



REQUEST FOR PROPOSALS | PROJECT NUMBER P2019000045 | FEBRUARY 11, 2019

CITY OF ALBUQUERQUE

UPTOWN TRANSIT CENTER JOINT DEVELOPMENT

ORIGINAL





February 11, 2019

Iris Cordova
Department of Finance and
Administrative Services
P.O. Box 1293
Albuquerque, NM 87103

Dear Ms. Cordova,

On behalf of our entire development team, I am pleased to submit the following proposal to re-develop the Uptown Transit Center (UTC).

Having been visually impaired for most of my life, I am a regular user of mass-transit all over the country. As a real estate developer, I bring this unique perspective to transit-oriented development; I live it every day. I have seen first-hand what works and what doesn't, how transit hubs are activated effectively, how safety is ensured and why some transit-oriented development projects thrive while others are dismal failures.

Our vision for the UTC is to celebrate mass-transit and incorporate it front and center into a vibrant and exciting new destination in the Uptown District. Our vision is to attract people from all over the Albuquerque metro area to experience the attractions we will develop at the UTC. New residents as well as commercial tenants and visitors alike will embrace mass-transit as the integral part of this development and will be encouraged to use ABQ Ride to connect to other parts of the City.

We look forward to working in partnership with the City to further expand on our concept. Should our team be selected, we have many ideas that can be incorporated into a more formal proposal.

Feel free to contact me directly at (503) 752-1393 or crennaker@pacificap.com with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chad I. Rennaker", with a long horizontal flourish extending to the right.

Chad I. Rennaker
President

Password to Technical Proposal on USB: PacifiCap



BUS STOP

30

91 OWL

ZERO EMISSIONS VEHICLE

FREE
WIFI
GREAT
IRISH
COFFEE

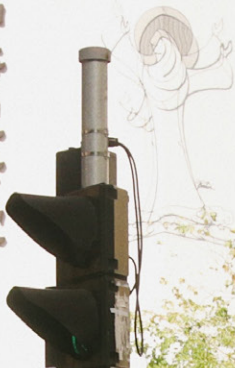
MIMOSAS \$6

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大角嘴
天主教小學

中華聖母堂



PROPOSAL SUMMARY

PROJECT VISION

The Uptown Transit Center (UTC) presents a unique opportunity to transform the Uptown District and to create an amenity for its residents and employment base. The Development Team views the ABQ Ride transportation infrastructure as the key to this opportunity, providing the means to unlock economic value for the City and Nusenda, while at the same time injecting pedestrian-oriented vitality into an area severely lacking in this regard.

The project design will not hide or downplay the presence of ABQ Ride buses in the development, but rather will celebrate mass-transit by incorporating buses prominently into a new open-air, activated public transit plaza, supported on each side by two six-story buildings. Buses will enter the plaza and park to the left curb in each direction, allowing transit passengers to exit directly onto the public transit plaza. Once passengers enter the plaza, they will immediately experience the energy of small-format retail and restaurant storefronts oriented towards the plaza. The success of the UTC retail and restaurant businesses will depend largely on the UTC being developed to attract a non-transit customer base. In other words, the goal will be to create an exciting destination for customers from all over greater Albuquerque, whether they drive to the UTC or arrive via bus.

The south building will include a new Nusenda branch on the southwest corner of the ground floor. This will be one of Nusenda's most unique branches as it will share common space with a UTC restaurant/bar anchor tenant located at the west side of the public transit plaza. This configuration will allow Nusenda to reduce square footage dedicated to waiting area and provide a unique banking experience for their customers. At night, after closing, the Nusenda branch will

be secured from the restaurant/bar, which will remain open. It is anticipated that the drive-up lanes for Nusenda will be relocated across Indian School Road to Nusenda's adjacent lot, thus freeing up valuable space for Nusenda's on-grade parking requirement. At this very conceptual stage of development, any sort of endorsement from Nusenda is not practical. However, the Development Team has met with Nusenda representatives on separate occasions and has a clear understanding of their needs, both functionally and financially.

Elevators from the parking garage and public plaza will take residents and guests to the upper floors, which will contain a mix of co-working space, housing, and possibly for-sale housing and hotel rooms. Both workforce and market-rate housing will be provided, creating a new mixed-income community served by retail and office uses as well as high-capacity frequent transit. The development also has the opportunity to provide rooftop access for additional restaurant and co-working space, taking advantage of the views of the city and Sandia Mountains.

By blending the public and private realms, the development will not only create a safe and pleasant environment for transit riders arriving into Uptown, it will create activation for the surrounding businesses and residents. One criticism voiced about the ART project is that drivers from outside the city core will not park and ride but rather drive directly to their destination. With the UTC being a destination in itself, drivers will be more likely to use transit to get to other attractions within the City and then return to the UTC to drive home. This will increase transit ridership on the system and transform Uptown into a gateway to the central corridor and beyond.



PROPOSED APPROACH

The initial and most critical goal is to earn the endorsement of the project vision by all stakeholders. Each stakeholder has unique and differing criteria but unless each stakeholder believes in the ultimate concept envisioned in this proposal, the Development Team is probably not the appropriate developer for the project. Once the vision has been endorsed, the stakeholders will become partners in creating a new development that is mutually beneficial to and addresses the interests of all parties. The participation and “buy-in” from the City, Nusenda, and the Federal Transit Administration (FTA) are critical to implement the vision.

The Team envisions entering into a long-term ground lease with the City or an outright purchase with recorded use restrictions ensuring perpetual transit use onsite. The Development Team will enter into a purchase and/or development agreement with Nusenda to acquire its site, relocate its branch temporarily, relocate its drive lanes and build a new branch in the south building of the UTC, adjacent and connected to the public transit plaza.

BENEFITS TO THE CITY

The approach presented in this proposal will best deliver on the Project Goals outlined by the City. The vision creates a mix of pedestrian-scaled uses on the site that are symbiotic to and enhance the value of the City’s investment in the UTC. The project will unlock economic value for the City, both directly via a revenue stream and indirectly by increasing the tax base and increasing transit ridership. Finally, the approach will provide myriad benefits for citizens, including exciting food, beverage and retail offerings, new public space and workforce housing.



BENEFITS TO NUSENDA

The project vision allows Nusenda to leverage its real estate to create a new branch with replacement parking that is integrated into an exciting and unique customer experience. Additionally, by making Nusenda the anchor of a new retail courtyard, it will create a free amenity area for Nusenda customers to enjoy during their visits to the credit union. It will also bring a new potential customer base directly onto Nusenda’s site through housing, co-working uses, transit riders and customers driving from other parts of the city to the UTC as a destination. The UTC places Nusenda at the center of a new Uptown District hub.

BENEFITS TO THE FTA

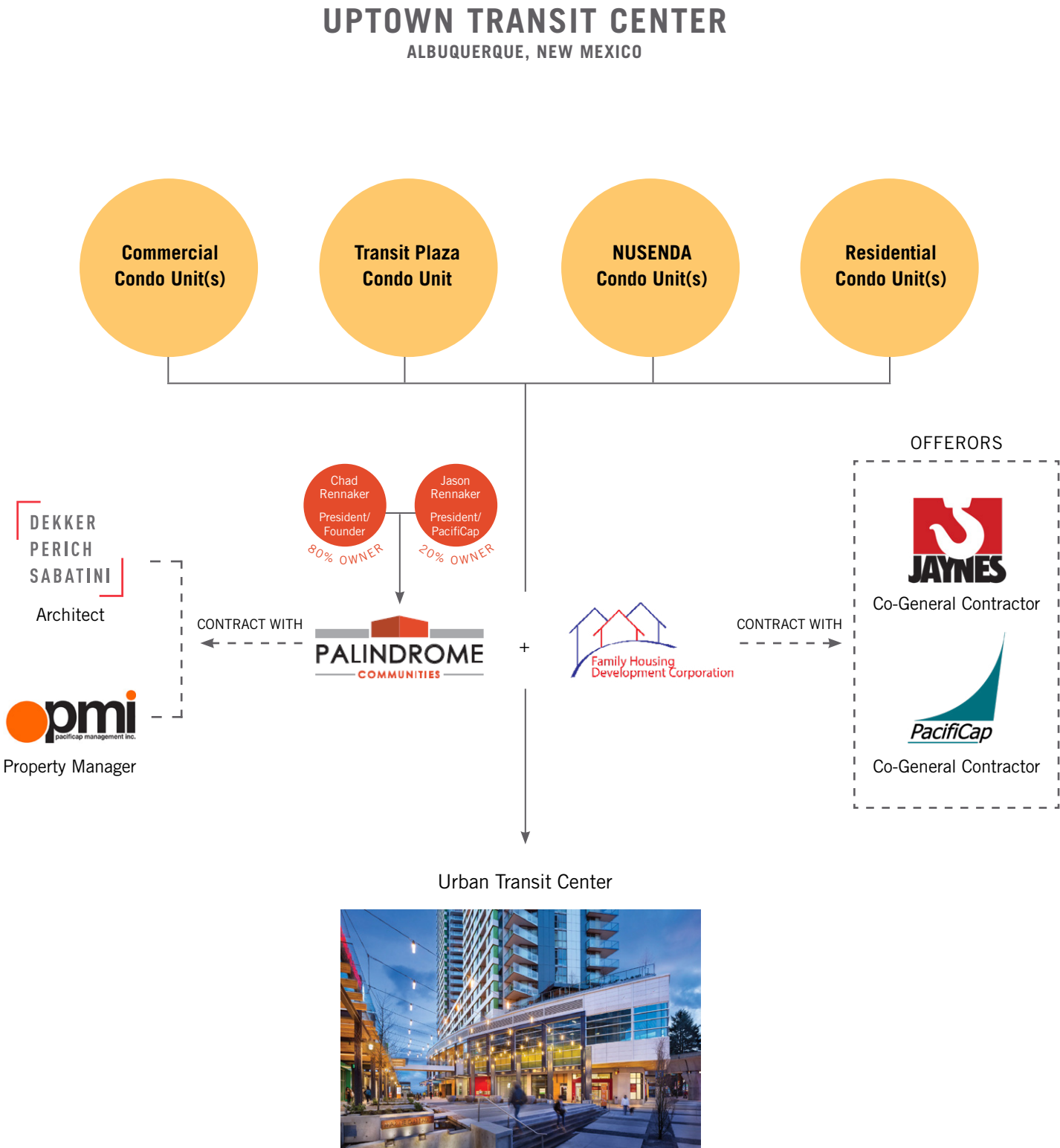
The project meets all eligibility criteria for an FTA joint development project:

- *Economic Benefit:* the project creates new space for retailers, small businesses, and entrepreneurs while unlocking the site’s economic value. This generates a positive economic impact to the UTC site, the Uptown District and City at large. In addition, the project will be paid for in part by private investment.
- *Transit Benefit:* the project enhances the effectiveness of the initial FTA transit investment by increasing ridership, both by integrating retail, office, hospitality, and housing directly into the transit station and by creating a unique park and ride destination, which will encourage non-transit users to become transit users.
- *Fair Share of Revenue:* the project provides a long-term revenue stream to the FTA through a ground lease or an outright purchase with seller-financed loan.
- *Fair Share of Cost:* the project raises private investment for the majority of the costs of development and will share in a fair share of the costs to maintain the parking garage and plaza.



PROJECT TEAM

TEAM ORGANIZATION & OFFEROR IDENTIFICATION



Following is a list of key development team members and their respective contact information:

OFFERORS



Jaynes Corporation*
A New Mexico private, for profit corporation since 1946
2906 Broadway NE
Albuquerque, NM 87107
Contact: Krishna A. V. Reddy
Phone: 505-343-0990
Email: krishna.reddy@jaynescorp.com



PacifiCap Construction, LLC*
A New Mexico private, for profit limited liability company since 2008
4528 Carlisle Blvd NE
Albuquerque, NM 87109
Authorized Signatory: Chad I. Rennaker, President
Phone: 503-288-6210 ext. 11
Email: crennaker@pacificap.com

DEVELOPERS



Palindrome Communities, LLC
412 NW 5th Avenue, Suite 200
Portland, OR 97209
Contact: Heather Boyd
Phone: 503-288-6210 ext. 12
Email: hboyd@palindromecommunities.com



Family Housing Development Corporation*
8220 Louisiana Blvd NE, Suite B
Albuquerque, NM 97113
Contact: Rick Davis
Phone: 505-259-0735
Email: rick@rdaviscompanies.com

* Local Firms

SUBCONTRACTORS

Architect



Dekker/Perich/Sabatini*
7601 Jefferson NE, Suite 100
Albuquerque, NM 87109
Contact: Ronald Witherspoon
Phone: 505-761-9700
Email: ronw@dpsdesign.org

Property Management



PMI*
4528 Carlisle Blvd. NE
Albuquerque, NM 87109
Contact: Anna Lopez
Phone: 505-514-2311
Email: alopez@pmiforward.com

Legal Counsel



Stoel Rives, LLP
600 University Street, Suite 3600
Seattle, WA 98101-4109
Contact: Joseph P. McCarthy
Phone: 206-386-7534
Email: joseph.mccarthy@stoel.com

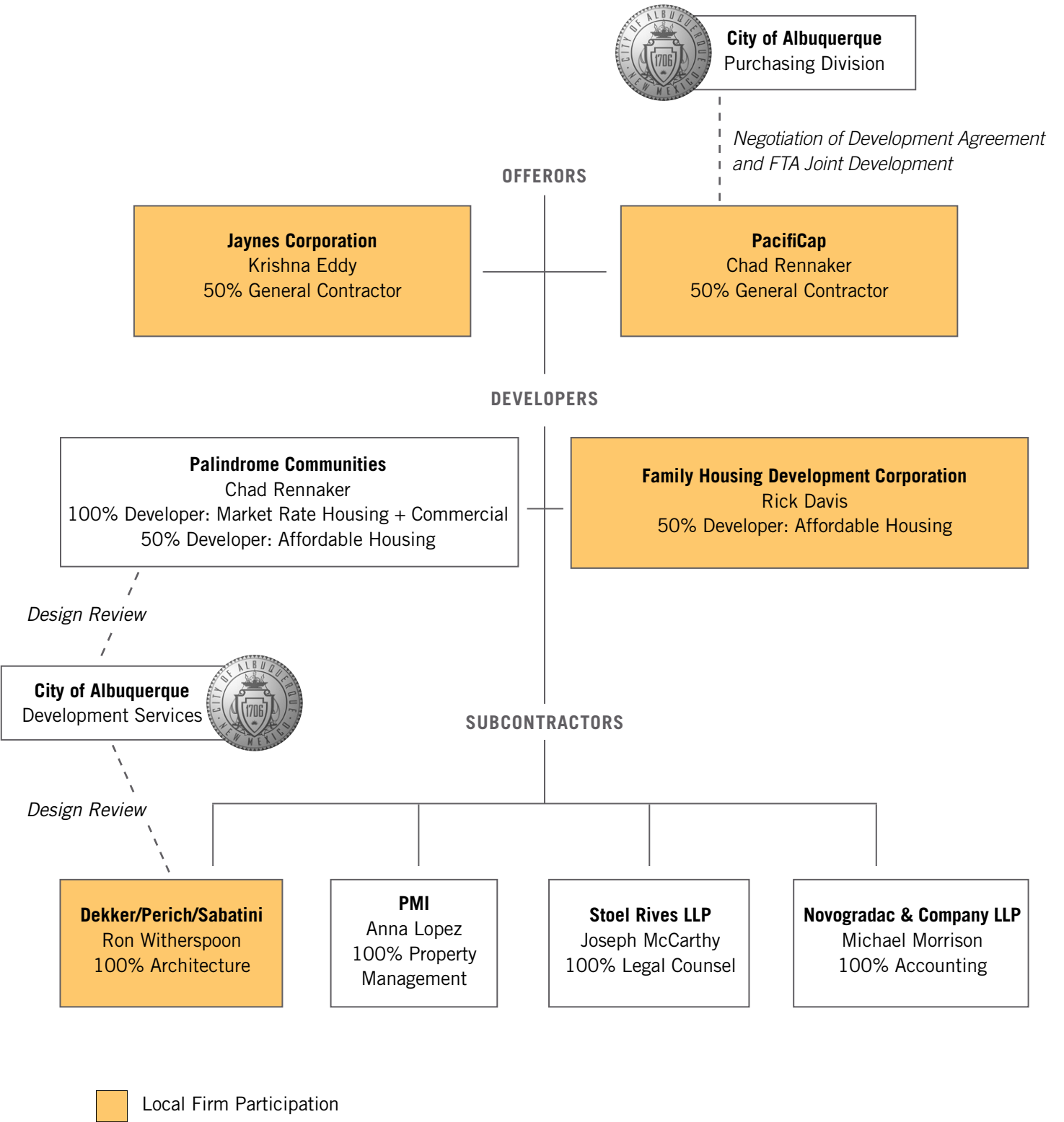
Accountant



Novogradac & Company LLP
1160 Battery St. East Building, 4th Floor
San Francisco, CA 94111
Contact: Mike Morrison
Phone: 415-356-8025
Email: mike.morrison@novoco.com

Password to Technical Proposal on USB: PacifiCap

MANAGEMENT SUMMARY



TEAM QUALIFICATIONS



PALINDROME COMMUNITIES, LLC

CAPABILITY & EXPERIENCE

Palindrome's real estate portfolio includes stabilized rental and mixed-use communities located in urban and suburban markets in Oregon, Washington, Colorado, Idaho, Nevada, New Mexico, and Arizona. Palindrome's approach to real estate investment focuses on initial success, as well as long-term feasibility. In its 20-year history, Palindrome has retained ownership of over 80% of all properties. The list of properties noted on this page represents Palindrome's current real estate portfolio.

PROJECTS COMPLETED

Property	Location	Units	Cost
Alta Vista*	Albuquerque, NM	270	\$12,800,000
Arioso*	Albuquerque, NM	265	\$9,850,000
Aztec Village*	Albuquerque, NM	228	\$11,657,000
Casa Bonita*	Albuquerque, NM	140	\$4,704,000
Chateau*	Albuquerque, NM	78	\$3,500,000
El Vado*	Albuquerque, NM	36	\$7,500,000
El Vado Place*	Albuquerque, NM	32	\$8,600,000
Jefferson Crossing*	Albuquerque, NM	239	\$9,263,000
Madera Crossing*	Albuquerque, NM	56	\$9,978,000
Sawmill Studios*	Albuquerque, NM	14	\$3,570,000
St. Anthony Plaza*	Albuquerque, NM	160	\$2,600,000
Sunpointe Park*	Albuquerque, NM	260	\$11,000,000
The Artisan*	Albuquerque, NM	62	\$12,937,000
The Mix*	Albuquerque, NM	20	\$2,179,000
The Mix II*	Albuquerque, NM	27	\$3,833,000
Villa Nueva*	Albuquerque, NM	46	\$10,543,000
Casa Rufina	Santa Fe, NM	100	\$14,096,000
Casa Rufina II	Santa Fe, NM	20	\$3,528,000
Mallard Pointe	Boise, ID	158	\$6,418,000
Blake Street Lofts	Denver, CO	94	\$14,122,000
Broadway Plaza Lofts	Denver, CO	223	\$29,000,000
Conter Estates	Denver, CO	75	\$8,905,000
Conter Estates II	Denver, CO	39	\$5,591,000
Osito Ridge	Denver, CO	114	\$11,415,000
Springbrook	Denver, CO	120	\$12,268,000
24th St. Townhomes	Denver, CO	11	\$4,950,000
Welton Park	Denver, CO	223	\$43,500,000
Forest Manor*	Glendale, CO	100	\$7,990,000

Kamiakin*	Kennewick, WA	236	\$8,350,000
Woodland Green	Kennewick, WA	56	\$21,000,000
Bonanza Gardens*	Las Vegas, NV	171	\$6,456,000
Cedar Village*	Las Vegas, NV	154	\$9,138,000
Pinewood*	Las Vegas, NV	764	\$55,187,000
Sundance Village*	Las Vegas, NV	532	\$42,962,000
Encore on First	Mesa, AZ	81	\$17,800,000
Encore on First West	Mesa, AZ	44	\$8,200,000
Residences on First	Mesa, AZ	24	\$3,100,000
Fox Pointe*	Milwaukie, OR	96	\$6,988,000
Centennial Park*	N. Las Vegas, NV	156	\$9,662,000
Cheyenne Crossing*	N. Las Vegas, NV	176	\$20,333,000
Stonegate	Pasco, WA	200	\$14,497,000
Garden Park Estates*	Portland, OR	62	\$5,229,000
Oliver Station	Portland, OR	145	\$55,000,000
Springtree*	Portland, OR	72	\$2,585,000
Community Gardens*	Reno, NV	181	\$11,680,000
Parkside Gardens*	Reno, NV	288	\$11,200,000
Southwest Village*	Reno, NV	332	\$19,840,000
Sunset Ridge*	Reno, NV	100	\$4,100,000
Deer Run	Spokane, WA	114	\$7,754,000
Deer Run West	Spokane, WA	108	\$9,306,000
Encore on Farmer	Tempe, AZ	56	\$6,200,000
Residences on Farmer	Tempe, AZ	31	\$6,200,000
Quail Run	Vancouver, WA	129	\$11,525,000
Rockwood Terrace*	Washougal, WA	62	\$2,450,000
Total		7,566	\$659,469,000

* PacifiCap Construction, LLC, General Contractor



KEY PERSONNEL RESUMES

Palindrome has assembled a well-qualified team of professionals. We will bring well informed and valuable perspectives that will be critical to achieving the desired outcomes for the Uptown Transit Center development. Key personnel profiles are provided below:

CHAD RENNAKER PRESIDENT/FOUNDER

Chad is the founder and President of Palindrome. He oversees development, construction, property management, and compliance divisions of the company. Prior, Chad to forming Palindrome was Director of Development for Columbia Housing Corporation (now PNC Multifamily Capital). He worked as a pension fund manager for a Fortune 500 company, managing an \$800 million retirement trust before joining Columbia Housing. Chad is actively involved in the development of new projects located in Oregon and New Mexico. In addition to managing the day-to-day operations of Palindrome, Chad is the owner and managing partner of craft breweries in Portland and Albuquerque. He earned a Bachelor of Science from Oregon State University and an MBA from Portland State University. Chad will be a key principal and financial guarantor for the Village Center development.

ROBERT GIBSON VICE PRESIDENT

Robert is Vice President for Palindrome and manages all development activities for the company. Robert has been involved in the housing development business since 1993 where has participated in the development of over 10,000 rental units in eleven states. Prior to joining Palindrome, he was a Development Manager at LNR Property Corp., responsible for the development of affordable housing nationally. Prior to LNR, Robert worked with Columbia Housing Corporation as an equity analyst. Robert holds a BS degree in Business from the University of Denver in Colorado.

AMY HARTMAN DIRECTOR

Amy is the Director of Development for Palindrome, where she manages all development projects from planning through construction and lease-up. Prior to joining Palindrome, Amy worked for a Real Estate Advisory firm, where she consulted with developers, investors and municipalities on real estate financing, valuation, and land use. Amy holds a Master of Science in Real Estate Development from the University of Washington and a BS in Psychology from the University of Colorado.

JASON RENNAKER

PRESIDENT/PACIFICAP CONSTRUCTION

Jason is a principal of Palindrome and President of PacifiCap Construction, LLC., the construction affiliate of Palindrome. Prior to joining Palindrome, Jason was responsible for the construction affiliate of Columbia Housing Corporation (now PNC Multifamily Capital), where he managed the rehabilitation of several large multifamily projects. Prior to joining Columbia Housing, Jason owned a construction company in Salt Lake City, where he specialized in single family, custom homes.

JEFFREY SKOCZYLAS PRESIDENT/PMI, INC.

Jeff is President of PacifiCap Management Inc. and is responsible for managing the finance and accounting functions of the company. He has over 30 years of experience in accounting, audit and finance with 13 years in affordable housing and commercial real estate. Prior to joining PacifiCap, Mr. Skoczylas was employed as a Chief Financial Officer for 11 years in both public and private companies. Mr. Skoczylas earned a B.S. from the University of Evansville and is a Certified Public Accountant.

HEATHER BOYD ASSISTANT VICE PRESIDENT

Heather is Assistant Vice President for Palindrome where she is responsible for coordinating the acquisition and development activities of all Palindrome projects. Heather previously worked for a land grant university as a fiscal specialist for a domestic and international grants. Heather earned a BA from Washington State University.



PROJECT EXPERIENCE

EL VADO MOTEL

ALBUQUERQUE, NM

PROJECT INFORMATION

Project Start: January 2017

Completion: April 2018

Size: 32 guest rooms, 8 restaurants, 6 boutique retail spaces, 32 apartment units, 12,000sf of traditional commercial space

Cost: \$16M

ADAPTIVE RE-USE

Historic Tax Credits

Partnership with City of Albuquerque

Economic Development

Urban Infill

The El Vado Motel is a well-recognized icon of Route 66. The Spanish-Pueblo Revival buildings were abandoned. In 2014, Palindrome was selected to restore the property, redeveloping the motel and its adjacent land into a thriving, creative and unique mixed-use, development.

Half of the motel rooms were beautifully restored to their classic mid-century charm utilizing local artisans and traditional adobe building materials. A soaking pool was built in the former parking lot between the guest rooms. A new events center sits at the eastern edge of the motel courtyard, acting as a lobby for motel guests and providing meeting spaces for events.

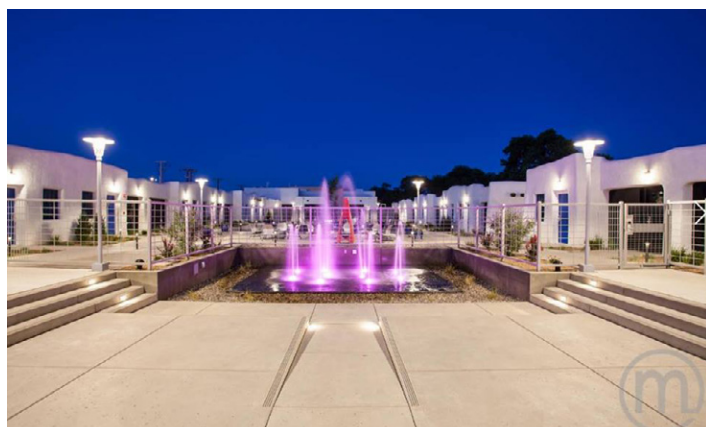
Former motel rooms located closest to Central Avenue were re-purposed into individual food pods and have been leased to local restaurant operators. A portion of the former motel lobby was converted into a taproom which anchors the food courtyard. A synchronized water fountain is placed in the amphitheater, which is located on the former parking lot between the restaurant pods.

Thirty-two units of mixed-income housing units were also built over approximately 12,000sf of commercial space on the adjacent property. El Vado has become a popular gathering spot for both locals and travelers from around the world.

AWARDS/RECOGNITIONS

NAOIP Mixed-Use Award of Excellence, 2018

ABQ Business First Commercial Deal of the Year, 2018





SAWMILL VILLAGE ALBUQUERQUE, NM

PROJECT INFORMATION

Project Start: September 2011

Completion: September 2016

Size: 12 acres. 227 units, 18,900sf commercial

Cost: \$34M

SUSTAINABLE EFFORTS

Mixed-Use

Adaptive Reuse

Multi-Phase Project

Brownfield Redevelopment

Urban Infill

REDEVELOPMENT AND ADAPTIVE REUSE

Sawmill Village, located near downtown Albuquerque, New Mexico was formerly an abandoned particle board factory with a host of environmental and physical challenges. In 2007, Palindrome partnered with Sawmill Community Land Trust (SCLT), the City of Albuquerque and the New Mexico Environmental Department to remediate the environmental contamination and demolish the factory buildings on this brownfield site. Palindrome secured financing for over \$34 million for the multi-phase development to include senior housing, workforce housing, live/work artist housing,

commercial space and public spaces. In spite of the economic turmoil of 2009, the development team was able to commence development on Sawmill Village and completed the 46-unit Villa Nueva senior housing in 2010 followed by the 78-unit Artisan at Sawmill Village workforce housing in 2011. In 2013, The Mix was completed with 47 market-rate rental units over 9,000sf of ground floor commercial. The Mix commercial space is anchored by the Ponderosa Brewing Company. The development was completed in 2016 with the completion of Madera Crossing, a 56-unit mixed-income rental development.

Financing partners on Sawmill Village included the State of New Mexico, City of Albuquerque, New Mexico Mortgage Finance Authority, Bank of Oklahoma, Los Alamos National Bank, New Mexico Bank and Trust and private equity from Palindrome.





BLAKE STREET LOFTS DENVER, CO

PROJECT INFORMATION

Project Start: June 2005

Project Completion: August 2006

Size: 94 workforce rental units (144 DU/AC)

2,330 ground level commercial

Cost: \$14M

SUSTAINABLE EFFORTS

Transit-Oriented Development

Urban infill location

Blake Street Lofts is a six-story, mixed-use building located in Denver's Ballpark Neighborhood. Providing 94 workforce rental housing units to households with incomes below 60% of the median, the building also offers a convenient location within walking distance of the central business district and is well served by transit.





BROADWAY PLAZA LOFTS DENVER, CO

PROJECT INFORMATION

Project Start: October 2003

Completion: January 2005

Size: 223 rental units, 12,000sf commercial

Cost: \$29M



SUSTAINABLE EFFORTS

Transit Oriented Development

High-Density Urban Infill Project

223 DU/AC

Concrete Construction

Walkable Community

On a 0.87-acre site at the intersection of 24th Street, Broadway, and Arapahoe Streets in Denver, Broadway Plaza Lofts is conveniently located near the central business district. The 223-unit, nine-story affordable housing apartment building provides 234 parking spaces in one level of underground parking and two levels above-grade. There is 12,000sf of on-grade retail space and amenities, including a fitness center, individual storage lockers, meeting rooms, and a support center.

An exterior plaza enhances the entry experience and provides a welcoming transition space for the neighborhood. The building's exterior skin is a combination of vinyl clad casement windows, varying colors of metal siding, and masonry at the ground floor, giving the street level an inviting pedestrian atmosphere. The top level features the fitness center, community room, rooftop patio, and spectacular views of downtown Denver and the Rocky Mountains.





OLIVER STATION PORTLAND, OR

PROJECT INFORMATION

Project Start: November, 2016

Completion: September, 2018

Size: 145 rental units, 31,000sf commercial

Cost: \$50M

SUSTAINABLE EFFORTS

Transit Oriented Development

LEED Platinum

High-Density Urban Infill Project

Walkable Community

Urban Renewal

Oliver Station is an exciting affordable housing / mixed-use development in Portland's emerging Lents neighborhood. Located less than a block from light rail and bike trails, the project is transit-oriented and pedestrian focused with improved streets and new public spaces.

The two block site provides 126 units of affordable housing and 19 market rate apartments. The ground floor includes 31,000sf of flexible commercial space, a portion of which is reserved for minority, women and emerging small business owners. Site improvement goals included traffic calming measures to make the area safer and more desirable for residents and small business owners. This was achieved with a new bike lane and generous landscaping surround the site with recessed pocket plantings integrated into the building facades. Additionally, a new public plaza on the south side provides a buffer from heavier traffic lanes. Wider sidewalks integrated with bioswales and new on-street parking are designed to reestablish Lents as an attractive, safe, vibrant town center destination.

With a LEED Platinum designation, the site provides on-site water management, 100% LED lighting, electric vehicle charging stations, and an extensive rooftop solar array. Each dwelling unit supports cleaner air quality via a positive air supply ducted directly from the roof. Generous window sizes provide residents with ample daylight and views of the surrounding Pacific Northwest mountain ranges.





ENCORE ON FARMER TEMPE, AZ

PROJECT INFORMATION

Project Start: April 2011
Completion: December 2011
Size: 56 rental units (64 DU/AC)
Cost: \$10M

SUSTAINABLE EFFORTS

Transit-Oriented Development
Urban Infill Location
Energy Star Appliances
Solar Power Production
Water Conservation Landscape Design
Enhanced Public Streetscape
Linear Public Park

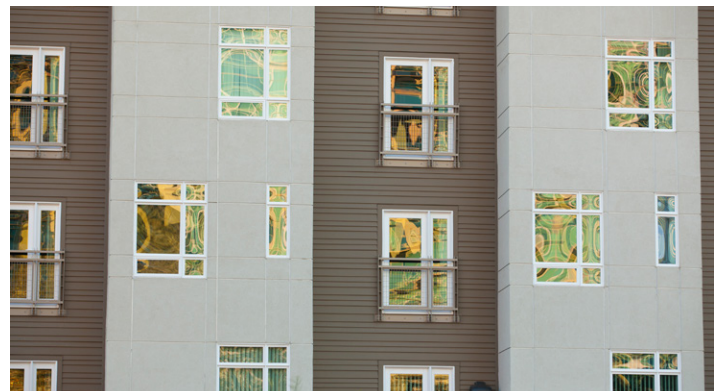
Located in Downtown Tempe, Encore on Farmer is “Where the Heart of the Neighborhood Meets the Heart of the City.”

Residents and guests enter the access-controlled building lobby from 6th Street to enjoy on site amenities, including a fitness room, iMac bar, community room, storage lockers, and clothing care center. The ground floor units have brownstone style entries along the pedestrian friendly Farmer Avenue, and the upper floors are served by an elevator.

Encore is a walkable community with pedestrian access to numerous hot spots, including art centers, museums, and lifelong learning opportunities. Other exciting local attractions include the Mill Avenue shopping district, Jaycee Park, Tempe Beach Park, and Town Lake. Convenient transportation options include a free local circulating bus, light rail, and major bus routes.

AWARDS/RECOGNITIONS

Nominated for:
2013 Exemplary Urban Project, ADOH
Arizona Forward 2013 Crescordia Award, Buildings and Structures





ENCORE ON FIRST MESA, AZ

PROJECT INFORMATION

Project Start: November 2012

Completion: October, 2013

Size: 221 rental units (55 DU/AC)

Cost: \$46M

SUSTAINABLE EFFORTS

Transit-Oriented Development

Urban Infill Location

Energy Star Appliances

Solar Power Production

Water Conservation Landscape Design

Enhanced Public Streetscape

Encore on First is an urban infill transit-oriented senior community located in Mesa. This single five-story building includes 221 units and consists of a mix of one- and two-bedroom units restricted to households earning less than 40%, 50%, and 60% of area median income. The infill location is one block from the Mesa Arts Center and the Mesa light rail station at Center Street. The building design incorporates many sustainability features, including PV solar electric, Energy Star appliances and windows, and low-flow water fixtures.

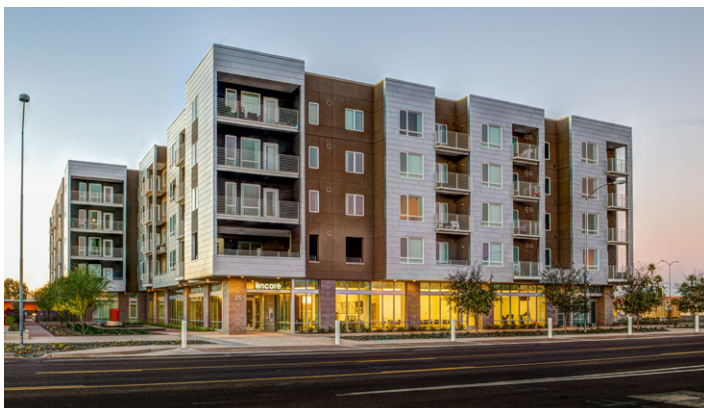
AWARDS/RECOGNITIONS

Outstanding Project of the Year, LISC

Arizona Department of Housing, 2014 Exemplary Urban Multifamily Project

Red Awards, 2014 Best Multifamily Project Less than 250,000sf

Valley Forward, 2014 Crescordia Award for Livable Communities





WELTON PARK DENVER, CO

PROJECT INFORMATION

Project Start: April 2015
Completion: October 2016
Size: 223 rental units
Cost: \$44M

SUSTAINABLE EFFORTS

Transit-Oriented Development
Enterprise Green Communities design
Denver B-Cycle station within ¼ mile
Smart Growth location
On-site bicycle storage and maintenance
Urban infill site
Low-flow water fixtures
Energy star appliances
On-site recycling center

Situated at the gateway to the Welton Corridor Urban Redevelopment Area, Welton Place has brought over 350 new residents to the Five Points/Curtis Park neighborhood. Welton Place is a 223-unit affordable transit-oriented community, with an Enterprise Green Communities design, that is positioned adjacent to the Welton light rail line. Sonny Lawson Park and Blair Caldwell public library are located directly across the street and the community is also within a short walk to the central business district of Denver, Colorado.

Project amenities include 24-hour secure keycard access, elevators, community laundry facilities on each floor, a fitness center, bike storage and maintenance room, extra storage areas for residents, and a pet wash area. Additionally, the elevation of the site provides residents with dramatic views of the Rocky Mountains and downtown Denver.





JAYNES CORPORATION

CAPABILITY & EXPERIENCE

For over seven decades Jaynes Corporation has constructed complex facilities for a broad range of market sectors, while meeting the challenges of time and technology to become a recognized leader in the local construction industry.

Our success comes from a set of solid professional ethics – superior customer service, a “hands-on” approach from beginning to end, providing alternative cost-saving solutions and methods that keep project budgets and schedules on target, and our ability to provide quality construction for our clients’ facilities.

RESOURCES & EXPERTISE

- Estimating, value engineering and building systems analysis services
- Self-performed concrete, carpentry, and labor craft capability
- Office Locations in Albuquerque, Farmington, Las Cruces, and Durango
- 38 Project Managers and Estimators
- 44 experienced Superintendents
- Over 121 full-time highly trained and skilled field craftsmen
- \$20M in company owned construction equipment
- 5,500sf custom cabinet and millwork shop
- Warranty Service Program with full-time staff

EFFECTIVE MANAGEMENT

- Jaynes Quality Assurance/Quality Control Program
- Jaynes Customer Engagement Group – Warranty Service Program
- Certified Construction Management Building Information Modeling
- Designers in New Mexico
- Comprehensive, Nationally Recognized Safety Program
- Drug-Free Work Environment With Random Employee Testing, Background Testing, and Sex Offenders Prohibited

FINANCIAL INTEGRITY

- Completed over 330 projects in the last five years ranging from several thousand dollars to \$132M dollars
- Lowest bonding rates offered by C.N.A. Surety
- Single project bonding limits to \$150M
- Aggregate bonding in excess of \$500M



KEY PERSONNEL RESUMES

**SHAD JAMES** PRESIDENT AND COO

Shad directs the development and implementation of long and short-range strategic objectives, sales and marketing strategies, operating business plans, and budgets for increasing returns for Jaynes' shareholders. He executes the overall strategic direction of Jaynes, communicates, owns and lives the strategic corporate results. Shad believes in developing opportunities and initiatives for his team to succeed within the organization, and empower them to get the job done.

**KRISHNA EDDY** EXECUTIVE VICE PRESIDENT | PROJECT DEVELOPMENT

Krishna provides management continuity from the early stages of each project through Owner occupancy. His functions during the pre-construction phase include conceptual estimating and budgeting, directing the value engineering and constructability review initiatives and managing the bid process. During the construction phase, he serves as the Owner and A/E liaison, provides oversight of Project Management functions including project documentation, subcontract administration, cost and quality control, major material procurement and logistics, updating computer assisted scheduling, and billings and closeout documentation.

**GREG KRAUSE** EXECUTIVE VICE PRESIDENT | FIELD OPERATIONS

Greg's goal is to provide leadership and guidance to the field projects and their teams. He visits job sites regularly for inspections and troubleshooting. For all field operations, Greg coordinates, organizes, manages and motivates the field teams. He directly oversees equipment, OSHA safety, labor negotiations and product quality to our customers. Greg represents the organization internally and externally at the executive level and translates Jaynes' business strategy into operational goals with visible metrics.

**PATRICK ARAGON** SENIOR PROJECT MANAGER

Patrick is responsible for providing administrative control of the project. He will also be responsible for the overall project oversight, cost control management, estimate development assistance and Owner relations/communication. His primary duties include Owner and A/E liaison, project documentation, subcontract administration, major procurement and logistics, updating computer assisted scheduling, billings and close-out documentation. Patrick has extensive experience leading teams utilizing BIM resources and Lean principles.

**JEFF HARPER** PROJECT SUPERINTENDENT

Jeff is responsible for maintaining site specific activities. His primary responsibilities include the coordination of construction activities with the subcontractors and suppliers, quality control, and supervising safety both on and adjacent to the project site. Jeff's ability to relate well with both customers and subcontractors makes him the client's favorite Project Superintendents among our staff.



IMPERIAL BUILDING ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: April 2016

Size: 120,000sf

Cost: \$13M

Five levels in total, the Imperial Building is a mixed-use design offering a below-grade parking garage, a grocery store and commercial space at the ground level, three floors of multi-family housing and a rooftop garden terrace with beautiful views of the mountains and Downtown Albuquerque.

The underutilized site now boasts a 12,000sf grocery store, administrative/office space, three upper stories housing 74 multi-family living units (both affordable and market rate), and commercial tenants with traditional storefronts.

The building tenants are provided with a spectacular rooftop garden terrace, which utilizes the harvested rainwater from the 25,000 gallon cistern housed underneath the building's garage.

The Imperial Building prioritizes the “park once” and pedestrian first concept laid out in Albuquerque’s Downtown 2010 Sector Development Plan. Mechanical, electrical, and pump rooms reside below grade in the garage which provide accessibility to maintenance crews with card reader access. The garage also features workshop rooms, resident bicycle storage, and sand oil interceptor tank systems.

AWARDS/RECOGNITIONS

2017 \$10M – \$20 Million Category, AGC-NM Best Buildings

2016 Chairman’s Award, NAIOP New Mexico

2016 Honor Award, Design Constructed, New Mexico Chapter of the American Society of Landscape Architects (NMASLA)



INNOVATE ABQ – LOBO RAINFOREST ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: August 2017
Size: 310 beds, 160,000sf
Cost: \$27M

The Innovate ABQ (Lobo Rainforest) project was founded on a 7-acre former First Baptist Church site purchased by UNM in 2014 and is now a 160,000sf building that includes 155 two-bedroom apartments on the upper 5 stories, and 26,000sf of classroom/office space on the first level. The building is a six-story, mixed-use building, including ground level fabrication labs, offices, and common area support amenities for use by students and public companies.

This project facilitated many partnerships to create a team that consisted of UNM, local businesses, and government entities including the City of Albuquerque, Bernalillo County, the State of New Mexico and Nusenda. The city's efforts to create an urban environment has been labeled as a, “live, learn, work, play” concept which supports mixed-use real estate projects and assists in revitalizing our community.

AWARDS/RECOGNITIONS

2017 Eagle Award, Multifamily, NAIOP New Mexico





WINROCK TOWN CENTER AND PARKING GARAGE ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: May 2016

Size: 330,000sf

With retail space above and a parking garage below, our teams had to coordinate and communicate the timeline effectively. Methods of concrete construction and finishes included substantial concrete foundation that supported the concrete pre-cast structure which contained slab on grade, slab on deck, sub slabs, concrete paving, architectural multi-colored sidewalks, and site concrete. At the height of construction, Jaynes self-performed over 1,000 cubic yards of concrete per week.

To assist with field operations, Jaynes had a full-time on site Virtual Design Construction Specialist. This allowed the team the ability to coordinate any aspect of the facility at any moment. The team utilized weekly drone flights in conjunction with Building Information Modeling Technology to share the project's progress.

The Jaynes Project Planner, our lean construction system, gave our team an added level of coordination and collaboration. Each subcontractor and our team leadership worked together to develop a detailed schedule at consistent points of the project. Having the entire team's buy-in and input on the schedule helps us create an effective result.





**SANDIA CASINO AND
PARKING GARAGE**
ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: January 2015

Size: 674,765sf

The project scope included adding a new four-level parking structure to an existing, occupied hotel and casino. The parking structure consists of precast concrete structure that bears on cast-in-place concrete foundation system of deep foundation piers, grade beams, and pier caps. Additional features include exterior wall finish to match the casino's architectural style and color, heavy timber framed entries to match the casino, and shade structures at the 4th level to protect guests' and customers' vehicles from the desert sun.

The structure added 1,700 parking spaces directly adjacent to the climate-controlled bridge (the Roadrunner Casino renovation and addition which was added to the project scope), connecting guests to the resort's main facility.

Jaynes provided valuable BIM (Building Information Model) coordination to identify potential construction impacts and streamline construction to allow the project to be completed one month early and under budget.





SANTA ANA CASINO – HOTEL ADDITION BERNALILLO, NM

PROJECT INFORMATION

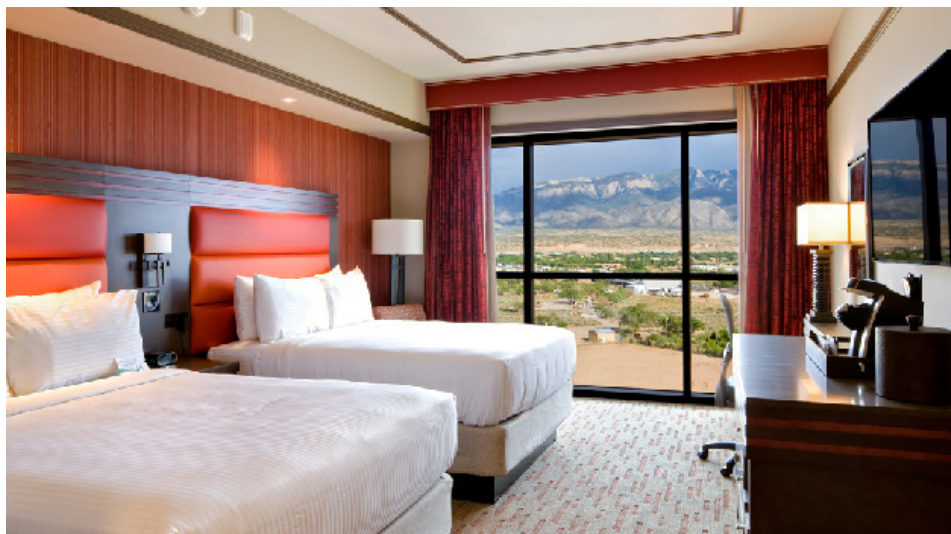
Completion: September 2018

Size: 222,000sf

At a total of 222,000sf and 21,000 tons of concrete, the Santa Ana Hotel expansion brings a new presence along NM528. The hotel consists of 220 rooms, a steakhouse, espresso bar, and an indoor pool. This project is expected to bring spending to the local economy and create hundreds of jobs.

Jaynes worked diligently to facilitate a space that exemplifies a culture that is true to Santa Ana Pueblo, a culture that revolves around its residents.

“The significance of this project cannot be understated. It is an essential step forward for the Pueblo of Santa Ana and the local community,” said Santa Ana Star Casino General Manager John Cirrincione. “This project will synergize the Pueblo’s businesses and create jobs. Most importantly, it enhances our ability to meet the fundamental mission of our company—providing economic sustainability for the Pueblo of Santa Ana, which supports essential tribal programs and services for its people.”



DEKKER/PERICH/SABATINI

CAPABILITY & EXPERIENCE

Dekker/Perich/Sabatini is committed to delivering quality projects to all our clients. With full-time dedicated staff to a Housing-specific practice area, we have developed the knowledge, resources and networks to deliver the most well-designed multi-family housing projects.

We understand the latest trends and metrics related to housing project types. Our close attention to these trends combined with our in-house structural engineering, interior, and landscape design team members create timeless design and value for our clients.

KEY PERSONNEL RESUMES

**DALE DEKKER****FOUNDING PRINCIPAL**

As an original founder of D/P/S, Dale has over 40 years of experience as a registered architect and planner. He uses his experience to inform functionality, constructability, and to develop designs that are appropriate to culture and context. He uses his innate design ability and expertise to help craft facilities that are inspirational and aesthetically exceptional. As an experienced architect, planner, and active New Mexico ambassador, Dale is committed to building a better state and community.

**CHRISTOPHER GUNNING****PRINCIPAL, COMMERCIAL**

As Principal-in-Charge of Dekker/Perich/Sabatini's Commercial practice area, Chris directs a variety of project types including retail, office, hospitality, residential, public transportation, industrial, and development master planning. He also directs planning and entitlements efforts to obtain site development plan approvals, and assists local entities with economic development efforts. His broad experience in these areas has led to a strong emphasis on mixed use and transit oriented development projects.

**RON WITHERSPOON****PRINCIPAL, HOUSING**

Ron is Principal-in-Charge of the firm's Housing group and has over 30 years of experience in housing design. He understands that the approach to housing projects is unique in terms of the construction type, production, and construction schedules. Ron knows the dynamics of this project type and works closely with the client until they are comfortable with the proposed quality, quantity, and cost of the project. He understands how to produce construction documents for various owner-contractor relationships including publicly bid, negotiated, invitational, and design-build processes. The construction documents are formed in a simple, yet thorough, manner to create ease of bidding, permitting, and construction and to provide real value to our clients.



MIMI BURNS

PRINCIPAL, LANDSCAPE ARCHITECTURE

Mimi has a passion for creating memorable places for people that connect them to local history, culture, the natural environment and their neighbors. Over the past 29 years, Mimi has advocated for sustainable planning and design solutions that provide resilience and wellness benefits for clients and communities. With her expertise in sustainable sites and low impact development, her extensive portfolio of completed plans and built projects, and her knowledge of the wide variety of natural and urban environments found in the West, Mimi has developed a thorough understanding of the technical, aesthetic, economic, social, environmental and procedural issues that accompany implementation of planning and design projects in the region.



ANDREA HANSON

PRINCIPAL, INTERIOR ARCHITECTURE

Andrea leads a collaborative team of interior designers and architects ensuring a cohesive design process. It is her responsibility to ensure projects meet the specific needs of each client and are completed on time and within budget. Andrea is both a registered architect and a licensed interior designer. As such, she is extremely experienced at the collaborative design process needed to craft truly creative spaces. Andrea brings more than 30 years of professional experience in a broad range of project types. Her creative approach has contributed to the firm's regional reputation for excellence in interior architecture.



CHUCK HANSON

PRINCIPAL, STRUCTURAL ENGINEERING

Chuck has been practicing structural engineering in the western U.S. since 1981. As Principal-in-Charge of the firm's Structural Engineering group, he is well versed in the unique and challenging engineering aspects of many types of structures. Chuck has input into project design from the early schematic design phases through the completion of construction documents as well as value-engineering and construction-phase efforts. He has extensive experience with seismic evaluation and design.

RAPID TRANSIT CENTER ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: 2019 anticipated

Size: 9 miles

D/P/S worked as a sub-consultant to HDR to plan and design station platforms, canopies, and streetscapes for Central Avenue, the historic Route 66. The team generated most of the exhibits used for public outreach and the associated website for this very prominent project. D/P/S staff helped conduct the public meetings, facilitating focus groups and

documenting input. Staff also completed the GIS-based land use analysis component of the Federal Transit Administration application that resulted in a \$69 million award to the City of Albuquerque. Designs include the 20 stations for the project, along with the reconfigured landscape and streetscape. The layout showcases more urban conditions where pavers and trees widen the pedestrian zone, and “softer” landscapes help reinforce the overall character of the corridor.

AWARDS/RECOGNITIONS

Gold Standard Corridor, Institute for Transportation and Development Policy

2017 Chairman’s Award, NAIOP New Mexico



DEKKER
PERICH
SABATINI

ARCHITECTURE
DESIGN
INSPIRATION

RAILYARD FLATS SANTA FE, NM

PROJECT INFORMATION

Completion: May 2018

Size: 45,000sf

Cost: \$6M

FEATURES

Co-Work Lounge

Building Entry Access Control

Interior Bike Storage Room

Patio and Roof Terrace

Railyard Flats is the first multi-family apartment project in the Santa Fe Railyard District, a hub for entertainment, shopping, food, and contemporary arts. The project is a cooperative effort among the Santa Fe Railyard Community Corporation, the adjoining neighborhoods, the City of Santa Fe, and the state of New Mexico. Due to the location, the building was required to meet specific requirements regarding design, materials, and height. Additionally, the project had to consider the immediate proximity to the Railrunner right of way. All windows are acoustically rated to reduce the noise generated by passing trains. Railyard Flats is an innovative urban design for Santa Fe with focus on density and walkability.



THE PLACE IN NOB HILL ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: 2007

Size: 126,000SF

Cost: \$13M

The Place at Nob Hill is a true mixed use / infill project, incorporating the best attributes of the live/work/play concept. Uses include below grade parking accessible from the public alley, commercial space accessible at grade along Central Avenue, and two-level condominium lofts above the commercial space. Separate parking garages for the residential component are provided north of the public alley.

Built in the early twentieth century, Nob Hill is a textbook example of how early suburban development provided an amenity rich retail environment within a residential neighborhood. Central Avenue, being one of Albuquerque's major transit corridors, allows residents to capitalize on the benefits of the growing transit system and lessen their dependence on automobiles.

The residential units face either Central Avenue or the quiet neighborhood to the north. The Central Avenue side has shallow balconies so residents can enjoy the vibrancy of Nob Hill's night life, while units on the neighborhood side have spectacular views of the Sandia Mountains to the northeast. Each residential unit has a two story open loft space, with living areas on the lower level, and sleeping rooms on the upper levels. All units are highly finished with wood floors, open stairs, and operable windows.

The exterior of the building celebrates the diversity of Nob Hill, with aesthetic nods to the various architectural styles. Materials used include brick, cast stone wainscots and lintels, metal awnings, and metal roof accents. This project brings a new paradigm to an already successful neighborhood and will most certainly be the first of many similar projects in the area.



ABQ UPTOWN VILLAGE APARTMENTS ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: February 2009

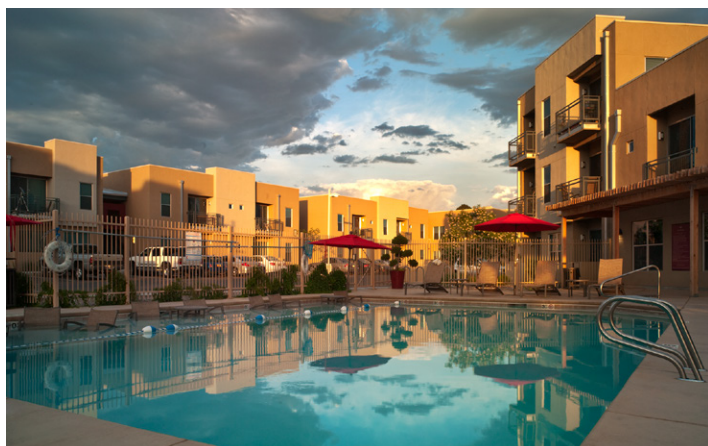
Size: 198 units, 168,000sf

Cost: \$15M

ABQ Uptown is a successful mixed use, multiple phase master planned project located in the heart of the Uptown neighborhood of Albuquerque, New Mexico. It was designed to address the need for a unique urban infill development in an area designated as a high density urban core. Uptown Village Apartments is a luxury apartment development within the confines of the ABQ Uptown Master plan that is situated on a 6.5 acre site east of the Uptown Loop Road, North of Indian School Road. It specifically addresses the need for luxury apartments to reinforce the live/work/play lifestyle theme of the area.

The 201,693sf development is contained within six separate two and three story wood frame buildings. The layout continues the street alignment across Uptown Loop Road from the existing retail phase development to the West. This alignment splits the entry buildings opposite each other in a similar way to a traditional urban residential streetscape, with wide tree-lined sidewalks to promote pedestrian interaction. The main leasing office and amenity functions are housed in the first building structure which cradles a generous pool deck and outdoor activities area to the rear.

The Eastern boundary of the site abuts a quiet single family neighborhood. A large setback and landscape buffer was designed along this entire East side of the site to help mitigate any potential for noise caused by the project and provide a visual screen between the development and the single family subdivision. There are no vehicular traffic cuts made on the East side to further separate the neighborhood from traffic conflicts.



ABQ UPTOWN ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: November 2006

Size: 250,000sf

Cost: \$37M

D/P/S designed this classic mixed-use city neighborhood on a site that was between two retail malls in Albuquerque's Uptown area. The master-planned development has the texture and density of a downtown, melding 220,000sf of lifestyle retail, 265 units of multi-family housing, offices, entertainment, restaurants, and a corner grocery store located nearby with convenient on-street parking. ABQ Uptown enjoys a definite sense of place, utilizing a regional architectural motif. Street landscaping, plazas, fountains, outdoor dining areas, residential courtyards and portals are used to reinforce the urban fabric.

This urban infill project accommodates residents and is pedestrian friendly for patrons and visitors. Articulated and defined areas bring prominence to the ground level retail.

The development presented some unique challenges. D/P/S was able to create functional solutions for challenging issues such as site work, retail coordination, infrastructure, zoning, mixed construction types, and parking. ABQ Uptown generates hundreds of millions of dollars in retail sales per year bringing new retailers to the New Mexico market, including Pottery Barn, Elephant Bar, Bravo, Jos A Bank, and Coldwater Creek.

AWARDS/RECOGNITIONS

Southwest Contractor Best of 2006, Best Public Project over \$5 Million

NAIOP NM Awards of Excellence, Award of Excellence, 2006



EL VADO PLACE ALBUQUERQUE, NM

PROJECT INFORMATION

Completion: April 2018

Size: 32 units, 10,200sf

Cost: \$5M

The historic El Vado Motel greeted Route 66 travelers for many decades after first turning on its neon sign in 1937. In an effort to restore the once vibrant motel, Palindrome Communities and the City of Albuquerque's Metropolitan Redevelopment Agency worked to redevelop the 1.437-acre site by renovating the historic motel and adding two new mixed-use buildings called El Vado Place.

Designed in the Pueblo Revival style to complement the design of the historic motel, El Vado Place includes a larger building with 6,500sf of retail space and a smaller building

with 3,700sf of restaurant space. Combined, the buildings provide 10,200sf of ground-level retail and restaurant space, plus 32 apartment homes.

Each building has one accessible live/work unit on the ground level. The other 30 units are two-bedroom, two-bath apartments located on the second and third floors. Residents can overlook Route 66 and the nearby ABQ BioPark from a large shaded roof deck on the second level. An exterior breezeway overlooks the residents' private garden and low water use plantings are cohesive through the entire site.

El Vado Place shares parking with the renovated El Vado Motel. The renovation, led by Design Plus Architects, includes the El Vado Boutique Hotel, conference center, brewery, and food truck pop-up stands.





Financial Statement

Income Statement
Balance Sheet
Cash Flow Statement
Statement of Equity

Revenue	1,200,000
Cost of Goods Sold	(800,000)
Gross Profit	400,000
Operating Expenses	(200,000)
Operating Income	200,000
Interest Expense	(50,000)
Income Before Taxes	150,000
Taxes	(30,000)
Net Income	120,000

Appendix A

FINANCIAL CAPACITY

FINANCIAL STRUCTURE

The preferred financial structure for the UTC development is condominium ownership with units for each of the development components. Whether the land is purchased outright with a seller loan and transit-use deed restrictions or leased via a long-term ground lease, the land would ultimately be leased to each respective condominium unit owner. It is anticipated that condominium ownership units will be created for the following components:

1. Transit plaza and accompanying park and ride parking spaces. *Ownership: City*
2. Nusenda branch and accompanying parking spaces. *Ownership: Nusenda*
3. Commercial uses including co-working space and hotel. *Ownership: Palindrome*
4. Retail spaces and accompanying parking spaces. *Ownership: Palindrome*
5. Workforce housing and accompanying spaces. *Ownership: LIHTC Partnership*
6. Market-rate housing and accompanying parking spaces. *Ownership: Palindrome*

PUBLIC PARTICIPATION

Public participation for “non-financial” sources would include:

- a. Consideration of lower than traditional parking ratio requirements given the transit- oriented nature of the development.
- b. Assistance in preparing funding requests to the FTA for the required land and parking facility.
- c. Assistance with waivers for Utility Expansion Charge, impact fees, reduced permit fees and fast-track plan review.
- d. Assistance in obtaining any necessary entitlement approvals (zoning and building permits).
- e. Delivery of land clear of any environmental contamination.
- f. Assistance with unique design approvals in order to encourage better pedestrian and bus interrelation in the public transit plaza.
- g. Flexibility in shared use for the parking intended for park & ride users. For example, ability to use the park & ride spaces for commercial users in off-peak hours.
- h. Assistance in the application and securing of FTA funding for the subterranean parking structure to accommodate not only park & ride users but all other transit-oriented users.

Expected public participation for the financial sources anticipated for the development is addressed in the CONCEPTUAL SOURCES & USES.



APPROACH TO FTA FUNDING

The UTC will be developed to meet the Federal Transit Administration's policy of maximizing the utility of FTA-assisted projects through joint development by creating a design that encourages transit ridership to and from the development. While the development may pursue a lower than traditional parking ratio, onsite parking will be provided for Nusenda customers, residents, and transit park & riders. The Development Team will seek funding from the FTA to build most of this parking below-grade, for two reasons: (1) this will allow street level retail uses around the transit infrastructure, and (2) positioning cars out of sight makes using buses more intuitive than retrieving one's car. At the same time, providing some parking onsite will help to create behavior change

among people who do not currently use transit, bringing them onto the site where they can see the benefit of public transportation and this unique type of transit-oriented development.

As part of the joint development approach with the FTA, consideration will be sought for land value, transit plaza and parking infrastructure for the workforce housing component of the development. Repayment to the FTA for the non-workforce housing component costs will be paid to FTA over a hundred-year ground lease or seller-financed loan, either of which will provide the fair share of revenue mandated by the FTA.

PALINDROME'S FINANCIAL CAPACITY

Palindrome is accustomed to the financial risks associated with real estate development and has the financial capacity to fund 100% of all predevelopment costs for the Uptown Transit Center. More importantly, Palindrome has the net worth and liquidity to ensure that once awarded the project, it will complete the development. Financial statements for Palindrome and its affiliate company PacifiCap as well as personal financial statements for Chad Rennaker are provided separately.

All construction financing will require personal guaranties from Palindrome and Chad Rennaker. Investors will also require personal guaranties for risks such as construction completion and operating deficit guaranties.

As seen from its resume, Palindrome has financed multiple transactions with multiple lenders and investors. Palindrome is confident there will be significant interest from capital providers once the award for the UTC is secured. As an active real estate developer, Palindrome typically has more than one project underway at any given time. Any work by Palindrome on other projects will have no impact on the successful completion of the UTC.



CONCEPTUAL SOURCES AND USES

It is obviously difficult to identify with much specificity the sources of funds for the development, particularly when the inclusion of the Nusenda site is uncertain. However, it is anticipated that each of the following sources will be considered for the respective components of the development:

- a. *Predevelopment Funding:* Palindrome is accustomed to the financial risks associated with real estate development and has the financial capacity to fund 100% of all predevelopment costs for this project. More importantly, Palindrome has the net worth and liquidity to ensure that once awarded the project, it will complete the development.
- b. *Private Equity:* Palindrome and its affiliates are prepared to provide all necessary private equity to fund the development of the commercial, retail and market-rate housing components. It is assumed 30-40% of these project costs will be funded with private equity.
- c. *Tax-Exempt Bonds:* The workforce housing component will be financed with private activity tax-exempt bonds issued either through the New Mexico Mortgage Finance Authority (MFA) or Bernalillo County. The use of private activity tax-exempt bonds will qualify the project for federal (4%) low income housing tax credits (LIHTC). Depending on interest rates at the time of construction and the ultimate number of market-rate vs. workforce housing units, tax-exempt bonds may be used to finance the market-rate residential units.
- d. *LIHTC Equity:* The federal (4%) LIHTC will not be part of the MFA competitive 9% LIHTC allocation and therefore competitive factors such as the project not being in a Qualified Census Tract will not impact the MFA decision to fund the project. 4% LIHTC will be syndicated to investors for equity to finance the workforce housing component. It should be noted that the condominium ownership structure discussed earlier will allow the workforce housing ownership to be isolated, making the LIHTC investment more attractive to potential investors.
- e. *Workforce Housing Trust Funds:* The inclusion of workforce housing will make the project eligible for Workforce Housing Trust Funds from the City of Albuquerque Department of Family and Community Services (FCS). Palindrome has received several funding allocations from FCS on previous workforce housing developments in Albuquerque.
- f. *New Mexico Housing Trust Funds:* The inclusion of workforce housing will make the project eligible for New Mexico Workforce Housing Trust Funds, allocated and administered by the MFA.
- g. *Conventional Debt Financing:* All construction financing and all permanent financing for the commercial, retail and market-rate housing will be financed with conventional loans. Palindrome has long standing banking relationships with New Mexico and national commercial banks with loans as high as \$35 million. All conventional loans will require personal guaranties from Palindrome and its owners.



DRAFT PRO FORMA

As stated previously, the project anticipates a mix of workforce and market-rate residential units along with retail and commercial spaces. It is expected that the unit mix for the residential units will include one, two and three bedroom units with emphasis on two-bedroom, two-bath units. The expectations for market rate unit rents are between \$1.10 – \$1.50 per square foot. Workforce housing units will target 60% of Area Median Income rents, which change annually. Currently, these rents are \$659, \$782 and \$896 for one, two and three-bedroom units respectively. These rents are net of \$72, \$95 and \$118 (all-electric) utility allowances respectively. Rent expectations for retail and commercial spaces range from \$16 per square foot (plus triple net assumption of \$4 per square foot) to as high as \$30 per square foot for smaller, micro retail and restaurant spaces. Micro retail and restaurant spaces will be rented on short-term leases with no common area billbacks to attract entrepreneurs and start-up businesses.

All private equity required for development of the commercial and market rate residential components will be provided by Palindrome and its affiliates. A return on investment (ROI) expectation is not applicable as Palindrome is always a long-term real estate holder where ROI is often not at the relevant measure. The federal (4%) LIHTC will be syndicated whereby LIHTC investors will provide the necessary equity to develop the workforce housing component.

Standard underwriting considerations will be used in developing the project pro forma (7% residential and 10% retail/commercial vacancy rates, 2.5% income inflation factor, 3.0% operating expense inflation factor). Property management fees will be assumed at 5% of effective gross income.





APPENDIX

TEAM EXPERIENCE

FAMILY HOUSING DEVELOPMENT CORPORATION

CAPABILITY & EXPERIENCE

Family Housing Development Corporation (FHDC) is an Albuquerque, New Mexico based nonprofit corporation that was established in 1989. With the expertise and vision of FHDC's Board of Directors, this nonprofit corporation is uniquely designed to create partnerships and bring together builders, government, financiers, and home buyers for the purpose of providing affordable home ownership opportunities.

What makes a project a success is the ability to think outside the box when considering potential partners and types of financing available. As a nonprofit developer, FHDC is in a unique position to participate in government assistance programs and initiatives, as well as programs for for-profit organizations trying to meet the housing needs of low-income families.

GUIDING PRINCIPLES

- Home ownership is a family's single largest investment.
- Homes are offered to buyers with income at 80% or below area median.
- Homes are provided that do not compromise quality, size, or amenities.
- Homes that are affordable are integrated into communities.



PROJECTS

- Tres Placitas – 251 Homes
 - The development of 251 lot subdivision for mixed-income housing resulting in 30% of homes going to low-income families
- Trails West – 96 Homes
 - The development of a 93-lot single-family residential subdivision of mixed income housing with 30% of homes going to low-income families
- Santa Barbara – 7 Homes
 - Recovery and preservation of the Gibson Apartments in southeast Albuquerque as 100% low-income housing
 - Development and marketing of a small infill subdivision targeted toward low-income, first-time homebuyers in the neighborhood of Martineztown
- Bell Trading Post
 - Historical renovation to loft units, infill land and home development for single family detached housing
 - 51% of units granted to low-income families
- Casa Grande/ El Vado
 - Mixed use multi-family development with 30 units and 15,000 sq. ft. retail space.
 - 60% of housing going to low-income families
- Creation and administration of a City Down Payment Assistance Homeownership Program combined with the Soft-Second Mortgage Program, resulting in low-income families being able to purchase homes throughout Tres Placitas, Trails West, Santa Barbara, Bell Trading Post, and Casa Grande.

The value of real estate developed by FHDC over the last 24 years totals \$54 million. The organization is well-capitalized and enjoys wide-spread and long-term respect within the community. FHDC has overcome challenges such as a shift in the marketplace from single-family to multi-family projects, a more challenging environment in terms of financing, marketing, and sales, issues inherent to being a low income housing developer and builder, increasingly rigorous requirements of HUD, and construction costs which are increasing at a faster rate than housing market rates. Despite these challenges, FHDC has established multiple communities for low-income families.



KEY PERSONNEL RESUME



RICK DAVIS PRESIDENT/EXECUTIVE DIRECTOR

Rick Davis has served as the President and Executive Director of Family Housing Development Corporation (FHDC) since 1992 and has overseen multiple housing developments for FHDC. He has been a part of the real estate industry for over 30 years and has extensive experience in the development and construction of multi-family, as well as commercial, properties.

- Owner and president of RDC Companies which is comprised of:
 - R.E. Davis Construction, a commercial construction company
 - R. Davis Realty, a development firm
- Licensed New Mexico Real Estate Broker
- Licensed NM General Contractor GB 98 Classification
- Serves as Commissioner for the State of NM Construction Industry Commission
- Trustee for Builder's Trust of New Mexico

DEVELOPMENT & BUILDING EXPERIENCE OF R. DAVIS COMPANIES

MULTI-FAMILY

Sungate Apartments	\$3.1 million
Suncreek Apartments	\$14.2 million
Rancho Verde Apartments	\$3.8 million
Park Place Apartments	\$1.8 million

LAND DEVELOPMENT

Burnhamwood Subdivision	\$1.0 million
Volcano Vista Subdivision	\$3.2 million
Skycrest Subdivision	\$1.0 million
Las Glorietas Subdivision	\$2.0 million
Los Puentes Subdivision	\$2.3 million
Tres Placitas Subdivision	\$8.0 million

COMMERCIAL DEVELOPMENT

Montgomery Crossing Retail	\$2.5 million
Jefferson Professional Building Office	\$3.4 million
Sedona Point Office Condominiums	\$15.0 million
Westside Jeep/Eagle Auto Dealership	\$2.1 million
Westside Center Commercial Development	\$18.0 million
Norwest Bank Regional Operation Center	\$1.8 million
Jefferson Green Office	\$16.0 million
Sagebrush Church, Montgomery Campus	\$2 million

HISTORICAL REDEVELOPMENT

The Library at Old Albuquerque High	\$2.0 million
Bell Trading Post Lofts and Homes	\$6.0 million

OWNER'S REPRESENTATIVE/PROJECT COORDINATOR

Sagebrush Church, Main Campus	\$21 million
Sagebrush Church, Belize Campus	\$3 million



PACIFICAP MANAGEMENT INC.

CAPABILITY & EXPERIENCE

In the typical property management model, little or no synergy exists between property management and other real estate functions. This is particularly true when different companies provide these services. Often, the owner's interests seem secondary to maintaining management fees and the management process is reactive rather than proactive. The PacifiCap approach to management shifts the focus away from management fees to maximizing sustainable cashflow.

Since its inception in 1992, PacifiCap Management has blended the philosophies of bottom-line efficiency with first-rate customer service. Currently, the company manages a portfolio with properties located in five western states with a staff of over 200 employees. Computerized management reporting systems offer state-of-the-art data delivery to a wide variety of owners, including large institutional clients as well as individual investors.

PacifiCap Management staffs its properties with leasing talent. It is important to hire and train enthusiastic lease-up specialists who understand affordable housing leasing requirements and are highly motivated to fill non-qualified units. It takes specially trained managers to minimize vacancy loss and assure the maximization of first year tax credits. PacifiCap's experienced property management staff is familiar with the complex regulatory requirements rehabilitation process associated with affordable housing programs, and the company employs full-time compliance specialists dedicated to this function. Further, since PacifiCap utilizes an integrated approach to real estates services, compliance specialists are integral players in the certification process during a property acquisition and rehabilitation process.

Knowing that a stable resident population is a major key to maximizing investment performance, PacifiCap seeks to create a sense of community at every property managed. The company is committed to providing the highest level of resident satisfaction and works as hard to keep its residents as it did to earn them. Properties are clean, the units well-maintained and resident concerns are dealt with promptly. Frequently, the company works closely with local non-profit service providers to facilitate services to its residents.

PROJECTS COMPLETED

Property	Location	Units
Alta Vista	Albuquerque, NM	270
Arioso	Albuquerque, NM	265
The Artisan	Albuquerque, NM	62
Aztec Village	Albuquerque, NM	228
Casa Bonita	Albuquerque, NM	140
Chateau	Albuquerque, NM	78
El Vado Place	Albuquerque, NM	32
Jefferson Crossing	Albuquerque, NM	239
Madera Crossing	Albuquerque, NM	56
The Mix	Albuquerque, NM	20
The Mix II	Albuquerque, NM	27
Sawmill Studios	Albuquerque, NM	14
St. Anthony Plaza	Albuquerque, NM	160
Sun Pointe Park	Albuquerque, NM	260
Blake Street Lofts	Denver, CO	94
Broadway Plaza Lofts	Denver, CO	223
Kamiakin	Kennewick, WA	236
Woodland Green	Kennewick, WA	56
Bonanza Gardens	Las Vegas, NV	171
Cedar Village	Las Vegas, NV	154
Centennial Park	N. Las Vegas, NV	156
Cheyenne Crossing	N. Las Vegas, NV	176
Stonegate	Pasco, WA	200
Oliver Station	Portland, OR	126
Community Gardens	Reno, NV	180
Parkside Gardens	Reno, NV	288
Southwest Village	Reno, NV	332
Casa Rufina	Santa Fe, NM	100
Casa Rufina II	Santa Fe, NM	20
Total		4,363



KEY PERSONNEL RESUMES

CHAD RENNAKER is founder and President of PacifiCap. Prior to forming PacifiCap, he was Director of Development for Columbia Housing Corporation (now PNC Multifamily Capital) where he oversaw the development and management of a \$25 million portfolio of multi-family affordable housing. Prior to joining Columbia Housing Corporation, Mr. Rennaker was a pension fund manager for a Fortune 500 company, where he was responsible for an \$800 million retirement trust, including \$80 million of real estate investments. Mr. Rennaker earned a B.S. from Oregon State University and an MBA from Portland State University.

JEFFREY SKOCZYLAS is President of PacifiCap Management Inc. and is responsible for managing the finance and accounting functions of the company. He has over 30 years of experience in accounting, audit and finance with 13 years in affordable housing and commercial real estate. Prior to joining PacifiCap, Mr. Skoczylas was employed as a Chief Financial Officer for 11 years in both public and private companies. Mr. Skoczylas earned a B.S. from the University of Evansville and is a Certified Public Accountant.

ANNA LOPEZ is Regional Asset Manager for PacifiCap Management Inc. overseeing the New Mexico portfolio. Ms. Lopez has over 16 years of experience in both market-rate and affordable residential property management.

DAN SMITH is Regional Asset Manager for PacifiCap Management Inc. overseeing the Colorado and Pacific Northwest portfolios. Mr. Smith has over 20 years of experience in commercial and residential property management and is an Accredited Residential Manager (ARM), a Certified Property Manager Candidate and holds a Nevada Real Estate license.

VIOLETA VITKOVA is Regional Asset Manager for PacifiCap Management Inc. overseeing the Las Vegas and New Mexico portfolios. Mrs. Vitkova has 14 years of experience in commercial and residential property management, is an Accredited Residential Manager (ARM) and holds a degree in Economics.

STOEL RIVES LLP

CAPABILITY & EXPERIENCE

Our Affordable Housing team combines deep technical knowledge of housing subsidy programs with experience in real estate development to deliver creative and practical solutions to real estate and finance problems. We represent owners, developers and investors - profit, nonprofit, public and tribal - in the development and finance of a wide variety of affordable housing and community development projects.

AFFORDABLE HOUSING PROGRAMS

Our affordable housing practice is focused on the developer and owner community. That focus has given us an excellent understanding of the particular business needs of developers, along with an extensive knowledge of the affordable housing investor community. Our lawyers are experienced in virtually all affordable federal and state housing programs, including the low-income housing tax credit, tax-exempt private activity bonds, HUD 202 and 811 capital advances, FHA-insured financing, HOME and CDBG funds, Section 8 funds, USDA Rural Development financing and other governmental programs. We also provide additional legal services to our clients, including entity formation, tax-exempt entities, partnership taxation, construction, real estate, land use and fair housing.

AFFORDABLE HOUSING EXPERIENCE

We have closed deals in Washington, Oregon, Idaho, Nevada, Arizona, New Mexico, Colorado and California. We have forged excellent working relationships with many of the local officials charged with implementation and oversight of these programs, along with other local stakeholders.

TECHNICAL EXPERTISE

- Low-Income Housing Tax Credits
- Historic Tax Credits
- New Market Tax Credits
- Tax-exempt bond financing for affordable housing and community development
- HUD/FHA multifamily finance programs
- Community development programs, including CDBG and HOME
- Mixed finance
- State and local affordable housing incentives
- Section 8 contracts and vouchers
- NAHASDA
- Community Land Trusts

PROJECT EXPERIENCE

- New construction and acquisition-rehab projects
- Mixed-use projects
- Senior housing
- Ownership housing
- Portfolio sales and acquisitions
- Year 15 re-syndications
- Community facilities
- Supportive services
- Partnership interest acquisitions and dispositions
- Fair Housing and accessibility claims

KEY PERSONNEL RESUME



JOSEPH McCARTHY

PARTNER

Real estate developers, owners and investors seek out Joe McCarthy's advice and assistance with the acquisition, development, financing and operation of complex projects. During the last thirty years, Joe has helped his clients develop and finance most types of real estate but he has particularly deep experience in affordable housing and in condominiums and planned developments.

He has developed broad experience in acquisitions and due diligence, joint ventures, equity financing, debt financing, construction, leasing and operations involving multifamily, mixed-use, retail, office and industrial projects in many states.

Joe has assisted in the development and financing of approximately 10,000 units of affordable rental and ownership housing. These projects often involve many layers of financing, such as low income housing tax credits, historic tax credits, tax-exempt bonds, HUD financing, HOME and CDBG funds, façade easements, Section 8 rental assistance, state and local programs, property tax exemptions, and community land trusts. Joe helps his clients to negotiate a project's financing and to develop a legal ownership structure that is compatible with the requirements of the financing sources.

Joe has extensive experience in the development of condominiums, mixed-use project and planned unit developments. His experience includes the planning of projects, the negotiation of financing and construction contracts, the preparation of community association documents, the creation of sale and warranty programs, and association operations. Joe has actively participated in the drafting of all major condominium legislation in the State of Washington in the last decade and chairs the committee that drafted the proposed Washington Common Interest Ownership Act.



NOVOGRADAC & COMPANY LLP

CAPABILITY & EXPERIENCE

Novogradac & Company LLP is a national certified public accounting and consulting firm headquartered in San Francisco with more than 25 offices nationwide. Specialty practice areas include tax, audit, and consulting services for tax-credit-assisted affordable housing, community revitalization, rehabilitation of historic properties, renewable energy, and the opportunity zones (OZ) incentive.

Other areas of expertise include business valuation, preparation of market studies, appraisals and other analyses of multi-family housing investments and renewable energy tax credit (RE TC) developments. The firm takes care to understand fully the nature of its clients' businesses and can provide tax and accounting advice as needed throughout the assignment.

The firm works extensively in the low-income housing tax credit (LIHTC) industry, assisting developers, syndicators, investors, lenders, attorneys, property managers, local and state housing representatives, and other professionals. The firm provides a full range of tax, accounting, auditing, consulting, and valuation services to affordable housing developments, including compiling and examining financial forecasts used in offering memoranda, preparing tax credit applications, drafting partnership returns and Schedules K-1 for investors, and modeling software used to structure investment programs to maximize credit potential. Valuation services include preparing market studies, feasibility analysis and appraisal services for LIHTC properties.

Novogradac offers significant services to help ensure that low-income housing properties maintain compliance with their regulatory requirements, including but not limited to those under the LIHTC, tax-exempt bond and HOME programs. Throughout the past 30 years, the firm has consulted on thousands of developments and maintains client relationships with the industry's leading affordable housing sponsors.

KEY PERSONNEL RESUMES

MICHAEL G. MORRISON

PARTNER

Michael Morrison is a partner in the San Francisco office and has extensive knowledge of real estate, including affordable housing and federal governmental auditing requirements, including U.S. Department of Housing and Urban Development and Rural Housing Service programs. Michael also works extensively with non profits and housing authorities in the affordable housing industry assisting with tax-exempt tax filings, consolidated audits and housing authority audits. He works with investment fund organizers on upper-tier investments in low-income housing tax credit (LIHTC) and other real estate funds as well. In addition, Michael also works with real estate firms and fund organizers that are working on opportunity zones funds and investments. He is the partner in charge of defeasance services for the firm as well as the co-founder of the LIHTC Working Group, a membership organization that addresses industry concerns and technical issues. He earned his bachelor's degree in business administration from the University of California, Berkeley. He is licensed in California as a certified public accountant.

MELISSA CHUNG

MANAGER

Melissa Chung is a manager in the San Francisco office. She provides audit and tax services for affordable housing developments, real estate partnerships, and for-profit and nonprofit housing developers in the low-income housing tax credit industry, other nonprofit organizations, solar power project operators in the renewable energy tax credit industry, single-family home builders, and carbon credit development companies. Ms. Chung also has experience with the auditing requirements of HUD, OMB Uniform Guidance, CalHFA, HCD, NJHMFA and OHCS. In addition, she serves on the Housing Colorado NOW! conference committee. She received a bachelor's degree in economics, with a concentration in accounting and a minor in Chinese studies from the University of California, Berkeley. She is licensed in California as a certified public accountant.

REFERENCES



600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

February 6, 2019

Mr. Chad Rennaker
PacifiCap
412 NW 5th Avenue, Suite 200
Portland, Oregon 97209

RE: Uptown Transit Center Reference

Dear Mr. Rennaker:

I am pleased to provide a letter of reference for your organization's successful transit oriented development experience with Metro.

Chad Rennaker's organization has recently completed the mixed income Oliver Station project in Portland, Oregon which Metro supported with a \$500,000 Transit Oriented Development grant. We are pleased with quality the Oliver Station and welcome the opportunity to work with Mr. Rennaker's team in the future.

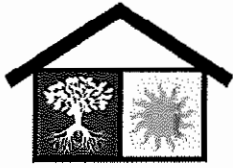
Oliver Station – Portland, Oregon
Project Cost: \$55,000,000
Completion: September, 2018

In addition to Oliver Station, Mr. Rennaker's organization has been selected to develop a new mixed income/mixed use transit oriented development in partnership with Metro and the City of Gresham, Oregon.

If you have any questions or need additional information, please contact me at 503.797.1931.

Sincerely,

Jonathan Williams
Senior Development Project Manager
METRO | Transit Oriented Development



Sawmill Community Land Trust

990 18th St. NW 2nd Floor • Albuquerque, New Mexico 87104 • Phone No: 505 764-0359
 • Fax: 505 243-6756 • www.SawmillCLT.org

February 7, 2019

To whom it may concern:

Sawmill Community Land Trust has worked with PacifiCap for the last 13 years. The following developments in the Sawmill area are a result of this partnership, which include affordable housing, market rate housing, live/work spaces, retail shopping and a brewery/restaurant:

Development	Address	Completion	Cost
<i>The Artisan</i>	1751 Bellamah, Albuquerque, NM 87104	2011	\$ 12,937,000
<i>Madera Crossing</i>	1741 Bellamah, Albuquerque, NM 87104	2016	9,978,000
<i>Sawmill Studios</i>	1771 Bellamah, Albuquerque, NM 87104	2019	3,570,000
<i>The Mix</i>	1761 Bellamah, Albuquerque, NM 87104	2013	2,179,000
<i>The Mix II</i>	1761 Bellamah, Albuquerque, NM 87104	2014	3,833,000
<i>Villa Nueva</i>	990 18th Street NW, Albuquerque, NM 87104	2010	9,029,479
		Total	\$ 41,526,479

Unlike most developers and contractors, PacifiCap is unique in its collaborative efforts with community stakeholders. They attend community meetings for feedback and insight at each project's concept stage and then take this feedback into consideration during the design phase. They are also available for questions, comments and updates throughout the development process.

We consider PacifiCap a valuable partner in providing affordable housing in the Sawmill Community and look forward to our future endeavors with them in Albuquerque. If you have any questions, please contact me at 505-764-0359.

Sincerely,

Joselyn Pflieger, Board President
 Sawmill Community Land Trust

"We're building more than houses, we're building neighborhoods!"



February 7, 2019

To Whom It May Concern,

Signet Development teamed with Jaynes Corporation on the Innovate ABQ - Lobo Rainforest project. Jaynes filled the role as the General Contractor. The project was founded on a seven acre former First Baptist Church site purchased by University of New Mexico (UNM) in 2014 and is now a 160,000 SF building that includes 155 two-bedroom apartments on the upper 5 stories, and 26,000 SF of classroom/office space on the first level. The building is a 6-story, mixed-use building, including ground level fabrication labs, offices, and common area support amenities for use by students and public companies.

Jaynes' extensive experience and excellent working relationship with Signet provided an understanding of our processes and procedures. This fostered open communication and trust. The relationship we have developed provided a tremendous benefit to Signet and UNM and helped ensure the success of our project.

Name of Project: Innovate ABQ - Lobo Rainforest
 Location: Albuquerque, NM
 Client: Signet Development
 Contact: Jason Perry | 505.277.4620
 Date of Completion: August 2017
 Project Cost: \$27,320,000

Sincerely,

A handwritten signature in blue ink, appearing to read "JPerry", with a long, sweeping underline that extends to the right.

Jason Perry
 Signet Development
 904.350.1314
 jperry@signet-enterprises.com



February 7, 2019

To Whom It May Concern,

Geltmore teamed with Jaynes Corporation on the Imperial Building project. Jaynes filled the role as the General Contractor. Located in Albuquerque's downtown, the Imperial Building stands as a high-density urban housing development which features a retail segment as well as an arts and entertainment center.

The once underutilized site now boasts a 12,000 square foot grocery store, administrative/office space, three upper stories housing 74 multi-family living units (both affordable and market rate), and commercial tenants with traditional storefronts. The building tenants are provided with a spectacular rooftop garden terrace, which utilizes the harvested rainwater from the 25,000 gallon cistern housed underneath the building's garage.

The Imperial Building prioritizes the "park once" and pedestrian first concept laid out in Albuquerque's Downtown 2010 Sector Development Plan. The building's 30,000 square foot garage was built 10' below grade with a cast-in-place concrete bearing on auger cast pile (35' 65' in depth) system. Mechanical, electrical, and pump rooms also reside below grade in the garage. Easily accessible to maintenance crews with necessary proximity card reader access. The garage also features workshop rooms, resident bicycle storage, and sand oil interceptor tank systems. I hope Jaynes has the opportunity to continue to build what can be a wonderful long term partnership working with Geltmore as we move forward on other facilities projects. They are the very best and have been role models when it comes to excellence, customer service and commitment to the most positive outcome for this beautiful building.

Name of Project: Imperial Building

Location: Albuquerque, NM

Client: Geltmore, LLC

Contact: Paul Silverman | CEO | 505.294.8625

Date of Completion: April 2016

Project Cost: \$13,885,689

Sincerely,

Paul Silverman

CEO

Geltmore, LLC

505.294.8625

P.O. Box 7459
Albuquerque, NM 87194
201 Coal SW
Albuquerque, NM 87102
Main 505.294.8625 | Fax 505.294.2225
www.geltmore.com

TANAGER PROPERTY MANAGEMENT, LLC

P.O. BOX 7817 ALBUQUERQUE, NM 87194
505-247-2056 FAX: 505-244-0298
AFISHER@TANAGERPROPERTY.COM

To Whom It May Concern,

I am writing to you regarding the Family Housing Development Corporation (FHDC) and their potential participation in the Urban Transit Center (UTC) project for the City of Albuquerque.

I personally worked with FHDC during the development, construction, and selling of the Lofts units at Bell Trading Post. The Bell Trading Post was a mixed-use property consisting of 15 loft units and commercial office space, along with 10 new single family homes. This was a mixed income project with 51% of units being sold to households with an income of 80% or below the area mean, which added to the complexity of the project.

The Bell Trading Post consisted of a historical renovation with multiple moving parts. Throughout this project, FHDC was faced with numerous challenges during the construction process and dealt with each one in a timely manner to find the most effective solution. FHDC performed their obligations with dedication, professionalism, and excellence despite the development occurring during one of the toughest economic times. FHDC as the developer, and a member of the Bell Trading Post Property Owners Association, provided support to Tanager Property Management, which manages the POA, during the selling of the Lofts at Bell Trading Post.

It is my pleasure to recommend FHDC for the Urban Transit Center project.

Sincerely,



Lee Blaugrund
Managing Member
Tanager Property Management

**2019 RANM OFFICERS**

Paul Wilson, ABR CRS SRES, President
 Wes Graham, NMAR Treasurer
 Connie Heltinga, ABR CRS ANWD e-PRO, Immediate-Past President
 M. Steven Anaya, Chief Executive Officer

February 8, 2019

To Whom It May Concern:

I am writing in support of Family Housing Development Corporation (FHDC) and their potential participation with the Urban Transit Center (UTC) project for the City of Albuquerque.

I personally began working with FHDC when I was the NM State director for Fannie Mae. Approximately twenty years ago, Fannie Mae partnered with FHDC to develop a mixed income residential subdivision with 249 lots named Tres Piedras. This was the first subdivision of its kind in the Albuquerque area. It was geared towards first-time homebuyers with an income of 80% below the area mean and was an intricate project with multiple moving processes incorporating federal as well as city governments. FHDC encountered several obstacles during the development, construction, and selling of Tres Piedras and handled each in a professional and excellent manner resulting in a sold-out subdivision that was a win for the city of Albuquerque as well as the homeowners.

Since my time with Fannie Mae, I have continued to follow FHDC as they have continued to work within in the City of Albuquerque to foster home ownership for the 80% of median income individual. They have always strived to be at the forefront of the industry and have continued to bring together builders, different government agencies, financiers and homebuyers for the sole purpose of providing affordable home ownership opportunities without compromising on quality, size, or amenities. Their ingenuity and ability to think "outside the box" is what makes them successful and an integral part of the City of Albuquerque as a partner in new developments.

It is my pleasure to recommend FHDC for the Urban Transit Center project.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Steven Anaya".

M. Steven Anaya
 New Mexico Association of REALTORS®
 Chief Executive Officer

SIGNED ADDENDUM

City of Albuquerque

Addendum #1 Issued November 1, 2019

Solicitation Number: P2019000045

Uptown Transit Center Joint Development



Deadline for Receipt of Proposals: February 11, 2018: 4:00 p.m. (Mountain Time)
The City eProcurement System will not allow Proposals to be submitted after this date and time.

City of Albuquerque
Department of Finance and Administrative Services
Purchasing Division

The purpose of this Addendum is to answer questions received and to provide a copy of the presentation and attendance sheet from the pre-proposal meeting held on January 14, 2019.

1. The City suggests a long-term lease as a likely structure but then says in Part 3 SCOPE OF SERVICES the City will “Contribute the use, but not the ownership of the property to the project.” Is a land lease definitively the only option or can other forms be proposed as suggested elsewhere?

Answer: Please see Section IV.3.C of FTA Circular 7050.1.A, which is posted on the RFP website along with the RFP. This section addresses “Conveyances for the Purpose of Joint Development” and a list of illustrative arrangements is shown on page IV-3 of that document. As noted at the Pre-Proposal Conference, development of the property for economic purposes is secondary to the original purpose of the grant, i.e., creating and operating a transit transfer center. As further noted in the presentation, the use of the property as a transit center must be maintained. The Federal term for this is “Satisfactory Continuing Control”, the definition of which can be found on page I-4 of the same Federal circular. See also the discussion of “Protecting the Federal Interest” and “Satisfactory Continuing Control on page IV-4 of the Circular.

2. .A Does the initial \$947k FTA investment introduce any other restrictions on project ownership structure?

Answer: The original investment made by the FTA can be recaptured as a “Fair Share of Revenue”, defined as “the division of revenue generated from a joint development project that the project sponsor and its partners negotiate and agree that the project sponsor will receive.” It may affect ownership structure as the Transit Department might be seen as a partner receiving an income stream from the partnership as a whole. (See III.3.2.c on page II-6 of FTA Circular 7050.1.A) The number cited is the original land purchase price. This number may vary depending on [1] whether the FTA considers the existing facility to have reached its useful life and [2] whether a required appraisal and review appraisal show that the land has gained value since the original purchase. These matters will have to be determined by the FTA.

3. What is the 10-year pro forma and can you clarify how we should build such a pro forma?

Answer: The City is seeking conceptual plans for consideration such as: what type of housing is being considered; what rental rates are anticipated for both residential and commercial portions if relevant; what kind of equity participation is being considered; and what level of Return on Investment might be proposed, among other questions. In part the “Fair Share of Revenue” can be modified based on these factors. For example: Development of legally restricted low income housing will almost certainly result in part or perhaps all of the “Fair Share” being forgiven. Again this is a matter for the Federal Transit Administration to decide.

4. Does a formal “Acceptance” of the conditions listed in Section 1.5 (page 9) need to be included in the Proposal or is this implied upon submittal?

Answer: A formal acceptance of conditions must be included in the response to the RFP.

5. What are is the Addenda to the Proposal that must be acknowledged in 1.9 (page 13)?

Answer: Acknowledgement must be signed for each addendum issued. Please see the signature page at the end of this addendum.

6. The DRAFT agreement appears to be compensating the CONSULTING TEAM (page 1 A.1) for the creation of a implementable “Development Proposal” as referenced on page 4/A.3. The expectation is that IF City Council approves the Proposal, Staff would move forward with the TEAM to create the “Development Agreement” that the CONSULTING TEAM’s Ownership entity would sign. Please confirm our understanding is correct and if it is incorrect, provide clarification.

Answer: Your interpretation is correct. At A.1 in the Introduction on page 3:”The successful offeror will enter into a development agreement with the City to develop the City’s site.”

7. Technical Proposal is capitalized, but I cannot find a definition. Is this the same as the Proposal?

Answer: The technical proposal does not include any cost proposals, the Proposal is the entire submission including cost and fees.

8. In the eProcurement System, please confirm all we need to do is upload one complete copy of the Proposal (which includes all exhibits, attachments, forms, etc.).

Answer: Yes. The entire proposal that is uploaded to Sicommm.net should be the same proposal submitted in hard copy form and soft copy form (marked original).

- a. Does “Confidential” information also need to be uploaded into the eProcurement System? If so please describe how the confidential information is to be separated so that it remains confidential.

Answer: Yes. Please refer to section 1.20 of the RFP for instructions regarding confidential information.

b. Does “Confidential” information also need to be placed on thumb/flash drives? If so please describe how the confidential information is to be separated so that it remains confidential

Answer: Yes. Please refer to section 1.20 of the RFP for instructions regarding confidential information.

9. Please confirm we do not need to fill the, “Item 001 Response” fields in the eProcurement System. If it is required what information is needed?

Answer: No this is not required.

10. eProcurement System and the RFP indicate the PAY EQUITY REPORTING FORM is required for all responses, however, we are not sure how to fill this out before the project has started. Do we use estimated numbers? Is this actually required at this time?

Answer: Yes the pay equity reporting is required with submission of a proposal per City ordinance §5-5-31. Information on the pay equity form can be found at <http://www.cabq.gov/womens-pay-equity-task-force/albuquerque-pay-equity-initiative-instructions>

11. Required in the RFP in 2.1.2.4, we are to provide one year of audited OR accountant reviewed financial statements for the most recent fiscal year available for the partners who will have an ownership interest of 10% or greater. All other team members who are not members of the ownership entity but are a part of the “Team” will be paid a fee for their services by the ownership entity and are not required to provide any financial information. Please confirm our understanding is correct and if it is incorrect, provide clarification

Answer: The Department agrees with this analysis. Only entities proposed to be in ownership positions need provide the information.

12. In Part 2 2.1.2.4 states “Provide tax returns and financial statements from the past three years for all team members/firms.” Please confirm that this statement is an error because it is not consistent with the statement that follows in the RFP that Only Team Member with an ownership interest 10% or greater are required to provide Financial Statements for most recent year available

Answer: The Department agrees with this analysis. The referenced line on page 19 is contradictory and should be considered struck.

13. How many Park-n-Ride spaces does ABQ-Ride need?

Answer: While the FTA does not require any spaces at all, the Department feels that, as a minimum, replacement of the current 65 spaces would be appropriate. The most the Department would expect would be double that number. A shared-parking arrangement might be favorably entertained.

14. What is the maximum number of busses at any one time currently using the transit platform? Is this number expected to change and in what direction?

Answer: The current platform has room for eight “docks”, five of which are currently in use. The Department would like to maintain the eight-dock capacity. Note that one route, the #157, boards and alights at remote shelters on America’s Parkway. The Department would prefer to keep this route arrangement, but considers the bus pull-outs on America’s Parkway to be dispensable.

15. Does ABQ-Ride require two-way direction access to the bus platform?

Answer: Yes. While we will be using buses with doors on both sides for our Bus Rapid Transit (ART) routes, the vast majority of transit buses have doors only on the right side.

16. Will they be posted on the Sicomm page or will they be mailed out?

Answer: All addendums will be posted to Sicomm.net, those vendors registered through Sicomm.net will receive an email notification when an addendum is issued.

Please incorporate the change in this Addendum into the original RFP document. Sign and return this Addendum with your RFP response. Failure to acknowledge an Addendum may result in your response being deemed non-responsive.

Acknowledged & Returned:


Signature

Chad I. Rennaker, President, PacifiCap Construction, LLC

Printed Name Title Company

Answer: While the FTA does not require any spaces at all, the Department feels that, as a minimum, replacement of the current 65 spaces would be appropriate. The most the Department would expect would be double that number. A shared-parking arrangement might be favorably entertained.

14. What is the maximum number of busses at any one time currently using the transit platform? Is this number expected to change and in what direction?

Answer: The current platform has room for eight “docks”, five of which are currently in use. The Department would like to maintain the eight-dock capacity. Note that one route, the #157, boards and alights at remote shelters on America’s Parkway. The Department would prefer to keep this route arrangement, but considers the bus pull-outs on America’s Parkway to be dispensable.

15. Does ABQ-Ride require two-way direction access to the bus platform?

Answer: Yes. While we will be using buses with doors on both sides for our Bus Rapid Transit (ART) routes, the vast majority of transit buses have doors only on the right side.

16. Will they be posted on the Sicomm page or will they be mailed out?

Answer: All addendums will be posted to Sicomm.net, those vendors registered through Sicomm.net will receive an email notification when an addendum is issued.

Please incorporate the change in this Addendum into the original RFP document. Sign and return this Addendum with your RFP response. Failure to acknowledge an Addendum may result in your response being deemed non-responsive.

Acknowledged & Returned:



Signature

Shad S. James | President & COO | Jaynes Corporation

Printed Name Title Company

Answer: While the FTA does not require any spaces at all, the Department feels that, as a minimum, replacement of the current 65 spaces would be appropriate. The most the Department would expect would be double that number. A shared-parking arrangement might be favorably entertained.

14. What is the maximum number of busses at any one time currently using the transit platform? Is this number expected to change and in what direction?

Answer: The current platform has room for eight “docks”, five of which are currently in use. The Department would like to maintain the eight-dock capacity. Note that one route, the #157, boards and alights at remote shelters on America’s Parkway. The Department would prefer to keep this route arrangement, but considers the bus pull-outs on America’s Parkway to be dispensable.

15. Does ABQ-Ride require two-way direction access to the bus platform?

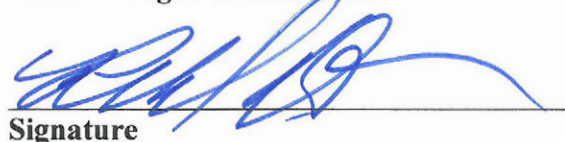
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Please incorporate the change in this Addendum into the original RFP document. Sign and return this Addendum with your RFP response. Failure to acknowledge an Addendum may result in your response being deemed non-responsive.

Acknowledged & Returned:



Signature

Rick Davis, Family Housing Development Corporation

Printed Name Title Company

STATEMENTS

STATEMENTS

PacifiCap Construction, LLC (the "Offeror") hereby swears to the following statements, as specified in the Request for Proposals for the Uptown Transit Center Solicitation Number: P2019000045 (the "RFP"):

1. Compliance with Laws

I hereby agree to compliance with all laws stated in the RFP

2. Draft Agreement

I hereby agree to the terms and conditions of the Draft Agreement, contained in Part 6 of the RFP

3. Insurance

The Offeror has the ability to secure all insurance and bonds specified in Section 1.23 of the RFP

BY: PacifiCap Construction, LLC



Chad I. Rennaker, President

STATEMENTS

Jaynes Corporation (the "Offeror") hereby swears to the following statements, as specified in the Request for Proposals for the Uptown Transit Center Solicitation Number: P2019000045 (the "RFP"):

1. Compliance with Laws

I hereby agree to compliance with all laws stated in the RFP

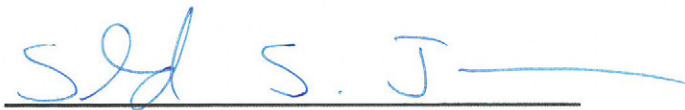
2. Draft Agreement

I hereby agree to the terms and conditions of the Draft Agreement, contained in Part 6 of the RFP

3. Insurance

The Offeror has the ability to secure all insurance and bonds specified in Section 1.23 of the RFP

BY: Jaynes Corporation



STATEMENTS

PacifiCap Construction, LLC (the "Offeror") hereby swears to the following statements, as specified in the Request for Proposals for the Uptown Transit Center Solicitation Number: P2019000045 (the "RFP"):

1. Compliance with Laws
I hereby agree to compliance with all laws stated in the RFP
2. Draft Agreement
I hereby agree to the terms and conditions of the Draft Agreement, contained in Part 6 of the RFP
3. Insurance
The Offeror has the ability to secure all insurance and bonds specified in Section 1.23 of the RFP

BY: Family Housing Development Corporation



Rick Davis, President

ACCEPTANCE OF CONDITIONS

ACCEPTANCE OF CONDITIONS

PacifiCap Construction, LLC (the “Offeror”) hereby certifies acceptance of the following conditions and will comply and act in accordance with all provisions of the following, as specified in the Request for Proposals for the Uptown Transit Center Solicitation Number: P2019000045 (the “RFP”) Section 1.5:

1.5.1 City Public Purchases Ordinance

1.5.2 City Purchasing Rules and Regulations: The Offeror understands these Rules and Regulations (“Regulations”) are written to clarify and implement the provisions of the Public Purchases Ordinance. These Regulations establish policies, procedures, and guidelines relating to the procurement, management, control, and disposal of goods, services, and construction, as applicable, under the authority of the Ordinance.

1.5.3 Civil Rights Compliance: The Offeror will comply and act in accordance with all provisions of the Albuquerque Human Rights Ordinance, the New Mexico Human Rights Act, Title VII of the U.S. Civil Rights Act of 1964, as amended, and all federal statutes and executive orders, New Mexico statutes and City of Albuquerque ordinances and resolutions relating to the enforcement of civil rights and affirmative action.

1.5.4 Americans with Disabilities Act Compliance: The Offeror will comply and act in accordance with all applicable provisions of the Americans With Disabilities Act of 1990 and federal regulations promulgated thereunder.

1.5.5 Insurance and Bonding Compliance: The Offeror will comply with the insurance requirements as stated in the RFP. (see STATEMENTS)

1.5.6 Ethics:

1.5.6.1 Fair Dealing. The Offeror warrants that its Proposal is submitted and entered into without collusion on the part of the Offeror with any person or firm, without fraud and in good faith. Offeror also warrants that no gratuities, in the form of entertainment, gifts or otherwise, were, or will be offered or given by the Offeror, or any agent or representative of the Offeror to any officer or employee of the City with a view toward securing a recommendation of award or subsequent contract or for securing more favorable treatment with respect to making a recommendation of award and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required under the contract resulting from the RFP. The Offeror also warrants that, to the best of its knowledge, no officer, agent or employee of the City who shall participate in any decision relating to the RFP and the resulting contract, currently has, or will have in the future, a personal or pecuniary interest in the Offeror’s business.

1.5.7 Participation/Offerrer Preparation: The Offeror has not used the consultation or assistance of any person, firm company who has participated in whole or in part in the writing of the specifications or the Scope of Services, for the preparation of its Proposal or in the management of its business if awarded the contract resulting from the RFP.

1.5.8 Debarment or Ineligibility Compliance: The Offeror certifies that (i) it has not been debarred or otherwise found ineligible to receive funds by any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States; and (ii) should any notice of debarment, suspension, ineligibility or exclusion be received by the Offeror, the Offeror will notify the City immediately.

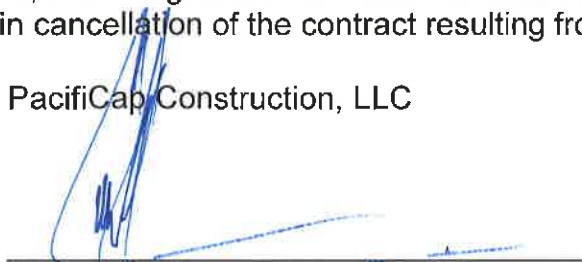
The Offeror understands any Proposal received from an Offeror that is, at the time of submitting its Proposal or prior to receipt of award of a contract, debarred by or otherwise ineligible to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, shall be rejected.

The Offeror understands upon receipt of notice of debarment of an Offeror awarded a contract as a result of the RFP ("Contractor"), or other ineligibility of the Contractor to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, the City shall have the right to cancel the contract with the Contractor resulting from this RFP for cause in accordance with the terms of said contract.

1.5.9 Goods Produced Under Decent Working Conditions: The Offeror understands it is the policy of the City not to purchase, lease, or rent goods for use or for resale at City owned enterprises that were produced under sweatshop conditions. The Offeror certifies that the goods offered to the City were produced under decent working conditions. The Offeror understands the City defines "under decent working conditions" as production in a factory in which child labor and forced labor are not employed; in which adequate wages and benefits are paid to workers; in which workers are not required to work more than 48 hours per week (or less if a shorter workweek applies); in which employees are free from physical, sexual or verbal harassment; and in which employees can speak freely about working conditions and can participate in and form unions. [Council Bill No. M-8, Enactment No. 9-1998]

1.5.10 Graffiti Free: The Offeror understands, when required, the Contractor will be required to furnish equipment, facilities, or other items required to complete these services, that are graffiti-free. Failure of Contractor to comply with this requirement may result in cancellation of the contract resulting from the RFP.

BY: PacifiCap Construction, LLC



Chad I. Rennaker, President

1.5.7 Participation/Offeree Preparation: The Offeree has not used the consultation or assistance of any person, firm company who has participated in whole or in part in the writing of the specifications or the Scope of Services, for the preparation of its Proposal or in the management of its business if awarded the contract resulting from the RFP.

1.5.8 Debarment or Ineligibility Compliance: The Offeree certifies that (i) it has not been debarred or otherwise found ineligible to receive funds by any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States; and (ii) should any notice of debarment, suspension, ineligibility or exclusion be received by the Offeree, the Offeree will notify the City immediately.

The Offeree understands any Proposal received from an Offeree that is, at the time of submitting its Proposal or prior to receipt of award of a contract, debarred by or otherwise ineligible to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, shall be rejected.

The Offeree understands upon receipt of notice of debarment of an Offeree awarded a contract as a result of the RFP ("Contractor"), or other ineligibility of the Contractor to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, the City shall have the right to cancel the contract with the Contractor resulting from this RFP for cause in accordance with the terms of said contract.

1.5.9 Goods Produced Under Decent Working Conditions: The Offeree understands it is the policy of the City not to purchase, lease, or rent goods for use or for resale at City owned enterprises that were produced under sweatshop conditions. The Offeree certifies that the goods offered to the City were produced under decent working conditions. The Offeree understands the City defines "under decent working conditions" as production in a factory in which child labor and forced labor are not employed; in which adequate wages and benefits are paid to workers; in which workers are not required to work more than 48 hours per week (or less if a shorter workweek applies); in which employees are free from physical, sexual or verbal harassment; and in which employees can speak freely about working conditions and can participate in and form unions. [Council Bill No. M-8, Enactment No. 9-1998]

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BY: Jaynes Corporation



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BY: Family Housing Development Corporation


 Rick Davis, President

Pay Equity Reporting Form PE10-249, Version 03-2018

Company name:	PacifiCap
Mailing address line 1:	4528 Carlisle Blvd NE
Mailing address line 2:	0
City, state, zip code:	Albuquerque, NM 87109
Phone:	503-288-6210
E-mail address:	crennaker@pacificap.com
FEIN number:	26-2629202
EAN number:	0
SUPPLIER ID:	0

Job Category	No. Females	No. Males	Gap (Absolute %)
1.1 Exec/Senior Level Officials/Mgrs	2	0	N/A
1.2 First/Mid Level Officials/Mgrs	7	1	8.66%
2 - Professionals	22	1	17.48%
3 - Technicians	0	0	N/A
4 - Sales Workers	0	0	N/A
5 - Office and Admin. Support	0	0	N/A
6 - Craft Workers (Skilled)	0	0	N/A
7 - Operatives (Semi-Skilled)	3	27	20.04%
8 - Laborers (Unskilled)	2	6	6.38%
9 - Service Workers	0	0	N/A

Total # Job Categories With No Employees	5
Total # Female Only Job Categories	1
Total # Male Only Job Categories	0
Total # Females (all categories)	36
Total # Full Time Females	29
Total # Part Time Females	7
Total # Males (all categories)	35
Total # Full Time Males	34
Total # Part Time Males	1
Total # Employees	71
Female % Workforce	50.70%
Male % Workforce	49.30%
Calculated Weighted Average Gap	16.28%

Submit only this form

Must be signed by the principal executive of the company:

RFP#: P2019000045

Signature certifies that all employees working in New Mexico are included, the data is for the current calendar year, and any challenges to your information may require you to get third party verification at your own expense.

Chad I. Rennaker, President

Name and title, printed

Signature

Date submitted

2-7-19

Pay Equity Reporting Form PE10-249, Version 03-2018

Company name:	Jaynes Corporation
Mailing address line 1:	PO Box 26841
Mailing address line 2:	0
City, state, zip code:	Albuquerque, NM 87107
Phone:	(505) 345-8591
E-mail address:	matt.sanchez@jaynescorp.com
FEIN number:	85-0172050
EAN number:	0
SUPPLIER ID:	0

Job Category	No. Females	No. Males	Gap (Absolute %)
1.1 Exec/Senior Level Officials/Mgrs	0	6	N/A
1.2 First/Mid Level Officials/Mgrs	2	19	32.39%
2 - Professionals	10	33	7.49%
3 - Technicians	0	2	N/A
4 - Sales Workers	0	0	N/A
5 - Office and Admin. Support	10	4	12.95%
6 - Craft Workers (Skilled)	0	23	N/A
7 - Operatives (Semi-Skilled)	0	0	N/A
8 - Laborers (Unskilled)	0	2	N/A
9 - Service Workers	0	0	N/A

Total # Job Categories With No Employees	3
Total # Female Only Job Categories	0
Total # Male Only Job Categories	4
Total # Females (all categories)	22
Total # Full Time Females	21
Total # Part Time Females	1
Total # Males (all categories)	89
Total # Full Time Males	87
Total # Part Time Males	2
Total # Employees	111
Female % Workforce	19.82%
Male % Workforce	80.18%
Calculated Weighted Average Gap	15.18%

Submit only this form

Must be signed by the principal executive of the company:

RFP#: P2019000045

Signature certifies that all employees working in New Mexico are included, the data is for the current calendar year, and any challenges to your information may require you to get third party verification at your own expense.

Matthew C. Sanchez - General Counsel

Name and title, printed

Signature

Date submitted

Matthew C. Sanchez - General Counsel

2/6/19

Pay Equity Reporting Form PE10-249, Version 03-2018

Company name:	Family Housing Development Corporation
Mailing address line 1:	8220 Louisiana NE #B
Mailing address line 2:	PO Box 91525, Albuquerque, NM 87199
City, state, zip code:	Albuquerque, NM 87113
Phone:	505-268-2773
E-mail address:	rick@rdaviscompanies.com
FEIN number:	85-0373880
EAN number:	218655
SUPPLIER ID:	0

Job Category	No. Females	No. Males	Gap (Absolute %)
1.1 Exec/Senior Level Officials/Mgrs	0	1	N/A
1.2 First/Mid Level Officials/Mgrs	0	0	N/A
2 - Professionals	0	0	N/A
3 - Technicians	0	0	N/A
4 - Sales Workers	0	0	N/A
5 - Office and Admin. Support	0	0	N/A
6 - Craft Workers (Skilled)	0	0	N/A
7 - Operatives (Semi-Skilled)	0	0	N/A
8 - Laborers (Unskilled)	0	0	N/A
9 - Service Workers	0	0	N/A
Total # Job Categories With No Employees	9		
Total # Female Only Job Categories	0		
Total # Male Only Job Categories	1		
Total # Females (all categories)	0		
Total # Full Time Females	0		
Total # Part Time Females	0		
Total # Males (all categories)	1		
Total # Full Time Males	0		
Total # Part Time Males	1		
Total # Employees	1		
Female % Workforce	0.00%		
Male % Workforce	100.00%		
Calculated Weighted Average Gap	N/A		

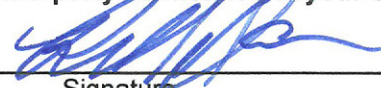
Employer certified no employees other than self

Submit only this form

Must be signed by the principal executive of the company:

RFP#: P2019000045

Signature certifies that all employees working in New Mexico are included, the data is for the current calendar year, and any challenges to your information may require you to get third party verification at your own expense.

Ricky E Davis President  2/7/19

Name and title, printed Signature Date submitted

