

**REQUEST FOR CITY OF AUSTIN RESOLUTIONS & OTHER REQUIREMENTS**  
**for**  
**2020 9% Competitive Low Income Housing Tax Credits**

This is the Application for developers requesting resolutions (Requestors) required by the Texas Department of Housing and Community Affairs for 9% Low Income Housing Tax Credit applications for the 2020 Cycle. This form and all attachments will be due no later than ***5 P.M. on Friday, December 20, 2019***. *All resolutions being requested are subject to approval by the Austin City Council. It is anticipated that resolutions will be on the Austin City Council Agenda for the February 6, 2020 meeting.*

**1. Resolutions. Please indicate each applicable resolution requested from the City of Austin.**

\_\_\_\_\_ Resolution of Support or No Objection from the Local Governing Body (will be provided to all Requestors completing this form and providing all attachments, but to receive the Support Resolution, the development must meet criteria outlined in section 4 below, Preference Criteria)

\_\_\_\_\_ Twice the State Average Per Capita (will be provided to all Requestors completing this form and providing all attachments)

\_\_\_\_\_ One-Mile/Three-Year Rule

\_\_\_\_\_ Limitations on Developments in Certain Census Tracts

\_\_\_\_\_ Development contributing more than any other to the City's concerted revitalization efforts (only **one** application will receive this designation)

\_\_\_\_\_ Development is located in a Concerted Community Revitalization Plan (CRP) Area (the development must meet additional criteria outlined in section 5 below, CRP Instructions).

\_\_\_\_\_ Development is located within a census tract that has a poverty rate above 40% for individuals (the development must meet criteria outlined in section 4 below, Preference Criteria)

**2. Commitment of Development Funding by Local Political Subdivision.** Funding commitments from the City of Austin will be provided to developments in the form of waived fees through the S.M.A.R.T. Housing Program. Letters from the City of Austin regarding waived fees will comply with the requirements of the 2020 QAP and will be provided to applicants if the development qualifies for S.M.A.R.T. Housing Certification. **Applications for S.M.A.R.T. Housing certification go through a separate review process, and are due by January 06, 2020.** For more information on the [S.M.A.R.T. Housing Program](#), email Sandra Harkins, Project Coordinator, at [sandra.harkins@austintexas.gov](mailto:sandra.harkins@austintexas.gov).

**3. Application Requirements.** For the Resolution request to be considered, please certify this Application and include the following information in the Application PDF:

- 1) Please complete the Project Summary Form (Excel) and attach it as a PDF to the Application behind the appropriate tab. [The Project Summary Form is available on NHCD's website.](#)
  - 2) **If the development will be located in a CRP Area**, then provide the name of that CRP, a brief description of how the investments in that area together constitute a CRP, and a map of the area and the development's relative location within it. Also, the Requestor **must identify the City of Austin council resolution(s) that created the CRP area**. Attach this information to the Application behind the appropriate tab.
  - 3) Provide an aerial map indicating the Development's location and the distance a resident would have to walk on a paved surface to get to the **nearest transit stop**. Attach the map to the Application behind the appropriate tab.
  - 4) Provide a **flood plain map** generated by [www.ATXFloodPro.com](http://www.ATXFloodPro.com) with the property parcel identified and the legend displayed showing the various types of FEMA Flood Plain zones, if any. Attach the map to the Application behind the appropriate tab.
  - 5) Provide information about the Developer's experience and development history. Attach this information to the Application behind the appropriate tab.
- 4) **Preference Criteria.** In order to receive a Resolution of Support, a development must meet **one** of the following criteria. Please select one:
- 1) The development is located in a High Opportunity Area, [according to the City of Austin RHDA/OHDA Application Map Series](#).
  - 2) The development is located in a Gentrification area, [according to the City of Austin RHDA/OHDA Application Map Series](#) (all tracts but "susceptible" are eligible).
  - 3) The development is located within 0.5 miles of an Imagine Austin Center/Corridor or a Mobility Bond Corridor, [according to the City of Austin RHDA/OHDA Application Map Series](#).
  - 4) The development will meet the TDHCA definition requirement for Supportive Housing.
  - 5) 20% of the units in the development will be dedicated to the local Continuum of Care.
- 5) **CRP Instructions.** If the development is in what the Requestor believes is a CRP area, then by **Monday, February 3<sup>rd</sup>, 2020** submit to Patrick Russell an analysis and explanation as to how and why the Requestor believes that the CRP area meets the requirements of TDHCA's Qualified Allocation Plan, as it pertains to 10 TAC §11.9(d)(7) and specifically 10 TAC §11.9(d)(7)(A)(iv)(I). Please contact Patrick Russell with any questions about this requirement.
- 6) **How to Submit.** Applications should be sent by email to Patrick Russell at [patrick.russell@austintexas.gov](mailto:patrick.russell@austintexas.gov). **Please include the PDF with all the incorporated attachments and please include the excel version of the Project Summary as well.** If Requestors are unable to submit by email, Applications may be submitted to Neighborhood Housing and Community Development, 1000 East 11th Street, 2nd Floor, Austin, TX 78702 to the attention of Patrick Russell. For more information, contact Patrick Russell at 512-974-3141 or by e-mail at [patrick.russell@austintexas.gov](mailto:patrick.russell@austintexas.gov).

**Deadline to Submit: 5:00 pm, Friday, December 20, 2019**

Development Name: \_\_\_\_\_

The undersigned hereby certifies that the information provided in this Application, including all attachments and supporting materials, is true and correct under penalty of law, including Chapter 37 of the Texas Penal Code titled Perjury and Other Falsification and is subject to criminal penalties as defined by the State of Texas. The undersigned also affirms understanding of Texas Government Code Chapter 552, Public Information Act, which gives the public the right to access government records through public information requests, and acknowledges that this submitted Application will be treated as a government record.

Applicant (Entity Name) to TDHCA \_\_\_\_\_

Authorized Representative Signature Walter Moreau

Authorized Representative Printed Name \_\_\_\_\_

Authorized Representative Title \_\_\_\_\_

Date \_\_\_\_\_

**Attachment 1 - Project Summary**

*(please insert a PDF of the Excel Project Summary Form)*

**Project Summary Form**

1) **Project Name**  2) **Project Type**  3) **New Construction or Rehabilitation?**

4) **Location Description** (Acreage, side of street, distance from intersection)  5) **Mobility Bond Corridor**

6) **Census Tract**  7) **Council District**  8) **Elementary School**  9) **Affordability Period**

10) **Type of Structure**  11) **Occupied?**  12) **How will funds be used?**

**13) Summary of Rental Units by MFI Level**

Income Level	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four (+) Bedroom	Total
Up to 20% MFI						0
Up to 30% MFI		3	5	2		10
Up to 40% MFI						0
Up to 50% MFI		12	25	13		50
Up to 60% MFI		10	20	10		40
Up to 80% MFI						0
Up to 120% MFI						0
No Restrictions						0
<b>Total Units</b>	<b>0</b>	<b>25</b>	<b>50</b>	<b>25</b>	<b>0</b>	<b>100</b>

**14) Summary of Units for Sale at MFI Level**

Income Level	Efficiency	One	Two	Three	Four (+)	Total
Up to 60% MFI						0
Up to 80% MFI						0
Up to 120% MFI						0
No Restrictions						0
<b>Total Units</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**15) Initiatives and Priorities (of the Affordable Units)**

Initiative	# of Units	Initiative	# of Units
Accessible Units for Mobility Impairments	10	Continuum of Care Units	2
Accessible Units for Sensory Impairments	2		

**Use the City of Austin GIS Map to Answer the questions below**

- 16) Is the property within 1/2 mile of an Imagine Austin Center or Corridor?
- 17) Is the property within 1/4 mile of a High-Frequency Transit Stop?
- 18) Is the property within 3/4 mile of Transit Service?
- 19) The property has Healthy Food Access?

**20) Estimated Sources and Uses of funds**

<b>Sources</b>	
Debt	11,469,522
Third Party Equity	14,548,545
Grant	
Deferred Developer Fee	
Other	2,297,160
<b>Previous AHFC Funding</b>	
<b>Current AHFC Request</b>	3,000,000
<b>Future AHFC Requests</b>	

<b>Uses</b>	
Acquisition	4,704,700
Off-Site	
Site Work	
Sit Amenities	
Building Costs	21,826,695
Contractor Fees	
Soft Costs	1,463,339
Financing	1,320,493
Developer Fees	2,000,000

**Total \$ 31,315,227**

**Total \$ 31,315,227**

## **Attachment 2 – CRP (if applicable)**

*(If the development will be located in a CRP Area, then provide the name of that CRP, a brief description of how the investments in that area together constitute a CRP, and a map of the area and the development's relative location within it. Also, the Requestor **must identify the City of Austin council resolution(s) that created the CRP area.**)*

### **CRP Name**

**Council Ordinance # (1)**

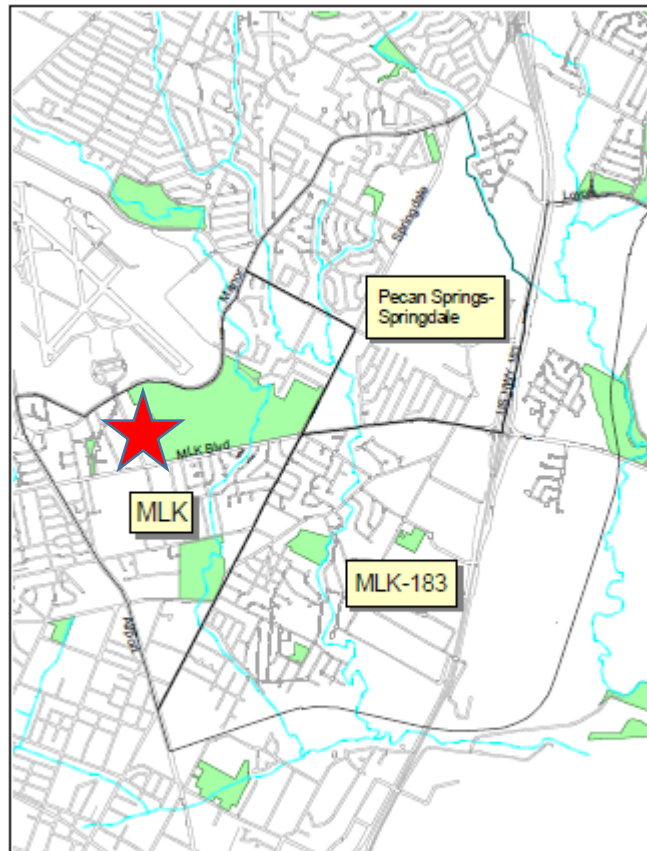
**Council Ordinance # (2)**

**Council Ordinance # (3)**

## E MLK Combined Neighborhood Planning Area

2011 and 2015 EM Franklin Ave is located within the E MLK Combined Neighborhood Planning Area. This neighborhood plan meets the criteria for Concerted Revitalization Plan (CRP) points in the 2020 TDHCA Qualified Allocation Plan. The Plan was adopted by the City of Austin and was created with significant and ongoing input from local residents. Residents, business owners, and property owners have been meeting with City staff since February 2002 to develop this plan to improve their neighborhood and to guide future development. This community vision involves 13 overarching goals and 183 action items. Examples of goals that meet TDHCA's CRP criteria are improving neighborhood safety, protecting and enhancing the neighborhood through code enforcement, promoting the development and enhancement of the neighborhood's major corridors, improving bicycle and pedestrian traffic safety, and improve the quality, safety, and cleanliness of area creeks.

The implementation of each action item is tracked in the Implementation Tracking Chart. To date, approximately 95 action items have been completed. Some are capital improvement projects, and some are planning and administrative in nature. The remaining action items are underway or planned for the future.

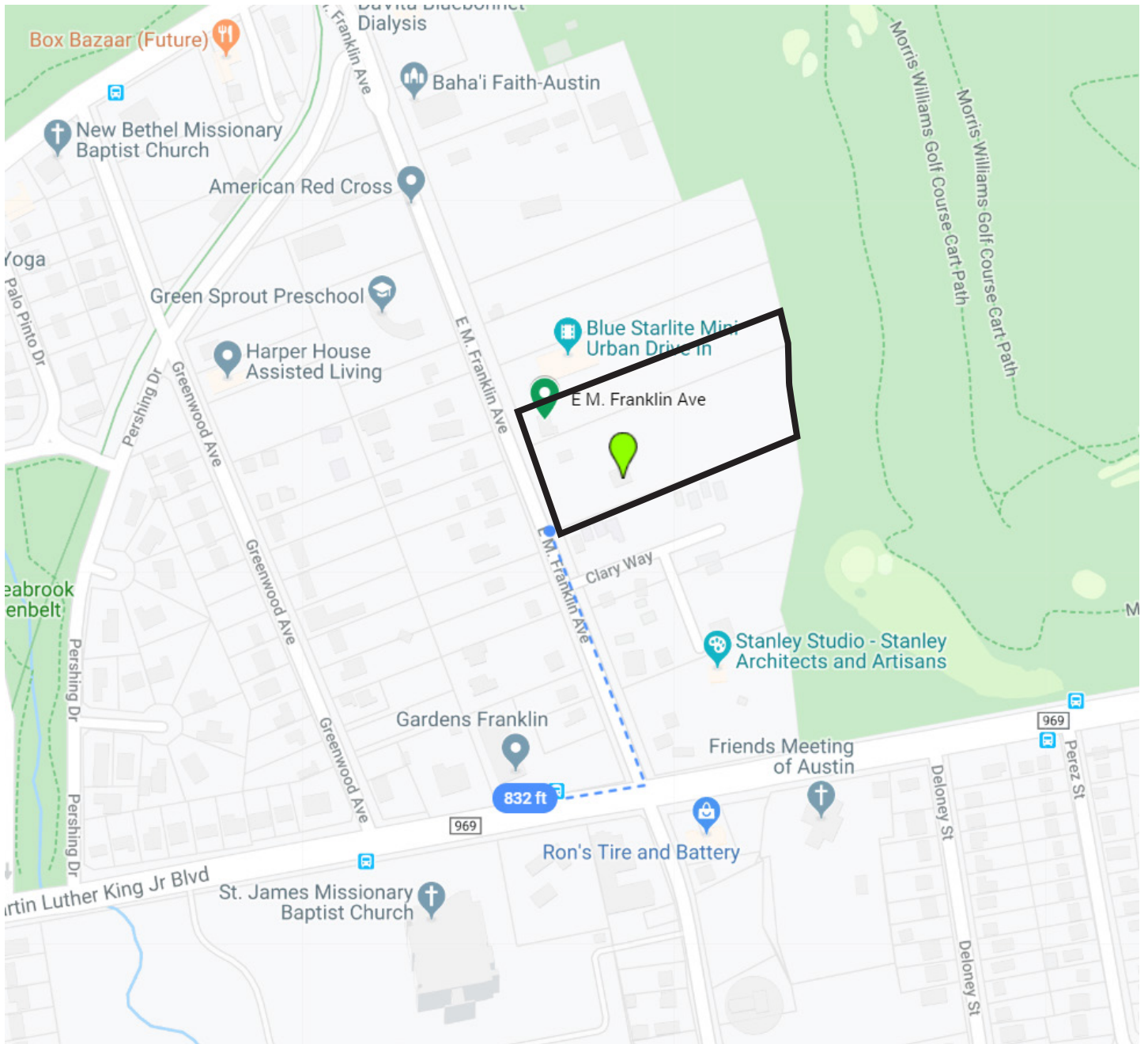


**East MLK Combined Neighborhood Planning Area**

### **Attachment 3 – Map and Nearest Transit Stop**

*(please insert a map indicating the property location and the distance a resident would have to walk on a paved surface to get to the nearest transit stop)*

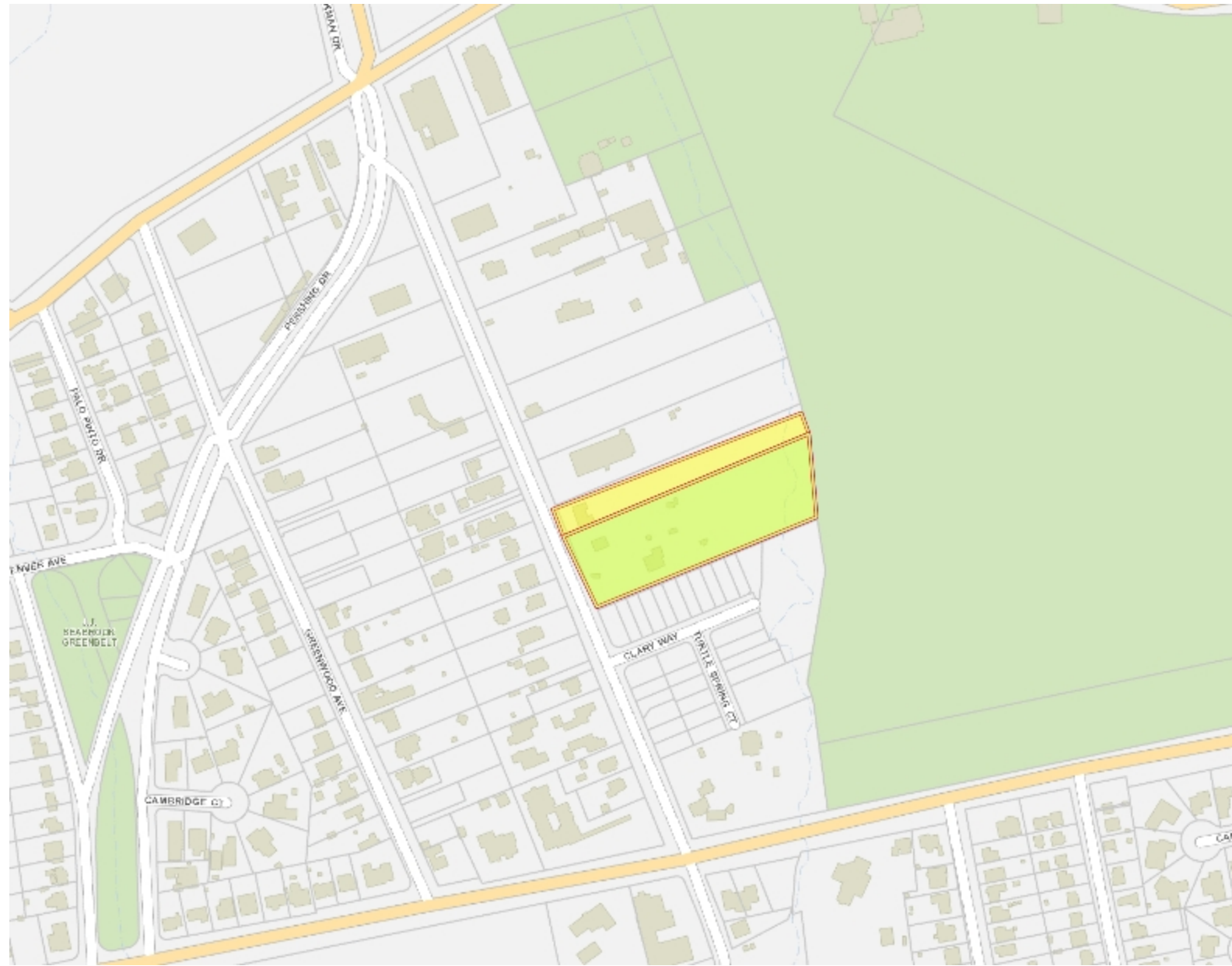




## **Attachment 4 - Flood Plain Map**

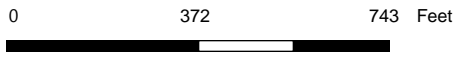
*(Please insert a map generated by [www.ATXFloodPro.com](http://www.ATXFloodPro.com) with the property parcel identified and the legend displayed showing the various types of FEMA Flood Plain zones, if any)*

# 2011 and 2015 EM Franklin Ave



Parcel  
 FEMA Floodplain  
 100 Year (Detailed-AE)  
 100 year (Shallow-AO)  
 100 Year (Approx-A)  
 X Protected by Levee  
 500 Year

This custom map was created with FloodPro and is for informational purposes only. It is not intended for or suitable for legal, engineering, or surveying purposes. It does not represent on-the-ground survey and represents only the approximate relative locations of property boundaries. No warranty is made by the City of Austin regarding the specific accuracy or completeness of the map. Final determination of floodplain status for a property must be based on topographic survey by a Texas registered professional. For regulatory purposes, floodplain elevations must be determined from an engineering model created in accordance with the Drainage Criteria Manual and approved by the City of Austin.



Prepared: 12/16/2019



## **Attachment 5 - Developer's Experience and Development Background**

*(Please provide resumes and/or detailed narratives of the Development members' relevant experience, especially as it pertains to LIHTCs and affordable housing, and please provide a development experience summary, including the property names, their locations, number of units developed, populations served, years of placement in service, and the financing structures)*

# FOUNDATION COMMUNITIES

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Foundation Communities (FC) is a nationally recognized nonprofit founded in 1990 with a mission to provide quality affordable housing and supportive services to low-income families and individuals. FC over 25 years of experience creating housing where individuals and families succeed. Our vision for strong families and communities involves more than just providing a roof over peoples' heads. By combining affordable housing and free on-site services, we empower low-income residents with the tools they need to achieve long-term stability and self-sufficiency. FC focuses on four main areas:

- **Opening Doors to Homes:** We own and manage over 3,300 apartments across 20 properties in Austin and 3 in the North Texas. Over 6,000 residents call our communities home. We are the life-time owner, developer, property manager, and services provider to our Austin portfolio. We invest upfront in high quality design, materials, green building strategies for our new properties and invest heavily in capital repairs, maintenance, and green upgrades at our older properties.
- **Healthy Communities:** All FC residents have access to health amenities and resources including fitness, cooking and nutrition, food pantries, gardens, and disease management/prevention services. We have 727 permanent supportive housing apartments where single adults who have chronic health problems and disabilities, have been homeless, or survive on fixed incomes receive intensive case management. To support families coming out of homelessness, we created the Children's HOME Initiative (CHI). These 142 units, integrated throughout our family properties, provide reduced rents and case management to help families move from crisis to long-term stability.
- **Learning in a Community:** On-site Learning Centers give 1,000 children of working parents academic and enrichment support, including the Green and Healthy Kids program. 85% of students maintain or improve their grades in our free out-of-school time programs. Adult education is also a priority and includes job and computer skills, English as a Second Language, and digital and financial literacy. College Hub deepens FC's decade-long commitment to serving non-traditional students, providing intensive support and academic opportunities for low income and first generation college students.
- **Financial Stability:** Financial Centers provide free tax preparation to 30,000+ low-income individuals each year with the help of 750 volunteers. Annual refunds amount to more than \$40 million, and can equal 25% of a family's annual income. Each year, more than 600 families become smart consumers through financial coaching; at least 50% reduce their debt. Matched savings plans assist families to purchase a home, attend college, or start a business. We assist more than 1,000 students with FAFSA preparation, and help low-income students access nearly \$4 million in Pell grants and scholarships. Finally, by leveraging our certified volunteers, we enroll 5,000+ individuals in health insurance each season.

# PORTFOLIO AND FUNDING SOURCES

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Project Name	Year	Type	Units	Funding Tools
Waterloo Terrace - <i>In Permitting</i>	2018	New	132	9% LIHTC City of Austin - GO Bonds FHLB San Francisco - application in 2019
Jordan At Mueller - <i>Under Construction</i>	2017	New	132	9% LIHTC City of Austin - GO Bonds FHLB San Francisco
Cardinal Point	2015	New	120	9% LIHTC City of Austin - GO Bonds FHLB San Francisco
Garden Terrace Phase III	2015	New	20	TDHCA - TCAP City of Austin - GO Bonds FHLB San Francisco
Bluebonnet Studios	2014	New	107	9% LIHTC TDHCA - TCAP City of Austin - GO Bonds & HOME FHLB San Francisco
Lakeline Stations	2014	New	128	9% LIHTC City of Austin RHDA Program Department of Justice Funds Capital Magnet Fund
Live Oak Trails	2014	New	58	9% LIHTC TDHCA - TCAP City of Austin - GO Bonds & HOME Department of Justice Funds Capital Magnet Fund
Homestead Oaks	2013	New	140	9% LIHTC City of Austin - GO Bonds FHLB San Francisco HUD 221(d)(4) - Mortgage
Capital Studios	2012	New	135	9% LIHTC City of Austin - GO Bonds FHLB San Francisco
Arbor Terrace	2011	Rehab	120	TDHCA - Neighborhood Stabilization Program City of Austin - GO Bonds & CDBG FHLB Atlanta
Sierra Vista	2010	Rehab	238	9% LIHTC City of Austin RHDA Program FHLB San Francisco
M Station	2009	New	150	9% LIHTC City of Austin - GO Bonds FHLB San Francisco
Garden Terrace Phase II	2008	Rehab	15	City of Austin - HTF FHLB San Francisco

Project Name	Year	Type	Units	Funding Tools
Skyline Terrace	2006	Rehab	100	9% LIHTC TDHCA HOME City of Austin HOME & HTF FHLB San Francisco
Spring Terrace	2005	Rehab	142	TDHCA HOME & HTF City of Austin - HOME & CDBG FHLB Dallas
Garden Terrace Phase I	2003	Rehab	88	TDHCA - HOME City of Austin - HOME & CDBG FHLB Atlanta HACA
Southwest Trails	2001	New	160	4% LIHTC TDHCA - Housing Trust Fund City of Austin - HOME & HTF FHLB Dallas
Trails at The Park	2000	New	200	9% LIHTC
Trails at Vintage Creek	2000	Rehab	200	City of Austin - Housing Revenue Bond
Daffodil	1996	Rehab	40	TDHCA - RTC AHDP
Peters Colony	1995	Rehab	160	TDHCA - RTC AHDP
Shadow Brook	1995	Rehab	403	TDHCA - RTC AHDP
Sleepy Hollow	1995	Rehab	128	TDHCA - RTC AHDP
Buckingham Duplexes	1991	Rehab	166	TDHCA - RTC AHDP
Sierra Ridge	1991	Rehab	149	
Crossroads	1990	Rehab	92	City of Austin - GO Bonds

# DEVELOPMENT EXPERIENCE

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Foundation Communities has over 25 years of experience contracting for and overseeing the construction and rehabilitation of affordable housing. Nine of our existing communities were new construction projects financed with tax credits with one community under construction opening in summer of 2019 and another in permitting opening summer of 2010. The remaining fourteen communities in our portfolio were purchased as existing properties and greatly improved with renovations, green spaces and playscapes, learning centers, landscaping, signage, lighting and green building features (solar panels and rain water harvesting). We have experience with the design and construction of structures that are zero lot VMU, 4-story elevator, 3-story walk up, and renovations of apartment complexes, hotels, nursing homes, and duplexes. We have a great track record of gaining neighborhood support, zoning changes, completing construction within tax credit deadlines, and achieving green certifications with AEGB, LEED, and Enterprise Green Communities.

- **Project management:** Megan Matthews oversees the design and construction of our communities, and coordinates the RFQ and bid process for the architect, engineers, and general contractor. She also acts as the direct link between the third party design and construction professionals and FC's Development team. She oversaw the construction of Cardinal Point and Garden terrace Phase III last year and is currently overseeing the construction of The Jordan at Mueller and the design of Waterloo Terrace
- **Market Analysis:** Foundation Communities typically engages a third party firm to conduct market studies for each of our proposed projects. The market study is ordered in the contract feasibility period. Sabrina Butler receives bids and engages each project's market analyst.
- **Site selection and Control:** Walter Moreau has over 20 years of site selection experience. Sites are selected based on a variety of factors including current funding priorities, cost of land, preservation of affordable housing opportunities, and availability of sites in close proximity to existing FC properties. FC contracts with a private, third party land broker to find sites and negotiate with sellers. Sabrina Butler works with the title company to ensure all requirements are met on the buyer side and oversees the closing on behalf of Foundation Communities.
- **Planning and Construction:** Foundation Communities contracts with third-party general contractors and has been privileged to work with a number of quality ones. FC invites those firms to bid on all projects developed by Foundation Communities (in addition to other firms who might be interested). FC has an excellent working relationship and with several general contractors.
- **Design, Architecture and Engineering:** Megan Matthews oversees the hiring of the design and engineering team. Typically, Megan issues an RFQ to an invited list of bidders (open to all interested parties.) The list is narrowed down based on responses and then the FC development team including Walter, Sabrina and Megan meet the finalists and make a selection based on presentations. FC has an excellent working relationship with several architectural firms and civil engineers.
- **Legal and Accounting:** All accounting is performed in-house by an accounting team led by Ann Clift, CFO. Tax returns, audits and cost certifications for tax credit properties are contracted out to Novogradac and Company, LLC. FC has engaged a third party attorney
- **Federal Funding Rules:** FC has extensive experience working with programs funded by HUD and their associated federal regulations including: Federal Labor Standards, Davis Bacon Reporting,



Section 3, Affirmative Marketing, Environmental Clearances, Public Notices and Procurement Standards.

- **Other Funding Source Rules:** FC has a great track record for using multiple funding sources on each projects. Funding stacks often include state funds, FLHB, grants, and private fundraising.

See below for staff experience.

**Walter Moreau, Executive Director.** During his 25-year career, Walter has secured subsidy financing of more than \$350 million to create more than 3,300 units of service-enriched, nonprofit-owned affordable housing, and 13 onsite learning centers. Moreau was recognized as a 2007 James A. Johnson Community Fellow by the Fannie Mae Foundation. He was also awarded the 2005 Social Entrepreneur of the Year Award and the 2004 Texas Houser Award. He holds a Master's degree from UT's LBJ School of Public Affairs. He has been with Foundation Communities for more than 20 years.

**Sabrina Butler, Director of Real Estate Development,** oversees FC's overall real estate development portfolio with a particular focus on new development opportunities and identification/packaging of subsidy and conventional financing for multi-family housing. Packaging includes running project proformas, applying for the funding, bidding out equity/mortgages, coordinating closings, and ensuring compliance with construction-related funding provisions. Sabrina joined Foundation Communities in 2017 with nearly 15 years of experience in nonprofit affordable housing and community development finance. Sabrina has a Masters in Regional Planning.

**Megan Matthews, Director of Design,** and licensed Architect in the State of Texas, oversees the programming, design, and construction management of all development projects. She focuses on green building and sustainability issues while seeking out the best design solutions for the end users. Before joining the Foundation Communities team, Megan worked for the architectural firm responsible for the design of M Station, Homestead Oaks, Lakeline Station, Cardinal Point, and The Jordan at Mueller and was on the design team for four of those communities. Megan coordinates the RFQ and bid processes for the architect, engineers, and general contractor and is the direct link between the third party design and construction professionals and FC's Development team. Megan has a Bachelor of Architecture degree from The University of Texas at Austin.

**Tillie Croxdale, Real Estate Project Manager,** underwrites all new development proposals and manages initial site analysis and due diligence. Tillie also assists the Director of Housing Finance with all phases of each capital funding stack including preparation of funding applications (including LIHTC applications), solicitation of mortgage and equity financing and coordination of financing closings. Tillie has a Bachelor in Architecture, a Master in Real Estate Finance and nine years' experience in the affordable housing field.

**Anna Lake-Smith, Development Project Manager,** works with the Development team to take projects through feasibility, design, and construction, including coordinating with the Sustainability, Property, and Asset Management teams. Anna brings a wide range of design experience, from residential interiors to citywide planning strategies. Anna holds a dual MS in Urban Design and MS in Community/Regional Planning from The University of Texas at Austin, and a Bachelor of Arts in Architecture from Wellesley College.

# PROPERTY MANAGEMENT EXPERIENCE

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Foundation Communities performs all leasing, maintenance, accounting, compliance and other property management functions for its 20 Austin properties. Foundation Communities earns property management and asset management fees that help support the overall nonprofit mission. The success of Foundation Communities' property management is demonstrated through its low vacancy (2% in 2018), high rent collection (99% in 2018), ability to keep all properties consistently performing within their operating budgets, completion of capital repairs of over \$535/unit, and a relatively high percentage of move outs going to homeownership (20% in 2017).

FC monitors portfolio health, tracks each project monthly, compares actual performance to budget assumptions, and aggregates detailed performance metrics at the portfolio level for review by the CFO. All projects are producing their targeted cash flow and reserves established by the Board. FC has a well-funded Central Reserve and robust Asset Management program to keep properties in good condition and eliminate unforeseen capital/repair expenses that would undermine FC's organizational and financial strength. Below are the resumes of our key property management personnel.

**Vicki McDonald, Director of Real Estate Operations**, oversees the income and assets of the FC portfolio. She has over 30 years of experience in owning and managing multifamily, office and retail developments. For 25 years, she owned and operated Vista Properties, a real estate firm specializing in the management, leasing and brokerage of income producing assets. Vicki is the link between the development team and property management as well as filling in on project management as the pipeline demands.

**Desiree Golden, Director of Family Property Management**, oversees 17 family properties within the FC portfolio as well as the Compliance Department. She works closely with District Managers on day to day operations along with evaluating the ongoing financial performance of each property. Desiree has over 29 years of experience in Property Management (10 years with FC) and has her CAM and CAPS designations from NAA.

**Valicia Nichols, Director of Compliance**, is well-versed in guidelines and regulations for FC's compliance programs, such as Low Income Housing Tax Credits (LIHTC), HOME, HUD Section 8 Voucher, Housing Trust Fund, Neighborhood Stabilization Program (NSP), Section 811 and older programs, e.g., Affordable Housing Program (AHP). She maintains FC's good standing with compliance agencies, e.g., TDHCA (state); City of Austin; Federal Home Loan Banks of Atlanta, Dallas and San Francisco; and syndicators such as Wells Fargo, Bank of America, and Enterprise.

# SUPPORTIVE SERVICES EXPERIENCE

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Foundation Communities, as the primary supportive service provider at our properties, has over 25 years of experience in the provision of supportive services to its residents. Supportive services are an integral part of all Foundation Communities properties, and are included in the planning process for every new community from inception. FC is considered a national leader in the provision of service-enriched housing.

All Foundation Communities service programs are developed to meet the particular needs of residents. Each program area utilizes a Theory of Change approach to identify the particular resident outcomes that are desired, the resources that will be required and how progress towards outcomes achievement will be measured and evaluated. Foundation Communities utilizes and contributes to best practices in the fields of education, health, trauma-informed case management and financial stability. Because our programs have a long and consistent record of achieving positive resident outcomes, numerous foundations and public agencies provide funding to establish and grow our programs.

The majority of supportive services are provided by Foundation Communities staff and volunteers. We do, however partner with more than fifty nonprofits and community groups to provide additional services. Some significant partnerships include: Breakthrough Austin, Caritas of Austin, Safe Place, Life Works, Travis County CPS, Communities for Recovery, and Project Transition.

Below are the resumes of our key property management personnel.

**Julian Huerta – Deputy Executive Director.** Julian provides leadership for all Foundation Communities' resident and community services. He develops and directs education, financial stability and supportive housing programs that serve more than 30,000 working poor families and homeless adults annually. Julian brings over 25 years' experience in program development, nonprofit administration and fundraising.

**Mario Cortez – Director of Family Supportive Housing.** Mario has 15 years of experience working with homeless and low-income populations, and holds a Masters in Social Work. Prior to joining Foundation Communities, he spent 3 years developing the Keep Austin Housed AmeriCorps project. He Co-Chairs the Social Services Case Management Network & the Housing Stability Committee of the Basic Needs Coalition, sits on the Executive Committee of the Basic Needs Coalition, and leads planning for Stand Up and Be Counted. Mario oversees all supportive housing programs.

**Marisela Montoya – Director of Education** for Foundation Communities. Marisela graduated from the University of Texas with a degree in Psychology. For 17 years, she has worked overseeing and implementing programs for youth and adults, including 8 years with Austin ISD as a program director and program specialist (Community Education; At Risk Youth Programs; afterschool, teen, and adult education programs). She has been with Foundation Communities for 10 years, first as Lead Learning Center Coordinator, and now as Director of Education. She holds a certificate in Nonprofit Leadership and Management from Austin Community College and Texas Association of Nonprofit Organizations.

**Erika Leos – Financial Coaching and Savings Program Manager.** Erika oversees Foundation Communities' financial coaching and education programs, along with savings initiatives that help residents save money for emergencies and for acquiring assets and achieving long-term financial goals. She earned a Bachelor's of Business Administration from the University of Texas at Austin in 2002.

**Emmanuel Zapata— Adult Education Coordinator.** Mr. Zapata has led Foundation Communities' Adult Education program for the last six years. His focus is on providing ESL and Computer/Digital Literacy classes at FC Family Learning Centers.

**Kori Hattemer— Director of Financial Programs.** In this capacity, she oversees Foundation Communities' free tax preparation, college support services, one-on-one financial coaching, and money management classes. Prior to joining Foundation Communities, Kori was the Associate Director of Savings & Financial Capability at CFED. Kori received her Master of Public Affairs degree at the University of Texas, where she also completed her undergraduate degree.

**Brianna McDonough—College Hub Manager.** Brianna oversees effective implementation and coordination of College Hub services. College Hub services include wraparound college support, like one-on-one college coaching and planning, financial aid application assistance, scholarship administration, the Succeed program, and a two-semester humanities course called Free Minds. Brianna establishes and maintains partnerships with area high schools, colleges, universities, and community-based organizations, and she supervises and coaches College Hub team members. Brianna graduated with her M.A. in Educational Psychology from the University of Texas at Austin and has since worked as an adviser, counselor, student affairs professional, and nonprofit advocate for students of all ages.

**Aaron DeLao—Director of Health Initiatives.** Aaron joined Foundation Communities in 2018. He brings more than a decade of experience as a nonprofit leader. Previously, Aaron worked at CommUnity Care Health Centers and Volunteer Healthcare Clinic. He has led community needs assessments, opened new clinics within Travis County, and built collaborations across community organizations to create much-needed programming in the Public Health arena. Aaron holds a B.A. in Government from the University of Texas at Austin, a Master's in Public Administration from the University of Texas Pan American (now Rio Grande Valley) in Edinburg, and is a certified Health Promotor/Community Health Worker in the State of Texas.