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Housing Technical Assistance Fund RFQ for TA Providers

What is the legal name of the consulting firm or independent consultant?	Emmaus Projects
Please provide the legal structure of the firm.	Limited Liability Company (LLC)
What year was the firm founded? (if applicable)	2023
How many individuals work in the firm?	2
Please provide the names and title of key individuals in the firm who would potentially be working as part of this RFQ.	Christopher Kennedy, CEO & Managing Partner Patricia Dolese, Project Execution
Please provide the consultant's or firm's website.	emmausprojects.com
For an independent consultant, how long has the applicant been working as a consultant? (if applicable)	n/a
Please provide a list of languages spoken by staff.	English, have contract support for Spanish if needed

Primary Contact

Name	Christopher Kennedy
Address	300 Bowie Street Unit 1903 Austin, TX 78703-4672
Email	ckennedy@emmausprojects.com
Phone	(512) 797-0099

Firm Specifics

Please describe the geographic area served by the firm.	30% of current clients are nationwide and 70% reside in the Austin MSA
What are your firm’s primary areas of practice?	Emmaus Projects helps nonprofit organizations explore possibilities and navigate the process of reimagining how their property can best serve their mission. We focus on identifying opportunities to generate sustainable, third-party earned income through facilities and real estate to support and strengthen the long-term mission of the nonprofit organization.
Briefly describe your past experience in the affordable housing industry.	Since launching Emmaus Projects in 2023, we have helped deliver 500 affordable housing beds in Austin. A central goal of our approach is to create a sustainable earned-income stream that supports a nonprofit's ongoing mission. Achieving this often requires a market-based solution that blends market-rate and affordable housing on the same site. This balance helps generate the financial resources needed to support the nonprofit's long-term ministry and mission. If someone is looking for 100% affordable housing provider, we would not be the best fit. While affordable housing is an important part of our work, our focus is not on 100% affordable housing developments, but rather on mixed-income projects that also provide lasting financial support to the nonprofit.
How would you describe the range of diversity reflected in your firm?	Emmaus Projects is a small, two-person firm consisting of one white male and one white female. While our team reflects gender diversity, we recognize that we do not currently reflect racial diversity. Both of us bring extensive experience working with diverse communities and understand the importance of listening to and learning from those with lived experiences different from our own. Our approach is grounded in ensuring that the voices and perspectives of the communities our nonprofit clients serve help inform the decisions being made. We recognize that our backgrounds do not represent every perspective, which is why intentional community engagement, listening, and inclusion are fundamental to how we approach our work.

Please provide any other information you feel would aid in understanding the value your firm can bring to ACF Housing TA Fund grantees.	Emmaus Projects focuses on helping nonprofits prepare to engage with the private sector. Real estate developers operate at a different pace, and our role is to ensure nonprofits have the time and guidance to complete their internal discernment and decision-making processes before entering the market. As I often say, developers are focused on a transaction, while nonprofits are making decisions that will shape their mission for generations. Developers are in it for the transaction; nonprofits are in it for eternity.

Consultant Details

Name	Christopher Kennedy
Email	ckennedy@emmausprojects.com
Education	University of Texas at Austin Bachelor of Science in Communication
Employment History	Emmaus Projects, Chief Executive Officer / Managing Partner, 2023 to current Leadership Austin, Chief Executive Officer, Feb 2014 - Dec 2022 Investor & Executive Manager, Three Start Ups, Sept 2011 - Dec 2013 Lower Colorado River Authority, Nov 1988 - Oct 2011 -- Chief Administrative Officer, 2008 - 2011 -- Executive Manager of Corporate Services, 2002 - 2008 -- Chief Information Officer, 1998 - 2002 -- Financial Business Manager, 1992 - 1998 -- Financial Analyst, 1988 - 1992
Awards or certificates	Awards: -- 2024 First Tee Austin, Core Values Award - Community Judgement -- 2020 Executive of the Year - Diversity & Inclusion / DivInc., -- 2019 Top 10 Diversity Champion / Austin Black Business Journal -- 2017 Executive Leadership Award / Greater Austin Chamber of Commerce -- 2017 Austin Best CEO Finalist / Austin Business Journal Certificates: Courageous Conversation Fellow

Nonprofit Board Membership	Current: Courageous Conversations Global Foundation, Austin Together, Diocese of Austin Finance Committee and Junior League Community Advisory Board Previous: Association of Leadership Programs, Austin Area Research Organization, Communities in Schools, SAFE Alliance, The Trail Foundation, Austin Community Foundation
Nonprofit rate you would charge for your services	Our fees are tailored to each client's needs and structured in phases, allowing organizations to move through a journey of discernment and exploration with clear deliverables at each step. This approach provides flexibility for clients to determine when they have the clarity and capacity to move forward independently, allowing us to step away when our support is no longer needed. [redacted]
Would you be comfortable with us including your rate on our public preferred vendor list so applicants can make informed TA grant requests?	No

Client Reference

Name of organization	University Presbyterian Church
Please provide the name(s) of other organizations involved in the collaboration or negotiations	The initial collaboration was between the Church and Emmaus Projects, focused on helping the Church navigate its internal discernment and decision-making process before engaging the private sector. Once the Church was ready to enter the market, the team expanded to include commercial real estate brokers, developers, entitlement specialists, and real estate attorneys.
Reference Contact Name	Stephanie Morris
Reference Contact Email	stephanietmorris@sbcglobal.net
Reference Contact Phone	(512) 415-9797

Please briefly describe the engagement	UPC had been internally discussing their properties at various times over the last 7 years. In Jan 2024, Emmaus Projects was brought in to help establish a clear and structured process for advancing the property discernment. Our role was to move the group from ongoing conversations to concrete steps, ensuring that ideas and intentions were translated into actionable outcomes. In Fall 2026, we are in negotiations to ground lease a portion of their campus to a private developer that will include over 200 beds of affordable housing and provide an ongoing revenue stream that would increase their operating budget by 50%.

Additional Reference	Yes
Name of organization	Diocese of Dallas
Please provide the name(s) of other organizations involved in the collaboration or negotiations	The initial collaboration was between the six church sites in north Dallas and Emmaus Projects, focused on helping explore launching a regional elementary school between these churches. We have completed the initial assessment and are focusing on three of the six church sites engaging with senior housing developers to build market and affordable housing units on these sites when the market conditions improve (tariffs, interest rates, construction pricing, etc.)
Reference Contact Name	Cecilia Colber
Reference Contact Email	ccolbert@cathdal.org
Reference Contact Phone	(214) 379-2800
Please briefly describe the engagement	The Diocese of Dallas is discerning the possibility of establishing a regional elementary school in the Northern Deanery to meet the growing demand for Catholic education. One strategy under consideration is how surrounding Parishes might faithfully steward their underutilized property as a potential funding source for the new school. Each Parish will prayerfully evaluate the findings of its own study and determine independently whether to take further steps in this exploration.