

Memorandum



Date: December 10, 2008

To: Honorable Chairperson and Members
Economic Development and Human Services
Committee

From: George M. Burgess
County Manager

Subject: Requested Changes to the
Economic Development and Human Services
Committee Agenda

RECORDED
By the Clerk

DEC 10 2008

Item _____
Exhibit 1
Meeting EDNSC

Additions

2E SUPPLEMENT

083550 SUPPLEMENTAL INFORMATION TO RESOLUTION APPOINTING OTIS PITTS, REVEREND DR. R. JOACQUIN WILLIS, WILLIAM WALLACE, IV, AND HANEEF QAID HAMIDULLAH TO BOARD OF COMMISSIONERS FOR N.W. 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY

2H

Audrey M. Edmonson

083551 RESOLUTION APPOINTING CITY OF HIALEAH MAYOR JULIO ROBAINA AND MIGUEL DE GRANDY, ESQ. TO SERVE AS MEMBERS OF THE METRO MIAMI ACTION PLAN TRUST OVERSIGHT REVIEW BOARD

4A SUPPLEMENT

083557 SUPPLEMENTAL INFORMATION ON THE RESOLUTION AUTHORIZING THE MEMORANDUM OF UNDERSTANDING BETWEEN MIAMI-DADE COUNTY AND US HUD

Memorandum



Date:

To: Honorable Chairman Bruno A. Barreiro
Board of County Commissioners

RECEIVED
By the Clerk for the record.

From: Honorable Audrey M. Edmonson, Chairperson
Economic Development and Human Services Committee

DEC 10 2008

Item _____
Exhibit 2
Meeting EDNSC

Subject: Waiver to the December 16 2008 Board of County Commissioners Meeting

I respectfully request that the following items, be directly placed onto the next available Board of County Commissioners meeting on December 16, 2008. The items below were discussed by the Economic Development and Human Services Committee at its meeting of December 10, 2008.

2B as amended (Legistar pending)

RESOLUTION DIRECTING THE MAYOR OR THE MAYOR'S DESIGNEE TO USE BEST EFFORTS TO IDENTIFY UP TO 850 ANNUAL CONTRIBUTIONS CONTRACT (ACC) EQUIVALENT UNITS WITHIN THE EXPANDED HOPE VI TARGET AREA FOR LOW INCOME FAMILIES AND ELDERLY PERSONS

- *The item above is a companion item with the HOPE VI Master Development Agreement that is also being requested for placement on the December 16, 2008 Board of County Commissioners agenda.*

2H (Legistar 083551)

RESOLUTION APPOINTING CITY OF HIALEAH MAYOR JULIO ROBAINA AND MIGUEL DE GRANDY, ESQ. TO SERVE AS MEMBERS OF THE METRO MIAMI ACTION PLAN TRUST OVERSIGHT REVIEW BOARD

- *The item is necessary to complete the appointments to the Oversight Review Board in order to meet the 90-day timeframe to make recommendations to the Board of County Commissioners.*

3A (Legistar 083473)

RESOLUTION APPROVING THE SELECTION OF QUADEL CONSULTING CORPORATION; AUTHORIZING THE COUNTY MAYOR OR THE COUNTY MAYOR'S DESIGNEE TO EXECUTE AN AGREEMENT ON BEHALF OF MIAMI-DADE COUNTY WITH QUADEL CONSULTING CORPORATION TO OBTAIN MANAGEMENT AND OVERSIGHT SERVICES FOR THE SECTION 8 PROGRAM FOR THE MIAMI-DADE HOUSING AGENCY, AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXERCISE ANY CANCELLATION AND RENEWAL PROVISIONS, AND TO EXERCISE ALL OTHER RIGHTS CONTAINED THEREIN CONTRACT NO. 648 [SEE AGENDA ITEM NO. 4(A)](Miami-Dade Housing Agency)

- *The item is necessary as it is one of the conditions in the Amendment to the Settlement Agreement with US HUD before the Miami-Dade Housing Agency is returned to the County. In order for the County to regain control of MDHA, this item along with the MOU, also being requested for the December 16, 2008 Board of County Commissioners meeting agenda, must be authorized by the Board of County Commissioners.*

3B as amended (Legistar pending)

RESOLUTION AUTHORIZING COUNTY MANAGER'S RECOMMENDATION FOR AWARD OF A CONTRACT FOR THE SCOTT-CARVER REVITALIZATION PROJECT; AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE THE MASTER DEVELOPMENT AGREEMENT WITH MCCORMACK BARON SALAZAR, INC. FOR AND ON BEHALF OF MIAMI-DADE COUNTY IN SUBSTANTIALLY THE FORM ATTACHED HERETO AND APPROVED BY THE COUNTY ATTORNEY'S OFFICE, TO EXERCISE ANY CANCELLATION AND RENEWAL PROVISIONS, AND TO EXERCISE ALL OTHER RIGHTS CONTAINED THEREIN; AUTHORIZING THE MAYOR OR MAYOR'S DESIGNEE TO TAKE ALL ACTIONS NECESSARY TO ACCOMPLISH SAME AND TO EXECUTE ALL NECESSARY AGREEMENTS; AUTHORIZING AMENDMENT TO ANNUAL CONTRIBUTION CONTRACT WITH USHUD; AND WAIVING THE REQUIREMENTS OF SECTIONS 2-8.3 AND 2-8.4 OF THE MIAMI-DADE COUNTY CODE PERTAINING TO COMPETITIVE BIDDING AND THE BID PROTEST PROCEDURES, BY A TWO-THIRD VOTE OF THE BOARD MEMBERS PRESENT. CONTRACT NO. RFQ8345 [SEE AGENDA ITEM NO. 4(A)](Miami-Dade Housing Agency)

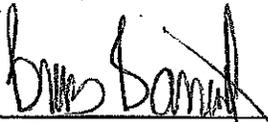
- *The item is necessary as it is one of the conditions in the Amendment to the Settlement Agreement with US HUD before the Miami-Dade Housing Agency is returned to the County. In order for the County to regain control of MDHA, this item along with the MOU, also being requested for the December 16, 2008 Board of County Commissioners meeting agenda, must be authorized by the Board of County Commissioners.*

4A as amended (Legistar pending)

RESOLUTION AUTHORIZING THE COUNTY MAYOR OR THE COUNTY MAYOR'S DESIGNEE TO EXECUTE A MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN MIAMI-DADE COUNTY AND THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AS REQUIRED BY THE SETTLEMENT AGREEMENT BETWEEN THE COUNTY AND HUD [SEE AGENDA ITEM NOS. 3(A) AND 3(B)](County Manager)

- *The item is necessary as it set the stage for the County to regain control of MDHA. This item is the third in a series of agenda items that meet the goals of the Amendment to the Settlement Agreement between US HUD and Miami-Dade County.*

Thank you for your consideration. By virtue of the signature below, this request is approved:



Approved
Honorable Chairman Bruno A. Barreiro
Board of County Commissioners

c: George M. Burgess, County Manager
R.A. Cuevas, Jr., County Attorney
Cynthia W. Curry, Senior Advisor to the County Manager
Jennifer Glazer-Moon, Special Assistant
Dianne Davis, Agenda Coordinator

RECEIVED



building green

Henson Village
Phoenix, Arizona

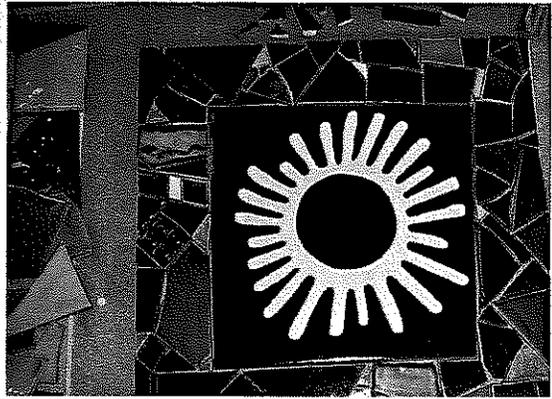
**MCCORMACK
BARON
SALAZAR**

Green or sustainable building is the practice of creating healthier and more resource-efficient models of construction, renovation, operation, maintenance, and demolition. Research and experience increasingly

demonstrate that when buildings are designed and operated with their life-cycle impacts in mind, they can provide great benefits.



Custom Mosaic Tile in Community Building



<i>Building Green at Henson Village.</i>	<i>What does green mean?</i>
Upgraded sprayed-in wall insulation	Increased insulating quality by 15% over conventional insulation.
Thermally broken windows	Diminishes heat transfer into units with a non-heat conducting break between frame. Windows also have a one inch air gap between the dual panes of glass.
Low-E glass	Reduces heat transfer from the sun while still allowing non-harmful light in.
Upgraded blue DOW stucco foam	Adds 15% better R-value to the system.
Waterless urinals	Saves 40,000 gallons of water a year each under normal use (2 on site)
Self-closing faucets at management and youth centers	Saves up to 50% more water than conventional faucets.
100% recycled 8.5LB Carpet Pad	Saves landfill space by reusing old materials.
Carpet made from recycled coke bottles: "Coke Bottle Carpet"	Saves landfill space and resists staining (it is a plastic). Upgraded heavier weight will hold up to heavy foot traffic and feels great.
Low VOC material	Reduces impact on environment.
16 SEER (highest rating), HVAC systems with multi-speed fans at management and youth centers	Saves 15%-20%/year on cooling cost.
12 SEER heat pumps at all living units	Save an average of 5%-10% over normal 10 SEER apartment units.
Ungraded paint system	Resists fading and heat absorption.
Wood products recycled and from rapidly renewable, local forest	Reduces use of non-renewable resources

Henson Village

Phoenix, Arizona

By the Numbers

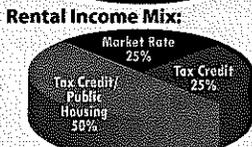
Developed By:
McCormack Baron Salazar

Partners:
City of Phoenix
Arizona Department of Housing
U.S. Department of Housing
and Urban Development
Chicanos Por La Causa
Greater Phx Urban League

Total Dev. Cost:
\$98,300,000

Managed By:
McCormack Baron Ragan

Funding Sources:
Federal Home Loan Bank
\$2,000,000
City of Phoenix
\$15,400,000



Total Units
611

For Rent
420

For Sale
62

Elderly
129

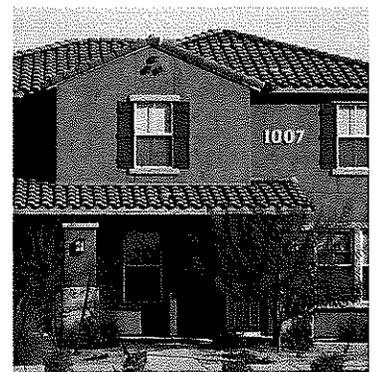
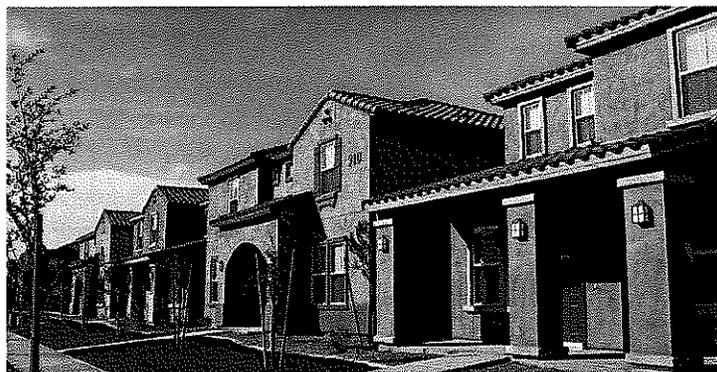
building green

Development Goals:

- Successful residential community in the Central City South Neighborhood just south of Phoenix's downtown business core.
- Dunbar Elementary School to provide a quality education for children of the community.
- City of Phoenix Parks & Recreation Department and Dunbar Elementary providing a variety of after school sports and arts programs for the youth of Matthew Henson.
- Partnership between the Phoenix Memorial Hospital and local social service programs to provide various workshops and health fairs creating a healthy community.

The Matthew Henson HOPE VI Redevelopment is located on 26 acres in Phoenix's Central City South Neighborhood. The City of Phoenix received a \$35 Million HUD HOPE VI grant in 2001 to rebuild the severely distressed housing project originally constructed in the early 1940's. Three hundred fifty-six (356) of the 372 previous units will be demolished and the remaining 16 units will be rehabilitated to preserve the area's historic nature and used for space to provide social services. The City is poised to use the grant as a catalyst to revitalize the Central City South Neighborhood by allocating additional funds to extend the revitalization process into the surrounding communities. In addition, the City has designated approximately 170 acres of the Central City South Neighborhood as the HOPE VI Special Redevelopment Area.

Matthew Henson Apartments, Senior Living at Matthew Henson, the Vernell Coleman Youth Center, and the Community Training & Education Center comprise Henson Village. The new development will be a mixed-income community with housing available to families of various incomes (public housing, tax credit and market-rate). The new mix of housing types will include single-family detached homes, multi-family garden apartments, duplex townhouses and a senior complex. Various green building features have been integrated into the community providing great environmental, economic, and social benefits.



Project Timeline

- June 2004 ● Phase I Construction Start
- December 2004 ● Phase II Construction Start
- January 2006 ● Phase I Completion
- March 2006 ● Phase II Completion
- June 2006 ● Phase III Construction Start
- May 2007 ● Phase IV Construction Start
- June 2007 ● Phase III Completion
- May 2008 ● Phase IV Completion

Amenities:

- Tot lots, Community garden, BBQ and picnic areas
- One-, two- and three-bedroom garden apartments
- Two-, three- and four-bedroom townhomes
- Community Resource Center and Youth center
- Basketball courts and park
- Numerous green building features
- Management Building with resident club house
- Apartments include washer, dryer, fully-equipped kitchen, unit alarm, cable ready, and central air
- Active Adult building includes community space and 24-hour security

**MCCORMACK
BARON
SALAZAR**



community

McCormack Baron Salazar

(formerly McCormack Baron & Associates)

McCormack Baron Salazar was incorporated in 1973 and has distinguished itself as a nationally acclaimed for-profit residential development company specialized in the revitalization of urban neighborhoods. It is often called upon by cities and local agencies to provide housing opportunities in difficult to develop areas. The firm has moved from developing residential buildings (both historic rehab and new construction) during its early years to creating affordable urban neighborhoods through multi-block, mixed income projects. The more recent projects often evolve from extensive community planning exercises which produce a comprehensive plan to create new and attractive urban neighborhoods. The larger scale residential projects often stimulate new private investment in the community, either by single-family homebuyers or by retail and commercial businesses.

In the past thirty-five years, the company has closed one hundred thirty (130) projects with development costs in excess of \$1.9 billion. It has developed 14,460 housing units and one million square feet of retail/commercial space. After an earthquake severely damaged housing in sections of southern California in the mid-1990s, McCormack Baron Salazar began its west coast operations opening an office in Los Angeles, which has been responsible for 2,433 units with development costs in excess of \$390 million.

McCormack Baron Salazar has extensive experience in the adaptive reuse and rehabilitation of historic structures and the integration of new construction into urban historic districts. The firm has developed 2,212 units of residential housing and 889,424 square feet of retail/commercial space in historic buildings and districts.

The company has been extensively involved with HUD's public housing "mixed-finance" program dating back to early 1994 when it proposed the idea to then HUD Secretary Henry Cisneros. The first two demonstration projects closed in the spring of 1996, and were both McCormack Baron Salazar developments, Centennial Place in Atlanta and Murphy Park in St. Louis. Both Centennial Place and Murphy Park were mixed-income developments requiring the physical transformation of two severely distressed public housing sites, including two significant educational initiatives with adjoining schools, welfare-to-work programs with returning residents, and a variety of new social service providers serving the new communities. The two developments offer excellent examples of public housing transformation. Since 1996, McCormack Baron Salazar has closed forty-three (43) phases of HOPE VI developments in fifteen cities involving 5,900 units and \$936 million in total development costs. To date more than 5,300 units have been completed and another 598 units are under construction.

McCormack Baron Salazar developments are also characterized by a blend of financing sources – both public and private. Its financing techniques incorporate a variety of funding approaches utilizing federal programs where available, tax-exempt financing, conventional loans, pension funds, foundation loans and grants, and equity from the private sector. During the course of its development activities in local communities, the firm has successfully created relationships with local government, the private sector, community-based organizations, and foundations.

The foundation community has seen value in many McCormack Baron Salazar projects. To date, such foundations including Ford, Pittsburgh, Heinz, Mellon, Hall Family (Hallmark), Cleveland, Gund, Danforth, as well as other corporate funds have invested approximately \$78.2 million.

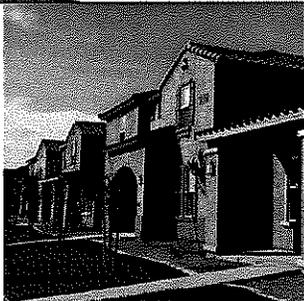
Please see attached portfolio of McCormack Baron Salazar Developments.

McCormack Baron Salazar, Inc.

St. Louis Office 1415 Olive Street, Suite 310 St. Louis, Missouri 63103-2334 Phone 314 621.3400 www.mccormackbaron.com
Los Angeles Office 801 S. Grand Avenue Suite 780 Los Angeles, California 90017 Phone 213 236.2660



Bedford Hill
Pittsburgh, Pennsylvania



Matthew Henson
Phoenix, Arizona

philosophy

McCormack Baron Salazar Philosophy

Our mission is to rebuild neighborhoods in central cities across the United States that have deteriorated through decades of neglect and disinvestment. In partnership with communities, we bring vision, experience, and commitment to the challenge of community revitalization.

We believe in a broad outlook. We coordinate large-scale urban development plans from start to finish. We are the industry leader in turning complex development concepts into reality – and we have worked in every type of housing market: affordable and market rate rental housing, historic rehab, senior housing, and home ownership. The result of our involvement in large-scale projects is positive, long-term, and comprehensive revitalization of neighborhoods: economically diverse, architecturally pleasing, functional places that reflect strength, pride, and sense of community.

We believe in long-term involvement. We maintain our commitment to our residents by managing our properties to the highest standards. Our commitment extends beyond housing as we work to strengthen neighborhood social structures in partnership with community organizations. Our emphasis on community building encourages socio-economic and physical revitalization.

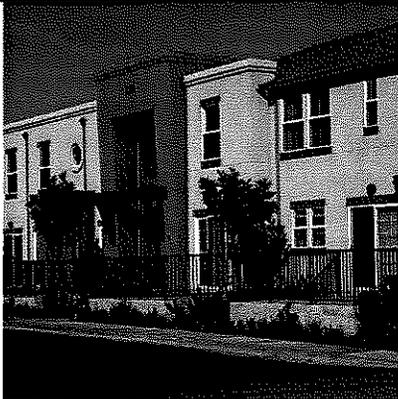
We believe in the power of partnership. We work in concert with residents, neighborhood groups, financial institutions, foundations, state and local governments, and federal agencies. The partnerships we create become catalysts for change in the process of neighborhood development.

We believe in the strength of our people. Our staff is the most dedicated, talented and diverse in the industry and brings sophisticated understanding to every development challenge. Expertise and creativity in finance, design, management, and community involvement are the trademarks of our success.

We believe in the future of urban America.



6 North
St. Louis, Missouri



Pueblo del Sol
Los Angeles, California



Centennial Place
Atlanta, Georgia

McCormack Baron Salazar, Inc.

St. Louis Office 1415 Olive Street, Suite 310 St. Louis, Missouri 63103-2334 Phone 314 621.3400 www.mccormackbaron.com
Los Angeles Office 801 S. Grand Avenue Suite 780 Los Angeles, California 90017 Phone 213 236.2660

Phase I Housing

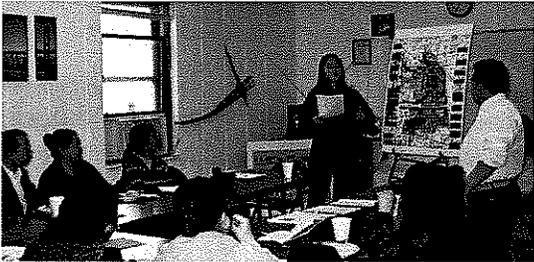


transformation

Heritage Park
Minneapolis, Minnesota

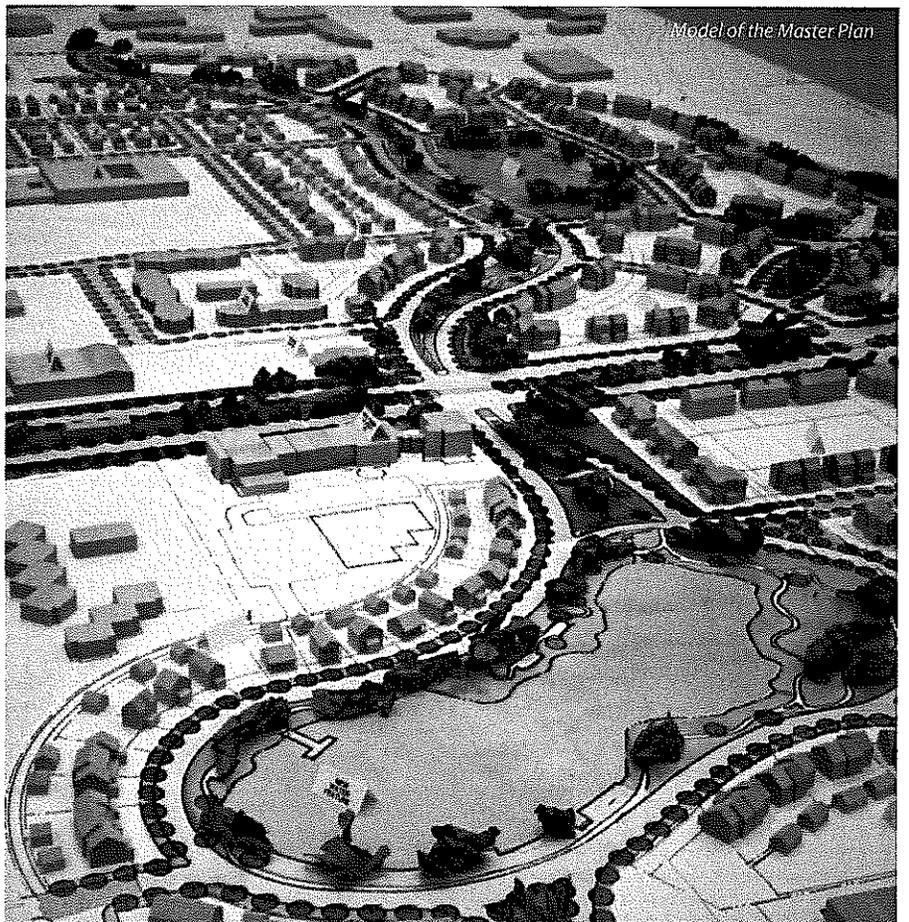
MCCORMACK
BARON
SALAZAR

The Planning Process



*Construction of Phase II
(Phase I in the background)*

Model of the Master Plan



Heritage Park

Minneapolis, Minnesota

By the Numbers

Developed By:

McCormack Baron Salazar

Partners:

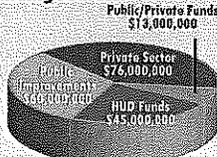
City of Minneapolis
 Minneapolis Public Housing
 Authority
 Minneapolis Community
 Development Agency
 Minnesota Housing Finance Agency
 Hennepin County
 Minneapolis Empowerment Zone
 U.S. Department of Housing and
 Urban Development

Total Dev. Cost: \$198,000,000

Managed By:

McCormack Baron Ragan

Funding Sources:



Rental Income Mix:



For-Sale Income Mix:



Elderly Income Mix:



Total
Units
900

For
Rent
440

For
Sale
360

Elderly
100

transformation

Development Goals:

- Build a stable, mixed-income, mixed-density, culturally diverse neighborhood.
- Connect back to the surrounding community and the larger city.

Amenities:

- 24 acres of parkland, featuring ponds, bicycle and pedestrian paths.
- Community building with work out facilities and meeting room.
- Tot lots and community gardens.
- Apartments include individually controlled heating and air conditioning, carpeting, security system, washer and dryer, fully equipped kitchen, and ample closet and storage space.

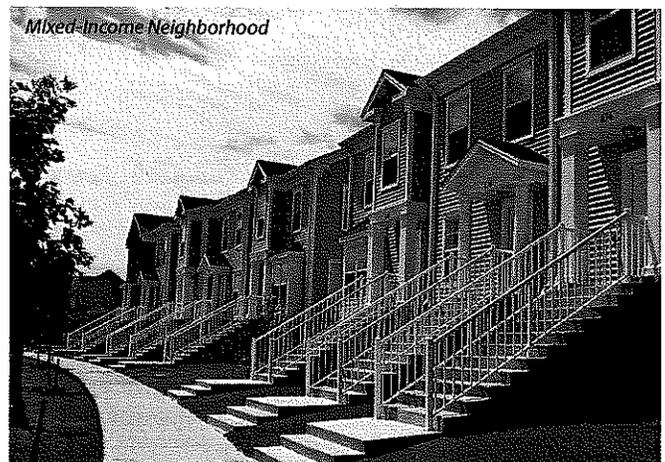
The Near Northside evolved early in the 1900's as a relatively compact and cohesive neighborhood on the edge of downtown Minneapolis. The four public housing developments – Sumner Field Homes (constructed 1935), and Olson, Lyndale and Glenwood (all constructed in the late 1950's) were developed adjacent to one another. In the 1960's the blocks immediately west of the site were combined into a superblock cutting off street access between the public housing sites and the surrounding community.

In 1992, the public housing developments were the target of a lawsuit, Hollman vs. Cisneros. As part of the Hollman vs. Cisneros Consent Decree, a community-based focus group in 1996 provided a set of recommendations for the site's re-use, including the demolition of all four public housing developments. Focus groups set goals for the transformation of the site into a stable, mixed-income neighborhood that would lessen the concentration of poverty, provide incentives for greater self-sufficiency of its low-income residents, and support the viability of this new neighborhood by connecting it in meaningful ways with the surrounding community.

McCormack Baron Salazar, in a joint venture with Legacy Management & Development Corporation, was selected to be the master planner and lead developer for the Near Northside Development in July 1999 by the Near Northside Implementation Committee, which includes the Minneapolis Public Housing Authority. In September 1999 McCormack Baron Salazar began a Master Planning effort for the 123-acre site which included extensive community participation. The Minneapolis Public Housing Authority and the Minneapolis City Council unanimously adopted the Master Plan in March 2000 and construction began in 2001.

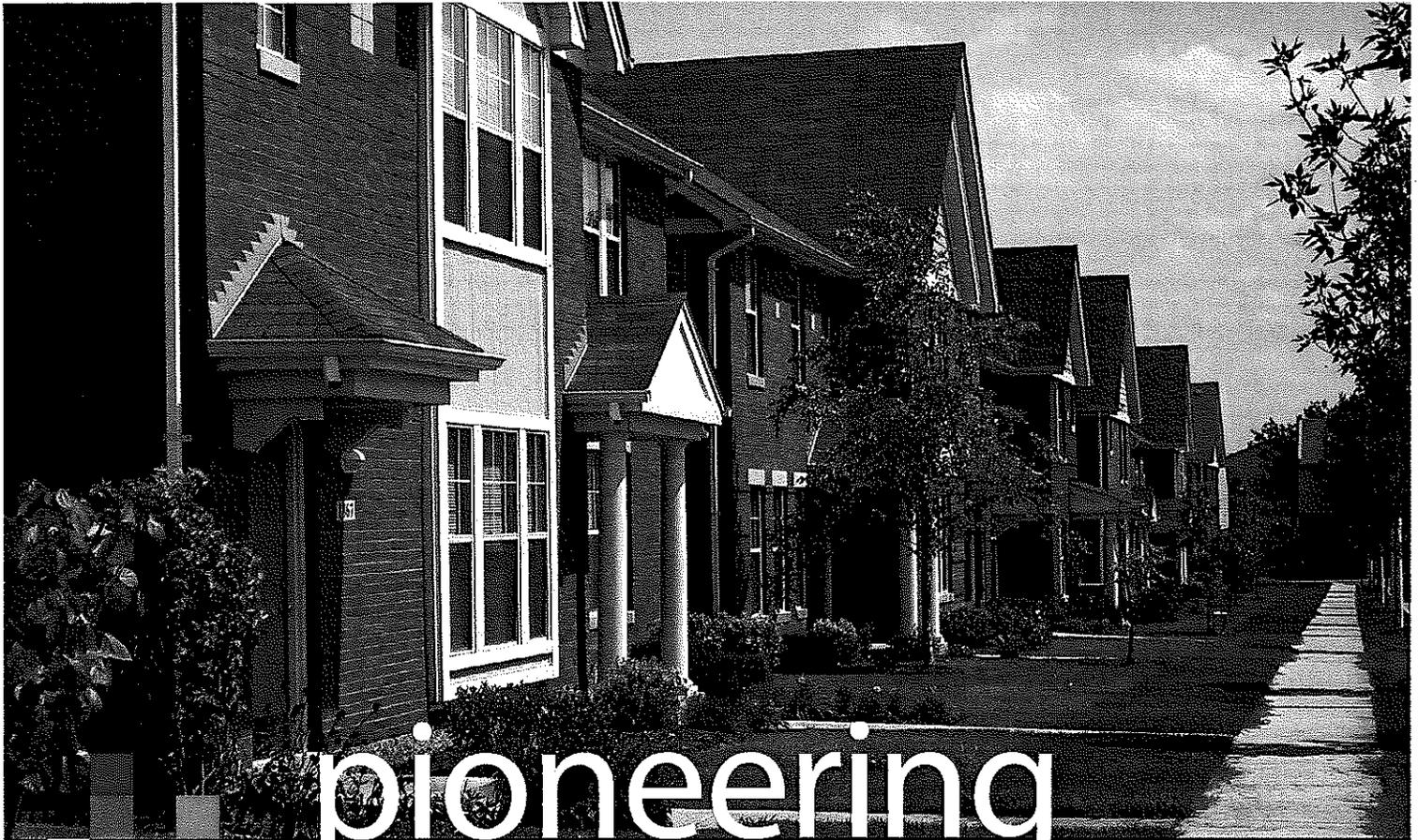
Project Timeline

- 2000 ● Master Plan
- December 2001 ● Phase I Construction
- August 2003 ● Phase II Construction
- December 2003 ● Phase I Complete
- April 2004 ● Phase III Construction
- September 2004 ● Phase II Complete
- March 2005 ● For Sale Construction
- Fall 2005 ● Phase III Complete
- Spring 2006 ● Senior Housing



Mixed-income Neighborhood

MCCORMACK
 BARON
 SALAZAR



pioneering

George L. Vaughn Residences at Murphy Park

St. Louis, Missouri

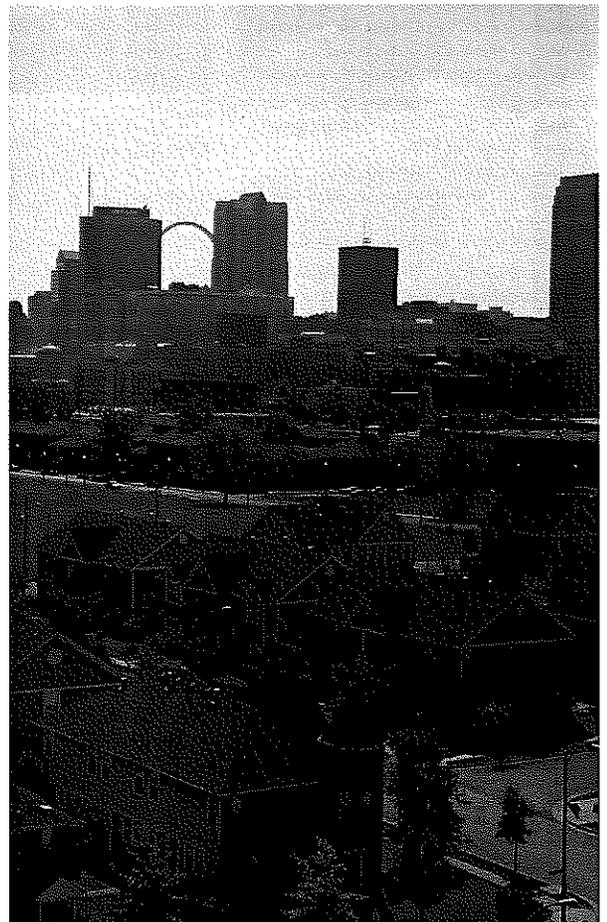
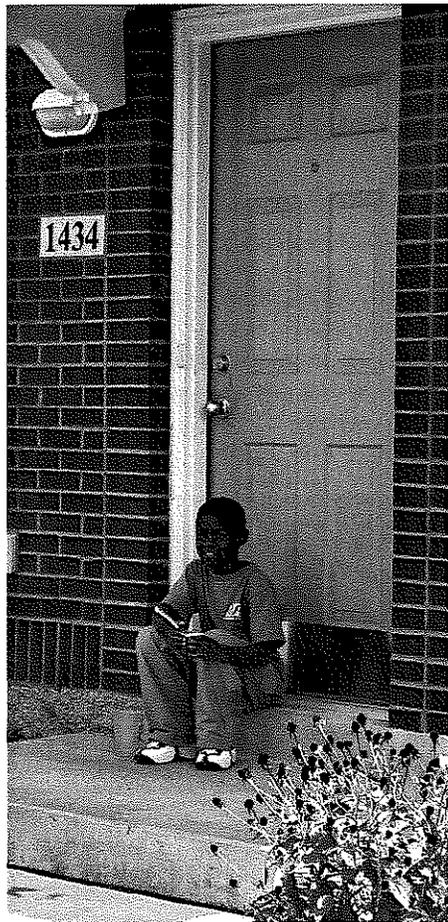
**MCCORMACK
BARON
SALAZAR**



Before: Vaughn Public Housing



Rendering of Murphy Park



George L. Vaughn Residences at Murphy Park

St. Louis, Missouri

By the Numbers

Developed by:
McCormack Baron Salazar

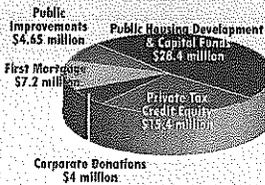
Partners:
City of St. Louis
St. Louis Housing Authority
Missouri Housing Development Commission
U.S. Department of Housing and Urban Development

Total Development Cost:
\$60,000,000

Managed By:
McCormack Baron Ragan

Total Rental Units
413

Funding Sources:



Income Mix:



Phase I
110

Phase II
127

Phase III
126

pioneering

The 656-unit George L. Vaughn Family Apartment high-rises were built in the 1950s. By the late 1980s the four towers were in very poor condition and by the early 1990s the towers were virtually vacant.

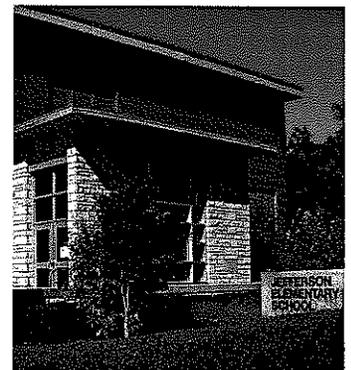
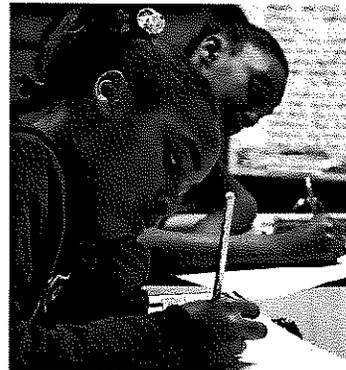
The St. Louis Housing Authority received a special set-aside under the Cranston Gonzalez National Affordable Housing Act of 1992 to raze the existing structures and create a demonstration housing program on the existing site. Through a pioneering public-private partnership, St. Louis was able to replace the failed Vaughn high-rise public housing project with an attractive new development that has brought stability to the neighborhood, located just north of Downtown.

Development Success:

- Model for a new generation of mixed income housing, which combines public housing, low income tax credit housing, and market rate units on a single site under private ownership and management.
- Economically integrated community.
- COVAM community development corporation formed to support families and children living in the Murphy Park area.
- Public School Board and COVAM initiated new school model at Jefferson Elementary.

Project Timeline

- 1995 ● Master Plan
- March 1996 ● Phase I Construction
- November 1997 ● Phase I Complete
- May 1999 ● Phase II Construction
- November 1999 ● Phase II Complete
- April 2002 ● Phase III Construction
- 2003 ● Phase III Complete



Amenities:

- New construction, slab on grade masonry veneer.
- Building elevations offer variety of styles to add individuality to each home.
- Garden (single floor) units meet handicapped requirements.
- Individually controlled heating and air conditioning, carpeting, security system, washer and dryer, fully equipped kitchen, and ample closet and storage space.
- On-site leasing, management, and maintenance building includes day care facility.
- Outdoor pool and deck, tot lots and other recreational opportunities provided.



MCCORMACK
BARON
SALAZAR



transform

Renaissance Place at Grand

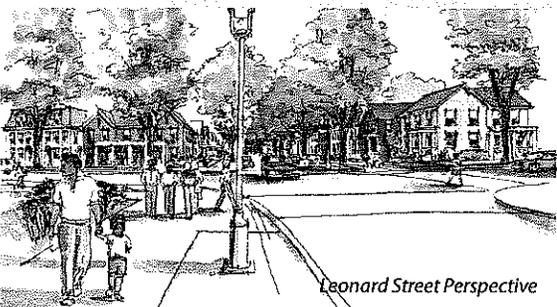
St. Louis, Missouri

MCCORMACK
BARON
SALAZAR

Planning Meeting



Renaissance Place at Grand Housing



Leonard Street Perspective



Renaissance Place at Grand

St. Louis, Missouri

By the Numbers

Developed By:
McCormack Baron Salazar

Partners:
US Department of Housing and
Urban Development
Saint Louis Housing Authority

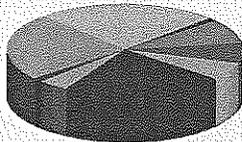
Total Dev. Cost:
\$138.5 million

Managed By:
McCormack Baron Ragan

Total
Units
612

For
Rent
512

Funding Sources:



Income Mix:



For
Rent
500

transform

The Arthur Blumeyer public housing development, constructed in 1968, consisted of four high-rise and 42 low-rise buildings and housed 1,162 families, including 585 elderly. The development is located north of Grand Center, the mid-town arts district in Saint Louis.

Timeline

- 2001 ● Planning Process
- September 2001 ● HOPE VI Grant Award
- July 2003 ● Phase I Construction
- November 2004 ● Phase II Construction
- May 2005 ● Phase I Complete
- February 2005 ● Phase III Construction
- April 2006 ● Phase II Complete
- July 2006 ● Phase III Complete
- January 2007 ● Planned Phase IV Construction
- July 2008 ● Phase IV Complete

The Federal Omnibus Consolidated Reconciliation Act of 1996 requires that viability assessments be performed for public housing projects of 300 or more units with vacancy rates of 10 percent or higher. This law requires units to be removed from the housing stock within five years if public housing costs exceed the cost of housing vouchers and if long-term viability of the subject property cannot be assured through reasonable revitalization plan. In 1999, Blumeyer's two elderly high-rise buildings, 174 of the family townhouses and both of the family high rises were declared non-viable by HUD.

Amenities:

- On-Site management building includes community gathering space, private pool and fitness center.
- Apartments include washer, dryer, fully equipped kitchen, unit alarm, cable ready, central air and gas heat.

The St. Louis Housing Authority took the opportunity to collaborate with the larger community, and elected to pursue a strategy of transformation through HUD's HOPE VI program. The application submission was successful and the Blumeyer public housing site was awarded \$35,000,000 in HOPE VI grant funds.



Development Process:

- A local steering committee was formed of over 50 stakeholders including residents, business leaders, clergy, human and social service providers, elected officials and the St. Louis Housing Authority.
- Over 50 public meetings, focus groups and design sessions were held with the steering committee to create the physical plan and unit mix in accordance with new urbanist principles.
- Community Task Force (CTF) developed a detailed, multi-year, outcomes-based Community Supportive Services (CSS) Workplan with Urban Strategies. The CTF includes 18 people, six of whom are residents and twelve of whom were selected either because they represent key partners or because they possess expertise that the CTF will need in doing its work.

**MCCORMACK
BARON
SALAZAR**



Initiative

University Place

Memphis, Tennessee

MCCORMACK
BARON
SALAZAR



Planning Meeting with Residents and Public



Planning Meeting with Stakeholders

The Peabody/Vance intersection includes a park linking housing development to community development and employment centers.



University Place

Memphis, Tennessee

Background on Planning Process

In 2001, Lamar Terrace residents were engaged in an extensive planning process in preparation for the 2001 HOPE VI application. Meetings were held with residents and the public at Lamar Terrace and the Authority, presenting information about the proposed revitalization plan, the CSS program, relocation, homeownership, and other key topics. During that process, a resident survey was completed to gather information about resident needs and preferences in employment, housing, relocation, design, supportive services, education, health, safety and security. Although the MHA did not receive a HOPE VI award in 2001, the development was designated as severely distressed and was vacated in December of 2002.

Anticipating the release of the HUD NOFA in 2003, The Authority, MBS and Community Capital engaged Urban Design Associates (UDA) to assist in the physical design and community engagement process. UDA, a leading New Urbanist Architecture/Master Planning firm with an extensive background in urban revitalization and community-driven projects, again involved residents, community members, and stakeholders in a series of public meetings in the community during March and April 2003. UDA and its design team worked with dozens of community residents, public housing residents, and stakeholders in small focus and discussion groups to identify the strengths and challenges of the Lamar Terrace site and neighborhood. After working all the community input into several design alternatives, UDA conducted a two-day design workshop in April 2003. Residents were invited to review and comment on alternative master plan schemes that included residential alternatives such as the proposed senior housing and single-family housing developments. Comments were incorporated into a single master plan idea, which became the basis for the University Place HOPE VI Plan and the Redevelopment Plan.

initiative

A joint venture between McCormack Baron Salazar, Inc. and Community Capital of Memphis has been selected by the Memphis Housing Authority as master developer of University Place, a comprehensive redevelopment initiative in south central Memphis.

This redevelopment initiative covers an area from the University of Tennessee Center for Health Sciences on the north to Elmwood Cemetery on the south and roughly from I-240 on the east to the Louisville and Nashville railroad on the west. The plan envisions the development of more than 1,400 new housing units; a new park and recreational facility; new streets, sidewalks and infrastructure improvements; new educational opportunities; and a comprehensive network of social services and job training for low and moderate income residents.

The first phase of this redevelopment effort is a 391-unit mixed-income housing development on the site of the old Lamar Terrace public housing project. In June 2004, the Memphis Housing Authority was awarded \$22 million HOPE VI funding for the University Place development. The development leverages over \$50 million in other sources of financing.



Site and Program Description

The City of Memphis has an opportunity today to transform one of its most devastated neighborhoods into a vibrant and attractive community. The hard work of many dedicated stakeholders makes this opportunity possible.

The Lamar Terrace site is an isolated super-block of dilapidated buildings literally hidden behind crumbling vacant industrial and commercial behemoths. Lamar Terrace consists of 478 townhouses and walk-up units located in 46 buildings plus one community/management building on a 28.5 acre site. Built in 1936, it is one of the oldest developments in the Memphis Housing Authority's portfolio.

The University Place HOPE VI Revitalization Plan (the HOPE VI Plan) proposes a new mixed-income community of 391 units as the first phase of redevelopment. The Authority will demolish the existing buildings and adjacent vacant industrial buildings, and will prepare the sites for development. The HOPE VI Plan includes an on-site component of 137 family rental units, 28 homeownership units, and 120 senior rental units. In addition, an off-site parcel has been acquired for the development of 66 family rental units and 40 homeownership units. This comprehensive plan also includes a 30,000 square foot community center, a sixteen-acre park, and extensive capital improvements.

Future plans envision residential and commercial development to the north of the first phase and commercial, office and industrial to the south. MHA and the development team received City Council approval of the University Place Redevelopment Plan (Redevelopment Plan) in December of 2003. The Redevelopment Plan articulates a strategy for the entire area, beginning with the HOPE VI Plan.

**MCCORMACK
BARON
SALAZAR**

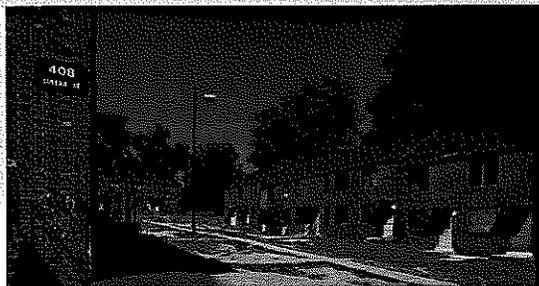


community

Centennial Place

Atlanta, Georgia

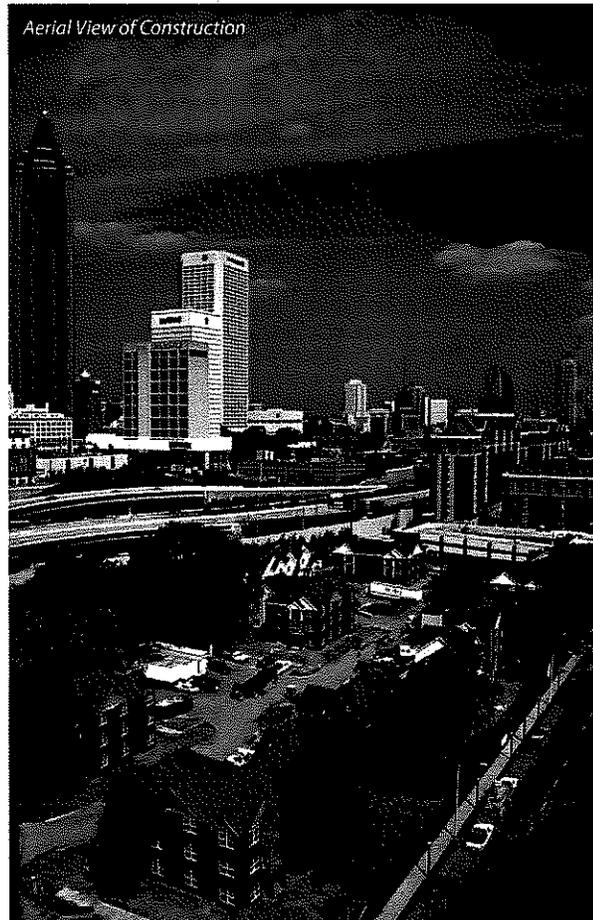
MCCORMACK
BARON
SALAZAR



Before: Techwood Homes



Centennial Place Elementary



Aerial View of Construction



Aerial View of Centennial Place

Centennial Place

Atlanta, Georgia

By the Numbers

Developed By:

McCormack Baron Salazar

Partners:

US Department of Housing
and Urban Development
Housing Authority of the
City of Atlanta

The Integral Partnership of Atlanta
City of Atlanta

Total Development Cost:

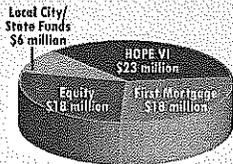
\$64,907,000

Managed By:

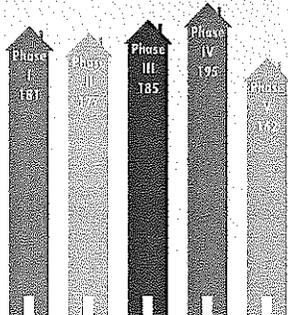
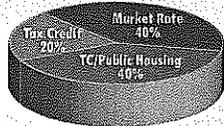
McCormack Baron Ragan

Total
Units
900

Funding Sources:



Income Mix:



community

Techwood Homes, built in 1936, was the first federally assisted public housing development in the United States. President Roosevelt visited the project in 1935 for its dedication. In 1994, the Atlanta Housing Authority received a \$42 million HOPE VI grant to replace Techwood and the adjacent Clark-Howell Homes with a new mixed-income community.

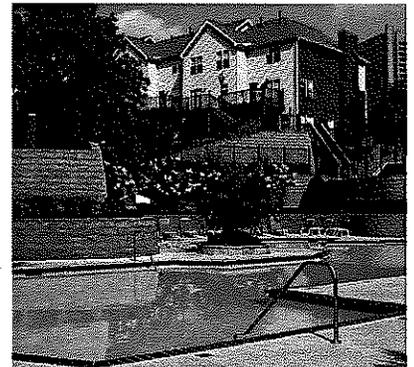
McCormack Baron Salazar, in association with Integral Group LLC developed a plan for five phases, a total of 900 units (738 rental and 162 for sale) of new housing. The development's first tax credit application for this project was submitted in July 1995. Construction began on the first phase in March of 1996. The fourth phase was completed in August of 2000.

Development Success:

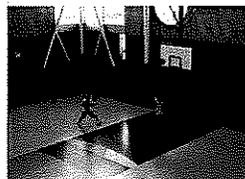
- Successful residential community in the downtown commercial district of Atlanta.
- Centennial Elementary School provides quality education for the community.
- A new YMCA serves the neighborhood.
- A new branch bank opened in the development area.

Development Timeline:

- Late 1994 ● Planning Process
- March 1996 ● Phase I Construction
- June 1997 ● Phase I Complete
- December 1996 ● Phase II Construction
- February 1998 ● Phase II Complete
- March 1998 ● Phase III Construction
- March 1999 ● Phase III Complete
- March 1999 ● Phase IV Construction
- August 2000 ● Phase IV Complete



Amenities:



- On-Site management building includes community space, recreation space and business support center.
- Tot lots and outdoor pool.
- One and two bedroom garden apartments.
- Two, three and four bedroom townhomes.
- Apartments include washer, dryer, fully equipped kitchen, unit alarm, cable ready, central air and gas heat.

MCCORMACK
BARON
SALAZAR

Qualification Submission Document for Real Estate Development Services

Lovenlund Apartments, St. Thomas, USVI, is a two-phase new construction tax credit development. Construction on Phase I began in July 2002 and was completed March 2004. Tax credit equity provided by Sun America Affordable Housing Partners, Inc. Permanent mortgage was provided by American Property Financing, Inc. Phase II began in November of 2004 and is expected to be completed in December of 2006. Sun America Affordable Housing Partners, Inc. is providing the tax credit equity, and construction financing has been provided by Bank of America.



Location: Estate Lovenlund I and II
St. Thomas, U.S. Virgin Islands 00802

Income Levels: 100% at 60% AMI

Total Development Cost: \$20,700,000 Phase I

Type And Size Of Units Phase I:

1 Bedroom / 1 Bath	18 units of 735 square feet
2 Bedroom / 2 Bath	27 units of 1,009 square feet
3 Bedroom / 2 Bath	36 units of 1,113 square feet
4 Bedroom / 2 Bath	18 units of 1,332 square feet

Date Selected As Developer: 2002

Original Projected Completion Date: 2004

Financing Sources And Amounts:

Permanent Loan	\$ 4,700,000
Tax Credit Equity	\$16,000,000

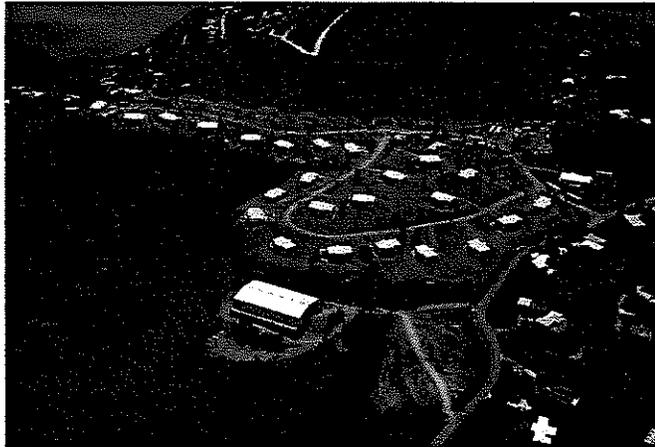
Community Programs: Home Ownership Opportunity Program
Resident Activities
After School Program for Children Project

Reference: Mr. Clifford Graham
Executive Director
Virgin Islands Housing Finance Authority
210-3A Altona, Frostco Building
One Stop, Suite 101
St. Thomas, U.S. Virgin Islands 00802
(340) 774-4481



Qualification Submission Document for Real Estate Development Services

Bellevue Village, St. John, USVI, is a 36 building new construction tax credit development. Each building is a traditional Virgin Island 2-unit home with a total of 72 rental units. Construction began in January 2004 and was completed in June, 2006. Total project cost was \$22,212,000 with tax credit equity of \$15,944,814. A permanent construction mortgage of approximately \$3,200,000 was utilized. Sun America Affordable Housing Partners, Inc. is the tax credit investor. Bank of America is the construction lender.



Location:

Giff Hill Road
St. John, U.S. Virgin Islands, 00802

Income Levels:

100% at 60% AMI

Total Development Cost:

\$22,212,000

Type And Size Of Units:

1 Bedroom / 1 Bath

24 units of 700 square feet

2 Bedroom / 1 Bath

12 units of 800 square feet

3 Bedroom / 2 Baths

24 units of 1,400 square feet

4 Bedroom / 2 Baths

12 units of 1,600 square feet

Date Selected As Developer:

2003

Original Projected Completion Date:

May, 2006

Financing Sources And Amounts:

Tax Credit Equity:

\$15,944,814

Construction/Permanent Loan:

\$ 3,200,000

Community Programs:

Home Ownership Opportunity Program

Resident

Activities

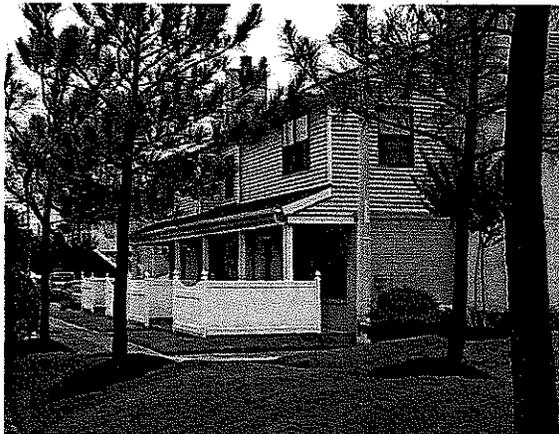
Project Reference:

Mr. Clifford Graham
Executive Director
Virgin Islands Housing Finance Authority
210-3A Altona, Frostco Building
One Stop, Suite 101
St. Thomas, U.S. Virgin Islands 00802
(340) 774-4481



Qualification Submission Document for Real Estate Development Services

Park Townhomes at Hickory Hill is a 260 unit acquisition of existing apartments which were built in 1975. An ongoing repair and replacement program has been implemented to maintain this property's physical integrity on a perpetual basis. Park Townhomes is a mixed income community which meets the requirements of IRS Safe Harbor regulations for 501(c)(3) bond financed properties. The acquisition was financed with a project loan from Reliance Tennessee Housing Preservation Fund, LLC.



Location:	Mt. Moriah and Hickory Hill Memphis, TN 38115
Income Levels:	40% at 60% AMI 35% at 80% AMI 25% Unrestricted
Total Acquisition Cost:	\$11,000,000
Type And Size Of Units:	
1 Bedroom / 1 Bath	40 units at 740 square feet
2 Bedroom / 2 Bath	208 units at 1,234 square feet
3 Bedroom / 2.5 Bath	12 units at 1,700 square feet
Date Acquired:	December, 2000
Financing Sources And Amounts:	\$11,336,000 project loan from Reliance Tennessee Housing Preservation Fund, LLC.
Community Programs:	Home Ownership Opportunity Program Resident Activities
Project Reference:	John Baker Memphis Health, Education, and Housing Facilities Board 65 Union Avenue, Suite 1120 Memphis, TN 38103 (901) 527-6400



Qualification Submission Document for Real Estate Development Services



English Village is a 300 unit acquisition of existing apartments that were built in 1975. An ongoing repair and replacement program has been implemented to maintain this property's physical integrity on a perpetual basis. English Village is a mixed income community, which meets the requirements of IRS Safe Harbor regulations for 501(c)(3) bond financed properties. The acquisition was financed with a \$14,500,000 project loan from Reliance Tennessee Housing Preservation Fund, LLC.

Location: 5246 Raleigh-LaGrange Road
Memphis, TN 38134

Income Levels:
40% at 60% AMI
35% at 80% AMI
25% Unrestricted

Total Acquisition Cost: \$12,900,000

Type And Size Of Units:

1 Bedroom / 1 Bath
2 Bedroom / 1.5 Bath
3 Bedroom / 2.5 Bath

48 units of 760 square feet
208 units of 1,250 square feet
44 units of 1,550 square feet

Date Acquired:

December, 2002

Financing Sources And Amounts:

\$14,500,000 project loan from Reliance Tennessee Housing Preservation Fund, LLC.

Community Programs:
Resident

Home Ownership Opportunity Program
Activities

Project Reference:

John Baker
Memphis Health, Education,
and Housing Facilities Board
65 Union Avenue, Suite 1120
Memphis, TN 38103
(901) 527-6400



Qualification Submission Document for Real Estate Development Services

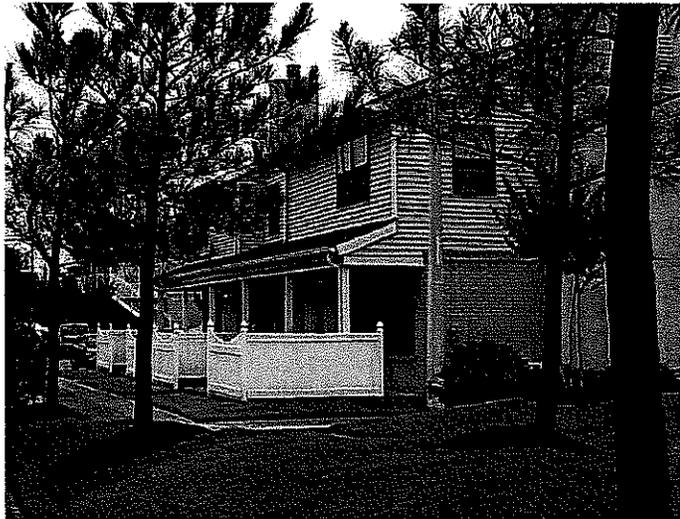
**Reliance-Tennessee Community Preservation Fund, LLC
501 (c)(3) tax exempt bond financed acquisitions**



This entity is a supporting organization of Reliance Housing Foundation that was formed as the responsible borrower of \$100,000,000 in 501 (c)(3) tax exempt bond proceeds in Tennessee. The AAA rated bonds were issued by the Health, Education and Housing Facilities Board of the City of Memphis, with credit enhancement provided by AIG/SunAmerica. J.P. Morgan Securities, Inc. served as the underwriter

and is the placement agent for the bonds.

The bond proceeds were utilized by Reliance to acquire existing multi-family rental properties throughout Tennessee. Properties acquired under this program are typically 10-25 year old conventional market rate apartment developments. These properties have often times suffered from mismanagement and/or deferred maintenance. Reliance restores and preserves these properties for use as good quality affordable rental housing, by instituting an immediate program of intensive professional management as well as capital improvements. Land Use Restriction Agreements (LURAs) are used to preserve the long term affordability of each property. The Tennessee fund has acquired two properties, adding 560 units of affordable multi-family housing stock to the state's inventory of affordable housing.



RECEIVED
BANK OF AMERICA

Reliance Housing Foundation

Address: _____
Phone: _____



805 E. Broward Blvd, Ste 200
Fort Lauderdale, FL

Mission Driven



- Reliance Housing Foundation is a nonprofit housing development organization whose mission is to provide fit, safe and affordable housing for low and moderate income people.

■ Reliance Goals:

Renovate and Preserve Affordable Rental Housing Stock



Reliance is dedicated to preserving affordable rental housing stock by acquiring, renovating and deed restricting existing properties that are well located in fully developed markets.

Cypress Grove – renovated kitchen

■ Reliance Goals:

Provide New Housing in Underserved Areas

Reliance focuses its new construction development efforts in areas that have a severe shortage of affordable housing, particularly South Florida and the U.S. Virgin Islands.



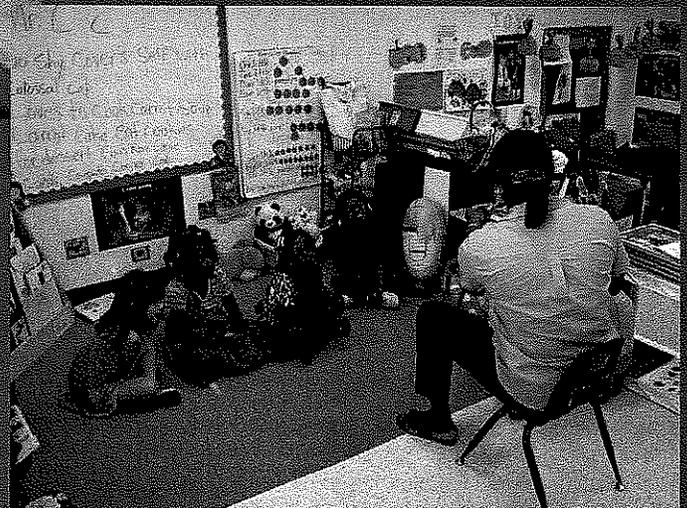
Bellevue Village, St. John, USVI

■ Reliance Goals: Empower Residents

All Reliance developments provide resident services that are designed to meet the unique needs of each community. Services include computer labs, after school programs, homeownership incentives and encouraging development of living skills.



Lovenlund Computer Lab - Class



After School Programs

Reliance Housing: Qualifications

Reliance Housing Foundation is a 501(c)(3) nonprofit housing organization whose mission is to provide fit, safe and affordable housing for low and moderate income people. Its guiding principles are to:

1. Preserve affordable rental housing stock
2. Increase the stock of quality affordable housing
3. Tackle developments that are high public purpose
4. Focus on urban infill locations that are "transit oriented"
5. Develop affordable housing in underserved areas
6. Empower Residents

As a nonprofit affordable housing development and management company organized in the state of Florida and headquartered in Fort Lauderdale, Reliance achieves its mission of providing fit, safe, and affordable housing for low and moderate income people by creating opportunities for the acquisition / renovation of existing properties as well as new construction of affordable multifamily properties. Reliance focuses its acquisition efforts in areas that have existing and complete infrastructure, including public utility capacity and adequate school capacity, and approaches new construction development in areas that lack existing housing stock suitable for redevelopment or adaptive reuse. To that end, Reliance has acquired, preserved, renovated, and developed over 3,000 units of affordable housing throughout the southeast United States and the U.S. Virgin Islands and current projects and projected development plans anticipate as many as 400 additional units within the next twenty-four months.

Reliance Housing Services, LLC (RHS) is a limited liability company formed in 2001 to provide development and property management services to its parent organization, Reliance Housing Foundation, Inc. (RHF) The sole member of Reliance Housing Services, LLC is *Reliance Housing Foundation, Inc., a Florida 501(c)(3) nonprofit corporation.*

Reliance Housing Foundation and Reliance Housing Services, LLC have extensive past experience and success in developing and managing affordable housing.

RHS provides property management for all Reliance properties. The RHS management currently includes approximately 1,500 affordable housing units.

Our most recent developments include:

Project Name	Location	Project Type	Number of Units	Year Complete
200 Carondelet	New Orleans, LA	LIHTC Awarded Historic Renovation	190	2008
Calabash Boom	St. John, USVI	LIHTC Under Construction	72	2008
Bellevue Village Apartments	St. John, USVI	LIHTC New Construction	72	2006
Sandalgrove Apartments	Lauderhill, FL	501(c)(3) Bonds Renovation	814	2007
Lovenlund Apartments, 2	St. Thomas, USVI	LIHTC New Construction	96	2006
Lovenlund Apartments	St. Thomas, USVI	LIHTC New Construction	99	2004
Gulfstream Apartments	Dania Beach, FL	LIHTC Renovation	96	1997

*Detailed information is provided on the attached.

The Reliance team consists of highly competent individuals and entities experienced in addressing complex issues which relate to affordable housing development. Its members bring the full force and efforts of its combined project team to responsibly meet the work requirements of the development and management project.

The Development Team has proven experience in:

- Structuring complex, mixed income, mixed finance developments, including tax credits and multiple public and private funding sources;
- Overall coordination, planning and implementation of the revitalization and/or renovation of a severely distressed housing development;
- Knowledge of federal, state and local affordable and public housing regulatory issues and reporting requirements;
- Zoning, permitting, environmental review, site preparation (including demolition) and all requisite approvals.
- Resident relocation; and
- Section 3, WBE and MBE compliance.

Reliance is self-sustaining and does not rely on contributions or grants. Operating costs are funded with revenues from the development and operation of its affordable housing properties. This format allows Reliance to produce and preserve housing in an efficient and cost effective manner, as is typically done by the "for profit" development community, but with the added benefits of local community based input and access to resources that are typically available only to the nonprofit sector. This approach utilizes a hybrid format that borrows best practices management from the "for profit" business community while strictly adhering to governing regulations and best practice standards and guidelines established for "non-profit" entities. Our Board of Directors determines the overall direction and insures the continuity of the mission of the organization. It maintains responsibilities of establishing policy and assisting in the review and direction

of new programs and projects. The professional staff carries out day-to-day operations under the guidance of senior staff and officers.

Reliance's officers and senior staff members strive to create a collaborative workforce environment for all new and pending projects, and work collectively to support our property management group in the continued supervision, improvement, and compliance of our completed projects. Our collaborative work environment is further enhanced through weekly department updates and senior staff meetings, and day-to-day project support is provided through the "extranet" collaborative workplace environment developed through a Documentum eRoom platform. This time-proven team approach towards project excellence assures our Board of Directors and our partners of seamless project progression and management, and brings a continued best-solution, best-practice approach to maintaining our operating mission. This methodology helps Reliance to disseminate affordable housing practices, including state, county, and city conditions and approaches, throughout our organization.

RELiance CURRENT PROJECTS

CALABASH BOOM, St. John, US Virgin Islands is the new construction of a 48 unit rental community in Estate Calabash Boom. The project will consist of 8 buildings, 6 units in each building. 100% of the units will be set aside for residents with earnings at 60% of AMI or less. Total construction cost is \$31,660,000. Funding source is 9% Tax Credits from the Virgin Islands Housing Finance Authority and conventional debt. The proposed development will have 100% of the apartments set aside for residents at 60% or less of AMI. The unit breakdown is as follows:

INCOME						
Unit Type	# Units	Square Feet	Set Aside	Gross Rent	Utility Allowance	Net Rent
2/2	12	1,009	60%	\$735	\$106	\$629
3/2 (A)	12	1,131	60%	\$849	\$143	\$706
3/2 (B)	12	1,205	60%	\$849	\$143	\$706
4/2	12	1,332	60%	\$946	\$177	\$769
Total	48					

Schedule Placed In Service Date for the 1st building is January 2009 and the last building, May 2009.

ECLIPSE, Fort Lauderdale is a new construction mixed income residential rental housing development consisting of a total of **101 units**. The project will provide housing opportunities for a "variety of income levels and family types" and "encourage a diverse Downtown population." The building incorporates many of the key elements from the City's Downtown Master Plan and will become a recognizable landmark on the city skyline.

Supporting amenities shall include community rooms, a health and fitness center and a swimming pool at the ground level as well as a computer lab and library; all of which shall be available to its residents.

The project will have 12 stories and will include a total of 101 units. The unit breakdown as well as the projected rents are as follows:

	studio	1/1	2/2	30% AMI	60% AMI	Market
Number	27	56	18	25	67	5
Percentage	25.74%	23.76%	15.84%	24.75%	70.30%	2.97%
Unit Type	# Units	Set Aside	Square Feet	LIHTC Gross Rent	Utility Allowance	Net Rent
studio	8	30% AMI	500	\$373	\$50	\$323
1/1	12	30% AMI	685	\$400	\$60	\$340
2/2	5	30% AMI	1,050	\$480	\$73	\$407
studio	18	60% AMI	510	\$747	\$50	\$697
1/1	26	60% AMI	685	\$801	\$60	\$741
1/1	4	60% AMI	836	\$801	\$60	\$741
1/1	12	60% AMI	740	\$801	\$60	\$741
2/2	11	60% AMI	1,050	\$961	\$73	\$888
studio	1	market	695	Mkt. rent/ sq. ft. \$1.44		\$1,000
1/1	2	market	740	\$1.49		\$1,100
2/2	2	market	1,040	\$1.44		\$1,500
TOTAL	101					

Eclipse received a 9% Tax Credit allocation and Rental Recovery Loan funding from Florida Housing Finance Corporation in the 2006 Universal Cycle. Eclipse has a total development budget of \$31,022,133.

200 CARONDELET, New Orleans is an adaptive re-use of an historic bank building. 200 Carondelet will house 190 mixed-income rental units, ground floor retail and a 9,000 square foot community facility / amenity facility. There will be 90 studio apartments and 100 one bedroom apartments. It will include 40% low income units and 60% market rate units, with a portion of the low income units set aside for supportive housing. The 76 affordable units breakdown as follows: 38 at no more than 60% AMI, 19 at no more than 30% AMI and 19 at no more than 20% AMI. Funding is from historic tax credits, 9% Low Income Housing Tax Credits and CDBG funds. 200 Carondelet has a development budget of \$65,000,000.

Anticipated date of completion is December 2008.