units)

LAND ACQUISITION / PARTNERSHIP / TERMS

For the tax credit rental building, the tax credit limited partnership that will own the land will lease the land from AHFC at a proposed \$1 per year. The long-term lease will in-turn subsidize the rental units at 60% MFI allowing greater affordability overall.

2. DEVELOPMENT CONCEPT

2.8 Financial Offer & Public Funding

For the homeownership units, we propose that ARA will own the parcels created by the subdivision process for 99 years and charge an HOA/lease fee to the homebuyers for \$50 per month (\$600 per year). However, if AHFC wished to discuss a long-term ground lease, we are open to that discussion. ARA has a right of first refusal and intends to be the buyer whenever a home gets sold. ARA will then sell the home to another income-eligible homebuyer.

The profits from the unit sales will be directly invested back into the community by funding supportive services being provided by Communities in Schools, funding the construction of the on-site childcare building for Mainspring, and subsidizing the rents in the mixed-use building to enable tenants like the women and children’s healthcare clinic and the neighborhood healthy food market, because those tenants are not able to support rents that cover the cost of the building. In total, Capital A Housing and ARA expect to dedicate 100% of the profits from the market-rate and affordable homes back into subsidizing public benefits in the development, for an estimated total of \$3.5 million.

PARTNERSHIP BENEFITS TO AHFC

The development of the Multifamily Tax Credit project is proposed to be in Partnership with the AHFC. While the final Partnership terms will be negotiated as the project move forward, we anticipate the following financial benefit and community impact to AHFC:

- MF LIHTC Building:
- AHFC will receive a 25% developer fee
- No GC Fee as NHP Foundation is a nonprofit and can provide that benefit
- AHFC Managing Member Fee - \$15,000/year
- Cash flow split – 50% split to AHFC
- AHFC right of first refusal with option for NHP Foundation for long-term operator
- 35 units dedicated to the Continuum of Care for families experiencing homelessness covered with PBRA vouchers through the City of Austin
- Bond Issuance Fees if it is agreed most advantageous for AHFC to be bond issuer vs. TDHCA/TSAHC

SOURCES OF FUNDING NECESSARY TO DEVELOP THE PROJECT – TAX CREDIT BUILDING

Rental Sources:

Source	Amount	Commitment Level	Application Timeline	Approval Timeline
Permanent Loan	\$19,374,438	Tentative	RFP for lenders to go out in 4th Q 2021 after award of RFP	Lender chosen in 1st Q 2022
Private Activity Bonds	\$25,000,000*	Tentative	Timeline is dependent on bond issuer – 4th Q 2021 for bond issuer selection and pre-application – plan to submit in January 2022 at the start of the 2022 PAB cycle in order to get in line – NOTE: if AHFC prefers, the timeline can be adjusted for a 2023 lottery with application in Oct. 2022	PAB reservation between Jan and July 2022

2. DEVELOPMENT CONCEPT

2.8 Financial Offer & Public Funding

Housing Tax Credits – 4%	\$16,719,487	Tentative	Application will be designated as a Priority 1a, so it must be submitted to TDHCA with the exception of the Third Party Reports, before the Certificate of Reservation can be issued by the TBRB. The Third Party Reports must be submitted on the fifth day of the month and the Application may be scheduled for a Board meeting at which the decision to issue a Determination Notice would be made approximately 90 days following such submission deadline. If the fifth day falls on a weekend or holiday, the submission deadline shall be on the next business day.	Assuming a July reservation – the application would be submitted within 15-20 days with third party reports on the following fifth day of the month. The credits would be scheduled at TDHCA board meeting that is 90 days from application submission.
TDHCA MFDL – National Housing Trust Fund	\$3,000,000	Tentative	Application submitted with the 4% HTC application to TDHCA – NOTE: it may be most advantageous to submit application at a separate time depending on \$ availability in current NOFA amendment – several amendments are made to NOFA throughout year as funds are made available	Award is usually 3-4 months after application submission
PBRA Vouchers from the City of Austin Housing Trust Fund	\$629,064 annually for 35 PBRA Vouchers for PSH	Tentative	The PBRA vouchers will be reviewed and approved on AHFC’s timeline. Please note that if PBRA funding comes available from HACA, TDHCA or HUD that those sources will be alternatively pursued. The project can also be performed without PBVs, potentially through tenant-based vouchers, but without them it may not be possible to deliver the 35 PSH units.	No set application timeline – potential RFP.
Fee Waivers from the City of Austin	TBD	Tentative but no reason to not be firm	SMART Housing Application 4th Q 2021 after award of RFP	SMART Housing Certification soon after, but by January 2022
TOTAL SOURCES	\$39,064,410 (capital only)			

Construction Sources:

The construction funding sources include a construction loan from lender (as approved by AHFC as partner) to cover the gap remaining from the equity pay-in during construction, the TDHCA MFDL funding and any deferred developer fee.

The construction loan is modeled to carry an interest rate of 4.00% and will require interest-only payments during the construction period. A term sheet will be finalized after the lender is selected in Q1 2022.

Equity will be advanced from chosen investor in an estimated amount between 20-30% during the construction phase. The exact amount may be adjusted based on adjusters to be defined in the partnership agreement. The syndication proceeds are to be based on \$0.91 per dollar of tax credits. An LOI will be contemplated

2. DEVELOPMENT CONCEPT

2.8 Financial Offer & Public Funding

after the final investor partner is selected through RFP in Q1 2022.

The Applicant will apply for \$3,000,000 in TDHCA Multifamily Direct Loan funding under the Supportive Housing/Soft Repayment Set-Aside as part of this HTC application. Term of the loan will be for 40 years at zero percent interest. Repayment of the loan will be payable from surplus cash flow and/or deferred on a yearly basis and payable at the end of the loan period contingent upon compliance with the loan agreement.

In addition, the developer will defer developer fee during the construction period.

Permanent Sources

The total equity available from equity investor as a permanent source of funding will be \$16,719,487.

The permanent loan is underwritten at \$19,374,438 with a 4.10% rate, a 40-year term and 40-year amortization.

The Applicant will apply for \$3,000,000 in TDHCA Multifamily Direct Loan funding under the Supportive Housing/Soft Repayment Set-Aside as part of this HTC application. Term of the loan will be for 40 years at zero percent interest. Repayment of the loan will be through surplus cash flow and/or deferred on a yearly basis and payable at the end of the loan period contingent upon compliance with the loan agreement.

Finally, the model is not showing any developer fee deferred. We feel this conservative approach is paramount in this stage of planning as it provides a buffer for any potential cost escalations. As expected of AHFC, we would adjust our developer fee to 30% deferred before asking for AHFC gap funding.

CONTINGENCIES:

The funding model takes advantage of a variety of funding tools available in order to minimize the AHFC subsidy needed and still generate a deep community impact. The team has multiple contingencies and worst-case scenarios built into the model in the case that one or multiple funding streams were not to be available. These contingencies are as follows:

- No deferred developer fee currently shown
- A \$1.1M supportive service reserve
- Conservative perm rate and equity pricing

The TDHCA MFDL funding is an excellent source of gap funding that can help reduce the AHFC contribution to a project. It is especially advantageous in delivering additional 30% MFI units to communities. We want to make note that the current allocation of National Housing Trust Fund dollars that populates the pool of funding available for Urban projects is currently being distributed to 2020 HTC projects that are suffering from cost increases. We expect that any funding left over from this 2021-3 NOFA and the existing 2021-1 NOFA will be distributed in the 2022-1 NOFA. If the funding level is not adequate, then the pot of funding will be replenished in July-ish 2022. There is also additional HOME funding coming to TDHCA with looser rules of how TDHCA can allocate which means these HOME dollars may be able to be allocated in Urban regions (which has always been a limitation under current TDHCA rules.)

SOURCES OF FUNDING NECESSARY TO DEVELOP THE PROJECT – HOME OWNERSHIP AND MIXED-USE BUILDING

Public or Quasi-Public Capital Sources:

2. DEVELOPMENT CONCEPT

2.8 Financial Offer & Public Funding

Source	Amount	Commitment Level	Application Timeline	Approval Timeline
Commercial Loan (Private, SBA or New Market Tax Credit-Financed)	\$5,493,772	Tentative	New Market Tax Credit-financed loans are promising for the non-residential uses in this location. Alternatively, an SBA or traditional commercial loan will be used to finance the remaining gap in the cost of the commercial space in the mixed-use building and what is able to be cross-subsidized from the market-rate affordable homes.	2022
Ownership Housing Development Assistance – City of Austin (HOME funds)	\$4,000,000	Tentative	Application after approval of negotiated agreement with AHFC in coordination with city OHDA staff. We request use of HOME funds specifically to qualify ARA as a Community Housing Development Organization.	2022
Fee Waivers from the City of Austin	TBD	Tentative but no reason to not be firm	SMART Housing Application 4th Q 2021 after award of RFP	SMART Housing Certification soon after, but by January 2022
TOTAL SOURCES	\$39,064,410 (capital only)			

Construction Sources:

The construction funding sources include a construction loan from lender to cover the gap remaining from the equity pay-in during construction. The construction loan is modeled to carry an interest rate of 4.50% and will require interest-only payments during the construction period. In addition, the developer will defer developer fee during the construction period.

Cross-Subsidy Sources:

Total profit from the ownership units is expected to be approx.. \$3.5 million, and 100% of that is being redirected into public benefits for this site, with the following uses:

- \$1,663,750 to construct the Mainspring school and the Communities in Schools Facilities
- \$500,000 to a new splash-pad and shaded basketball court/outdoor classroom on the adjacent Norman-Sims campus.
- \$500,000 to subsidize the higher construction costs of the ownership units in the mixed-use building, which are not covered by OHDA subsidies and sales.
- \$835,350 to subsidize the commercial space in the mixed-use building, because tenants like a healthy food store and affordable healthcare clinic require below-market rents to be sustainable in this location.

Additionally, each of the ownership homes – affordable and market-rate – will pay a \$100 per month “community support fee” as part of their HOA fee, 100% of

2. DEVELOPMENT CONCEPT

2.8 Financial Offer & Public Funding

which goes to cover the support services offered by Communities in Schools on the Norman-Sims campus and on the Community Village grounds. We anticipate reducing the for-sale price of the ownership homes by \$21,000 to account for this higher-than-usual HOA fee.

CONTINGENCIES:

The funding model takes advantage of a variety of funding tools available in order to minimize the AHFC subsidy needed and still generate a deep community impact. The team has multiple contingencies and worst-case scenarios built into the model in the case that one or multiple funding streams were not to be available. These contingencies are as follows:

- No deferred developer fee currently shown
- A \$1.1M supportive service reserve
- Conservative perm rate and equity pricing

The TDHCA MFDL funding is an excellent source of gap funding that can help reduce the AHFC contribution to a project. It is especially advantageous in delivering additional 30% MFI units to communities. We want to make note that the current allocation of National Housing Trust Fund dollars that populates the pool of funding available for Urban projects is currently being distributed to 2020 HTC projects that are suffering from cost increases. We expect that any funding left over from this 2021-3 NOFA and the existing 2021-1 NOFA will be distributed in the 2022-1 NOFA. If the funding level is not adequate, then the pot of funding will be replenished in July-ish 2022. There is also additional HOME funding coming to TDHCA with looser rules of how TDHCA can allocate which means these HOME dollars may be able to be allocated in Urban regions (which has always been a limitation under current TDHCA rules.)

2. DEVELOPMENT CONCEPT

2.9 Land Stewardship & Property Management

LONG-TERM STEWARDSHIP

The development team for Norman-Sims Community Village intends to be at this site for a long, long time.

For the main rental apartment building, NHP Foundation intends to hold its interest in the site, and wishes to do so even after a partnership agreement with AHFC gives the city the option to obtain the property. As a non-profit affordable housing developer and operator, it is a fundamental part of NHPF's model to maintain and successfully operate our properties for the benefit of their residents, as is dictated by our mission. Even if we contract with some entities for some roles, we would like this to be the first of many developments we have in Austin, even potentially setting up a satellite office or staff here.

For the ownership townhomes and ownership apartments in the mixed-use building, we will be setting up the land underneath as a land trust to be held long-term. While we are open to continuing to partner with AHFC on publicly owning that land, our preference is to put it in the experienced hands of the Austin Revitalization Authority, a non-profit organization whose mission is to "engage in commercial, residential and cultural development that promotes community well-being, while respecting the people, institutions and history of East Austin and other underserved communities." Norman-Sims Community Village would become one of the several eastside properties ARA stewards in Austin.

As part of this proposal, Guadalupe Neighborhood Development Corporation, will set up the land trust, deed restrictions, and other legal structures to ensure the homes will remain forever affordable, and that the residents will have an eased property tax burden. This proposal also funds a contract with GNDC to provide technical assistance and training to ARA in setting up similar land trusts, and to apply for HOME funds, which is the last requirement ARA needs to meet to become certified as a Community Housing Development Organization, so this project is also about developing capacity in local organizations to help strengthen Austin's affordable housing development community.

For the commercial space in the mixed-use building, that property will likely be owned initially by Capital A Housing. In order to support the below-market-rate rents that a healthy food market and an affordable healthcare clinic need to be sustainable, Capital A will need to initially subsidize the construction with funds from the sales of the market-rate townhomes. However, Capital A and ARA intend to explore ways to raise the funding needed for ARA to take ownership of that building, so that it can be dedicated for perpetuity to bringing needed services and commercial activity to the neighborhood.

PROPERTY MANAGEMENT

At NHPF, the Asset Management Group provides keen and caring oversight to residents and properties and liaises with NHPF Developers, Operation Pathways Resident Services, and third-party property managers to maintain our thriving affordable housing communities. For this property, we would partner with Allied Orion to provide all property management related services – this will include anything related to pre-lease up plan, lease-up execution, compliance, and post construction day-to-day operations.

At Allied Orion Group, we serve three clients—our owners, our residents and our team members. We understand that each client has his or her own unique set of needs. That is why our mission is to provide personalized service and do "Whatever It Takes" to ensure the success of every community.

Founded in 1985, Allied Orion Group has 30+ years of experience providing management for all types of multi-family properties, and we have a growing portfolio of more than 25,000 apartment homes under management throughout the nation. We have acquired or developed more than 14,000 Class A apartment homes with a total aggregate value of approximately \$1.3 billion. Allied Orion Group, an AMO organization, is headquartered in Houston, Texas with additional offices in Denver, Dallas, and San Antonio.

While Allied Orion Group provides the extensive resources of a large company, our focus is not on quantity, but on quality service. We have extensive experience

2. DEVELOPMENT CONCEPT

2.9 Land Stewardship & Property Management

with all asset types and specialize in lease-ups and repositioning communities.

We know that managing a multi-family, affordable community is a service business. We provide each and every Owner with personalized service based on our core values of hard work, integrity, teamwork and excellence. Attention to every detail, pride in every property and expense control ensure our Owners receive maximum return on every dollar spent. Allied Orion Group offers unparalleled service to its clients, employees and financial and compliance monitoring institutions.

On the Capital A / ARA side, ARA will run the HOA and look after and maintain the property. We are also exploring utilizing personnel supervised by the Austin Area Urban League to provide building and grounds maintenance, to provide job opportunities and training to East Austinites. Because some of those workers may have been engaged in the construction of the buildings, they may be best positioned to know and anticipated the needs of the site.

The bottom line is that NHPF and ARA are in this project for the long-haul, and plan to be a prominent, proactive presence in the neighborhood.

2. DEVELOPMENT CONCEPT

2.10 Market Analysis

3811 Tannehill Lane is responding to an enormous and growing demand for affordable housing in Austin by providing 50 affordable units for-sale and 149 affordable rental units within the Ed Bluestein Boulevard/Hudson Street neighborhood. With one to three bedrooms in each unit, these homes are intended to be attainable homeownership opportunities for families at or below the 80% AMI range.

I. General demographic, economic, and housing conditions:

1) Target Populations and Area Demographic Makeup:

The target population of 3811 Tannehill Lane are individuals and families in need of affordable homeownership in central Austin. According to Neighborhood Scout, the neighborhood surrounding the property has a demographic makeup as follows:

- Race and Ethnicity: 23.9% White, 29.4% Black or African American, 1.1% Asian, 44.5% Hispanic or Latino of any race. [More diverse than 87% of US Neighborhoods.]
- Median Household Income: \$46,265 [\$62,843 for the nation.]
- Homeownership Rate: 53.6% owners
- Average Market Rent: \$1,662 per month
- Average Home Value: \$386,663
- Age: 5.1% are under 5 years, 13.6 % are 5 to 17, 18.3% are 18-29, 28.0% are 30-44, 23.7% are 45-64, 11.3% are 65 years and over.
- Household Type: 22.0% are 1-person household, 15.8% are married couple with child, and 10.7% are single parent with child.
- Gender: 50.7% are male and 49.3% are female.

2) Overall Economic Conditions and Trends:

The neighborhood surrounding 13811 Tannehill Lane has a median real estate price of \$386,663, which is more expensive than 87.8% of the neighborhoods in Texas and 72.4% of the neighborhoods in the U.S. Also according to NeighborhoodScout, the average rental price is \$1,662 which is higher than 77.5% of the neighborhoods in Texas.

Despite the home prices, NeighborhoodScout categorizes the neighborhood as lower middle income, with 24.8% of children living below the poverty line, a higher poverty rate than 71.2% of America's neighborhoods.

These seemingly-opposing demographic and housing conditions are an indicator of the forces that make the neighborhood vulnerable to gentrification and displacement.

2. DEVELOPMENT CONCEPT

2.10 Market Analysis

The average annual change in per capita income over the last 5 years is 15.7% compared to 4.0% for the nation. The average annual change in household income over the last 5 years is also a steep 9.2% compared to 3.7% for the nation. The average change in unemployment rate over the last 5 years is -1.8% for the neighborhood compared to 0.2% nationally.

Please see the provided NeighborhoodScout Report for additional information on Economic Conditions and Trends for this neighborhood.

3)General Housing Conditions and Trends in the Community:

According to Neighborhoodscout, the site is located in the “Ed Bluestein Boulevard/Hudson Street” neighborhood submarket. This is classified as a suburban neighborhood based on population density.

This neighborhood’s real estate is primarily made up of medium sized (three or four bedroom) to small (studio to two bedroom) single-family homes and apartment complexes/high-rise apartments. Most of the residential real estate is occupied by a mixture of owners and renters. Many of the residences in this neighborhood are older, well-established, built between 1940 and 1969. A number of residences were also built between 1970 and 1999

Home and apartment vacancy rates are 16.5% in this neighborhood. NeighborhoodScout analysis shows that this rate is higher than 78.4% of the neighborhoods in the nation, in the higher range of all neighborhoods.

The current neighborhood price per square foot is \$247, while the average nearby home price per square foot is \$198.

II. Geographic Area

3811 Tannehill Lane is located in central east Austin. The area lies within the boundaries of the MLK 183 Neighborhood Plan.

III. Pool of Eligible Tenants

Eligible households from the surrounding neighborhood will be prioritized in the sales of the affordable units; however, the home sales for the unrestricted units will pull potential buyers from a larger geographic area.

The Austin Strategic Housing Plan, drafted in 2016 and now under review, identifies public policies and development incentives that can help increase the supply of affordable housing. The report estimates that by 2025, Austin will need an additional 60,000 units of housing that are affordable to people earning 80% of the Median Family Income or less.

The Austin Chamber has partnered with 100 business and social service organizations to develop an Affordability Action Plan. The Plan calls for increasing housing supply by allowing at least 15,000 housing units to be built per year for 10 years, with at least 25% affordable housing for households at 80% Median Family Income

2. DEVELOPMENT CONCEPT

2.10 Market Analysis

(MFI) and below, including 200 Housing First Permanent Supportive Housing units per year; and 25% “missing middle”/workforce housing at 140% MFI.

The Austin Housing Coalition brings together low-income housing providers from across the community to network and share information with the goal of increasing our community supply of affordable housing. Most low-income renters earning less than \$35,000 who are not cost burdened are living in housing that is provided by these low-income housing providers, or in housing that is federally subsidized.

IV. Competition

The unit mix, sizes, features, and price points for the homes at 3811 Tannehill Lane will be unique to the area - currently, there are very few ownership opportunities in the neighborhood, and the number of both rental and ownership opportunities with this project is substantial. Additionally, the development team for 3811 Tannehill Lane has executed numerous affordable rental and homeownership projects and is now bringing this experience to deliver an affordable, mixed use community.

V. Market Demand

As reported by the Texas Association of Affordable Housing Providers (TAAHP), the Austin Strategic Housing Blueprint identifies a need for an additional 60,000 units of affordable housing below 80 percent of the median family income (MFI) by 2027. City Council District 1 has a goal of creating 7,086 affordable units by 2027. However, in neither 2018 or 2019 did the city meet it’s affordable housing goals for District 1.

Because all of the affordable ownership homes will be lower-priced than the current average current home value, and because all of the rental units will be below the average rental rate, despite this being a newer development, we anticipate high demand for the homes in the development.

VI. Effective Demand and the Capture Rate

Only rental properties are typically measured by capture rate, therefore: $149 \text{ units} / 7,086 = \text{units in District 1} = 2.6\%$ of the 10-year affordable housing need.

VII. Absorption Rate

The project will be filled systematically with residents of the surrounding neighborhood and through the networking of the development team, prioritizing residents in the surrounding area that are at risk of displacement. It is expected that the property will be 100% occupied in 12 months (once the first units are completed) with an estimated absorption rate of 7.5 units per month. Based on Capital A Housing’s experience with selling affordable homes in Austin, this is an easily met rate.



APPENDICES

7.96 Acre City of Austin Property
3811 Tannehill Ln, Austin, TX 78721
August 5, 2021

Submitted by

Development Team: The NHP Foundation | Capital A Housing | Austin Revitalization Authority

Partnered With: Austin Area Urban League | Civiltude | Code Studio | Communities in Schools, Education Austin | ForgeCraft | GNDC | Mainspring Schools | People's Community Clinic | SAFE Alliance | TES Concessions

APPENDIX A. DEVELOPMENT TEAM

A.1 Organizational Chart

		Rental Apartment/ Daycare Building	Mixed-Use / Ownership Residential Building	Townhouses
Finance / Developer		NHP Foundation Capital A Housing True Casa (Consultant)	Capital A Housing / Austin Revitalization Authority	Capital A Housing / Austin Revitalization Authority
Design / Build	Architect	Forge Craft	TBD	TBD
	Urban Design	Code Studio	Code Studio	Code Studio
	Civil Engineering	Civiltude	Civiltude	Civiltude
	Construction	TBD	Constructinople / Austin Area Urban League	Constructinople / Austin Area Urban League
Marketing / Anti-displacement		Austin Area Urban League / Guadalupe Neighborhood Development Corporation / Education Austin	Austin Area Urban League / Guadalupe Neighborhood Development Corporation / Education Austin	Austin Area Urban League / Guadalupe Neighborhood Development Corporation / Education Austin
Income Verification		Guadalupe Neighborhood Development Corporation	Guadalupe Neighborhood Development Corporation	Guadalupe Neighborhood Development Corporation
Support Services		Communities in School People's Community Clinic	Communities in School People's Community Clinic	Communities in School People's Community Clinic
Stewardship / Maintenance		The NHP Foundation	Austin Area Urban League / Austin Revitalization Authority	Austin Area Urban League / Austin Revitalization Authority

MISC	Childcare Center	Mainspring Schools
	Neighborhood Healthy Food Store	TES Concessions
	Commercial Space Leased by	Capital A Housing / ARA
	non - PSH Support Service	SAFE Alliance

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CAPITAL A HOUSING

Firm Bio



Firm Name	Capital A Housing
President	Eyad Kasemi, EIT
Address	5110, Unit B, Lancaster Ct, Austin, TX 78723
Point of Contact	Conor Kenny, Principal 512.968.3050 conor@civilitudegroup.com

Capital A Housing is an Austin development company that specializes in residential projects with a heavy income-restricted affordable housing component. Capital A Housing maintains close relationships with Civilitude, an Austin civil engineering firm, and Constructinople, an Austin construction company, that together allow Capital A to handle affordable and market-rate housing development from soup to nuts. Capital A Housing and Constructinople specialize in development and construction for housing non-profit and governmental clients, as well as their own projects.

While Capital A Housing is a relatively new company, founded in 2018, its leadership is well versed in affordable housing in Austin, from construction to sales to policy. Capital A has a new 17-townhouse development in north-central Austin, “A at Lamppost”, nearing its completion in Spring 2021. A at Lamppost was built under the city’s Affordability Unlocked policy, which principal Conor Kenny worked on during his tenure at the city’s Planning Commission. Capital A also partnered with the City of Austin to secure \$1.3 million in development assistance funding to keep 100% of the units there below-market-rate, with buyers falling below 80% of the city’s Median Family Income.

Austin faces significant challenges in creating adequate affordable housing in the coming years, and Capital A Housing is deeply invested in meeting that challenge. Capital A’s developments and overall strategy are built around Austin programs like Affordability

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

Unlocked and Housing Development Assistance funding, the state's Low-Income Housing Tax Credit programs, and the Austin Transit Partnership's upcoming anti-displacement programs. Capital A applies its extensive knowledge of these policies and programs not only for its own developments, but also for other developers, in part because Austin's affordable housing needs are so great that there is more than enough work for everyone. Capital A also specializes in harmonizing its projects with the city's strategies around housing, transportation, and other intersecting issues, as well as with the needs and wishes of the city's diverse neighborhoods and communities.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CAPITAL A HOUSING

Project Experience



Project Name

A at Lamppost

Total Construction Cost

\$4,700,000

Unit Count or Sq ft.

17 multi-bedroom units

Location

12500 Lamppost Lane, Austin, TX 78727

Completion Date

Est. Summer 2021

Capital A Housing’s “A at Lamppost” development, at 12500 Lamppost Lane, contains 17 multi-bedroom, family-friendly, townhouse-style homes for purchase all by families making 60-80% of Austin’s Median Family Income. It is the first development utilizing the “Affordability Unlocked” ordinance to break ground in Austin. The development qualified for the “Tier 1” ordinance provisions, which waive or relax city requirements for parking, setbacks, and density levels for projects with at least half of their units being income-restricted. A at Lamppost was financed in part with \$1.3 million from the City of Austin’s Ownership Housing Development Assistance program, and is on-track for completion by May of this year. The development team included several team members for A at St. Johns: Capital A Housing as Developer, Civiltude as Civil Engineer, Constructinople as General Contractor, and Guadalupe Neighborhood Development Company handling buyer qualification screening and general affordability compliance.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CAPITAL A HOUSING

Project Experience



Project Name

Blackland CDC Alley Flats

Total Construction Cost

\$454,686

Unit Count or Sq ft.

3 units

Location

2106 Chicon St, Austin, TX 78702

2203 Salina St, Austin, TX 78702

1910 Salina St, Austin, TX 78702

Completion Date

October 2020

Owner

Blackland CDC

The Blackland CDC Alley Flats were built by A at St Johns team members Constructinople as the General Contractor and Community Powered Workshop as the Architect. These income restricted Alley Flats were designed in collaboration with Blackland CDC to fit behind existing single family residences. Three 2-bed, 2-bath accessory dwelling units were completed on an expedient 7 month timeline.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CAPITAL A HOUSING

Project Experience



Project Name

Jordan at Mueller

Total Construction Cost

\$26,700,000

Unit Count or Sq ft.

132 units

Location

2724 Philomena St, Austin, TX 78723

Completion Date

December 2019

Capital A Housing President Eyad Kasemi and St Johns Village’s civil engineer Civiltude designed the site for the Jordan at Mueller, receiving a site development permit in a record four months. Open in 2019, the Jordan is located in the Mueller neighborhood in East Austin. This new community provides 132 deeply affordable, service-rich homes for low-income families. The Jordan features housing for people making about 50 to 60 percent of the median family income, with 14 units reserved for families who are homeless or at risk of homelessness. The Jordan was built utilizing low-income housing tax credits from the Texas Department of Housing and Community Affairs and bond funding via the City of Austin’s Rental Housing Development Assistance program.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CAPITAL A HOUSING

Project Experience



Project Name

La Vista de Lopez

Total Construction Cost

\$5,800,000

Unit Count or Sq ft.

27 units

Location

809 E. 9th St, Austin, TX 78702

Completion Date

Est December 2022

La Vista de Lopez will be a 27 unit income-restricted affordable housing building for seniors near the heart of downtown. It will be fully ADA-compliant and will be income-restricted for seniors making less than 50% Austin's Median Family Income. It is being developed by some members of the A at St. Johns team, including developer Guadalupe Neighborhood Development Corporation and civil engineering by Eyad Kasemi of Capital A Housing and Civiltude. The nine-story tower is being built adjacent to a historic property on land purchased through financing from the Austin Housing Finance Corporation.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CAPITAL HOUSING



Faye Kazi, PE, LEED AP

CEO | Role: Executive Oversight

Education: Masters of Science, Architectural Engineering, University of Texas at Austin

Experience: 11 yrs with firm | 23 yrs in the industry

Mr. Kazi has over 21 years of experience providing public and private sector clients with entitlements as well as the design, management and construction of site development projects. Mr. Kazi has worked on projects as small as ADA improvement projects to complex site development and roadway projects. Mr. Kazi brings a unique combination of technological savvy, professional service, technical knowledge and enthusiastic commitment to his clients. His strengths also include a deep understanding of the permitting process, environmental sensitivities, grading and drainage.



Conor Kenny

Principal and Director of Public Affairs | Public Affairs Coordinator

Education: Masters of Arts, Public Affairs, University of Texas at Austin

Experience: 1 yrs with firm | 18 yrs in the industry

Mr. Kenny is a longtime government, politics, policy professional at the local, state, and federal levels, having worked for a variety of government-focused non-profits and the state government. He has been deeply engaged in Austin housing and development policy as a member of the city's Design Commission and Planning Commission, where he served as chair and led the commission's Transportation Working Group and the Land Development Code Re-Write working groups on residential and non-residential zoning. At Capital A Housing he performs a wide variety of roles, including planning, community engagement, advocacy, government relations, strategy, and business development. Mr. Kenny specializes in putting together projects that are responsive to the city's -and particular neighborhoods'- needs and priorities, for development that breaks the usual mold and is welcomed by communities.



Tomas Rodriguez, PE

Project Manager | Role: Project Manager

Education: Masters of Science, Architectural Engineering, University of Texas at Austin

Experience: 1 yr with firm | 10 yrs in the industry

Mr. Rodriguez has nearly a decade of experience working for the City of Austin as an engineer in Watershed Protection, a drainage and water quality reviewer in Development Services, and a Capital Improvement Program Project Manager in Public Works. As a reviewer in DSD, Mr. Rodriguez reviewed drainage plans for a wide variety of plans, ranging from urban infill and redevelopment to suburban subdivisions. Mr. Rodriguez managed public projects through the preliminary, design, bid, and construction phases for the City of Austin. Mr. Rodriguez brings a deep understanding of City of Austin drainage and water quality regulations, floodplain regulations, and contracting and permitting processes.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

Civiltude Engineers & Planners

Firm Bio



Firm Address

5110 Lancaster Ct, Austin, TX 78723

Telephone Number

+1 512 761 6161

Contact Person

Fayez Kazi, PE, LEED AP

fayez@civiltude.com

Date of Organization

April 2010

Type of Organization

Limited Liability Company

Firm's Registration Number

F-12469

Firm Overview & History

Civiltude is a local, Asian minority-owned engineering and planning firm, established in early 2010. Led by Fayez Kazi, PE, Civiltude's core principle was to deliver effective design solutions and experienced project management competitive to large companies while providing personal, flexible and timely communication that is unique to a small, nimble firm. Nhat Ho, PE, started as an engineer with Civiltude since its early inception and joined the management team in 2014. Jim Schissler, PE, joined Civiltude's leadership team in early 2018 after three decades of practice and management with several major local firms.

Civiltude brings the full package of technical and permitting knowhow, positive working relationships with City staff, as well as experience in interfacing with neighborhoods and other community stakeholders. Our leadership team packs a combined 65 years of experience in delivering various project types, including field engineering with daily interaction with property owners. Our extensive experience with SMART housing projects (a type of certification by the City of Austin), public schools and downtown high-rise developments with compressed permitting timelines has enabled our team to test, benchmark and optimize effective permitting strategies. Additionally, as the prime engineers for various public enti-

ties including the City of Austin, our team has successfully cultivated positive working relationships with reviewers at several levels across multiple regulatory bodies. Most importantly, our team's past and present service on the City of Austin's Planning Commission, Water and Wastewater Commission, Environmental Commission as well as several non-profit boards and neighborhood associations puts us in a unique position to facilitate conversations, resolve issues and build neighborhood goodwill and consensus in the community.

When it comes to growth, our focus is not only on our team size and expanding public and private sector portfolios but also deepening trust with our clients. In 2010, our team of three dedicated our expertise to serving public school and affordable housing segments which were largely underserved, especially when there were fewer and smaller projects.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

Civiltude Engineers & Planners

Firm Bio



Today, with our team size of 23 employees, Civiltude maintains a diverse and balanced portfolio with projects spanning both public and private sectors including but not limited to public infrastructure such as pipelines, roadways, trails, ponds, and parks; educational and sports facilities; tax credit and market-rate multi-family housing; master planned communities; and mixed use complexes for office, retail, entertainment and industrial. Our core services include land feasibility studies; site and infrastructure construction documents; site permitting and acceleration strategies; bid review, value engineering and cost control; project management; and construction administration. Civiltude specializes in pipeline design, site and right-of-way permitting and acceleration, and karst void mitigation. Our clients are just as diverse, from individual home owners, to neighborhood associations, housing authorities, municipals, non-profit affordable housing providers, transportation authorities, and private developers.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

Civiltude Engineers & Planners

Relevant Experiences



Project Name

Gaston Place Apartments

Location

1920 Gaston Place, Austin, TX

Owner

Accessible Housing Austin!

Completion Date

Summer 2020

Construction Cost

\$3 Million

Reference

Melissa Orren, Executive Director of Accessible Housing Austin!, 1640A East 2nd St, Austin, TX, 78702

Gaston Place Apartments

Founded by leaders in Austin's disability rights community, Accessible Housing Austin! (AHA!) is excited to be breaking ground later this year for AHA! at Briarcliff. The 27-unit complex in northeast Austin will provide one and two-bedroom apartments for households with incomes below 50% of the median family income. Six of the units will be designated at "deeply affordable."

In keeping with its mission to provide affordable and accessible housing for tenants with disabilities, AHA! will exceed federal integration standards with half of the units being accessible and the other half adaptable.

Civiltude worked closely with AHA! & HACA to minimize public sidewalk improvements required by the City of Austin under subchapter E. We also assist the successful partnership with Public Works that built the missing section of sidewalk in front of the site which further reduced project construction cost. Civiltude assisted HACA in understanding and resolving issues related to the unified development agreement due to complex site ownership structure.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

Civiltude Engineers & Planners

Relevant Experiences



Project Name

Lakeline Station Apartments

Location

13636 Rutledge Spur, Austin TX

Owner

Foundation Communities

Completion Date

December 2016

Construction Cost

\$19 Million

Reference

Walter Moreou, Executive Director of Foundation Communities, 3036 South First Street, Austin, TX 78704

Lakeline Station Apartments

128-unit SMART Housing multi-family development with Learning Center, Trail and Sidewalk to LakelineTOD Station in the northwest corner of Rutledge Spur and 620 North. The project was within the Northwest Park and Ride TOD district which required partial street and pedestrian improvements in both City and TxDOT public right of way. The project also required a water main extension through private property.

Civiltude provided context sensitive site design and permitting which includes pavement repair and expansion, street parking and pedestrian path improvements along the southern most section of Rutledge Spur (one of eight local mobility areas to be studied by the City). The team resolved various challenges along this narrow street including above ground electrical infrastructure, topography, and existing trees.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

Civiltude Engineers & Planners

Relevant Experiences



Project Name

Colony Park

Location

7400 Loyola Ln, Austin, TX 78724

Client

City of Austin

Completion Date

TBD

Construction Cost

TBD

Reference

City of Austin / Sandra Harkins
(Neighborhood Housing & Community Development)

Colony Park

208 acres master planned community including Colony Loop Drive extension and several new streets with above ground and underground infrastructures to serve a mixed use development.

Civiltude provided preliminary utility plan for the entire masterplan and construction plans for water, wastewater and reclaimed water in the Phase 1 street extensions. The project features several miles of roadways with seventeen street sections, some with very limited public right-of-way width. Civiltude played crucial role in facilitating conversation between Austin Water Utility and street design consultant in order to achieve the desirable sections while still accommodating necessary utilities. The team also assisted with resolving issues related to erosion hazard zone, critical environmental feature buffer, and creek crossing for streets and bridges. Civiltude prepared Service Extension Request analysis to optimize offsite improvements as well as designed phase 1 construction plans for water, reclaimed and wastewater improvements on site.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

Civiltude Engineers & Planners

Relevant Experiences



Project Name

Greenwater Redevelopment

Location

San Antonio 2nd, 78701

Client

Trammell Crow/Mark Fowler (Rep)

Completion Date

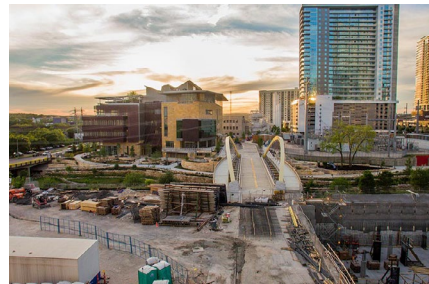
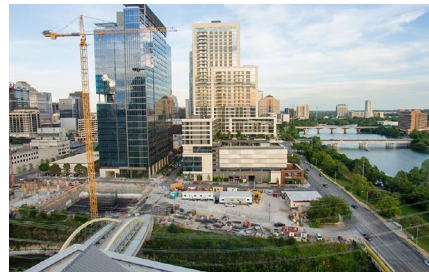
S2016

Construction Cost

\$5.1 Million

Greenwater Redevelopment

Public-private partnership redevelopment project in Downtown Austin to extend West 2nd Street for two blocks from San Antonio to Shoal Creek Bridge and Nueces Street from Cesar Chavez to West 2nd Street alley including all utilities. 24" supply & return chilled water main extension. Civiltude's Principal and project manager, Mr. Nhat Ho, personally resolved major field issues and facilitated meeting with reviewers and inspectors on site to ensure project continuation. Examples of field issues are bypass pumping for tie-in to a major 42" wastewater main, assessment of major box manholes, and curve wastewater line with fiberglass manholes due to dry utility conflicts.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



James M. Schissler, PE, LEED AP

Vice President | Role: Executive Oversight

Education: Bachelor of Science, Civil Engineering, University of Maryland

Experience: 4 yrs with firm | 35 yrs in the industry

Mr. Schissler is a Vice President and Partner with Civiltude Engineers and Planners. He has more than 35 years of experience in design and project management of civil engineering projects in a variety of disciplines, including over 20 years of experience in Austin and Central Texas in land development for commercial, industrial, institutional and residential projects. Mr. Schissler manages the design, submittal and permitting of site development projects in the Austin metropolitan area including conceptual design and feasibility, preliminary plans, subdivision platting, hydrologic and hydraulic studies, stormwater management facility design, roadway and utility layout, site grading and erosion control, design report and specifications writing, project budgeting and cost estimating.



Mike Reyes, PE

Director of Civil Engineering | Role: Project Manager

Education: Bachelor of Science, Architectural Engineering, University of Texas at Austin

Experience: 1 yr with firm | 14 yrs in the industry

Mr. Reyes's career includes more than 14 years of extensive experience in the design, construction management, review, and approval of civil engineering land development projects throughout the Greater Austin area and the State of Texas. Current projects consist of the design and construction management of several concurrent municipal and private projects in Central Texas. Duties include working closely with clients and development teams, feasibility studies, site development, drainage and innovative water quality design, utility design, regulatory permitting through local and state agencies, cost estimating and construction management.



Jordan Miller, PE

Lead Engineer | Role: Project Engineer

Education: Bachelor of Science, Architectural Engineering, University of Texas at Austin

Experience: 1 yr with firm | 5 yrs in the industry

Mr. Miller is a Lead Engineer with Civiltude and is a registered Professional Engineer in the state of Texas. Jordan attended the University of Texas at Austin and earned a Bachelor's of Science degree in Architectural Engineering. His professional experience includes the design and permitting of land and site development, municipal water distribution and treatment, wastewater collection and treatment, and drainage projects.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CODE STUDIO

Code Studio is a planning and urban design consulting firm focused on the implementation of plans and designs that yield equitable, vibrant and walkable communities through creative, visionary planning and redevelopment. Founded in 2006, Code Studio is nationally renowned for its accessible and highly visual zoning work focused on urban design, housing affordability, and regulatory transparency. The firm has experience delivering urban design and development code projects across the United States ranging in scale from infill sites and city blocks up to neighborhood and city-wide plans.

Our approach focuses on the human experience of place and enabling synergies between social, economic and ecological systems to meet community and client goals. As urban designers, we tackle complex urban issues in the creation and reimagining of environments built to support community and enrich public life. We take a creative and pragmatic approach to development, proposing implementable designs to achieve engaging and joyful places. As code writers, we translate planning and design concepts into regulatory language that enables the physical “place” envisioned by a community to be created. When we craft new regulations, we believe they must be fully understood by all users, easily administrable by local staff, produce a predictable result, and fit within the existing legal and regulatory framework.



Our work is rooted in community and place. Whether designing a single site or codifying the planning goals of an entire city, our focus is on the impact on the everyday lives of people. We understand that the best designs reflect the goals of a community and we support those goals by providing a clear path to implementation.

**“WE HELP COMMUNITIES
THINK BOLDLY ABOUT
THEIR FUTURE”**

**“WE DESIGN REALISTIC
SOLUTIONS FOR
TODAY’S MARKET”**

**“WE SYNTHESIZE
COMMUNITY ASPIRATIONS
INTO IMPLEMENTABLE
PLANS AND CODES”**

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CODE STUDIO

LEE EINSWEILER



EDUCATION

Master of Regional Planning
University of North Carolina
at Chapel Hill

Bachelor of Science
Environmental Planning/
Regional Analysis
University of Wisconsin at Green Bay

FOUNDING PRINCIPAL

Lee has been involved in planning, zoning and plan implementation in a variety of settings over the past 30 years. His emphasis has been on redevelopment activity in urban areas, beginning in south Florida in the 80's and 90's, and continuing with his recent work in Los Angeles, Amherst NY and the Concord NH.

Lee sharpened his skills in the preparation of zoning and subdivision regulations across the country, and has been personally responsible for over 50 code projects, including the complete revision and adoption of over 30 codes and the preparation of almost 20 form-based codes. His combination of conventional zoning know-how and new code approaches are rare in the profession, and his ability to facilitate the consideration and adoption of new zoning serves his clients well.

Lee has served as an adjunct faculty member in the Department of Community & Regional Planning at the University of Texas, teaching smart growth tools at the graduate level, which serves as a constant source of innovation. He is a former board member of the Central Texas chapter of the Congress for the New Urbanism (CNU). Lee is a frequent speaker at state and national conferences on the issue of zoning and form-based codes.

RECENT EXPERIENCE

Los Angeles Zoning Update. Lee is currently leading a team in the process of replacing Los Angeles' 1946 zoning code. The new code will eventually cover the entire City, implementing community plans as they are updated. This multi-year effort includes a downtown code.

Sandy Springs Development Code. Lee recently worked with this 10-year old City to replace their former County zoning with new concepts tailored to match their recently adopted Comprehensive Plan.

Amherst Mixed Use Activity Center Zoning. The Town of Amherst, NY is committed to grow more sustainably. Lee is preparing sustainable centers strategy plan amendment, along with new zoning to implement the sustainable centers concept.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CODE STUDIO

KEVIN HOWARD



PRINCIPAL

Kevin is a Principal and the Urban Design Studio Lead at Code Studio. He brings with him an interdisciplinary perspective informed by his education and experience in architecture, urban design, real estate development, mobility, green-infrastructure and community planning. He provides a balanced awareness of the perspectives of a wide range of common stakeholder groups, a keen understanding of current best practices, and the technical skills to visually communicate to a wide audience. Kevin currently manages the re:code LA project, a full zoning ordinance rewrite for the city of Los Angeles, as well as a master plan and development standards project for a large-scale private development in East Austin. Kevin is intimately involved with all of Code Studio's regulatory projects and city building initiatives across the country. In his work, research and advocacy, Kevin focuses on promoting abundant and equitable housing, human-oriented and resilient places, sustainability through land use planning and infrastructure systems, and the democratization of city building.

RECENT EXPERIENCE

Masterplanned Community, Central TX. Kevin is leading an interdisciplinary design team in developing a master plan and development code for a 2,500 acre private development focused on walkability, ecology, and housing affordability. This work has included developing planning level mobility, openspace, stormwater and urban design concepts in addition to more detailed neighborhood design and site planning.

Los Angeles Zoning Rewrite, Los Angeles, CA. Kevin is managing the development and drafting of a modular zoning system built for customization by community planning teams. This has included:

- » Developing a suite of dynamic applications empowering community planners to test combinations of regulations while ensuring physical feasibility,
- » Developing, testing and modeling new regulatory concepts for context specific planning issues and constraints,
- » Presenting the modular system and regulatory concepts and achieving buy-in from leadership, advisory groups and stakeholders.

Suburban Retrofit Zoning & Redevelopment, Amherst, NY. Kevin developed a standardized regulatory structure built to incrementally redevelop defunct suburban commercial centers, corridors, and nodes into walkable mixed-use villages and neighborhoods. This project also included developing illustrative redevelopment plans for 4 catalyst sites ranging between 40 and 70 acres.

EDUCATION

Master of Community
& Regional Planning
Master of Urban Design
University of Texas at Austin

Bachelor of Arts
Architectural Studies
University of Washington

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CODE STUDIO

KELSEY MORROW



URBAN DESIGNER

Kelsey comes to us from Asheville, North Carolina with a background in both urban design and planning. She has experience in the public, private, and non-profit sectors and has conducted professional and graduate research on affordable housing, sustainable development, and creative placemaking. Her lifelong love for community and the arts has led to a passion for creating vibrant public spaces that strengthen local identity, improve public health, and enhance citizen's relationships with their city and with each other.

After living in many cities in the U.S. and abroad, and traveling extensively, Kelsey offers a global perspective when it comes to community design. At Code Studio, her artistic background helps ensure that every project is presented in a clear and polished format. Her experience working on comprehensive plans and form-based codes makes her a valuable addition to our team.

RECENT EXPERIENCE

Masterplanned Community, Central TX. Kelsey is working on a large scale master plan and development code for a 2,500 acre private development focused on walkability, ecology, and housing affordability. This work has included planning level mobility, openspace, stormwater and urban design concepts in addition to neighborhood design and modeling.

Unified Development Code, Piqua, OH. Kelsey is currently working on a citywide new development code update for Piqua, Ohio. The code will feature new zoning districts that allow for a wider variety of housing options and a fully updated set of use standards.

Cleveland Pilot Neighborhood Form-Based Codes. Kelsey recently worked on developing graphics and community engagement materials for a series of public charrettes in a handful of Cleveland neighborhoods selected as form-based coding pilot areas for the City.

Newport Form-Based Code. Kelsey is developing a new form-based code and graphics for a portion of Newport, Rhode Island, including part of the waterfront owned by the City and a major former casino site soon to become a mixed-use development.

EDUCATION

Master of Urban Design
University of North Carolina
at Charlotte

Bachelor of Science
Urban and Regional Planning
East Carolina University

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CODE STUDIO

CHRISTY DODSON



URBAN DESIGNER

Christy comes to Code Studio with a background in architecture and urban design with experience managing adaptive reuse and urban infill projects. Her work focuses on implementing creative zoning strategies that reduce development barriers for small-scale, community-driven projects with an emphasis on affordable housing and equitable development. She believes that the best planning projects not only reflect the goals and vision of a place, but also provide a set of tools that enable communities to implement change. As an urban designer at Code Studio, Christy relies on her experience working at every stage of the development process to bring together high-level policy goals with practical implementation.

Christy worked in the private sector prior to joining Code Studio managing projects ranging in scale from individual building design to city-wide policy. Her experience delivering projects on challenging urban infill sites with complicated development codes gives Christy unique insight into the relationship between community goals, development codes, and the built environment. With this perspective, Christy focuses on designing plans and codes to be accessible, implementable, and contextual.

EDUCATION

Master of City and Regional Planning
Master of Architecture
Georgia Institute of Technology

Bachelor of Science in Architecture
Georgia Institute of Technology

RECENT EXPERIENCE

Atlanta Zoning Ordinance Rewrite and Update. Christy is currently working on a citywide zoning ordinance rewrite and update for Atlanta, Georgia. The project includes analyzing the existing ordinance to understand the unique history and context of the City of Atlanta and proposing a new ordinance that aligns with the Atlanta City Design goals and vision for the future development.

Housing Choice Municipal Training. For a previous firm, Christy helped to create and present training curriculum for municipalities across the southeast on development code strategies to encourage incremental development. The curriculum focused on connecting the dots between real estate pro formas, the cost to deliver affordable housing, and typical barriers within development codes – providing municipalities with tools to allow for more complete, livable neighborhoods.

Armour Yards Masterplan. For a previous firm, Christy worked to develop a masterplan strategy for the Armour Yards neighborhood, a formally industrial area in Atlanta experiencing rapid development pressures. The proposed masterplan emphasized public space improvements in lieu of excess parking, adaptive reuse of industrial buildings, and prioritizing connections to multi-use trails and transit stops.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CONSTRUTINOPLE LLC

Firm Bio



Firm Address

5110 Lancaster Ct, Austin, TX
78723

President

Kenda Dawwami

Partner

Fayez Kazi, PE, LEED AP
TX PE License No. 96489

Date of Organization

March 2018

Type of Organization

Limited Liability Company

Office Telephone

+1 512 761 6161

Email

connect@constructinople

NAICS Codes

541330, 561730, 236115, 236116

Certification

HUB, WBE

Employee

6

Firm Overview & History

Constructinople is a construction firm established in early 2016 as a sole proprietor and quickly brought on partners and incorporated in 2018. Located in Austin, Texas and led by Kenda Dawwami, Fayez Kazi and Eyad Kasemi, Constructinople provides senior level attention and the flexible, timely response only a small, nimble firm can deliver. Constructinople is associated with Falcon Eye Asset Holdings, Parmer Housing. The shareholders and executives of these companies are comprised of seasoned businessmen and engineers, who bring to the table not only over 52 years of professional experience both locally and internationally but also the following strengths:

- Development as well as construction of over 60 dwelling units collectively.
- Providing public and private sector clients with entitlements and the design, management and construction administration of site developments projects
- Extensive understanding and expertise in multifamily apartment complexes, subdivision design and processing, grading and drainage design and analysis and permitting, as well as environmental sensitivities.
- Urban planning and zoning to civil infrastructure design and land development.

Experience

Constructinople has experience working with Austin based non-profit and public entities such as Blackland Community Development Corporation, Austin Community Design and Development Center, as well as HPD Development. We understand the balance between initial investment versus long term benefits and that the best value is not always the cheapest up front. We understand that with nonprofit entities, fostering good relationships with neighbors and preserving the reputation of the organization is just as important as obtaining permits on time. We also understand the critical challenge of controlling cost once the budget is set. Our standard of practice includes meeting with Client weekly once construction begins in order to ensure all errors are caught and all unforeseen conditions are resolved with the least cost impacts.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CONSTRUTINOPLE LLC

Firm Bio



Project Name

Cedar Alley Flat

Location

1608 Cedar Ave, Austin, TX 78702

Owner

David Cicocciopo

Trish Cicocciopo

Construction Date

April 2019

Construction Cost

\$167,000

Cedar Alley Flat

Project Overview

Constructinople served as the contractor for this precedence setting SMART housing project for the ever growing demand for housing in Austin. This project achieved a notable 3 Star Green Building Rating. Cedar Alley Flat provides affordable rental opportunities to a 3 person family at 80% MFI. This accessory building designed by Austin Community Design & Development Center (ACDDC) was added on to a single family lot with an existing house.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CONSTRUTINOPLE LLC

Firm Bio



Project Name

Willowrun Flats

Location

**3644 Willowrun Dr. Austin, Texas
78704**

Owner

**Kenda Dawwami
Hachem Dadouch**

Construction Date

October 2019

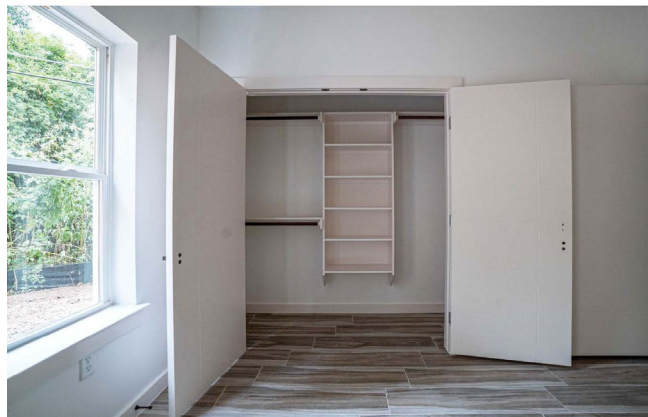
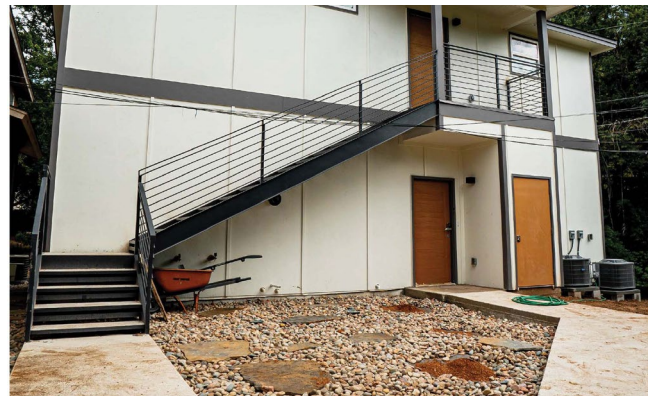
Construction Cost

\$290,000

Willowrun Flats

Project Overview

Constructinople recently finished constructing an additional two units, for a total of six units, to this affordable housing targeted for St. Edward's University students. This is a great example of infill where demand is high. Non-Voe materials and low-flow fixtures were used to make this project comply with a high Green Building Rating.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CONSTRUTINOPE LLC

Firm Bio



Project Name

Lancaster Unit B

Location

5110 Lancaster Ct. Austin, Texas
78723

Owner

Fayez Kazi

Construction Date

March 2018

Construction Cost

\$148,000

Lancaster Unit B

Project Overview

Constructinople's first ADU in the urban core just outside of the Mueller District. The unit offers 1,000 sf of residential rental close to transit and bike paths.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

CONSTRUTINOPLE LLC

Firm Bio



Relevant List of Projects

Completed Project

- 5413 Duval St., Austin, Tx 78751
- 5400 Freidrich Ln., Austin, Tx 78744
- 1012 Arthur Stiles Rd., Austin, Tx 78721
- 500 Oakridge Dr., Round Rock, Tx 78681 3
- 700 Convict Hill Rd., Austin, Tx 78749
- 8503 Sweeny Cir., Austin, Tx 78723
- 10701 S. 1st. Austin, Tx 78748
- 4103 W Slaughter Ln, Austin, Tx 78749
- 1601 Haskell St., Austin, Tx 78702
- 4801 Monterey Oaks Blvd., Austin, TXx78749
- 8403 Mesa Dr., Austin, Tx 78759
- 1201 Payton Gin Rd., Austin, Tx 78758
- 1519 Coronado Hills Dr., Austin, Tx 78752
- 5110 Lancaster Ct. Units A, B, Austin, Tx 78723
- 1902 E. 22nd St., Austin, Tx 78722
- 1417 Kramer Ln., Austin, Tx 78758
- 1200 Estancia Pkwy, Austin, Tx 78748
- 1608 Cedar Ave., Austin, Tx 78702
- 3466 Willowrun Unit E, F, Austin, Tx 78704
- 11601 Tedford Dr., Austin, Tx 78753
- 4020 Lost Oasis Hollow, Austin, Tx 78739
- 5106 Village Square, Austin, Tx 78744
- 2610 W 10th St, Austin, Tx 78703
- 1211 E Oltorf St, Austin, TX 78704
- 1910 Salina St., Unit B, Austin, Tx 78722
- 2203 Salina St., Austin, Tx 78722

In Development and Constuction

- 2106 Chicon St., Austin, Tx 78722
- 12500 Lamppost Dr., Austin, Tx 78727
- 5800 St. Georges Green, Austin, Tx 78745
- 7505 Wynne Ln., Austin, Tx 78745
- 1142 Gunter atx 78721
- 1055 Springdale atx 78721
- 1032 Springdale atx 78721
- 3407 Cambridge Ct atx 78723
- 1021 E St Johns atx 78752

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Eyad Kasemi

Vice President | Role: Project Manager
Education: Bachelor of Science, Civil Engineering, Al Baath University, Homs, Syria
Experience: 3 yrs with firm | 7 yrs in the industry

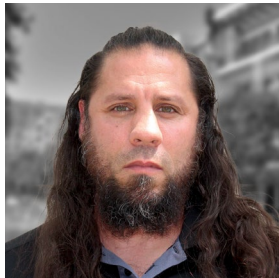
Mr.Kasemi has over seven years of experience providing public and private sector clients with entitlements as well as design management and construction administration of site development projects. Through dozens of projects, he has developed a deep understanding and expertise in construction management, subdivision and site design and processing, grading and drainage design and analysis and permitting as well as environmental sensitivities on projects from accessory dwelling units to townhouse courts to multi-family complexes. Mr.Kasemi is also the president of Capital A Housing, an affordable housing development company affiliated with Constructinople, where he has overseen construction of many projects for Capital A Housing and their clients, whom have a focus on non-profit and governmental developments with a strong affordable housing component. Mr.Kasemi strongly believes everyone should have a fair chance at affordable housing.



Kenda Dawwami

President | Role: Construction Manager
Education: Bachelor of Science, Civil Engineering, Al Baath University, Homs, Syria
Experience: 3 yrs with firm | 7 yrs in the industry

Ms.Dawwami has extensive knowledge in the real estate and property management field and serves as president of Constructinople, a general contracting firm founded in 2018 that has completed over two dozen projects in Austin for commercial, institutional, residential, and non-profit affordable housing clients. Constructinople is the general contractor for the A at Lamppost development, which is very similar in its regard to income-restriction and AHFC partnership. She currently manages and handles financial operations for several multi-family properties and is an active real estate agent. As a first generation immigrant mother of two daughters, she believes that the city's affordability programs are essential to help the low income community members to be able to find affordable homes and have equitable access.



Sherif Ghaly

Project Superintendent | Role: Superintendent
Education: Associates, Engineering, Austin Community College
Experience: 1 yr with firm | 27 yrs in the industry

Mr. Ghaly has 27 years of experience in the construction field and has developed a strong expertise in renovations and project administration through starting his company Diamondback Renovations & Painting in 2003. Currently, he is overseeing the operations and construction at Capital A Housing's A at Lamppost affordable housing development. His experience and knowledge in this industry will ensure that all of Capital A Housing's projects will be beautiful homes that last.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



COMPANY BACKGROUND

FORGE CRAFT is a respected architecture firm, based in the creative culture of Austin. We specialize in multi-family housing and creative mixed-use development with an emphasis on micro-unit design, affordable housing, performance and arts spaces, restaurant and bar, light industrial, creative office, tricky urban infill sites and custom luxury and spec modern homes. We are also a leading firm in prefabricated modular design and execution.

FOUNDING PRINCIPLES:

In late summer 2013, Scott Ginder and Rommel Sulit joined forces converging nearly 30 years of combined, comprehensive architectural experience across a wide range of project types with an emphasis on single-family and multi-family housing, both affordable and market-rate. Our company philosophy is based on resolute yet simple virtues: "Design" is the purpose or planning that exists behind an action, fact, or object. To "forge" is to form or make by concentrated effort. To "craft" is to wield one's skill in making. Our mission is clear: to plan with purpose and then through concentrated effort and with pointed skill, to manifest functional, beautiful spaces. We also see the terms "Forge" and "Craft" as two forces central to act of making architecture. "Forge" encompasses the raw power necessary to complete any building – harvesting raw materials, managing supply chains, directing large pools of resources and energy through collective labor. "Craft" entails the finer qualities of design, applied to and mitigated between the bold moves and most refined minutiae that render any building fit for human inhabitation. Founding principal Scott Ginder's work with Dick Clark Associates over a span of 15 years manifested some of the most forward-thinking design Austin has seen. Founding principal Rommel Sulit's work with PageSoutherlandPage, Rhode Partners and BOKA Powell over the same period, is manifest in many noteworthy large-scale commercial and civic buildings in Austin. Jon Hagar's leadership has been instrumental in our success and ushered his emergence as our most recent principal. With a talented, driven staff we stand behind a tough-minded work philosophy which extends not only to impactful architecture but also to community advocacy, to the local non-profits and arts industries, and also towards cultural equity. Focusing equally on design and construction and drawing from our wide-ranging interests, we have the ability to fluidly shift between the big move and the small move, the concept and the delivery, the idea and the result. This approach has enabled Forge Craft to produce exciting, relevant architecture across all scales and project types.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



DESIGN SERVICES

Forge Craft offers architectural design services that spring from a strong foundation rooted in our design philosophy. We see each project as a unique circumstance with unique challenges, sometimes with significant obstacles to overcome, but always rife with opportunity.

We have developed a reputation as a firm that can shepherd even the most complicated and seemingly untenable projects through the circuitous paths of conception and feasibility, site entitlements and code review, and ultimately construction realization, all the while with an eye towards performance and beauty. Our methodologies typically start in feasibility for virtually every project wherein we establish the "rules of the game" and identify issues and encumbrances as well as options and possibilities.

Our wide range of project types, allows us in each instance to invest in and continually enhance our knowledge base and expertise in modern aesthetics, construction methodologies, and sustainable building practices which today are largely focused on energy efficiency, code compliance in accessibility and fire safety, and high-performance envelope design. Indoor air quality has also come to the fore in commercial as well as residential architecture. And we would be remiss to not mention the impact of the events of 2020-21, and how it has mobilized our industry to reconsider established programs of use and occupation in our spaces.

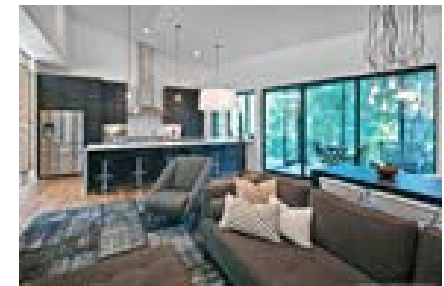
Our mandate is to find the optimal expression of the project's goals to be manifested materially and experientially. This common end-goal unites but also engenders beneficial cross-fertilization between the varied project types in our portfolio which span the gamut from commercial multifamily / mixed use, affordable housing, retail, office, warehouse, studio and performing arts spaces, to private custom homes and spec homes.

Multifamily affordable housing has proven to be one of our strongest specialties. We are well-versed in both 4% and 9% LIHTC-, HUD- and Texas GLO-financed projects as well as affordable housing initiatives under the auspices of county- and municipally-based programs such as Affordability Unlocked and Smart Housing in Austin. We count among our built works close to a dozen medium- to large-scale multifamily affordable housing projects -- the largest, a 325-unit multifamily mixed-use in Houston which was awarded its site and building permit in an unprecedented 10 weeks of city review and will break ground in September 2021.

In addition to conventional site-built delivery, we offer modular design and construction expertise for those clients who would embark on this path. Though modular is a relatively new construction delivery method, we see great potential in this field. To date, we have manifested several modular projects from as small as an 8500 square foot office addition to as large as a 143-unit student housing project, On the strength of these projects, we have emerged as an industry leader in modular architecture..

Our comprehensive work in affordable housing and modular design are manifestations of our channeling relevant movements in architecture, related fields and our culture as a whole. We feel that it is simply in Forge Craft's DNA to push the envelope as we drive to design better buildings and spaces in continual pursuit of excellence.

The act of design is equal parts unfettered imagination and practical consideration. At Forge Craft we believe that treading both paths simultaneously is the key to turning ideas into reality and making good projects great.



APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



FORGE CRAFT



SCOTT GINDER, AIA, LEED AP

Chief Executive Officer
Director of Marketing
Director of Business Development
TBAE Registration #21234
CAB Registration
CO DORA Registration

PROFESSIONAL HISTORY

DICK CLARK + ASSOCIATES

Austin TX
Senior Associate
September 1999 - October 2013

STUART ROSENBERG ARCHITECTS

Philadelphia PA
Staff Architect
November 1997 - August 1999

EDUCATION

UNIVERSITY OF PENNSYLVANIA
Master of Architecture, 1997

UNIVERSITY OF PITTSBURGH
Bachelor of Arts, 1994

LEADERSHIP - STAFF RESUMES

MIXED USE

Zedeck Residence + Mixed-Use - Steamboat Springs CO
Oasis Texas, Austin TX - retail, office, & restaurant
1400 South Congress, Austin TX - retail, office, restaurant, & residential
Trails of Lake LBJ, Austin TX - residential & amenity facilities

MULTIFAMILY

Cheatham Street Flats, San Marcos TX - prefabricated modular 143 units
Canyon Palms, Austin TX - 18 units condominium
Lone Star Lofts, Austin TX - 64 units apartments

AFFORDABLE HOUSING

Capital Studios, Austin TX - Foundation Communities, mf SRO, 9% LIHTC
Goodwill, Austin TX - Foundation Communities, SRO
Bluebonnet Studios - Foundation Communities, mf SRO, 9% LIHTC
Waterloo Terrace - Foundation Communities, mf SRO, 9% LIHTC
Comsouth - Foundation Communities, SRO
Zilker Studios - Foundation Communities, mf SRO, 9% LIHTC
Verde at Heritage Park - Itex, Senior housing
Robinson Road - National Church Residences, Senior housing
Nacogdoches - National Church Residences, Senior Housing
Temenos - NHP Foundation, mf SRO, 4% LIHTC
Summit at Renaissance Park -- Zieben Group, multifamily, 4% LIHTC

HOSPITALITY

Hilton Hotel, Austin TX - rooftop pool deck and bar
Lady Bird Hotel, Austin TX

RESTAURANT

Uncle Billy's, Austin TX - brew pub and barbecue
Soleil, Austin TX - Mediterranean style restaurant
Cuba Libre, Austin TX - Cuban-style bar and restaurant
Austin Java, Austin TX - coffee shop

RETAIL

Jack Ryan Fine Jewelry, Austin TX - watch and jewelry store
CVS Pharmacy, Philadelphia PA
Blue Genie, Austin TX

OFFICE

Tolteq Corporate Headquarters, Austin TX - new office facility

CIVIC / ARTS / INSTITUTIONAL

Austin Playhouse, Austin TX - 300 seat live theater and restaurant
Mass Gallery, Austin TX - art gallery and studio space
Jester Cafeteria, University of Texas at Austin - Student cafeteria renovation

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



FORGE CRAFT



ROMMEL SULIT
Chief Operations Officer
Director of Technology & Media
Director of Research & Development

PROFESSIONAL HISTORY
SULIT DESIGN STUDIO
Austin TX
Principal, Owner
November 2010 – July 2013

BOKA POWELL
Austin TX
Project Coordinator
July 2010 – October 2012

RHODE PARTNERS
Austin TX
Senior Project Manager,
Design Manager
October 2005 – March 2009

PAGE SOUTHERLAND PAGE
Austin TX
Associate, Project Manager,

LEADERSHIP - STAFF RESUMES

MIXED USE

Fourth& - 100 micro-units, mixed-use live/work development
South Lamar Plaza, Austin TX - three-building mixed use
Bridges on the Park, Austin TX - 104 unit condominium & retail
7Rio, Austin TX - 30-story mixed use condominium & retail
Magnolia, Austin TX - 200-unit mixed use
East Avenue Mixed Use, Austin TX - multifamily with office, theatre, & retail

MULTIFAMILY

Cheatham Street Flats, San Marcos TX - prefabricated modular 143 units
Riverview Apartments, Austin TX - 302 unit residential apartment
Texas A+M University Dormitory, Kingsville TX - 88 room dormitory
Austin City Lofts, Austin TX - luxury condominium with office, retail

AFFORDABLE HOUSING

Summit at Renaissance Park - Zieben Group, multifamily, 4% LIHTC - GLO
Funding
Arlington Lofts, Lexington KY - 80 units residential apartment, 4% LIHTC
Bluebonnet Studios, Austin TX - Foundation Communities, SRO, 9% LIHTC
Capital Studios, Austin TX - 135 units affordable housing, 9% LIHTC
2910 William Cannon, Austin TX - 140 units, Austin Affordability Unlocked

HOSPITALITY

Grant Hotel, Waco TX - 14-story prefabricated modular hotel
South Congress Hotel, Austin TX - boutique hotel, restaurant retail, parking
Homewood Suites, Chicago IL - consultant for 88-key extended stay hotel

RESTAURANT / RETAIL

La Grande Table, Austin TX - 16,000sf continental cuisine buffet
Delicious, Austin TX - 4,500sf market deli restaurant
Centennial Center, Austin TX - adaptive reuse of shopping center
Mueller Retail Center, Austin TX - 12,000sf retail shell

OFFICE

Computer Sciences Corporation, Austin TX - two office buildings
Universal Studios Headquarters, Los Angeles CA
Temple Inland Headquarters, Austin TX - interior renovation
Temple Inland Private Jet Hangar, Austin TX

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



FORGE CRAFT



JON HAGAR

Principal

PROFESSIONAL HISTORY

FOX ARCHITECTS
St Louis, MO
Project Designer
2011 - 2014

ESKEW + DUMEZ + RIPPLE

New Orleans, LA
Intern Architect
2009 - 2010

AGUIRRE RODEN

Austin, TX
Intern Architect
2005 - 2009

EDUCATION

TULANE UNIVERSITY
Master of Architecture, 2010
UNIVERSITY OF MICHIGAN

LEADERSHIP - STAFF RESUMES

MULTIFAMILY

Gunter Street Apartments, Austin TX - 16 units market rate housing
Fourth&, Austin TX - 99 units market rate housing

AFFORDABLE HOUSING

Capital Studios - Foundation Communities, SRO, 9% LIHTC
Goodwill - Foundation Communities, SRO, 9% LIHTC
Bluebonnet Studios - Foundation Communities, SRO, 9% LIHTC
Waterloo Terrace - Foundation Communities, SRO, 9% LIHTC
Comsouth - Foundation Communities, SRO, 9% LIHTC
Zilker Studios - Foundation Communities, SRO, 9% LIHTC
Verde at Heritage Park - Itex, Senior housing
Robinson Road - National Church Residences, Senior housing
Nacogdoches - National Church Residences, Senior Housing
Temenos - NHP Foundation, SRO, 4% LIHTC - GLO Funding
Summit at Renaissance Park - Zieben Group, multifamily, 4% LIHTC - GLO Funding
Parker Lane - Foundation Communities, 135 units, 9% LIHTC

MIXED USE

Cheatham Street Flats, San Marcos TX
Zedeck Residence + Mixed-Use, Steamboat Springs CO
Tulum 512, Tulum Mexico - Condo Hotel + Mixed Use

OFFICE

Crest Steel, Riverside CA
Reliance Metalcenter, San Antonio, TX
Emerson iOps, Austin TX
RGA Headquarters, St Louis MO

CIVIC / ARTS / INSTITUTIONAL

Austin Playhouse, Austin TX
Superdome Enhancements, New Orleans LA
VA Hospital Jefferson Barracks, St Louis MO

CUSTOM RESIDENTIAL

Streeter Residence, Austin TX
Turner Residence, Austin TX
BASE, Austin TX - Modular Housing Concept

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Guadalupe Neighborhood Development Corporation

Non Profit Partner

813 E. 9th Street, Austin, TX 75455

Contact: Mark Rogers, Executive Director

Telephone: 512.479.6275

Email: Mark@guadalupendc.org



The Guadalupe Neighborhood Development Corporation (GNDC) dedicates its resources to the development of high quality affordable housing for very low to moderate income persons.

We work for the improvement, revitalization, and preservation of the residential neighborhoods within our East Austin service area, giving highest priority to families with generational ties to the Guadalupe target neighborhoods.

For over 35 years, GNDC has been developing and managing high quality, affordable rental and ownership properties in East Austin. It currently owns and manages sixty-four single-family properties, two multi-family family properties and operates eighteen community land trust properties.

FIRM EXPERIENCE



Guadalupe-Saldana Net-Zero Subdivision, Austin, TX

The Guadalupe-Saldana Net-Zero Subdivision provides 125 units of “super-green,” long-term affordable housing to the East Austin community. Fifty-eight units have been designated for home ownership to be sold in Community Land Trust transactions, thirty-two units will be rental units, and thirty-five units have been developed as supportive and transitional rental housing in partnership with Jeremiah Program Austin.



La Vista de Guadalupe, Austin, TX

La Vista de Guadalupe sits prominently on top of a hill on 8th street, directly behind the French Legation Museum, and offers a stunning view of downtown Austin. There are twenty-two units in total and units range from one-bedroom, two-bedroom, and three-bedroom. La Vista provides housing for families whose incomes are at or below 30% or 50% M.F.I.



Escuela Nueva, Austin, TX

La Vista de Lopez will be a 24 unit income-restricted affordable housing building for seniors near the heart of downtown. It will be fully ADA-compliant and will be income-restricted for seniors making less than 50% Austin's Median Family Income. It is being developed by some members of the St. John Village team, including developer Guadalupe Neighborhood Development Corporation, Capital A and Civilitude.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



MARK C. ROGERS, PHD

Executive Director, GNDC | Role: Buyer Qualification Screening & Affordability Compliance

Education: PhD, Art History, University of Texas at Austin
Masters in Art History, University of Colorado Boulder

Experience: 27 year with the firm | 27 years in the industry



Mark Rogers is the Executive Director at the Guadalupe Neighborhood Development Corporation, a role which he has had since 1994. This involves leading the growth of GNDC and overseeing development projects, including the 11-acre Guadalupe-Saldana Net-Zero Subdivision. Mark also serves as the treasurer of the Austin Housing Coalition and the Secretary of the Guadalupe Association for an Improved Neighborhood (GAIN). He received a BFA and Masters in Art History from the University of Colorado at Boulder, followed by a doctorate in Art History from the University of Texas at Austin.

RACHEL R. STONE, JD

Assistant Executive Director, GNDC | Role: Buyer Qualification Screening & Affordability Compliance

Education: Juris Doctor, University of Texas at Austin
Bachelor of Arts, Brown University

Experience: 3 years with the firm | 10 years in the industry



Rachel Stone is the Assistant Executive Director at Guadalupe Neighborhood Development Corporation (GNDC). Before that, she was the Development Officer at the International Center for Appropriate and Sustainable Technology (ICAST), where she provided grant writing, development, and technical assistance to expand ICAST's mission of developing and implementing market-based solutions for issues that plague under-served communities. Rachel has a BA in Urban Studies from Brown University and attended the University of Texas School of Law. After graduation, she worked as an Attorney-Adviser for the U.S. Department of Housing and Urban Development (HUD) until she returned to Austin to work on clean energy advocacy and developing alternative financing programs such as PACE and Pay-For Success for implementing green rehab.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



The NHP Foundation Corporate Resume

NHPF is a nationally recognized organization, dedicated to delivering on its mission to preserve and create safe, clean, green, service-enriched affordable housing that benefits communities. Established as a not-for-profit in 1989, NHPF's approach to its business is to successfully pair mission-based principles with a for-profit-like financial discipline. NHPF has preserved and developed 103 multi-family properties, comprising approximately 18,000 affordable apartments.

Today, NHPF provides approximately 10,000 affordable units located throughout Connecticut, District of Columbia, Florida, Illinois, Louisiana, Maryland, Massachusetts, Missouri, North Carolina, New Jersey, New York, Pennsylvania, South Carolina, Tennessee, Texas, and Virginia. NHPF offers residences for families, seniors, veterans, and people with disabilities. We complement our affordable housing with services to improve the lives of our residents.

Through an entrepreneurial approach, NHPF creates public/private partnerships, utilizing 4% and 9% Low Income Housing Tax Credits (LIHTC) for substantial rehabilitation and new development. It has created, invested, and managed several equity funds for the acquisition of properties to be redeveloped.

The Foundation also participates with Housing Finance Agencies in the Rental Assistance Demonstration (RAD) program to transform public housing into new, revitalized communities. And, NHPF is one of the 12 founding not-for-profits of the Housing Partnership Equity Trust (HPET), a private REIT for the acquisition and preservation of affordable housing.

NHPF has several discrete departments which work together in concert to ensure ongoing affordable housing provision. NHPF's Acquisition/Preservation/Development team works to expand our portfolio through smart collaborations delivering a variety of high-quality, reliable housing options. The NHPF Affiliate Program provides avenues for smaller not-for-profits to elevate their platform, remain viable, and preserve their properties. The burgeoning Construction Division at NHPF is responsible for both ground-up work and rehab projects. NHPF's Asset Management department keeps our properties thriving, energy-efficient and sound through the 24/7 efforts of dedicated, hands-on personal involvement. The NHPF Thought Leadership Program supports and enhances the organization's reputation via innovative communication, content and events that also work to support and increase fundraising sources. Through Operation Pathways Inc., NHPF's subsidiary, the organization provides customized life skills services and programs that children, youth, families, and seniors partake in to advance their life goals.

The NHP Foundation is governed by its Board of Trustees. The Foundation's current Trustees, their principal occupations and locations are set forth below:

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



NHPF Senior Officers:

Richard F. Burns, Trustee, President & Chief Executive Officer since 2009. See credentials as Trustee above.

Mecky Adnani, Senior Vice President Ms. Adnani, a member of our Senior Management, has 25 years of experience in the field of affordable housing preservation, acquisition, and rehabilitation. Ms. Adnani's multidisciplinary finance, management, and planning & design expertise as well as her broad knowledge of federal and state housing regulations enables her to direct acquisition and recapitalization projects through strategic and programmatic evaluation, valuation and pricing, deal structuring and negotiations, and design and construction. She is an expert in financing, subsidy renewal, and capital restructuring strategies that lead to feasible preservation transactions. Since joining NHPF, Ms. Adnani has closed the acquisition and preservation of 14 properties, totaling 2,166 affordable units using an array of debt and equity capital to finance a total of \$335M of acquisition and development costs. Ms. Adnani's primary focus is to find at-risk acquisition prospects that can be structured and financed as successful LIHTC preservation transactions. Her responsibilities also include initiating and maintaining relationships with owners of affordable housing, lenders, equity providers and appropriate governmental entities that finance and/or facilitate the development and preservation of affordable housing.

Neal T. Drobenare, Senior Vice President joined NHPF in 2010. He is responsible for acquisitions. During his time at The Foundation, Mr. Drobenare has acquired seven properties totaling 1,072 units. Throughout his career, Drobenare has developed, acquired or financed over 20,000 units of affordable housing and raised over \$60 million for not-for-profits. Additionally, he has been responsible for increasing annual multifamily private activity new bond issues. Throughout his career, Mr. Drobenare has guided over \$98 million worth of investments through the acquisition and underwriting process. Of that amount, acquisitions totaling more than \$69 million in value were added to the NHPF portfolio. His development duties have included the successful administration of \$43 million in federal program awards. That total includes \$16 million in development funding benefiting the NHPF portfolio. Mr. Drobenare serves on the board of the National Affordable Housing Trust (NAHT) and Housing Partnership Equity Trust (HPET). Additionally, he serves on NAHT's investment committee, is chair of HPET's Investment Committee, and is a founder of HPET. Earlier in his career, Mr. Drobenare worked for the Washington, DC Deputy Mayor for Planning and Economic Development as special assistant, the DC Department of Housing and Community Development as Chief Operating Officer, and the DC Housing Finance Agency as Bond Finance Director. He has a B.A. from S.U.N.Y. Stony Brook University and received his J.D. cum laude from S.U.N.Y. Buffalo School of Law.

Alla A. Eleon, Senior Vice President & Chief Accounting Officer has over 20 years of strong financial accounting, auditing, and organizational management experience. Primary responsibilities include overseeing all financial and accounting operations of the company, as well as providing leadership, direction, and management to the accounting team. She works closely with the CFO on annual consolidated audit and various required quarterly financial reports. Ms. Eleon has the lead on improving the structure, workflow, and technology of accounting services to achieve efficiency. She brings extensive financial reporting, budgeting, and analytical skills from her 13 years at Catholic Charities of Brooklyn and Queens, where she managed a financial portfolio with annual revenue of \$100M consisting of several non-for-profit entities with the largest share in development and management of affordable housing. From 2004-2006 she was with Related Partners, Inc. helping the company to set up accounting and reporting processes for development and operations of their Restaurant Fund with more than 50 subsidiaries. She served for six years as an auditor in a mid-size public accounting firm with a variety of different clientele including affordable housing. She earned her BBA in Accounting from Bernard Baruch College (CUNY) and received an Executive MBA from St. Joseph College. Ms. Eleon is a certified public accountant by New York State. Patrick J. Fry, Senior Vice President is a Senior Project Executive overseeing the acquisition, development, disposition, and financing of affordable multifamily housing properties. His experience in his current role includes closing more than \$210 million low income housing and historic tax credit transactions using a

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



variety of debt and gap funding sources. He is well versed in the development-related program and compliance aspects of the LIHTC program and tax exempt bond financing, as well as experienced in conducting rehabilitation and new construction activities in compliance with federal, state, and local requirements related to tenant relocation, environmental remediation, prevailing wage standards, local resident and MBE/WBE hiring and accessibility requirements. Prior to joining The Foundation, Mr. Fry was an investment banker/municipal bond underwriter specializing in affordable housing finance. As a banker to nonprofit, for-profit, and public housing authority clients, he completed more than 75 housing bond transactions totaling more than \$1.2 billion. He served as a board member of Brooklyn Community Housing and Services, Inc., a nonprofit supportive housing organization, from 2003 to 2012. He received a B.A. from the University of Redlands and an M.B.A. from the Yale School of Management.

Stephen M. Green, Chief Operating Officer, Chief Investment Officer has more than 35 years of experience in real estate and economic development projects in both the public and private sectors. He has worked effectively with a variety of public agencies, federal, state, and local officials, and resident and community groups. His project management engagements have included market rate and affordable residential, commercial, and mixed-use developments. Through his tenure at NHPF, Mr. Green has guided over \$350 million worth of investments through the acquisition and underwriting process. Of that amount, acquisitions totaling \$225 million in value were added to the NHPF portfolio. In total, Mr. Green has been responsible for \$195 million in development funding benefiting the NHPF portfolio. As Director of Development for the Executive Office of the Mayor of Washington, D.C., Mr. Green managed a portfolio of over \$2 billion worth of public investment in a series of developments across the District of Columbia. His oversight of that municipal portfolio included the disposition and development of the Hines organization's \$900 million City Center Development. During that period, Mr. Green was the principal negotiator of the agreement to bring the Washington Nationals baseball team to the Nation's Capital. His duties included site selection, financing, lease negotiation and land acquisition for the ballpark. In addition, Mr. Green was one of several principal architects of Mayor William's commitment to financing over 19,000 units of affordable housing. Mr. Green has also held executive positions at The Community Builders, William C. Smith, and the District of Columbia Housing Authority (DCHA), where he served as Director of Capital Programs. Mr. Green's work at NHPF also benefits from his extensive project financing experience including conventional financing, HUD-insured debt, tax credits, and tax-exempt bond financing. He attended Yale University.

Fred C. Mitchell, Senior Vice President, HCCP joined NHPF in 2010 as a Senior Vice President. In his current role, Mr. Mitchell is involved in capital transactions for the Foundation including refinancing existing properties and dispositions. Mr. Mitchell also serves on NHPF's Executive Committee and, up until April 2021, Mr. Mitchell directed the asset and property management of NHPF's portfolio. Mr. Mitchell has over 37 years of experience in property and asset management including 20 years managing Section 42 properties. Prior to joining NHPF, Mr. Mitchell was the Director of Asset Management for Centerline/Related Capital, where he oversaw an equity portfolio of 1,300 affordable multi-family properties, as well as a Fannie Mae/Freddie Mac loan portfolio of 2,500 properties. During his career, Mr. Mitchell has been involved with multi-family assets in all 50 states and Puerto Rico. Mr. Mitchell is past president of both the Chicagoland and Illinois Apartment Associations. He holds both the Certified Property Manager and Housing Credit Certified Professional designations and is a licensed real estate broker in Illinois. Mr. Mitchell holds a B.S. from Post College in Connecticut and completed graduate courses at The University of New Haven and the University of Houston.

Eric W. Price, Executive Vice President & CFO joined NHPF in early 2019, with over 30 years' experience in the development and financing of affordable housing and community development. He previously worked at the AFL-CIO Housing Investment Trust (HIT) where he served as EVP of the HIT and CEO for the HIT Advisors and Building America CDE. While there he was responsible for originating debt financing through Housing Finance Agencies, FHA mortgage bankers, and multi-family nonprofit and for profit developers. He also formed and led a subsidiary dedicated to receiving and allocating \$185 million in New Market Tax Credits. Mr. Price also served as SVP for Abdo Development, responsible for all phases of multifamily residential development. He also served for five years as Deputy Mayor

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



for Planning and Economic Development for the District of Columbia where he managed an annual operating and capital budget of over \$120 million and increased the District's annual financing of affordable housing units from less than 500 units to over 2,500 units annually.

Jamie A. Smarr, Senior Vice President, Affiliate Program Jamie Smarr is responsible for two essential Foundation programs. Under his leadership, The NHPF Affiliate Program brings managerial strength in finance, asset management, resident services, and fund raising to local nonprofits and community-based organizations seeking to undertake development projects. He also provides leadership to the NHPF Acquisitions program, which actively seeks to acquire properties and partnership interests in portfolios of affordable housing, including Section 8, FHA insured, Mark to Market, and expiring LIHTC transactions. His experience includes Executive Director of the New York City Educational Construction Fund, which is engaged in public-private real estate development partnerships for the New York City school system. Over 12 years of service, Mr. Smarr also was a senior aide to five New York City Schools Chancellors, where he was responsible for capital planning, operations, after school programming and public/charter school development. He had previously served as Director of Tax and Zoning Incentives for New York City's Housing Preservation and Development Department, where more than 1,500 units of low-income housing were created under his leadership via public-private development partnerships. His education includes a Masters in Education from Columbia University Teachers College, a Master in Public Policy from Harvard and a BA in Political Science from Duke University. He also counts in his experience continued studies in finance and taxation at NYU. He was awarded the Woodrow Wilson Fellowship in Public Policy and International Affairs for Graduate Study by Princeton University.

Thomas G. Vaccaro, Senior Vice President/Corporate Secretary The application of his skills and experience at NHPF has been the culmination of a career focused on homelessness and affordable housing which began in 1989. At NHPF Mr. Vaccaro is responsible for creating and growing the robust 4-member External Affairs team which encompasses thought leadership, PR/marketing, creation/maintenance of all organization collateral materials and websites, data analysis, fundraising, and as Corporate Secretary he oversees all paralegal activities for the corporate structure, which includes over 200 subsidiaries. In addition, Mr. Vaccaro is also credited with conceiving and producing NHPF's widely respected bi-partisan Annual Symposium & Dinner which began in 2017 and averages over 90 corporate sponsors and 400 in attendance. The event has earned the Hanley Wood Brand Builder Platinum Award for Best B2B Custom Event as well as a Telly Award for its video, "Delivering on Our Commitment." Earlier in his career, Mr. Vaccaro worked for the Salvation Army's Western Division. There, he skillfully directed the organization's housing programs, which included emergency shelters, transitional housing programs, off-site scattered single-family housing, and a psychiatric housing program for the homeless. Mr. Vaccaro received HUD's National Blue Ribbon Best Practice award for co-creating and chairing the Omaha Area Continuum of Care For The Homeless and he was recognized by the United Way of the Midlands with its Leota G. Norton Community Service Award for his efforts in working with the homeless. After earning a B.A. from St. Louis University in Psychology with an emphasis on homelessness and domestic violence, Mr. Vaccaro went on to Catholic Theological Union for Master Studies of Divinity.

Joseph P. Wiedorfer, Senior Vice President, Assistant Corporate Secretary is a member of the Senior Management Team, primarily responsible for the acquisition, finance and development of multifamily housing properties regulated under various Federal and State affordable housing programs. He is well versed in transactions including Section 8, FHA insured, Mark to Market, and Low-Income Housing Tax Credits (LIHTC). This work includes helping to build a national apartment portfolio by acquiring 33 properties, containing over 6,400 apartment units in 12 states, at an aggregate cost of \$150 million. His earlier career included 10 years of service at The National Corporation for Housing Partnerships, the congressionally chartered organization responsible for creating NHPF. Over the course of his career, Mr. Wiedorfer has acquired 26 properties, completed \$175 million of tax-exempt bond financings for 18 properties, sold 17 properties, closed a pass-through trust that provided unsecured secondary financing to 31 HUD rent-assisted properties, and has coordinated over \$50 million of rehabilitation work. Included in the tax-exempt bond transactions was a \$21 million LIHTC refinancing of a 216-unit property in St. Louis, MO, that also included Historic Tax Credits. Mr. Wiedorfer was

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



responsible for the property being listed in the National Register for Historic Places. Mr. Wiedorfer holds a B.S. degree from the University of Maryland at College Park.

NHPF OFFICERS

Mansur Abdul-Malik, Vice President, Development Mr. Abdul-Malik joined NHPF in 2012 soon after receiving his Master of Science in Commercial Real Estate Development from the University of Maryland, College Park. In his role as vice-president, he is responsible for the full scope of affordable housing development, including site feasibility, due diligence review, developing and managing capital and operating budgets, raising public and private debt and equity, and overseeing teams of design, engineering, and construction professionals. He is knowledgeable in complex financing and ownership structures with both new construction and acquisition/rehabilitations using sources of funds that include 4% and 9% LIHTC, tax-exempt bonds, state/city soft money, conventional debt, and affordable housing grants (i.e., FHLB). His experience also includes solar financing and structuring, extensive work with housing authorities via the RAD program, Tenant Opportunity to Purchase Act (TOPA) acquisition and redevelopments in the District of Columbia with tenant groups, and large-scale urban scattered site redevelopment. Mr. Abdul-Malik is also an integral part of the acquisitions team. He provides valuable experience and expertise when responding city, state and housing authority issued RFPs, assessment of new acquisitions in the Maryland/District of Columbia corridor and offering his specific local expertise of Baltimore City which led to NHPF being selected as the master developer for a neighborhood redevelopment of 17-acres in Baltimore City, MD. Aside from his professional experience, Mr. Abdul-Malik donates his time as a mentor to several high school and college students as well as being an active contributor to the Urban Land Institutes Urban Plan Program which teaches basic concepts of real estate development to high school and college students, and local government officials. He also sits on the Montgomery County Planning Department's Art Review Committee, the Generation HAND board for the Housing Association of Nonprofit Developers and represents NHPF on the Washington Nationals Youth Baseball Academy Landlords/ Property Owner's roundtable. Lastly, he is a volunteer youth bowling coach for the Linthicum AMF Lanes in Glen Burnie, MD and a volunteer youth basketball coach for the Old Court Recreation Center in Old Court, MD.

Scott L. Barkan, Vice-President, Development is responsible for the full scope of affordable housing development, including site feasibility, developing capital and operating budgets, raising public and private debt and equity, and overseeing teams of design, engineering, and construction professionals. He is experienced in new construction as well as acquisition/rehabilitations. He is an expert in complex public-private financing and has extensive experience with Low-Income Housing Tax Credits, New Market Tax Credits, tax-exempt financing, local and State funds, private lenders, and investors, as well as HUD funding opportunities. Prior to joining The NHP Foundation, Mr. Barkan was a Senior Housing Developer at Beacon Development Group in Seattle, WA where he developed over 400 units of housing in seven projects. He also served as a Senior Real Estate Developer for the SouthEast Effective Development (SEED) in Seattle and as Special Assistant to the Deputy Mayor for Planning and Economic Development in Washington, DC. Mr. Barkan holds a BA in Political Science and Political Economy from Washington University and a Master of Public Policy from the Kennedy School of Government at Harvard University.

Carlos A. Gonzales, Vice President, Asset Management Mr. Gonzales plays a key role in the ongoing oversight and performance of NHPF's multi-family portfolio, performing a wide variety of tasks related to the planning, development, and operation of affordable housing. He works with third-party asset management and third-party property management companies overseeing the operations of the portfolio, to maximize operating results and increase value of the assets. Prior to joining NHPF, Mr. Gonzales served as a Financial Analyst at JP Morgan Chase. Previously, as a Grants & Government Contracts Analyst for the Local Initiatives Support Corporation, he led the evaluation and implementation of LISC, Federal agencies, and OMB budget policies for a \$70 million portfolio of government contracts and grants. Most recently, Mr. Gonzales served as an Asset Manager for the National Equity Fund, Inc., where he was responsible for the complete financial, prop-

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



erty management, and compliance performance of a complex investment portfolio in affordable housing located in distressed communities. Financed by Investor's Equity, City Funds, and Muni Bonds, that portfolio had \$350 million in investor equity. He has a B.S. in Pure Mathematics and a M.S. in Risk Management from the City University of New York and has also earned the Housing Credit Certified Professional (HCCP) designation.

John G. Hoffer, Vice President has over 25 years of housing industry experience. During the past three years, he has been responsible for securing approximately \$145 million in acquisition and development funding for NHPF. He began his career at the New Frontier Group (NFG), in Chicago. As NFG's Director of Asset Management he was responsible for NFG's portfolio of affordable housing and Continental Bank of Illinois' REO portfolio of luxury rental housing. Later, as NFG's Sr. Project Manager, he was responsible for the development of 700 units of newly constructed multifamily rental housing, 750,000 square feet of commercial office space, and one 200-unit luxury convention hotel. As Director of Portfolio Analysis for the National Corporation for Housing Partnerships (NCHP), he was responsible for analysis, capital planning, and management of select recapitalizations in the 75,000-unit portfolio. He structured several novel NCHP transactions including the preservation of 1,000 units using a tax-deductible charitable donation sale to Pennsylvania Housing Finance Authority ("PHFA") combined with NCHP's repurchase and renovation financed by PHFA with tax-exempt bonds, soft subordinate debt and LIHTC equity. Mr. Hoffer worked with NeighborWorks America and other not-for-profit organizations as an asset management and real estate development consultant. To date, he has been involved in the purchase and/or recapitalization of 20 properties consisting of 4,023 units. Mr. Hoffer attended University of Kansas.

Tim Pryor, Vice President, Acquisitions is responsible for the acquisition, predevelopment, and development of affordable housing at NHPF. Pryor has responsibility for recommending the acquisition of new properties, identifying, and negotiating financing for new acquisitions, applying for public financing, and managing construction draws. Mr. Pryor has participated in more than \$75 million in new acquisitions at NHPF, including properties with a total of 653 units. Prior to joining NHPF, Mr. Pryor held real estate project management and coordination positions in the public and private sector, including at a for-profit affordable housing developer and market-rate, mixed-use developer. Mr. Pryor has a Bachelor of Arts degree from McGill University and a Masters in Urban Planning degree from the Harvard University Graduate School of Design.

Meade Rhoads, Vice President, Construction Management, joined The NHP Foundation (NHPF) as a fulltime employee in August of 2015. Prior to joining NHPF, Mr. Rhoads was owner and principal of Madison Ventures and Green-Build LLCs. He founded Madison Ventures to provide commercial real estate sales and leasing services in Virginia to businesses and institutional clients like NHPF. Madison performed acquisitions, sales, and property management for real estate owned. Green-Build was founded and licensed in Virginia as a Class A general contractor. Mr. Rhoads' companies provided development and construction services on single family and multi-family residential properties. Green-Build also provided annual contract services to the Commonwealth of Virginia and real estate acquisition and due diligence services to institutional clients including NHPF. Mr. Rhoads has over 20 years of experience in commercial real estate and construction. He continues to maintain his real estate and construction licensing. He received his B.S. from Elon University and his M.B.A. from The George Washington University.

Ian Sobel, Vice President, Asset Management joined The NHP Foundation in 2016 and has more than ten years of property and asset management experience in multi-family housing. He is a detail and results driven manager with a track record of strategic operational analysis and implementation, leading to improvements in bottom line performance and market position of his portfolio. He currently oversees 3,500 units in NHPF's stabilized and development portfolio, constituting \$350 million in AUM. His duties also extend to acquisition/disposition support, fund asset management, construction and development oversight, and LIHTC / bond transaction implementation. Prior to joining NHPF, Mr. Sobel spent six years as the Director of Asset Management at Esponda Associates. During that period, he directed the property operations team and delivered a 50% increase in net operating income across the \$100 million portfolio. He also oversaw more than \$8 million

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



in capital projects and assisted in the underwriting of \$20 million in acquisitions and long term investment leases. Mr. Sobel received his BA from Northwestern University.

Kenneth D. White, Vice President is the National Director for NHPF's extensive resident services program. In this capacity he directs a team of coordinators providing on-site programs and services and manages a budget of \$1.7 million. In January 2015, NHPF's resident services division, known as Operation Pathways, became a separate 501(c) 3 organization while remaining an affiliate of NHPF. Mr. White now serves as Operation Pathways' Executive Director and Chief Operating Officer. In this dual capacity White manages public funding in the form of federal, state, and local government grants, as well as private funding from foundations and corporations. As Executive Director of Operation Pathways, Mr. White works closely with NHPF developers in the design and build-out of community centers and other common spaces as well as supporting onsite programming efforts leading to positive outcomes for NHPF residents. He designed the strategic planning efforts that led to successful program delivery organized in the areas of Pathway to Academic Achievement, Pathway to Healthier Living, Pathway to Financial Stability, Pathway to Aging in Place, and Service Coordination. Prior to joining NHPF, Mr. White was the Manager of Education and Training at Community Preservation and Development Corporation, where he directed all educational programs for low and mixed income housing communities. Additionally, he spent nine years in education, both as a teacher and school principal. White received a B.A. from Saint Michael's College and a M.Ed. from the University of New Orleans.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



NEAL T. DROBENARE

SENIOR VICE PRESIDENT

Neal Drobenare joined The Foundation in 2010. He is responsible for Acquisitions. Prior to working with The Foundation, Mr. Drobenare was a principal of North Star Development providing advisory and real estate development services to nonprofits and governmental entities doing affordable and public private partnership development. Currently Mr. Drobenare serves on the board of Stewarts of Affordable Housing (SAHF), National Affordable Housing Trust (NAHT) and Housing Partnership Equity Trust (HPET). Additionally, he serves on NAHT's investment committee, is chair of HPET's Investment Committee, and is the founder of HPET. Earlier in his career, Mr. Drobenare worked for the Washington, DC Deputy Mayor for Planning and Economic Development as special assistant, the DC Department of Housing and Community Development as Chief Operating Officer, and the DC Housing Finance Agency as Bond Finance Director. Mr. Drobenare received his J.D. Cum Laude from S.U.N.Y. Buffalo School of Law.

Experience

THE NHP FOUNDATION

2010 – Present

Senior Vice President, New Business Development

NORTH STAR DEVELOPMENT AND CONSULTING

2004 – 2010

Principal

- Raised \$60 million for nonprofits
- Developed several hundred units of multifamily affordable housing, including Housing Association of Non-Profit Developers' Best Large Affordable Rental Project (2010)
- Oversaw several simultaneous projects, leading project from acquisition and conception, to completion of construction and lease-up, including financial structuring and deal making, design and construction, and transfer of the completed project to the property management function. Identifying project opportunities and defining project scope
- Analyzed D.C. Housing Authority portfolio for affordable deals; underwrote federal stimulus projects for affordable development, resulting in a \$32 million Stimulus funding award
- Won \$50 million New Market Tax Credit Award and set up CDE and fund

MID-CITY URBAN

2003 – 2004

Chief of Staff / Chief Operating Officer

- Oversaw staff and established the management systems needed to deliver on a 6,000 units / \$1 billion pipeline of real estate

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



development project

DISTRICT OF COLUMBIA

1998 – 2002

- Special Assistant to the Deputy Mayor for Planning and Economic Development
- Started and lead DC Vacant and Abandoned Housing Initiative
- Wrote business plan for Mayor's Office of Housing
- Evaluated proposals and made recommendations, based on qualitative/quantitative assessments
- Coordinated City agencies and other entities while managing projects
- Act as liaison with communities and constituencies
- Agency Liaison: monitor performance of high profile projects

Chief Operating Officer, DC Department of Housing and Community Development

- Took agency from financing 400 units of housing annually to financing 3,400 units, and 9 community or commercial facilities annually
- Redesigned underwriting process, designed financing products, and established internal controls.
- Established Asset Management and Land Disposition units

Oversaw all sales and redevelopment of City lands and land acquisition for government purposes

Bond Finance Director DC Housing Finance Agency

- Established multifamily finance department, hired staff, created products, designed and implemented underwriting criteria and process. Ran Low-Income Housing Tax Credit Program and Bond Issuance
- Increased annual multifamily private activity new bond issues from \$580,000 to \$44 million in first year, \$112 million in second year and \$217 million in third year. Average revenue increase commensurate with volume increase
- Responsible for generating, underwriting, and closing multifamily bond and tax credit deals.
- Structured enhanced and unenhanced bond deals; directly placed bonds with investors. Provided enhancement / mortgage insurance for bonds Allocated tax credits
- Established Agency as key player in all deals by bringing due diligence, underwriting, and third party report ordering in-house for all deals; deals included rehabilitation and new construction of HOPE VI redevelopments, HUD insured deals, and Fannie Mae enhanced/unenhanced deals

CITY OF ALBANY, DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT, Albany, NY

1994 – 1998

Director of Planning and Program Development

- Produced annual budget and underwrote housing proposals

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



- Created Jobs Now! Collaborative, a public-private partnership that increased employment opportunities for homeless individuals by starting businesses and placing people in supported placements in private industry
- Received HUD's National Blue Ribbon Best Practice award for creating and running the Albany Homelessness Working Group which involved government, nonprofits, and businesses in devising a community wide response to homelessness and producing its first Continuum of Care.
- Established neighborhood planning process that produced first HUD Consolidated Plan
- Produced all HUD regulatory reports

OLIVER & OLIVER, Albany, NY

1992 – 1994

Associate Attorney

- Litigated Environmental Quality Review Act determinations in real estate matters at trial and appellate levels

NEW YORK STATE ASSEMBLY MAJORITY LEADER, Albany, NY

1991 – 1992

Legislative Counsel

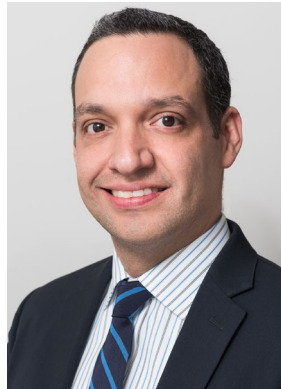
- Responsible for final technical review of bills prior to introduction on Assembly floor.
- Represented the Majority Leader at the Real Property, Cities, Labor, and Governmental Operations Committee meetings

Education

- S.U.N.Y. Buffalo School of Law, J.D. Cum Laude
- S.U.N.Y. Stony Brook University, B.A. Political

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



CARLOS A. GONZALES

VICE PRESIDENT, ASSET MANAGEMENT

Mr. Gonzales directs the asset and property management of NHPF's portfolio playing a key role in the ongoing oversight and performance of NHPF's multi-family portfolio, performing a wide variety of tasks related to the planning, development, and operation of affordable housing. He works with third-party asset management and third-party property management companies overseeing the operations of the portfolio, to maximize operating results and increase value of the assets. Prior to joining NHPF, Mr. Gonzales served as a Financial Analyst at JP Morgan Chase. Previously, as a Grants & Government Contracts Analyst for the Local Initiatives Support Corporation, he led the evaluation and implementation of LISC, Federal agencies, and OMB budget policies for a \$70 million portfolio of government contracts and grants. Most recently, from 2009-2014, Mr. Gonzales served as an Asset Manager for the National Equity Fund, Inc., where he was responsible for the complete financial, property management, and compliance performance of a complex investment portfolio in affordable housing located in distressed communities. Financed by Investor's Equity, City Funds, and Muni Bonds, that portfolio had \$350 million in investor equity. He has a BS in Pure Mathematics and a MS in Risk Management from the City University of New York, and has also earned the Housing Credit Certified Professional (HCCP) designation.

Experience

THE NHP FOUNDATION

2019 – Present

Vice President

2014 – 2019

Assistant Vice President

- Work closely with property management companies and TCAM to ensure effective execution of asset strategies, completeness of reporting and transparency of operations
- Focus on a set of properties that have been recently acquired and need to be stabilized. Responsibility includes: supervise re-location strategies, immediate repair plan, LIHTC lease-up projections, compliance requirements, and financial targets for perm conversion
- Development of action plans for corrections to watch-list properties/underperforming assets
- Implement water and energy consumption initiatives with different energy and management providers with the goal of reducing consumption and operating cost
- Performs site visits to existing properties, as needed
- Participates in review of annual property operating budgets
- Works with The NHP Foundation's Acquisitions Group, to complete due diligence on potential acquisitions

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



NATIONAL EQUITY FUND, Inc
2009 – 2014

Asset Manager

- Complete financial, property management, and compliance performance of a complex investment portfolio in affordable housing located in distressed communities financed by Investor's equity, City Funds, and Muni Bonds (\$350 million in investor equity)
- Primary source of real estate asset management support for Construction/Legal Team, internal Finance/Accounting Team, Fund Management, Developers, Property Management Companies, NYC HPD, NYC HDC, HUD, and NYC CPC
- Supervised partnership construction/lease-up process, ensuring benchmarks in partnership agreements were met; evaluated/execute timing-adjusters to reflect tax credit estimates; reviewed/approved management plan/property management agreement for new projects
- Reviewed budgets, operating cost analysis, cash flow projections, and prepared upward and downward adjuster models, stabilized analysis, and return/risk models
- Expedited receipt of quarterly income statements, balance sheets, and project risk ratings from the lower tier partnerships to institutional investors and government agencies
- Prepared informative narrative watch-list reports on investment and compliance performance, problem resolution and workout strategies
- Submitted recommendations related to equity transactions, capital call requests, use of operating/replacement reserves, refinancing/restructure proposals and approval of CPA cost certifications/audited financial reports, and tax returns (K1s) for investments/partnerships
- Organized portfolio performance meetings with stakeholders, to discuss current/potential issues affecting the portfolio financial/compliance performance; participated in team initiatives to review investment proposals with city stakeholders, including local government
- Evaluated risk management reports, construction loan performance, and development progress, ensuring investor's capital contributions were released IAW partnership agreements
- Monitored investment financial performance and examined internal model performance to ensure closing projections remained suitable; documented and presented observations to model users and recommended action
- Led joint site visits/asset inspections with investors, general partners, and governmental agencies, to assess the physical condition of the investments
- Supported regional vice president in building and maintaining strong relationships with private business, community development organizations, and government agencies to develop investment opportunities

LOCAL INITIATIVES SUPPORT CORPORATION
2007 – 2009

Grants & Government Contracts Analyst

- Evaluation / implementation of LISC, Federal Agencies, and OMB budget policies to a \$70 million portfolio of government con-

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



- tracts/grants
- Specialized risk management and internal control support to 17 LISC local offices and national programs, to ensure that contracts/grants were spent in compliance with requirements for federal, state, and local government contracts
- Designed / implemented database system for LISC's headquarters that allowed the company to track the engagement of consultants through the local offices via Internet Protocol, resulting in significantly saving cost and enhanced quality control
- Executed financial projections, budget-to-actual analysis, control capital expenditures, and budget amendments for LISC programs, based on current performance and objectives established in sustainable community initiatives
- Maximized revenue, controlled expenses, and identified new sources of income within different programs and contracts; negotiated reimbursement rates and ensured that expenses were properly allocated to contracts
- Prepared financial reports to funding agencies including SF 425s and reconciled reports with the Government Accounting Department
- Responsible for compliance and financial oversight of US Department of Housing and Urban Development (HUD) contracts: Living Cities, CHDO-TA, and HOME-TA
- Directed audits/workshops/trainings to evaluate effectiveness and efficiency of local offices, sub-recipients, and programs; provided financial assistance to non-compliant programs
- Conducted site visits around the U.S., to ensure compliance with reporting guidelines, federal regulations, accounting procedures, internal controls, and corrective action plans

JP MORGAN CHASE BANK

2006 – 2007

Financial Analyst

- Reviewed investment portfolios, managed mortgage loans, home/business credit lines, and investment funds
- Recommended investments across a range of portfolios
- Measured operating performance (sales, gross income/margin, and net profit)
- Performed financial project evaluations (including feasibility analysis/risk-return)
- Analyzed/structured loans for commercial clients/developers for new construction/rehab
- Monitored clients' asset allocation / hedging strategies, compliance, and investment plans within the U.S. and Latin America
- Strategically managed customer interactions, to grow client base and increase revenue volume; implemented plans that targeted client acquisition and relationship development
- Conducted community outreach efforts
- Analyzed client profile to effectively identify client needs; recommended products/services

Education

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



- City University of New York: M.S., Risk Management
- City University of New York: B.S., Pure Mathematics

Certifications

- Uniform Administrative Requirements: OMB Circular A-102 and 2 CFR Part 215
- Cost Principles: 2 CFR Part 220 (A-21), 225 (A-87), 230 (A-122), and FAR 31.2
- Financial Administration of Federal Grants & Contracts for Recipients
- Evaluating Federal Funds Management Capabilities of Recipients and Sub recipients
- Procuring Federal Service with Federal Funds

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



STEPHEN M. GREEN

CHIEF OPERATING OFFICER AND CHIEF INVESTMENT OFFICER

Stephen Green has more than 35 years of experience in real estate and economic development projects in both the public and private sectors. He has worked effectively with a variety of public agencies, federal, state and local officials, and resident and community groups. His project management engagements have included market rate and affordable residential, commercial, and mixed-use developments. Mr. Green has also been involved in the development and financing of publicly owned and/or financed sports and hotel facilities. His work at The NHP Foundation also benefits from his extensive project financing experience including conventional financing, HUD-insured debt, tax credits, and tax-exempt bond financing.

Experience

THE NHP FOUNDATION

2014 – Present

Chief Operating Officer

- Responsible for operations of a nonprofit corporation that preserves and creates affordable multifamily housing and provides a value-added portfolio of resident services. His oversight extends to more than 6,000 residential units in 12 states and the District of Columbia

DISTRICT OF COLUMBIA HOUSING AUTHORITY

2012 – 2014

Director of the Office of Capital Programs

- Responsible for all of the capital investment, construction and redevelopment programs and projects of a large urban housing authority
- Managed a \$20 million capital investment and construction program as well as several major redevelopments
- Project pipeline of over 2,500 units and \$750 million
- Responsible for over 100 employees involved in design, development, construction management and mechanical maintenance operations

WILLIAM C. SMITH CO.

2007- 2012

Senior Vice President, Acquisition

- Responsible for development of new projects and investment acquisitions at this integrated real estate development, property management and construction company
- Served as managing partner in a four developer partnership, leading the creation of a seven-site master plan comprising of 1,682

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



- mixed income residential units and 275,000 square feet of commercial space to be developed on both public and private land
- Led participation in a partnership developing a mixed use town center project in an under-invested area of the District of Columbia, including 315,000 square feet of retail space and 462 residential units on an 18.7 acre site, with focus on master plan development, negotiations with the District of Columbia for both land and subsidy, as well all zoning and other administrative approvals

EXECUTIVE OFFICE OF THE MAYOR GOVERNMENT OF THE DISTRICT OF COLUMBIA 2000 – 2007

Director of Development

- Responsible for supervision and management of a broad range of economic development activities in a rapidly expanding real estate market
- Developed housing policy for the District of Columbia, including successful legislative and programmatic initiatives such as the Housing Act of 2002, and creation and implementation of the District's program for the re-development of vacant buildings
- Responsible for negotiation of over \$2 billion worth of economic development projects including a major 10-acre mixed use project, a convention center hotel, and a new 41,000-seat publicly owned and built ballpark
- Served as the District's lead negotiator with Major League Baseball for the relocation of the Montreal Expo baseball franchise to Washington
- Coordinated with the Office of Planning on the development of master plans for several large areas of the District of Columbia, some of which are currently being implemented

THE COMMUNITY BUILDERS, INC. 1993 – 2000

Director - Connecticut Office

- Responsible for all operations of this national nonprofit development and consulting company in Connecticut and northern New Jersey, including direct supervision of all development work and coordination of the human services and property management divisions

GREEN CONSTRUCTION CO., INC. 1988 – 1993

Owner/President

- Directed all aspects of project management including scheduling, purchasing, and subcontractor negotiations for this 35-person general contracting and development company
- Responsibilities included employee and client relations, financial management and supervision of job superintendents
- Projects included a 35,000 square foot, \$6 million renovation of a Certified Historic commercial structure in downtown New Haven, and four single-family houses in Madison, Connecticut

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



MARVIN C. GOLD CONSTRUCTION CO., INC.

1984 – 1988

Vice-President

- Coordinated all aspects of job management, staff administration and contract negotiations for several multi-million dollar construction and development projects
- Projects included a \$2 million scattered site moderate rehabilitation project comprising 145 housing units in 40 buildings, a \$12 million new construction turnkey project delivering 150 units for the Housing Authority of New Haven, and a \$4 million renovation project in South Norwalk, Connecticut totaling 163 units in 14 buildings

NEIGHBORHOOD HOUSING, INC

1979 – 1984

Project Administrator

- Assumed a diverse array of duties position involving both community affairs and nonprofit housing development
- Responsibilities included grant writing and administration, coordination of a single-family purchase/renovation program, and multifamily development activities

Education

- Attended Yale University, New Haven, CT

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



JOHN G. HOFFER

VICE PRESIDENT, PROJECT MANAGEMENT

John Hoffer has over 25 years of experience developing, acquiring, operating and financing multifamily housing. John began his career in asset management and real estate development with the New Frontier Group (NFG), in Chicago, Illinois, where as NFG's Director of Asset Management he was responsible for NFG's portfolio of affordable housing and the third-party asset management contract for Continental Bank of Illinois' REO portfolio of luxury rental housing. Later, as NFG's Sr. Project Manager, John was responsible for the development of 700 units of newly constructed multifamily rental housing, 750,000 square feet of commercial office space, and one 200-unit luxury convention hotel. At the National Corporation for Housing Partnerships (NCHP), John was Director of Portfolio Analysis responsible for analysis, preparation of all capital plans, and management of select property/portfolio recapitalization transactions for NCHP's portfolio of approximately 75,000 units. While at NCHP, he structured several novel transactions including the preservation of 1,000 units of affordable housing utilizing a tax-deductible charitable donation sale to Pennsylvania Housing Finance Authority ("PHFA") combined with NCHP's repurchase and renovation financed by PHFA with tax-exempt bonds, soft subordinate debt and LIHTC equity. John joined NHPF and closed numerous property acquisitions using benefits provided under the Low Income Housing Preservation and Resident Homeownership Act of 1995. He also negotiated and closed the Cornerstone Housing portfolio acquisition from Enterprise Community Partners and was responsible for oversight of NHPF's asset managers. John continued to work with NHPF, while also working with NeighborWorks America and numerous other non-profit organizations as an asset management and real estate development consultant. In total, John has been involved in the purchase and/or recapitalization of 20 NHPF properties consisting of 4,023 units.

Experience

THE NHP FOUNDATION

2016 – Present

Vice President Project Management

- Finance and redevelop multifamily housing properties that are regulated under various Federal and state affordable housing programs
- Functions include performing due diligence and rental market analysis, participating in the design process, negotiating the financing and regulatory documents, closing transactions, coordinating the rehabilitation work, and completing the tax credit equity process

METACAP SOLUTIONS

2003 – 2016

Vice President of Real Estate

- Provided real estate development and financial support services with a focus on affordable housing

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



- Involved in the redevelopment of numerous multifamily housing properties utilizing credit enhancement, tax-exempt bond financing, LIHTC equity and financing and restructuring incentives available under MAHRA for clients including Michaels Development, Foresight Affordable Housing, Inc., Rural Opportunities, Inc., Housing Opportunities, Inc. as well as NeighborWorks America and its numerous member organization

THE NHP FOUNDATION

1995 – 2003

Vice President of Real Estate

- Oversaw NHPF's asset management department and was responsible for its 43-property portfolio
- Responsible for NHPF's portfolio acquisitions, structuring and closing the acquisition of NHPF's Cornerstone Housing portfolio acquisition from Enterprise Community Partners
- Involved in the purchase and recapitalization of 19 properties consisting of 3,739 units during this time with NHPF as well as numerous refinancing transactions involving NHPF's existing properties

NATIONAL CORPORATION FOR HOUSING PARTNERSHIPS (NCHP)

1986 – 1995

Director of Portfolio Analysis

- Responsible for analysis, preparation of all capital plans, and management of select property/portfolio recapitalization transactions for NCHP's portfolio of approximately 75,000 units
- While at NCHP, John was responsible for structuring several novel recapitalization transactions including the preservation of five aging Pennsylvania properties consisting of 1,000 units utilizing a tax-deductible charitable donation sale to Pennsylvania Housing Finance Authority ("PHFA") combined with its repurchase and renovation financed with PHFA senior/subordinate tax-exempt bonds and LIHTC equity

NEW FRONTIER GROUP (NFG), CHICAGO, ILLINOIS

1980 – 1986

Sr. Project Manager and Director of Asset Management

- Responsible for asset management of NFG's portfolio of market rate and affordable housing consisting of approximately 5,000 units and for NFG's contract to provide asset management for the REO portfolio of approximately 2,000 luxury apartment properties for Continental Bank of Illinois
- Responsible for financing and construction oversight for 700 units of new multifamily housing, 750,000 square feet of office space and one 200-room luxury convention hotel

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Education

John was on the Deans Honor Roll majoring in Chemistry at the University of Kansas. While at KU, he wrote three student plays, all of which were selected for production in the annual Rock Chalk Competition.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



JASON MINTER

ASSISTANT PROJECT MANAGER

Jason T. Minter joined NHPF in 2019 after one year working for the organization as a contractor. Based in Houston, TX, Mr. Minter is focused on development of new and more resilient affordable housing options in the wake of hurricane Harvey. Prior to joining NHPF, Mr. Minter served as a Real Estate Development Specialist at Burten Bell Carr Development, Inc. in Cleveland, OH. There, he played an integral role in the CDC's first two successful tax credit deals as sole developer. Mr. Minter has also served as Project Manager for the architectural firm, AT103 in Mexico City. Mr. Minter earned a Masters in Architecture from Texas A&M University where he served as a teaching assistant in their Italy program. He also holds a BS in Architecture from the University of Nebraska-Lincoln.

Experience

THE NHP Foundation, New York, NY
2019 – Present

Assistant Project Manager

- Participate in the entire development process for multi-family affordable housing properties.
- Produce financial modeling, market analysis, cash flow analysis review, and due-diligence activities.
- During the development process, manage risk, cost management plans and the development schedule, while providing input and influence on the development strategy.
- Engage with all project stakeholders, especially tenant groups, and help maintain the budget along with the Project Manager.

The NHP Foundation, New York, NY
2018-2019

Contractor

- Same as above

Burten Bell Carr Development, Inc, Cleveland, OH
2014-2018

Real Estate Development Specialist

Fundraising

- Assisted in procurement of \$10 Million for affordable housing development funds.
- Assisted in procurement of \$700,000 in economic development grants.
- Lead Procurement of \$200,000 in streetscape improvements.
- Lead procurement of \$400,000 in green infrastructure improvements.

Design

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



- Developed design of a commercial center rehab.
- Developed design concepts for affordable housing and green infrastructure projects.

Project Management

- Lead pre-development of 60 unit senior housing project.
- Performed construction administration for commercial center rehab.

Community Engagement

- Participated in robust participatory design process to develop two comprehensive neighborhood plans.
- Lead several small and medium sized community meetings between funders, city officials, community leaders, community residents, and neighbors.
- Used door knocking, flyering, social media, newsletters, and robo-calls to communicate with community.

HA Architecture, Austin, TX

2013-2014

Intern Architect

- Produced SD – DD drawings for residential projects in Austin.
- Produced marketing materials.
- Produced master plan for church campus in northern Austin.

Texas A&M University, Castiglion Fiorentino, Italy

2012

Graduate Teaching Assistant

- Coached design students.
- Critiqued design work at formal milestones.
- Lead architectural tour of Venice focused on the built work of Carlos Scarpa.
- Developed Curriculum and taught eight-week workshop in architectural technology.

AT103, Mexico City

2010-2011

Project Leader

- Project management of an 8-story apartment complex from SD to DD.
- Contributed to design competition submissions.

Volunteer

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Euclid Corridor Design Review Committee, Cleveland, OH
2016-2018

Voting Member

- Evaluating design, contextual compliance, and safety of proposed developments along a major corridor in Cleveland, OH.
- Prepare recommendations to City of Cleveland Planning Commission for final approval.

Habitat for Humanity, Greensboro, NC
2009-2010

AmeriCorps Member

- Maintained public land and trails in Texas and Oklahoma.
- Built multi-acre green infrastructure projects in remote locations.

Habitat for Humanity, Greensboro, NC
2004-2005

AmeriCorps Member

- Managed construction of two single family homes.
- Contributed to the construction of 29 single family homes.
- Lead 24 groups of unskilled volunteers ranging from girl scouts to corporate executives in construction tasks.

Education

- Masters in Architecture, Texas A&M University
- BS in Architecture, University of Nebraska-Lincoln.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



MEADE RHOADS

VICE PRESIDENT, CONSTRUCTION MANAGEMENT

C. Meade Rhoads, Jr. joined The NHP Foundation (NHPF) as a fulltime employee in August of 2015. Prior to joining NHPF, Mr. Rhoads was owner and principal of Madison Ventures and Green-Build LLCs. He founded Madison Ventures to provide commercial real estate sales and leasing services in Virginia to businesses and institutional clients like NHPF. Madison performed acquisitions, sales, and property management for real estate owned. Green-Build was founded and licensed in Virginia as a Class A general contractor. Mr. Rhoads' companies provided development and construction services on single family and multi-family residential properties. Green-Build also provided annual contract services to the Commonwealth of Virginia and real estate acquisition and due diligence services to institutional clients including NHPF. Mr. Rhoads has over 20 years of experience in commercial real estate and construction. He continues to maintain his real estate and construction licensing. He received his B.S. from Elon University and his M.B.A. from The George Washington University.

Experience

THE NHP FOUNDATION

2015 – 2020

Project Manager

- NHPF's Owner Representative on complex construction / redevelopment projects, functions include physical due diligence on acquisition property, design and value engineering processes, construction site inspections and assessments, construction & design problem solving.

MADISON VENTURES, LLC

2007 – 2015

Principal

- Owner and principal of Virginia real estate firm providing commercial and business clients with real estate sales and leasing services. The company clients included municipal, non-profit, corporate and private commercial property owners and developers.

GREEN-BUILD, LLC

2012 – 2015

Owner/ Manager

- Owner and principal of Class A Virginia Construction Company providing self-performed construction services for real estate owned, annual state contract services and third-party commercial property inspection services.

CAPITAL ASSOCIATES

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



2003 – 2007

Associate Partner

- Before starting Madison Ventures and Green-Build, Meade was the local development partner for a regional commercial real estate firm where he coordinated development of mixed-use and office park properties Northern Virginia.

BOZZUTO DEVELOPMENT

1998 – 2003

Development Manager

- Coordinated the design and the development of market rate and tax credit financed apartment communities in Virginia and Maryland for a privately owned regional multifamily developer.

UNITED DOMINION REALTY TRUST

1998 – 2003

- Worked as a financial analysis for a national multifamily Real Estate Investment Trust where he conducted project financial analysis, increased returns through energy and water conservation measures like water sub-metering, resolved long-term ownership issues like polybutylene piping, conducted site visits to identify property specific capital improvements designed to increase rates of return. While there he worked with HUD and local bond issuers on 14 affordable assets financed with income restricted redevelopment bond.

Education

- George Washington University, MBA
- Elon University, BS
- Kellogg School of Management at Northwestern University, Executive Program
- Virginia Commonwealth University, Continuing Education
- Christ Church, Oxford University / National Trust for Historic Preservation, Land Use

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

TRUE CASA CONSULTING, LLC



TRUE CASA CONSULTING, LLC

Affordable Housing + Supportive Services = *Community Impact*

True Casa provides affordable housing and supportive service solutions that assist nonprofits, private organizations and municipalities to create communities that everyone can call home. We have decades of experience developing high-impact, quality affordable housing as well as designing, funding, and running innovative supportive housing programs. We leverage our expertise, experience and creativity to help communities house and support those most in need.

True Casa Founder Jennifer Hicks has over 20 years of affordable housing development and finance experience working for Foundation Communities - the State's premier nonprofit, affordable housing developer. As Director of Housing Finance, Hicks led the development of 14 innovative and high-impact communities that provided 1,559 units of affordable housing. While at Foundation Communities, Hicks also helped create and implement the first supportive housing model in Austin and grew the model to 783 units before her departure. In her current consulting capacity, Hicks has continued working with nonprofits to help structure and access capital for permanent supportive housing projects in Texas. Hicks' passion and expertise is centered around high-impact housing and enjoys the complexity and challenge these projects provide.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes

TRUE CASA CONSULTING, LLC



Jennifer Hicks - Founder, True Casa Consulting, LLC.

Experience:

2017 - Present

Founder

True Casa Consulting, LLC. — Austin, TX

- Founded boutique consulting firm focused on mission-driven and impactful affordable housing development and supportive service programming.

2002 - 2017

Director of Housing Finance

Foundation Communities, Inc. — Austin, TX

- Identified subsidy and conventional financing options for projects – secured grants and loans from public and private sources (\$218 million) for the acquisition and rehabilitation of 14 communities (1,559 units) and two learning centers.
- Led the development of Foundation Communities' supportive housing model for extremely low income and homeless single adults and families. Since 2001, developed 783 units of supportive housing.
- Identified, secured and structured funding for each affordable housing community. Since 2001, secured over \$218 million of grants and loans from public and private sources for pipeline development.
- Coordinated application and closing of funds from the following sources: conventional banks, tax credit equity investors, Low Income Housing Tax Credit program, City of Austin Rental Housing Development Assistance Program, HOME, Community Development Block Grant Program, Federal Home Loan Bank, NeighborWorks America, HUD 221(d)(4) and Capital Magnet Fund.
- Facilitated the refinancing of eligible properties in the FC portfolio. Since 2001, have facilitated six refinances.
- Led the Real Estate Development Committee of the Foundation Communities Board of Directors responsible for guiding the growth of the organization.
- Planned development criteria and assisted with evaluation and negotiation of potential development projects.
- Helped manage funder compliance and reporting.
- Maintained compliance with tax exemption requirements for 22 property portfolio.

TRUE CASA CONSULTING, LLC

Education:

Master of Public Affairs May 2002

LBJ School of Public Affairs, Austin, Texas

- Master's Report: "Reinventing S.R.O.'s: Homes for the Single, Working Poor"

B.A. in Journalism May 1999

Texas Tech University, Lubbock, Texas

- Texas Valedictorian Scholarship
- Hutcheson Endowed Journalism Scholarship

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



The Austin Revitalization Authority (ARA) is a 501(c)(3) nonprofit community development corporation that has been in existence for over twenty-five years. Its mission is to encourage commercial, residential, and cultural development that promotes community well-being while respecting the people, the institutions and the history of East Austin and other underserved communities. The organization has demonstrated a long history of ensuring the enduring legacy of East Austin through its real estate development, its financial and technical assistance support to minority-led nonprofits and businesses and by providing countless opportunities to celebrate and honor the creative contributions of the East Austin community's residents.

Over the past twenty-five years, ARA has managed several impactful real estate development initiatives that include:

- Developing, owning and operating over 65,000 square feet of office and retail space in Austin's African American Cultural District.
- Participating as a general partner of a 168-unit senior affordable housing development.
- Utilizing City funds to develop and reconstruct twelve income-restricted single-family homes in the African American Cultural District.
- Completing two historic restoration projects, the Haehnel Building and the Herman Schieffer House, two buildings with great significance in Austin's African American history.
- Submitting an unsolicited proposal for Block 17 and developing an attractive mixed-income townhome project.

ARA recognizes that its value as a developer does not remain solely in its development savviness, but also in its longtime focus on preventing displacement in East Austin, which it intends to incorporate into all future residential developments. As the organization has witnessed many people of color struggle to remain in their community, it has worked to counteract these struggles on both an individual and macro level, including:

- Partnering with the Travis County Tax Office to identify and outreach to long-time residents with property tax delinquencies in the 78702 area to identify the best approach to ensuring they can remain in their home, prevent foreclosure, and access the equity in their home that they have worked so hard to accrue.
- Working alongside other advocates over the past year to request that the City establish a land acquisition program that will allow nonprofit developers to purchase land in gentrifying neighborhoods. ARA was instrumental in collecting community feedback that helped bring that resolution to fruition.

Beyond its community contributions in real estate, the organization also has a long history of robust cultural and economic engagement activities that include:

- Supporting artists of the Austin creatives community by hosting art shows during Juneteenth, as part of the Austin Studio Tour and for Black History Month.
- As a fiscal sponsor, assisting individuals and creative entities in accessing funding from the City of Austin Cultural Arts and Cultural Heritage programs to carry out a variety of virtual events such as film screenings, comedy shows and music concerts.
- Providing outreach and technical assistance to small businesses and nonprofits to assist them in accessing the various federal, state and local Covid-19-related programs.

As demonstrated by the accomplishments noted above, the Austin Revitalization Authority has a strong track record of community engagement and development activities. The organization is aware of the ongoing affordable housing crisis in the City of Austin and has in the past two years increased staff and organizational capacity to prepare for a ramp up in affordable housing development initiatives.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Gregory L. Smith

CEO & President

CAREER SUMMARY

Over thirty years of experience as a community and economic development professional both in the private and public sectors. Multi-faceted with the ability to take the initiative and lead in many business functions

- Designed and implemented federally funded community and economic development programs, which provided management, technical and financial assistance to small and minority-owned businesses, in addition to for-profit developers and non-profit organizations in the development of affordable housing for low and moderate-income families.
- Facilitated the development of single-family and multi-family housing, elderly housing and single-room occupancy units.
- Secured over 25 million dollars in Section 108 loan guaranteed funds from the U.S. Department of Housing and Urban Development (HUD) to support small business loan programs, homeless shelter, youth entertainment center and re-development of commercial corridors.
- Assist with the development and implementation of community-driven neighborhood and commercial revitalization plans for blighted and/or low- income areas.

PROFESSIONAL EXPERIENCE

President and CEO, Austin Revitalization Authority (8/09 – Present)

- Direct the day-to-day operation of the Community/Economic Development Corporation involve with the commercial and neighborhood revitalization of under-served communities with a focus on mixed-use development and the development of affordable housing.

President, GMS Development LLC (5/05 to Present)

- Real estate development and consulting services with a specializing in zoning, permitting site development, financing, construction and sale of residential and commercial properties.

Manager, Community Development Division, Neighborhood Housing and Community Development Office, City of Austin (6/96 – 1/05)

- Responsible for the day-to-day operations of all community development programs within the department. The federally funded (CDBG, HOME Section 108, EDI) community development programs focused on small business development services, commercial revitalization, and neighborhood revitalization. Responsible for the day-to-day operations for the City of Austin's Urban Renewal Agency, which has oversight of all urban renewal plans in the City of Austin.

Special Project Coordinator, Neighborhood Housing and Community Development Office, City of Austin (10/94 – 6/96)

- Responsible for the implementation of a variety of economic development and multifamily housing projects for the department. Provide technical assistance with loan application, loan closing and analyses for project feasibility. Other duties included presentations to City Council, Boards and Commissions and neighborhood groups.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Neighborhood Development Supervisor II, Neighborhood Housing and Conservation Office, City of Austin (3/90 – 10/94)

- Responsibilities included the development, implementation and marketing of federally funded housing and economic development programs; real estate financial analysis, business credit analysis, financial packaging; ensured due diligence procedures and contract document language were consistent with the City's goals; prepared and made presentations to City Council, Council's Subcommittees, Boards and Commissions and neighborhood groups.

Contract Compliance Specialist, Neighborhood Housing and Conservation Division, Department of Planning and Development, City of Austin (9/87 – 3/90)

- Negotiated contract terms and conditions; and monitored contract compliance of federally funded contracts, funding sources included Community Development Block Grant (CDBG), Community Services Block Grant (CSBG), and the Emergency Shelter Grant (ESG) Programs.

EDUCATION

- University of Texas at Austin, Electrical Engineering
- Austin Community College, Austin Texas Pre-Engineering

PROFESSIONAL CERTIFICATIONS

- Executive Leadership Institute (1999)
- National Forum of Black Public Administration
- Economic Development Financing Professional Certification (1994) National Development Council
- City of Austin Management Academy (1993)

PROFESSIONAL MEMBERSHIP

- City of Austin Board of Adjustment Commissioner
- City of Austin Sign Review Board Member
- National Forum of Black Public Administration

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Abigail F. Tatkow

Project Manager

Career Summary

- 7+ years in real estate development in the private, public and nonprofit sectors.
- 4+ years as a licensed real estate agent focusing on smart growth and development.
- Educated advocate for housing sector needs in the Austin/Travis County area.
- Skilled at connecting community stakeholders to collaboratively address solutions.

Professional Experiences

Austin Revitalization Authority, Austin, TX Feb 2020-Present

Project Manager

- Knowledgeable of and regularly provide consultation on local affordable housing funding and development incentive programs.
- Experienced with local, state and federal affordable housing programs and development designations, such as LIHTC, CDBG, Community Housing Development Organizations (CHDO), Historic Designations and Exemptions.
- Perform feasibility analyses to evaluate potential development sites.
- Seek and vet contractor bids to inform feasibility processes.
- Create and update development pro formas in relation to potential development projects.
- Draft and compile documentation for development proposals and RFPs.
- Initiate, coordinate, and manage collaborative development and stakeholder processes.
- Seek innovative solutions and partnerships to address development issues.
- Prepare, update and adhere to project schedules.
- Additional responsibilities include: Developing program guidelines, drafting commercial leases, representing the organization in housing advocacy role, staying abreast of local development opportunities.

Upside Realty, Cityscape Property Group & Central Metro Realty, Austin, TX 2016-Present

Relator

- Negotiate terms and conditions of sales and leasing contracts.
- Represent buyers, sellers, renters and landlords in real estate transactions.
- Coordinate with all stakeholders in a transaction or development and hold them accountable to deadlines, contract terms, budgets, restrictions, and permitting.
- Work closely with contractors to ensure lender or buyer-required modifications are addressed.
- Create and inform development budgets with clients, investors, and lenders.
- Collaborate with city and state entities to incorporate local, state and federal plans and changes into development plans, particularly as pertains to land use and development.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Proudly serve as a Homease Hero Realtor Partner, providing direct outreach and real estate services to 'heroes.'

Ending Community Homelessness Coalition, Austin, TX 2016-Present
Community Housing Liaison + Community Housing Program Manager

- Managed team of four employees and externally managed service and landlord partners.
- Identified, negotiated formal agreements with and managed a portfolio of housing partnerships, devising contracts to meet the fiduciary needs of each individual partner.
- Regularly assessed ways to diversify housing portfolio by way of geographic dispersion across the City.
- Facilitated negotiations with applicants for City funding, who were interested in securing units for individuals experiencing homelessness as part of their pro forma.
- Developed program guidelines for and operationalized landlord risk mitigation fund.
- Informed system policies and best practices for housing location, housing stability and development of affordable housing stock to serve individuals exiting homelessness.
- Collaborated with local housing advocates, Realtors, developers, landlords, local and state government officials and their staff and other stakeholders to elevate the issue of homelessness in both social service and affordable housing policy arena.
- Developed and conducted trainings for community partners and potential supporters about housing assistance programs, housing resources and best practices.

Caritas of Austin, Austin, TX 2013- 2016

Landlord Outreach Specialist, Supportive Services for Veteran Families (SSVF)

- Facilitated housing search for hundreds of homeless veterans, by assisting with rental applications and negotiating with landlords to accept program participants as tenants.
- Established and maintained relationships with participating landlords, educating them on the process of renting to veterans through publicly-funded programs.
- Collaborated with service-providers from partnering agencies.
- Represented program at community meetings.

Keep Austin Affordable, Austin, TX 2013

Field Organizer

- Gained mastery of housing and development landscape and the factors that shape the real estate market in Austin through targeted voter outreach campaign and data analysis

Grassroots Campaigns, Austin, TX 2012-2013

Recruitment Specialist + Canvassing Director

- Successfully implemented education, membership and fundraising drives for nonprofits
- Trained volunteers and paid staff in effective canvassing skills, including strong motivational and communication skills.

APPENDIX A. DEVELOPMENT TEAM

A.2 Team Cohesion & Resumes



Direct Action and Research Training Center, Lawrence, KS 2011-2012

AmeriCorps VISTA, Development Director

- Developed working relationships with and collaboration amongst diverse set of religious and lay leaders in Topeka, KS to build a social-justice oriented community organization.
- Implemented and evaluated a Pilot Fundraising Project in four cities, raising \$100,000.

Education

- Cornell University, College of Human Ecology, Ithaca, NY, (May 2011) Bachelor of Science in Human Development; Minor in Inequalities Studies, GPA: 3.6 Public Service Center Scholar, one of eleven students chosen

Leadership Positions in Real Estate and Community Engagement

- Austin Board of Realtors, Legislative Mgmt. Team & Housing Committee Chair 2019-Present
- Austin Cooperative Business Association Housing Committee Member 2019-Present
- My Montopolis Community Organization Board Member, Secretary 2020-Present
- City of Austin, Zoning and Platting Commissioner 2018-2020
- Community Board Member, Community Housing Expansion of Austin 2014- 2017

APPENDIX A. DEVELOPMENT TEAM

A.3 Project Experience



Walnut Square, New Orleans, LA

TDC \$39,515,049 | Residential Space 209,657sq.ft | Site Size 534,000sq.ft



Harvest Homes, Chicago, IL

TDC \$14,400,000 | Residential Space 39,421sq.ft | Site Size 29,535sq.ft



RoundTree Residences, Washington, DC

TDC \$16,265,673 | Residential Space 90,560sq.ft | Site Size 88,975sq.ft



APPENDIX A. DEVELOPMENT TEAM

A.3 Project Experience

CAPITAL HOUSING

A at Lamppost, Austin, TX

TDC estimated \$4,700,000 | Residential Space 17 units condos (1100~1400 sq.ft) | Site Size 37,026 sq. ft



APPENDIX A. DEVELOPMENT TEAM

A.3 Project Experience



The Austin Revitalization Authority (ARA) is a 501(c)(3) nonprofit community development corporation that has been in existence for over twenty-five years. Its mission is to encourage commercial, residential, and cultural development that promotes community well-being while respecting the people, the institutions and the history of East Austin and other underserved communities. The organization has demonstrated a long history of ensuring the enduring legacy of East Austin through its real estate development, its financial and technical assistance support to minority-led nonprofits and businesses and by providing countless opportunities to celebrate and honor the creative contributions of the East Austin community's residents.

Over the past twenty-five years, ARA has managed several impactful real estate development initiatives that include:

Date of Project	Size of Project	Type of Project	Location
2004	54,000sf of office and retail space	Developed, own and operate Urban Renewal Area Office and Retail Dev.	1000 & 1050 E 11th St, Austin, TX 78702
2006	18 income-restricted affordable single-family homes	Restored ten historic homes and added eight new construction houses	Juniper-Olive Streets, Austin, TX 78702
2008	168 income-restricted rental units	General Partner in senior tax credit development	500 Grand Ave Pkwy, Pflugerville, TX 78660
2012	One single-family income-restricted affordable housing unit	Managed demolition, new construction, affirmative marketing and qualifying buyer	1113 Myrtle St, Austin, TX 78702
2015	1,284sf historic building with respectful 3,680sf addition	Restoration and renovation of historic Herman Schieffer House	1154 Lydia St, Austin, TX 78702
2017	16 Unit Mixed-Income Townhome Development with two income-restricted affordable units	Submitted unsolicited proposal in Urban Renewal Area, and co-developed townhome development	Juniper Heights Townhomes Juniper and Waller St, Austin, TX 78702

As demonstrated by the accomplishments noted above, the Austin Revitalization Authority has a strong track record of development activities. The organization is aware of the ongoing affordable housing crisis in the City of Austin and has in the past two years increased staff and organizational capacity to prepare for a further ramp up in affordable housing development initiatives. With a long history of development partnerships, the organization is well-positioned to identify an appropriate general contractor for the proposed development.

APPENDIX A. DEVELOPMENT TEAM

A.4 References



Neal J. Rackleff
Rackleff LLP
Austin, TX
713.591.2613
neal@nealrackleff.com

Bryan Dickson
Director | Citi Community Capital
11921 Freedom Drive, Suite 850, Reston, VA 20190
Phone: 703-234-7308
bryan.dickson@citi.com
www.citicommunitycapital.com

Eric Rome
(Attorney to Tenant Associations who have deals with us)
Eisen and Rome
202 659-2822 x4
eric@eisenrome.com
One Thomas Circle NW, Suite 1010
Washington, DC 20005



John C. Patterson
Architect
Austin, TX
jc.pattsn1@yahoo.com
512-462-8562

Tom Mercer
President, JTM Development
4408 Spicewood Springs Rd,
Austin, TX 78759
mercero@jtmdevelopment.com
512-417-2734

Curtis Brown
Architect, President & CEO, ASD Consultants
8120 North IH-35, Suite #200
Austin, TX 78753
curtis2aia@gmail.com
512-470-4239

Kenneth W. Fambro, II
Chief Operating Officer
Integrated Real Estate Group
3110 W. Southlake Blvd., Suite 120 Southlake,
Texas 76092
(817) 837-0565
kfambro@integratedreg.com



James May
Community Development Manager, City of Austin
1000 E 11th St, Austin, TX 78702
James.May@austintexas.gov
(512) 974-3100

Nicole Joslin
Executive Director, Community Powered Workshop
1023 Springdale Rd #13F, Austin, TX 78721
nicole@cp-workshop.org
(512) 220-4254

Megan Matthews
Director of Design, Foundation Communities
3000 S IH 35 Frontage Rd #300, Austin, TX 78704
(512) 447-2026

Greg Anderson
Director of Community Affairs, Habitat for Humanity
500 W Ben White Blvd Austin, TX 78704
(512) 472-8788x116

APPENDIX A. DEVELOPMENT TEAM

A.5 Litigation History



Claimant	Property Manager	Location	State	Claim #	DOL	Date Reported	Type	Status	Loss Paid	Expense Paid	Re-serve	Total Incurred	Description of Loss	Current Status
Gloria Pizarro	Shinda	Plaza Borinquen	NY	1034806	03/04/16	11/29/16	Slip & Fall	Open	\$0	\$52,284	\$305,716	\$358,000	Claimant alleges slip & fall on outside stairs on property.	Reported to carrier. In SUIT.
Abbas Sarkhosh	The Lynd Co.	Players Club	TX	925440	05/21/15	09/09/15	Fall	Closed	\$55,000	\$51,323	\$0	\$106,323	Claimant was using wheelchair ramp in his wheelchair and flipped causing injury to his back, sholder and hand.	reported to carrier-IN SUIT.
Corey Branch	Latter & Blum	Forest Park Apartments	LA	920593	10/31/14	08/19/15	Mold	Closed	\$50,000	\$11,778	\$0	\$61,778	Claimant alleges mold in apartment caused health problems.	Closed. Settled for 50k.
						Total			\$105,000	\$115,385	\$305,716	\$526,101		

APPENDIX A. DEVELOPMENT TEAM

A.5 Litigation History

CAPITAL  HOUSING

None

APPENDIX A. DEVELOPMENT TEAM

A.5 Litigation History



There has been no litigation for which ARA was party to, either as plaintiff or defendant within the past five years.

APPENDIX A. DEVELOPMENT TEAM

A.6 Work Load



DEVELOPMENT EXPERIENCE

The NHP Foundation

The NHP Foundation (NHPF) is a not-for-profit real estate organization dedicated to preserving and creating sustainable, service-enriched multifamily housing that is both affordable to families and seniors of low- and moderate-incomes and beneficial to their communities.

Founded in 1989, NHPF has realized extraordinary achievements in the preservation and creation of value-added affordable housing, preserving more than 100 multifamily properties containing 18,000 affordable housing units. We currently serve more than 25,000 residents in nearly 10,000 units across 16 states and the District of Columbia. NHPF currently owns ten exclusively senior affordable projects across the country with over 1,700 units in them.

Our business model combines the altruistic aspects of mission-driven work with the acumen and attention to detail of a finely-tuned for-profit entity. Through an entrepreneurial approach, NHPF creates public/private partnerships, utilizing 4% and 9% Low Income Housing Tax Credits (LIHTC), federal financing from the U.S. Department of Housing and Urban Development (HUD), state and local Housing Finance Agencies, Housing Authorities through the Rental Assistance Demonstration (RAD) program, as well as philanthropic and private financial institutions. These investments help provide a more positive future for working Americans and their families, stimulating growth and stabilizing everyday life in our communities.

Approach to Development

NHPF brings the many different stages of affordable housing into a coordinated and seamless process under one roof. Beginning with acquisition and initial site selection, through the public entitlement and permitting processes, design and engineering, financing sources of public and private debt and equity, through the construction, into asset management, operations, and resident services. NHPF's coordinated approach to affordable housing development has successfully brought thousands of units into stabilized operations.

NHPF has developed a coordinated process to ensure a project's success. Project leaders remain with the project as long as possible to ensure proper handoff and coordination. They are brought in early during scoping meetings and design charrettes to identify critical issues that impact design, finance, construction, and operations. For example, asset managers and resident services leaders are involved years in advance during a project's initial scoping to ensure realistic operating budgets, management issues are addressed, and buildings are properly designed to function for the long term. In-house construction managers are involved with a project's design and engineering, not just when general contractors are getting ready to mobilize on site. Developers prepare detailed hand-off memos to asset managers and are always just down the hall when questions arise.

NHPF staff are grouped into teams, but not silos to ensure ideas flow freely between our teams of professionals:

- **Acquisition/Development:** NHPF's team of developers are responsible for bringing a project from initial concept to construction completion and handing residents keys to their new homes. Developers have a range of educational and professional backgrounds including business, banking, real estate, legal and public policy. They manage the full arc of a project's development including initial feasibility, entitlements, design and permitting, financing, construction, and ultimately stabilization and conversion to permanent financing.

At the core of an affordable housing developer's work is securing and executing the complicated public and private debt and equity financing structures. NHPF's developers excel in this role. They specialize in affordable housing financing and the public institutions that support it. We have developed strong relationships and earned the respect of funding agencies, housing finance agencies and housing authorities across the country. We have a large network of connections with private lenders and investors that are critical to a project's capital stack. And we have experience executing transactions and have created internal systems to support each closing. NHPF fosters an environment that encourages developers to explore alternatives and be entrepreneurial as they solve financing problems, but at the same time maintains corporate oversight and systems to ensure a project's long-term financial success.

APPENDIX A. DEVELOPMENT TEAM

A.6 Work Load



- **Construction:** Our highly skilled team of construction managers have extensive experience in design and construction of affordable housing. Some are licensed architects, while others managed their own construction companies. They understand all building types from new construction of ten story multi-family buildings and townhouses, to renovations of single-family homes and complex historic rehabilitations. Our construction managers oversee the design and engineering process; select, negotiate contracts, and oversee the General Contractors; review building plans and specification to limit changes during construction; represent the Owner through construction and negotiate cost and time changes on its behalf; and ultimately are responsible for completing construction on-time and on-budget.
- **Asset Management:** Our Asset Management Team keeps our properties thriving through the 24/7 efforts of dedicated, hands-on personal involvement. NHPF hires third-party property management companies to manage the on-site operations. This gives NHPF the flexibility to hire the best companies in their local jurisdictions, while at the same time ensuring the highest quality manages. Asset Management is oversight of the long-term health of portfolio assets and to be effective today, Asset Management depends on a team's commitment to the preservation of resources at properties. At NHPF we devote a great deal of time and effort to green practices when designing, constructing, and rehabilitating our properties. We create and maintain the highest quality affordable housing possible, all while lowering our energy and carbon footprint.

3811 Tannehill Project Team

The project to be staffed by a full time Project Manager and Assistant Project Manager, 1/3 time of a Construction Manager and Asset Manager, and be supervised by a Senior Vice President.

Partnerships

In 2011 NHPF launched a new initiative in its ongoing and vital work to preserve affordable housing—The NHPF Affiliate Program. The goal of the Affiliate Program is to find under-resourced mission aligned affordable housing developers/owners, minority-owned development partners, housing authorities, tenant associations, faith-based institutions, and other municipal and community organizations who lack the resources, manpower, expertise and/or financial capacity to renovate existing assets or develop new properties. Through the initiative, NHPF has formed partnerships with organizations throughout the country and is actively working with minority developers and faith-based institutions in Texas, Illinois and Washington, DC.

Once these entities are identified, NHPF looks to undertake projects in our service areas where we can add value as a joint venture partner. The Affiliate Program measures success when our joint venture results in the creation or preservation of a service enriched affordable housing development that has the support of the community and its stakeholders. Many developers can partner with not-for-profits to erect a building; few invest in the development's long-term sustainability the way that NHPF does through its Affiliate Program model. Those who affiliate with NHPF gain a strong financial partner, realize cost savings, and gain the expertise they need to support, and in many cases grow, their operations.

In the District of Columbia the NHPF Affiliate Program has led to the redevelopment and/or preservation of over 1,200 units that are jointly owned by tenant organizations. These properties were acquired and renovated under the District's Tenant Opportunity to Purchase Act (TOPA) where the tenant associations select their own development partners to redevelop and safeguard the existing affordable housing units of their respective apartment buildings. We are proud that our track record of collaboration with tenant organizations has led to seven successful partnerships in the District, giving these tenant organizations a joint stake in the ownership and control of their rental properties going forward.

Our work has won the praise from residents, community development corporations and public housing authorities assigning us a reputation as a thoughtful and thorough affordable housing partner. NHPF looks to develop equitable housing options, resources, and inclusive community revitalization, while preserving housing that is a source of pride and enjoyment for residents and neighboring communities. We are working to ensure that racial equity, social justice and resident

APPENDIX A. DEVELOPMENT TEAM

A.6 Work Load



services are just as solidly built into today's affordable housing as sound design, plumbing and electrical. This commitment inspires NHPF to develop a property and provide care through our asset management.

Resident Services

Operation Pathways, a subsidiary of NHPF, has 25 years of experience providing programs and services to residents living in NHPF's affordable housing communities. Operation Pathways' approach to delivering quality programs and services is based on a philosophy that is resident-focused, impactful, innovative, and place-based. Resident services coordinators assess the strengths and needs of each community and provide or connect community members to opportunities that supports them in improving their quality of life. The coordinators represent Operation Pathways in each community and offer one-on-one individualized coaching to residents through a strength-based approach called Family-Centered Coaching. This empowers residents to overcome challenges and achieve their goals. Operation Pathways is a CORES-certified resident services provider and was the first resident services provider in the country to receive this distinction. CORES certification is awarded to affordable housing service providers based on the strength and quality of their infrastructure, systems, programs, and outcomes. Operation Pathways provides programs and services through four different arenas: Academic Achievement, Financial Stability, Healthier Living, and Aging in Place. Academic Achievement promotes ongoing education and training for children and adults leading to increased employment and scholastic opportunities. Healthier Living promotes activities and lifestyles that lead to physical, psychological, and emotional well-being. Financial Stability provides residents with sound financial practices that lead to increased incomes, decreased expenses, and the building of assets. Through Aging in Place, senior residents are engaged in activities and programs that encourage socialization, increase social support, improve awareness and education, and prevent elder abuse. Operation Pathways believes that all residents should have an active voice in making decisions that affect the quality of life in their own communities. Residents of NHPF properties are encouraged to organize and identify needs and issues facing their communities. Further, NHPF and Operation Pathways strive to work alongside residents to develop and propose community-based solutions which, when implemented, increase the quality of life of the community. At each property, there is an Operation Pathways Advisory Council, made up of residents to discuss the changing strengths and needs in the community and evaluate the programs and services offered by Operation Pathways.

Environmental Sustainability

In the past few years NHPF has concentrated on infusing our residents and staff with a sustainable mindset, demonstrating in meaningful ways the value of concepts like water consumption reduction and energy efficiency. We have also spent time sharing the "good news" about cost and energy savings with residents who are only too pleased to learn what the organization saves in energy bills it puts into property improvements. Since 2018, we have executed water-retrofit programs in 1,311 units which are expected to reduce water usage up to 35%. NHPF also completed the rehabilitation of over 90 units in 2018 that included upgrades to Energy Star appliances and HVAC systems, water-efficient plumbing fixtures, solar panels and window replacements. In 2019 NHPF completed retrofits at two of its affordable properties: a full water retrofit at Lancaster Club in Lancaster, OH and an LED lighting upgrade at Flanders West, Southington, CT. In 2013, The NHP Foundation began implementing a series of environmental measures at existing properties and incorporating such measures as standard operating procedure at those under construction. In the past few years NHPF has concentrated on infusing our residents and staff with a sustainable mindset, demonstrating in meaningful ways the value of concepts like water consumption reduction and energy efficiency. NHPF's greening of its properties completed rehabilitation that include upgrades to Energy Star appliances and HVAC systems, water-efficient plumbing fixtures, and window replacements.

In 2020 and 2021, NHPF is building on and expanding the environmental practices that have already borne cost savings. This includes the first-time installation of solar panel systems at four of our District of Columbia properties, totaling 887 units of affordable housing and producing enough energy to cover the common

APPENDIX A. DEVELOPMENT TEAM

A.6 Work Load



area electric demands of each of the apartment communities. In 2020 at two District of Columbia properties, NHPF also partnered with the Department of Energy & Environment and the District of Columbia Sustainability Energy Utility on their Solar For All initiative to provide our residents the opportunity to receive an energy bill reduction of up to \$500 annually. NHPF is looking to realize \$30K in potential savings for residents in a 12-month period.

APPENDIX A. DEVELOPMENT TEAM

A.6 Work Load



NHP Foundation										
Development Pipeline										
6/7/21										

	Project	State	City	PM #1	PM #2	Partners	# Units	Population Served	New and Sub/Mod Rehab	Anticipated Upcoming Milestone	Type of Milestone
Lease-Up and Close-Out (construction is complete; must convert to permanent financing and receive final equity pay-in)											
1	Cleme Manor	TX	Houston	John Hoffer			284	Family	Substantial Rehab	3/31/20	Final Equity
2	Mark Twain Hotel	IL	Chicago	Fred Mitchell	Patrick Fry		148	Individuals	Substantial Rehab	TBD	Final Equity
3	Hollander Ridge	MD	Baltimore	Mansur Abdul-Malik	Stephen Green	HABC	94	Family	Moderate Rehab	10/15/21	Conversion
	TOTAL						526				

Under Construction or Renovation											
1	Anacostia Gardens	DC	Washington	John Hoffer	David Eubanks		100	Family	Substantial Rehab	5/31/21	Constr. Complete
2	Takoma Place	DC	Washington	Joe Wiedorfer	David Eubanks		106	Family	Substantial Rehab	6/30/21	Constr. Complete
3	Strand Residences	DC	Washington	Scott Barkan	Stephen Green	Warrenton Group	86	Family	New Construction	7/30/21	Constr. Complete
4	Exchange Place	CT	Waterbury	Patrick Fry	Samantha Richens	Urban Atlantic	150	Senior	Substantial Rehab	9/30/21	Constr. Complete
5	Strand Theater	DC	Washington	Scott Barkan	Eric Price	Warrenton Group	1	Other	Substantial Rehab	12/15/21	Debt/Equity Closing
6	Sunset Bay	FL	Cutler Bay	Mecky Adnani	Samantha Richens	TPI	308	Family	Moderate Rehab	12/31/21	Constr. Complete
7	Victoria Gardens	SC	Spartanburg	Mansur Abdul-Malik	Stephen Green	SHA	80	Family	Substantial Rehab	2/1/22	Constr. Complete
8	Blue Mountain Apartments	MA	Boston	Patrick Fry	Emmily de los Santos		217	Family	Substantial Rehab	3/1/22	Constr. Complete
9	Princess Anne	MD	Somerset County	Joe Wiedorfer	Catherine Fennel		120	Family	Moderate Rehab	3/29/22	Constr. Complete
	TOTAL						1,168				

Development: actively moving project to full funding and a construction start (may be owned by NHPF)

1	New Center City (Belmont Portfolio)	NJ	Newark	Patrick Fry	Emmily de los Santos		49	Family	Substantial Rehab	6/30/21	Rehab Financing Closing
2	New Irvine Turner (Belmont Portfolio)	NJ	Newark	Patrick Fry	Emmily de los Santos		94	Family	Substantial Rehab	7/15/21	Rehab Financing Closing
3	Change Happens - The Citadel	TX	Houston	John Hoffer	Neal Drobenare	CHCDC	74	Senior	New Construction	7/15/21	Financial Closing
4	Alexander House	MD	Hagerstown	Scott Barkan			95	Senior	Substantial Rehab	8/1/21	Rehab Financing Closing
5	17 Mississippi	DC	Washington	Tim Pryor	Stephen Green	Peebles Corp	41	Family	New Construction	8/15/21	Financial Closing
6	Overlook Manor	MD	Frederick	Joe Wiedorfer	Catherine Fennel		63	Family	Moderate Rehab	9/15/21	Rehab Financing Closing
7	Berry Manor	IL	Chicago	Veronica Gonzalez	Joanna Cuevas		57		Substantial Rehab	12/1/21	Rehab Financing Closing
8	Route 34 West/West River SHIP	CT	New Haven	Jamie Smarr	Patrick Fry	WRSHIP	56	Family	New Construction	3/1/22	Rehab Financing Closing
9	Ridgecrest	DC	Washington	Tim Pryor	Neal Drobenare		272	Family	Substantial Rehab	6/30/22	Rehab Financing Closing
	TOTAL						801				

APPENDIX A. DEVELOPMENT TEAM

A.6 Work Load



NHP Foundation
Development Pipeline
6/7/21

Project	State	City	PM #1	PM #2	Partners	# Units	Population Served	New and Sub/Mod Rehab	Anticipated Upcoming Milestone	Type of Milestone
---------	-------	------	-------	-------	----------	---------	-------------------	-----------------------	--------------------------------	-------------------

Initial Underwriting and Due Diligence: signed PSA or LOI; moving through initial underwriting; gap funds not confirmed

1	Harbor Hill/Sunset Garden	NY	Brooklyn	Mecky Adnani		Rose Cos.	168	Senior	Acquisition Only	6/15/21	(Sec. 202/RAD) Redev. Program
2	Columbia Heights Village	DC	Washington	John Hoffer			675	Family	New Construction	6/30/21	Complete Concept Plans
3	HABC/RAD	MD	Baltimore	Mansur Abdul-Malik		HABC	112	Family	Substantial Rehab	6/30/21	4% LIHTC Application
4	Temenos	TX	Houston	Neal Drobenare		Temenos CDC	95	SRO	New Construction	7/23/21	Full Funding
5	Park Heights	MD	Baltimore	Catherine Fennell	Eric Price	Henson Development	210	Family	New Construction	7/30/21	4% LIHTC Application
6	Trinity Family	TX	Houston	Neal Drobenare			75	Family	New Construction	9/1/21	Full Funding
7	Trinity Senior	TX	Houston	Neal Drobenare			75	Senior	New Construction	9/1/21	Full Funding
8	Falls Church: Affordable Homeowner	VA	Falls Church	Mansur Abdul-Malik	Stephen Green		18	Family	Moderate Rehab	9/30/21	Approved MDA HUD Firm Application
9	Pines	MD	Pineville	Mansur Abdul-Malik			200	Family	Moderate Rehab	10/1/21	Submission
10	St. Matthew UMC Mixed Use Project	IL	Chicago	Eric Price	Veronica Gonzalez	United Method./CPR	175	Family	New Construction	12/31/21	Funding Award
11	Covent Hotel	IL	Chicago	Mecky Adnani	Veronica Gonzalez		30	SRO	Substantial Rehab	12/1/21	Rehab Financing Closing
12	Faith Gospel/777 Rutland Road	NY	Brooklyn	Jamie Smarr	Patrick Fry	FGA Church	188	Family	New Construction	12/1/21	Land Use Review Approvals
13	Magnificat	TX	Houston	Neal Drobenare		Magnificat Housing Inc.	149	SRO	New Construction	12/1/21	Full Funding
14	Newport Anotonio	MA	Boston	Mecky Adnani	Patrick Fry		227	Family	Substantial Rehab	12/15/21	Financing Plan/MH OAS
15	Cardinal Ridge Apartments	MO	Kansas City	Mansur Abdul-Malik	Stephen Green	Kansas City Housing Authority	160	Family/Senior	Acquisition Only	6/28/21	Acquisition
TOTAL							2,557				

GRAND TOTAL							5,052				
--------------------	--	--	--	--	--	--	--------------	--	--	--	--

APPENDIX A. DEVELOPMENT TEAM

A.6 Work Load

CAPITAL HOUSING

Lamppost is just finishing up and Capital A Housing work load is free now.

APPENDIX A. DEVELOPMENT TEAM

A.6 Work Load



The Austin Revitalization Authority (ARA) is in the midst of a ramp up of its real estate development activities. The organization has a project manager, property manager, and accountant on staff and has the capacity to facilitate real estate development and stewardship responsibilities.

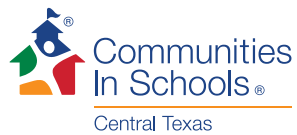
ARA currently has site control of two small urban lots, for which it is completing feasibility with the intention of developing as income-restricted affordable housing. The organization intends to utilize the Affordability Unlocked Density Bonus Program for these sites. One site is being developed with ARA as the sole developer and the other site is being developed in partnership with another nonprofit organization. The timeline for these projects 18-24 months.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

In Schools and **Beyond**

2020 Impact Report



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Dear Friends,

In a year like no other, we remained deeply focused on our essential work of supporting Central Texas students to succeed in school, and go on to achieve in life. We started the 2019 school year with a significant expansion of services. **We went from serving 65 to 86 campuses**, and we added two new district partners — Bastrop and Elgin ISDs. In August 2019, we formalized our commitment to **Diversity, Equity and Inclusion**, and embarked on a three-year plan to operationalize that commitment in all areas of our organization.



When campuses closed in March, we quickly adapted and found innovative ways to go beyond the school walls to provide critical assistance to students and families impacted by the pandemic. **We have provided \$913,989 in direct assistance since March, 2020**, including gift cards for food, hygiene items and medical expenses, bus and ride share passes, technology, and emergency housing.

Last school year, and particularly in the last few months of that year, CIS

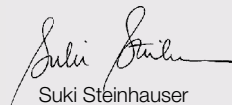
- Addressed trauma and grief with students through emotional support and counseling
- Re-engaged students in learning through porch visits, phone calls, virtual support, and on-campus supports
- Provided for the basic needs of students and families
- Filled in resource gaps for students and families in crisis to maintain family stability
- Provided nearly 1,000 laptops or tablets and internet service, and school supplies

Mostly, these are not unusual services for CIS to provide; the scale of need however, student by student and school by school, has been extremely high, and we are prepared to continue meeting extraordinary need throughout the 2020-21 school year.

Our 2020 Annual Report looks back at a year of growth and innovation. Inside this report, you'll find highlights from our expansion, our COVID-19 response, our Diversity, Equity and Inclusion work, and our extensive campus-based programming. The second part of the report shares the many supporters who have worked with us to ensure that every Central Texas student has the opportunity to reach their full potential.

Our work would not be possible without you, and our entire generous community of support. Thank you for being part of that community.

Sincerely,



Suki Steinhauser

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

What We Do

Communities In Schools (CIS) is a national nonprofit recognized for its evidence-based model that ensures students have holistic support, removing academic and nonacademic barriers to their success in school. **Under normal circumstances**, school-based CIS staff members provide case management for students directly on their campus. **During campus closures due to the COVID-19 pandemic**, CIS provided virtual support, including helping students and their families navigate community systems of support to ensure that their immediate basic needs were met.

The centerpiece of the CIS model is our Program Managers who are trained professionals whose primary focus is the welfare of students. They fill the role of trusted adult, nurturer, and cheerleader whom students and parents can turn to for help with a wide range of personal challenges. Within partner schools, Program Managers also work with the entire student body on issues such as improved attendance, character development and creating a positive school climate.

An independent evaluation of CIS showed that our intensive case management approach has produced the strongest reduction in dropout rates of any existing fully-scaled dropout prevention program that has been evaluated, and that the CIS model is effective across states, school settings (urban, suburban, rural), grade levels and student ethnicities.

2019-2020 Services Include:

- Basic needs supports
- Conflict resolution and crisis intervention
- Field trips
- Individual and group counseling
- Mentoring
- Parent engagement and home visits
- Tutoring and homework help
- Academic support, college readiness and career exploration



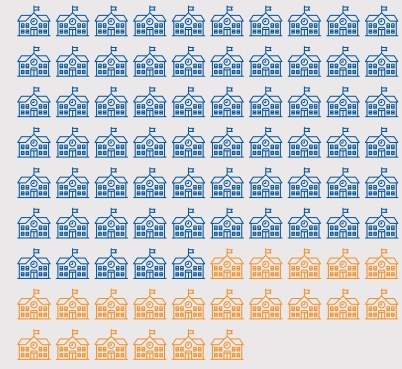
APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

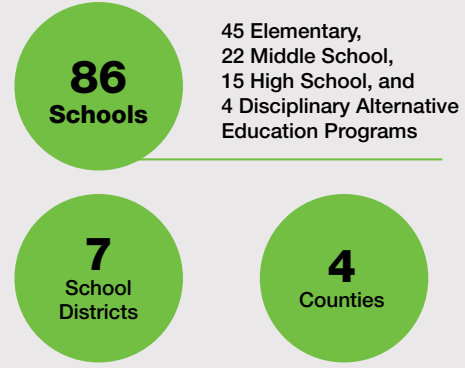
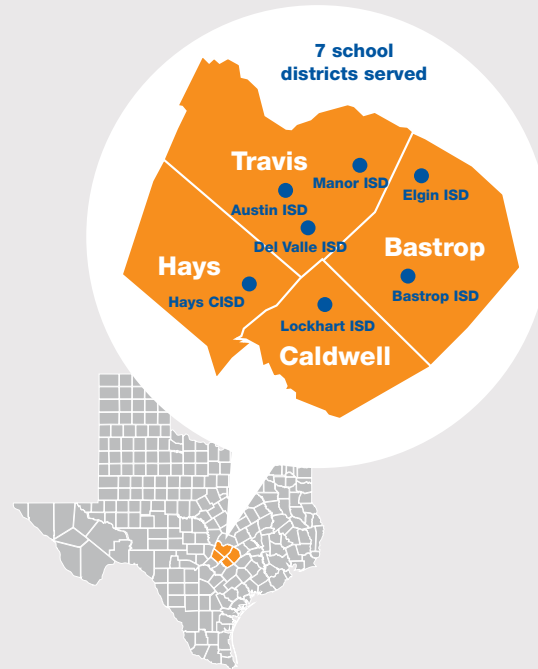
Expansion

Communities In Schools of Central Texas experienced **tremendous growth** during the 2019-2020 school year.

- We added 21 new campuses, and expanded to serve Elgin and Bastrop ISDs, as well as new campuses in Austin, Manor, and Hays.
- We served a total of 86 elementary, middle and high school campuses.
- Our work helped seven area school districts improve attendance, reduce discipline referrals, respond to mental health crises, and improve school climate and safety.



■ existing campuses served ■ new campuses served



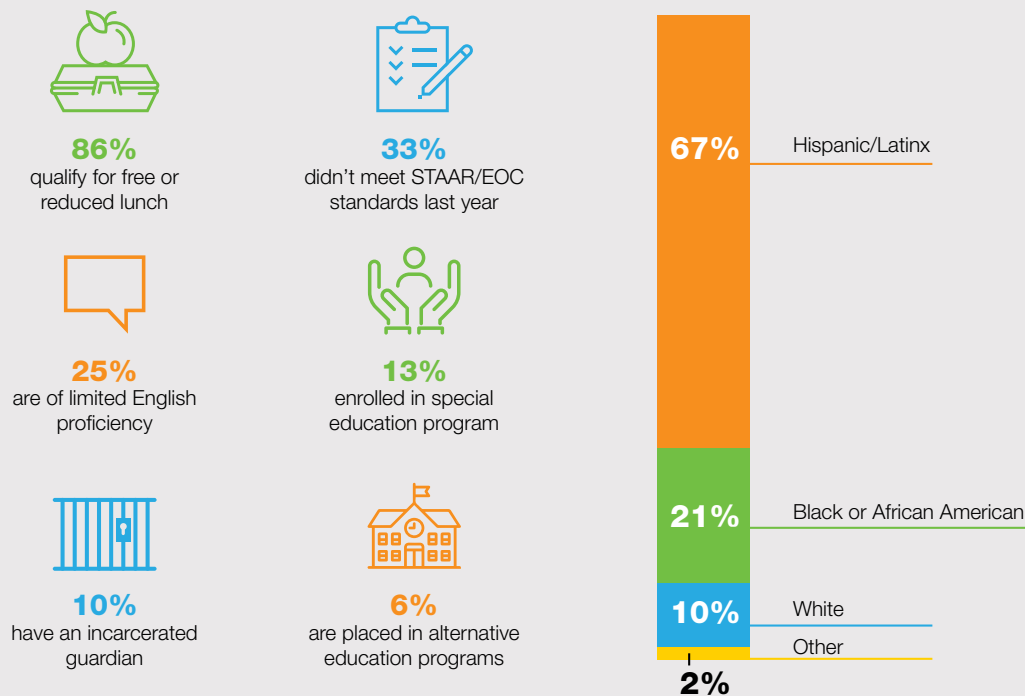
APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Who We Serve

Children living in poverty are disproportionately children of color who already struggle with systemic issues of access and equity, and during the pandemic, this is even more obvious. Without community support, they are more at risk for missing school, dropping out and failing to earn a high school diploma. When all students stay in school and succeed in life, we are building stronger, healthier, and more economically stable communities where every person is capable of reaching their greatest potential.

In the 2019-2020 school year, Communities In Schools provided intensive, ongoing supports for 6,957 students, and provided short term services for an additional 54,152 students.



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

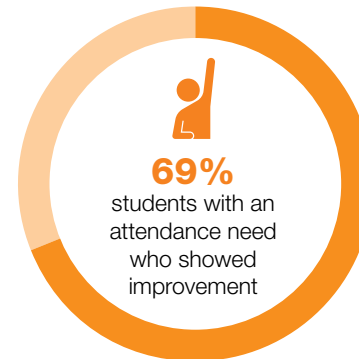
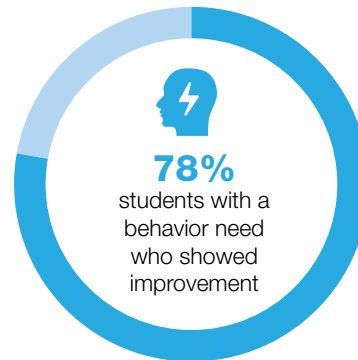
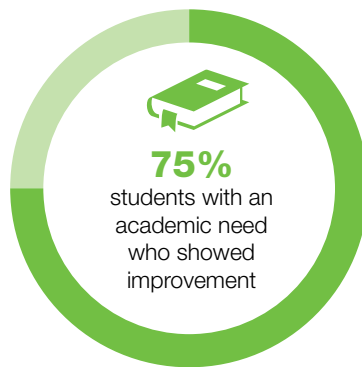
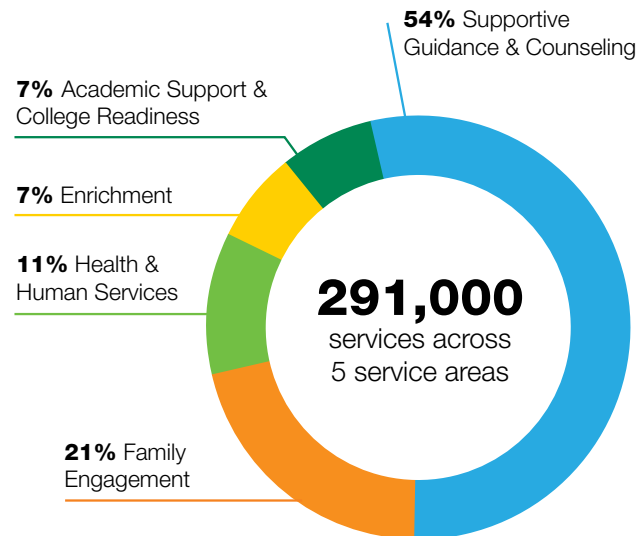
The Results of Our Work

Our unique model is proven effective. CIS helps students stay on track, resulting in increased student attendance, lower dropout rates, and improved on-time graduation rates.



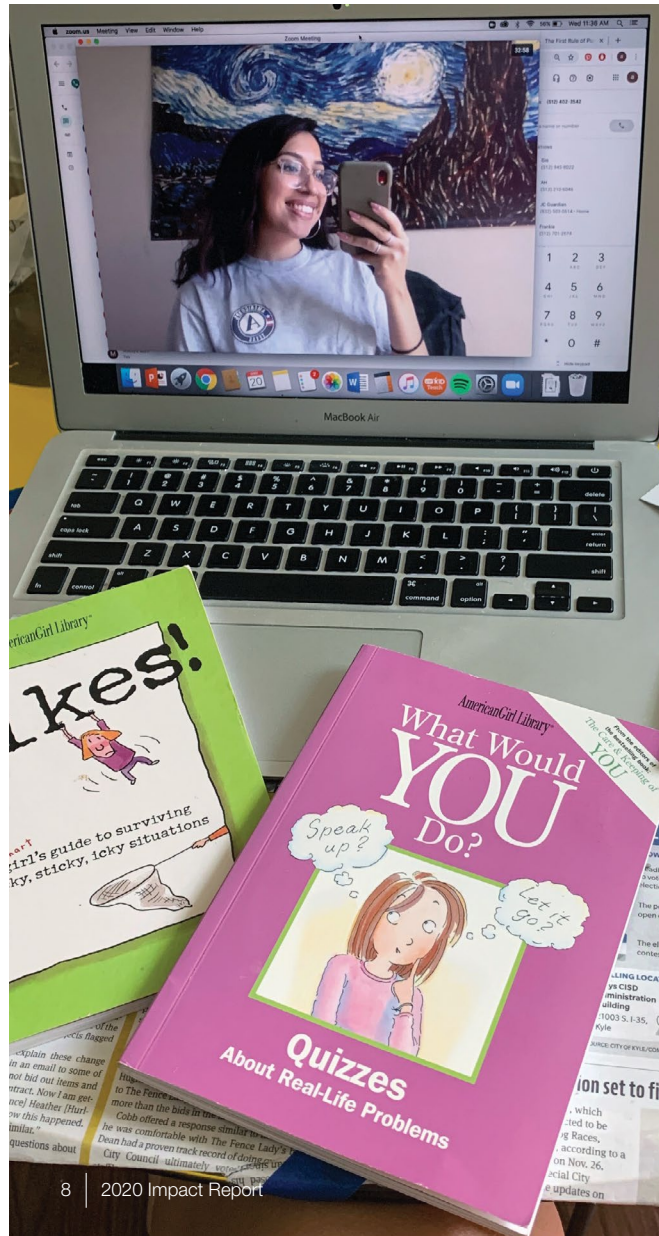
6,957

students received ongoing intensive services



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



COVID Response

Since campuses closed in March, we've provided \$913,989 in direct assistance including gift cards for food, hygiene items and medical expenses, bus and ride share passes, technology, and emergency housing.

Before campuses closed to reduce the spread of COVID-19, our work was based almost entirely in the school building — it's where we made connections with our students, and where we determined what supports they needed in order to be successful. But when it became apparent campuses would be closed for an extended period of time, we had to quickly reimagine the structure of our work.

COVID Response Supports:

- Virtual check-ins and technology support
- Addressing trauma through emotional support and counseling
- Providing basic needs items and direct assistance to students and their families
- Connecting families to community resources
- Home visits

In response to the pandemic, our organization is meeting the basic needs of families — needs that, when left unmet, impede a student's ability to learn.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



2,002 CIS students received customized Summer Camp activity kits, delivered to them at home. CIS staff guided students (and sometimes siblings and parents) through the activities via Zoom.



296 students and families were contacted mid-summer to ensure they had support and their basic needs were met. CIS staff made referrals to community resources, provided gift cards for groceries and medication, and provided transportation assistance.



Communities In Schools staff conducted **intensive outreach to re-engage students, provided virtual supports, in-person porch or home visits, and on-campus supports.** Staff assisted families with school registration and enrollment.

Special thanks

to the 187 individuals, foundations and corporations for leadership gifts to the COVID-19 Fund, totaling more than \$500,000 in support of our students and families.

- Michael & Susan Dell Foundation
- St. David's Foundation
- Lynne Dobson and Greg Wooldridge
- Bank of America
- Buena Vista Foundation
- Anonymous
- The Powell Foundation
- All Together ATX
- Kathy and Patrick Terry
- Topfer Family Foundation
- JP Morgan Chase
- Burdine Johnson Foundation
- Garber Family Foundation
- JP's Peace, Love and Happiness Foundation
- Tableau
- Washington Federal
- Kirsten and Eric Ueber
- Robyn and Robert Wagner
- Christine and Louis Messina
- Red Rocks Church Austin
- Bruce Romine
- Katy and Jeff Civins
- Tia and Tom Cripps
- Tricia and Burke Edwards
- Kate and Ty C. Henderson
- Charisse and David Hughen
- Susan Morrison and John King
- Barbara and Bart Knaggs
- Petie and Bryan Lewis
- Steve Brister and Carmine Salvucci
- Cookie and Steve Saunders
- Marcia and Barry Silverberg
- Anne and Richard Smalling

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Our Community-Based Approach

Our unique model centers on having a dedicated, full-time social service professional in each campus we serve. We also build relationships with businesses, volunteers, social service agencies, and health care providers to bring community resources to the school campus. These additional supports ensure that students receive the exact services they need.



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



Eliza, Class of 2020

“In Communities In Schools these past seven years I’ve had so much support and encouragement. I received school supplies, food, and gift cards. I attended the CIS SmartKids afterschool program at my housing community, participated in support groups with my classmates, went on field trips, and participated in volunteer projects. I also had individual support to set and achieve my goals. Now I’m pursuing my dream as a first generation college student.”

Skinny, Class of 2018

“In Communities In Schools, I participated in groups with other students. We learned communication skills, about managing finances, and other life skills that still benefit me today.”



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



Specialized CIS Programs

In addition to providing individualized student supports full time on school campuses, Communities In Schools also offers the following specialized programs:

- **ASPIRE Family Literacy:** comprehensive literacy services for the entire family
- **Care Coordination:** intensive wraparound family support services
- **Pebble Project:** child abuse prevention and education
- **SmartKids:** on-campus and after-school supports for children living in Austin public housing
- **XY-Zone:** leadership development and peer support for high school males

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

DEI Commitment

In August, 2019, Communities In Schools formalized its commitment to Diversity, Equity and Inclusion, and embarked on a three-year plan to operationalize that commitment into every facet of our work. We seek to break down barriers and transform systems in order to eliminate an achievement gap that is based on educational disparities and unequal access to resources. We strive to explicitly embed diversity, equity, and inclusion in our policies, systems, and strategy; to operate with a sense of urgency and accountability grounded in compassionate leadership and equity-minded practice; and to build a culture that inspires constant learning and continuous improvement.

2020 DEI Initiatives

- Creation of DEI Key Performance Indicators for every department
- Multiple approaches to monitor and evaluate the impact and effectiveness of DEI goals have been implemented, including a Diversity Dashboard
- Expanded recruitment efforts for hiring a diverse staff
- Inclusive representation and DEI integration into trainings and events
- Affinity groups and DEI dialogues for staff
- A Learning and Development Coordinator was hired to play a leadership role in developing and implementing a DEI training plan for staff

Staff experience survey data and Human Resources data show increased staff diversity, more diverse candidates from recruitment efforts, decreased staff turnover among people of color, and a more diverse group of employees advancing at CISCT in 2020.



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Our Community of Support

Board of Directors | 2019-2020

Stacy Armijo	Troy Madres	Celeste Ruiz-Chang
Dr. Lucio Calzada	Kendel Martin	Shaku Selvakumar
Vanessa Gonzalez	Heather McKissick	Kevin Sooch
Michele Grieshaber, PhD	Patrick Patterson	Reyne Telles
Michele Guzmán, PhD	Felicia Peña	Isabel Welland
Craig Hester	Gregory Perrin	Kirsten Ueber
Barbara Knaggs, Board Chair	Michael Raiford	

Leadership Circle Members | 2019-2020

Edna Ramón-Butts	Jo Lyn Kallison and Kal Kallison	Danny Roth
Suzanna Caballero and John Caballero	Christopher Kennedy	Marcia Silverberg
Jeff Civins	Shelly Lang	Sue Snyder
Sheryl Cole	Michael R. Levy	Sabrina and Bill Streusand
Mary Lockwood Crouch	Honorable Mike Lynch	Dean Taylor
Jennifer Esterline	Chris Mitchell	Laura Templeton
Jesús Garza	Susan Morrison	Jeff Trigger
Nikki Graham	Dr. Anna Pedroza and Robert Chapin	Dr. Gregory Vincent
Charlotte and Sam Hanna	Dr. Colette Pierce Burnette	Dr. Gloria Williams
Martha Harris	Kate Rhodes and Dr. Richard Rhodes	Mark Williams
Dave Holody	Liz Rodriguez	Susan Wittliff and Reid Wittliff
Charisse Hughen and David Hughen	Kathryn Ross	

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Planned Giving

Making gifts of time, talent and treasure during your lifetime is one way of sharing your values with those around you. Your support of Communities In Schools lets others know that equal access to education, and empowering young people to realize their full potential is important to you.

We sincerely hope you will continue to support young people through your estate plan, and that requires thoughtful planning. Your legacy begins with having conversations with your family to discuss what's important to you and making a plan for the future.

Ways to support Communities In Schools through your estate plan:

- Include CIS in your Will or Living Trust
- Make CIS your beneficiary: Life Insurance, Investment, Retirement Assets or Donor Advised Funds

I welcome the opportunity to discuss your plans with you.

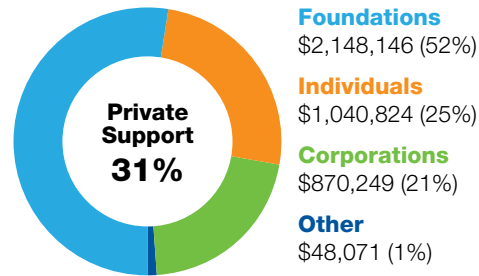
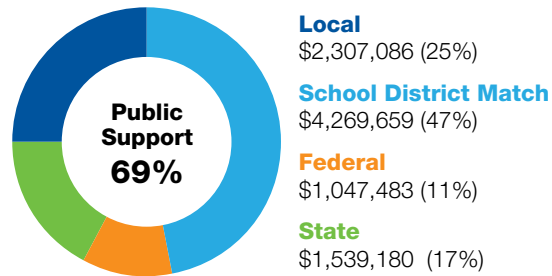


Contact Chief Development Officer Carmine Salvucci to learn more.
csalvucci@ciscentraltexas.org

APPENDIX B. NON-DEVELOPMENT PARTNERS

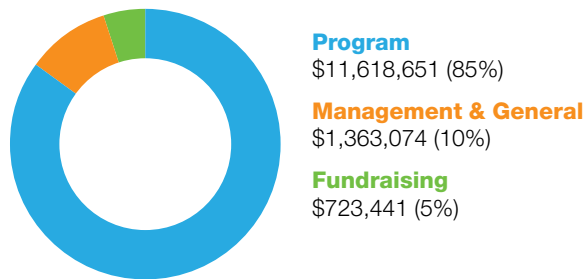
Support Services

Revenue



Total : \$13,270,698

Expenses



Total : \$13,705,166



CIS of Central Texas has a long history of clean audits. For audited financials, visit ciscentraltexas.org/annual-report-financials.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



Education Austin is the labor union for certified and classified employees of the Austin Independent School District. Created in 1999 from the merger of the NEA-affiliated Austin Association of Teachers (AAT) and the AFT-affiliated Austin Federation of Teachers/Allied Education Workers (AFT/AEW).

Education Austin is the first merged local in Texas and is affiliated with the NEA, AFT, TSTA, Texas AFT, and the AFL-CIO. It is by far the largest organization for AISD employees.

Education Austin was elected as the consultation agent for AISD employees in 1999. Education Austin was elected again by AISD employees as their consultation agent in 2003 and 2007.

Education Austin's full-time president is Ken Zarifis; its full-time vice-presidents are Montserrat Garibay (certified employees) and Trasell Underwood (classified employees); its secretary is Anna Valdez (Wooten Elementary) and its treasurer is Karen Barnes (Nelson Field/North Bus Terminal).

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Mainspring Schools
Annual Report
FY 2019-2020

RESIL IENCE

/reˈzilyəns/

noun

the capacity to
recover quickly
from difficulties;
toughness.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Dear Friends,

What a year.

As of this writing, it appears that between **20-30% of Texas child care centers have permanently closed** as a result of the COVID-19 pandemic. The early spring shut-down, the limited access to child care for many families all summer, and the lingering uncertainty as we rounded into fall created a financial rip-tide that has battered education providers at all levels.

We are so grateful to have started the 2019-2020 fiscal year with fiscal and operational stability and your unwavering support. The Mainspring building was closed for five months in the spring and summer of 2020, but our organization remained open and active. Mainspring teachers met with their students via Zoom, shared lesson plans with parents, and made regular deliveries to family homes of food, diapers, books, and supplies. We distributed funding directly to families who needed it.

We reopened in September, with guidance from Austin Public Health and Texas Child Care Licensing, and with a comprehensive safety plan in place to keep our community safe.

Mainspring has survived. We are stronger. We are getting through this difficult time together.

We remain committed to delivering the highest-quality, most forward-thinking early childhood education and family services in Texas, to students from diverse backgrounds, ethnicities, and socio-economic levels. Our strong, long-standing relationships with funders, donors, board members, supporters, partners, volunteers, families, and staff helped fuel our organizational resilience.

That's why we have made resilience the theme of this year's annual report. In the following pages, we will showcase the science of resilience, especially in early childhood education, and stories of resilience from our families, teachers, and program.

Thank you for being part of the Mainspring community!



Suzanne Stewart
Board Chair



Jason Gindele
Executive Director

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Board of Directors

Suzanne Stewart, <i>Chair</i>	David King
Lisa Killough, <i>Treasurer</i>	Brett Korensky
John Gorman, <i>Secretary</i>	Laura Kohler
Katie Felice, <i>Immediate Past Chair</i>	Stephen Mallard
Elle Beecher	Caroline Page
Mandy Brooks	Paulina Pizarro
David Chasis	Lisa Sims
Michelle Evans	Fred Tedesco
Jeremy Giroir	Suba Vasudevan
Kelly Grooms	Tim Weston
Amy Hurt	

Advisory Board

Rudi Andrus	PD Jolley
Lynette Barksdale	Kinda Lincoln
Roslyn Breen	Kate Manser
Stefanie Cavanaugh	Patsy Woods Martin
Hara Cootes	Margie McClurg
Jeanne Crosno	Lindsay Meier
Ashley Degollado	Sue Pacey
Roger Edmondson	Eddy Perez
Evie Feltoon	Travis Phillips
Marisol Foster	Kristi Simmons
Gwyndolyn Hammerson	Joe Sims
Ron Hubbard	Sherri Underbrink

4

→ The **mission** of Mainspring Schools is to provide children and their families with a community for high quality early education and holistic support so each child and parent has the tools necessary for success in school and life.

Our **model** is comprised of three structural commitments:

01

Innovative Learning

- Low child-to-teacher ratios
- Child-directed learning
- Focus on social, emotional and executive function skills

02

Physical & Emotional Health

- Farm-to-table meals
- Trauma-informed education and care
- Research-based social skills curriculum
- Ample outdoor play and wellness learning

03

Family-Centered Engagement

- Parent education on topics like nutrition, discipline, personal finance and relationships
- Individual and group counseling

5

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Program Impact

Enrollment	95
Tuition Subsidies	75% of our students receive some form of tuition subsidy, through the Texas Workforce Commission, Early Head Start, the Texas Education Agency (via AISD), the Housing Authority for the City of Austin, the Women's Fund (via Austin Community Foundation), and other sources
Scholarships	We provide a small number of scholarships each year, usually reserved for families in crisis or to bridge the gap in accessing tuition subsidies. This year, of course, more families have experienced not only more crises but more types of crisis.
Meals Served Annually	45,000
Parent Support Group Meetings	For much of 2020 and into 2021, Parent Support events shifted to intimate, Zoom-based meetings.
Parent Suppers	The pandemic temporarily sidelined our monthly parent suppers, but we are working on a plan to re-engage in a virtual way until it is safe to meet again together in person.

6

Partners	United Way, The Housing Authority for the City of Austin, Austin Independent School District, Child Inc., Commercial Brokers Association of Austin, Austin Diaper Bank, Forklift Dance Company, Anthony Basini, BookSpring, Pollyanna Theatre Co, Trail of Lights Foundation, Eagle Scouts, Greater Austin Contractors & Engineers Association, National Charity League, AmeriCorps, School in the Hills, Good Shepherd Episcopal Church, Young Men's Service League, American Association of University Women.
----------	---

Direct Parent Support	Between March - August 2020, we distributed over \$16,000 in funding directly to families who needed it most. Of that, \$15,000 came from the UnitedWay All Together ATX Fund for COVID relief. We delivered \$5,000 in supplies and diapers, thanks to our partnerships with the Austin Diaper Bank and School in the Hills, as well as generous community friends, and have kept our food pantry stocked with nutritious groceries, hygiene products, toilet paper, and other basic supplies.
-----------------------	---

7

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Impact Story – Staff

Daniel Carson has been the Kitchen Manager at Mainspring since July 2018. His kids are in 10th, 5th, 2nd grades, and the littlest, Daniel'la, is in our 3-year old Honeybee classroom.

Daniel



In the first month of the shutdown, we were thinking, "Oh we're going to go take a trip." We thought it would be over within a month. My older kids' school closed down the Friday before spring break. Mainspring closed that Wednesday. The kids were hoping to go back, but they didn't get to. Online school for the rest of the spring was stressful. My wife is an essential worker with the City, so she was working 12 hour shifts, overnight. The rest of the house was on me. We couldn't go anywhere. There was so much tension. I was home all day, every day. Couldn't go to the grocery store - that had been our favorite place.

But we got technology from our kids' schools, so they could get online and do their work. Mainspring made sure staff like me

stayed on payroll, and Daniel'la's teachers kept doing lesson plans and Zoom meetings, so she got to check in with them each week.

I started doing graphics for my church and discovered I really like it. Now I want to go back to school and learn graphic design.

Elicia and I celebrated our 6th anniversary at the beginning of the pandemic. We ordered a nice meal as takeout, I drove out to get it. I cleaned out the garage and set it up, I had a table, chairs, candles, balloons. I had a banner printed and the kids signed it. That was our anniversary dinner.

We're about to celebrate our 7th anniversary. This pandemic year has been hard. It's been hard on us, on our kids, on our marriage, on our family. But we didn't give up. We just kept doing the best we could.



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



Impact Story – Family

Victoria Rios has two daughters, Arria, in the pre-k Shining Stars classroom and Alayah, in the Songbirds.

Victoria

↓

I was working at a restaurant and my job shut down completely. So I wasn't working for a little bit. Some of my family members lost their jobs too. We all wound up being in one house. People were losing their jobs and losing their houses. It was a lot. But family sticks together. We had maybe three families in one house. It was cool to have everyone together, but it was a lot.

After everything was shut down, sometimes I would feel bad, because my kids were used to being outside, playing at the park. I think they got so used to being at home that when we started going out more they were like, I just want to stay here, get me home. Alayah got to Zoom her Songbird teachers over the summer - until I broke my phone and I wasn't able to fix it. That was the problem with doing everything online.

It was worse for other people. But we made it.

11

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Impact Story – Organization

Mainspring was founded in 1941 as a “war nursery.” It served working families as the country responded to the Great Depression and World War II. Resilience is in the DNA of our organization.

We develop resilience through warm, nurturing relationships. Mainspring has been lucky to build those kinds of relationships through the long-standing support of the American Association of University Women and the United Way. Each year we find new supporters who believe in the school's mission. In 2019, we received in-kind donations that revitalized the building that we've occupied on the Meadowbrook Housing Community campus for more than 51 years.

In January 2020, midway through our fiscal year, we were feeling a surge of optimism.

SLIC Design had re-envisioned the furnishings, bookshelves, and storage capacity of our central courtyard.

Jahn Construction had provided new flooring for the whole building.

Volunteers from the Young Men's Service League (Westlake Chapter) had repainted the exterior for a fresh, modern look.

Then, the pandemic.

As we navigated those early days of the COVID-19 crisis, our first thought was how to keep serving the families that are the heart of our community - many were supporting multiple-generation households, working in essential jobs, and abruptly navigating the challenges of online learning. However, one reason we closed on March 17, 2020 is because of the risk that the virus posed to our staff, teachers, caregivers, and children.



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

→ “Latino and African-American residents of the United States have been three times as likely to become infected [with COVID-19] as their white neighbors... And Black and Latino people have been nearly twice as likely to die from the virus as white people.”

<https://nyti.ms/3ifMGqV>



According to a July 5, 2020 article in the New York Times

There were also significant disparities for Native American and Asian communities, who were affected by COVID-19 at multiple the rates of white families. *“Many [people of color] have front-line jobs that keep them from working at home; rely on public transportation; or live... in multigenerational homes.”*

Data from the CDC shows *“a significant imbalance in the number of virus cases, not just deaths — a fact that scientists say underscores inequities unrelated to other health issues.”*

→ Evidence is also mounting that the origins of these common diseases are affected by significant adversity during the prenatal period and first 2-3 years after birth.

<http://bit.ly/mspring-harvard>



Jack P. Shonkoff, M.D. and David R. Williams, Ph.D., Center on the Developing Child, Harvard University

Put simply, the structural legacies of racism and other cross-generational traumas may be linked to levels of chronic stress that increase susceptibility to the kinds of health impairments that result in greater risk of harm from COVID-19.

Strong relationships got Mainspring through 79 years, got us through this new, challenging time, and will get us through what lies ahead. Mainspring received a first round Payroll Protection Program loan, which supported our teachers and staff during our closure. We also received Stabilization Grants from Texas Workforce, which provided a baseline of funding for operations while we prepared to reopen. We were also able to get some funding straight into the hands of our families.

Other COVID support in fiscal year 2019-2020 came from:

- Small Business Administration
- Stabilization Grants, Texas Workforce Commission
- St. David's Foundation
- Buena Vista Foundation
- All Together ATX Fund, through the United Way

The lesson of COVID, and of this fiscal year, which we now use in the signature portion of our staff emails is: **We are all in this together.**

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Mainspring in the News

Check out Executive Director Jason Gindele's thoughts on the state of early childhood programs during the pandemic in this news story on KUT.

<http://bit.ly/mspring-tx>



And this news story on transparency about COVID cases in child care centers and schools.

<http://bit.ly/mspring-youtube>



What is Resilience?

→ Ann S. Masten, PhD, a Professor at the Institute of Child Development at the University of Minnesota, calls resilience "ordinary magic."

Resilience is the process of handling adversity. It is not something we are born with. It builds from experience, relationships, and each person's genetic makeup.

Research shows that 90% of a child's brain development occurs by the age of 5. The brain is the "command center" for all the connections that have to be made - physical, emotional, linguistic, cognitive. A million new neural connections are made every second! Brain Development First Things First.Org.

Every interaction and every relationship in a child's early life

affects brain development. "*The brain molds itself in response to the input it receives.*"

Pull a rubber band and it will snap back - unless it is stretched too far. The same is true for humans! Resilience is a person's elasticity, helping them find equilibrium after adversity.

Adversity in early childhood can have far-reaching consequences. In fact, trauma can literally slow both physical and developmental growth. However, there is also an opportunity to build the basis for lifelong resilience.

First Things First
<http://bit.ly/mspring-first>



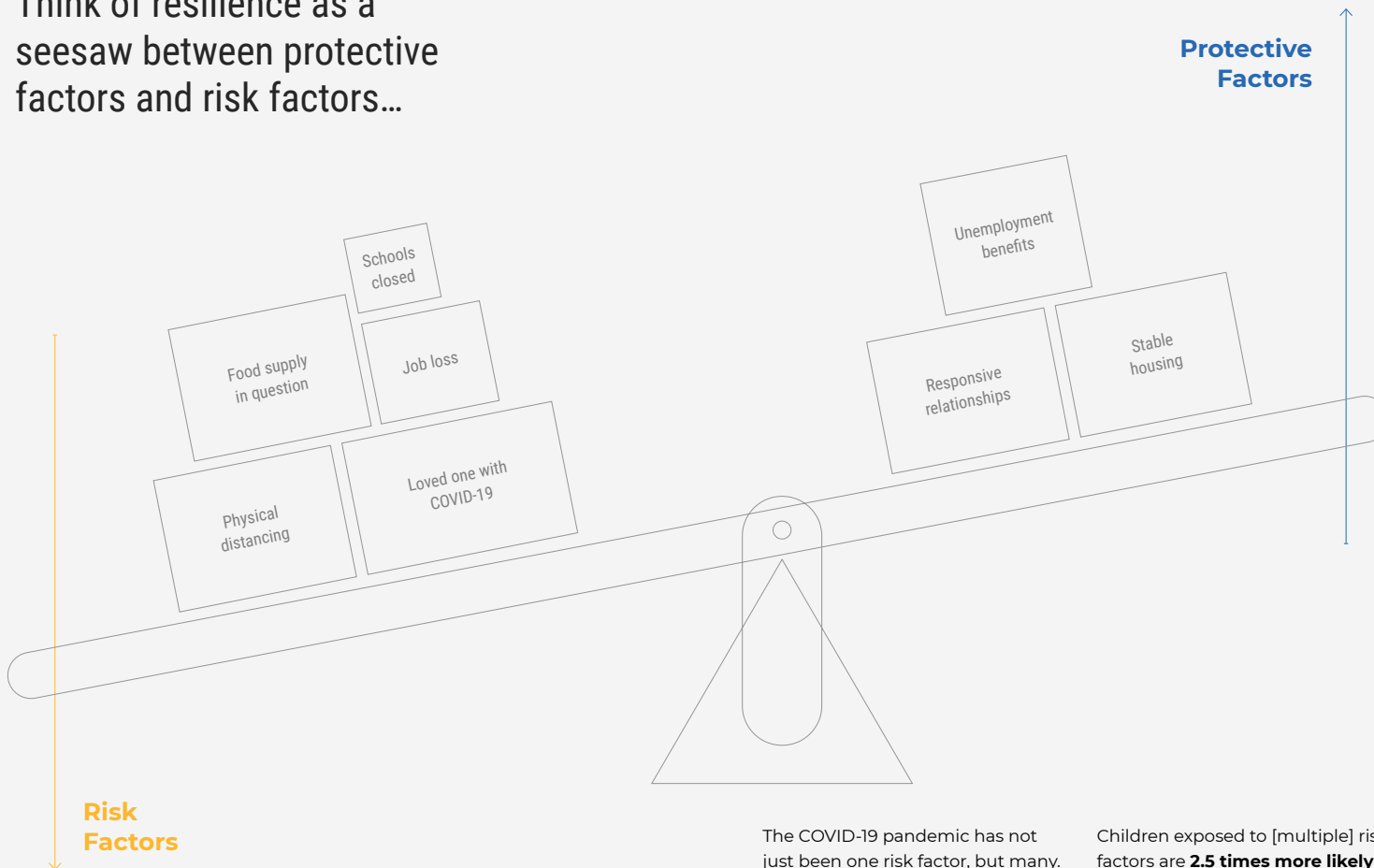
Pn3 Policy
<http://bit.ly/mspring-pn3>



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Think of resilience as a seesaw between protective factors and risk factors...



The COVID-19 pandemic has not just been one risk factor, but many. It has created a natural disaster, generated economic instability, and led to a terrible loss of life. Families have lost jobs, housing, security, schools, and loved ones.

Children exposed to [multiple] risk factors are **2.5 times more likely to develop externalizing disorders**, such as conduct disorder, violent crime, and substance abuse. They are also 1.8 times more likely to develop internalizing disorders, such as depression and anxiety disorder.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Strategies to Build Resilience

→ Resilience is ongoing. It is not a fixed point or end goal.

Parenting for brain
<http://bit.ly/mspring-parenting>



→ “The science clearly indicates that the professional task of educating young children requires the same high level of sophisticated knowledge and competencies related to child development, content knowledge, and educational practices as that of educating older children.”

National Academy of Sciences
<http://bit.ly/mspring-science>



Routine

Keeping a daily routine is difficult, especially in times of adversity, but knowing what to expect can be comforting.

Reading

Sharing stories together helps build language and literacy skills, but it also encourages children to use their imaginations. Books can help families navigate difficult events or hard feelings.

Studies have shown that the quality of caregiving for children in their earliest years is a crucial factor in developing resilience. Access to high-quality early childhood education can be the difference.

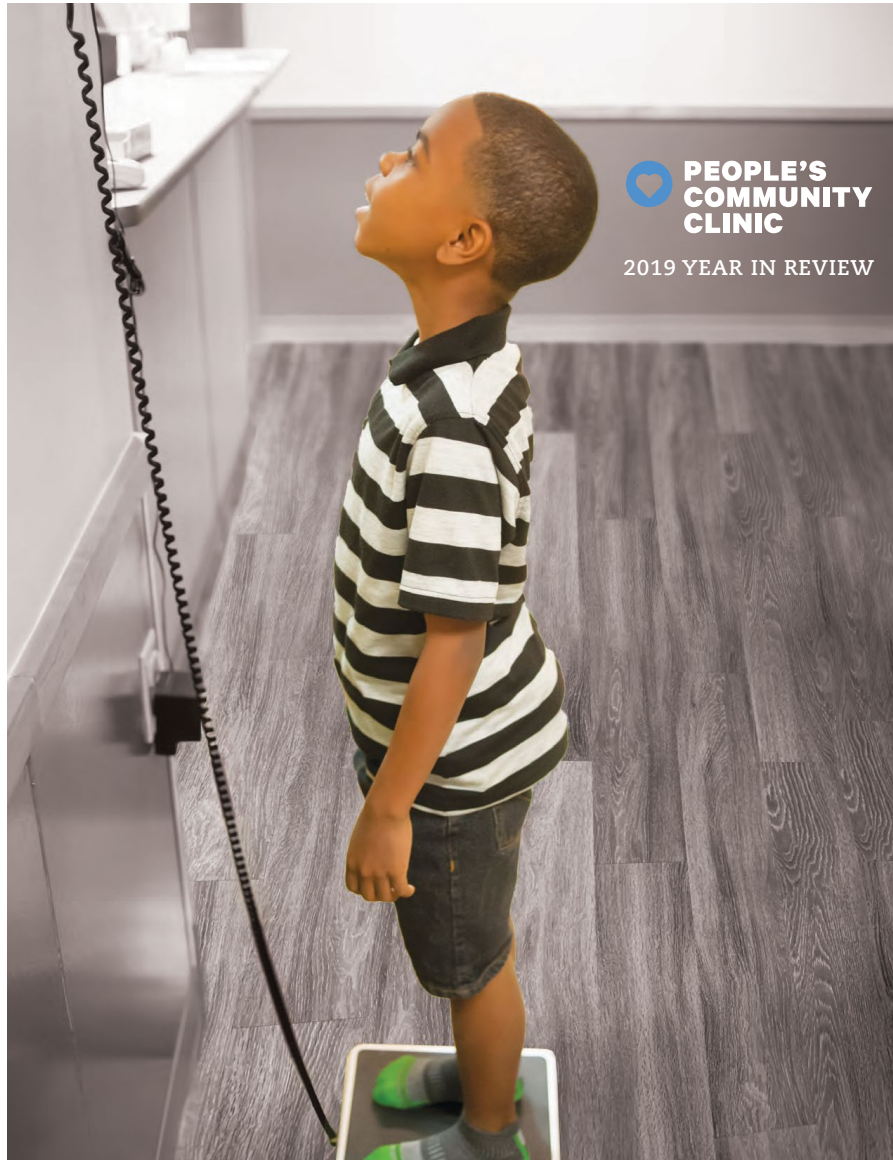
Most importantly, we are a trusted, caring, committed partner in the lives of families as they navigate those first critical years of their child’s life. Our curriculum and philosophy help build and reinforce the social, emotional and executive function skills in young children that are the foundation for learning and future success — and for building resilience.

Play-based learning for young children helps to:

- 01** Support responsive relationships
- 02** Strengthen core life skills
- 03** Reduce sources of stress
- 04** Make learning fun!

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



VISION

People's Community Clinic is redefining the standard for high-quality holistic healthcare.

fact

In 2019, 64% of our pediatric patients were fully immunized, compared with 40% at other community health centers.



VALUES

Our values are to be ...

PATIENT-CENTERED

Decisions and operations sustain and enhance the dignity and welfare of each patient.

CARING

Relationships promote continuity of care and support patient self-care and wellness.

COMMUNITY-ORIENTED

Clinic outreach efforts expand and support healthcare.

COST-EFFECTIVE

Clinic resources are utilized efficiently.

MUTUALLY RESPECTFUL

We recognize and appreciate the contributions of each individual to achieve the clinic's mission and create a rewarding and pleasant workplace.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



MISSION

Our mission is to improve the health of medically underserved and uninsured Central Texans by delivering high-quality, affordable healthcare with dignity and respect.

2019 YEAR IN REVIEW

FROM THE CHIEF EXECUTIVE OFFICER: REGINA ROGOFF, JD

There's an old axiom that says that change is the only constant. Today, it seems especially true. As we closed out 2019, we never imagined that months later we would be in the midst of a pandemic or that all aspects of our lives would be turned upside down. Nor could we have imagined how People's Community Clinic would be transformed and rise to the occasion. What we knew then and know now is that People's was and continues to be a resilient and strong organization.

So what does it mean to be **PCC strong**? It means that in 2019, our clinicians treated 18,564 patients, providing 71,853 medical encounters, a 57% increase since opening the Camino La Costa clinic in 2016.

It means that in 2019, People's Community Clinic was recognized for its clinical outcomes as among the top 10% of all community health centers nationwide and designated by the *Austin American-Statesman* as a Top Workplace!

And with a focus on the board-adopted Strategic Goals (Expanding and Enhancing Clinic Services, Building Upon Patient- and Community-Centered Health Home Models, Maximizing Clinic Resources, and Assuring Financial Stability and Sustainability), People's successfully initiated a variety of creative programs and services.

Our first dentist began work in 2019. Operating with a dental hygienist and two assistants out of a refurbished van donated by St. David's Foundation, and with its financial support, People's began providing adult dental care to patients. Many of these patients had gone years without even routine care. We plan to grow this program over time.

We started an innovative multidisciplinary Integrative Pain Management Program focused on relieving the chronic pain that often triggers opioid abuse. The program is based on patients' preferences and integrates numerous services offered at People's, including behavioral health counseling, nutrition, exercise, acupuncture, substance use treatment, and our Medical-Legal Partnership. Central to this program are group medical visits, which focus on education, self-management, and peer-to-peer connection. At the end of 2019, plans were in place to add a massage therapist and yoga therapy.

This was the year People's introduced a new Intensive Diabetes Clinic to help our patients living with the disease. Over a four-month period, patients meet monthly with a physician, a chronic disease management nurse, and a dietitian. Patients who "graduate" from this program achieve excellent success in the management of their disease. People's also began the work of implementing a trauma-informed model of care at our Center for Women's Health.

In 2019, the clinic conducted a needs assessment of Travis County in order to inform future growth planning activities. After multiple pilots, People's initiated use of a screening tool the clinic had developed to assess social determinants of health in our patient population. This data helped inform the introduction of other new programs, including a weekly on-site farmers' market in collaboration with FarmShare.

As part of the clinic's pre-COVID-19 community engagement strategy, our Community-Centered Health Home team deployed a Community Health Worker to assist patients with their healthcare needs at home. Twenty staff members were trained as Volunteer Voter Registrars, and an Outreach Worker was hired to help educate patients about the importance of the census and assist those who requested help in completing the survey.

Sadly, nearly all of these new and expanded programs and services, as well as several others, were temporarily suspended or modified as our staff pivoted to provide COVID-19 care and testing to our patients. New protocols and procedures have been adopted to protect both staff and patients, and telehealth/telemedicine services have been initiated to assure patient access. Even in the face of the coronavirus pandemic, our resiliency has ensured continued success in providing high-quality, affordable care with dignity and respect. We are **PCC strong!**

Sincerely,

Regina Rogoff, JD
Chief Executive Officer

The People's Community Clinic Difference

MEDICAL-LEGAL PARTNERSHIP

The Medical-Legal Partnership (MLP) assists People's patients in overcoming health-harming legal barriers to wellness, including poor housing, inadequate public benefits, and lack of appropriate educational support. The MLP integrates experienced public-interest attorneys into the clinic's primary care teams so providers and other staff members can easily refer patients whose socio-legal issues may be negatively affecting their health. Attorneys provide intake, advice and counsel, representation, and, as appropriate, referral to pro bono attorneys. People's is proud to be a leader in this area, providing training for staff, medical residents, and patients on legal issues affecting health.

CENTER FOR ADOLESCENT HEALTH

The Center for Adolescent Health (CAH) at People's focuses on youth ages 10 to 24. The CAH is a leader in providing innovative care for this population. The team is comprised of fellowship-trained adolescent medicine physicians, other adolescent-friendly physicians, nurse practitioners, nurses, medical assistants, social workers, health educators, and more. Youth receive physicals, immunizations, reproductive health assessments, behavioral health referrals, chronic disease management, and sick care. Beyond providing medical care, the CAH engages adolescents in a myriad of ways through community events, an Adolescent Resource Room, and its Youth Advisory Council.

GOALS

The GOALS Program serves at-risk children and teens ages 4 to 19 who experience developmental and behavioral health concerns that affect their school success. The interdisciplinary program combines the support of physicians, schools, counselors, social workers, and program coordinators to promote optimal mental health, wellness, and developmental functioning. GOALS is supported by a community advisory council that meets with area professionals to review standards and resources regarding youth with special needs. GOALS patients receive ongoing assessment and support from their team to promote optimal well-being.

HEALTH LITERACY

Low health literacy levels in the United States raise costs by increasing the likelihood of patients using emergency care and reducing the chance that they will use preventive care measures. Improved health literacy allows patients to achieve better health outcomes and increases their ability to effectively manage medications. People's develops and disseminates health education materials that provide clear direction to patients regardless of their literacy level.

INTEGRATED BEHAVIORAL HEALTH SERVICES

At People's, helping patients manage depression, anxiety, and post-traumatic stress disorder is a team effort. The Integrated Behavioral Health Program uses a collaborative care model in which a primary care provider, a clinical social worker, and a consulting psychiatrist work together to address a patient's mental health issues so that they can be safely treated within the primary care setting. Patients are screened for symptoms of depression and anxiety and treated using evidenced-based psychotherapy and medication, if needed.

NUTRITION AND BREASTFEEDING COUNSELING

People's offers nutrition counseling services to clinic patients, from toddlers to adults. Other nutrition education services include one-on-one sessions and group classes that promote healthy eating, diet support for chronic disease management (e.g., hypertension, diabetes, and hyperlipidemia), and nutritional guidance for women before and during pregnancy. To give moms and babies the best start, People's offers the expertise of a full-time certified Lactation Consultant. As a result of these dedicated efforts, 80% of the clinic's pediatric patients are breastfeeding at two weeks of life, higher than the national average. For wider advocacy, the clinic also collaborates with local agencies that promote disease prevention through healthy eating and provide additional breastfeeding support.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

PRENATAL CARE

The goal of our prenatal care team is to ensure that People's babies come into the world healthy, at optimal birth weights, and that mothers remain healthy before, during, and after pregnancy. We are proud of our outstanding birth outcomes. Babies born at normal weights have significantly fewer complications and lower risks for morbidity and mortality. The percentage of People's babies born in 2019 at healthy weights was 95%, exceeding the state average.

TANDEM TEEN PRENATAL & PARENTING PROGRAM

Texas consistently has one of the highest repeat teen birth rates in the country, according to the National Center for Health Statistics. People's leads a multiagency collaboration designed to reduce the risk of subsequent unplanned pregnancies in Travis County. A second birth during the teen years greatly increases negative social, educational, and health consequences for both young mothers and their children. Tandem connects pregnant and parenting teens with resources that address their individual medical, educational, and psychosocial services needs through the

first three years of their baby's life. Tandem serves both young mothers and fathers. Through intensive case management, direct access to family planning, parenting education, and mental health services, the Tandem program has been particularly successful in reducing the repeat pregnancy rate of participating teens to below 5% in the past five years, compared with a statewide rate that ranges between 19% and 22%.

PARTNER SITES

Through community partnerships, People's offers primary healthcare, immunizations, and other preventive health services to vulnerable populations at two partner sites. At the SAFE/Austin Children's Shelter at Rathgeber Village campus, People's provides primary medical care to infants and youth through age 22 experiencing abuse, neglect, or abandonment. People's also partners with Integral Care and Manor ISD to ensure students in the district have access to high-quality primary and behavioral healthcare. These services are offered at the Manor Mustang Health Center, located on the grounds of Manor New Tech Middle School.



fact People's saw a 7% increase in patients from 2018 to 2019—a total of 18,564 patients served.

A SMILE FOR GUADALUPE

For months, Guadalupe feared going to the doctor. First, there was the cost. As a childcare worker, her paycheck wouldn't cover expensive medical bills. Then, there were the alarming symptoms—fatigue, blurred vision, insatiable thirst, numbness in her feet. She worried that the disease that had killed several of her family members was beginning to affect her too.

Eventually, Guadalupe's sister Marina grew so concerned that she made a visit to Austin. "She was sick, very sick, and with our family's history of diabetes, I knew that she couldn't wait anymore to get help," said Marina.

Marina searched for an affordable option for her sister and, fortunately, found People's. The diagnosis was what they feared—type 2 diabetes—and with very high blood sugar levels, Guadalupe's unmanaged condition could've led to kidney failure and, eventually, death.

"We were at my first appointment when Dr. Brode told me I was diabetic," said Guadalupe. "He showed me the little black bag—you know, where you take your blood? I had seen it in the family for a lot of years, and that's when we both got real emotional."

Marina vowed that they would get through it together and that Guadalupe would get healthy.

People's Chronic Disease Management team worked closely with Guadalupe to give her the information she needed to make diabetes-friendly food choices, schedule appointments around her work hours, optimize her medication dosage, and help her monitor blood sugar levels. The team also offered support through phone calls and in-person visits.

Now a year into her treatment at People's, Guadalupe's health is remarkably improved. Her blood sugar levels are within normal range, she has more energy to care for the kids at her job, and she is no longer afraid to go to the doctor.

The biggest surprise? Guadalupe's smile is back, literally and figuratively. After learning about People's Dental Program, she asked for a referral; diabetes had damaged her gums and teeth. Dr. Carlos Diaz's team worked to repair her mouth, and now Guadalupe isn't afraid to show her pearly whites.

"We got a hug from People's Community Clinic when they said they'd care for my sister, and the dentist gave my sister a smile. They gave Guadalupe her life back!" said Marina.



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

People's Community Clinic Leadership Councils

The leadership councils at People's include two groups, the President's Council and the Council of 100, whose memberships form the foundation of the clinic's annual support. The generosity and dedication of each donor in the councils ensure the long-term sustainability of the clinic so that we'll always be here when patients need care

President's Council members make an annual gift of \$5,000 +
Council of 100 supporters make an annual gift of \$1,000 +

Patient Services

Acupuncture	Immunizations
Adolescent health	Laboratory procedures
Adult primary care	Lactation counseling
Behavioral health counseling	Legal assistance
Cancer screenings	Nutrition counseling and cooking classes
Chronic disease management	Pediatric care
Diabetes education	Pharmacy/prescription assistance
Family planning and reproductive health	Prenatal care
Financial screening	Social work
Health education	

How Your Gift Helps Our Patients

\$15	vaccinates against the flu
\$25	vaccinates a child against measles
\$50	provides an ultrasound for an expecting mother
\$75	provides an IBH visit with social worker
\$400	provides one long-acting reversible contraceptive (LARC)
\$550	immunizes a teen against HPV (full three-shot series, lifelong protection)
\$1,050	protects seven grandparents from shingles

Gifts of \$1,000,000 +
 Episcopal Health Foundation
 St. David's Foundation

Gifts of \$500,000 +
 Michael & Susan Dell Foundation
 The Moody Foundation

Gifts of \$100,000 +
 St. David's Medical Center
 Mr. & Mrs. Stephen Yacktmann

Gifts of \$50,000 +
 Jacob & Terese Hershey Foundation
 Roddy Holden Kintzel Charitable Fund
 Methodist Healthcare Ministries of South Texas
 David Newberger
 Dr. Henry Renfert Jr. Fund

Gifts of \$20,000 +
 Carl C. Anderson, Sr. & Marie Jo Anderson Charitable Foundation
 Chris & Phil Dial
 Michael Esposito
 Donald D. Hammill Foundation
 The Neavel Family
 Susan Zane

Gifts of \$15,000 +
 Colon Cancer Coalition
 The Elizabeth Crook & Marc Lewis Foundation
 Sarah L. Heather
 Shield-Ayres Foundation

Gifts of \$10,000 +
 America's Best Local Charities
 Austin Gives Miles
 Becky Beaver
 City of Austin
 Tom Harkness & Kim Harkness Haven Financial
 Insurance Industry Charitable Foundation Inc.

Gifts of \$10,000 +
 Jastrow Foundation
 Assel Kassainova & David Garcia Marcia & Bruce Levy
 MAXIMUS Foundation
 McBee Family Foundation
 Quest Diagnostics
 Rudd & Wisdom, Inc.
 SXS Community Fund
 Texas Council on Family Violence
 Weatherspoon Charitable Foundation
 Isabel Welland
 Wheatsville Food Co-op
 Mary & Howard Yancy

Gifts of \$5,000 +
 Evelyn & Jeffrey Angelovich
 Austin Gastroenterology
 Austin Regional Clinic
 Blue Cross & Blue Shield of Texas
 Karen & Brian Burgess
 The College of Health Care Professions
 Christine & James Cowden
 Four Seasons Hotel
 Beverly & Balie Griffith
 Stefanie & Stephen Griffith
 Linda K. Haines
 Walter Hennigan & Ingrid Schmidt
 Isabel & Russ Hoverman
 Lee & Roger Kintzel
 Dorothy & Jim Kronzer Foundation
 Robert & Johnita Lebow
 Nancy & Brent McDonald
 Roxanne McKee & Gerald E. Speitel
 Laughlin-Beers Foundation
 Michele Moore
 Michael J. Muth
 Carrie & Vic Napiorkowski
 John L. Nemetz
 Bettye Nowlin
 Peggy O'Shaughnessy
 Lee Parsley

Quality Awards

People's Community Clinic was recognized by the U.S. Department of Health and Human Services for exceeding federal health center standards in 2019.

Quality Measure	Description
Health Disparities Reducers	Met or exceeded the Healthy People 2020 goals, or made at least a 10% improvement across different racial/ethnic groups between 2018 and 2019.
Health Center Quality Leaders	Achieved the best overall clinical performance among all health centers and placed in the top 10%.
Advancing Health Information Technology for Quality	Recognized as a health center that optimized HIT services for advancing telehealth, patient engagement, interoperability, and collection of social determinants of health to increase access to care and advance quality of care between 2018 and 2019.
Patient-Centered Medical Home	Achieved designation as a patient-centered medical home (PCMH) in one or more delivery sites.
Access Enhancer Award	Recognized as a health center that increased the total number of patients served and the number of patients receiving comprehensive services between 2018 and 2019.

BILL HOPKINS, JD Foundation Board of Trustees



People's Community Clinic continues to be a shining example of the great things that can be accomplished when good people come together for an important mission. As we celebrate the 50th anniversary of the clinic, we are reminded of all the love, dedication, sacrifice, hard work, and humanity that has gone into the continuation of and building of the current clinic. Over the many years that I have worked with and supported the clinic, I am proud of so many things People's does, such as providing healthcare that is vital to those in need and who could not otherwise afford it. But perhaps most impressive and worthy to brag about is that through multiple programs and resources, the clinic empowers patients to take control of their health, get educated about making good choices for themselves and their families, and perpetuate the ideal that we can all play a vital role in a healthier community!

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

PANDEMIC 2020

While the Annual Report normally shares with you information about the previous year, we wanted to acknowledge the massive shifts that have occurred as a result of the COVID-19 pandemic. Since shutdown in March 2020, we've encountered numerous challenges which have been met with the same determination and grit you've come to expect from People's Community Clinic.

In an incredibly short amount of time, the clinic completely restructured procedures across the organization. We created a separate droplet clinic for symptomatic patients; established a drive-through for COVID-19 testing, flu shots, and other services; implemented telemedicine for virtual visits so that patients would not have to leave their homes; expanded our Wi-Fi coverage to the parking lot for patients with little or no internet at home; and rolled out enhanced safety measures for patients and staff, including limiting the number of staff working on-site.

During this time, People's experienced a critical drop in appointments—only 60% of our normal patient load. This was compounded by an ongoing shortage of personal protective equipment (PPE).

While in no way is it "business as usual," we have adapted to the new normal. As of October 2020, we returned to almost 90% of our pre-COVID patient levels. About 40% of those appointments are being held by telephone or video call. We continue to offer the full range of services, including reproductive health care, behavioral health therapy, diabetes management, and legal help, to name just a few. Clinic staff have moved some services, like our Happy Kitchen cooking classes, to an online format. Our 2020 luncheon, "There's No Such Thing as a Free Lunch," took to the web as well. The online event was not how we planned to celebrate our 50th anniversary, but it was still a historic event that many of you helped make successful.

People's continues to fight on the frontlines of this pandemic, doing our best to level the social inequities that affect health. Across the country, communities of color are far more likely to suffer infection and hospitalization. In fact, an overwhelming 95% of COVID-19 patients at People's Community Clinic are Hispanic. As we look toward 2021, a few things are clear:

- COVID-19 isn't going away anytime soon. At the earliest, we might see distribution of a vaccine beginning in 2021.
- Our budget will be tighter. With shifting funding sources and fewer patient appointments, we will be relying more on the generosity of dear friends like you.
- People's is here for patients—for the long haul. We will continue to stretch our resources and serve our community for as long as it takes to return to normal.

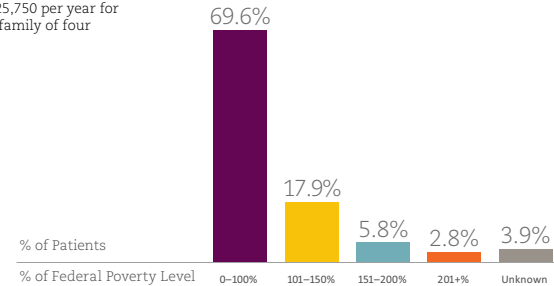
Your contributions will help see the clinic through this pandemic and ensure that families in need continue to receive high-quality care throughout this difficult time. People's exists because of the caring support of community members like you.



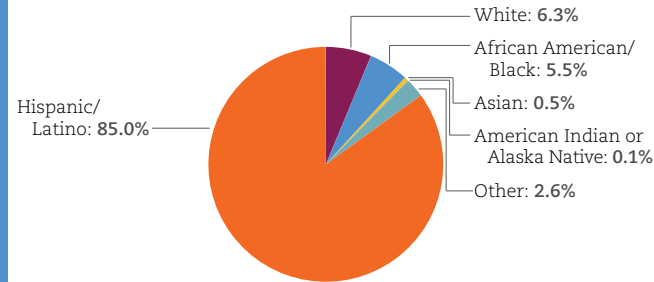
Patient Demographics

Household Income by percentage of Federal Poverty Guidelines*

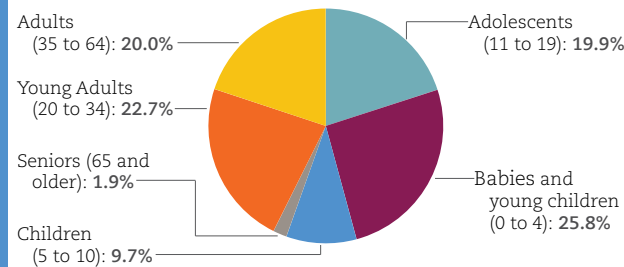
*\$25,750 per year for a family of four



Ethnicity



Age



Gifts of \$5,000 +

- Marina Sifuentes
- SKAM Productions
- Claire & Carl Stuart
- Superior HealthPlan
- Cathy & Dwight Thompson
- Travis County Medical Alliance
- Tried & True Foundation
- Lesley Varghese & Harry Thomas
- Mary E. Walker
- Susan & Jerry Jeff Walker
- Webber Family Foundation
- Pamela T. Wetzels
- Amy Wilson-Janice
- Suzanne & Marc Winkelman
- Jane & Manuel Zuniga
- Anonymous

Gifts of \$2,500 +

- Michael P. Adams
- Applied Materials
- Patrice & James Arnold
- Arnold Foundation
- Ascension Seton
- Shelia & Daniel Beckett
- Marvin Brittman
- BSA LifeStructures
- Lize Burr & Chris Hyams
- Angela Caras
- Donna Carter & Michael Gagarin
- Emerson
- Frost Bank
- Patty & Sam Griswold
- H-E-B
- IE2 Construction
- Sheridan & Perry Lorenz
- Mary McDowell & Calvin Lin
- The Cynthia & George Mitchell Foundation
- Sally & Mitchell McFeron
- Ellen & Steven Miura
- Moshana Foundation Fund
- Chris Mulcahy & Stacy Bass
- Nona Niland
- Nonstop Wellness

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Annual Utilization

	2019	2018
MEDICAL CARE VISITS		
Prenatal	12,702	12,152
Family planning	4,668	4,257
Pediatrics	24,159	23,292
Adolescents	8,131	7,095
Adults	22,193	19,873
Dental	1,194	n/a
TOTAL MEDICAL CARE VISITS	73,047	66,669
HEALTH SUPPORT SERVICES		
Behavioral health + social work	3,759	3,525
Chronic disease management + nutrition	3,138	2,406
Health education	6,953	4,520
Lactation/breastfeeding counseling	1,350	793
Lab services	141,138	137,698
Immunizations	54,802	52,309

Gifts of \$2,500 +
 Nancy & Michael Ohlendorf
 Janis & Joe Pinnelli
 Prosperity Bank
 Reed, Claymon, Meeker & Hargett, PLLC
 Alice Kleberg Reynolds Foundation
 Tracy & Mark Salmanson
 Shalom Austin
 Craig H. Smith
 Clark Hill Strasburger Studio8
 Gabrielle Theriault & Gary Grossenbacher
 Rachel & Patrick Thomas
 HH Weinert Foundation
 Marsh Wortham
 Anonymous

Gifts of \$2,000 +
 Lew Aldridge
 Judith & Richard Berkowitz
 Brigitte Z. Bosarge
 Kim Britt
 Sarah Buss
 Sarah Campbell
 Jennifer Claymon
 Carol & Chris Elms
 ExxonMobil
 Farabee Family Fund
 Daniel & Peggy Keelan
 Michael Landrum
 Melanie C. Lewis
 Judith & Bruce MacKenzie
 Jon G. Montgomery
 Judith & Edward Parken
 Yasho & Nagi Rao
 Lonnie Karotkin Taub
 Margot & Grant Thomas
 Barbara & Thomas Trager



ONE PEDIATRIC PATIENT WHO HELPED MANY

When Dr. Waleed Abdelhafez met Nina* and Kevin* for the first time in 2017, Nina was exhausted and in tears, unsure of how to improve her 4-year-old son's behavior. Dr. Abdelhafez suspected that what Nina reported—the screaming, the angry outbursts, not being able to speak, not being potty-trained, not being able to brush his teeth, other developmental delays—were symptoms of autism. At the first appointment, they mapped out a plan to get a diagnosis. Still, Dr. Abdelhafez wanted to give the struggling mother some tangible sign that things would get better. From the limited storage of diapers that the clinic kept for emergencies, he grabbed a few packages in Kevin's size and gave them to Nina.

"The only thing that I could do to help in that moment was to send them home with a package of diapers," Dr. Abdelhafez said.

People's pediatric staff soon started talking about what a good idea it would be to keep more diapers in store so that they could help patients, just like Nina and Kevin.

Meanwhile, Kevin began to have a regular doctor's appointment for the first time in his life, receiving care that he desperately needed. First, he was given the diagnosis of autism and an intellectual disability.

"Early intervention is key for autistic children to develop normal, healthy social behavior," Dr. Abdelhafez said. Kevin began to work regularly with an occupational therapist, who helped him learn everyday habits like how to brush his teeth. Kevin also saw a speech therapist, who helped to transform his language skills. People's Medical-Legal Partnership acted to get Kevin and Nina out of a bad renter's situation. The Early Childhood Program coached Nina with useful parenting tips on raising a child with autism. Social workers stepped in to help Nina navigate paying for a large emergency room bill. The GOALS program touched base with Kevin's school to make sure he was receiving the right resources. Dr. Abdelhafez even found a dentist who would treat Kevin's painful tooth abscess, caused by his aversion to brushing. In three years, Kevin has made amazing progress.

"After these therapies he's a sweet kid who comes and gives everyone a hug," said Dr. Abdelhafez. "Today, he is verbal, cooperative, and potty-trained. His story is one that makes my heart happy."

And thanks to Kevin's inspiration, People's began searching for a way to help patients meet their personal product needs. After the lightbulb moment in the pediatric department, People's founded a partnership with the Austin Diaper Bank, for whom the clinic accepts donations and distributes packages of diapers back to those in need. Now People's families are covered, with access to size-appropriate diapers to take home.



* name changed to protect privacy

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Operations for 2019*

SOURCES OF REVENUE	2019	%
Governmental and Quality Incentive Programs	\$2,028,759	7.5%
Patient Services	15,602,837	57.6%
Grants, Fundraising, In-Kind Donations, and Other	9,461,417	34.9%
TOTAL REVENUE	27,093,013	100%
EXPENSES		
Personnel and Contractual Services	20,061,887	74%
Patient-Related Supplies and Services	3,654,558	14%
Facility, Equipment, Depreciation	2,383,698	9%
Administrative and Fundraising	940,098	3%
TOTAL EXPENSES	27,040,241	100%
Operating Income	52,772	
Other Income- Investment Return	172,925	
Excess of Revenues Over Expenses	225,697	
Net assets released from restriction used for purchase of property and equipment	506,934	
Increase in Unrestricted Net Assets	732,631	
ASSETS		
TOTAL NET ASSETS	\$27,460,947	

*In 2019, a \$371,404 investment in the construction of the new clinic was received. The costs related to this investment were incurred in 2016.

Gifts of \$1,000 +

John Addickes / Morgan Stanley
Sujata Ajmera
Madeleine G. Appel
Linda Ball & Forrest Preece
Marcia Ball & Gordon Fowler
Sherrri Barras & David Mintz
Karen Bartoletti
Jerry A. Bell Jr.
Victoria E. Beynon
Robert Boney
Susan O. Bradshaw
LouAnn & Irving Brothman
Becky Brownlee & Ross Ramseye
Jean & Robert Bryan
Becky & Michael Bullard
Tom Bullard
LuAnn & Anthony Bundrant
Jane & Ned Carnes
Leslie Carruth
Amy Chamberlain
Anita & William Cochran
Jeff Coddington
Beverly & Brian Crozier
Roberta & Paul Davis
Dell, Inc.
The Rod de Llano Family Foundation
Charleene Dison
Charles V. Faerber & Nancy Faerber
Marialice & Dillon Ferguson
Nanci L. Fisher
Sharon & Frank Foerster
Anne K. Freeman
Lynda Frost
Frost Insurance
Lori & Kenneth Gates
Cheryl & R. James George

Gifts of \$1,000 +

Good Good Society
Karol Griffiths & Burton Meador
Laura Gutierrez-Witt
Anna Hanks
Richard C. Hartgrove & Gary Cooper
Paula & Daniel Herd
Charlotte Herzele
Jessie Hite & Frank Bash
Janet & Arthur Holzheimer
Martha & W. R. Hudson
Meghan Hughes
Carla & Gary Jenson
The Kabacoff Family Foundation
Lynda & Harris Kaffie
Linda Hanna Lloyd
Jim Lommori
Susan Longley
Carol & Steve Mattingly
Paula & John McCaul
Vicki McCullough
Susan McDowell & Bob Elder
Sarah T. McElvaney
McElvaney Family Foundation
Mary Ann & John McPhaul
Susannah R. Mills
Susan Moffatt & Niccolo Barbaro
Valerie & Jeff Newberg
Noelke Maples St. Leger Bryant, LLP
Patricia A. Orlosky & Jerry Kilpatrick

2019 Board of Directors

Crescencia Alvarado
Frauke Baylor
Charles Bell, MD
Fred Blackman II, Secretary
Kyle DeHaas, MBA, Chair
Sevylla Del Mazo
Philip S. Dial, FSA, Treasurer
Mike Mackert, PhD
Chris Mulcahy, RN, JD, Vice Chair
Eva Roberts
George Rodgers, MD
Csilla Somogyi
Harry Thomas, MD
Sayuri Yamanaka
Richard Yuen, PhD

2019 Foundation Board of Trustees

Sujata Ajmera, JD
Becky Beaver, JD
Michael Bullard
Karen Burgess, JD
Bill Hopkins, JD, Vice President
Meghan Hughes, Secretary
Nancy McDonald, President
Nona Niland, MD
Marina Sifuentes, RPh

Executive Staff

Regina Rogoff, JD, Chief Executive Officer
Louis Appel, MD, MPH, FAAP, Chief Medical Officer
Andy Kennah, MBA, Chief Financial Officer
Mary McDowell, Chief Operations Officer
Joy Authur, Chief Development & Communications Officer
Alex Berry, Chief Compliance Officer
Fabian Martinez, Chief Technology Officer
Susan Berliner-Smith, SPHR, Director of Human Resources

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



Gifts of \$1,000 +

- Renée & David Orr
- Catherine Parsley
- Elaine Peltier
- Irene & Carl Pickhardt
- Catherine Polito
- Linda & James Prentice
- Mellie Price
- Tim Price
- Alison Raffalovich & David Abbs
- Research & Planning Consultants
- Brady Richards
- Eva & Peter Riley
- Leslie & George Rodgers
- Martha Myrick Rogers
- Joel W. Rudd
- Eddie Safady
- Philip Sanger
- Nancy W. Scanlan
- Relia Mae Scheib
- Ronald B. Shapiro, M.D.
- Charles Singletary
- Kent Stewart
- Judith Streett & Douglas Gullickson
- Sabrina & William Streusand
- Debbie & Robert Sullivan
- Candice & Sidney Sweet
- The Tecumseh Foundation
- United Health Foundation
- UT American Medical Student Association
- Retta B. Van Auken
- Kandi & Dirk Van De Graaf
- Ross Vines
- Judy & William Waxman
- Jessica Weaver
- Laura & Brian Weylie
- Kathleen Williams & Rebecca Lane

Fred Blackman II

Board of Directors

When I first arrived at People's six years ago, I was battered, broken, and bruised. After a five-month hospital stay, and more procedures, injections, and surgeries than you can imagine, I was in need of more care than I realized. Doctors not only recognized my need for physical healing, but also for emotional healing. The programs here at the clinic allowed me to heal totally from within and without, and it is because of this that I am here today, alive and well. After the 2020 COVID-19 response, I am prouder than ever before to be on the board of directors of such a great organization as People's Community Clinic.



1101 Camino La Costa
Austin, Texas 78752
Phone: 512.478.4939

Development Office
Phone: 512.684.1722

Founded in 1970 by volunteers, People's has pioneered a clinic model that is focused on delivering the right care, at the right time, with dignity and respect. Nearly one out of every five people in Texas has no health insurance. People's Community Clinic offers a solution, providing high-quality, affordable, and respectful healthcare to Central Texans.

Design by
Digital City Designs

Photography by
Kelly West and Cecile Fusco

austinpcc.org

facebook.com/austinpcc

[@austinpcc](https://twitter.com/austinpcc)

[@peoplescommunityclinic](https://instagram.com/peoplescommunityclinic)

[@peoplesyouthclinic](https://instagram.com/peoplesyouthclinic)

[@people-s-community-clinic](https://linkedin.com/company/people-s-community-clinic)



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



SAFE | stop abuse for everyone
2019-20 annual report
safeaustin.org

LOOKING FORWARD

Our mission:

STOP ABUSE FOR EVERYONE

Your support helps us achieve our mission

Five years after making the case to create The SAFE Alliance by merging Austin Children's Shelter and SafePlace, we are realizing the benefits of addressing sexual assault, domestic violence, child abuse and sex trafficking all in one organization. In fact, 55% of SAFE clients experienced more than one type of violence. The impacts of the intergenerational cycle of violence and abuse are clear—a man sexually abused as a child who repeatedly finds himself in unhealthy relationships, a young mother who was sold for sex and now devalues her own life and that of her children, a survivor of child abuse who escapes home only to find herself in a violent marriage.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Our 2019 impact

In 2019, we found that 77% of our clients have received services from more than one SAFE program. Because of our merger, SAFE was able to serve the multifaceted needs of our clients as they work to break the cycle of violence. And just as this fiscal year was ending, the COVID-19 pandemic hit. SAFE managed to keep the doors open to our residential services, find innovative ways to provide counseling and prevention services, and increased the number of people served. Our work to stop the cycle of violence is all the more important during stressful and isolating times like these. And finally, we have more fully realized that the cycle of violence and abuse is compounded by oppression and systemic racism, thereby doubling our commitment to become an anti-racist organization.



19,617

SAFEline contacts
· 16,557 calls
· 2,947 chats/texts
· 113 Walk-ins



32,981 community members/professionals participated in **1,282** trainings/presentations



6,628

youth and adults served



1,322 volunteers dedicated **34,155** volunteer hours



101,963 bed nights/days of care

*For full impact overview, visit safeaustin.org/2019overview

SAFE serves Central Texas—approximately 2 million residents and growing. But SAFE can only provide shelter for 150 people per night at our Family and Children's Shelters, forcing us to make difficult decisions every day about who gets placed safely behind the gates and who does not.

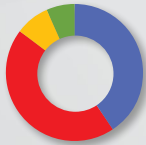


Housing

1 in 4 women and 1 in 7 men experience domestic violence. And approximately 4,000 Texas children are in foster care because their home isn't safe. With your help, in FY19 SAFE provided:

- 14,710 days of care at our Children's Shelter for 141 youth in the CPS system
- Foster care placement and/or forever homes for 32 children
- Emergency housing in our Family Shelter for 637 adult survivors and their children
- Supportive housing (medium-term apartments) to 202 adults and youth at our Grove campus

2019 financials



Expenditures

Residential programs	\$	9,747,089
Client/community services		11,597,823
Management & general		2,023,359
Fundraising		1,437,329
Total	\$	24,805,600



Revenue

Philanthropic	\$	8,251,328
Government grants		10,594,168
Reimbursements and fees		2,885,179
In kind		1,290,033
Other		-74,839
Total	\$	22,945,869

† Expenditures include \$968,000 non-cash depreciation expense



Support

1 in 4 women have been victims of sexual assault. And Central Texas runaway or homeless teens make up a major part of the 79,000 child victims of sex trafficking statewide. Thanks to you, in FY19 SAFE provided:

- Counseling and therapeutic services to 1,427 people
- Legal advice and help to 2,161 people
- Support and services to 192 victims of sex trafficking
- 491 forensic exams to survivors of sexual assault, as well as advocacy and support every step of the way

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

But you are helping us interrupt the cycle of violence in Central Texas. With your support, in fiscal year 2019, SAFE provided assistance to the community through housing, healing, prevention, and social change.

Prevention

There were 2,172 confirmed victims of child abuse and neglect in Travis County in 2017. And 54% of U.S. mass shootings are related to domestic or family violence. With your help, in FY19 SAFE provided:

- Disability Services training and outreach to 4,124 people
- Expect Respect healthy youth relationships training and education to 10,629 people, in addition to 816 youth in Expect Respect school-based groups
- 1,285 parents with parenting support from our Strong Start program

Social Change

81% of women experience sexual harassment of some sort in their lifetime. SAFE is leading the movement to change how systems respond to sexual violence. With your help and help from our partner agencies, in FY19 SAFE provided:

- Healthy workplace training to companies like Bumble, Alamo Drafthouse, and Wheatsville Food Co-Op, including sexual harassment prevention
- Community Education courses, such as introduction to domestic violence, to 4,839 people
- Thousands of consent promotion stickers and outreach materials to community members
- Intense internal reforms to ensure that we are addressing the needs of all our staff and clients, with equitable focus on our Black and Brown clients

SAFE | stop abuse for everyone

Senior Leadership Staff

Wendie Abramson
Chief Quality Officer and
Director of Deaf SHARE

Melinda Cantu
Vice President,
Housing and Support Services

Aja Cair
Vice President,
Residential and Community Care

Angela Glode
Chief Development Officer

Kitt Krejci
Chief Financial Officer

Movetia Salter
Chief Human Resource Officer

Julia Spann
Co-Chief Executive Officer

Piper Stege Nelson
Chief Public Strategies Officer

Coni Stogner
Vice President,
Prevention and Community Services

Kelly White
Co-Chief Executive Officer

2019 Board of Directors

Nelia Robbi, Board Chair
Noël Busch-Armendariz, Co-Vice Chair
Kristie Gonzales, Co-Vice Chair
Cameron Brown, Treasurer
Amy Barbee
Ann Benolken
Pam Benson Owens
Leigh Christie
Quan Cosby
John Daigre
Heather Dennison
Alan Freedman
Emma Cartmell Hochman
Amanda Hodges
Chris Huston
Josh Jones-Dilworth
Bruce Kellison
Diane Land
Jesse Malone
April Mims
Jennifer McCurdy
Tim O'Hara
"Chico" Parker
Eric Price
Caroline Roche
Chance Sampson
Taylor Steed
Kathy Terry
Rachael Wyatt

P.O. Box 19454, Austin, Texas 78760

Confidential, 24-hour SAFEline
Call: **512.267.SAFE (7233)** Text: **737.888.7233**
Chat: safeaustin.org/chat

For Deaf people of all identities, please use relay/VRS



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Why Partner with TES?

Like many businesses with longevity, TES, INC has had grow into new industries and specialty areas as the market changes during our history. As a small business owner being willing and able to adapt has been a very crucial characteristic in our journey. Our history of identifying opportunities, adjusting to the market demands, and acting quickly has proven to be a successful model for us over the years. These skills and willingness to change quickly has prepared us for 2020 which has been the most challenging year for our business to date.

We believe we are uniquely qualified to partner with both residential and commercial developers in the Austin area. We would be open to discussing any of the following ways for a potential partnership:

Lease, Subtenant or Joint Venture Partnership: We have commercial lease, subtenant, and Joint Venture partnership arrangements with other developers and master concessionaires in several markets. Our experience operating retail and Food and Beverage on the street side, in an airport and within city park environment has exposed us to the following challenges:

- ▶ Small kitchens and small retail locations: High volume traffic experience during peak and non-peak times
- ▶ Captive audience with limited competition: Airports, City Parks, and Affordable Housing Communities.
- ▶ Logistic/operational challenges: Parking, limited hours of operation, and limited storage

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Why Partner with TES?

Brand/Concept Experience: We have a great understanding of the unique concept challenges that affordable housing communities, stadium, airport, and mall commercial programs face. We understand that having a great concept is only half the battle.

- ▶ At TES Concessions we have current license agreements with over 15 local and national brands.
- ▶ We also have created our own proprietary brands specific to certain unique venues.
- ▶ We also have strong local restaurant brand relationships and could partner as a brand ambassador to bring additional local or national brand concepts to this project.

Staffing Experience: Traditionally Austin's unemployment rate has been extremely low as compared to the rest of the country. Because of this, finding talent is a challenge for most food and beverage and retail operators. TES Concessions' sister company is TES Careers (www.tescareers.com). A minority certified recruiting firm that is based out of Austin, TX with strong community ties. This staffing partnership has put us in a very unique position to consistently hire talent for our operations from underserved communities within the Austin area. With partnerships with the Austin Area Urban League, Austin Black Chamber of Commerce, Hispanic Chamber commerce and more we have been able to meet our staffing goals with individuals from parts of the city that have been historically ignored.

Non Profit Experience: Rick serves on the Board for RBI Austin which is a non- profit Christian based organization that focuses on at risk youth.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



Rick Garrett is the proud owner of TES Concessions, an Austin based Food and Beverage organization. TES Concessions is part of TES® Inc., a Hub, MBE, DBE, and ACDBE certified company.

Who We Are

As a family-owned certified minority business that was established in 1981, we understand that longevity is directly correlated to the people who run an organization. Our mission has always been to serve our partners and community with a heart of servitude and an understanding that not all business decisions need to result in a monetary gain. We have always been a company that focuses on the people we serve, the community we serve, and the employees we serve — this is what makes us different. We believe that our ability to look at all business opportunities unselfishly has provided us with the longevity that many businesses desire. We also look for the same qualities in our partners. Whether its brand partners, operating partners, or community partners we focus on whether these partners are a fit for our values.

At TES, INC, we have targeted partnerships in several markets that we believe fit the culture and the needs of the markets we serve. Our national, regional, and local partnerships give us the flexibility to bring desired concepts to the venues we operate.

As a Black-owned business we understand the importance of giving back to the community. Our community involvement includes volunteer activities, nonprofit board memberships held by key personnel, and hiring practices that target under-served communities. In 2018 we won the Urban League Corporate Impact award, due to our work in the community.

What makes us different is our quality promise, our operating experience, our value flexibility, and our community engagement.

www.tesconcessions.com

Our Certifications:

- MBE (Minority Business Enterprise) - City of Austin
- HUB (Historically Underutilized Business) - State of Texas
- ACDBE (Airport Concessions Disadvantage Business Enterprise) - Federal
- DBE (Disadvantage Business Enterprise) - Federal



APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Our Current Operations (Actual Pictures Of Locations)



**FOOD &
BEVERAGE**



RETAIL



**CURRENT
PROJECTS**

4

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Food and Beverage Current Operations

TES Concessions has proven to be a flexible operator throughout the food and beverage space. Throughout our portfolio we have locations in both traditional and nontraditional spaces. We have the experience to bring our customers a quality product with top-notch service. We believe that regardless of the venue, our standards of excellence should represent who we stand for as a company.

We are also flexible in the way we choose to partner. We represent several well-known, national and local food and beverage brands throughout the country. In addition to these brand partnerships, TES Concessions has created proprietary brands to meet market and venue demands. We can operate independently or we can collaborate with strategic partners in the form of national and regional prime operators. Our current F&B operations include:

- ▶ 24 Hour Diner (Austin Airport - ABIA)
- ▶ Starbucks (2 Locations Austin Airport - ABIA)
- ▶ Parkside (Austin Airport - ABIA)
- ▶ Jugo Juice (Austin Airport - ABIA)
- ▶ Noble Sandwich Company (Austin Airport - ABIA)
- ▶ Sushi A Go Go (Austin Airport - ABIA)
- ▶ Zocalo Cafe (Austin Airport - ABIA)
- ▶ Spring Fed Café (Zilker Park - Austin, TX)

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Retail

In addition to F&B experience TES Concessions has travel convenience retail operations at Denver International Airport. The retail industry is very fluid and has consistently changed over the last several years. With that change, TES Concessions has adapted our business model to meet the needs of the current retail marketplace. We have repeatedly provided high-quality customer service, all while understanding the needs of our customers. We continue to have a cautiously optimistic outlook on our retail segment of the business, while making sure we remain flexible in our operations within this space. Our current Retail operations include:

- ▶ Mosaic (B Terminal Denver Airport - DEN)
- ▶ Connections (B Terminal Denver Airport - DEN)
- ▶ Greetings From Colorado (A Terminal Denver Airport - DEN)
- ▶ Out West (C Terminal Denver Airport - DEN)

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services

Newest Projects

- ▶ Spring Fed Cafe (Zilker Park) Austin, TX: TES Concessions has partnered with Parkside Projects and The City of Austin on an exciting and newly created concept called Spring Fed Cafe. This restaurant location will be next to two of Austin's most famous attractions — Barton Springs Pool and the Zilker Zephyr Train Station. We will be offering a robust menu that will include gluten free and vegan options. This location will also be the first restaurant in the Zilker Park to serve beer and wine. Anticipated opening is Fall of 2021.
- ▶ TES Concessions will also be bringing a new concept to a historic Austin neighborhood, Colony Park, in the 4th quarter of 2021 through a partnership with NRP development group. This concept will be a hybrid model of a convenience store with a lot of healthy food options. In addition to the convenience store TES Concessions will be opening a barber shop right next to the space. The space will have an urban theme with a laser focus on representing and serving the existing community.

TES Concessions is in a heavy growth phase and will be focusing on expanding our brand portfolio. Please continue to check this site for future project updates.

APPENDIX B. NON-DEVELOPMENT PARTNERS

Support Services



Thank you

rgarrett@tesconcessions.com

www.tesconcessions.com

APPENDIX C. FINANCIAL FEASIBILITY

C.1 Financial Excel

Total RFP Development Budget

	MF HTC Building	Ownership Homes	Mixed-Use Commercial	School and CIS	Splashpad/playground	Total
Acquisition	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Pre-development Budget	\$1,731,150	\$0	\$0	\$0	\$0	\$1,731,150
Site Work	\$1,100,000	\$1,500,000	\$1,200,000	\$0	\$500,000	\$4,300,000
Infrastructure (structured parking)	\$2,985,000	\$540,000	\$360,000	\$330,000	\$0	\$4,215,000
Hard Costs	\$23,146,750	\$23,666,940	\$3,822,000	\$1,210,000	\$0	\$51,845,690
Soft Costs	\$5,366,462	\$4,241,798	\$706,635	\$60,500	\$0	\$10,375,395
Developer Fee	\$4,645,048	\$2,347,800	\$468,000	\$0	\$0	\$7,460,848
						\$0
Total Development Budget	\$39,064,410	\$32,296,538	\$6,556,635	\$1,600,500	\$500,000	\$80,018,083

MF LIHTC Building Development Budget

Acquisition	\$ 90,000.00
Pre-development Budget	\$ 1,731,150.00
Site Work	\$ 1,100,000.00
Infrastructure	\$ 2,985,000.00
Hard Costs	\$ 23,146,750.00
Soft Costs	\$ 5,366,462.00
Developer Fee	\$ 4,645,048.00
Total Development Budget	\$ 39,064,410.00

structured parking

APPENDIX C. FINANCIAL FEASIBILITY

C.1 Financial Excel

15-yr Rental Housing Operating Proforma

The pro forma should be based on the operating income and expense information for the base year (first year of stabilized occupancy using today's best estimates of market rents, restricted rents, rental income and expenses), and principal and interest debt service. The Department uses an annual growth rate of 2% for income and 3% for expenses. Written explanation for any deviations from these growth rates or for assumptions other than straight-line growth made during the proforma period should be attached to this exhibit.

Revenue	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 10	YEAR 15
Gross Annual Income (less vacancy loss and concessions)	\$1,911,367	\$1,949,594	\$1,988,586	\$2,028,358	\$2,068,925	\$2,284,260	\$2,522,008
Revenue Subtotal	\$1,911,367	\$1,949,594	\$1,988,586	\$2,028,358	\$2,068,925	\$2,284,260	\$2,522,008
Operating Expenses & Reserves							
General & Administrative Expenses	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$62,133	\$68,599
Management Fee	\$51,454	\$52,998	\$54,588	\$56,225	\$57,912	\$63,939	\$70,594
Payroll, Payroll Tax & Employee Benefits	\$208,000	\$214,240	\$220,667	\$227,287	\$234,106	\$258,472	\$285,374
Repairs & Maintenance	\$111,750	\$115,103	\$118,556	\$122,112	\$125,776	\$138,866	\$153,320
Electric & Gas Utilities	\$67,050	\$69,062	\$71,133	\$73,267	\$75,465	\$83,320	\$91,992
Water, Sewer & Trash Utilities	\$47,450	\$48,874	\$50,340	\$51,850	\$53,405	\$58,964	\$65,101
Annual Property Insurance Premiums	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$186,398	\$205,798
Property Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve for Replacements	\$44,700	\$46,041	\$47,422	\$48,845	\$50,310	\$55,547	\$61,328
Other Expenses	\$21,605	\$22,253	\$22,921	\$23,608	\$24,317	\$26,848	\$29,642
Expenses Subtotal	\$752,009	\$774,569	\$797,806	\$821,741	\$846,393	\$934,486	\$1,031,748
Net Operating Income	\$1,159,358	\$1,175,025	\$1,190,780	\$1,206,617	\$1,222,532	\$1,349,775	\$1,490,260
Debt Service							
First Deed of Trust Annual Loan Payment	\$1,008,138	\$1,008,138	\$1,008,138	\$1,008,138	\$1,008,138	\$1,008,138	\$1,008,138
Second Deed of Trust Annual Loan Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Third Deed of Trust Annual Loan Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Annual Required Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Annual Required Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Net Cash Flow	\$151,220	\$166,887	\$182,642	\$198,479	\$214,394	\$341,637	\$482,122
Cumulative Net Cash Flow	\$151,220	\$318,107	\$500,749	\$699,228	\$913,623	\$2,303,700	\$4,363,096
Debt Coverage Ratio	1.15	1.17	1.18	1.20	1.21	1.34	1.48

APPENDIX C. FINANCIAL FEASIBILITY

C.1 Financial Excel

Affordable Homes Sale Data

	Unit Model 1	Unit Model 2	Unit Model 3	Unit Model 4	Unit Model 5	Unit Model 6	Unit Model 7
Number of Units	18	18	14	40			
Number of Bedrooms	1	2	3	3			
Square Footage	650	850	1400	1444			
Anticipated Sale Price	\$190,400	\$228,400	\$264,000	\$500,000	\$0	\$0	\$0
Borrower Contribution	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Homebuyer Down Payment	\$6,664	\$7,994	\$9,240	\$17,500	\$0	\$0	\$0
Total Principal Amount of Mortgage	\$183,736	\$220,406	\$254,760	\$482,500	\$0	\$0	\$0
Anticipated Interest Rate	4.00%	4.00%	4.00%	4.00%	0.00%	0.00%	0.00%
Estimated Annual Property Taxes	\$3,620	\$4,342	\$5,019	\$9,505	\$0	\$0	\$0
Estimate Annual HOA Fees	\$2,400	\$2,400	\$2,400	\$2,400	\$0	\$0	\$0
Estimated Annual Insurance	\$600	\$650	\$700	\$700	\$0	\$0	\$0
Estimated Annual PITI	\$11,569	\$13,808	\$15,909	\$29,505	\$0	\$0	\$0

APPENDIX C. FINANCIAL FEASIBILITY

C.3 Financial Capacity



The NHP Foundation is in the business of creating and preserving service enriched multifamily affordable housing. We accomplish our mission primarily by acquiring and rehabilitating existing multifamily properties and constructing new properties. We are using Low Income Housing Tax Credits (LIHTC) to provide a portion of the funding and soft loans from various local authorities for the rehabilitation of properties we own.

We receive revenue from our affiliates in the form of assets management fees, developer fees, other miscellaneous sources, as well as contributions without donor restrictions, all of which is available to meet our general expenses. Revenue from affiliates is a steady stream of income between \$3.5M - \$4M per year.

Development fees are earned in increments which are defined in Developer Fee Service agreements or recognized based on the percentage of construction completion. . Developers' fees earned in 2018 were \$7.1M, \$4M in 2019 and \$10.6M in 2020. The revenue is cyclical and depends on various factors: the size of the deal, the length of construction and on number of deals closed each year. On the average Developers Fees are earned over 12-18 months period. To have continues stream of revenue, we aim to keep healthy pipeline. On the average NHP closes between 8-12 deals annually.

Along with this, the firm has enough funds to accomplish its financial goals and objectives. The NHP Foundation's affiliate has established a revolving predevelopment line of credit of \$5M through Capital Impact Partners to do predevelopment in Texas. As of today, we have utilized \$1.3M of the line.

In addition, on February 22, 2021, the NHP Foundation was awarded a \$5.5M Capital grant through the Treasury Department's Capital Magnet Fund program. This program allows qualified housing organizations to apply for, and use grants funds to provide predevelopment, acquisition, and construction bridge financing to low-income housing projects throughout the country.

On May 27th, 2021, The NHP Foundation was approved for another predevelopment loan for \$3M with Housing Partnership. The purpose of this loan is to provide the Borrower non-project specific acquisition/mezz/equity financing designed to support preservation opportunities projects located in metro Washington, DC, and Maryland (Baltimore, Montgomery, or Prince George Counties). The final loan documents will be executed within a few weeks from today.

As evidenced by the Company's financial statements, The NHP Foundation is doing well in today's complex, competitive and at times challenging environment. The firm is on the path of maintaining and increasing its liquidity by brining more revenue, securing adequate financing for predevelopment loans or project acquisitions, soliciting various government funding to preserve and build affordable housing throughout the Country.