Volunteers of America® | NATIONAL SERVICES

April 28, 2022

Ms. Sarah Ramos (3515 Manor RFP)
Austin Housing Finance Corporation
1000 East 11th Street, Suite 200
Austin, Texas 78702

Dear Ms. Ramos:

Volunteers of America National Services (VOANS) is pleased to submit the enclosed proposal for the Central East Austin Development Opportunity located at 3515 Manor Road to Austin Housing Finance Corporation (AHFC). Given our deep experience in affordable housing and growth plans to expand in Texas, we are pleased to propose a development of 145 affordable rental units to serve families in the east Austin community.

VOANS is one of the largest nonprofit providers of quality affordable housing, healthcare and supportive services meeting the needs of a wide range of communities throughout the country. Since 1896, we have supported and empowered individuals and families across the housing and healthcare spectrum, including America's most vulnerable groups. Through hundreds of human service programs, including housing and healthcare, Volunteers of America touches more than 1.5 million people.

We have built a diverse portfolio that includes developments targeted at families with low to moderate incomes, senior communities, and mixed-income properties with market rate units. Our network of affordable housing facilities consists of approximately 500 properties totaling nearly 22,000 affordable housing units.

Volunteers of America has the expertise to address affordable housing's many facets through completion – from development to ownership, to management and supportive services. We pair the strengths of a national organization with our network of locally-chartered affiliates and community stakeholders to produce high quality sustainable, affordable housing developments across the United States.

For the 3515 Manor VOANS response, we have compiled a team with in-depth knowledge and experience in affordable housing finance and development that we believe has the vision and experience to successfully develop this site. We are committed to deliver long term economic and redevelopment goals for AHFC. Also, we are confident that our team can successfully complete the development and bring a final product that will make the Austin Housing Finance Corporation and City of Austin proud to showcase.

Our partner and local affiliate, Volunteers of America – Texas, Inc. (VOATX), manages over 40 housing communities across Texas, making it one of the largest providers of affordable housing in the state. In addition to providing professional management services to the property VOATX will be responsible for overseeing the 48 Permanent Supportive Housing (PSH) units serving individuals

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or families who are classified as chronically homeless within the Travis County service area. The VOATX PSH Program utilizes a Housing First approach, which includes 1) quickly connecting homeless individuals and families to permanent supportive housing; 2) low barriers to entry; and 3) no preconditions that might lead to the program participant's termination from the program. With a mission driven approach to management VOA-Texas specializes in managing family properties and is positioned to provide property management and the supportive services that are responsive to the needs of the future residents at the 3515 Manor Road.

It would be our pleasure and honor to partner with the Austin Housing Finance Corporation to complete this development. Should you have additional questions as you review our qualifications, please do not hesitate to contact me, at dwelchel@voa.org and 512-671-0000.

We believe our mission, housing principles, team of professional experts, local and national experience is the right combination needed to deliver the high-quality product described in the enclosed proposal.

Sincerely,

Deborah Welchel

Deborah Welchel
Senior Development Director for Texas

3515 MANOR PROPOSAL

Submitted By

VOLUNTEERS OF AMERICA

NATIONAL SERVICES

April 29, 2022

Volunteers of America® | NATIONAL SERVICES

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1.0 Development Concept

Volunteers of America National Services (VOANS) is pleased to submit the following proposal for the Central Austin Development Opportunity located at 3515/3511 Manor Road. Given our expertise in affordable housing, we are enthusiastic to propose a mixed-use development with 145 units designated for families. With units averaging approximately 1,028 square feet on the 3.0-acre site the density is 48 units/acre.

Unit/AMI Mix:

We are presenting two different scenarios regarding the financing of this transaction. Scenario A represents a competitive 9% housing tax project and Scenario B is financed using tax exempt bonds and 4% housing tax credits.

Below is the table that reflects Scenario A – 9%. The 86% affordable rental community will consist of 20 one-bedroom multifamily units (14%); 61 two-bedroom multifamily units (42%); 59 three-bedroom multifamily family units (41%) and 5 four-bedroom multifamily units. As configured, 86% of the units are multi-bedroom affordable units thereby reflecting the communities' desire for a higher portion of multi-bedroom units.

Scenario A represents VOANS commitment to maximize the number of affordable units restricted to households earning at or below 50% of the area median family income. As such, there are 4 one-bedroom units at 30% AMI, 5 two-bedroom units at 30% AMI, 5 three-bedroom units at 30% AMI and 2 four-bedroom units at 30% AMI. Additionally, we are serving 8 one-bedroom units at 50% AMI, 24 two-bedroom units at 50% AMI, 29 three-bedroom units at 50% AMI, and 2 four-bedroom units at 50% AMI. There are 46 units through out the various unit types set aside for 60% AMI residents and 10 market rate units.

Description	# Bedrooms	# Units	Unit Type (LIHTC/MKT)	Subsidized (Yes/No)	Rent %	Utility Allowance	Max LIHTC Rent	Market Rent	Actual Contract Rent	Total Rent Potential
30% 1 Bedroom	1	4	LIHTC	YES	30%	$ 57	$ 499	$ -	$ 1,100	$ 4,400
50% 1 Bedroom	1	8	LIHTC	YES	50%	$ 57	$ 928	$ -	$ 1,100	$ 8,800
60% 1 Bedroom	1	8	LIHTC	NO	60%	$ 57	$ 1,056	$ -	$ 1,056	$ 8,448
30% 2 Bedroom	2	5	LIHTC	YES	30%	$ 75	$ 593	$ -	$ 1,100	$ 5,500
50% 2 Bedroom	2	24	LIHTC	YES	50%	$ 75	$ 1,038	$ -	$ 1,100	$ 26,400
60% 2 Bedroom	2	22	LIHTC	NO	60%	$ 75	$ 1,260	$ -	$ 1,260	$ 27,720
Market	2	10	MKT	NO				$ 1,900.00	$ 1,900	$ 19,000
30% 3 Bedroom	3	5	LIHTC	YES	30%	$ 92	$ 679	$ -	$ 1,100	$ 5,500
50% 3 Bedroom	3	29	LIHTC	NO	50%	$ 92	$ 1,194	$ -	$ 1,194	$ 34,626
60% 3 Bedroom	3	15	LIHTC	NO	60%	$ 92	$ 1,451	$ -	$ 1,451	$ 21,765
Market	3	10	MKT	NO				$ 2,300.00	$ 2,300	$ 23,000
30% 4 Bedroom	4	2	LIHTC	YES	30%	$ 107	$ 753	$ -	$ 1,100	$ 2,200
50% 4 Bedroom	4	2	LIHTC	NO	50%	$ 107	$ 1,327	$ -	$ 1,327	$ 2,654
60% 4 Bedroom	4	1	LIHTC	NO	60%	$ 107	$ 1,614	$ -	$ 1,614	$ 1,614

Below is the table that reflects Scenario B – 4%. The 100% affordable rental community will also consist of 20 one-bedroom multifamily units (14%); 61 two-bedroom multifamily units (42%); 59 three-bedroom multifamily family units (41%) and 5 four-bedroom multifamily units. However,

Scenario B provides a larger commitment to affordable units restricted to households earning at or below 60% of the area median family income. There are 4 one-bedroom units at 30% AMI, 5 two-bedroom units at 30% AMI, 5 three-bedroom units at 30% AMI and 2 four-bedroom units at 30% AMI. Additionally, we are serving 8 one-bedroom units at 50% AMI, 24 two-bedroom units at 50% AMI, 29 three-bedroom units at 50% AMI, and 2 four-bedroom units at 50% AMI. The remaining 65 units are set aside for residents earning 60% AMI.

Description	# Bedrooms	# Units	Unit Type (LIHTC/MKT)	Subsidized (Yes/No)	Rent %	Utility Allowance	Max LIHTC Rent	Market Rent	Actual Contract Rent	Total Rent Potential
30% 1 Bedroom	1	4	LIHTC	YES	30%	$ 57	$ 499	$ -	$ 1,100	$ 4,400
50% 1 Bedroom	1	8	LIHTC	YES	50%	$ 57	$ 928	$ -	$ 1,100	$ 8,800
60% 1 Bedroom	1	8	LIHTC	NO	60%	$ 57	$ 1,056	$ -	$ 1,056	$ 8,448
30% 2 Bedroom	2	5	LIHTC	YES	30%	$ 75	$ 593	$ -	$ 1,100	$ 5,500
50% 2 Bedroom	2	24	LIHTC	YES	50%	$ 75	$ 1,038	$ -	$ 1,100	$ 26,400
60% 2 Bedroom	2	31	LIHTC	NO	60%	$ 75	$ 1,260	$ -	$ 1,260	$ 39,060
Market	2	0	MKT	NO				$ 1,900.00	$ 1,900	$ -
30% 3 Bedroom	3	5	LIHTC	YES	30%	$ 92	$ 679	$ -	$ 1,100	$ 5,500
50% 3 Bedroom	3	30	LIHTC	NO	50%	$ 92	$ 1,194	$ -	$ 1,194	$ 35,820
60% 3 Bedroom	3	25	LIHTC	NO	60%	$ 92	$ 1,451	$ -	$ 1,451	$ 36,275
Market	3	0	MKT	NO				$ 2,300.00	$ 2,300	$ -
30% 4 Bedroom	4	2	LIHTC	YES	30%	$ 107	$ 753	$ -	$ 1,100	$ 2,200
50% 4 Bedroom	4	2	LIHTC	NO	50%	$ 107	$ 1,327	$ -	$ 1,327	$ 2,654
60% 4 Bedroom	4	1	LIHTC	NO	60%	$ 107	$ 1,614	$ -	$ 1,614	$ 1,614

To prioritize affordable units for households who have been previously displaced VOANS will commit to working with VOA TX and AHFC to utilize the preference policy that relates to the distribution of affordable housing units for low- and moderate-income households based on generational ties to the city and the policy that relates to the distribution of units based on household size.

Permanent Supportive Housing and Social Services

The property at 3515 Manor Road will contain 48 Permanent Supportive Housing (PSH) units serving individuals or families who are classified as chronically homeless within the Travis County service area. All participants in the VOATX PSH program will be referred through Ending Community Homelessness Coalition (ECHO) CoC Coordinated Access system, which serves the Austin/Travis County area.

The VOATX PSH Program utilizes a Housing First approach, which includes 1) quickly connecting homeless individuals and families to permanent supportive housing; 2) low barriers to entry; and 3) no preconditions that might lead to the program participant's termination from the program.

Additionally, the program provides rental assistance via project based rental vouchers provided by the City of Austin to cover rent and utilities, and the 3515 Manor PSH will also provide financial assistance via security deposits, help with moving costs, food assistance, income support services, transportation assistance and general housing stability assistance. Residents will also receive case management services to plan for their permanent housing placement, which will include evidence-based, trauma-specific therapeutic services, and a holistic curriculum of classes, examples listed below. In the case that VOATX is unable to provide these classes as services, the Social Service Director will develop relationship with local service providers to administer these classes.

Community Priorities

We believe the development we have designed for 3515 Manor will meet the community priorities identified in the Executive Summary of the 3515 Manor RFP, "The development shall consist of one or more multifamily rental developments developed as low income affordable housing for families, and Permanent Supportive Housing (PSH) for persons experiencing homelessness. The required Permanent Supportive Housing will be supported by on-site social services provided by an experienced non-profit to help residents maintain stable housing."

In addition to being deeply affordable, with PSH units and services onsite, the vision is to provide ground floor non-residential space that serves a public purpose, by hosting local businesses, artists, and community meetings, among other public and cultural uses to serve and engage the East MLK neighborhood and integrate seamlessly with local businesses and public spaces in the immediate vicinity e.g. FastMed Urgent Care, DaVita Dialysis, Baha'i Faith Center, NewDay Community Garden, Blue Starlite Drive-in theatre, the Red Cross, New Bethel Missionary Baptist Church, Green Sprout Preschool, Mueller SW Greenway, JJ Seabrook Greenbelt Park, walking trails and bike paths, etc.

The project layout consists of two buildings, one being a 2-story standalone building and the second being a 5-story building over 1-story of structured parking. The second building will house all of the residential units and related spaces. This proposed design looks to reduce the overall two building massing so as to leave a portion of the residential building open for a roof-top amenity courtyard. The proposed design allows the building to step along the southeast length that fronts Pershing Drive and also takes full advantage of the irregular compact shape of the site. In addition, the site was purposefully laid out to physically integrate the surrounding neighborhood by way of the following components: green spaces that encourage community, public resident walking paths that are pedestrian-friendly and a central 'pocket-park' near the property entrance that can be utilized for public events, i.e. local art shows.

Partnership Structure:

VOANS proposes a partnership with AHFC. The new TBD owner entity will be a to-be-formed limited partnership which will be comprised of a general partner (0.005%), a Class B limited partner (0.005%), and a limited partner (tax credit investor) (99.99%). The general partner is a new TBD entity and will be an instrumentality of the Austin Housing Finance Corporation. The Class B limited partner will be a new TBD entity, whose 90% member is Volunteers of America National Services (VOANS) and whose 10% member is Volunteers of America Texas, Inc. The tax credit investor will be identified later.

As a result of this partnership which will preserve the tax-exempt status of the ad valorem taxes, VOANS is proposing a long-term ground lease of 75 years, and an annual payment in the amount of $50,000. This payment would begin after all deferred developer fees are paid. This long-term lease over the 40-year affordability period would allow AHFC to recoup their original investment.

Experience:

We believe the VOANS development team is well suited to develop 3515 Manor Development as we will be actively involved in all phases of, and lead, the development process. Nationally, the process begins with strategic planning and identifying locations around the country where a need is determined to exist for the persons to be served. The development staff is involved in every stage of development: market analysis, site selection, financial feasibility, stakeholder engagement, selection of design and construction professionals, design development, permitting, financing and accounting, construction, delivery, and lease-up. Beyond the actual execution of development projects, VOANS possesses the financial expertise and underwriting capacity to leverage virtually every source of financing available to affordable housing projects. We develop facilities using a variety of mixed-financing methods, including Low Income Housing Tax Credits, bond financing, conventional financing, HUD 236, 221(d)(4) and LIHPRHA programs. VOANS' development department has also been successful in obtaining numerous grants and loans through foundations and the HOME, CDBG and FHLB programs.

The VOANS team has extensive and proven experience raising both project and enterprise-level funding to support our affordable housing initiatives through a variety of relationships with tax equity investors, debt providers, and social impact and philanthropic organizations. As a mission-driven, non-profit, with nearly 57 years of experience, we have a deep understanding of our partners' goals. Banks want CRA investments, foundations have specific targeted commitments to measurable community development, and other public, private and philanthropic sources have their unique mission and investment goals. Furthermore, we have designated senior staff that work closely with our development team to identify development opportunities in our extensive portfolio in need of gap financing that would make sense for one of our social impact partners. Our expertise includes structuring affordable housing transactions, optimizing development potential with limited resources for either new construction or repositioning projects. We focus on structuring transactions that combine LIHTC, Section 8, Project Based Vouchers and public housing rental units, with other affordable, market rate, and mixed-use components, to achieve financially feasible mixed income developments. Our experience with each of the programs listed above allows us to evaluate projects from multiple angles until we find the financing combination that maximizes affordability while still being able to achieve all of the other project objectives.

On Site Staff:

The other key VOA Team member is VOA-Texas, who will function as property manager, supportive service provider and administrator for the residents of the 48 permanent supportive housing units. VOA-TX is committed to creating a cohesive and successful project. To that end, the full-time management and service coordinator staff will be located in offices on-site, as well as space identified to work with PSH residents. Our proposal includes a designated on-site Resident Coordinator to provide enhanced service coordination. This includes making connections with

organizations and agencies in the community that will provide information, education, assistance and activities for the residents. Everything from children's activities to job training classes are provided through the efforts of the onsite Service Coordinator who primarily have social work and/or case management backgrounds. Beginning with assessments, our service coordinators establish linkages with all agencies and service providers in the community; explore the community to determine/develop the best "deals" in service pricing, to assure individualized, flexible, and creative services for the resident. They also refer and link the residents of the project to service providers in the general community. These are, for example, case management, personal assistance, homemaker, adult education, parenting classes, job training, job search/ interviewing/ resume, ESL classes, income tax filing, budgeting, food pantry, transportation, counseling services, children's programs (back to school, after school, anti-drug/crime, summer lunch programs, etc.), preventive health screening/wellness and legal advocacy.

VOANS has a Resident Coordinator in 125 of our housing developments and we are incorporating this model into all of our future developments as we believe it is a service that significantly helps foster an environment in which residents and persons with disabilities can live independently and remain in their communities.

Volunteers of America National Services believes that we are the best partner to assist the Austin Housing Finance Corporation with development of the 3515 Manor site. With the level of affordability, the higher multi-bedroom units, the commitment to rehouse residents who have been displaced, minimizing the requirement for City of Austin subsidy, our nationwide development/owner experience and our commitment to residents and services it would be our pleasure and honor to partner and collaborate with the Austin Housing Finance Corporation to complete this important development.

2. Development Description Form

Development Description Form

Number of Units											
Bedroom Count	Income Restriction (percentage of area median family income)										Total
	20	30	40	50	60	70	80	100	120	Unrestricted	
Efficiency											
1		4		8	8						20
2		5		24	22					10	61
3		5		29	15					10	59
4		2		2	1						5
Total		16		63	46					20	145

Number of Permanent Supportive Housing (PSH) units	48

Land Use Summary

Zoning	GR-NP & GR-V-NP
Gross Floor Area	194,500
Maximum Height	6 Stories - 85'
Impervious Cover	63%
Number of Parking Stalls	109 garage, 75 surface

Development Timeline

Development Activity	Start Date	End Date
Site Control		9/15/2022
Financing	7/1/2023	
Zoning	9/15/2022	
Subdivision	9/15/2022	
Site Plan	8/1/2022	
Construction	3/1/2024	10/1/2025
Lease Up	3/1/2025	12/1/2025

Development Description Form

Number of Units											
Bedroom Count	Income Restriction (percentage of area median family income)										Total
	20	30	40	50	60	70	80	100	120	Unrestricted	
Efficiency											
1		4		8	8						20
2		5		24	32						61
3		5		30	24						59
4		2		2	1						5
Total		16		64	65						145

Number of Permanent Supportive Housing (PSH) units	48

Land Use Summary

Zoning	GR-NP & GR-V-NP
Gross Floor Area	194,500
Maximum Height	6 Stories - 85'
Impervious Cover	63%
Number of Parking Stalls	109 garage, 75 surface

Development Timeline

Development Activity	Start Date	End Date
Site Control		9/15/2022
Financing	10/5/2022	
Zoning	11/1/2022	
Subdivision	11/1/2022	
Site Plan	11/1/2022	
Construction	6/1/2023	12/1/2024
Lease Up	10/1/2024	7/1/2025

3. Development Concept

Proposed Development Plan
The proposed development plan is a mixed-use development of multifamily rental units that will result in a total of 145 units to serve individual families. With units averaging approximately 1,028 square feet on this 3.00-acre site the density is 48 units/acre. Impervious cover is estimated to be 63% with open space estimated to be approximately 10%.

The project layout consists of two buildings, one being a 2-story standalone building and the second being a 5-story building over 1-story of structured parking. The first building as you enter the site from Manor Road, will house leasing, public, and community spaces along with dedicated spaces for on-site Permanent Supportive Housing (PSH) services. In addition, the first building will also provide public work-share space that is accessible to the surrounding neighborhood & local businesses in order to promote relationships within the community. The second building will house all of the residential units and related spaces. This proposed design looks to reduce the overall two building massing so as to leave a portion of the residential building open for a roof-top amenity courtyard. The proposed design allows the building to step along the southeast length that fronts Pershing Drive and also takes full advantage of the irregular compact shape of the site. In addition, the site was purposefully laid out to physically integrate the surrounding neighborhood by way of the following components: green spaces that encourage community, public resident walking paths that are pedestrian-friendly and a central 'pocket-park' near the property entrance that can be utilized for public events, i.e. local art shows.

This mixed-income development will consist of 20 one-bedroom multifamily units (14%); 61 two-bedroom multifamily units (42%); 59 three-bedroom multi-family units (41%) and 5 four-bedroom multi-family units (3%). As proposed, 86% of the units are multi-bedroom affordable units thereby reflecting the communities' desire for a higher portion of multi-bedroom units.

In order to reduce the visual impact of parking, the multi-family residential building is a podium with screened (allowing the parking area to match that of the main façade) structured parking at the ground level, yielding 109 covered parking spaces. This allows for residential units to front Greenwood Avenue. The remainder of the parking is at grade (surface) yielding 75 parking spaces that are concealed in between the two new buildings, thus reducing its visual impact. Total parking for the site is 184 spaces. Other innovative site features to be explored are bio-swales, underground storm water retention, integrated landscaping and community garden space.

The two building exteriors will match one another and will be constructed of environmentally responsible materials. The majority of the buildings will be clad in cementitious panels/plank with a cultured stone or masonry material base, along with some areas having that same material run full height in order to break-up the building massing. To further minimize building massing, we are proposing jogging the building along each elevation to provide architectural interest and a 'fabric-fit' into the surrounding neighborhood. Large windows and glazing along with exterior unit balconies will provide ample unit natural light at the residential building and also similar windows (storefront) at the community building to provide a welcoming connection to the neighborhood. Additionally, both buildings will have roof-top overhang cornices and sun screening at strategic locations. Both buildings are also proposed to have carbon-reducing white flat roofs with parapets that undulate for

visual interest and provide mechanical equipment screening (RTU's and condensers, etc.) to reduce impact to adjacent site-lines.

Project Amenities

Consistent with VOANS design standards, each unit will have high-efficiency heating and central air conditioning, mini-blinds, vinyl plank flooring, a walk-in closet, refrigerator, range/oven, dishwasher, disposal, microwave and in-unit washer/dryer. The project's common amenities and security features will include a community room (with access to adjacent exterior patio space), fitness room, outside play area (older children) and secured playground (younger children), dog park, business center with resident computer access, lobby/mail and package hub area, bike storage room, video surveillance throughout the property, unit Wi-Fi and service spaces for the PSH component. As noted above, one specialized project amenity is the planned roof-top (at Level two above podium) terrace courtyard which will allow for a trellised resident and community gathering space, grille area and seating spaces that promote outdoor experiences. Since the terrace is only one level up from grade it further promotes the sense of neighborhood, much like a backyard deck.

COMMUNITY BUILDING BREAKDOWN	
SPACE	SF
Business Center	150
VOA Leasing Offices	285
File/Work Room	200
ECHO Office	175
PSH Services	400
Lobby & Mail	550
Fitness Room	450
Resident Coordinator	140
Community Room	1000
Circulation/Elevator	450
Work-share space	700
TOTAL	4500
Bike Room	300

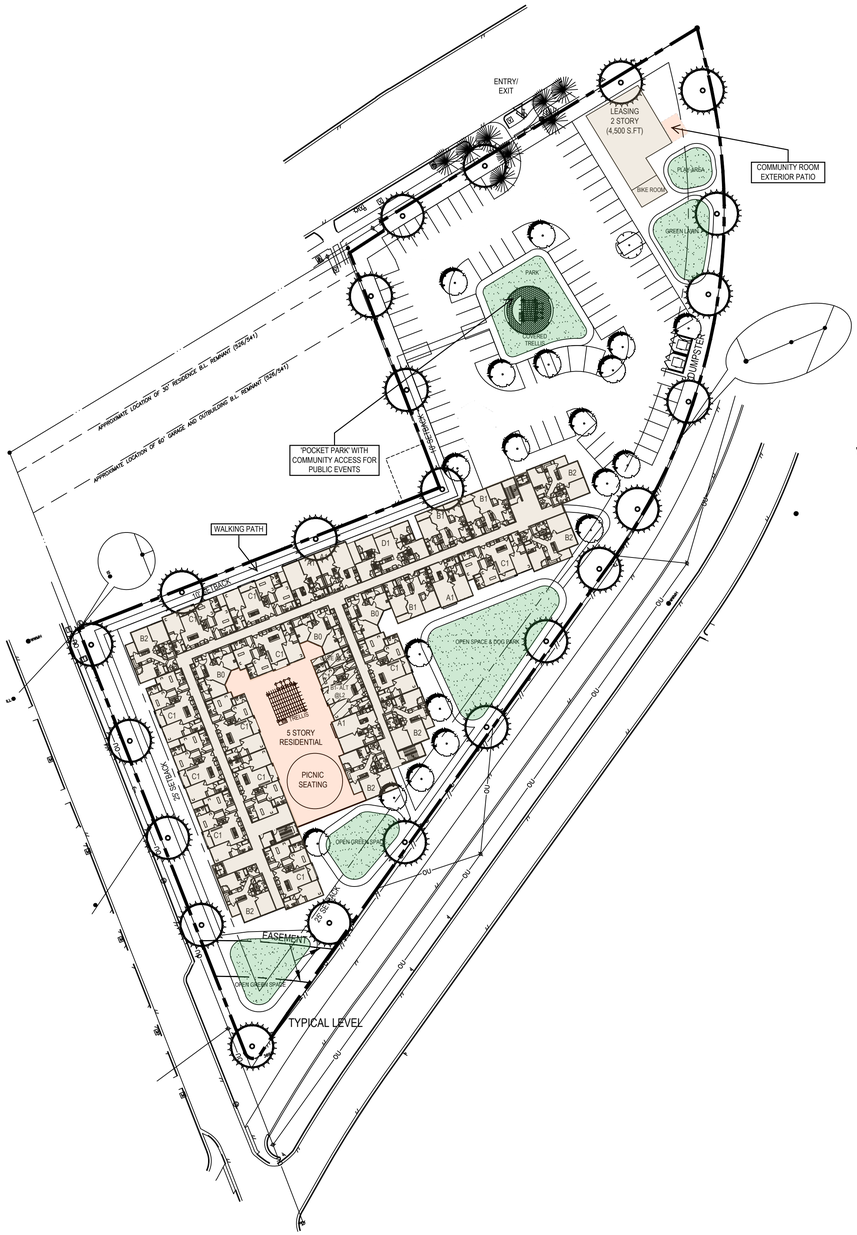
Energy Efficiencies

VOANS is committed to creating sustainable projects. As such, the proposed development will adhere to Enterprise Green Communities standards and will be a fully electrified project to include the following:

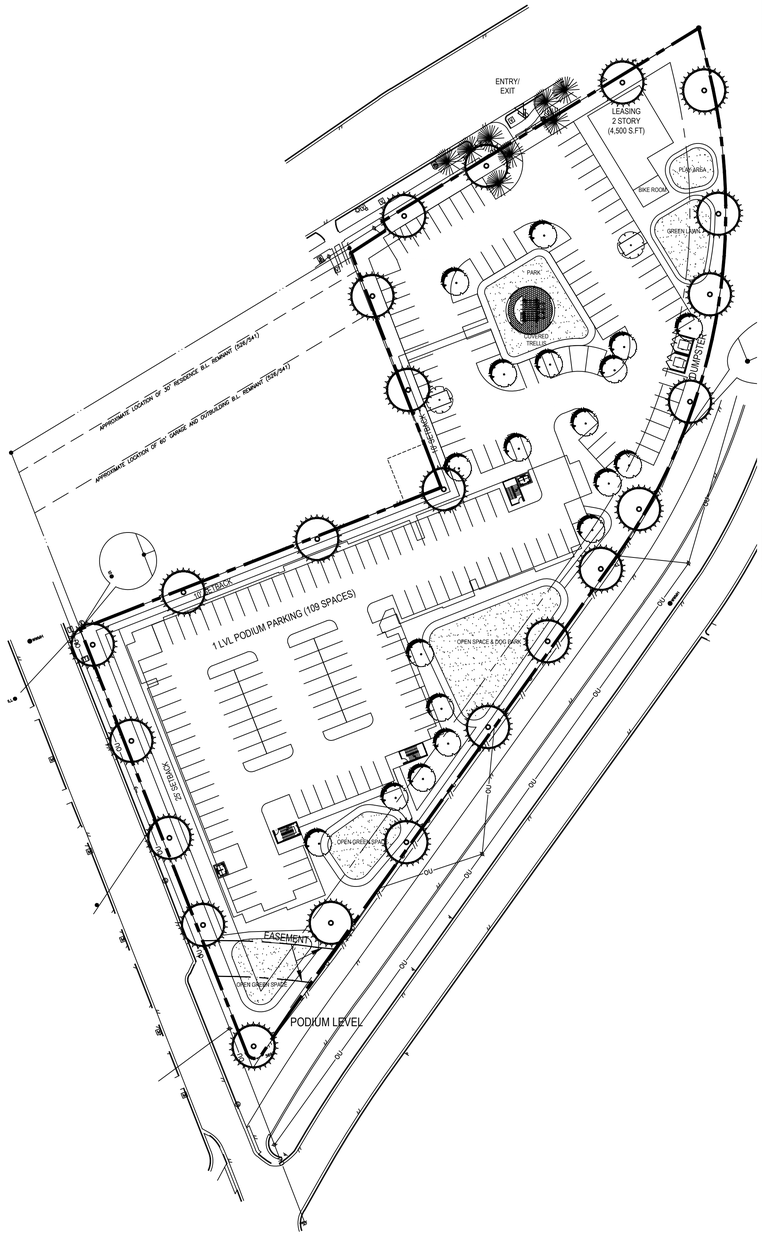
- High SEER rated AC Condensers
- Energy Efficient Windows
- Efficient Glass and Glazing
- Water Conserving Fixtures
- Energy Efficient Water Heaters
- Energy Star Rated Light Fixtures
- LED Lighting

- Occupancy Sensors, Daylight Sensors, Timers
- Energy Star Rated Appliances
- Integrative/Active design (Promoting Physical Activities)
- Healthy Living Environment
- Universal Accessible Design

Note: In addition to the above and depending on total project costs, VOANS is also interested in exploring additional opportunities for energy efficiencies through systems such as photo-voltaic roof panels and other related energy footprint reductions.



TYPICAL LEVEL PLAN (2ND -6TH)



1ST LEVEL PLAN

CHARACTER PERSPECTIVE

GROSS BLDG AREA: 194500
BLDG HEIGHT: 6 STORY, UP TO 85'
PARKING SPACES PROVIDED: 184
IMPERVIOUS COVERAGE: 63%

3515 -MANOR				*VOLUNTEES OF AMERICA*		2022175
UNIT TABULATION - 5 STORY OVER 1LVL PODIUM						4/27/22
UNIT NAME	UNIT TYPE	NET AREA(SF)	UNIT COUNT	PERCENTAGE	TOTAL AREA	% BREAKDOWN
A1	1br/1ba	700	20	14%	14,000	14%
B0	2br/2ba	885	15	10%	13,275	42%
B1	2br/2ba	925	16	11%	14,800	
B2	2br/2ba	995	30	21%	29,850	
C1	3br/2ba	1,199	59	41%	70,741	41%
D1	4br/3ba	1,270	5	3%	6,350	3%
TOTALS			145	100%	149,016	

UNIT AVERAGE NET SF : **1,028**

* NET AREA IS COMPUTED TO INCLUDE SQUARE FOOTAGE FROM EXTERIOR FACE OF ALL EXTERIOR FRAME WALLS THAT ENCLOSE A/C SPACE. IT DOES NOT INCLUDE PATIOS, BALCONIES, PATIO/BALCONY STORAGE.

PROJECT DATA

UNIT AVERAGE NET SF :	1,028	S.F.
ACREAGE:	3.00	GROSS ACRES
DENSITY:	48	UNITS/ACRE
PARKING:		
PROVIDED	184	SPACES
1 LVLPODIU PARKING	109	GARAGE SPACES
SURFACE PARKING	75	SURFACE SPACES
	1.3	SPACES/UNIT

SCALE: 1" = 50' - 0" (24"x36" SHEET)

0' 50' 100' 200'

N

A201

HUMPHREYS & **PARTNERS** ARCHITECTS, L.P.
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Volunteers of America®

ARCHITECTURAL SITEPLAN
SCHEME 01
April 27, 2022

3515- MANOR
AUSTIN, TX
HPA# 22175

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VOA GREEN BUILDING PROJECT SPOTLIGHT

1. Cedar View (Durham NC)

- Standing Seam Metal roof with high reflectivity and vented attic to reduce heat gain
- VOA preferred exterior envelope package with masonry, cement board siding and standing seam metal roof for extended life.
- Split system HVAC with high SEER Rating (Seasonal Energy Efficiency Rating)
- The use of operable window openings for natural cross ventilation in common areas
- Energy Star Commissioning

2. Northway Landing Green Retrofit Program (Nacogdoches Texas)

- Full exterior envelope package replacement windows, metal roof, cement board siding
- A roof mounted 60K Watt Solar Photovoltaic array

3. Silver Lakes Green Retrofit Program (Orlando Florida)

- Roof, carport mounted 220K Watt Solar Photovoltaic array providing about ½ of all electrical power used in the property
- Underground storm water collection tanks providing irrigation water on site harvested from the building rooftop

4. Hope Manor II (Chicago Illinois)

- Energy Star Commissioning
- Permeable pavements for storm water absorption to reduce runoff
- Roof mounted solar hot water system

5. Terraces on Tulane (New Orleans Louisiana)

- Designed to meet Enterprise Green Communities Criteria
- Podium construction with covered parking at grade, to respond to potential high water level conditions in the City of New Orleans

6. Trailside Heights (Anchorage Alaska)

- Solar Photovoltaic array provided as exterior siding

VOA Additional Green Building Criteria

Integrated Design

- The Integrated Design Approach is always applied, involving the entire development team VOA, committed to meet the standards of both Energy Star and Enterprise Green Communities.

Communities Criteria

- Specific to the Green Development criteria, VOA employs the standards of the Enterprise Green Communities Criteria Checklist and will self-certify on completion that these same standards have been met in the design and delivery of the project.
- Sites will be selected based on its proximity to existing supportive infrastructure of roads, water and sewer.
- Further there are existing retail and community facilities and adequate public transportation in close proximity to the site
- Where environmentally sensitive areas exist on or in the area of the site, all reasonable efforts are been made not to compromise these areas. The site selection does not include areas of existing park or prime farmland. The site design avoids critical slope areas, flood plains, and wetland areas on or adjacent to the site.

Site Improvements

- Are preferred infill sites, the Owner brings to the Development Team experience in dealing with the standards required for greyfield, brownfield and adaptive reuse development.
- A Phase 1 Environmental Site Assessment is always used. Where additional testing or abatement measures are identified the costs associated will be built into the project budget.
- The target density for the site, as local zoning and community standards allows is a minimum of 15 units for acre for a compact development with minimum site coverage.
- The design of the site provides walkable all-weather pathways linking the building to public spaces, sidewalks, and where possible to adjacent developments and open spaces.

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Water Conservation

- During construction the EPA's Best Management practices for erosion and sediment control are employed.
- The site design will use appropriate measures to capture, retain or harvest storm water.
- Landscaping design will further take into consideration available soils, water resources and microclimate using appropriate native plantings to reduce irrigation requirements and avoiding the use of invasive species.
- Should site irrigation be necessary, an efficient irrigation system will be coupled with the reuse of available water.
- Irrigation system to also be provided with rain sensors to restrict use when not required.
- All plumbing fixtures will meet or exceed the minimum EPA WaterSense Label specifications for new construction.

Energy Efficiency

- The building is oriented on the site to make the greatest use of passive solar heating and cooling. It will further be designed as photovoltaic ready.
- An energy analysis will be conducted in the design phase to evaluate the building and its systems performance for compliance with Energy Star standards.
- All relevant appliances, owned or leased, and lighting both interior and exterior will meet Energy Star standards.
- Separate electric meters for each unit in the building will be install to monitor power consumption on a unit by unit basis.
- Also the building will be wired to accept power reverse metered into the grid from photovoltaic panels installed in the future.
- HVAC condensers will be sited to allow the greatest shading and protection from the sun.
- Use of cool roof materials and permanent shading devices for windows supplementing building orientation on site.
- All windows and glazed openings to meet relevant Energy Standards for the location considering heat transfer, infiltration and solar heat gain.
- The provision of screen on all operable windows to take advantage of natural ventilation.
- The provision of at least one Energy Star rated ceiling fan in the living units.

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Eco-Friendly Materials

- The use of building materials in a manner that is consistent with good stewardship either by the use of materials with recycled content or forest products that are Forest Stewardship Council certified will be encouraged.
- Water permeable surfaces for walkways and paving will also be encouraged.
- Prior to construction the General Contractor will be required to submit a construction waste management plan calling for separation of reusable and recyclable materials entering the waste stream.

Community Resident Health

- The project will require the use of Low/No Volatile Organic Compounds (VOC) for paints, adhesives, sealants, woods, floor coverings.
- Interior finish materials to be selected from Green Seal standards.
- Direct exhaust to the exterior will be required in bathrooms and kitchens. Specific design actions to prevent mold will be taken in wet areas, tub and shower enclosures and at hot water heaters.
- Vapor barriers at slab on grade construction will also be required as well as proper drainage away from the building at its perimeter.
- Where combustion equipment is specified for water or space heating, CO detectors will be required.
- In the interest of pest management proper sealing at wall, floor and joint penetrations will be required.
- All makeup air, given high humidity levels, will be preconditioned for moisture removal as well as temperature control.
- Provision of an accessible walking/jogging/exercise station path inside the perimeter of the property

Operations and Maintenance

- A manual specific to the property will be developed to guide staff on the care and operation of appliances, HVAC, water system controls, lighting equipment, landscape materials and equipment, and pest control systems.
- Recycling facilities for separating recyclable trash inside the building prior to haul away.

4. Elevations

HUMPHREYS & **PARTNERS** ARCHITECTS, L.P.
5339 Alpha Rd., Suite 300, Dallas, TX 75240 | 972.701.9636 | www.humphreys.com

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CHARACTER PERSPECTIVE

April 27, 2022

A202

3515- MANOR
AUSTIN, TX
HPA# 22175

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5. Financial Offer

VOANS is proposing a partnership with AHFC. The new TBD owner entity will be a to-be-formed limited partnership which will be comprised of a general partner (0.005%), a Class B limited partner (0.005%), and a limited partner (tax credit investor) (99.99%). The general partner is a new TBD entity and will be an instrumentality of the Austin Housing Finance Corporation. The Class B limited partner will be a new TBD entity, whose 90% member is Volunteers of America National Services (VOANS) and whose 10% member is Volunteers of America, Inc. (VOATX). The tax credit investor will be identified later.

The Developer is Volunteers of America National Services (VOANS), a Minnesota not-for-profit corporation, whose principal place of business is 1660 Duke Street, Alexandria, VA 22314-3427. The Co-Developer will be a TBD Texas non-profit corporation, an affiliate of the Austin Housing Finance Corporation. The proposed development team includes; a) architect - Humphreys & Partners Architects, b) civil engineer – Civil & Environmental Consultants, Inc., c) general contractor - Spring Valley Construction Corporation, d) attorney - Coats Rose, e) subdivision and permits – Masterplan, and e) management agent - Volunteers of America Texas (Euless, TX). The LIHTC consultant is True Casa Consulting, LLC.

Below is the fee structure proposed:

Financial Inputs / Obligations	AHFC	VOANS
Predevelopment	15%	85%
Guarantees - Construction Completion (up to fee amount)	0%	100%
Guarantees - Tax Credits	0%	100%
Guarantees - Compliance	0%	100%
Guarantees - Operating	0%	100%

Fee Participation	AHFC	VOANS
Developer Fee	30%	70%
Cash Flow	50%	50%
Residual Value	50%	50%
Annual Lease Payment – after DDF is paid	$50,000	
Cost Savings	50%	50%

Additionally, we will provide AHFC with the first right of refusal to purchase the development or additional interest in the development.

Financial Benefits Form

Please identify your proposed financial benefits to the AHFC to be realized through the development of the Property.	
Proposed Percentage of Developer Fee to AHFC	30%
Proposed Total Amount of Developer Fee to AHFC	1,645,656.60
Proposed Amount of General Contractor Fee to AHFC	VOANS GC, INC is the GC
Proposed Amount of GP Management Fee to AHFC	50%
Proposed Upfront Ground Lease Payment to AHFC	0
Proposed Ongoing Annual Ground Lease Payment to AHFC	after DDF is paid - $50,000/yr
Proposed Percentage of Cash Flow to AHFC	50%
Proposed Percentage of Future Capital Transactions to AHFC	50%
Proposed AHFC Rental Housing Development Assistance Request	$3,000,000

Financial Benefits Form

Please identify your proposed financial benefits to the AHFC to be realized through the development of the Property.	
Proposed Percentage of Developer Fee to AHFC	30%
Proposed Total Amount of Developer Fee to AHFC	1,385,809.20
Proposed Amount of General Contractor Fee to AHFC	VOANS GC, INC is the GC
Proposed Amount of GP Management Fee to AHFC	50%
Proposed Upfront Ground Lease Payment to AHFC	0
Proposed Ongoing Annual Ground Lease Payment to AHFC	after DDF is paid - $50,000/yr
Proposed Percentage of Cash Flow to AHFC	50%
Proposed Percentage of Future Capital Transactions to AHFC	50%
Proposed AHFC Rental Housing Development Assistance Request	4,000,000

6. Housing Preference Policy

Process for Applications and Preferences

1. **Marketing and Application Period**: VOATX will create a marketing plan to affirmatively market the available units. We will focus our marketing efforts on organizations that participated in the survey process, as well as the organizations and business that made contributions to the creation of the 'Plan'. This includes, but is not limited to Greater Mount Zion Baptist Church, St. James Missionary Baptist Church, David Chapel, St. Mary Missionary Baptist Church in Pflugerville and participants of the Neighborhood Planning Process. We will also market to additional resources, such as churches and organizations, that work with the targeted population.
   Applications will be accepted during normal business hours and placed on the appropriate waiting list in order of date and time of application. The waiting lists will be closed when management determines that there are sufficient potentially eligible applicant households on the current Waiting List that will satisfy apartment vacancies for a three (3) year period.

2. **Application Screening**: At the time of application, the on-site staff will review the application to determine if the applicant(s) meet the program eligibility requirements based on the information provided prior to placement on the Waiting List. The application will include questions to determine the needs of the Household as well as any preference(s) they are claiming.

3. **Preference Filtering and Selection**: Applications will be maintained by unit size, to include columns for 'Need for Accessible Unit', 'Meets Unit Size Standards' and 'Anti-Displacement Preference'. The 'Anti-Displacement Preference' column will be utilized to identify the number of preferences the applicant(s) claims by 0 (no displacement preferences), 1 (1 displacement preference), 2 (2 displacement preferences) or 3 (3 displacements preferences) as defined in 'c' below. Applicants with 3 Anti-Displacement preferences will be given priority, followed by applicants with 2 preferences, 1 preference and finally no preference. By handling preferences in this manner, existing software programs should be able to properly sort/order the applications. This will also allow for ease of explanation to applicants as well as effective implementation by staff.

   a. **Disability Preference**: applies to affordable accessible units. Households with members with disabilities will receive priority for units with disability modifications. Within this preference category, applicants with an Anti-Displacement Preference (defined in 'c' below), would be selected before an applicant without the Preference
   b. **Household Size Preference**: a household whose square footage requirements for sleeping areas based on the Property Maintenance Code are equal to or less than the size of the available housing unit.
      1) A one-person household may not occupy a unit with more than one bedroom unless as a reasonable accommodation or an appropriately sized unit is not available.

2) Use the Property Maintenance Code standard (404.4.1) to calculate the amount of square footage required based on the household size.

Within this preference category, applicants with an Anti-Displacement Preference (defined in 'c' below), would be selected before an applicant without the Preference.

c. **Generational Ties & Displacement Preferences**: the following preferences address the topics of generational ties and displacement of LMI households and would apply to 50% of the affordable units when 2 or fewer units are available at a time and 40% of the affordable units when three or more units are available at a time. Preferences are defined below:

1) **Eligible Census Tracts**: households that reside in census tracts identified as being any gentrification type in maps created as part of the University of Texas Uprooted Project. The following households would be covered:
    a. Households that currently reside in an applicable census tract.
    b. Households that formerly to reside in an applicable census tract, back to the year 2000.
2) **Displacement**: households that have been displaced since 2000 due to the following:
    a. Natural Disaster
    b. Government action (i.e., eminent domain)
    c. Households displaced from properties that triggered the City of Austin's Tenant Notification & Relocation Assistance Ordinance or federal Uniform Relocation Act.
3) **Immediate family reside in the city**: Immediate family is a parent/guardian, or grandparent. To address adult or elderly residents, an applicant's immediate family may have resided in the city at the time of their death.

4. **Appeals Process**: Rejected applicants shall have the opportunity to appeal adverse decisions by providing management with relevant mitigating information beyond that contained in an individual's documentation. Relevant mitigating information might include: the facts or circumstances surrounding criminal conduct; instances of identity theft or misrepresentation; or other mitigating circumstances that demonstrate management may not have accessed all or the most recently available information.

a. This appeal of rejection must be in writing and must be received by management within fourteen (14) calendar days of the date of the rejection letter. If an appeal of the rejection is not received within the specified timeframe due to a disability, management will provide a reasonable accommodation, if necessary. Appeals not received by management during regular business hours within fourteen (14) calendar days will be denied by default.

b. Rejected applicant households who submit appeals within fourteen (14) calendar days must be present for a scheduled meeting with management to review the findings of the appeal. Management will make a decision regarding appeals within five (5) business days of the meeting and will communicate the final decision to rejected applicants in writing.

7. 3515 Manor Community Priorities

INTRODUCTION

In response to the 'Community Priorities' identified through the AHFC public engagement conducted during Fall 2021 and research provided through the *UPROOTED PROJECT* and the UT Austin Institute for Urban Policy Research & Analysis report titled *THOSE WHO LEFT: Austin's Declining African American Population*, VOANS has conceptualized a development which aims to support the physical housing, socio-economic, and cultural needs of the East MLK neighborhood with a particular focus on serving former residents and those currently at risk of displacement. Careful consideration has also been given to the Vision and Goals of the *East MLK Combined Neighborhood Plan* to ensure that the current area residents (and those returning) will have their voices represented in the development concept, neighborhood integration and the menu of services provided on site. This includes, but is not limited to the provision of public community access to classes/workshops hosted on site by various local nonprofits and an outdoor green space pocket park which will incorporate art provided by local artists. These curated amenities, and more, directly align with the public engagement feedback obtained from the East Austin community preferences and will be discussed in further detail below organized by five subheadings obtained from *Community Priorities,* p.11 of the *3515 Manor Rd Request for Proposal.*

NEIGHBORHOOD RESEARCH

The property at 3515 Manor Road falls within an area of statistical "Chronic Displacement," as reported on the *Project Connect Anti-Displacement Maps and Dashboard* and area census data shows a rapid decrease in the local African American population, especially within the area of East Austin. Furthermore, studies conducted by the City of Austin and the University of Austin have revealed disproportionate representation of the African American residents who felt "pushed out" of East Austin neighborhoods as a result of increased housing costs and economic disparities. UT Austin Institute for Urban Policy Research & Analysis report titled *THOSE WHO LEFT: Austin's Declining African American Population*, contains the following points: "Despite being one of the fastest growing cities in the United States, Austin's African American population has been in steady decline for nearly two decades. The discrepancy between Austin's huge population growth and its decline in African American residents is greater than that of any other fast-growing major city in the U.S." "African American outmigration serves as a bellwether for the rest of the Austin area. Any efforts to stem African American population losses will no doubt contribute to creating a more economically and socially equitable city." Similarly, data from the Austin Travis County 2020 *Point-In-Time (PIT) Count Results*, reveals that Black/African American individuals are significantly overrepresented in the population experiencing homelessness. Roughly 1 in 10 people in Travis County are Black/African American, while about 1 in 3 people in the population experiencing homelessness are Black/African American.

PROPOSED HOUSING

VOANS and VOA TX have developed a Housing Preference Policy from criteria outlined within the *City of Austin Housing Policy Memorandum* to specifically outreach to and prioritize the anti-displacement of former and current East Austin residents (Section 6). The proposed development at 3515 Manor Road is a mixed-use development, housing clients of PSH, Veterans, the disabled, mixed-income families, multi-generational families and East Austin residents meeting displacement criteria. Rental units consist of 145 multifamily rental units averaging approximately 1,028 square

feet, containing 20 one-bedroom multifamily units (14%); 61 two-bedroom multifamily units (42%); 59 three-bedroom multi-family units (41%) and 5 four-bedroom multi-family units (3%). As proposed, 86% of the units are multi-bedroom affordable units thereby reflecting the East Austin communities' desire for a higher portion of multi-bedroom units, and thus accommodating multi-generational families and preventing further displacement and breakage of family supports.

7.1 Provide ground floor non-residential space that serves a public purpose

The vision is to provide ground floor non-residential space that serves a public purpose, by hosting local businesses, artists, and community meetings, among other public and cultural uses to serve and engage the East MLK neighborhood and integrate seamlessly with local businesses and public spaces in the immediate vicinity e.g. FastMed Urgent Care, DaVita Dialysis, Baha'i Faith Center, NewDay Community Garden, Blue Starlite Drive-in theatre, the Red Cross, New Bethel Missionary Baptist Church, Green Sprout Preschool, Mueller SW Greenway, JJ Seabrook Greenbelt Park, walking trails and bike paths, etc.

The first building as you enter the site from Manor Road, will house leasing staff, a public community room and courtyard, resident bike storage, along with dedicated spaces for on-site Permanent Supportive Housing (PSH) staff. In addition, the first building will also provide public work-share space that is accessible to the surrounding neighborhood & local businesses in order to promote relationships within the community. The community room will host workshops, classes, and other community-oriented meetings provided in partnership with local nonprofit organizations and will be scheduled on a monthly calendar and shared with the local community. Use of this space will be organized by the on-site Resident Services Coordinator (Example Resident Services Coordinator Job Description attached). Through data collection and evaluation, VOANS has determined 98% of our residents consult with our on-site service coordinators regularly, on average engaging the service coordinator or participating in services arranged by the coordinator 21 times per year. We have included one full time Resident Services Coordinator onsite in our development plan who will liaison between our on-site residents, local community residents, and local nonprofits engaging in onsite workshops. This will emphasize the integration of the new development with the local public as well as create an atmosphere of community engagement for all area resident; new, old and returning.

Nonprofits approached about hosting on site workshops/classes will include, but not be limited to: local nonprofit organizations who are applying to *The City of Austin Future Cultural Funding Programs* opportunity (these organizations will by nature align with the services and needs of the East MLK neighborhood and be able to provide specialized anti-displacement services to residents), local Veterans organizations, Youth engagement programs (ie Amala Foundation), arts and culture nonprofits (ie Six Square, the George Washington Carver Museum and Cultural Center), and many others. In addition to hosting anti-displacement and economic trainings, the community center will also be available for workshops supporting local community social events, cultural activities and arts e.g. Veterans support group, resume building workshop, Bingo night, paint night (depending availability of nonprofits and interested parties).

7.2 Integrate development with the neighborhood, both physically and culturally

"The Property is a true urban infill site fronting a commercial corridor on Manor Road that has existing and planned expansion of high-frequency public transportation. The Property occupies the unique space between the highly amenitized planned development known as Mueller, to the North, and the historically African American residential neighborhoods known as Blackland and MLK, to

the South. It's walking distance to dozens of unique local restaurants, bars, health clinics, creative businesses, public and private schools, a golf course and Public Parkland including the JJ Seabrook Neighborhood Park and the Southeast Greenway, 140 acres of public trails and Parkland that is part of the Mueller Development across the street from the Property. The many goods and services provided in a short and walkable area allow for an enriching and high-quality living experience." - *3515 Manor Rd Request for Proposal*

The two building exteriors will match one another and will be constructed of environmentally responsible materials. The majority of the buildings will be clad in cementitious panels/plank with a cultured stone or masonry material base, along with some areas having that same material run full height in order to break-up the building massing. To further minimize building massing, we are proposing jogging the building along each elevation to provide architectural interest and a 'fabric-fit' into the surrounding neighborhood.

In order to reduce the visual impact of parking, the multi-family residential building is a podium with screened (allowing the parking area to match that of the main façade) structured parking at the ground level, yielding 109 covered parking spaces. This allows for residential units to front Greenwood Avenue. The remainder of the parking is at grade (surface) yielding 75 parking spaces that are concealed in between the two new buildings, thus reducing its visual impact.

The site is located within the existing transportation corridor and planned expansion of the high-frequency public transportation, including zero-emissions fleet and expanded bus system with more routes via *The Project Connect System Plan* and the Austin Transit Partnership.

7.3 Incorporate environmentally sustainable development techniques and practices

VOANS is committed to creating sustainable projects. As such, the proposed development will adhere to Enterprise Green Communities standards and will be a fully electrified project to include the following:

- High SEER rated AC Condensers
- Energy Efficient Windows
- Efficient Glass and Glazing
- Water Conserving Fixtures
- Energy Efficient Water Heaters
- Energy Star Rated Light Fixtures
- LED Lighting
- Occupancy Sensors, Daylight Sensors, Timers
- Energy Star Rated Appliances
- Integrative/Active design (Promoting Physical Activities)
- Healthy Living Environment
- Universal Accessible Design

Note: In addition to the above and depending on total project costs, VOANS is also interested in exploring additional opportunities for energy efficiencies through systems such as photo-voltaic roof panels and other related energy footprint reductions. Other innovative site features to be explored are bio-swales, underground storm water retention, integrated landscaping and community garden space.

7.4 Provide publicly accessible green space or open space

The site was purposefully laid out to physically integrate the surrounding neighborhood by way of the following components: green spaces that encourage community, public resident walking paths that are pedestrian-friendly and a central 'pocket-park' near the property entrance that can be utilized for public events, i.e. local art shows.

7.5 Incorporate art from local artists

To creatively integrate publicly accessible art from local artists on site, VOANS will include the integration of an outdoor greenspace with public access for viewing outdoor artwork that will spotlight local artists. The art will be procured for display on site by releasing a request for art submissions in collaboration with Texas Commission on the Arts, similar to a currently released "Call for Art: Sculpture Loan Program" cited here: https://www.arts.texas.gov/jobs-opportunities/call-for-art-sculpture-loan-program/

This on-site art installation will address the community priority to support local artists in recognition of one of the previous land uses, The Box Bazaar Project. The City of Austin's *The Box Bazaar Facts and FAQ* provides insight into the parameters and goals of that art focused project, "intended to temporarily activate vacant city-owned land to further citywide goals of for complete communities, economic opportunity, and equity" and "create a community space that is inviting, easily accessible, and thoughtfully programmed to help create a complete community as envisioned in the Imagine Austin Comprehensive Plan." In recognition of this community priority, site history, local culture, and initiatives like the Spirit of East Austin, VOANS is prioritizing the inclusion of walkable on-site access to view art provided by local artists.

8. East MLK Neighborhood Plan

East MLK Combined Neighborhood Planning Area Vision and Goals

East MLK Vision
"The East MLK Neighborhood is to be a diverse community that emphasizes traditional values, pride of ownership and a strong sense of community. The Neighborhood will be well balanced with residential and commercial uses, walkable shops, restaurants, cultural opportunities, parks and green spaces. East MLK is to be a safe, quiet, pedestrian oriented neighborhood with clean, well lit, tree lined streets, maintained yards, and accessible to public transportation."

Response to East MLK Vision
VOANS development at 3515 Manor Road supports the *East MLK Combined Neighborhood Plan* published on November 7, 2002 by designing a development that aims to support the physical housing, socio-economic, and cultural needs of the East MLK neighborhood with a particular focus on serving former residents and those currently at risk of displacement. Careful consideration has been given to the Vision and Goals of the *East MLK Combined Neighborhood Plan* to ensure that the current area residents (and those returning) will have their voices represented in the development concept, neighborhood integration and the menu of services provided on-site. This includes, but is not limited to the provision of public community access to classes/workshops hosted on-site by various local nonprofits and an outdoor green space pocket park which will incorporate art provided by local artists. These curated amenities, and more, directly align with the public engagement feedback obtained from the East Austin community preferences.

East MLK Goals 1-6: Land Use, Urban Design, and Historic Preservation
Goal One - Preserve established residential areas and improve opportunities for home ownership by promoting the rehabilitation of existing housing and new, infill housing compatible with the existing style of this neighborhood.
Goal Two - Promote a mix of land uses that respect and enhance the existing neighborhood and address compatibility between residential, commercial, and industrial uses.
Goal Three - Preserve existing small businesses and encourage new neighborhood-serving commercial services in appropriate locations.
Goal Four - Promote the development and enhancement of the neighborhood's major corridors.
Goal Five - Provide housing that helps maintain the social and economic diversity of residents.
Goal Six - Protect and enhance historic resources and structures and preserve the area's historic and cultural character.

Response to East MLK Goals 1-6
The proposed development at 3515 Manor Road is a mixed-use development, housing clients of PSH, Veterans, the disabled, mixed-income families, multi-generational families and East Austin residents meeting displacement criteria. The property falls within an area of statistical "Chronic Displacement," as reported on the *Project Connect Anti-Displacement Maps and Dashboard* and area census data shows a rapid decrease in the local African American population, especially within the area of East Austin. As proposed, 86% of the rental units are multi-bedroom affordable units thereby reflecting the East Austin communities' desire for a higher portion of multi-bedroom units, and thus accommodating multi-generational families and preventing further displacement and breakage of family supports. VOANS and VOA TX have also developed a Housing Preference

Policy from criteria outlined within the *City of Austin Housing Policy Memorandum* to specifically outreach to and prioritize the anti-displacement of former and current East Austin residents (Section 6).

The first building as you enter the site from Manor Road, will house leasing staff, a public community room and courtyard, resident bike storage, along with dedicated spaces for on-site Permanent Supportive Housing (PSH) staff. In addition, the first building will also provide public work-share space that is accessible to the surrounding neighborhood & local businesses in order to promote relationships within the community. The community room will host workshops, classes, and other community-oriented meetings provided in partnership with local nonprofit organizations.

The vision is to provide ground floor non-residential space that serves a public purpose, by hosting local businesses, artists, and community meetings, among other public and cultural uses to serve and engage the East MLK neighborhood and integrate seamlessly with local businesses and public spaces in the immediate vicinity e.g. FastMed Urgent Care, DaVita Dialysis, Baha'i Faith Center, NewDay Community Garden, Blue Starlite Drive-in theatre, the Red Cross, New Bethel Missionary Baptist Church, Green Sprout Preschool, Mueller SW Greenway, JJ Seabrook Greenbelt Park, walking trails and bike paths, etc.

East MLK Goals 7-9: Transportation

Goal Seven - Create a transportation network that allows all residents to travel safely throughout the neighborhood by improving safety on major arterials and neighborhood streets.
Goal Eight - Provide access to, from, and through the neighborhood for all residents by promoting a neighborhood-friendly system of transportation.
Goal Nine - Improve bicycle and pedestrian traffic safety on neighborhood streets.

Response to East MLK Goals 7-9

The site is "fronting a commercial corridor on Manor Road that has existing and planned expansion of high-frequency public transportation. The Property occupies the unique space between the highly amenitized planned development known as Mueller, to the North, and the historically African American residential neighborhoods known as Blackland and MLK, to the South. It's walking distance to dozens of unique local restaurants, bars, health clinics, creative businesses, public and private schools, a golf course and Public Parkland including the JJ Seabrook Neighborhood Park and the Southeast Greenway, 140 acres of public trails and Parkland that is part of the Mueller Development across the street from the Property. The many goods and services provided in a short and walkable area allow for an enriching and high-quality living experience." The site is located within the existing transportation corridor and planned expansion of the high-frequency public transportation, including zero-emissions fleet and expanded bus system with more routes via *The Project Connect System Plan* and the Austin Transit Partnership. VOANS will include a bike storage room to encourage residents to utilize the bike paths situated on two sides of the property and a designated foot path to increase walkability of the site.

East MLK Goals 10-13: Services and Infrastructure

Goal Ten - Address neighborhood security by reducing illegal and dangerous activities and improving the sense of public safety.
Goal Eleven - Protect and enhance the neighborhood through code enforcement, property maintenance activities, and by reducing trash and dumping in the neighborhood.

Goal Twelve - Improve the quality, safety, and cleanliness of area creeks, and reduce the impact of flooding in the neighborhood.
Goal Thirteen - Create more public open space, including parks and green spaces, improve existing parks and increase recreational amenities in the neighborhood.

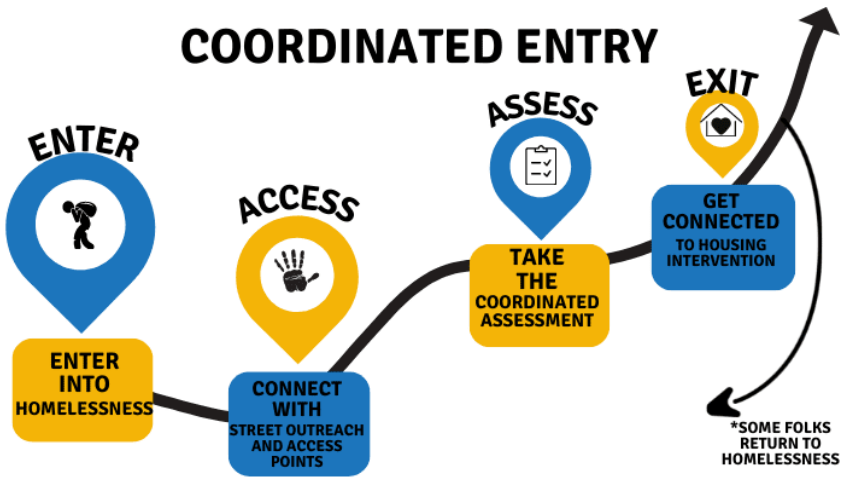
Response to East MLK goals 10-13
VOANS will use civil engineer, Civil and Environmental Consultants Inc., to address any site run-off. There will be staff on-site to quickly address any maintenance needs, a security company for site safety, and dumpsters will be located in the parking lot for appropriate trash removal. VOANS has purposefully laid out the site to physically integrate the surrounding neighborhood by way of the following components: green spaces that encourage community, public resident walking paths that are pedestrian-friendly and a central 'pocket-park' near the property entrance that can be utilized for public events. To creatively integrate publicly accessible art from local artists on site, VOANS will include an outdoor greenspace with public access for viewing outdoor artwork that will spotlight local artists. This on-site art installation will address the community priority to support local artists in recognition of one of the previous land uses, *The Box Bazaar Project*.

9. Coordinated Entry

VOATX Permanent Supportive Housing (PSH) Program utilizes a Housing First approach, which includes 1) quickly connecting homeless individuals and families to permanent supportive housing; 2) low barriers to entry; and 3) no preconditions that might lead to the program participant's termination from the program.

All participants in the VOATX PSH program provided at 3515 Manor Road will be referred through Ending Community Homelessness Coalition (ECHO) CoC Coordinated Access system, which serves the Austin/Travis County area. Criteria for PSH eligibility include (1) Households experiencing Homelessness as defined by Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 which amended and authorized the McKinney – Vento Homeless Assistance Act 42 USC 11302 Sec. 103, and (2) Households who meet the definition of Chronic Homelessness as defined in 24 CFR 578, and (3) Households obtained from referrals from Coordinated Entry. After the initial assessment with Coordinated Entry, eligible participants are referred to a VOATX Housing Manager who then assigns the case to a VOATX Case Manager. PSH units at this site do not include any additional eligibility requirements or prioritized populations beyond what is in the COA eligibility requirements described in the 3515 Manor RFP.

The property at 3515 Manor Road will contain 48 Permanent Supportive Housing (PSH) units serving individuals or families who are classified as chronically homeless within the Travis County service area. The assigned Case Manager will conduct a comprehensive assessment with each eligible client and develop an Individual Service Plan (ISP) based on strengths and preferences. Case Managers will then offer on-site supportive services to maximize housing stability and prevent returns to homelessness; e.g. housing counseling, education on understanding leases, assistance securing utilities, moving arrangements, outreach to property owners related to locating/retaining housing, mediation and assistance in obtaining legal aid to remove barriers to obtaining and retaining housing, and assistance with accessing other resources such as SSI/SSDI.



COORDINATED ENTRY POLICY BRIEF

An effective coordinated entry process is a critical component to any community's efforts to meet the goals of *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*. This policy brief describes HUD's views of the characteristics of an effective coordinated entry process. This brief does not establish requirements for Continuums of Care (CoCs), but rather is meant to inform local efforts to further develop CoCs' coordinated entry processes.

Provisions in the CoC Program interim rule at 24 CFR 578.7(a)(8) require that CoCs establish a *Centralized or Coordinated Assessment System*. In this document, HUD uses the terms *coordinated entry* and *coordinated entry process* instead of *centralized or coordinated assessment system* to help avoid the implication that CoCs must centralize the assessment process, and to emphasize that the process is easy for people to access, that it identifies and assesses their needs, and makes prioritization decisions based upon needs. However, HUD considers these terms to mean the same thing. See 24 CFR 578.7(a)(8) for information on current requirements.

HUD's primary goals for coordinated entry processes are that assistance be allocated as effectively as possible and that it be easily accessible no matter where or how people present. Most communities lack the resources needed to meet all of the needs of people experiencing homelessness. This combined with the lack of well-developed coordinated entry processes can result in severe hardships for people experiencing homelessness. They often face long waiting times to receive assistance or are screened out of needed assistance. Coordinated entry processes help communities prioritize assistance based on vulnerability and severity of service needs to ensure that people who need assistance the most can receive it in a timely manner. Coordinated entry processes also provide information about service needs and gaps to help communities plan their assistance and identify needed resources.

HUD has previously provided guidance regarding prioritization for permanent supportive housing (PSH) in Notice CPD-014-12 *Notice on Prioritizing Persons Experiencing Chronic Homelessness in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status*. This brief builds upon that Notice and provides guidance for using coordinated entry to prioritize beyond permanent supportive housing (PSH).

Qualities of Effective Coordinated Entry

An effective coordinated entry process has the following qualities:

- **Prioritization.** HUD has determined that an effective coordinated entry process ensures that people with the greatest needs receive priority for any type of housing and homeless assistance available in the CoC, including PSH, Rapid Rehousing (RRH), and other interventions.
- **Low Barrier.** The coordinated entry process does not screen people out for assistance because of perceived barriers to housing or services, including, but not limited to, lack of employment or income, drug or alcohol use, or having a criminal record. In addition, housing and homelessness programs lower their screening barriers in partnership with the coordinated entry process.

- **Housing First orientation.** The coordinated entry process is Housing First oriented, such that people are housed quickly without preconditions or service participation requirements.
- **Person-Centered.** The coordinated entry process incorporates participant choice, which may be facilitated by questions in the assessment tool or through other methods. Choice can include location and type of housing, level of services, and other options about which households can participate in decisions.
- **Fair and Equal Access.** All people in the CoC's geographic area have fair and equal access to the coordinated entry process, regardless of where or how they present for services. Fair and equal access means that people can easily access the coordinated entry process, whether in person, by phone, or some other method, and that the process for accessing help is well known. Marketing strategies may include direct outreach to people on the street and other service sites, informational flyers left at service sites and public locations, announcements during CoC or other coalition meetings, and educating mainstream service providers. If the entry point includes one or more physical locations, they are accessible to people with disabilities, and easily accessible by public transportation, or there is another method, e.g., toll-free or 211 phone number, by which people can easily access them. The coordinated entry process is able to serve people who speak languages commonly spoken in the community.
- **Emergency services.** The coordinated entry process does not delay access to emergency services such as shelter. The process includes a manner for people to access emergency services at all hours independent of the operating hours of the coordinated entry intake and assessment processes. For example, people who need emergency shelter at night are able to access shelter, to the extent that shelter is available, and then receive an assessment in the days that follow, even if the shelter is the access point to the coordinated entry process.
- **Standardized Access and Assessment.** All coordinated entry locations and methods (phone, in-person, online, etc.) offer the same assessment approach and referrals using uniform decisionmaking processes. A person presenting at a particular coordinated entry location is not steered towards any particular program or provider simply because they presented at that location.
- **Inclusive.** A coordinated entry process includes all subpopulations, including people experiencing chronic homelessness, Veterans, families, youth, and survivors of domestic violence. However, CoCs may have different processes for accessing coordinated entry, including different access points and assessment tools for the following different populations: (1) adults without children, (2) adults accompanied by children, (3) unaccompanied youth, or (4) households fleeing domestic violence. These are the only groups for which different access points are used. For example, there is not a separate coordinated entry process for people with mental illness or addictions, although the systems addressing those disabilities may serve as referral sources into the process. The CoC continuously evaluates and improves the process ensuring that all subpopulations are well served.

- **Referral to projects.** The coordinated entry process makes referrals to all projects receiving Emergency Solutions Grants (ESG) and CoC Program funds, including emergency shelter, RRH, PSH, and transitional housing (TH), as well as other housing and homelessness projects. Projects in the community that are dedicated to serving people experiencing homelessness fill all vacancies through referrals, while other housing and services projects determine the extent to which they rely on referrals from the coordinated entry process.
- **Referral protocols.** Programs that participate in the CoC's coordinated entry process accept all eligible referrals unless the CoC has a documented protocol for rejecting referrals that ensures that such rejections are justified and rare and that participants are able to identify and access another suitable project.
- **Outreach.** The coordinated entry process is linked to street outreach efforts so that people sleeping on the streets are prioritized for assistance in the same manner as any other person assessed through the coordinated entry process.
- **Ongoing planning and stakeholder consultation.** The CoC engages in ongoing planning with all stakeholders participating in the coordinated entry process. This planning includes evaluating and updating the coordinated entry process at least annually. Feedback from individuals and families experiencing homelessness or recently connected to housing through the coordinated entry process is regularly gathered through surveys, focus groups, and other means and is used to improve the process.
- **Informing local planning.** Information gathered through the coordinated entry process is used to guide homeless assistance planning and system change efforts in the community.
- **Leverage local attributes and capacity.** The physical and political geography, including the capacity of partners in a community, and the opportunities unique to the community's context, inform local coordinated entry implementation.
- **Safety planning.** The coordinated entry process has protocols in place to ensure the safety of the individuals seeking assistance. These protocols ensure that people fleeing domestic violence have safe and confidential access to the coordinated entry process and domestic violence services, and that any data collection adheres to the Violence Against Women Act (VAWA).
- **Using HMIS and other systems for coordinated entry.** The CoC may use HMIS to collect and manage data associated with assessments and referrals or they may use another data system or process, particularly in instances where there is an existing system in place into which the coordinated entry process can be easily incorporated. For example, a coordinated entry process that serves households with children may use a system from a state or local department of family services to collect and analyze coordinated entry data. Communities may use CoC Program or ESG program funding for HMIS to pay for costs associated with coordinated entry to the extent that coordinated entry is integrated into the CoCs HMIS. A forthcoming paper on Coordinated Entry and HMIS will provide more information.

- **Full coverage.** A coordinated entry process covers the CoC's entire geographic area. In CoCs covering large geographic areas (including statewide, Balance of State, or large regional CoCs) the CoC might use several separate coordinated entry processes that each cover a portion of the CoC but in total cover the entire CoC. This might be helpful in CoCs where it is impractical for a person who is assessed in one part of the CoC to access assistance in other parts of the CoC.

The remainder of this brief clarifies a few aspects of the coordinated entry process that deserve further explanation and emphasis, including how communities prioritize people in their coordinated entry process, how communities think about and address waiting lists, and considerations for the assessment tools and processes that communities implement. This document also clarifies some of the considerations to be made at the local level as communities further develop their process.

Prioritizing people who are most vulnerable or have the most severe service needs

One of the main purposes of coordinated entry is to ensure that people with the most severe service needs and levels of vulnerability are prioritized for housing and homeless assistance. HUD's policy is that people experiencing chronic homelessness should be prioritized for permanent supportive housing. In some cases PSH projects are required to serve people experiencing chronic homelessness and in other cases, HUD provides incentives for projects to do so. HUD is strongly encouraging communities to fully implement the prioritization process included in Notice CPD-014-12.

In addition to prioritizing people experiencing chronic homelessness, the coordinated entry process prioritizes people who are more likely to need some form of assistance to end their homelessness or who are more vulnerable to the effects of homelessness. When considering how to prioritize people for housing and homelessness assistance, communities can use the following:

- Significant health or behavioral health challenges or functional impairments which require a significant level of support in order to maintain permanent housing;
- High utilization of crisis or emergency services, including emergency rooms, jails, and psychiatric facilities, to meet basic needs
- The extent to which people, especially youth and children, are unsheltered
- Vulnerability to illness or death
- Risk of continued homelessness
- Vulnerability to victimization, including physical assault or engaging in trafficking or sex work

Communities should decide what factors are most important and, to the greatest extent possible, use all available data and research to inform their prioritization decisions. The coordinated entry process is meant to orient the community to one or two central prioritizing principles by which the community can make decisions about how to utilize its resources most effectively. This prioritization ensures that across subpopulations and people with different types of disabilities, those most vulnerable or with the most severe service needs will be prioritized for assistance. The prioritization may not target a category of people with a particular disability. However, individual programs, including CoC funded projects, may restrict access to people with a

particular disability or characteristic. In these cases, the coordinated entry process should ensure that people are only referred to projects for which they are eligible. At the same time, providers should ensure that eligibility criteria are limited to those required by Federal or local statute or by funding sources.

Communities should take care to ensure that their prioritization process does not allow people who are more vulnerable or who have more severe service needs to languish in shelters or on the streets because more intensive types of assistance are not available. Evidence indicates that one of the most important factors to successfully ending an episode of homelessness is the speed with which the intervention is made available to the person (see discussion of assessment tools below and HUD's February 2015 report on assessment tools). This means that if a person is assessed as being highly vulnerable, that person may be prioritized for PSH, but if PSH is not available or the PSH has a long waiting list, that person should be prioritized for other types of assistance such as RRH or TH. CoCs should not assume that because a person is prioritized for one type of assistance, they could not be served well by another type of assistance. However, CoCs should be aware that placing a household in transitional housing can affect their eligibility for other programs. For example, people coming from transitional housing are not eligible for most rapid re-housing funded under the ESG and CoC Programs and placement in transitional housing can affect a person's chronic homelessness status.

Addressing waiting times through coordinated entry

Long wait times make homeless assistance less effective and reduce the overall performance of a community's homeless assistance system. When a community faces a scarcity of needed resources, they should use the coordinated entry process to prioritize which people will receive housing assistance rather than continuing to add people to a long waiting list. For example, if a community has enough permanent supportive housing to serve 10 new households per month, but 30 households are assessed as needing PSH every month, the coordinated entry process should be adjusted to prioritize approximately 10 households for PSH each month. The other 20 households should be prioritized for other resources available in the community, such as RRH, TH (taking care to consider the impact of placement in TH on an individual's chronically homeless status or future eligibility in other programs), housing subsidies, or other mainstream resources. Short waiting times of a few days or weeks might be necessary to properly manage utilization, but waiting times for homeless assistance of several months or years should be eliminated whenever possible. Although PSH is almost always the most effective resource for people with high levels of vulnerability and high service needs, including those experiencing chronic homelessness, the lack of available PSH should not result in people languishing in shelters or on the streets without further assistance.

Most communities face a gap between need and availability based on limited resources. Communities should be proactively taking steps to close these gaps that are identified through the coordinated entry process. For example, if there is insufficient PSH available in the community, the CoC should be working with PHAs, other affordable housing providers, and Medicaid-funded agencies to increase the supply of PSH. To the maximum extent possible, existing PSH should be targeted to chronically homeless people based on the severity of their service needs (as described in Notice CPD-014-12). Where there are individuals in PSH who no longer need a high level of services, the CoC should pursue "move up" strategies that help those individuals shift to another form of housing assistance, freeing up the PSH assistance for another prioritized household.

Implementing effective assessment tools and processes

HUD does not endorse any specific assessment tool or approach, but there are universal qualities that any tool or criteria used by a CoC for their coordinated entry process should include. HUD outlined some of these qualities in the Notice CPD-014-12 and is building on those qualities in this brief. HUD recognizes the need for guidance as both the process and the tools continue to evolve, so some of the qualities have remained the same, while others have had changes and additions that reflect HUD's evolving understanding of the assessment process and what is most effective. Please refer to HUD's February 2015 report on assessment tools for further information.

At its core, the assessment process is not a one-time event to gather as much information about a person as possible. Instead, assessments are performed only when needed and only assess for information necessary to help an individual or family at that moment. Initial assessments happen as quickly as possible regardless of where households are residing–streets or in shelter, and the assessment process uses tools as a guide to start the conversation, not as a final decision-maker. Following are several principles that communities can use to ensure an effective assessment process:

- **Phased assessment**. The assessment tools are employed as a series of situational assessments that allow the assessment process to occur over time and only as necessary. For example, an assessment process may have separate tools that assess for each of the following:
    - Screening for diversion or prevention
    - Assessing shelter and other emergency needs
    - Identifying housing resources and barriers
    - Evaluating vulnerability to prioritize for assistance
    - Screening for program eligibility
    - Facilitating connections to mainstream resources

  These assessments will likely occur over a period of days or weeks, as needed, depending on the progress a homeless household is making. The different assessments build on each other so a participant does not have to repeat their story. There will also be instances where a participant should be reassessed or reprioritized, particularly if they remain homeless for a long period of time.

- **Necessary information.** The assessment process only seeks information necessary to determine the severity of need and eligibility for housing and services and is based on evidence of the risk of becoming or remaining homeless. For example, a coordinated assessment process would only assess for a particular disability to determine if that household could be referred to a program that requires a particular disability as part of its eligibility criteria.

- **Participant autonomy.** The protocol for filling out assessment tools provides the opportunity for people receiving the assessment to freely refuse to answer questions without retribution or limiting their access to assistance.

- **Person-centered.** The assessment process provides options and recommendations that guide and inform client choices, as opposed to rigid decisions about what individuals or families need. The process also incorporates participants' strengths, goals, and protective factors to recommend options that best meet the needs and goals of the people being assessed.
- **Cultural competence.** Staff administering assessments use culturally competent practices, and tools contain culturally competent questions. For example, questions are worded to reflect an understanding of LGBTQ issues and needs, and staff administering assessments are trained to ask appropriately worded questions and offer options and recommendations that reflect this population's specific needs.
- **User-friendly.** Tools are brief, easily administered by non-clinical staff including outreach workers, minimize the time required to utilize, and easy for those being assessed to understand.
- **Privacy protections.** Privacy protections are in place to ensure proper consent and use of client information.
- **Meaningful recommendations.** Tools are designed to collect the information necessary to make meaningful recommendations and referrals to available housing and services. Participants being assessed should know exactly what program they are being referred, what will be expected of them, and what they should expect from the program. The coordinated entry process should avoid placing people on long waiting lists.
- **Written standards and policies and procedures.** The CoC has written standards describing who is prioritized for assistance and how much assistance they might receive, and the policies and procedures governing the coordinated assessment process are approved by the CoC and easily accessible to stakeholders in the community.
- **Sensitive to lived experiences.** Providers recognize that assessment, both the kinds of questions asked and the context in which the assessment is administered, can cause harm and risk to individuals or families, especially if they require people to relive difficult experiences. The tool's questions are worded and asked in a manner that is sensitive to the lived and sometimes traumatic experiences of people experiencing homelessness. The tool minimizes risk and harm, and provides individuals or families with the option to refuse to answer questions. Agencies administering the assessment have and follow protocols to address any psychological impacts caused by the assessment and administer the assessment in a private space, preferably a room with a door, or, if outside, away from others' earshot. Those administering the tool are trained to recognize signs of trauma or anxiety.

Integrating youth into the coordinated entry process

CoCs with a network of youth serving programs should consider whether they would better serve youth by creating coordinated entry access points dedicated to underage and transition aged youth. These access points can be located in areas where homeless youth feel comfortable and safe. They can be staffed with people who specialize in working with youth. CoCs should take care to ensure that if they use separate coordinated entry points for youth, that those youth can still access assistance from other parts of the homeless assistance system and that youth who access other coordinated entry points can access assistance from youth serving programs.

Regardless of whether a CoC uses youth dedicated access points, the coordinated entry process must ensure that youth are treated respectfully and with attention to their developmental needs.

Serving people fleeing domestic violence

CoCs must work with domestic violence programs in their communities to ensure that the coordinated entry process addresses the safety needs of people fleeing domestic violence. This includes providing a safe location or process for conducting assessments, a process for providing confidential referrals, and a data collection process consistent with the Violence Against Women Act.

If the CoC's coordinated entry process uses separate access points for people fleeing domestic violence, CoCs should take care to ensure that people who use the DV coordinated entry process can access homeless assistance resources available from the non-DV portion of the coordinated entry process and vice versa. Many people experiencing homelessness have a history of domestic violence, and should be able to access appropriate DV services even if they are not accessing it through a DV coordinated entry point. Similarly, people fleeing domestic violence often have housing and homeless assistance needs that should not be limited by their decision to access a DV coordinated entry access point.

Defining coordinated entry roles in the homeless assistance system

Diverse stakeholders have different roles in a coordinated entry process. In some cases, these roles are clearly defined. Often, the roles are challenging to define and can change over time.

Homeless assistance organizations

All homeless assistance organizations should be involved in the coordinated entry process by helping people access the system and receiving referrals. Homeless assistance organizations may also provide assessments or provide space for assessments to be conducted. Emergency shelter, transitional housing, rapid re-housing, and permanent supportive housing programs should only receive referrals through the coordinated entry process.

Mainstream housing and services

Affordable housing and mainstream services are crucial tools for ending homelessness and should be involved in the coordinated entry process. As a CoC's coordinated entry process is developed, mainstream providers can act as a source or receiver of referrals. For instance, sources of referrals could include mental health service providers, substance abuse service providers, Department of Veterans Affairs (VA) Medical Centers, jails, or emergency rooms. Receiving agencies could include public housing authorities, multifamily properties (like Section 8 PBRA, 811, and 202), mental health service providers, and substance abuse providers. Organizations acting as receiving agencies will determine the extent to which they will rely on referrals from the coordinated entry process. In some instances, certain services could be co-located with a physical access point, or a virtual access point, like a telephone service such as 2-1-1. The more mainstream programs and resources that are connected to your coordinated entry process through the coordination of referral, application, and eligibility determination processes, the more effectively your community can consistently connect homeless individuals with housing resources and the community-based supports that they need to maintain that housing.

How a provider or program is integrated into the coordinated entry process will depend on a number of factors including the makeup of the local homeless population, the patterns of service use in the community, and whether the coordinated entry process has been folded into an existing mainstream service system or if it stands alone. These decisions evolve as communities build their processes, and communities might decide to incorporate certain mainstream services over time–as a referral source, a receiving agency, or both.

Prevention and Diversion

There are many more people who qualify for homelessness prevention assistance than homeless assistance. In developing coordinated entry processes, CoCs should consider how much capacity they have to manage prevention assistance. At a minimum, ESG funded prevention assistance should be incorporated into the coordinated entry process. Communities should decide to what extent they include additional non-prevention programs and how they are incorporated.

A Note on Future Guidance

As more communities implement coordinated entry and more research on the topic is conducted, HUD is learning more about what makes an effective coordinated entry process, and the Department will continually modify its guidance and recommendations to communities. This is challenging for communities, who have to adjust their processes to stay up to date. Nonetheless, HUD believes it is important to act on the best available evidence known at the time, while also recognizing that communities need time and resources to keep up with new guidance.

In the coming months, HUD anticipates releasing the following materials related to coordinated entry:

- Summer 2015: Notice on the requirements for development and implementation of a CoC's coordinated entry process. This notice will establish requirements for coordinated entry and timelines for implementation.
- Ongoing: Technical Assistance products
    - Meeting HUD expectations and requirements
    - Special considerations for youth
    - Special considerations for people fleeing domestic violence
    - Compliance and monitoring
    - Options for funding coordinated entry
    - Advanced approaches for coordinated entry processes and systems
    - Deciding on community-specific assessment tools
    - Planning and implementation
    - Data sharing
    - CoC written standards
    - Using progressive engagement

Additionally, HUD intends to release the Emergency Solutions Grant (ESG) and CoC Program interim rules for public comment in 2015. During this time, HUD encourages CoCs, ESG recipients and subrecipients, and CoC Program recipients to submit comments on the requirements contained in the interim rules related to coordinated entry.

Resources on Coordinated Assessment

HUD's Office of Policy Development & Research February 2015 Summary Report: *Assessment Tools for Allocating Homelessness Assistance: State of the Evidence*

HUD's requirements for a *Centralized or Coordinated Assessment System* in CoC Program Interim Rule (24 CFR 578.7(a)(8)).

HUD's Office of Special Needs Assistance Programs (SNAPS) July 2013 Weekly Focus on Coordinated Assessment

HUD's Overview of Coordinated Assessment Systems Prezi and Video

Community Solutions' recorded one hour conference call with slide deck: Overview of Coordinated Assessment and Housing Placement System.

Community's Solutions' CAHP System Overview - Zero: 2016

Corporation for Supportive Housing's January 2015 Report: *Improving Community-wide Targeting of Supportive Housing to End Chronic Homelessness: The Promise of Coordinated Assessment*

National Alliance to End Homelessness Coordinated Assessment Toolkit

United States Interagency Council on Homelessness *Coordinated Assessment: Putting the Key Pieces in Place*

VII. Coordinated Entry Written Standards

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Section One: Background, Goals, and System Expectations

A: Regulatory Citations

- ***HUD Coordinated Entry Notice CPD-17-01***
- ***HUD Prioritization Notice CPD-16-11***
- ***CoC Program Interim Rule: 24 CFR 578.7(a)(8)***
- ***ESG Interim Rule: 24 CFR 576.400(d)***
- ***HUD Equal Access Rule: 24 CFR 5.105(a)(2) and 5.106(b)***

B: Guidance Documents and Resources

- ***Coordinated Entry Policy Brief***
  https://www.hudexchange.info/resources/documents/Coordinated-Entry-Policy-Brief.pdf
- ***Coordinated Entry Self-Assessment***
  https://www.hudexchange.info/resource/5219/coordinated-entry-self-assessment/
- ***National Alliance to End Homelessness***
  https://endhomelessness.org/resource/coordinated-entry-toolkit-core-elements/
- ***Coordinated Entry and Victim Service Providers FAQS***
  https://www.hudexchange.info/resource/4831/coordinated-entry-and-victim-service-providers-faqs/

C: Purpose and Goals

Coordinated Entry is a shared community-wide intake process intended to match all persons experiencing homelessness with the community resources that are best able to help them enter permanent housing.

HUD requires each Continuum of Care (CoC) to establish and operate a coordinated entry process with the goal of increasing the efficiency of the local homelessness crisis response systems and improving fairness and ease of access to resources, including mainstream resources, for all persons experiencing homelessness. The Ending Community Homelessness Coalition (ECHO) is the Lead CoC Agency for the Austin/Travis County CoC (TX-503).

Coordinated entry processes are intended to help communities allocate housing and stabilization resources using focused interventions that are proven to end homelessness. They also provide information to CoCs and other stakeholders about service needs and gaps to help communities strategically allocate their current resources and identify the need for additional resources.

In Austin/Travis County's Coordinated Entry system, all households experiencing homelessness complete a standard vulnerability assessment survey (the VI-SPDAT) that considers the household's situation and identifies the best type of housing intervention to address their situation. Permanent housing programs, including permanent supportive housing and rapid rehousing, fill spaces in their programs from a prioritized community queue of eligible households generated from the standard assessment. This coordinated process reduces the need for people seek assistance at every provider separately.

The purpose of these written standards is to ensure that responsibilities and expectations of agencies and programs participating in the Austin/Travis County Coordinated Entry Process (CEP) are clear, open, transparent, and consistent.

D: Background

Provisions in the CoC Program Interim Rule at 24 CFR 578.7(a)(8) require that Continuums of Care (CoC) and recipients of HUD CoC Program and HUD Emergency Solutions Grants (ESG) Program funding establish a centralized or coordinated assessment system. Per the requirements established in this Notice, the CoC's coordinated entry process must:

1. Cover the entire geographic area claimed by the CoC;
2. Be easily accessed by individuals and families seeking housing or services;
3. Be well-advertised;
4. Include a comprehensive and standardized assessment tool;
5. Provide an initial, comprehensive assessment of individuals and families for housing and services; and,
6. Include a specific policy to guide the operation of the centralized or coordinated assessment system to address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim specific providers.

The CoC and ESG Program Interim Rules use the terms "centralized or coordinated assessment" and "centralized or coordinated assessment system;" however, HUD and its Federal partners have begun to use the terms "coordinated entry" and "coordinated entry process." "Centralized or coordinated assessment system" remains the legal term but, for purposes of consistency with phrasing used in other

Federal guidance and in HUD's other written materials, these written standards use the term "coordinated entry" ("CE") or "coordinated entry process" ("CEP").

E: Applicability and Deadlines for Compliance

Both the CoC and ESG Program Interim Rules require use of the CoC's coordinated entry process, provided that it meets HUD requirements.

Once the CoC establishes or updates its coordinated entry process to meet the requirements in HUD Notice CPD-17-01 and 24 CFR 578.7(a)(8), all CoC program recipients and subrecipients must begin using that process as required under 24 CFR 578.23(c)(9) and (11).

Similarly, once the CoC establishes or updates its coordinated entry process to meet the requirements in HUD Notice CPD-17-01 and 24 CFR 578.7(a)(8), HUD expects that coordinated entry process to be used for all ESG programs and projects within the geographic area as required under 24 CFR 576.400(d).

While not required to participate in Coordinated Entry, HUD allows and actively promotes the full participation and integration of victim service providers into the CoC coordinated entry process. The overarching goal is for individuals and families presenting to the homeless and victim services system to have full and complete access to the housing and service resources available through both systems.

Additional homeless services programs within the CoC's geographic area can voluntarily participate within the coordinated entry process, even if not required to participate by funding sources.

These written standards as published where adopted by the Austin/Travis County CoC Membership Council on January 8, 2018.

F: Expectations of Coordinated Entry Process (CEP) Participation

a: As the Lead Agency in the Austin/Travis County Continuum of Care, ECHO will:

- Create, support, and monitor standardized access points and assessment processes which are low barrier and cover the full geographic range of the CoC
- Monitor use of the standardized prioritization criteria as part of a uniform and coordinated referral process for all beds, units, and services available at participating projects.
- Affirmatively market the CEP to ensure fair and equal access, especially for people in the CoC least likely to access homeless assistance.
- Create and maintain CoC policies and procedures that meet all HUD standards and requirements for all project types participating in the CEP.
- Convene regular opportunities for ongoing planning and stakeholder consultation.
- Administer initial and ongoing trainings for CoC staff who are approved by the CoC to administer assessments.
- Securely maintain the Homeless Management Information System (HMIS), in accordance with CoC HMIS policies and procedures.
- Coordinate, integrate, and leverage mainstream community resources to maximize impact of services for individuals who are experiencing homelessness.

b: As Active Participants in the Austin/Travis County CoC Coordinated Entry Process, Covered Programs and Projects will:

- Agree to follow all applicable coordinated entry written standards as adopted by the CoC.
- Agree to follow all universally applicable CoC written standards as adopted by the CoC (including, but not limited to, Client Confidentiality, Equal Opportunity, and Non-Discrimination policies).
- Agree to follow all applicable project-type-specific written standards as adopted by the CoC (including, but not limited to, Permanent Supportive Housing, Rapid Re-housing, Transitional Housing, Emergency Shelter, Housing Navigation, Street Outreach, Homelessness Prevention, and Landlord Outreach).
- Agree to assign all beds, units, and services available at participating projects solely through the CEP uniform referral process.
- Provide timely updates to the CoC related to referrals assigned through the CEP.
- Actively participate in ongoing planning and stakeholder consultation opportunities.

Section Two: Systems Eligibility, Access, and Evaluation

G: Target Population and Eligibility

The Coordinated Entry Process is open to all individuals and families in Austin/Travis County experiencing Category One (Literal Homelessness) or Category Four (actively fleeing domestic violence) homelessness, both as defined by HUD, regardless of any potential barriers such as lack of income, criminal history, substance use, or prior program experiences.

Due to partnership with local SSVF programs, CEP is also available to Active Duty U.S. Military Veterans in Williamson County and Bastrop County who otherwise meet CEP eligibility criteria.

CEP participants may not be screened out of the process due to perceived barriers to housing or services, including, but not limited to, too little or no income, active or a history of substance abuse, active or a history of domestic violence, resistance to receiving services, the type or extent of a disability-related services or supports that are needed, history of evictions or poor credit, lease violations or history of not being a leaseholder, criminal record, or active of a history of victimization.

CEP programs must ensure equal access to CEP regardless of the person's sexual orientation, or marital status, and in accordance to the person's gender identity and/or expression.

a: Domestic Violence and Victim Service Providers

The Austin/Travis County CoC Coordinated Entry Process is client-driven, trauma-informed and uses culturally-relevant assessment and screening tools, as well as referral policies and procedures that ensures the coordinated entry process addresses the physical and emotional safety, and privacy and confidentiality needs of participants. This includes separate access points, if necessary and appropriate, and access to all available and appropriate housing options and related

supportive services, regardless of whether the individual or family presents for intake at a victim services access point or at a more general access point.

The following requirements apply to all CEP participating programs:

1) No program participating in the CEP may deny services to a household based on past or current experiences as a victim of Domestic Violence, Sexual Assault, or other traumatic victimization.
2) In addition to the CEP integrated into the CoC's shared HMIS system, the CoC also supports a Violence Against Women Act (VAWA)-compliant Victim Service Provider (VSP) CEP specifically dedicated to victims of Domestic Violence and the programs dedicated to serving them. This internal system is maintained by SafePlace on behalf of SAFE Alliance, and housing programs dedicated to victims of DV who are required to use the CoC CEP must use this internal VSP-dedicated system, in full compliance with applicable CEP Written Standards, including the referral prioritization steps.
3) Any client may choose to request assistance from either or both of the CoC CEP databases. There must be fully informed consent around this choice whereby clients are informed of all potential safety concerns of choosing the CoC's shared HMIS CA system instead of or in addition to the limited visibility VSP system.
4) Clients may choose to be partly or wholly anonymous in either system, as described in the HMIS Policies and Procedures. ECHO and SafePlace will coordinate service and assessment data regularly to minimize risk of duplication of services or unintended service gaps.

b: Prevention Assistance

There are currently no active CoC or ESG funded Prevention programs, so the CEP is currently unavailable to individuals and families at-risk of homelessness. This section of the Written Standards will be revised as the homelessness prevention system develops.

H: System Access Options

The CEP can be accessed through the following options:

- Regularly scheduled physical walk-in locations
- Scheduled walk-in appointments
- Scheduled phone appointments
- Scheduled outreach events at rotating physical locations
- Street Outreach

A list of currently available walk-in locations can be obtained by calling 512-234-3630, by visiting the ECHO website at http://www.austinecho.org/ca/, or by contacting 2-1-1. Walk-in or phone appointments can be requested directly through the ECHO website, or by contacting ECHO staff directly through phone or email.

Assessors at all access points, including Street Outreach, provide the same assessment approach and standardized decision making. Access points are intentionally selected for ease of access by individuals and families seeking homeless services, as well as physical accessibility for individuals with mobility

impairments. Access points are not subdivided by subpopulation, and participants from any subpopulation may access the same process through any access point.

a: Affirmative Marketing

CoC and ESG funded programs must develop in writing, implement and document procedures used to market services to eligible persons regardless of race, color, national origin, religion, sex, gender identity, sexual orientation, age, familial status, or disability who are least likely to apply in the absence of special outreach. See the CoC's Affirmative Marketing Written Standards for a full description of current affirmative education and messaging efforts.

b: Prevention Services

The CoC does not currently provide any prevention services through CoC or ESG programs, so there are no Prevention-specific access points.

c: Emergency Services

To minimize barriers to entry, all emergency services, including domestic violence and emergency services hotlines, drop-in service programs, and emergency shelters, including domestic violence shelters and other short-term crisis residential programs maintain crisis intake procedures that do not require intake or assessment through the CEP before entry. After emergency entry, participants in these programs may freely access any available access point across the community, regardless of their emergency services site.

d: Accommodation Requests

Scheduled appointments or outreach events are available on request if program or a potential participant requires accommodation. These requests can be submitted through the ECHO website, directly to ECHO staff by phone or email, in person at any assessment location, directly to any staff person of an agency participating in CEP, or failing all other options, through Integral Care's Grievance Hotline (available at integralcare.org/en/feedback/, or 512-440-4086, as of the time of this document). Requests can me made directly by CEP participants or on their behalf by agency staff.

I: Assessor Training

ECHO is responsible for providing training opportunities to interested, qualified organizations and/or staff persons at organizations that wish to serve as access points or administer assessments. The purpose of the training is to provide all staff administering assessments access to materials that clearly describe the methods by which assessments are to be conducted with fidelity to the CoC's coordinated entry written policies and procedures.

ECHO will provide these training opportunities at least once quarterly, and ECHO will revise these training materials at least once annually. At a minimum, these training opportunities will include:

- Review of CoC's written CE policies and procedures, including any adopted variations for specific subpopulations;
- Requirements for use of assessment information to determine prioritization; and
- Criteria for uniform decision-making and referrals

Potential assessors may be trained in some or all of the CEP phases, and ECHO is responsible for certifying which phases an assessor has been trained to complete. Trained Assessors are responsible for attending refresher trainings as developed and required by ECHO to maintain their certification.

For a copy of the most current detailed training materials, see the attached Assessor Training Manual in the Appendix.

J: Data Management

HMIS is used by the CoC's coordinated entry process for collecting, using, storing, sharing, and reporting participant data associated with the coordinated entry process.

For the complete description of CoC Written Standards pertaining to HMIS, data management, and privacy protections, see the HMIS Written Standards.

a: Privacy Rights

Participants must be informed that they are freely allowed to decide what information they provide at every step of the assessment process, including refusing to answer questions entirely. Participants may also refuse specific services, housing options, and personal information sharing options without any retribution or limiting their access to any form of assistance that does not explicitly require that specific information to establish or document program eligibility. This right to refusal fully covers any specific medical diagnosis or disability information.

b: By-Name List Case Staffing

The CoC utilizes closed, individualized case staffing sessions to coordinate housing and support services across multiple potential community service providers.

In accordance with the Privacy Rights and HMIS Written Standards, CEP participants may opt into any of the following personal information sharing options through the CoC Release of Information:

- Having their personal identifying information actively shared as part of these service coordination meetings
- Having their de-identified personal information shared as part of these service coordination meetings
- Having no personal information other than general service need and anonymized client ID shared as part of these community meeting

Staff from programs covered by the CoC ROI are allowed to attend these meetings for the sole purpose of identifying and coordinating housing and support services.

Staff must sign in and identify their agency and service role before these meetings begin, and any agency or role not covered by the ROI is asked to leave before the closed staffing session starts.

Any client who has not provided active consent to have personal or service information shared at these meetings cannot be discussed during the meeting.

K: Evaluation and Grievances

The CoC uses the following monitoring tools to ensure transparency and community input:

1. **Regular Staff Meetings:** The CE Program Manager will meet a minimum of once a week with ECHO's Coordinated Assessment Implementation Specialists. The Program Director will meet a minimum of once a month with ECHO's Coordinated Assessment Implementation Specialists and trained assessment staff from all participant agencies. The groups will discuss a variety of topics that are relevant to ensuring the smooth operation of the program and to promote continuous learning. Topics may include team building activities, consumer case reviews, challenges and opportunities for systems improvement, and ongoing trainings.

2. **Monthly Updates:** ECHO's Housing Work Group meetings will take place on a bimonthly basis with time allowed for Coordinated Entry updates and community discussion. Meetings occur the third Wednesday of every month from 9am to 11am.

3. **Online Surveys:** Easy-to-use online surveys will be distributed electronically to homeless services providers at least once every six months during the contract year. Responses will be analyzed and used to assist Coordinated Entry staff make improvements in the assessment process.

4. **Troubleshooting:** The program director and manager will be available for troubleshooting outside of meeting times during normal business hours.

5. **Monitoring a Feedback Email Address:** The Program Director's email address will be publicized for use by all stakeholders as a means of providing ongoing feedback about program operations.

6. **Ongoing Focus Groups with Service Providers:** Focus groups will be conducted with service provider staff and/or stakeholders for the purpose to engaging in thoughtful and constructive dialogue around Coordinated Entry improvement. These groups will generally attempt to bring multiple providers together who provide similar or complementary intervention services, such as Permanent Supportive Housing, Rapid Re-Housing, Transitional Housing, or Veterans' Services. At least 3 focus groups will be conducted during the year.

All of these tools are intended to identify areas of potential growth or systems improvements through a diverse variety of feedback opportunities from multiple community sources.

a: Grievances

Participants must be informed of their right to file a grievance or complaint for any reason, through any of the following avenues:

- Completing an Assessment Review Request with any trained assessor
- Emailing the CEP Program Director directly at coordinatedassessment@austinecho.org
- Following the Integral Care Consumer Grievance and Appeals procedure, as currently described at www.integralcare.org/content/grievance-and-appeals

- Following the internal grievance process for any member of the CoC

b: Assessment Review Requests

- Assessors who have concerns about the accuracy of an assessment for any reason once completed may request a formal CoC Assessment Review by submitting the Assessment Review Form to coordinatedassessment@austinecho.org.
- Staff members at a community agency participating in the CEP who have similar concerns may also request a formal Assessment Review by the same process, with the permission of their direct supervisor.
- Clients who have concerns with the accuracy of their assessment once the process is complete may request that the Assessor submit an Assessment Review Form on their behalf addressing their specific concerns, or they may contact the Integral Care Grievance Department (http://www.integralcare.org/en/feedback/).

c: Assessment Review and Client Grievance Follow-Up

- Assessment Review Requests and Client Grievances submitted to ECHO are case conferenced by the ECHO Coordinated Entry administrative team every Tuesday morning. This case conferencing may result in a suggestion for the completion of an additional VI-SPDAT, a Full SPDAT, an additional case conference at the next Permanent Supportive Housing Work Group, or some combination thereof. The individual requesting the review will be informed of the planned action in writing, as well as follow-up steps to take if they disagree with the planned action or its results. This request, action, and any follow-up requests will be recorded and documented in HMIS.
- Clients have the right to make a complaint without fear of retaliation from any staff members. Clients shall be provided the opportunity to express any grievances or request for appeals and receive a timely response.
- Assessment review actions and information are intended to clarify, support, and expand the evaluation of participant's vulnerability and prioritization for assistance. Actions cannot be used to situationally alter program eligibility criteria or prioritization criteria for individual cases.

Section Three: Coordinated Entry Process Detailed Steps

L: Coordinated Entry Process Introduction

The processes below are to be implemented in a standardized, equitable way across all potentially eligible households.

CEP participants are freely allowed to decide what information they provide during every step of the assessment process, to refuse to answer assessment questions, and to refuse housing and service options without retribution or limiting their access to any form of assistance that does not require that specific information to establish or document program eligibility. This right to sharing and refusal

explicitly covers Private Health Information such as mental health diagnosis or other specific disability diagnoses.

All data collected through the CEP is fully covered by the CoC Privacy Protections, as laid out in the HMIS Policies and Procedures.

CEP currently uses two standardized vulnerability assessment tools – the Full SPDAT and the VI-SPDAT. The VI-SPDAT is further divided into the Family VI-SPDAT and the TAY VI-SPDAT for families with minor children and unaccompanied youth, respectively.

M: Coordinated Entry Process Summary

The Coordinated Entry Process is divided into six separate phases, with the following purposes:

- Phase One: Initial Triage – Identifying whether the CoC crisis response system is the appropriate system to address the potential participant's needs, or whether another system can resolve the crisis
    - Purpose:
        - To ensure potential CEP participants are accessing the appropriate service system to meet their needs
        - To determine potential CEP eligibility
        - To affirmatively educate and inform participants by providing simple and clear expectations of CEP services and process
        - To ensure CEP participants are aware of their rights
- Phase Two: Diversion and/or Prevention Screening – Examining whether existing CoC and participant resources and options could be used to avoid entering the homeless system of care
    - Purpose:
        - To determine whether a household that is immediately entering or has already entered literal homelessness can be reunited with friends, family, or another immediate permanent housing opportunity (Diversion)
- Phase Three: Crisis Services Intake – Determining whether a participant can be immediately enrolled in a crisis response project such as emergency shelter, crisis hotline, or short-term crisis residential facility
    - Purpose:
        - To provide Victim Service Provider information to any CEP participant experiencing or at potential risk of experiencing Domestic Violence
        - To provide emergency shelter information to CEP participants experiencing or at risk of experiencing unsheltered homelessness
- Phase Four: Initial Assessment – Identifying a participant's housing needs and potential services with the intent to resolve the participant's immediate housing crisis
    - Purpose:
        - Re-explaining and re-affirming participant rights
        - Determining potential service needs
        - Determining potential program eligibility
        - Screening for vulnerability and program prioritization

        - Explaining potential housing interventions and support services
        - Obtaining informed consent to share participant information
        - Entering basic client information into HMIS
        - Documenting any observed potential inaccuracies in the assessment process to this point
- Phase Five: Comprehensive Assessment – Refining, clarifying, and verifying a participant's housing and homeless history, barriers, goals, preferences, vulnerability, and prioritization for assistance.
    - Purpose:
        - Verifying and documenting eligibility for specific programs or program types
        - Identifying additional programs that are potentially available through further screening or assessment
        - Identifying individualized participant housing goals and preferences
        - Reviewing and discussing previous system experiences and past housing crises
        - Affirmatively engaging and re-engaging CEP participants
        - Further assessing cases with reported potential inaccuracies
        - Proactively offering supportive services in anticipation of potential housing intervention program openings
- Phase Six: Next Step/Move-On Assessment – Revising referral strategies and service recommendations based upon information revealed or known after an Initial Assessment is conducted, as well as re-evaluating service strategies for participants who are already connected to existing services and may be ready for less intensive housing and service strategies.
    - Purpose:
        - Evaluating whether participants currently enrolled in Progressive Engagement RRH model project who qualified for PSH at upon enrollment into RRH may need to be referred/transferred to a PSH program (*currently under development in this CoC)*
        - Evaluating whether a PSH participant may be ready to leave the program for other permanent housing with less intensive services (*currently under development in this CoC)*

N: Coordinated Entry Process Detailed Step Descriptions

a: Phase One Description: Initial Triage

Definition: Identifying whether the CoC crisis response system is the appropriate system to address the potential participant's needs, or whether another system can resolve the crisis

Purpose:

- To ensure potential CEP participants are accessing the appropriate service system to meet their needs
- To determine potential CEP eligibility
- To affirmatively educate and inform participants by providing simple and clear expectations of CEP services and process
- To ensure CEP participants are aware of their rights

Initial Triage Steps:

- Introduction and description of CEP
- Verification of presumptive eligibility
    - Description of services requested by potential participant
    - Housing Status Verification
    - Location verification
    - Checking for previous assessment information
- Grievance procedure/non-discrimination complaint offer
- Referral to potential outside resources

As with all other phases, a more detailed description of steps and potential scripts is included with in the Assessor Training Manual. However, all assessment interactions must adhere to the following standards:

Participants must be informed of the CEP eligibility criteria, including that the CEP is available to any eligible potential participant, regardless of perceived barriers to housing or services.

Participants must be informed that they are freely allowed to decide what information they provide at every step of the assessment process, including refusing to answer questions entirely. Participants may also refuse specific services, housing options, and personal information sharing options without any retribution or limiting their access to any form of assistance that does not explicitly require that specific information to establish or document program eligibility. This right to refusal fully covers any specific medical diagnosis or disability information.

Participants must be informed of their right to file a grievance or complaint for any reason, through any of the following avenues:

- Completing an Assessment Review Request with any trained assessor
- Emailing the CEP Program Director directly at coordinatedassessment@austinecho.org
- Following the Integral Care Consumer Grievance and Appeals procedure, as currently described at www.integralcare.org/content/grievance-and-appeals
- Following the internal grievance process for any member of the CoC

If a potential CEP participant identifies that they are in an immediate medical or psychiatric emergency, the assessor should assist the potential CEP participant by calling 911.

Once the assessor has determined that a potential CEP participant is interested and presumed eligible, they should proceed to the Diversion and/or Prevention Phase. Otherwise, they provide information about other systems and potentially appropriate outside resources.

b: Phase Two Description: Diversion and/or Prevention Screening

Definition: Examining whether existing CoC and participant resources and options could be used to avoid entering the homeless system of care

Purpose:

- To determine whether a household that is immediately entering or has already entered literal homelessness can be reunited with friends, family, or another immediate permanent housing opportunity (Diversion)

Diversion and/or Prevention Screening Steps:

- Diversion Screening
- Diversion Assistance

Any participant that is eligible for CEP screening is potentially eligible for diversion services. Detailed diversion screening and assistance steps, questions, scripts, and workflow are available in the Assessor Training Manual.

CoC diversion services must be made to a permanent housing destination, not to homelessness or temporary housing. Potentially temporary destinations (such as institutions and transitional housing programs) are only eligible diversion destinations if they commit to finding a permanent housing destination upon exit/discharge for the individual requesting diversion services.

There are currently no active CoC or ESG funded Prevention programs, so the CEP is currently unavailable to individuals and families at-risk of homelessness. This section of the Written Standards will be revised as the homelessness prevention system develops.

c: Phase Three Description: Crisis Services Intake

Definition: Determining whether a participant can be immediately enrolled in a crisis response project such as emergency shelter, crisis hotline, or short-term crisis residential facility

Purpose:

- To provide Victim Service Provider information to any CEP participant experiencing or at potential risk of experiencing Domestic Violence
- To provide emergency shelter information to CEP participants experiencing or at risk of experiencing unsheltered homelessness

Crisis Services Intake Steps:

- Victim Services/Domestic Violence Screening
- Shelter Screening

Victim Services Screening

Assessors are required to affirmatively inquire as to whether a household is in potential need of Victim Services, such as counseling, emergency shelter, or emergency hotline screening. Specific screening and observation questions are available within the Assessor Training Manual.

If a participant indicates a need or potential need for Victim Services, Assessors must:

- Offer to call the SAFE Domestic Violence hotline with the participant (currently 512.267.SAFE [7233])
- Offer the SAFE Domestic Violence hotline information for the participant to access at their own convenience later
- Offer to request that a representative of SAFE contact the participant, if it is safe and appropriate to do so

Assessors must also inform clients of the potential safety risks of placing personal identifying information into the CoC's shared HMIS database, and that they have the additional options of either entering the CoC's database anonymously, or participating in a closed, Victim Service Provider specific database through the SAFE Alliance.

As with all other steps of the CEP, participants have the right to accept or deny any of these offers and options.

Emergency Shelter Screening

CEP participants who are interested in emergency shelter should be provided with the list of current Emergency Shelter programs, eligibility criteria, and application processes, included here as an Appendix. This list also includes, as possible and applicable, other emergency service interventions such as short-term crisis residential facilities, domestic violence hotlines, drop-in service centers, and street outreach locations.

To allow for immediate crisis response, entry to emergency service interventions is not prioritized through CEP.

d: Phase Four Description: Initial Assessment

Definition: Identifying a participant's housing needs and potential services with the intent to resolve the participant's immediate housing crisis

Purpose:

- Re-explaining and re-affirming participant rights
- Determining potential service needs
- Determining potential program eligibility
- Screening for vulnerability and program prioritization
- Explaining potential housing interventions and support services
- Obtaining informed consent to share participant information
- Entering basic client information into HMIS
- Documenting any observed potential inaccuracies in the assessment process to this point

Initial Assessment Steps:

- Detailed description of the assessment process and expectations
- Gathering Informed Consent for Release of Information

- HUD Universal Data Elements
- Participant Contact Information
- Vulnerability Assessment (VI-SPDAT)
- Service Descriptions and Participant Choice
- Initial Eligibility Screening and Program Referrals
- Referral to potential outside resources
- Assessment Review Request (if applicable)

Detailed initial assessment steps, questions, scripts, and workflow are available in the Assessor Training Manual.

Privacy Rights

Assessors must use the CoC's Release of Information form to explain a client's privacy rights and options before any information is placed into HMIS. Once this Informed Consent is obtained, Assessors must enter all information into HMIS in real-time, at the time of assessment.

In addition to the Informed Consent steps described on the CoC HMIS Release of Information Form and within the HMIS Policies and Procedures, participants must be re-informed that they are freely allowed to decide what information they provide at every step of the assessment process, including refusing to answer questions entirely. Participants may also refuse specific services, housing options, and personal information sharing options without any retribution or limiting their access to any form of assistance that does not explicitly require that specific information to establish or document program eligibility. This right to refusal fully covers any specific medical diagnosis or disability information.

Participant Contact Information

Participants must be informed that the sole purpose of any personal contact information given is to be used for service coordination and future contact by potential programs. Participants providing very limited contact information should be informed that this may limit programs' ability to contact them to offer housing services in the future, and given every opportunity to provide additional information or alternate avenues of checking to see whether services have become available. Participants should also be informed that if a program attempts to contact a participant using the information provided, but cannot make contact successfully within that timeframe, that the program is allowed to move on to the next potential participant.

Vulnerability Screening

For vulnerability screening, the assessor is to use the Family VI-SPDAT for families with minor children, the TAY VI-SPDAT for unaccompanied Youth, and the individual VI-SPDAT for all other households.

If a family with minor children is currently separated, but attempting to reunite, the assessor should complete the Family VI-SPDAT if the head of household retains custody per client self-report (including shared custody) and intends to reunite immediately after move-in. For all other situations, the participant should complete the individual VI-SPDAT vulnerability assessment, then

indicate possible future changes to their household composition during the eligibility and housing plan steps.

Households may complete an additional vulnerability assessment whenever at least one of the following circumstances are met:

1. A household's composition has changed
2. More than six months have passed since the previous vulnerability assessment
3. An Assessment Review Request has been submitted and approved for an additional early assessment

Participant Autonomy

Participants must be given active choice and autonomy in selecting among all potential services and providers that can potentially meet their stated needs. Participants who are being offered a type of service based upon their vulnerability and eligibility screening questions should be informed of why these referrals are being offered, as well as the steps that can be taken to request different services.

Participants choosing a housing intervention/program that provides a lower level of services rather than the housing intervention recommended through their initial assessment responses should be clearly informed of the services they are declining, as well as how this decision could potentially affect their future eligibility for these programs.

If a potential program requires additional steps to verify eligibility, the participant should be informed of these steps and how to complete them. Participants should also be informed that they have a right to active choice in decisions such as location and type of housing, as well as level and type of services.

Participants should be informed and provided an opportunity to voluntarily detail these preferences through the CEP by completing an Initial Housing Plan, or that they can provide these details at the time of program enrollment.

Assessment Review Requests

- Assessors who have concerns about the accuracy of an assessment for any reason once completed may request a formal CoC Assessment Review by submitting the Assessment Review Form to coordinatedassessment@austinecho.org.
- Staff members at a community agency participating in the CEP who have similar concerns may also request a formal Assessment Review by the same process, with the permission of their direct supervisor.
- Clients who have concerns with the accuracy of their assessment once the process is complete may request that the Assessor submit an Assessment Review Form on their behalf addressing their specific concerns, or they may contact the Integral Care Grievance Department (http://www.integralcare.org/en/feedback/).

e: Phase Five Description: Comprehensive Assessment

Definition: Refining, clarifying, and verifying a participant's housing and homeless history, barriers, goals, preferences, vulnerability, and prioritization for assistance.

Purpose:

- Verifying and documenting eligibility for specific programs or program types
- Identifying additional programs that are potentially available through further screening or assessment
- Identifying participant's individualized housing goals and preferences
- Reviewing and discussing previous system experiences and past housing crises
- Affirmatively engaging and re-engaging CEP participants
- Further assessing cases with reported potential inaccuracies
- Proactively offering supportive services in anticipation of potential housing intervention program openings

Comprehensive Assessment Steps:

- Initial Income and Housing Plan
    - SOAR Pre-Screening
- Assessment Review and Client Grievance Follow-Up
- By-Name List Case Staffing
- Veteran Status verification
- PSH Navigation
    - Chronic Homelessness Verification
    - Disability Verification
    - ID Assistance
- Other Permanent Housing Navigation
    - Detailed Income Plan
    - Detailed Housing Plan
    - ID Assistance
- Outreach
    - Be On the Look-Out (BOLO)
    - Intensive Outreach

For details about Assessment Review Follow-Up, Client Grievance Follow-Up, and By-Name List Case Staffing, see Section Two.

For Details about Navigation and Outreach, see Section Four.

Initial Income and Housing Plan

Every participant should be offered the voluntary opportunity to complete an Initial Income and Housing Plan in addition to the Initial Assessment steps. Detailed Initial Income and Housing Plan steps, questions, scripts, and workflows are available in the Assessor Training Manual.

At a minimum, the Initial Income and Housing Plan must offer the participant the chance to answer three general questions:

- **Housing Goals:** Where all is the participant interested in living?
- **Income Plan:** How does the participant plan on financially maintaining those goals?
- **Temporary Shelter:** Is there somewhere safe and appropriate they can stay while their permanent housing goals are achieved?

Veteran Status Verification

The CoC has a data sharing agreement with the Department of Veterans' Affairs to automatically verify veteran status and program eligibility for veterans who wish to do so. Participants requesting veteran services should be informed that they may opt in to the CoC service, or that they may directly provide their own proof of eligibility. Participants whose veteran status cannot be found should be informed of this fact and the steps required through the VA to correct the information.

f: Phase Six Description: Next Step/Move-On Assessment

Definition: Revising referral strategies and service recommendations based upon information revealed or known after an Initial Assessment is conducted, as well as re-evaluating service strategies for participants who have already started receiving services and may be ready for less intensive housing and service strategies.

Purpose:

- Evaluating whether participants currently enrolled in Progressive Engagement RRH model project who qualified for PSH at upon enrollment into RRH may need to be referred/transferred to a PSH program (*currently under development in this CoC)*
- Evaluating whether a PSH participant may be ready to leave the program for other permanent housing with less intensive services (*currently under development in this CoC)*

Processes under this Assessment phase are still under active development in this CoC.

Section Four: Prioritization, Navigation, Outreach, and Referrals

O: Prioritization

The CoC does not use data collected from the assessment process to discriminate or prioritize households for housing and services on a protected basis, such as race, color, religion, national origin, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity or marital status. Program eligibility verification is a separate process described in the Referral section.

Program eligibility and program prioritization are separate criteria. Eligibility refers to limitations on who can be accepted to a program based on the program's funding sources and other mandated or adopted

qualifying criteria. Prioritization refers to the order in which those eligible participants will be referred to that program based on common community-wide standards of relative need.

Prioritization criteria must be applied equally and fairly across all eligible potential program participants, as maintained by the CoC. Refusing or declining a specific service or program does not in any way affect a household's prioritization for comparable services. If a participant believes they have been refused services unfairly for any reason, the participant should be informed of the steps to file a grievance as described in the Grievance procedure/non-discrimination complaint offer section.

The following service interventions are prioritized by vulnerability and severity of service need, as described below:

- Permanent Supportive Housing
- Rapid Re-housing
- Transitional Housing
- Housing Navigation Case Management

To allow for immediate crisis responses, entry to the following service interventions is not prioritized:

- Emergency shelter
- Short term crisis residential facilities
- Domestic violence and emergency service hotline
- Drop-in services
- Street Outreach

Due to an absence of applicable services in this CoC, Homelessness Prevention is also not currently prioritized.

a: Permanent Supportive Housing Prioritization

In this housing intervention, the household is expected to need intensive, long-term housing case management services, including long-term rent subsidy, to regain stable housing and retain it permanently. The household's supportive service needs are usually intense, multifactorial, and expected to be of long duration.

Households are prioritized for this intervention according to the following criteria:

- Priority One:
  - Households that meet the definition of **chronically homeless,** as defined by HUD (as of the time of these standards, HUD Prioritization Notice CPD-16-11)
- Priority Two:
  - Clients with the highest vulnerability and severity of service need, as defined by their VI-SPDAT or Full SPDAT score.
- Priority Three:
  - Clients who meet the criteria for one or more of the four HUD-recognized Opening Doors Subpopulation Targets (Active Duty US Military Veteran,

Household with Minor Children, Unaccompanied Youth, or Chronic Homelessness). Households that meet the criteria for multiple subpopulations will be prioritized according to total number of subpopulation definitions met.

- Priority Four:
    - Clients with the highest Length of Time Homeless, defined as whichever of the following metrics is higher:
        - Total number of nights spent literally homeless in the prior year
        - Total number of nights spent continuously literally homeless
- Priority Five:
    - If all of the above criteria is identical, then whichever household first completed the vulnerability assessment will be prioritized (as having first presented for assistance).

b: Rapid Re-Housing Prioritization

In this housing intervention, the household is expected to need formal programmatic assistance to get back into permanent stable housing. The household is expected to only need short-term intensive housing services to end their homelessness, but may still need some specialized long-term supportive services from community service providers to maintain stability permanently.

Once households have been successfully enrolled in a RRH Program based on this prioritization criteria, they will retain their literal homelessness status for the purposes of referral prioritization to any new or additional RRH program opportunities.

Households are prioritized for this intervention according to the following criteria:

- Priority One:
    - Clients with the highest vulnerability and severity of service need, as defined by their VI-SPDAT or Full SPDAT score.
- Priority Two:
    - Clients who meet the criteria for one or more of the four HUD-recognized Opening Doors Subpopulation Targets (Active Duty US Military Veteran, Household with Minor Children, Unaccompanied Youth, or Chronic Homelessness). Households that meet the criteria for multiple subpopulations will be prioritized according to total number of subpopulation definitions met.
- Priority Three:
    - Clients with the highest Length of Time Homeless, defined as whichever of the following metrics is higher:
        - Total number of nights spent literally homeless in the prior year
        - Total number of nights spent continuously literally homeless
- Priority Four:
    - If all of the above criteria is identical, then whichever household first completed the vulnerability assessment will be prioritized (as having first presented for assistance).

c: Transitional Housing Prioritization

In this housing intervention, the household is expected to need formal programmatic assistance to get back into permanent stable housing. The household is expected to only need short-term intensive housing services to end their homelessness, but may still need some specialized long-term supportive services from community service providers to maintain stability permanently.

Please note that Transitional Housing as a housing intervention differs from a short term crisis residential facilities by being a distinct, independent pathway to housing, not a crisis services intervention.

Households are prioritized for this intervention according to the following criteria:

- Priority One:
    - Clients with the highest vulnerability and severity of service need, as defined by their VI-SPDAT or Full SPDAT score.
- Priority Two:
    - Clients who meet the criteria for one or more of the four HUD-recognized Opening Doors Subpopulation Targets (Active Duty US Military Veteran, Household with Minor Children, Unaccompanied Youth, or Chronic Homelessness). Households that meet the criteria for multiple subpopulations will be prioritized according to total number of subpopulation definitions met.
- Priority Three:
    - Clients with the highest Length of Time Homeless, defined as whichever of the following metrics is higher:
        - Total number of nights spent literally homeless in the prior year
        - Total number of nights spent continuously literally homeless
- Priority Four:
    - If all of the above criteria is identical, then whichever household first completed the vulnerability assessment will be prioritized (as having first presented for assistance).

d: Housing Navigation Case Management

Housing Navigation differs from the other prioritized services by being a supportive intervention that targets clients towards other housing interventions, rather than a stand-alone permanent housing intervention itself. Accordingly, its prioritization metrics are based upon those other programs' variable capacity.

Households are prioritized for this intervention according to the following criteria:

- Priority One:
    - Clients in need of Permanent Supportive Housing Navigation, defined as clients with a pending PSH program opening within the following 60 days who require additional documentation or engagement to verify or obtain program eligibility.
- Priority Two:

- Clients in need of Other Permanent Housing Navigation, defined as clients with a pending RRH or Transitional Housing program opening within the following 60 days who require additional documentation or engagement to verify or obtain program eligibility.

P: Participant Autonomy

Participants must be given active choice and autonomy in selecting among all potential services and providers that can potentially meet their stated needs. Participants who are being offered a type of service based upon their vulnerability and eligibility screening questions should be informed of why these referrals are being offered, as well as the steps that can be taken to request different services.

Participants choosing a housing intervention/program that provides a lower level of services rather than the housing intervention recommended through their initial assessment responses should be clearly informed of the services they are declining, as well as how this decision could potentially affect their future eligibility for these programs.

If a potential program requires additional steps to verify eligibility, the participant should be informed of these steps and how to complete them. Participants should also be informed that they have a right to active choice in decisions such as location and type of housing, as well as level and type of services.

Participants should be informed and provided an opportunity to voluntarily detail these preferences through the CEP by completing an Initial Housing Plan, or that they can provide these details at the time of program enrollment.

Q: Referrals

Participating projects must use the coordinated entry referral process for all beds, units, and services available at participating projects within the CoC's geographic area for referral to housing and services. CoC- and ESG-program recipients and subrecipients must use the coordinated entry process established by the CoC as the only referral source from which to consider filling vacancies in housing and/or services funded by CoC and ESG programs.

Programs must comply with all applicable Federal civil rights laws, including equal access, non-discrimination, and fair housing. Federal, State, and local Fair Housing laws and regulations require that participants not be "steered" toward any particular housing facility or neighborhood because of race, color, national origin, religion, sex, disability, or the presence of children.

The CoC maintains an active, updated list of all programs currently receiving referrals through the Coordinated Entry system, as well as their stated program-specific eligibility criteria.

a: Referral Steps

A. **Program Opening Notification**
    a. Once a project knows that a unit or service will become available, the program is responsible for informing ECHO of the upcoming availability as early as feasible.

B. **Referral Identification**
    a. Once ECHO has been informed that a unit or service will become available, ECHO is responsible for identifying the highest priority participant who is presumed eligible and interested in that opening from their assessment information.
    b. ECHO is then responsible for sharing this household's information with the program. At a minimum, this information must include:
        i. A summary of the household's presumptive eligibility
        ii. A reasonable method (or methods) of contacting the household
        iii. Documentation that the household has consented to the sharing of this information
    c. If a referral cannot be made due to a lack of required initial documentation (such as chronic homelessness documentation for CoC PSH), then the participant and any case manager navigating the case should be informed that this has occurred.

C. **Referral Notification**
    a. Once a participant's presumptive eligibility information has been shared with a project, the project is responsible for contacting the participant to inform them of their potential services and to set an enrollment date to confirm their eligibility.
    b. Programs are expected to contact participants to set an intake date within ten business days of receiving the household's information. If a participant cannot be contacted, see the Outreach section.
    c. This notification should include clear information about the project they are being invited to, what they can expect from the project, and what the project expects of participants.

D. **Engagement and Enrollment**
    a. Programs are responsible for verifying any required intervention or program-specific eligibility requirements before providing services.
    b. This enrollment process should include clear, detailed information about the project they are being invited to, what they can expect from the project, and what the project expects of participants, as well as how enrolling in these services may affect eligibility for other housing interventions.
    c. For the standardized criteria and steps to be followed in rare instances of referral rejection (including when a potential participant cannot be verified as eligible), see the Rejecting, Exiting, and Inactivating Referrals section.

E. **Exiting**
    a. Participants who are enrolled in a housing intervention are expected to remain enrolled until permanently housed.
    b. Programs wishing to exit a client to destinations other than permanent housing are expected to follow the same workflow as for declining or refusal an initial referral, as described in the Rejecting, Exiting, and Inactivating Referrals section.

b: Rejecting, Exiting, and Inactivating Referrals

Once the CEP has committed to serving a potential participant, the household should only be rejected from services in extremely limited circumstances. Rejection may occur due to:

- **Participant is not confirmed eligible for services at time of program enrollment**
    - *Program-specific eligibility: If a household is ineligible for a specific program, they should be informed of the specific reason for the ineligibility, then returned to the Prioritization lists to wait for comparable services.*
    - *General housing intervention eligibility: If a household is ineligible for the housing intervention they initially screened for, they should be informed they are ineligible for this type of service, then removed from the prioritization list for these services.*
- **Household presents at enrollment with a new, ineligible member**
    - *The household should be informed of the specific reason for ineligibility, then follow the steps for general participant ineligibility.*
- **Participant cannot be contacted**
    - *See the BOLO section of the Outreach policy for detailed steps.*
- **Participant refuses or declines services**
    - *Active or indirect refusal: See the Intensive Outreach section of the Outreach policy for detailed steps.*
    - *Assessment Review Request: See the Assessment Review Request policy for detailed steps.*
- **Participant has permanently left the area**
    - *"Permanent" is defined here as a departure expected to last at least 30 days. Participants who are declined for this reason should be informed of their option to notify the CoC and restart the housing process when and if they return to the service area.*
- **Participant has been institutionalized long-term**
    - *"Long-term" is defined here as an institutionalization expected to last more than 90 days, OR an institutionalization that has lasted at least 30 days, with no projected discharge date. Participants who are declined for this reason should be informed of their option to notify the CoC and restart the housing process when and if they return to the service area.*
- **Participant passes away**

These standards apply both before and after formal program enrollment. If a CEP participating program has more restrictive limitations on how a client may be rejected from services, then the more stringent standards apply.

If a CEP participating program wishes to reject, decline, inactive, exit, or otherwise cease services to a program participant for any other reason, that case should be staffed at both the Outreach and Navigation Work Group and the relevant Housing Intervention Work Group.

Rejection criteria should be clearly documented in HMIS. If client is denied based on eligibility requirements, the client must receive a written notice and be given the opportunity to appeal the denial. Projects should have this process clearly stated in Agency Written Standards.

R: Navigation

Permanent Supportive Housing Projects, Rapid Rehousing Projects, Transitional Housing Projects, and other pathways to permanent housing may have program-specific eligibility requirements for enrollment. These eligibility criteria are separate and independent from CEP Prioritization criteria, and highest priority potential referrals may need additional documentation or verification before being determined eligible for a program. The Navigation process is intended to help bridge this potential follow-up gap between initial assessment, eligibility verification, and enrollment.

a: Permanent Supportive Housing Navigation

Detailed PSH Navigation steps, questions, scripts, and workflow are available in the ECHO PSH Navigation packet.

At a minimum, PSH Navigation Services must include:

1) Gathering Identification Documents required for housing
2) Reviewing and documenting the participant's history of homelessness in detail
3) Reviewing and documenting the participant's disabling conditions
4) Staying in contact with the participant, and keeping their location and contact information updated
5) Actively assisting the participant in the final warm hand-off to PSH Program

PSH Navigation Services should also include:

1) Discussing emergency shelter options with unsheltered participants, and encouraging shelter access
2) Reviewing, documenting, and removing potential housing barriers with participants (such as criminal history, rental debt, utility debt, and eviction history)
3) Discussing a participant's housing preferences and future goals, and assisting the participant in pursuing those goals (including potential options for self-resolving homelessness, as well as potential concrete support service needs such as skilled nursing care or institutional support)
4) Gathering any additional program-specific eligibility documentation required to open additional PSH Program opportunities

b: Other Permanent Housing Navigation

Detailed OPH Navigation steps, questions, scripts, and workflow are available in the Assessor Training Manual.

OPH Navigation Services must include:

1) Discussing a participant's housing preferences and future goals, and assisting the participant in pursuing those goals
2) Discussing a participant's current income situation and future goals, and assisting the participant in pursuing those goals
3) Gathering Identification Documents required for housing
4) Reviewing and documenting the participant's current housing status
5) Staying in contact with the participant, and keeping their location and contact information updated

6) Actively assisting the participant in the final warm hand-off to a permanent housing program

When possible, OPH Navigation Services should also include:

1) Discussing emergency shelter options with unsheltered participants, and encouraging shelter access
2) Reviewing, documenting, and removing potential housing barriers with participants (such as criminal history, rental debt, utility debt, and eviction history)
3) Gathering any additional program-specific eligibility documentation required to open additional permanent housing opportunities

S: Outreach

Outreach processes are intended to "close the gap" when clients are at risk of disappearing due to lack of contact or lack of required engagement between different steps in the Coordinated Entry Process.

Outreach is intended for three potential situations:

- Participant cannot be contacted by a program (Be On the Look-Out, or "BOLO" Requests)
- Participant is actively and explicitly declining or refusing an offer for housing assistance (Intensive Outreach for Active Refusal)
- Participant is indirectly declining or refusing housing assistance through program report (Intensive Outreach for Passive Refusal)

When a client cannot be contacted, the participating program should follow the BOLO request process below. For all other situations, follow the Intensive Outreach process.

a: BOLO Requests

1) If a CEP participant cannot be successfully contacted by community staff at any point in the CEP process, service providers may request targeted community-wide outreach by submitting a BOLO request to ECHO.
2) Requests for BOLO assistance will only be approved if the requesting program has documented reasonable attempts for all available contact avenues for a participant, and is able to provide documentation of these attempts upon request.
3) Once a client has been marked for BOLO assistance, ECHO will share this requested information with participating community outreach partners on behalf of the participant and program.
4) If the participant is found within 30 days of the request for BOLO assistance being approved, then the housing process should continue from where it was left off.
5) If a participant has been marked for BOLO assistance during active referral for a housing program and cannot be found within 30 days of the request for BOLO assistance being approved, that program may decline the referral and move on to the next potential program participant.
6) If a participant cannot be found within 90 days of the request for BOLO assistance being approved, the case will be marked inactive and participant asked to complete an updated assessment if they return to request services.

b: Intensive Outreach for Explicit Refusal

1) If a participant actively refuses or declines a housing intervention which they previously requested, they must be actively offered that intervention at least one additional time within two weeks of the initial offer.
2) Participants must be informed of the option of refusing one specific program while still remaining on the prioritization list for that general housing intervention, or for requesting a different type of housing intervention.
3) If the participant refuses one specific program, their case will be returned to the general prioritization list to wait for the next potential program.
4) If the participant requests alternate services, the program should redirect the participant to a CEP Assessor to follow the same service screening steps as if these services had been requested at initial assessment.
5) If the participant actively declines all potential housing assistance, then the case should be staffed at the soonest following Navigation and Outreach Work Group to identify options for ongoing individualized engagement and any alternate service opportunities.

c: Intensive Outreach for Indirect Refusal

1) If a participant does not actively refuse or decline a housing intervention, but a program reports the client otherwise not accepting services or enrollment, the case should be staffed at both the following Outreach & Navigation Work Group and the relevant Housing Intervention Work Group (PSH, RRH, or General Housing).
    - A referral cannot be marked inactive or refused through this staffing process until every reasonable attempt to engage a client in services has been made over the course of at least 30 days, with at least 4 separate attempts occurring within those 30 days.
    - If a client's case is going to be marked inactive or refused through this staffing process, the client must be explicitly informed that this action is occurring, and what steps they can take to affect the outcome. If the participant re-engages within 7 days of this action occurring, then the housing process should continue from where it was left off.

T: Glossary/General Definitions

- *Assessment Review Request:* A process by which CEP participants, trained assessors, or participating agencies can request additional information or potential corrections in a participant's reported eligibility or prioritization information
- *Assessor Training Manual:* A detailed list of workflows and scripts followed by trained assessors during the assessment process
- *BOLO List:* "Be On the Look-Out" List; an actively managed list of individuals who have services available and waiting for them, but who are currently out of system contact
- *CoC:* "Continuum of Care;" a designated geographic area targeted for homelessness funding by the Federal government
- *CoC Work Groups:* groups of CoC services agencies offering common services that meet on a regular basis to coordinate their work

- *CEP:* Coordinated Entry Process; also sometimes called “Coordinated Entry” (“CE”) or “Coordinated Assessment” (“CA”)
- *Diversion:* a housing intervention that attempts to return an individual from homelessness directly back into safe and appropriate housing, ideally at the exact moment that the individual first enters literal homelessness
- *ECHO:* Ending Community Homelessness Coalition; lead agency of the Austin/Travis County CoC
- *Eligibility:* Limitations on who can be accepted to a program based on the program’s funding sources and other mandated or adopted qualifying criteria.
- *ESG:* Emergency Solutions Grant; a Federal funding source targeted to end homelessness
- *Fleeing or attempting to flee domestic violence:* defined by HUD, also known as “Category Four”; broadly defined literally as anyone who is actively fleeing or attempting to flee relationship-based interpersonal violence, or the threat thereof
- *HMIS:* Homeless Management Information System; a common database for program services coordination; locally administered by ECHO through a software called ServicePoint
- *Housing Navigation:* a process to actively engage and verify eligibility for households that are potentially eligible for a program, but who need assistance documenting or verifying that eligibility
- *Housing Prioritization List, or “By-Name List”*: a community wide list where everyone who is assessed is ranked accordingly to their vulnerability and other prioritization criteria
- *HUD:* U.S. Department of Housing and Urban Development
- *Literal Homelessness:* defined by HUD, also known as “Category One”; broadly defined as any household living outside, in a car, in an emergency shelter, in a transitional housing program, or in any other place not meant for human habitation, OR a household that was living in one of these situations before entering a short-term institutional stay
- *LOS:* Landlord Outreach Specialist; a staff member whose primary role is identifying and creating new housing partnerships and opportunities for program participants
- *Prioritization:* Common, community-wide standards that determine who programs serve next from among multiple potential referrals with different vulnerabilities and needs
- *ROI:* Release of Information; documented informed consent to use a participant’s personal information in specific ways
- *SOAR:* SSI/SSDI Outreach, Access, and Recovery; a streamlined Social Security disability application process designed to significantly reduce disability benefit application decision times and to increase application approval rates
- *Trained Assessor:* a person whose has been trained to conduct the coordinated assessment process.

- *Veteran:* defined by HUD; broadly defined as any individual who served at least one day of active duty in the U.S. Military
- *Victim Service Providers:* any organization barred by the Violence Against Women Act from participating in the community-wide HMIS system; broadly defined as programs assisting survivors of traumatic relationship-based interpersonal violence, including but not limited to domestic violence, sexual assault, and human trafficking
- *Vulnerability:* a combination of variables that indicate an individual or family is at a higher risk of death or harm due to continued homelessness
    - *VI-SPDAT*: a standardized, shared housing assessment called the *Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT)* designed to identify a household's service needs as well as potential program eligibility.
    - *Family VI-SPDAT:* a version of the VI-SPDAT specialized for families with minor children.
    - *TAY VI-SPDAT:* "*Transition Aged Youth Vulnerability Index & Service Prioritization Decision Assistance Too*l" a version of the VI-SPDAT specialized for unaccompanied youth
    - *Full SPDAT:* A longer, more detailed, and more in-depth version of the VI-SPDAT; designed to capture vulnerability nuances and severities that may or may not be fully captured by the VI-SPDAT

10. Social Service Priorities

As stated in the previous question, participants are referred through the Austin/Travis County CoC Coordinated Access system via ECHO, the lead agency. 2.0 FTE Case Manager will be hired to administer the project. Case managers provide housing counseling; assist clients secure utilities; make moving arrangements; and assist participants in obtaining legal assistance to remove barriers to obtain and retain housing. 2.0 FTE Life Skills trainers will provide education and employment assistance, financial planning, and life skills according to goals identified in the participant's ISP.

The program provides rental assistance via vouchers provided by AHFC Local project-based rental vouchers to cover rent and utilities, and the 3515 Manor PSH will also provide financial assistance via security deposits, help with moving costs, food assistance, income support services, transportation assistance and general housing stability assistance. They also will receive case management services to plan for their permanent housing placement, which will include evidence-based, trauma-specific therapeutic services, and a holistic curriculum of classes, examples listed below. In the case that VOATX is unable to provide these classes as services, the Social Service Director will develop relationship with local service providers to administer these classes.

- Community meetings (peer support)
- Seeking Safety (CBT)
- Living Skillfully (DBT)
- Life Skills (CBT)
- Job Readiness and Financial Literacy
- Mindful Meditation
- Creativity (dance, art, creative writing, etc)
- Parenting (Family Compass and Hope Cottage)
- Trauma informed Yoga
- Women's Health and Wellness (Planned Parenthood)
- Domestic Violence and Sexual Assault Survivors Support Group (The Family Place)
- 12-step Programming – AA, Al Anon, and DAA

Case Managers conduct a comprehensive assessment and develop an Individual Service Plan (ISP) based on strengths and preferences. Clients also have access to VOATX's substance abuse and mental health services as well as through external partners, such as ECHO's Housing for Health team, who have compiled a resource guide that is a one stop shop guide for Case Managers and individuals experiencing homelessness in Austin/Travis County to utilize to get connected to Emergency Shelter resources, Healthcare resources, Mental Wellness and Substance Use resources, and additional community resources. VOATX currently manages and partners with Integral Care who is a leading partner agency in the Housing for Health team in Austin Texas.

This program will introduce the use of equity-centered prioritization tool via Coordinated Entry to inform ISPs and integrate with the cognitive –based, trauma-informed services provided by Austin Manor PSH program to persons suffering from episodic chronic homelessness. The goal is a smooth and successful exit from homelessness into permanent supportive housing that help clients reach self-sufficiency. Each program participant will receive:

1. **Outreach, Engagement, Housing Navigation (referrals), and HMIS Entry Services** via future collaboration with ECHO and the coordinated entry system.

2. **Housing Stability case management services, as well as Move-in support and supplies** will be provided by VOATX Austin Manor PSH Program Staff. The project will

ensure the utilization of the evidence-based technique like Motivational Interviewing, during and after intake and housing placement. Case managers will also aid program participants in the coordination of VOATX **property management coordination, and Medical and Mental Health Services referrals**, with support with Integral Care and other local services providers.

3. Trauma-informed, and person-centered services and supports designed to prevent return to homelessness.

VOATX will implement a Housing First focused model on behalf of APH. Our proposed policies and procedures for this model have been adapted from HUD's hudexhange.info website as well as the National Alliance to End Homelessness toolkit.

"Permanent supportive housing models that use a Housing First approach have been proven to be highly effective for ending homelessness, particularly for people experiencing chronic homelessness who have higher service needs. Studies such as HUD's The Applicability of Housing First Models to Homeless Persons with Serious Mental Illness have shown that Housing First permanent supportive housing 2 models result in long-term housing stability, improved physical and behavioral health outcomes, and reduced use of crisis services such as emergency departments, hospitals, and jails." The core policies and procedure features of Housing First PSH model that VOATX will implement will be included in the 3515 Manor PSH Policies and Procedures folder included with this submission as an additional attachment.

Our policies and/or procedures were developed to ensure equal opportunity/treatment of all residents. We have procedures in place for residents to request accommodations to those policies/procedures based on verifiable disability. These policies provide for review by someone other than the on-site staff. Our staff receive on-going training/guidance and our policies/procedures outline clear expectations on fair and equal treatment for all. Our goal is to provide housing to all that qualify for the housing program regardless of prior circumstances and treat all people with compassion and respect. We will hire a Social Services Director that has a strong background in social services to ensure focus is placed on providing equal, equitable and compassionate service to all residents.

VOATX's standards of services strive to be person-centered, therefore clients or participant involvement is critical to providing services that participants want, need, and will use. VOATX will solicit feedback through truly anonymous satisfaction surveys. Our agency will host regular focus groups and/or listening sessions with participants prior, during, and after program startup. This includes attending all of the coalition meetings as well as during program marketing and street outreach services. Additionally, VOATX will implement a standing consumer advisory committee that will specifically address the issues and needs of the project participants.

Examples of current VOATX best practices:

Racial Equity must be a focus of projects working to end homelessness. Dismantling systemic racism must be a focus of the work that we do. We know that there are disparities associated with Race, Ethnicity & Gender Identity in the Austin/Travis County CoC.
- Our Organization has a public written commitment to address/eliminate racial and ethnic inequities in guiding documentation (i.e. mission, vision, goals, etc.)
- Racial equity knowledge, skills, and practices are a part of staff job descriptions and work plans

- Agency employs bi-lingual direct service staff working directly with this project provides participants with project forms & agreements in languages other than English on request
- Agency has made a written public commitment to Equal Access in Federal Programming and does not discriminate based on Gender Identity or Sexual Orientation

Consumer or participant involvement is critical to providing services that participants want, need, and will use.
-The organization solicits feedback through truly anonymous satisfaction surveys
-The organization hosts regular focus groups and/or listening sessions with participants
-The organization has a standing consumer advisory committee

Additionally, VOATX's most current 50 unit scattered site program has been active since 2015 and has undergone both self-assessments similar to shown below, as well as routine HUD audits and in both occasions have performed well.

CSH

QUALITY

Quality Supportive Housing Self-Assessment
Results Report for Volunteers of America Texas

Name of Organization	Volunteers of America Texas
Primary Contact Name	Yolanda Jackson
Primary Contact Email Address	yjackson@voatx.org
Organization Street Address	731 West Davis
Organization City	Conroe
Organization State	Texas
Organization Zip Code	77031
Project Name	Permanent Supportive Housing

Dimensions of Quality (DOQ) Supportive Housing	VOA Texas Results	DOQ Standards max score	High Quality Range
Integrated	4.0	4	3.6 and above
Coordinated	3.8	4	3.6 and above
Accessible	3.6	4	3.6 and above
Sustainable	4.0	4	3.6 and above
Tenant-Centered	3.7	4	3.6 and above

Commitment to Supportive Housing Goals	10.8	12	4.0
Privacy & Living Space	21.6	20	3.3
Tenant Education	7.2	8	4.0
Tenant Feedback for Property and Housing Management	10.8	12	4.0
Tenant Communication in Property and Housing Management	10.8	11	3.7
Services Design	21.6	23	3.8
Dimension: Accessible			3.6
Affordability	3.6	4	4.0
Location	10.8	12	3.0
Transportation	3.6	3	3.0
Physical Accessibility	10.8	12	4.0
Housing First	21.6	24	4.0
Landlord Relations	7.2	6.5	3.3
Application Process	14.4	16	4.0
Cultural Competency	10.8	10.5	3.5
Housing Outreach	3.6	4	4.0
Availability of Services	21.6	21	3.5
Coordinated Access	10.8	12	3.0
Dimension: Coordinated			3.8
Roles and Responsibilities	7.2	8	4.0
Communication	7.2	8	4.0
Continuous Quality Improvement	3.6	4	4.0
Building and Maintaining Landlord Relationships	10.8	12	4.0
Coordinating Property/Housing Management and Supportive Services	25.2	22.5	3.2
Connections with Mainstream and Community-Based Service Providers	32.4	29	3.2
Targeting Units	7.2	8	4.0
Discharge Planning	3.6	4	4.0
Dimension: Integrated			4.0
Appearance	7.2	8	4.0
Community Dialogue	18	20	4.0
Housing Unit Choice	14.4	16	4.0
Leases and Tenant Rights	21.6	24	4.0
Community Connections	18	20	4.0
Tenant Choice	3.6	4	4.0
Dimension: Sustainable			4.0
Capital Funding	7.2	8	4.0
Rent Subsidies/ Operating Funding	7.2	8	4.0
Efficiency	10.8	12	4.0
Housing Maintenance	21.6	24	4.0
Funding Commitments	7.2	8	4.0
Provider Partnerships	3.6	4	4.0
Community Planning	10.8	12	4.0
Data Tracking and Sharing	7.2	8	4.0

PSH Housing Preference Policy- Housing First

• Few to no programmatic prerequisites to permanent housing entry – People experiencing homelessness are offered permanent housing with no programmatic preconditions such as demonstration of sobriety, completion of alcohol or drug treatment, or agreeing to comply with a treatment regimen upon entry into the program. People are also not required to first enter a transitional housing program in order to enter permanent housing

• Low barrier admission policies – Permanent supportive housing's admissions policies are designed to "screen-in" rather than screen-out applicants with the greatest barriers to housing, such as having no or very low income, poor rental history and past evictions, or criminal histories. Housing programs may have tenant selection policies that prioritize people who have been homeless the longest or who have the highest service needs as evidenced by vulnerability assessments or the high utilization of crisis services.

• Rapid and streamlined entry into housing – Many people experiencing chronic homelessness may experience anxiety and uncertainty during a lengthy housing application and approval process. In order to ameliorate this, Housing First permanent supportive housing models make efforts to help people experiencing homelessness move into permanent housing as quickly as possible, streamlining application and approval processes, and reducing wait times. This includes establishing and maintaining relationships with the lead agency, ECHO in the Austin Continuum of Care.

• Supportive services are voluntary but can and should be used to persistently engage tenants to ensure housing stability - Supportive services are proactively offered to help tenants achieve and maintain housing stability, but tenants are not required to participate in services as a condition of tenancy. Techniques such as harm reduction and motivational interviewing may be useful. Harm reduction techniques can confront and mitigate the harms of drug and alcohol us through non-judgmental communication while motivational interviewing may be useful in helping households acquire and utilize new skills and information.

• Tenants have full rights, responsibilities, and legal protections – The ultimate goal of the Housing First approach is to help people experiencing homelessness achieve long-term housing stability in permanent housing. Permanent housing is defined as housing where tenants have leases that confer the full rights, responsibilities, and legal protections under Federal, state, and local housing laws. Tenants are educated about their lease terms, given access to legal assistance, and encouraged to exercise their full legal rights and responsibilities. Landlords and providers in Housing First models abide by their legally defined roles and obligations. For instance, landlords and providers do not enter tenants' apartments without tenants' knowledge and permission except under legally-defined emergency circumstances. Many Housing First permanent supportive housing programs also have a tenant association or council to review program policies and provide feedback, and formal processes for tenants to submit suggestions or grievances.

• Practices and policies to prevent lease violations and evictions –Housing First supportive housing programs should incorporate practices and policies that prevent lease violations and evictions among tenants. For instance, program policies consistent with a Housing First approach do not consider alcohol or drug use in and of itself to be lease violations, unless such use results in disturbances to neighbors or is associated with illegal activity (e.g. selling illegal substances.) Housing First models may also have policies that give tenants some flexibility and recourse in the rent payment, which in many subsidized housing programs is 30% of the participant's income. For example, rather than

moving towards eviction proceedings due to missed rent payments, programs may allow tenants to enter into payment installment plans for rent arrearages, or offer money management assistance to tenants.

• Review current policies and procedures – Providers should undertake a systematic review of their current operating policies and procedures. First, providers should assess tenant selection and admission policies to ensure that they do not screen out applicants on the basis of rental, credit, or criminal histories, sobriety, income, etc. They should also evaluate the application and admission process to identify ways to streamline and shorten the process. They should review the lease terms, lease compliance, and eviction policies to ensure that they are consistent with

Housing First principles and housing laws. Lease provisions that require participation in services or that deem alcohol use as lease violations or grounds for eviction should be removed. Providers should consider adding policies that help prevent eviction when a tenant falls behind on rent or experiences other lease violations. Providers can adopt supportive services approaches and practices that creatively engage tenants to maximize and ensure housing stability. Through training around harm reduction approaches, services staff can learn to confront and mitigate the harms of drug and alcohol use through non-judgmental communication. Staff can also receive training to develop competency around techniques like motivational interviewing, wellness self-management, and trauma-informed care. Adoption of these practices often also requires continual reinforcement through effective clinical supervision, which is key to supporting housing stability.

CoC Permanent Supportive Housing Assistance

A. Regulatory Citations

24 CFR 578.7(a)(9)(v)

24 CFR 578.37(a)(1)(i)

B. HUD Guidance Documents and Resources

- SNAPS In Focus: Prioritizing Persons with the Highest Level of Need in Permanent Supportive Housing
  https://www.hudexchange.info/news/snaps-in-focus-prioritizing-persons-with-the-highest-level-of-need-in-permanent-supportive-housing/

- Notice CPD-14-012: Prioritizing Persons Experiencing Chronic Homelessness in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status:
  https://www.hudexchange.info/resource/3897/notice-cpd-14-012-prioritizing-persons-experiencing-chronic-homelessness-in-psh-and-recordkeeping-requirements/

- Notice CPD-16-011: Prioritizing Persons Experiencing Chronic Homelessness in PSH and Recordkeeping Requirements
  https://www.hudexchange.info/resource/5108/notice-cpd-16-11-prioritizing-persons-experiencing-chronic-homelessness-and-other-vulnerable-homeless-persons-in-psh/

- Housing First in Permanent Supportive Housing
  https://www.hudexchange.info/resources/documents/Housing-First-Permanent-Supportive-Housing-Brief.pdf

- Prioritizing Persons Experiencing Chronic Homelessness in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status
  https://www.hudexchange.info/resources/documents/Coordinated-Entry-Policy-Brief.pdf

C. Policies and Procedures

Background

Permanent Supportive Housing (PSH) is widely recognized as the solution for people facing the greatest challenges to housing stability including serious and persistent physical and behavioral health problems. Permanent Supportive Housing costs less than allowing people to continue to cycle through hospitals, emergency rooms, jails, prisons, and mental health and substance use treatment facilities.

Permanent Supportive Housing provides participants with an ongoing rental subsidy and with intensive supportive services. PSH programs are prioritized for households who are

chronically homeless and who are the most vulnerable. PSH programs serve households with high needs (determined by VI-SPDAT score) and multiple barriers to housing. Programs can operate on a project-based or scattered-site model. Essential program components include case management, rental subsidy, health care access, harm reduction and Housing First. Services in supportive housing are flexible and participation in case management is not a requirement for program eligibility or for ongoing program enrollment. They focus on ensuring housing stability as a foundation for addressing needs related to mental health, substance use, health, and employment.

Supportive housing can be provided through three primary strategies: 1) pairing a rent subsidy with dedicated services; 2) building new or rehabilitated units at a single site and providing a rental subsidy and on-site services; or 3) creating a set-aside of units within an affordable housing community and providing a rental subsidy and on-site services.

Evaluations of permanent supportive housing have demonstrated significant improvements in housing stability, reductions in days of homelessness, and reductions in the utilization and costs of public services such as emergency shelter, hospital emergency room and inpatient care, sobering centers, and jails

Permanent Supportive Housing is a Housing First intervention meaning that the primary focus is moving households into housing quickly without preconditions. In other words, programs should not be screening out households based on criteria that are assumed to predict successful outcomes, such as income, employment, criminal history, mental health history, medical history, or evidence of "motivation." Additionally, housing first programs do not require sobriety or medication/treatment compliance as a condition of housing condition or detainment.

a) Permanent Housing Prioritization

Per 24 CFR part 578.37(a)(1)(i)), CoCs must establish policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance.

Local Permanent Supportive Housing (PSH) programs should adopt and follow the federally mandated CoC Coordinated Assessment process through which all clients are identified, assessed and triaged. Refer to the Coordinated Assessment chapter for more details on this process.

Programs should help people who have achieved stability in supportive housing—who no longer need and desire to live there—to move into affordable housing to free units for others who need it.

b) Standards and Benchmarks

Local PSH programs must actively work towards and measure their progress in achieving the goals of:

1) Reducing the length of time program participants spend homeless;
2) Exiting households to permanent housing, and
3) Limiting returns to homelessness within 2 years of program exit.

4) Increasing household's income and
5) Increasing households who obtain mainstream benefits.

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January XX, 2020

Valicia A. Cisneros, Senior CPD Representative
Office of Community Planning and Development
HUD – San Antonio
Hipolito Garcia Federal Building/US Courthouse
615 E. Houston Street, Room 347
San Antonio, Texas 78205

Re: Click or tap here to enter text. Amendment for Contract: Click or tap here to enter text.

Dear Ms. Cisneros,

Please accept this letter of support from Ending Community Homelessness Coalition (ECHO) regarding the budget amendment request from Click or tap here to enter text. for the HUD CoC-funded project Click or tap here to enter text..

Description of Changes/Amendment Requested:

Click or tap here to enter text.

Reason for Changes/Amendment:

Click or tap here to enter text.

ECHO has reviewed the context and detailed of the following request and supports this amendment as it will provide program improvements that further support activities and outcomes described in the project description and per CoC Interim Rule.

Sincerely,

Matthew Mollica
Executive Director

HOUSING FOR HEALTH RESOURCE GUIDE

ENDING COMMUNITY HOMELESSNESS COALIATION I Updated: July 26th, 2021

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Emergency Shelter Resources

Emergency Shelter Resources

Emergency Shelter	Population Served	Housing Focused Case Management	Healthcare Connection	Employment Connection	Meals	Benefits Assistance	Mail Access	Computer Access	Laundry and Hygiene Resources	Parent Resources	Location and Contact
A New Entry	Single Men and Single Women	X	X	X	X	X	X	X	X		P.O. Box 14765 Austin, TX 78761 **Phone: 512-464-1250 Ext 153**
Casa Marinella	Adult Immigrants and Women and Children escaping violence	X	X		X	X		X	X		821 Gunter St, Austin, TX 78702 **Phone: 512-385-5571**
Front Steps*	Single Men	X	X	X	X	X	X	X	X		500 E 7th St, Austin, TX 78701 **Phone: 512-305-4100**
Lifeworks	Youth and Young Adults	X			X			X	X		3700 S 1st St, Austin, TX 78704 **Phone: 512-735-2400**
SAFE Alliance	Those fleeing sexual assault, abuse, domestic violence, and human trafficking	X	X	X	X	X	X			X	Location Not Available **Phone: 512-267-SAFE (7233)**

Emergency Shelter	Population Served	Housing Focused Case Management	Healthcare Connection	Employment Connection	Meals	Benefits Assistance	Mail Access	Computer Access	Laundry and Hygiene Resources	Parent Resources	Location and Contact
Safe Haven	Single Men and Single Women Veterans	X	X	X	X	X			X		5307 E Riverside Dr, Austin, TX 78741 **Phone: 512-472-HELP (4357)**
Salvation Army ASWC	Single Women and Families with Children	X	X	X	X	X	X	X	X	X	4613 Tannehill Lane, Bldg. 3 Austin, TX 78721 **Phone: 512-933-0600**
Salvation Army Downtown	Single Men and Single Women	X	X	X	X	X	X	X	X		501 E 8th St Austin, TX 78701 **Phone: 512-476-1111**
Salvation Army Rathgeber	Families with Children	X	X	X	X	X	X	X	X	X	4613 Tannehill Lane, Bldg. 1 Austin, TX 78721 **Phone: 737-256-6926**

*Service Point Card Printer onsite

Healthcare Resources

Healthcare Resource Overview

Healthcare Provider	Specialty	Primary Care	Psychiatric Services	Mobile Outreach	Case Management	Pharmacy Services	Health Education	Contact and Location
Austin Palliative Care	Palliative Care			X	X			**Mobile Team** **Phone:** 512-397-3360
City of Austin Communicable Disease Unit (CDU)	HIV and AIDS			X	X		X	**Mobile Team** 15 Waller, Austin, Texas 78702 **Phone:** 512-972-5580
CommUnity Care Healthcare for the Homeless	All individuals experiencing homelessness	X	X	X	X	X	X	500 East Seventh Street Austin, TX 78701 **Phone:** 512-978-8850
CommUnity Care David Powell Health Center	HIV and AIDS	X	X			X	X	4614 N IH 35 Austin, Texas 78751 **Phone:** 512.978.9100
Community Health Paramedics (CHP)	All individuals experiencing homelessness			X	X		X	**Mobile Team** **Phone North**: 512-435-7831 **Phone Central & East:** 512-457-1987 **Phone South:** 512-317-4041
Hospice Austin	Hospice	X			X	X		4107 Spicewood Springs Road Austin, Texas 78759 **Phone:** (512) 342-4700
Integral Care	Local Mental Health Authority	X	X	X	X	X	X	**Multiple Primary Care Locations** **Phone:**512-472-HELP (4357)
M3 Team	Tri-morbidity	X	X	X	X		X	**Mobile Team** See Referral Process Below
Texas Health Action – The Kind Clinic	Sexual Wellness and Health	X				X	X	1101 W 40th St #102 Austin, Texas 78756 **Phone:** 1-833-937-5463
Vivent Health	HIV and AIDS	X			X		X	7215 Cameron Rd., Austin, TX 78752 **Phone:** 512-648-2273 (CARE)
Volunteer Healthcare Clinic (VHC)	Uninsured	X				X	X	4215 Medical Parkway Austin, Texas 78756 **Phone**: 512-459-6002

Healthcare Resources

Eligibility Services and Healthcare Connection		
Service Provider	**Services provided**	**Contact**
Central Health	Central Health is the local public entity that connects low-income, uninsured Travis County residents to high quality, cost effective health care. ● Central Health Eligibility Services team helps you and your family find and apply for programs to cover your health care needs. ● Central Health also connects people to other health care providers and services in our community.	**Central Health Eligibility Services team:** 512-978-8130 **For more information:** Central Health
Project Access	The mission of Project Access is to improve the overall health of our community by providing ready access to health care services for low-income, uninsured people in Travis County. The goal of Project Access Austin is to fill the gap that exists between working individuals who earn too much for government programs like Medicaid, but not enough to afford Independent health Insurance. Those services include: ● Enrollment Services ● Healthcare Connection	**Office located at:** 6400 E. U.S. HWY 290 | Suite 202 Austin, TX 78723 (512) 206-1164 (t) (512) 206-1135 (f) **Email:** projectaccessaustin@tcms.com **Office Hours:** Monday – Friday: 8am–5pm **For more information:** Project Access

Healthcare Service Providers		
Service Provider	**Services provided**	**Contact**
Austin Palliative Care	Austin Palliative Care provides community-based palliative care services to patients 21 years or older who have a life-limiting illness with a probable prognosis of two years or less and who have physical difficulty getting to medical visits. Goals of Palliative Care: ● Provide expert symptom management ● Optimize the quality of life for both patient and family ● Help patients and families better understand their condition and care choices ● Empower patients and families in managing complex illnesses ● Improve patients' ability to undergo medical treatments ● Prevent frequent hospitalizations and emergency room visits ● Facilitate open discussions with patients and families regarding goals of care, concerns and wishes ● Help in navigating the healthcare system ● Assist in creating and updating advance care plans to include advance directives ● Collaborate with the current medical team to provide a comprehensive plan of care Austin Palliative Care works closely with the patient's primary doctor and consulting physicians, and provide coordinated care services consisting of: ● Symptom management ● 24-hour availability ● Social service support ● Physical, psychosocial, spiritual and emotional support. ● Support during transitions ● Assistance with difficult conversations	**Community Based Mobile Team** **Phone:** 512-397-3360 **Email:** referrals@austinpalliativecare.org. **For more information:** Austin Palliative Care
City of Austin Communicable Disease Unit (CDU)	City of Austin CDU – provide services for people living with HIV or AIDS. Those services include: ● Medical Case Management ● Emotional support. ● STI and TB Services and Testing (Free)	**Mobile Team** **Location:** 15 Waller, Austin, Texas 78702 **Phone:** 512-972-5580

CommUnity Care **Healthcare for the Homeless**	CommUnity Care Healthcare for the Homeless is the leading community clinic in Austin/Travis County offering services for individuals who have experienced homelessness. Those services include: ● Access to Health Care and Psychiatric Services ● Hepatitis C Treatment ● Access to Substance Abuse Counseling ● Medication Assisted Therapy ● Assistance with Securing Identification ● Assistance with SNAP, Social Security, MAP Card and Benefit Enrollment ● Case Management and Social Work Services	**ARCH Clinic:** 500 East Seventh Street Austin, TX 78701 **Care Connections Clinic Located:** 3706 S 1st St, Austin, Texas 78704 **Street Medicine:** See website for schedule and details **Pharmacy Located:** 2901 Montopolis Dr Austin, TX 78741 **Direct Hotline:** 512-978-8850 CommUnity Care currently has 27 locations throughout Austin and the Travis County area including one in Bastrop County. **For information please visit:** CommUnity Care https://www.ccc-ids.org/for-providers/case-management-referral/
CommUnity Care **David Powell Health Center**	CommUnity Care David Powell Health Center specializes in treatment of HIV and AIDS. Those services include: ● HIV Care ● Primary Care ● Psychiatry ● Testing ● Onsite pharmacy, behavioral health, and nutrition	**Located at:** 4614 N IH 35 Austin, Texas 78751 **Phone:** 512.978.9100 **Fax:** 512.901.9751 **Clinic and Pharmacy Hours:** Monday, Thursday, and Friday: 8:00am-5:00pm Tuesday: 8:00am-6:00pm Wednesday: 8:00am-8:00pm **For more information:** David Powell Health Center
Community Health Paramedics (CHP)	The overall goal of the CHP is to connect individuals to education and resources needed to prevent the Emergency Room (ER) from being a primary care provider and reduce admissions. ● CHP works collaboratively to remove barriers to health care.	**Mobile Team** **North**: 512-435-7831

	• CHP team members meet with individuals wherever they may be, at home, on the streets, at shelters and while incarcerated. • CHP assess overall patient health, identifies immediate medical needs, and develops a care plans focused on addressing the needs of the whole person while linking them to appropriate care.	**Central & East:** 512-457-1987 **South:** 512-317-4041
Hospice Austin	Hospice Austin is a nonprofit hospice with the mission to ease the physical, emotional and spiritual pain of any person in our community facing the final months of a serious illness. That means no matter what your diagnosis – heart or lung disease, Alzheimer's, cancer or any other illness with a life-expectancy of six months or less – you won't have to face it alone. Those services include: • Hospice Austin's Christopher House, an inpatient facility combining home-like comfort with expert 24-hour medical care. • Full-time, experienced physicians who specialize in Hospice & Palliative Medicine. • Services for all stages of a serious illness, including palliative care, and hospice care. • Medications and medical equipment related to your illness supplied at no cost to you. • A dedicated on-call team ready to respond to your needs at any time of the night or weekend. • Austin's only pediatric hospice care team to provide specialized and compassionate care to children. • Pet Peace of Mind program to ensure your pet is able to remain with you throughout your illness. • More than 400 trained volunteers who offer companionship, respite and professional skills, such as hairstyling, massage and acupuncture. • Specialized care tailored to your specific needs, such as physical, occupational and speech therapies. • The most extensive bereavement program of any hospice in Central Texas with individual counseling, support groups, visits for the homebound and online support. • Camp Brave Heart, a free therapeutic summer camp for children and adolescents ages 6 to 17 who have lost a loved one	**Location:** 4107 Spicewood Springs Road Austin, Texas 78759 **Phone:** 512-342-4700 **Toll Free:** 800-445-3261 **Admissions/Referrals Fax:** 512-343-7117 **General Fax:** 512-795-9053 **General Email:** info@hospiceaustin.org **For more information:** Hospice Austin

Integral Care	Integral Care, as the Travis County Mental Authority, provides a variety of mental wellness services while also providing primary healthcare for adults at 3 locations. Those services include: ● Counseling and case management ● Drug and alcohol treatment ● Pharmacy and medication support ● SOAR ● Exercise and nutrition programs for people who want to learn ways to lead a healthy life	**Primary Care Clinics** 1631 E. 2nd Street, Austin, TX 78702 Monday – Friday, 8am to 5pm 5015 South IH-35, Ste. 200, Austin, TX 78744 Monday – Friday, 8am to 5pm 825 E. Rundberg Lane, F-1 Austin, TX 78753 Monday – Friday, 8am to 5pm **Pharmacy** 5015 South IH-35, Ste. 200C Austin, TX 78744 **Phone:** 512-804-3205 **Hours**: Monday – Friday, 9am to 12:30pm and 1pm to 5pm **For more information:** Integral Care
M3	M3 is a multi-disciplinary, integrated healthcare team that provides intensive community-based services. The M3 team consists of a partnership between CommUnity Care, The University of Texas Dell Medical School, and Integral Care. Eligibility criteria include those who meet HUD definition of chronic homelessness, at least one chronic medical condition, Substance Use Disorder, Severe Mental Illness, desire to engage in regular and long-term treatment services, and are 18 years or older in Travis County. M3 services and team includes: ● Primary Care Provider ● Psychiatric Provider ● Case Managers/Qualified Mental Health Professionals ● Peer Support Specialist ● Community Outreach ● Co-Occurring Psychiatric and Substance Use Disorder Specialist ● Nurse Case Manager	**Mobile Team** **Referral Process:** • M3 accepts referrals from assertive outreach teams and healthcare partners • Referral agent will screen for eligibility and review M3 interest agreement with applicant to ensure fit for M3's unique service model • Referral agent is responsible for submitting applicant's self-certification of chronic homelessness, and documentation of tri-morbid conditions • Submit referral via the secure, HIPPA compliant web based platform REDCap: https://redcap.dellmed.utexas.edu/surveys/?s=NTXNRLXN3T.

		You will receive an email receipt and be contacted by M3 within 5 business days.
Texas Health Action – Kind Clinic	Kind Clinic was founded in 2015 with the vision of providing sexual wellness and health for all. Those services include: ● PrEP Access ● PEP ● Gender Affirming Care ● Hormone therapy for transgender and gender nonconforming patients ● STI Testing and Treatment ● HIV Testing and Care ● TeleKind (Telehealth)	**For appointments, follow ups, testing, and all other medical needs please call:** 1-833-WE-R-KIND 1-833-937-5463 **For more information:** **Kind Clinic**
Vivent Health	Aids Services of Austin (ASA) April 15th, 2020 transitioned to and joined join Vivent Health a national HIV health care provider committed to serving everyone affected by HIV/AIDS through comprehensive, integrated prevention, care and treatment programs and services. Vivent Health provides the following services in Austin: ● HIV & Primary Care, PrEP/PEP, Sexual Wellness, and Behavioral Health ● Free & Rapid Testing ● Online Condom Store ● Oral Healthcare ● Case Management ● Food & Nutrition Services ● Housing Assistance ● Health Insurance & Medication Assistance ● The Q Austin ● Legal Assistance ● Early Intervention Services (EIS)	**ASA Moody Medical Clinic:** 512-648-2273 (CARE) **Testing Team:** 512-600-8378 **Online Condom Store:** www.CDNstore.org **Patient Services Representative:** 512-479-6633 **Health Insurance & Medication Assistance Health Insurance Specialist:** 512-406-6121 **The Q Austin: 512-420-8557** **Legal Assistance:** 512-406-6173 caalp@asaustin.com **Early Intervention Services (EIS) Outreach Coordinator:** 512-928-4676

		For Eligibility, Intake, and Case Management, Food & Nutrition Services, and Housing Assistance please contact the front desk at: 512-458-2437 **For more information:** Vivent Health

Volunteer Healthcare Clinic (VHC)	The VHC is a free clinic for individuals and families who live in Travis County, that have no form of health insurance (including MAP) and meet income guidelines. The VHC provides the following services:
	
	• Chronic Disease Management (CDM) program (Monday nights)
	  ○ Comprehensive treatment for hypertension, diabetes and other endocrine disorders.
	  ○ Nutrition counseling
	  ○ Ophthalmology consults
	  ○ Diabetic podiatry exams
	  ○ Routine lab testing
	  ○ Medical supplies and medications.
	
	• "Walk-In" Telehealth appointments available (Tuesday/Thursday nights)
	  ○ This includes nurse and physician consultations and any related services such as lab testing, imaging services and prescriptions at no cost to the patient.
		Location:
		4215 Medical Parkway
		Austin, Texas 78756
		
		Phone:
		512-459-6002
		
		Note:
		When calling ask to be placed on the waiting list for a telehealth appointment (press zero during normal business hours; press 6 to leave a message).
		
		For more information:
		Volunteer Healthcare Clinic

Higher Level of Care Service Providers		
Service Provider	**Services provided**	**Contact**
Central Health *Respite and SNF*	Central Health is the local public entity that connects low-income, uninsured Travis County residents to high quality, cost effective health care. Central Health has a contract for residential rooming at Fresh Start Board and Care that provide the following services: • Residential Rooming post-acute hospital discharge • Skilled Nursing Facility (SNF) placement • Eligibility (MAP only) • Benefit and Eligibility services	The best way to make a referral for this program would be to submit a Community Care Collaborative electronic referral found here: https://www.ccc-ids.org/referral-form/

Christopher House *Hospice*	When symptoms temporarily cannot be managed at home, Hospice Austin's Christopher House provides 24-hour expert medical care in a warm and tranquil setting. Hospice Austin's Christopher House is not a long-term care facility; it is an alternative to going to the hospital. When symptoms are brought under control, the patient is able to return home. Christopher House has 15 rooms and services include: ● Skilled medical assistance is available to patients 24 hours a day ● Each room has its own bathroom ● Pets and family members are allowed to stay ● Volunteer Services are available ● Live music and Therapeutic dogs are available	**Location:** 2820 E Martin Luther King Boulevard in Austin **Phone:** 512- 342-4700 or 800- 445-3261 **For more information:** **Christopher House**
Doug's House *Hospice and Respite*	Doug's House is a residential hospice and recuperative care facility for people living with HIV and AIDS. Doug's House offers the following services: ● 24-Hour Care including all medical and medication coordination ● Meals ● Benefit and Eligibility connection ● Personal Care ● Social Service Support ● Training on end-of-life care for residents and family members	**Phone**: 512-454-8646 **Email:** info@projecttransitions.org **For more information:** Doug's House

Mental Wellness and Substance Use Resources

Mental Wellness and Substance Use Resource Overview

Service Provider	Population Served	Crisis Services	Mental Wellness Services	Substance Use Services	Residential Treatment	Education and Advocacy	Contact and Location
Alcoholics Anonymous (AA) Meetings	Individuals with Chemical Dependency on Alcohol			X		X	**For more information:** Online AA Meeting Schedule
A New Entry - McCabe	Men and Women with Chemical Dependency		X	X	X	X	**Phone:** 512-464-1250 ext. 165
A New Entry - Maggie's House	Women with Chemical Dependency		X	X	X	X	**Phone:**512-464-1250 ext. 165
A New Entry - Webberville Men's Recovery Supportive, Transitional Housing Program	Men with Chemical Dependency		X	X	X	X	**Phone:**512-464-1250 ext. 165
Austin Clubhouse	Individuals living with a Mental Health Diagnosis		X			X	**Phone:** 512-925-5877
Community Medical Services	Chemical Dependency and Harm Reduction		X	X		X	**North Austin Phone**: 512-339-9757 **South Austin Phone**: 512-899-2100 **Cedar Park Phone:** 512-986-7743
Integral Care - Alameda House / Road to Recovery	Local Mental Health Authority	X	X	X	X	X	1165 Airport Blvd. Austin, TX 78702 **Phone:** 512-472-HELP (4357)

Service Provider	Population Served	Crisis Services	Mental Wellness Services	Substance Use Services	Residential Treatment	Education and Advocacy	Contact and Location
Integral Care	Local Mental Health Authority	X	X	X		X	**Psychiatric Emergency Services Location:** Richard E. Hopkins Behavioral Health Building 1165 Airport Blvd., Second Floor, Austin, TX 78702 **Phone:** 512-472-HELP (4357).
Narcotics Anonymous (NA) Meetings	Individuals with Chemical Dependency on Narcotics			X		X	**For more information:** Online NA Meeting Schedule
Outreach, Screening, Assessment, Referral Services (OSAR)	Individuals with Chemical Dependency			X		X	**For more information:** OSAR
SAFE Alliance	Individuals fleeing sexual assault, abuse, domestic violence, and human trafficking	X	X			X	**24-hour SAFEline** **Call:** 512-267-SAFE (7233) **Text:** 737-888-7233 **SAFEline Chat**: Safe Chat
The Salvation Army - Adult Rehabilitation Center	Individuals with Chemical Dependency			X	X	X	4216 S. Congress Avenue, Austin, TX 78745 **Phone:** 512-447-2272
Texas Harm Reduction Alliance	Harm Reduction			X		X	**Mobile and Street-based Outreach Team** **Phone**: 512-580-0580
Vivent Health– Lifepoint Program *Formerly Austin Harm Reduction Coalition (AHRC)*	Harm Reduction			X		X	**For more information:** Vivent Health Lifepoint Facebook

Behavioral Health and Mental Wellness Hospital Resources

Behavioral Health Hospital	Adult Mental Health *Inpatient*	Chemical Dependency Detoxification Programs *Inpatient*	Adolescent *Inpatient*	Veterans and First Responder Program *Inpatient*	Psychiatric Intensive Care Unit *Inpatient*	Partial Hospitalization Program (PHP) *Outpatient*	Intensive Outpatient Program (IOP) *Outpatient*	IDD *Inpatient*	Senior Treatment *Inpatient*	Contact and Location *Free Assessment 24/7*
Austin Lakes	X				X	X	X		X	1025 E 32nd St Austin, TX 78705 **Phone: 512-544-5253**
Austin Oaks	X	X	X			X	X			1407 W. Stassney Ln Austin, TX 78745 **Phone: 512-593-7347**
Austin State Hospital (ASH)	X		X					X		4110 Guadalupe Austin, TX 78751 **Phone: 512-452-0381**
Cross Creek	X		X		X	X	X		X	8402 Cross Park Dr Austin, TX 78754 **Phone: 855-805-0353**
Rock Springs Hospital *Williamson County*	X	X	X	X		X	X			700 SE Inner Loop, Georgetown, TX 78626 **Phone: 512-746-7345**
Shoal Creek	X	X	X		X		X			3501 Mills Avenue Austin, TX 78731 **Phone: 512-324-2039**

Mental Wellness Resources

Service Provider	Services provided	Contact
Austin Clubhouse	Austin Clubhouse is dedicated to the recovery of adults experiencing mental health illness by providing opportunities for our members to live, work, and learn, while contributing their talents through a community of mutual support. Austin Clubhouse provides a variety of services and opportunities for members that include: ● Health and Wellness Programming and Resources ● Employment Support ● Housing Support ● Education Opportunities	**Phone:** 512-925-5877 **Location:** 610 E 45th Street Austin, TX 78751 **For more information:** Austin Clubhouse
Integral Care	Integral Care is the local Mental Health and Intellectual and Developmental Disability Authority and provide a variety services for Austin/Travis County that include: ● 24-hour Helpline for any individual who needs immediate support ● Ongoing Counseling for Mental Wellness ● Substance Use Treatment to assist with Recovery ● Housing to regain health and independence. ● Psychiatric Emergency Services ○ You can access Integral Care's Psychiatric Emergency Services clinic, a walk-in clinic for adults and children having a mental health crisis. The clinic is open 7 days a week.	**Crisis Services:** Call us at 512-472-HELP (4357). We are here 24 hours a day, 7 days a week. **Non-Crisis Services:** Call us at 512-472-HELP (4357) For non-crisis services, we are here Monday - Friday from 8am to 5pm (except holidays) **Location**: 1165 Airport Blvd. Austin, TX 78702 **Psychiatric Emergency Services Location:** Richard E. Hopkins Behavioral Health Building 1165 Airport Blvd., 2nd Floor, Austin, TX 78702 **Hours**: Monday – Friday: 8am to 10pm Saturday, Sunday and Holidays: 10am to 8pm **For more information**: Integral Care Website

SAFE Alliance	SAFE Alliance, a merger of Austin Children's Shelter and Safe Place, serves survivors of child abuse, sexual assault and exploitation human trafficking, and domestic violence. • Shelter/Housing • Face-To-Face & Digital Support • Prevention & Education • Advocacy	**24-hour SAFEline** **Call:** 512-267-SAFE (7233) **Text:** 737-888-7233 **SAFEline Chat**: https://thesafeallianc.wpengine.com/chat **For more information:** **Safe Austin**

Substance Use Resources

Service Provider	Services provided	Contact
Alcoholics Anonymous (AA) Meetings	Alcoholics Anonymous (AA) is a peer support group for those interested in living a life of sobriety from Alcohol. There are several groups that meet throughout the week and take place virtually.	**Website:** AA Online AA Meeting Schedule
A New Entry - McCabe	A New Entry McCabe is a residential treatment program open for men and women. The McCabe locations offers the following services: • Drug & Alcohol Education • Relapse Prevention • Mental & Emotional Health • Anger Management • Integrity & Resilience • Meditation • Spiritual Recovery • 12-steps Important to note: • This is Transitional housing and treatment • No insurance is accepted	**Mailing Address:** P.O. Box 14765 Austin, TX 78761 **Phone**: 512-464-1250 ext. 165 **Email:** Tina.kelley@anewentry.org **For more information:** A New Entry

A New Entry - Maggie's House	A New Entry Maggie's House is a faith-based Christian program for Women. This program address issues that are unique to women to include: • Drug & Alcohol Education • Relapse Prevention • Mental & Emotional Health	**Phone:** 512-464-1250 ext. 104 **Email:** Tina.kelley@anewentry.org **For more information:** Maggie's House
A New Entry - Webberville Men's Recovery Supportive, Transitional Housing Program	Webberville Men's Recovery is a temporary housing program. Clients typically stay for 3 to 6 months. Should there be a need to stay longer, other self-pay opportunities may be available. • Case Management • 3 meals per day • Recovery, Cognitive and Peer Support Groups • Monthly Group Activities Important to note: • This is Transitional Housing only • No insurance is accepted • Staff are available 24 hours a day 7 days per week	**Phone:** 512-464-1250 ext. 165 **Email:** Tina.kelley@anewentry.org **For more information:** A New Entry
Community Medical Services	Community Medical Services have 3 locations in the Austin area. Their mission is to help those who are suffering from substance use disorders and offer clinics that provide an environment that is free of judgement and condescension. Community Medical Services are steadfast in treating everyone with the utmost dignity and respect and provide the following services: • Individual and Group Counseling • Women's Health • Correctional Health • Hospital In-reach • Support Groups • Community Outreach and Education • Medication-assisted Treatment (MAT)	**Ferguson Location (North Austin)** **Location:** 305 Ferguson Dr, Austin, TX 78753 Phone: 512-339-9757 **William Cannon (South Austin)** **Location:**1110 W William Cannon Dr. Suite 303 Austin, TX 78745 **Phone**: 512-899-2100 **Cedar Park** **Location**: 1101 Arrow Point Dr #214, Cedar Park, TX 78613 **Phone**: 512-986-7743 **Intake Information:** Community Medical Services Intake

Integral Care - Alameda House / Road to Recovery	This program helps individuals with mental illness and substance use disorder that are also experiencing chronic homelessness and involvement with the criminal justice system. This program the following services: • Residential services and aftercare for up to 3 months and ongoing support. • Residents spend the first month attending the Oak Springs IOP	**Location:** 1165 Airport Blvd. Austin, TX 78702 **Phone:** 512-472-HELP (4357) Press 1 for English, then 3. **For more information:** Alameda House
Integral Care	Integral Care is the local Mental Health and Intellectual and Developmental Disability Authority and provide a variety services for Austin/Travis County to include services for those who have a mental health diagnosis and are seeking treatment for drug and alcohol use. Substance use and chemical dependency treatment services include: • Residential and Outpatient services • Counseling and Group Therapy • Prevention Education • Medically Supervised and Assisted Detox • Access to medications and a Psychiatrist	**Location:** 1165 Airport Blvd. Austin, TX 78702 **Phone:** 512-472-HELP (4357) Press 1 for English, then 3. **For more information:** Integral Care
Narcotics Anonymous (NA) Meetings	Narcotics Anonymous (NA) is a peer support group for those interested in living a life of sobriety from Narcotics. There are several groups that meet throughout the week and take place virtually.	**Website:** NA **Online NA Meeting Schedule**
Outreach, Screening, Assessment, Referral Services (OSAR)	Outreach, Screening, Assessment, Referral Services (OSAR) is a service available to all individuals interested in information about substance use services. OSAR will work with individuals, their families and support systems, to make referrals and recommendations that best meeting the clients need. OSAR can be the starting point for individuals who want help accessing substance use services but are unsure where to begin.	**For more information:** OSAR

The Salvation Army - Adult Rehabilitation Center	The Salvation Army's Adult Rehabilitation Centers offers the following services: • Residential housing • Group and Individual Therapy as well as Work Therapy • A clean and healthy living environment • Good food and Leisure Activities, Spiritual Direction, and resources to develop life skills	**Location:** 4216 S. Congress Avenue, Austin, TX 78745 **Phone:** 512-447-2272 **For more information:** Rehabilitation Center
Texas Harm Reduction Alliance	THRA's Overdose Prevention Services is a mobile-and-street-based outreach team serving people at risk of opioid overdose in the metropolitan Austin area. THRA also operates a drop-in center. Services include: • Opioid overdose reversal medication (Naloxone) to people who use drugs • Provide point-of-care Hepatitis C testing and direct linkage to medication-based treatment for opioid use disorders upon request	**Mobile and Street-based Outreach Team** **Location**: 1909 E. 38th 1/2 St. Suite C. **Phone**: 512-580-0580 **Email**: pbryant@harmreductionTX.org info@harmreductionTX.org
Vivent – Lifepoint Program *Formerly Austin Harm Reduction Coalition (AHRC)*	Austin Harm Reduction Coalition has merged with Vivent Health and is now operating under the Lifepoint Program. They believe every individual has the right to live with dignity and deserves the resources to care for themselves. They are committed to empowering our community with the resources and information to control the conditions of their own health, to protect themselves and those around them. The Lifepoint Program provides the following services: • Clean Needle Exchange • Education surrounding Harm Reduction, Medical Services, and Overdose Prevention • Provides additional referrals to more support	**For more information:** Vivent Health Lifepoint Facebook

Additional Community Resources

Additional Resource Overview

Housing Resource Overview

Service Provider	Population Served	Housing	Case Management	Benefits	Legal Assistance	Contact and Location
Community First! Village	Individuals who formerly experienced Chronical Homelessness	X				**For more information regarding eligibility and the application visit:** Community First **Phone:** 512-328-7299
Foundation Communities	Low Income Households	X				**For more Information:** Foundation Communities
Green Doors	Low Income Households	X				**Phone:** 512-469-9130
Project Transitions	Individuals living with HIV or AIDS	X				**Online scheduling and Intake:** Apply for Services **Phone:** 512-454-8646
Public Housing & Section 8	Public Housing	X				**Pre-application for Public Housing:** HACA My Housing

Case Management Resource Overview

Service Provider	Population Served	Housing	Case Management	Benefits	Legal Assistance	Contact and Location
Any Baby Can	Parents and Families		X			6207 Sheridan Avenue Austin, TX 78723 **Phone**: 512-454-3743
Downtown Austin Community Court (DACC)	Individuals with at least one case with the court		X			**Primarily Location:** 719 E. 6th Street Austin, TX 78701 **Phone**: 512-974-4879

Family Eldercare	Individuals over 55		X			1700 Rutherford Lane Austin, TX 78754 **Phone:** 512.450.0844
Goodwill of Central Texas	Any individual with an ID		X			**Phone:** 512-637-7580
Integral Care	Local Mental Health Authority		X			1165 Airport Blvd. Austin, TX 78702 **Phone:** 512-472-HELP (4357)
SAFE Alliance	Individuals fleeing sexual assault, abuse, domestic violence, and human trafficking		X			**24-hour SAFEline** **Call:** 512-267-SAFE (7233) **Text:** 737-888-7233
Travis County Family Support Services	Travis County Residents		X			**For more information:** Travis County Family Support Services

Benefit Resource Overview

Service Provider	Population Served	Housing	Case Management	Benefits	Legal Assistance	Contact and Location
Austin ECHO	Local CoC			X		**SOAR Local Lead for Austin/Travis County:** La Shandraia Dwyer, SOAR System Liaison **Phone:** 972-584-7095 **Email:** lashandraiadwyer@austinecho.org
Integral Care	Local Mental Health Authority			X		**SOAR Local Lead for Austin/Travis County:** Suzie Brady **Phone:** 512-662-0155 **Email:** Suzie.Brady@integralcare.org
National Association for Social Security Claimant Representatives (NOSSCR)	Attorney			X		**Phone:** 800-431-2804 **For more information:** NOSSCR
Social Security Office	Individuals seeking Benefits or Assistance			X		**Phone:** 800-772-1213 **For more information:** www.socialsecurity.gov

Legal Assistance Resource Overview

Service Provider	Population Served	Housing	Case Management	Benefits	Legal Assistance	Contact and Location
Austin Tenants Council	Individuals who have been discriminated against in the rental, sale, financing, or appraisal of housing				X	**Phone:** 512-474-1961
Catholic Charities of Central Texas	Immigration Legal Assistance				X	**Phone:** 512-651-6125
Texas Legal Services Center	Underserved Individuals				X	1920 E. Riverside Dr Suite A-120, #501 Austin, TX 78741 **Phone**: 512-477-6000
Texas RioGrande Legal Aid	All individuals in need				X	4920 North IH-35, Austin, TX, 78751 **Phone:** 512-374-2700
Volunteer Legal Services of Central Texas (VLS)	Low Income				X	8001 Centre Park Dr., Ste. 120 Austin, TX 78754 **Phone**: 512.476.5550

*Please note: Service Providers in the *Additional Overview Chart* may provide additional resources not listed

Housing Resources

Service Provider	Services provided	Contact
Community First! Village	Community First! Village is a 51-acre master planned community that provides affordable, permanent housing and a supportive community for men and women coming out of Chronic Homelessness	**Phone:** 512-328-7299 **Hours**: 8am-5pm **For more information regarding eligibility and the application visit:** Community First
Foundation Communities	Foundation Communities provides people with affordable housing and on-site support services for families, veterans, seniors and individuals with disabilities. • Housing • Education • Financial Stability • Health Important to note: • To be added to the FC Waitlist a client must receive some portion of income	**For more Information:** Foundation Communities
Green Doors	Throughout Austin, the organization owns and manages 28 properties, serving more than 300 residents annually, including managing 50 housing rental assistance vouchers for low income households in Travis, Williamson and Burnet Counties.	**For more housing and leasing information, please call Green Doors** **Phone:** 512-469-9130 toll free -866-412-6591 **For more information:** Green Doors
Project Transitions	Project Transitions operates two affordable, transitional housing programs for people living with HIV and AIDS and their families. Experienced social workers provide supportive services, help residents apply for permanent housing and achieve their personal goals of independent lives. Project Transitions' Community Housing program provides subsidized rent	**Phone:** 512-454-8646 When calling, you can ask for an intake appointment **Online scheduling and Intake:**

	assistance and support services for those living offsite. Additional services include: • Individual and family counseling • Harm reduction and relapse prevention planning • Hardship rental assistance • Personal finance and career coaching • Gardening and community engagement	Apply for Services
Public Housing & Section 8	Section 8 Waitlist is currently closed. Current open waitlists include: • VASH • Mainstream Voucher • Terrace at Oak Springs • Continuum of Care • HOME TBRA • Mod-Rehab SRO	**Pre-application for Public Housing:** HACA My Housing

Case Management Resources

Service Provider	Services provided	Contact
Any Baby Can	Any Baby Can partners with families to build stability, develop skills, and unlock each child's full potential. Any Baby Can provides the following services: • Medical case management • Home-based Counseling to children and families • Phone visits by a Certified Parent Educator once or twice each month ○ This is available for teen and first time parents	**Location:** 6207 Sheridan Avenue Austin, TX 78723 **Hours:** Monday – Friday 8:00 am – 5:00 pm **Phone**: 512-454-3743 **Email**: info@AnyBabyCan.org **Request Services:** Electronic Request for Services

Downtown Austin Community Court (DACC)	Downtown Austin Community Court (DACC) provides the following Case Management services: • Housing navigation, • ID's and Documents • Addressing Outstanding Tickets. Important to note: • You must have had at least one case with the court to qualify.	**Primarily Location:** 719 E. 6th Street Austin, TX 78701 Walk into the court at 719 E. 6th Street and request to speak with a case manager to sign up for their waitlist. **Important to note:** The Community Court will temporarily provide services from the Terrazas Branch Library beginning Monday, August 17th **Temporary Location:** Terrazas Branch Library 1105 E Cesar Chavez St, Austin, TX 78702 **Phone**: 512-974-4879

Family Eldercare	Family Eldercare was founded in 1982 by a group of professionals concerned with supporting the family's role as caregiver for frail elders through training and information. The agency soon expanded to include services to prevent abuse, neglect, and financial exploitation of elders and adults with disabilities. Family Eldercare offers the following Case Management services:
	• The Guardianship Care Manager
	  ○ The Case Managers act as the medical, financial, and legal decision-maker for vulnerable individuals in our community.
	• Money Management Case Managers
	  ○ The Case Managers provide representative payee and/or bill payer services to ensure financial and housing stability. This includes case management across the continuum of services, financial resources, and referrals to collaborative agencies.
		Location:
		1700 Rutherford Lane
		Austin, TX 78754
		
		Referral Forms:
		Guardianship Referral Form
		
		Money Management Referral Form
		
		Email Money Management Referral form to:
		MoneyManagement@familyeldercare.org
		
		For more Information:
		info@familyeldercare.org
		
		Phone: 512.450.0844
		Fax: 512.459.6436
		Hours: Monday-Friday 8:00 a.m. - 5:00 p.m.

Goodwill of Central Texas	Goodwill of Central Texas provides Employment Focused Case Management that includes services such as: • Job Search Assistance ○ Specialize in assisting people with potential employment barriers like criminal history. Important to note: • Clients must have an ID to receive services	**Phone:** 512-637-7580 **Email:** intake@goodwillcentraltexas.org
Integral Care	Integral Care is the local Mental Health and Intellectual and Developmental Disability Authority and provide a variety services for Austin/Travis County that include. Integral Care offers the following Case Management services: • Housing Focused Case Management • One on One Support for Emotional Health	**Location:** 1165 Airport Blvd. Austin, TX 78702 **Phone:** 512-472-HELP (4357) Press 1 for English, then 3. **For more information:** Integral Care
SAFE Alliance	SAFE Alliance, a merger of Austin Children's Shelter and Safe Place, serves survivors of child abuse, sexual assault and exploitation human trafficking, and domestic violence. SAFE Alliance offers Case Management services to survivors.	**24-hour SAFEline** **Call:** 512-267-SAFE (7233) **Text:** 737-888-7233 **SAFEline Chat**: https://thesafeallianc.wpengine.com/chat **For more information:** **Safe Austin**
Travis County Family Support Services	Travis County Family Support Services strives to optimize self-sufficiency for families and individuals in safe and healthy communities. They work to achieve those goals by providing services either directly or through private and not-for-profit agencies. Travis County Family Support Services have Social Workers located at the 7 different Neighborhood Centers in the community. The following services are offered by Travis County Family Support Services: • Case Management services for employment, housing, medical, mental health needs and more.	**For information about locations:** Community Centers **For more information:** Travis County Family Support Services

	• Family Support Services provide clinical case management services to any residents of Travis County. Important to note: • All Travis County residents are eligible to receive social work services; however, eligibility criteria do apply for financial assistance and other programs.	

Benefit Resources

Service Provider	Services provided	Contact
Austin ECHO	Austin ECHO receives SOAR referrals through the Coordinated Entry System and prioritizes SOAR referrals through the SOAR Social Work Internship program. The Soar System Liaison at ECHO is the lead point of contact for technical assistance and guidance surrounding SOAR in the Austin/Travis County region. Important to note: • ECHO does not provide direct service from our SOAR department.	**SOAR Local Lead for Austin/Travis County:** La Shandraia Dwyer, SOAR System Liaison **Phone:** 972-584-7095 **Email:** lashandraiadwyer@austinecho.org
Integral Care	Integral Care uses the SOAR Model assist individuals experiencing homelessness that are living with a mental illness or a co-occurring diagnosis get connected to benefits and assistance. Important to note: • Clients must already complete their intake in order to be connected	**SOAR Local Lead for Austin/Travis County:** Suzie Brady **Phone:** 512-662-0155 **Email:** Suzie.Brady@integralcare.org
National Association for Social Security Claimant Representatives (NOSSCR)	NOSSCR provides legal services for individuals seeking Social Security Disability Insurance and Supplemental Security Income.	**Phone:** 800-431-2804 **For more information:** NOSSCR

Social Security Office	Clients can utilize their local Social Security Office to: • Apply for Title II or Title IV (SSI/SSDI) • Monitoring and check on the status of a claim • Report and document unearned and earned income and resources	**Phone:** 800-772-1213 **For more information:** www.socialsecurity.gov

Legal Assistance Resources

Service Provider	Services provided	Contact

Austin Tenants Council	The Fair Housing Program helps any person who has been discriminated against in the rental, sale, financing, or appraisal of housing. Austin Tenants Council offers the following services:
	• **Mediation Services:**
	  ○ Through mediation services, a trained housing advocate will mediate on your behalf to help resolve residential tenant-landlord disputes. Currently, they are able to provide mediation services for repair issues and in certain emergency situations.
	
	• **Counseling Services:**
	  ○ Through our counseling services, you can discuss your housing issues with a trained housing advocate who can provide guidance, education, and refer you to other agencies, programs, and resources.
		Phone:
		512-474-1961
		
		Call for an initial phone interview and/or to schedule an appointment.
		
		For more information:
		ATC

Catholic Charities of Central Texas	Catholic Charities of Central Texas offers affordable immigration legal assistance from experienced attorneys and staff, with a focus on family reunification. This program is the largest family-based immigration legal services program in Central Texas. Services include: • Family-based immigration services • Removal defense	**Phone:** 512-651-6125 **Hours:** Monday-Friday 8:30AM - 5:00PM **For more information:**

	• Permanent Resident Card replacement or renewal • Deferred Action for Childhood Arrivals (DACA) • Visas for victims of crime and human trafficking • Naturalization • Asylum • Virtual services available	CCCT
Texas Legal Services Center	Texas Legal Services Center is a statewide nonprofit organization whose mission is to provide high quality legal representation, advice, advocacy, and education at no cost to underserved people across the state. Practice Areas/Special Programs: • Access and Visitation • Violent Crimes, Domestic Violence, Sexual Assault • Family/CPS • Impact Litigation: ○ They file suits against perpetrators of race, sex, sexual orientation, and disability discrimination—as well as police brutality—while defending consumer rights, free speech, and privacy. Medical Legal Partnerships: • KindClinic (name and gender marker changes) • People's Community Clinic (for established patients)	**Location:** 1920 E. Riverside Dr Suite A-120, #501 Austin, TX 78741 **Phone**: 512-477-6000 **Fax**: 512-477-6576 **Hours:** Monday - Friday, 9:00 AM - 5:00 PM **For more information:** TLSC
Texas RioGrande Legal Aid	TRLA provides free civil legal services to residents. TRLA attorneys specialize in more than 45 practice areas, including: • Family • Employment • Foreclosure • Bankruptcy • Subsidized housing • Farmworker • Civil rights • Environmental Important to note: • TRLA has developed other special programs that serve specific client populations: Legal Aid for Survivors of Sexual Assault (LASSA)	**Phone:** 512-374-2700 **Fax:** 512-447-3940 **Location:** 4920 North IH-35, Austin, TX, 78751 **For more information:** TRLA

Volunteer Legal Services of Central Texas (VLS)	Volunteer Legal Services of Central Texas (VLS) is a 501 (c)(3) non-profit organization that provides civil legal services to low-income people through attorney volunteers in Travis County. The attorneys help people with critical matters such as: ● Helping victims of abuse end violent relationships ● Connecting persons with disabilities with medical and financial benefits ● Keeping people out of homelessness by defending against wrongful evictions and foreclosures.	**Location:** 8001 Centre Park Dr., Ste. 120 Austin, TX 78754 **Phone**: 512.476.5550 **Fax**: 512.322.0764 (f) **For more information:** VLS

Austin / Travis County Continuum of Care
Outreach Request Policy & Procedure

Approved & Adopted November 2, 2020

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Introduction

Purpose:

Outreach services act as a bridge to supportive services and emergency services, establishing contact in the field and facilitating referrals. Outreach providers facilitate the engagement process and serve as system navigators by helping persons experiencing homelessness overcome complex system barriers and access appropriate services in the community.

The ***Outreach Request*** process allows the local homeless response system to document and request support for incomplete client referrals and/or client disengagement in program services. Outreach service coordination is offered to all homeless system providers in the Austin / Travis County Continuum of Care (CoC) to ensure that the local system does not inadvertently create barriers in accessing basic needs and services including access to permanent housing. Outreach teams are deployed at a variety of points in the path towards housing in order to provide households every opportunity to end their homelessness. The Outreach Request process is used by service providers to initiate the process of due diligence when households are missing, disengage from services, or decline program services.

Background:

The ECHO Outreach and Navigation Team facilitates Outreach Requests by liaising with community outreach and navigation teams, engaging with participants in support of projects, and providing technical assistance to program staff on service delivery and engagement when necessary. As a unit of the ECHO Coordinated Entry Department, the Outreach and Navigation Team works to ensure that participants are enrolled in services in a timely manner and remain informed of their housing options by problem solving system gaps and needs.

Dedicated Street Outreach staff from agencies across the Austin / Travis County CoC help ensure that all persons experiencing homelessness are engaged with the homeless response system, have knowledge of their resources, and are consistently offered resources that may help end their homelessness. In instances where a program needs assistance locating a participant or engaging a client toward active participation, and has appropriately documented the steps they have taken in an effort to do so, an ***Outreach Request*** may be submitted according to the following policy and procedures.

Outreach Request Policy

Homeless Service Providers in the Austin / Travis County Continuum of Care are expected to follow the local standards outlined in the ***Outreach and Engagement Best Practices*** and exhaust all options to locate and engage each participant referred via the Coordinated Entry system. Engagement is the first step towards ensuring equal access to housing opportunities and services; therefore, all potential program participants should be afforded the highest level of programmatic due-diligence in contacting or engaging, and determining eligibility for services, in order to successfully enroll and house each eligible participant.

In keeping an aligned system response to ending homelessness in Austin / Travis County, service providers must follow the local procedures to request community-wide outreach support when any participating or referred household requires contact or engagement. The following requirements are outlined in this document:

- Steps needed prior to and when making an ***Outreach Request***.
- Utilizing the ***Outreach Request*** process before declining or returning a new Coordinated Entry referral for lack of contact, engagement, or participation.
- Utilizing the ***Outreach Request*** process prior to exiting or terminating a household enrolled in a program.
- Response and timeline per type of ***Outreach Request***
- What programs should expect after the ***Outreach Request*** process for a client is complete.

Contact Standards & Expectations

Per the ***Coordinated Entry Written Standards***, permanent housing and transitional housing programs are expected to contact participants and set an intake date within ten business days of receiving the household's information.

Locating a newly referred household should include a plan for making contact that is informed by documentation in HMIS, including current and historical information, such as shelter stays, regular day location, phone number, email, and associated service providers. If a client has a signed release of information (ROI) on file, program staff can utilize case conferencing staffings or assigned case managers as a pathway to contact the client.

When a participant is referred to a program through Coordinated Entry, programs must ensure due diligence in each method used to contact the household, including number of attempts per contact method. Due diligence should focus on ensuring adequate opportunities for participants, regardless of barriers, to achieve and maintain project enrollment. Efforts are measured by how the program attempted to notify the household of program availability and how many attempts were made.

The following methods of contacts and associated number of attempts are required to establish due diligence:

Method of Contact	Number of Attempts
Participant Phone Number • Call w/voicemail • Text	*3 documented attempts required.*
Participant Email	*1 documented attempt required.*
Letter sent by mailing (e.g., physical address or P.O. Box)	*1 documented attempt required.*
Alternative Contact: Phone Number	*3 documented attempts required.*
Alternative Contact: Email	*1 documented attempt required.*
Alternative Contact: Mailing Address (letter)	*1 documented attempt required.*
Physical Outreach*	*1 documented attempt required.* *(Programs will attempt at least 1 physical outreach attempt to contact and engage a new referral. Outreach can be completed by the assigned case manager or an outreach staff member if the agency has a Street Outreach program.)

Additional Methods of Searching
Community Institutions: • Includes: Online inmate search, contacting hospitals.
Secondary/Back up Contact: • Includes Contacting Navigation Centers, Shelters, Outreach Teams.
*If initial program outreach is unsuccessful, program staff must follow the local procedure to submit an **Outreach Request** before closing or declining client cases.*

Outreach Request Form: Initiating Outreach & Request Types

As households are referred to projects for housing and/or supportive services, difficulties in locating or consistently engaging participants may arise. When this occurs, projects are expected to request the appropriate community outreach support in a timely manner. This community outreach support is not intended to replace the project's engagement and outreach responsibilities, rather, to supplement those efforts so that participants are afforded every opportunity to participate and exit homelessness expediently.

Program staff that have not been able to successfully contact or engage clients must follow the Outreach Request procedures outlined below before declining a referral, exiting a participant, or terminating a household from a program.

In order to initiate community-wide outreach efforts, program staff must submit a request using the ***Outreach Request*** submission form (***Figure 1***). Providers must include detailed information about the circumstances under which the request is being made. Information provided in the outreach submission will be used to identify and confirm the type of outreach response used.

The Outreach Request Form is used to initiate the following outreach responses:

1. The BOLO Process ("Be On The Lookout")
2. The Engagement Process (2 sub-types)

BOLO Process

The *"Be On The Lookout"* (BOLO) process is used to leverage community engagement via Street Outreach Teams, Drop-In Centers, Emergency Shelters, and other crisis response teams to locate individuals who have been out of contact with programs. For these efforts to be efficient and effective, BOLO should only be requested when all other project outreach has been exhausted and attempts have been documented. The ECHO Outreach and Navigation Team coordinates weekly emails with key outreach and navigation partners to facilitate the search and location of persons on the BOLO list. For persons whose location is known or is not out of contact, but remain difficult to engage in services, please see the ***Engagement Process*** section.

Initiating the BOLO Process

- In order to request BOLO support, client and program details including contact attempts, should be submitted through the online ***Outreach Request Submission Form***.
- The ECHO Outreach & Navigation Team will review the submitted information and verify due diligence (outlined above in ***Contact Standards and Expectations***) has been met. If the request meets the threshold review, the ECHO Outreach & Navigation Team will immediately place an outreach alert on the client's HMIS profile and notify community-wide outreach partners via email on a weekly basis.
- If the participant is located within 30 days of being placed on the BOLO list, the program staff will continue to engage the household in program services.
- If the participant is not located within the initial 30 days of BOLO, they will remain in the BOLO Process until they are located or until they exceed the total 90 day BOLO timeline at which time they are inactivated (see ***Inactivation vs. LTR section*** below).
- If the participant is not located within 30 days of being placed on the BOLO list, the initiating program may decline the Coordinated Entry referral following the "Rejection, Exiting, or Inactivating Referrals" procedure outlined in the Coordinated Entry Written Standards.
- New referrals may be requested at any time during the outreach process as long as additional capacity exists to absorb participants returning within the 30-day timeline.

Note: *If a previously referred household is located between days 31-90 days of the BOLO process, the program may voluntarily choose to resume services with that household.*

Engagement Process

If a provider encounters challenges building rapport or consistently engaging with a participant, the Outreach Request form (Figure 1) may be submitted to request Engagement support. The Engagement process covers two types of scenarios:

1. Client Disengagement
2. Client Refusal

Street Outreach and Navigation providers provide a third-party platform to offer disengaged or refusing households one last opportunity to pursue permanent housing with programmatic support.

Provider Responsibilities for Engagement Requests:

When requesting outreach services through the Engagement Process due to client disengagement or refusal, providers must have completed the following activities beforehand:

1. Provide flexibility in meeting places and times to accommodate client work schedules, childcare, transportation barriers, etc.
2. Explore switching assigned case managers within the program, when applicable
3. Partner with navigation centers and outreach staff to build rapport
4. Inform participants clearly that they will miss a housing opportunity and may be closed from your services if you are unable to meet with them.
5. Ask the client if they still want housing services from an alternative housing program in Austin / Travis County. Alert ECHO's Coordinated Entry Department if so.
6. Set Last Chance Appointment & notify the client.

Engagement Requests: (1) Disengagement

Disengagement applies to participants that are unable to consistently meet with providers, resulting in an inability to progress towards permanent housing solutions. Disengaged clients benefit from outreach support to identify potential barriers to regular program engagement and help to remedy those barriers, communicate them to providers, and avoid program exit / termination when appropriate.

Examples of Disengagement:

- The client misses a pattern of appointments and does not notify staff in advance of missed appointment(s).
- The client avoids interacting with program staff or has been offered several opportunities for flexible appointments (times and settings) and is repeatedly unable to make an in-person appointment.
- The client is in pre-contemplation which is demonstrated by sustain talk and limited change talk- resulting in behaviors that prevent successful permanent housing placement.
    - Example: repeatedly expresses disinterest towards housing services, or an inability to accept housing services
- The client expresses resistance towards required program activities and goals that are directly related to housing
    - Example: Provides conflicting information (expresses desire for employment but refuses all employment related assistance).

Engagement Requests: (2) Refusal

Supporting a Housing First approach, decisions which result in participants' continued homelessness need to be backed by a process of quality assurance. Ensuring opportunity and access to all clients through outreach efforts, engagement and rapport building, and service flexibility are the core goals in responding to client refusals.

While we recognize the ethical rights for all participants to have self-determination, we must also ensure that client choice is being impacted by a positive and therapeutic program approach, which is founded in best practices and informed consent.

Examples of Refusal:

- The client directly states that they do not wish to participate in the program or believe they cannot be successful in program being offered.
- The client states they are not interested in pursuing housing at this time.
- The client expresses inability to participate in services for reasons impossible to be resolved by, or unrelated to, the housing program being offered.

Engagement Requests: Last Chance Appointments

Applies to all Outreach requests for Engagement, including (1) client disengagement and (2) client refusal.

When submitting an Outreach Request for Engagement, program staff are required to provide an appointment date and time, approximately 30 days in the future, to be used as a deadline for engagement- this is called the "Last Chance Appointment". Program staff should communicate the appointment date and time to the client prior to, or immediately upon submission of an Outreach Request for Engagement. The "Last Chance Appointment" will be communicated to community outreach staff as the final appointment opportunity in which the client must engage with the program staff to avoid project exit or denial.

Providers must follow the following process and timeframe for "Last Chance Appointments," in order to ensure that clients and outreach providers have been informed of the deadline in which the client will be terminated, and the housing opportunity lost.

- The "Last Chance Appointment" is a day and time of the provider's choosing, approximately 30 days from outreach request submission, when the client can access and engage with their program Case Manager.
- Last chance appointment details (date, time and address) and warning of upcoming case closure should be clearly communicated to client prior to, or immediately upon completion of an Outreach Request submission.
- Clients may request the "Last Chance Appointment" be rescheduled on an alternative day or time, provided it is within the 30-day timeframe.

Engagement Requests: Re-engagement and Case Closure

- If a program referral or participant successfully re-engages within the 30-day Engagement Request time frame, the housing or intake process should continue from where it left off.
- *"Successful re-engagement"* is defined as the attendance of an in-person appointment with assigned program CM (including video conference if readily accessible by <u>both</u> parties).

- If a program referral or participant cannot be successfully re-engaged within 30 days of Engagement request submission, the accepted housing program referral will be marked *"Declined,"* for the appropriate reason: (1) Refusal *"Client Actively Refused Service" OR* (2) Disengagement *"No Client Follow-up."*
    - Upon official housing program referral decline, the client's profile will then be marked inactive -OR- flagged for "Long Term Refusal," depending on client subpopulation and availability of ongoing resources.

Inactivation vs. Long-Term Refusal

Inactivation

- Inactivation of a client profile occurs when the BOLO or Engagement Outreach process is unsuccessful and a client remains disengaged or out of contact beyond the outreach request timeline.
    - Inactivation of a client in the BOLO process occurs after 90 days of unsuccessful outreach.
    - Inactivation of a client in the Engagement process occurs after 30 days of unsuccessful engagement attempts, *unless* a community service provider alerts ECHO that they will continue engagement efforts to that client ongoing.

If a provider commits to continue engagement attempts to a client beyond the 30-day engagement timeline, that client profile is not inactivated but instead is flagged for Long Term Refusal (LTR).

Long Term Refusal (LTR)

- Long Term Refusal applies to a small group of clients that have disengaged or refused services beyond the engagement outreach timeline but have a service provider attempting engagement with them ongoing.
- LTR clients remain active on prioritization lists but are clearly flagged as LTR and will not be referred to housing programs without case-conferencing with the connected service provider.
- Clients on LTR can be re-referred to housing programs when regular engagement with a community service provider for 2+ weeks is documented and communicated to ECHO Coordinated Entry Department.
- Clients on LTR may be inactivated once the regularly engaged service provider ceases contact or engagement attempts.

Note: *LTR applies only to the Engagement Process, not the BOLO Process.*

Figure 1.

Outreach Submission Form Summary

Click Here → https://forms.gle/oH8ug8hCQbcavgZq7

Submit this form to request 30 days of outreach support for clients who are: out of contact, missing, disengaged from services, or refusing/declining housing services. Results in one of two pathways:

BOLO Request	Engagement Request
• Purpose: Help find/reach clients who are MIA or out of contact & reconnect them to services. • "Be On The Lookout." • Names sent to community via weekly list. • 30 days no contact = Closure of housing program referral. • 90 days no contact = Inactivation including closure of all active referrals.	• Purpose: A third-party, mobile attempt to engage clients for housing services, and/or assist them in making last chance appointment. • Names sent to outreach & navigation providers via weekly list. • Last Chance Appointment: last physical appointment opportunity for client to continue in services. • 30 days no engagement = Closure of current housing program referral AND all active referrals (unless LTR applies).

Austin / Travis County
Continuum of Care (TX-503)

Written Standards for Program Delivery

Approved and Adopted: 07/01/2020

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INTRODUCTION

This document establishes baseline standards for homeless service delivery adopted by the Austin / Travis County Continuum of Care (CoC). This document is designed to aid homeless service providers and funders by providing standard practices regarding compliance with the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and clearly identifying best and promising practices which programs will implement. These standards align strategic community goals needed to end homelessness and guides the operation of all programs that address homeless in Austin. By promoting common goals and best practices, the Austin / Travis County CoC builds a robust homeless response system that can end homelessness for everyone in our community.

This document includes standards relating to:

- The CoC fulfilling its responsibilities to the federal Department of Housing and Urban Development (HUD) and explicitly operationalizes local values and a common philosophy of care.
- The community utilizing a common reference for key requirements and tools that support monitoring and technical assistance activities.
- Establishing common expectations for homeless service providers, with minimal variations between contracts, allowing for greater ease of reference and compliance.
- Operationalizing local values and a common philosophy of care, ensuring that people with lived experience of homelessness can expect similar approaches in services across all community programs.
- Making these standards publicly available and can empower individuals by promoting greater transparency and knowledge of consumer rights and responsibilities.
- Program participants have a more common experience across programs and can expect similar approaches in services.

These written standards for program delivery are meant to assist the Austin / Travis County Continuum of Care by offering best practices that can be used by homeless service providers and funders. The written standards in this document are designed to comply with the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and should guide the operation of

programs that address homelessness in Austin. Providers must review and update their individual program written standards annually to ensure they are aligned with local system-wide standards.

These standards also benefit the community by ensuring that contractual requirements are aligned across common best practices and racial equity.

GUIDING PRINCIPLES

The Austin / Travis County CoC is an open stakeholder organization that works to prevent and end homelessness in the city of Austin and surrounding Travis County area. To achieve this goal, the CoC fosters shared responsibility and collaborative planning among service providers and stakeholders. Working with our community partners, the CoC coordinates the resources needed to implement the strategic priorities enumerated in *Austin's Action Plan to End Homelessness*.

The *Austin / Travis County CoC's Governance Charter* specifies the governance structure of the CoC, as well as outlining the core duties, which include:

- Promoting a community-wide commitment to the goal of ending homelessness.
- Providing funding for efforts to rapidly re-house households experiencing homelessness.
- Promoting access to and effective use of mainstream assistance programs.
- Optimizing self-sufficiency among households experiencing homelessness.

The work of the Austin / Travis County CoC, partner funders, and local providers serving people experiencing homelessness is grounded in the following guiding principles.

Housing First

The Austin / Travis County CoC has adopted the Housing First approach throughout our system. Services are targeted and prioritized for the most vulnerable people in our community and are offered without conditions. Within the Housing First model, barriers to accessing and maintaining housing and services are reduced or eliminated to ensure those who need the resources most have access to them. Housing First principles should be integrated into all homeless housing and service interventions, including outreach, prevention, emergency shelter, transitional housing, and permanent housing. In practice, Housing First also includes coordinating access and entry into homeless housing programs across the system. At all levels of Austin's homeless response system, providers and staff believe everyone is housing ready and that housing is a human right.

Person-Centered Services

Person-centered services are operationalized by ensuring programs are flexible and able to address the unique needs and strengths of all people with whom they work.

These principles inform all the policy and procedural standards in this document. By centering the experiences of the people being served, programs ensure maximum impact and reduction of harm. It is the expectation of the CoC that these values are integrated in program operations and are intentionally part of the operational design of services and interventions.

The Austin / Travis County CoC is responsible for coordinating and implementing a system-wide approach that meets the needs of the populations and subpopulations experiencing homelessness within the city of Austin and Travis County. Both the Emergency Solution Grant (ESG) Rules and Regulations and the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) CoC Program Interim Rules state that CoCs, in consultation with recipients of ESG program funds within the geographic area, must:

- Establish and consistently follow community standards for providing CoC assistance;
- Establish performance targets appropriate for population and program type; and
- Monitor recipient and sub-recipient performance.

In accordance with Title 24 of the Code of Federal Regulations (24 CFR) Part 578, the Austin / Travis County Continuum of Care has developed the following written standards. These standards apply to all projects that receive HUD CoC funds. The goal of this document is to synthesize key elements of the HUD regulations with the processes and priorities of the Austin / Travis County CoC to ensure that the CoC programs are administered fairly and deliberately.

This document aims to:

- Assist with the coordination of service delivery across the geographic area.
- Establish guidelines for accurately and precisely assessing individuals and families to determine program eligibility via the coordinated entry system.
- Provide the basis for the monitoring of all CoC and ESG funded projects.

These written standards for program service delivery include policies and procedures for evaluating households' eligibility for assistance and shared community definition and activities for:

- Homelessness Prevention
- Diversion
- Street Outreach (*to be added at a later date*)
- Emergency Shelter
- Safe Haven (*to be added at a later date*)
- Transitional Housing (*to be added at a later date*)
- Joint Rapid Re-Housing and Transitional Housing
- Rapid Re-Housing
- Permanent Supportive Housing (*to be added at a later date)*

All programs that receive CoC funding are required to abide by the written standards outlined in this document for service delivery. Programs that receive ESG funds should follow the approved written standards of their funder, which may or may not differ from the written standards in this document. Programs should reflect our CoC's values, as well as comply with HUD requirements, in their design and practices. Additional *Local Policies and Procedures* adopted by the Austin / Travis County CoC can be accessed on the Ending Community Homelessness Coalition website and are listed in Appendix C.

The Austin / Travis County CoC strongly encourages programs that do not receive funding from either HUD CoC or ESG sources to utilize the standards described in this document.

GENERAL PROGRAM EXPECATIONS

System Collaboration and Coordination

In the Austin / Travis County CoC, system-level collaboration and coordination is led by Ending Community Homelessness Coalition (ECHO), in partnership with the CoC's governing board, Membership Council. ECHO has been designated the Lead Agency for HUD's CoC Program, and the City of Austin Public Health department is the Emergency Solutions Grant (ESG) recipient.

The Austin / Travis County CoC promotes civic engagement and systems advocacy by both agencies and persons with lived expertise of homelessness to support accountability in the CoC. CoC programs should understand and communicate their impact within the larger community. This includes informing partners of programmatic changes (e.g. closures, elimination of units) that may affect other providers. Open communication and collaboration across the CoC aids in identifying and addressing potential issues like the displacement of households experiencing homelessness or underutilization of resources. Agencies within the CoC are accountable to the continuum, both fiscally and organizationally.

Coordinated Entry

Coordinated Entry is a shared, community-wide intake process intended to match all households experiencing homelessness with the community resources that are best able to resolve their housing crisis.

HUD requires each Continuum of Care (CoC) to establish and operate a coordinated entry process with the goal of increasing the efficiency of the local homelessness crisis response systems and improving fairness and ease of access to resources, including mainstream resources, for all persons experiencing homelessness. A coordinated entry system should provide information to CoC members and stakeholders about needs and gaps in the community to help strategically allocate housing and stabilization resources using focused interventions that are proven to end homelessness.

The policies and procedures that govern the Austin / Travis County CoC's Coordinated Entry system are located within the *Coordinated Entry Written Standards*. Projects receiving CoC and/or ESG funding must ensure compliance with the Coordinated Entry Written Standards.

Diversion System Response

Diversion is required as a system intervention. It is a necessary component in the homeless response system to ensure that due diligence is met in examining all problem solving strategies that may reduce the number of households that enter into the homeless system and also ensure that households quickly exit independent system services. As a result, it is vital that all homeless system access points including Emergency Shelters, Coordinated Entry, Street Outreach and Engagement, Jail Outreach, and Drop-In / Day Resource Centers utilize creative problem solving conversations with households accessing the homeless response system to explore realistic, time-specific, and actionable plan to quickly exit homelessness before entering emergency shelter or the Coordinated Entry System. This is required whether or not projects receive explicit Diversion funding.

A robust diversion system assists households in identifying existing resources and supports that can be used to self-resolve their homelessness as an alternative to entering into the larger homelessness response system. Properly implemented, diversion strategies can mitigate trauma by reducing the length of time a household experiences homelessness. Diversion strategies can bolster the entire homeless response system by conserving limited housing resources when minimal diversion assistance is sufficient for a household to self-resolve their homelessness. Diversion efforts aim to redirect entry into a shelter or the streets by diverting households to other safe, appropriate options or resources provided by their own social support network and/or community resources.

Diversion strategies engage households early in their crisis of experiencing homelessness. Staff members at system entry points (e.g. Emergency Shelter, Coordinated Entry, Street Outreach) trained in diversion should initiate exploratory conversations to brainstorm practical solutions for households to resolve their homeless episode quickly and safely. Diversion conversations focus on assisting people to identify the barriers they face in obtaining safe, stable housing. Using a client-centered approach in combination with problem-solving and solution-oriented conversations, service providers help elicit realistic and creative housing options for individuals to choose from. The options identified during these conversations should exploit a household's existing resources rather than utilizing more intensive resources within the homeless response system.

To help ease their transition out of homelessness, households may receive a flexible combination of short-term services and one-time financial assistance. Diversion interventions should endeavor to assist households in becoming housed as soon as possible — ideally within 30 days.

It is critical programs understand the differences between Homelessness Prevention, Diversion, and Rapid Exit. Similar service strategies are often utilized within these interventions (e.g. conflict resolution, motivational interviewing, and trauma-informed care), however, *when* these strategies are employed differs based on the intervention. Identifying and utilizing the most appropriate intervention is important for the purposes of measuring the success of each intervention type.

- **Prevention** resources target households who have a safe place to stay for the night but are requesting support to prevent the loss of their housing or to identify alternative housing options so they can avoid experiencing homelessness.
- **Diversion** interventions target households when they initially request shelter or housing and focus on helping them identify resources/options to quickly end their episode of homelessness.
- **Rapid Exit** occurs when households who recently entered into the homelessness response system, usually at emergency shelter, utilize available resources to quickly resolve their homelessness.

Homelessness Management Information System

Participation in the Austin / Travis County's Homelessness Management Information System (HMIS) is strongly encouraged for any project providing assistance to households experiencing homelessness. Projects that are funded through CoC and ESG funds, except domestic violence service providers, are required to participate in the CoC's HMIS.

With the passage of the HEARTH Act and its subsequent implementation regulations, CoCs are expanding beyond evaluating program performance to evaluations of the performance of the entire homeless system. HUD requires that each metropolitan area use an HMIS of their choosing. HMIS is a central, system-wide platform for collecting information about households who apply for and receive services from programs serving at-risk and homeless households.

The purpose of HMIS is to track and improve the services that support households experiencing homelessness to get housing, and to have better access to those services, while meeting requirements of funders, such as HUD. HMIS terms of use and compliance guidelines are described in the *Memorandum of Understanding Austin / Travis County Homeless Management Information System (HMIS)*.

Programs Shall:

- Actively participate in HMIS and follow the policies and procedures in the *ECHO HMIS Policies and Procedures Manual (HMIS P&P)*;
- Notify HMIS administrators when a program is closed or has ended, or when new programs need to be added to the system;
- Obtain households consent before inputting personally identifying information (PII) (e.g. name, date of birth, last known permanent address or other contact information, or social security number) according to procedures outlined in the HMIS P&P and in compliance with state law. The *Austin Travis County HMIS Release of Information* is available on ECHO's website in English and Spanish. The Program must enter all required data according to the client's consent status, and as outlined in the data entry instructions within the HMIS P&P;
- Agencies are expected to collect information required for eligibility screening or other internal agency requirements. However, if a participant refuses to provide PII for HMIS, then the program should follow the HMIS P&P;
- Protect the safety of survivors of domestic violence and sexual assault, by not entering PII into HMIS. Furthermore, potentially identifying demographic information (i.e. information that could be used to identify a person in combination with other non-personally identifying information) may be excluded from entry into HMIS.

Active participation in HMIS includes programs entering a complete data set for all households served. This encompasses all the universal, program specific, and local continuum data elements required for reporting. Local continuum data elements are outlined in the *HMIS Data Standards Data Dictionary* and program specific data elements are defined by HUD in the HMIS Data Standards. This complete data set should be entered within the timeframe established in the HMIS P&P.

BEST PRACTICES

Housing First

The Austin / Travis County CoC follows the Housing First (HF) approach. Housing First is a homeless services approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach aims to eliminate the system barriers that prevent people from accessing their right to housing. Housing First can be contrasted with older models, like Housing Ready, that focus on addressing other issues (e.g. substance abuse, increasing income) prior to placing a person in housing.

Additionally, Housing First is based on the idea that participant choice is valuable in housing selection and supportive service participation, and that exercising the right to choose will likely make a client more successful in remaining housed and improving their quality of life. Services should be culturally appropriate. Personal barriers, such as non-adherence to a medication regimen or substance abuse, are addressed using collaborative approaches, like motivational interviewing.

The following Housing First best practices are mandatory for all programs that receive HUD CoC funding. They are meant to promote harm reduction at each step of service.

Screening & Admission

Admission to programs is not contingent on prerequisites such as abstinence from substances, minimum income requirements, heath or mental health history, medication adherence, age, criminal justice history, financial history, completion of treatment, participation in services, "housing readiness," or history or occurrence of victimization, unless required by law or funding source. Housing priority is given to people with the most severe service needs and highest level of vulnerability. Providers try to expedite the admission and documentation process as much as possible; participants may be admitted to programs pending completion of documentation. In order to ensure accessibility, programs do not require specific appointment times but have flexible intake schedules that ensure access to all households.

Participant Choice

To the extent that it is possible and practical, program staff should support participants with multiple options regarding the location of housing, type of housing, and type of unit. Options will be provided in all settings, including project-based settings. Participants will also be provided with a choice of roommates, as applicable. Participant rejection of a housing program's option should not exclude them from housing. If a program is unable to continue serving enrolled participants due to unsuccessful attempts of permanent housing placements, the program may exit following the *Termination Policy*.

Participants are made aware of any service eligibility time limits and are provided available resources when leaving a program. Services cannot be denied or terminated because of a participant's alcohol or drug use. In assessments, participant's sense of comfort and safety may dictate that the assessment be completed over several sessions. Admission will not be delayed because of this.

Supportive Services

Programs provide a variety of goal-driven services that are flexible and appealing and that are appropriate for participants in various stages of change. Services include support for basic needs, but also educational support, case management, systems advocacy, housing assistance, legal assistance, healthcare support, life-skills programming, mental health and substance-use services, self-care, employment, benefit screening and application, and children's services. Services should be offered to program participants, but they are optional. Supportive services are offered for the maximum length of time allowed by the program model, agency resources, and participant choice. Projects may set expectations for service participation but should not deny or terminate housing if participants do not meet these expectations. Programs cannot require disability-related services such as substance abuse treatment or therapy as a condition of maintaining housing. Programs work with households to ensure services are appropriate and responsive to needs. Programs use evidence-based tools, such as motivational interviewing, which empowers clients to move through a stages of change model, from homelessness to housing.

Persistent Engagement

Program staff are to provide continuous engagement opportunities to participants in programs. This includes those who may decline supportive services in the moment but should still be regularly offered service options. Programs should actively seek to engage households to ensure that they are made aware

of all services offered. Participants should be provided with a range of treatment and supportive services that are voluntary, individualized, and culturally appropriate.

Leasing & Tenancy

Program participants are to receive ongoing education about the Housing First model, the provider's housing process, and their rights and responsibilities as tenants. Participants are encouraged to exercise their rights and should be given legal assistance and/or advocacy, if desired. Leases for program participants should be the same as the leases used for other tenants on the market. Participants should be given special payment arrangements for rent arrears, assistance with financial management, and help with obtaining a representative payee, if they wish for one.

Discharge & Transfer

Program participants are not terminated from programs for substance use or refusal to participate in services. Programs will allow participants to remain in the program even if they must leave for a temporary absence of 90 days or less for hospitalization, substance abuse treatment, mental health treatment, or incarceration. Though rental assistance may be temporary, housing assignment is considered permanent for PSH and RRH; leases renew automatically unless the landlord or tenant gives notice. All measures are used to prevent eviction, except in cases where the participant is a threat to themselves or others. Participants may transfer to another project if they feel that they are in imminent danger from another participant. The transfer will be done as quickly as possible to prevent an exit to homelessness.

Motivational Interviewing

Motivational Interviewing (MI) is an evidence-based approach that utilizes a collaborative, person-centered approach for eliciting and strengthening motivation for change. It offers providers a useful framework for assessing which level someone is according to the Stages of Change and focusing on what is needed for successful behavior changes. Service providers utilize a variety of methods to increase a client's motivation to achieve their self-identified goals, which improves the providers' ability to support changes. MI is an ongoing process, where the service provider seeks to assist the participant in achieving their goals (i.e., reason for seeking help, which could include hopes, fears, etc.) by addressing participant values and stages of change. Although MI skills and competency require time to develop, *MI Spirit* can be used at every stage within the housing intake and enrollment process and by every service provider. MI

Spirit can be tied into forms and questionnaires to help develop rapport built on self-efficacy during initial interviews while also collecting necessary information to determine eligibility. Although MI skills and competency require time to develop, MI Spirit can be used at every stage within the housing intake and enrollment process and by every service provider. MI Spirit can be tied into forms and questionnaires to help develop rapport built on self-efficacy during initial interviews while also collecting necessary information to determine eligibility. It's important to note that motivation is not all or nothing. Stage of change should never be used to identify a program participant's willingness or readiness to enroll in program services. Instead, *stages of change* should be used to deepen understanding of the client and tailor conversations to enhance readiness/confidence/commitment toward behavior changes.

Motivational Interviewing Resources:

- *TIP 35: Enhancing Motivation for Change in Substance Use Disorder Treatment*
- https://motivationalinterviewing.org/

Harm Reduction

Harm Reduction is an important element during the Housing First implementation process and an approach aimed at reducing the risks and harmful effects associated with substance use and/or other behaviors that may result in negative consequences. As an intervention, it focuses on helping people who use substances to better manage their use and reduce the harmful consequences to themselves and others, including actively working to prevent evictions. In conjunction with housing first and supportive housing, using the harm reduction philosophy means that individuals do not have to be sober to be eligible to enter housing and are not evicted solely for a failure to maintain sobriety.

The *Midwest Harm Reduction Institute* defines Harm Reduction as:

> *The philosophy of harm reduction promotes and supports the right of people who use substances and engage in other risky behaviors to be treated with dignity and respect; their right to exercise self-determination related to use; and their right to a collaborative approach in therapeutic relationships.*

Trauma-Informed Care

Trauma-Informed Care (TIC) is an evidence-based practice that teaches services providers and their organizations about the triggers and vulnerabilities of trauma survivors. TIC helps providers to provide care to trauma survivors more

effectively, while avoiding re-traumatization. *Substance Abuse and Mental Health Services Administration (SAMHSA)* has described four aspects of Trauma Informed Practice: *realize* trauma, *recognize* trauma, *respond* to trauma, and *resist* re-traumatization (the 4 R's):

> *In a trauma-informed approach, all people at all levels of the organization or system have a basic realization about trauma and understand how trauma can affect families, groups, organizations, and communities as well as individuals … People in the organization or system are also able to recognize the signs of trauma … The program, organization, or system responds by applying the principles of a trauma-informed approach to all areas of functioning … A trauma-informed approach seeks to resist re-traumatization of clients as well as staff … Organizations often inadvertently create stressful or toxic environments that interfere with the recovery of clients, the well-being of staff and the fulfillment of the organizational mission. Staff who work within a trauma-informed environment are taught to recognize how organizational practices may trigger painful memories and retraumatize clients with trauma histories.*

Implementing TIC as a best practice to promote recovery and prevent re-traumatization includes training staff on trauma and its impact, developing programming that supports client choice and control, and creating physical and emotional safety throughout housing programs.

Positive Youth Development

Runaway and Homeless Youth Program, Family and Youth Services Bureau has described Positive Youth Development as the following:

> *Positive youth development is a comprehensive framework outlining the support all young people need to be successful. Runaway and homeless youth programs that embrace this developmental model provide ongoing and intentional opportunities for young people to participate in meaningful activities. A variety of opportunities, that have real-life implications are available for youth to design, implement, and evaluate the types of services they receive to best meet their needs. The program environment is caring and supportive, has high expectations, and offers youth the chance to develop positive relationships and connection with adults, peers, and the larger community. Positive youth development views young people as 'resources' who have much to offer rather than as 'problems' that need to be treated or fixed. Given that not all young people have the same needs, some youth may require additional, complementary support and services to fully*

benefit from common elements of positive youth development processes. For example, trauma-informed approaches and evidence-based interventions can strengthen the role of positive youth development settings in the lives of especially vulnerable young people.

Positive Youth Development offers youth the following benefits:

- Increased protective factors; reduction in risky behaviors.
- Higher grades and expectation to go to college.
- Higher rates of successful transitions into adulthood.
- Improved social and emotional outcomes.
- Greater likelihood of contributing to their communities.
- Lower rates of depression.

Participant Termination & Grievance

Per HUD's Interim Rule (24 CFR Part 578, Subpart F), CoC programs must provide a formal process for the termination of assistance to participants who violate program requirements or conditions of occupancy. Agency processes must recognize the inclusion of due process protections and make legal services resources available to housing participants. Programs may resume assistance to a participant whose assistance has been terminated. Programs that are providing permanent supportive housing for hard-to-house populations of homeless persons must exercise judgment and examine all circumstances in determining whether termination is appropriate. HUD has determined that a participant's assistance should be terminated only in the most severe cases such as when a participant is violent towards themselves or others.

It is the policy of the Austin / Travis County CoC to provide participants with a fair and efficient process to present and resolve complaints and grievances. Each program shall have a grievance policy and shall implement standards for addressing grievances when applicable. Filing a grievance or complaint regarding a program, staff, or service delivery is a right of all program participants. Programs have a responsibility to respond to these complaints in a fair and efficient process. Addressing grievances provide another way to improve upon program service delivery and further gives voice and power to program participants. Participants shall be made aware of the grievance policy upon intake or entry into the program.

All projects must adhere to the *Austin / Travis County Continuum of Care Termination Policy*.

PROGRAM MODEL INTERVENTIONS

The following program models have been determined by the community to be effective in preventing and ending homelessness in the Austin / Travis County CoC:

- Homelessness Prevention (HP)
- Diversion (DI)
- Street Outreach (SO) (*to be added at a later date*)
- Emergency Shelter (ES)
- Safe Haven (SH) (*to be added at a later date*)
- Transitional Housing (TH) (*to be added/integrated later*)
- Joint Transitional Housing and Rapid Re-Housing (Joint TH-RRH)
- Rapid Re-Housing (RRH)
- Permanent Supportive Housing (PSH) *(to be added/integrated later)*

Note: *Population specific models may refer to the non-specific model for certain aspects. For example, Youth Rapid Re-housing to Rapid Re-Housing.*

Intervention Components

Population

Primary population to be served in the program model and will include HUD homeless definition categories as appropriate and by funding source.

Population Specialization

The Austin / Travis County CoC has determined that some projects may be dedicated to a specific population based on the local needs and gaps related to underrepresentation of groups. Some projects may be required to only serve specific target populations based on the funding competition under which they were originally awarded. All staff should receive specialized training to serve special populations.

Minimum Standards

These are the minimum requirements for each model. They are necessary for the project to meet the base compliance standards required by HUD regulations.

Time Frame

All models are defined as short, medium, or long-term. Some models also indicate an average length of time that assistance/services are provided to program participants. The maximum time of program participation may be determined by funding source.

Essential Elements

The CoC has laid out the essential elements that define each project type. These elements are needed to successfully implement the program design to achieve the purpose and intervention outcomes.

Outcome

This is the primary, anticipated result of a household's participation in the program model and the larger system impact the project provides as a housing intervention.

Homelessness Prevention (HP)

Homelessness Prevention (HP) interventions are designed to prevent individuals and families who are at-risk of homelessness from entering into a housing crisis.

The use of HP under the CoC Program is disallowed until such time as the Austin / Travis County Continuum of Care is designated as a High Performing Community (at this time, no CoC in the country has obtained this designation). Thus, these standards currently apply only to ESG-funded HP projects. When the Austin / Travis County CoC obtains the High Performing Community designation, these Written Standards will be revised to include CoC funded HP.

The Austin / Travis County Continuum of Care does not currently prioritize households for HP within the Coordinated Entry system.

Population

Persons who meet category 2 or 4 of HUD's homeless definition (established in 24 CFR § 576.2) or persons who meet HUD's definition of At-Risk of Homelessness.

HP projects should screen people applying for prevention assistance to identify those with greater vulnerabilities and/or urgency (i.e. closer to becoming literally homeless) to prioritize applicants for assistance when demand exceeds resources.

Minimum Standards

Homelessness Prevention's primary goal is to prevent literal homelessness as quickly as possible. To that end, not only are supportive services voluntary, they are tailored to the household's needs as they pertain to maintaining or obtaining permanent housing. Funds may be used to provide housing relocation and stabilization services and short- to medium-term rental assistance necessary to prevent an individual or family from moving into an emergency shelter or other crisis housing.

- Housing stability assessment
- Case management
- Legal services for tenants facing eviction
- Landlord mediation services
- Financial assistance
- Housing Location and Rehousing Support

Time Frame

Short to medium-term assistance.

Essential Elements

- Dedicated staff to facilitate individualized assessment that assesses household needs, financial needs (including job training and placement), eligibility for mainstream resources, and referral to resources.
- Provides needed housing stabilization services including both financial and supportive services.
- Provides linkages to mainstream resources based on eligibility and need.
- Services include mediation, legal services, relocation assistance, and utility financial assistance.

Outcome

Stabilization in permanent housing.

Diversion (DI)

Diversion is a short-term intervention focused on identifying immediate and safe housing arrangements and reconnecting households to existing support systems. Diversion offers flexible services that may be coupled with minimal financial assistance when needed. Diversion is an effective and efficient approach for resolving, not just preventing, households from entering into the homeless system and/or ensuring that if a household enters into the homeless system, it is brief and non-recurring.

Diversion programs share the responsibility of diverting households experiencing homelessness from the housing crisis response system and can occasionally provide additional resources or support at a greater capacity than systemic diversion effort. Diversion programs funded with federal funds must follow these written standards. Diversion programs otherwise funded should strongly consider following this program model to increase system cohesion and efficiently support individuals experiencing homelessness.

Diversion programs within the Austin / Travis County Continuum of Care provide both diversion and rapid exit services.

Population

Persons who meet category 1 or 4 of HUD's homeless definition (established in 24 CFR § 576.2). A Diversion Program can serve any household experiencing homelessness which has identified a realistic, time-specific, and actionable plan to quickly exit homelessness.

Diversion activities should be targeted to households who will be experiencing literal homelessness because they do not have a place to stay that night and/or who can quickly exit to a permanent housing destination with minimal financial assistance without ongoing supportive services.

Population Specialization

Diversion is explored with all households without pre-screening or pre-determination of whether they are likely to succeed. Exceptions are made for households identifying upfront that they are fleeing domestic violence or facing another imminent threat to their safety. In those instances, households are referred immediately to appropriate services, including shelter and/or directly connecting the household to a local Victim Service Provider such as *SAFE Alliance* by calling the SAFELine.

Minimum Standards

- Provide housing-focused, person-centered, and strengths-based intervention to help households identify the choices and solutions to end their homelessness independent of a housing intervention.
- Ability to provide flexible short-term financial assistance.
- Supportive services are available to households who require low intensity referral services to mainstream benefits.
- Provide the minimum assistance necessary for the shortest time possible to support households in solving their housing crisis.
- Establish procedures to market diversion resources to community supported agencies not dedicated to homelessness.
- Establish procedures to quickly connect with crisis response and emergency shelter options, and receive referrals for Diversion support.
- Staff must be trained in Problem Solving Interventions (e.g., Problem Solving Therapy, Solutions-Focused Therapy), Motivational Interviewing, Trauma Informed Care, and De-escalation.

Time Frame

Households should be enrolled in Diversion services for no more than 30 days. As households pursue their plan for obtaining safe housing, Diversion-trained staff may offer a flexible combination of **short-term services** and **one-time financial assistance** to help ease the transition out of homelessness. This time-limited support can take several forms. Diversion programs should consist of flexible funding sources.

SHORT-TERM SERVICES	ONE-TIME FINANCIAL ASSISTANCE
Direct services from Diversion-trained staff: • Housing search • Creative problem solving • Mediation or conflict resolution (e.g., landlords, relatives, friends).	**Housing-related costs:** • Rent • Landlord fees • Moving expenses • Security Deposits • Utility bills • Background check
Connections to community resources: • Job search and referral • Credit repair • Legal aid	**Non-housing related costs:** • Employment certifications and licenses • Interpreter services • Transportation • Work supplies

One-time financial assistance funding should be as versatile and flexible as possible, in order to provide assistance quickly, to support creative housing solutions, and to minimize complex cost documentation requirements. Funds should have the capacity to capitalize on verified plans to assist households with attaining housing as quickly as possible.

Essential Elements

- Diversion is fast-paced. The goal is to move households from homeless to housed within 30 days.
- Diversion is strengths-based. Staff trained in Diversion help households create a plan of their own for resolving their homelessness.
- Diversion aims to reduce trauma experienced through homelessness. By pursuing realistic options for becoming housed quickly, households can avoid prolonged periods of homelessness and shelter stays.
- Diversion matches households with the right level of assistance. Households get appropriate services right away instead of waiting for programs they may ultimately never get to access.
- Diversion is cost-effective. Costlier interventions—Emergency Shelter, Rapid Re-Housing, Permanent Supportive Housing—are conserved for households unable to resolve their homelessness simply and quickly.
- Diversion builds system capacity. The homeless response system can serve more households in need because those able to resolve their homeless crisis through Diversion move through the system quickly and at less expense.

Samples of Assistance

- Flexible funding to assist with items such as car repairs, childcare, bus tickets, etc.
- Moving into a new rental place of their own.
- Re-establishing their lease with a prior landlord.
- Entering into a permanent shared-living arrangement- usually with a relative or friend.
- Relocation assistance:
    - Clients may be provided with funds to move outside of Austin/Travis County on a case-by-case basis.

- Landlord/Tenant mediation.
- Other creative methods deemed appropriate and effective for keeping a particular individual or family housed.

Outcome

To connect households with permanent housing solutions without shelter stays or shelter stays below 60 days.

Households are able to obtain safe housing successfully about half the time and at a lower cost when compared to other interventions.

Street Outreach (SO)

(Written Standards for the Street Outreach Intervention Type will be added at a later date).

Emergency Shelter (ES)

Emergency Shelter interventions provide immediate, low-barrier shelter options for people experiencing homelessness who are unable to immediately access permanent housing. Emergency Shelters must support a flow from housing crisis to housing stability by identifying and assisting households facing crises with rapid and effective permanent housing connections. Shelter programs are expected to support households experiencing homelessness through rigorous, day-to-day assistance from all shelter staff in moving participants towards and into appropriate, safe, stable, permanent housing as soon as possible. Emergency Shelter programs connect homeless households with appropriate housing options, as well as other services and community resources that will help them obtain or maintain housing. This should include building income and addressing a variety of physical, mental, emotional, and other needs.

Note: *The Austin / Travis County Continuum of Care provides these written standards as reference for providers operating Emergency Shelter programs. These written standards support but do not supersede the written standards, policies, and procedures maintained or stipulated by program funders unless otherwise stated by those funders. Funders of emergency shelter programs are welcome to stipulate that providers follow these Austin / Travis County Continuum of Care written standards for emergency shelter.*

Population

Persons who meet HUD's definition of literal homelessness (established in 24 CFR § 576.2).

Population Specialization

Emergency Shelters may have specific target populations to address the unique needs and concerns of those populations. If an emergency shelter designates a specific target population, they must serve all households who identify as included in that population.

Youth: Refers to unaccompanied youth aged 14-24 years old. Programs serving youth under the age of 18 must comply with all applicable state licensing and regulatory guidelines.

Domestic Violence: Refers to any household fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions. This includes survivors of human trafficking, including a child, that has either taken place within the individual's or family's

primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence.

Minimum Standards

- Must enter data into HMIS or a comparable database for Victim Service Provider agencies.
- Follow HUD requirements under 24 CFR § 576.400(e) related to emergency shelters and essential services.
- Emergency Shelters should follow **LOW BARRIER** guidelines and practices for households to access and enter shelter. Specific to shelter, this includes:
    - Emergency Shelters must ensure access and enrollment to shelter and services follow local and federal nondiscrimination policies such as the Equal Access Rule.
    - Emergency Shelters must allow access and place all persons based on self-identification of gender. Single-gender shelters must not require proof of gender for an individual to enter shelter.
    - Emergency Shelters must be free of charge. Shelters must not require participants to pay a fee to enter the shelter or utilize its services.
    - Emergency Shelters must not create barriers to shelter such as requiring drug testing and/or sobriety, require income, criminal history restrictions, require medication adherence, or mandate participation in mental health treatment.
    - Emergency Shelters reserved for families must not require that families separate to enter shelter and must not deny admission to families based upon the composition of the family in accordance with Section 404 of the McKinney-Vento Act as amended by the Hearth Act.
- Emergency Shelter programs must provide services and or access to the following services:
    - Crisis Intervention and Safety Planning.
    - Housing referrals and linkages to Permanent Housing location placement services.
- Emergency Shelters must have appropriate and up-to-date Standard Operating Procedures (SOP) established and in place for their agency, as well as clear and up-to-date written policies and proce-

dures formalized and established for each unit, program, and division operating as part of or in conjunction with the shelter. Emergency Shelters must review their agency's SOP and all policies and procedures at least once per year to ensure services and practices are relevant.

- Emergency Shelter programs must inform participants of all their rights, responsibilities, and expectations prior to intake AND these rights, responsibilities, and expectations, and other site-specific rules and policies impacting clients.
    - Information must be provided in accordance with *Limited English Proficiency* (LEP) guidance and
    - Must be visibly and publicly posted for all persons to reference at any time.
- Emergency Shelter programs must hold in-depth reviews of their shelter rules at least once per year to maintain and ensure client-focused goals and outcomes. Participation by individuals with lived expertise of homelessness should be required at each review and established in agency policy and procedures (See "Further Guidance" below).
- Emergency Shelter programs must offer on-site services and resources to meet basic needs (e.g., meals and/or access to food, personal care and hygiene supplies, reasonable storage, mail services, and restrooms and showers).

Time Frame

Emergency Shelter is intended for short-term (days or months) stays. Time limits are left to the discretion of the individual shelters but must be clearly communicated to all clients upon entry into the shelter.

Essential Elements

- In line with *guidance from USICH*, Emergency Shelters are expected to strive for continuous improvement in the following identified specific areas of focus to strengthen the implementation and impact of emergency shelter programs:
    - Promote dignity and respect for every person seeking or needing shelter,
    - Divert people from the homelessness service system when possible,

    - Adopt a Housing First approach and create low-barrier access to shelter, and
    - Equip emergency shelters to serve as a platform for housing access.
- All shelter staff must receive training in problem-solving interventions (e.g. Problem-Solving Therapy and Solutions-Focused Therapy), Motivational Interviewing, Trauma Informed Care, Harm Reduction, and de-escalation techniques.
    - Ongoing training should be made available on a regular basis (See "Further Guidance" below).
    - Trainings must be offered to all shelter staff and volunteers (including contracted security personnel).
- ES programs must provide housing-focused, person-centered, strengths-based interventions to help households identify choices and solutions to end their homeless as quickly as possible.
- ES programs must provide linkage to community supports and mainstream benefits.
- Problem Solving Strategies (e.g., diversion, rapid exit) must be a core component within the Emergency Shelter design and service provisions.
    - Staff must be able to have robust diversion conversations and engage households entering the homeless system in a diversion assessment/screening at shelter entry.
- Participants should have onsite access to or be provided direct access to evaluation for eligibility for services through the local Coordinated Entry System.
- Emergency Shelters must establish a Language Access Plan in order to ensure that participants with limited English proficiency have meaningful and equitable access to all programs, services, and resources that the shelter provides.

Outcome

Connection to Permanent Housing.

Further Guidance

Guidelines for Periodic Reviews of Shelter Rules: The Austin / Travis County CoC strongly recommends using the best practices from the *National Alliance to End Homelessness (NAEH)'s 10 Steps to Evaluation Shelter Rules*.

Transitional Housing (TH)

(Current Transitional Housing written standards will be updated to conform with the format of these at a later date.)

Current Transitional Housing written standards can be found here:

https://www.austinecho.org/wp-content/uploads/2019/07/TH-Written-Standards.pdf

Joint Transitional Housing and Rapid Re-Housing (Joint TH-RRH)

Joint Transitional Housing and Rapid Re-Housing (Joint TH-RRH) provides short-term crisis housing with housing-focused supportive services that is designed to quickly connect households experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. Programs must have the capacity to offer both project components (Transitional Housing and Rapid Re-Housing) at project entry. Participants do not need to utilize RRH if they choose not to, but must be enrolled in the RRH component of the project. Participants may have direct access to Rapid Re-Housing.

The Joint TH-RRH model incorporates participant-choice, in both finding permanent housing and in determining when to exit crisis housing. Meaning the participant decides when they are ready to move on to the RRH part of the model, not the program. This includes participants deciding to skip the TH part of the model all together and go directly into RRH.

As with RRH programs, Joint TH-RRH programs in Austin / Travis County CoC are also committed to including and expanding practices that emphasize a person-centered and strengths-based approach toward assistance and services. Joint TH-RRH programs should incorporate progressive engagement These approaches should be incorporated into every Joint TH-RRH project.

Population

Persons who meet category 1, 2, or 4 of HUD's homeless definition (established in 24 CFR § 576.2).

Population Specialization

Youth: Target and prioritize young people age 18-24 with the highest needs, including youth who are unsheltered, have been homeless for a long time or repeatedly, are most vulnerable to violence or harm; and have the highest barriers to access and maintaining permanent housing. In addition, programs should include strategies to provide a safe and supportive environment for young people who are disproportionately impacted in Austin including youth who are African American, LGBTQ (specifically transgender women of color), justice involved, child welfare involved, pregnant, and/or parenting.

Domestic Violence: Any household fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking or other dangerous or life-

threatening conditions including victims of human trafficking that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence.

Minimum Standards

- Serve participants/households meeting the definition of homelessness by their funder. Most programs utilize the HUD definition of homelessness.
- Align with the Austin / Travis County CoC's Rapid Re-housing Written Standards for RRH component.
- Joint TH-RRH is a time-limited intervention. Participants/households may only receive services for a total of 24 months in the combined TH-RRH components. Funders may determine limits on enrollment above this amount.
- Participants are not required to reside in the TH portion of the project before they receive RRH assistance. It is based on participant choice to enroll in either TH or RRH upon entry. While the Joint TH-RRH must make both types of assistance available to all participants (i.e., the units supported by the TH component and also the tenant based rental assistance and services provided through the PH-RRH component), a participating individual or family may choose to receive only one type of assistance provided through the Joint TH-RRH.
- The Transitional Housing component of the program must utilize an *Occupancy Agreement* (See Joint Transitional Housing and Rapid Re-Housing Resources in Appendix B) with participants.
- Participants in RRH component must enter into a lease agreement in the participant's name for an initial term of at least one year that is renewable and is terminable only for cause. Leases must be renewable for a minimum term of one month. Participants in RRH component must pay their portion of the rent directly to their landlord.
- Rental assistance should utilize a progressive engagement strategy and declining subsidy overtime, rather than an abrupt ending of all rental subsidies.
- Supportive services designed to meet the needs of the participants must be made available to the participants throughout the duration

of enrollment in both components. Programs should ensure a participant-centered and directed approach.

Time Frame

Joint TH-RRH program participants may receive a maximum of 24 months of total assistance between the TH and PH-RRH portions of the project combined. HUD has not set a specific time limit for program participants to reside in either component of the Joint TH-RRH. For example, if a participant resides in the TH portion for 4 months, they can receive up to 20 additional months of RRH assistance.

Programs cannot dictate minimum stays in either portion of the project (e.g., the program cannot require a program participant to reside in the transitional housing portion of the project for one-year). Participants should receive only the assistance they need to safely and stably exit homelessness; therefore, not all program participants should automatically receive 24 months of assistance.

Essential Elements

The Joint Component project should follow all essential elements with the Transitional Housing standards and the Rapid Re-Housing standards. Additional Joint TH-RRH essential elements include:

- Use a Housing First approach with client-driven service models and a focus on helping people move to permanent housing as quickly as possible. Participants cannot be required to participate in treatment or services to receive assistance.
- Have low barriers to entry and accommodate people with possessions, partners, pets, or other needs.
- Incorporate client-choice by helping participants find permanent housing based on their unique strengths, needs, preferences, and financial resources. Participants will choose when they are ready to exit the crisis housing portion of the project and move to permanent housing, with providers assisting participants with moving.

Outcomes

Obtain and maintain permanent housing.

Further Guidance

- Joint TH-RRH Component Data Entry Workflow Guide: https://www.austinecho.org/wp-content/uploads/2020/02/Joint-TH-RRH-Workflow-1.30.20.pdf
- https://www.hudexchange.info/sites/onecpd/assets/File/SNAPS-In-Focus-The-New-Joint-Transitional-Housing-and-Rapid-Re-Housing-Component.pdf

Rapid Re-Housing (RRH)

Rapid Re-Housing (RRH) projects are designed to provide flexible programming that will expedite a household's ability to become self-sufficient through time-limited rental assistance programs. Rapid Re-Housing has been recognized by all federal funders as one of the most critical and cost-effective strategies to end homelessness.

The following section provides guidelines for operating local RRH programs. Although RRH programs are funded under various federal programs with different regulations, these guidelines have been developed with general best practices in mind that can be applied to different programs regardless of their funding source. The overall goal is to ensure consistent program delivery to strengthen our local efforts to reduce the number of people who experience literal homelessness in Austin / Travis County by incorporating best practices.

Per 24 CFR part 578.37(a)(1)(ii)), CoCs must establish policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid re-housing assistance. All Rapid Re-Housing programs in Austin / Travis County must utilize the Coordinated Entry Process (CEP) for program referrals.

Population

Persons who meet category 1 or 4 of HUD's homeless definition (established in 24 CFR § 576.2). Specifically, participants meeting Category 1 and 4 of the HUD Homeless Definition will be prioritized.

Minimum Standards

- Rapid Re-housing is a time-limited intervention. Most participants/households should be enrolled in RRH between 6 and 18 months. Funders may determine limits on enrollment above this amount.
- Follow the designated Coordinated Entry process for program referrals.
- Supportive services designed to meet the needs of the participants must be made available to the participants throughout the duration of enrollment in RRH. Programs should implement progressive engagement to ensure a participant-centered and directed approach.
- Participants in CoC and ESG funded RRH must enter into a lease agreement in the participant's name for an initial term of at least one year that is renewable and is terminable only for cause.

    - Leases must be renewable for a minimum term of one month.
- Participants in RRH must pay their portion of the rent directly to their landlord.
- Rental assistance should utilize a progressive engagement strategy and declining subsidy overtime, rather than an abrupt ending of all rental subsidies.

Determining Amount and Duration of Rental Assistance

Per 24 CFR part 578.37(a)(1)(ii)), CoCs must establish standards for determining:

- The percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance;
- The maximum amount or percentage of rental assistance that a program participant may receive;
- The maximum number of months that a program participant may receive rental assistance; and
- The maximum number of times that a program participant may receive rental assistance.

Projects are required to maintain their rental determination policies. These policies must align with *HUD CPD Notice 17-11*. Participants without income cannot be required to pay rent.

Austin / Travis County RRH programs and the duration of rental assistance may be categorized under the following types of RRH program designs:

Local RRH Program Definitions	Duration of Rental Assistance
Short-Term RRH *Up to 3 months of rental assistance*	Programs may offer the amount needed for the household to stabilize. In order to be considered a short-term RRH program, the project's budget must allow for every program participant to be offered at least 3 months of rental assistance.
Medium-Term RRH *4-12 months of rental assistance*	Medium-Term RRH programs are designed to provide Rental Assistance up to 12 months using progressive engagement.
Medium-Long-Term RRH *4-24 months of rental assistance*	HUD reserves Long-term Rental Assistance for PSH programs. In order to accommodate local needs, the Austin / Travis County CoC is defining Medium-Long Term RRH as programs that provide rental assistance up to 24 months which is the maximum amount allowed under CoC and ESG requirements.
Housing Stability Case Management may not exceed 6 months after rental assistance has ended and should not exceed 24 months without funder authorization. Federally funded programs must receive approval from HUD either through an exemption or waiver. Programs approved through a waiver must verify in writing with the local HUD Field Office the approval of the waived activity annually. **Resource:** *Rapid Re-Housing ESG vs. CoC*	

Essential Elements

- Rental Subsidy
    - Coordination between property manager / landlord
    - Housing Location
- Case Management
    - Pre-tenancy and tenancy
    - Referrals to services: education, income, benefits, legal aid, medical services (physical, mental, addiction, etc.), etc.

- Emphasis on employment supports and benefits
- Progressive Engagement

Local RRH programs should follow the following principles when deciding their standards either at the program level:

- ***Housing Stability Plan with Exit Strategy:*** Program staff should develop a housing plan with the amount and duration of rental assistance each client will receive and a program exit strategy with plans to reduce the client's financial assistance over time. Program staff should consider the participant's current and expected income and expenses; other public or private assistance for which the program participant will be eligible and likely to receive; and the relative affordability of available housing in the area.
- ***Progressive Engagement:*** Program staff should provide the minimal amount of assistance necessary to stabilize in housing, and assistance is most impactful when assessed regularly. Depending upon funder flexibility, programs should be designed to allow households to return for additional financial assistance if needed, within a reasonable amount of time.

Housing Search & Placement

Once participants are determined to be eligible, RRH projects must provide housing search and placement assistance, which includes the services and activities needed to assist participants in locating and obtaining suitable permanent housing. The Austin / Travis County CoC's best practice is to separate housing identification from case management. The skills and experience for effective housing identification are different and specific from those of case management.

At a minimum, housing search and placement assistance must include the following activities:

- Assessment of needs, preferences, and barriers to housing placement (including tenant screening/credit screening).
- Development of a housing plan for matching participants to desirable and sustainable housing.
- Assistance conducting a targeted housing search, if needed (participants must be permitted to locate housing of their choice within the Austin / Travis County area).
- Outreach and negotiation with owners/landlords of housing, if needed.

- Assistance with completing rental applications, if needed.
- Tenant counseling (including education on how to talk to landlords, understanding rental applications and leases, securing utilities, and understanding tenant obligations).
- Assistance obtaining utilities and making moving arrangements.

Housing Stability Case Management

Whereas housing search and placement assistance is intended to assist participants in locating and obtaining housing, housing stability case management is intended to assist participants in maintaining that housing for the long-term through increased housing stability.

Because household needs must be met with the appropriate type and level of services, agencies must provide housing stability case management that includes the following services, at minimum:

- An assessment of strengths, needs, and barriers to stable housing.
- Assistance connecting to mainstream resources.
- Development of a consumer-driven housing stability plan.
- Program staff must meet with participants at least once each month.

Agencies must use a Housing First model when providing Housing Stability Case Management. This means that Participants may not be required to participate in additional services. However, it is the role of the case manager to work with the participant to identify services that the participant wants/needs and make appropriate referrals. Although these services are not required, the role of the case manager is to continue engaging the participant to achieve and maintain housing stability.

Housing Requirements

- All housing must meet housing habitability and quality standards, rental reasonableness, and suitable dwelling size in accordance with Texas Property Code § 92.010 (based on funder requirements), if applicable, before any rental assistance is paid. CoC funded projects may enter into a rental assistance if an agreement is made with the landlord to correct deficiencies within 30 days (24 CFR § 578.75(b)(1)). (See Rent Reasonability and Fair Market Rent Under the Continuum of Care Program in Appendix B.)

- All housing must pass lead-based paint inspection in accordance with 24 CFR § 35 (A)(B)(H)(J)(K)(M)(R) before rental assistance is paid.
- Lease or Rental Agreements between the Participant and the Landlord/Owner
    - Participants must have a written lease or rental agreement with the landlord/owner of the housing unit. For CoC-funded RRH, the lease must be for a term of at least one (1) year that is renewable (for a minimum term of one (1) month) and terminable only for cause.
- Letter of Agreement between the Agency and the Landlord/Owner (Rental Assistance Agreement).

  Agencies may make rental assistance payments only to landlords/owners with whom the Agency has a letter of agreement. The letter of agreement must include the terms under which rental assistance will be provided, the term of the agreement, that the landlord/owner will provide the Agency with a copy of all written notices to the participant (e.g., notices to vacate, notices of noncompliance).

Outcomes

- Reducing the length of time program participants spend homeless;
- Percent of households exit to permanent housing destinations; and
- Limiting returns to homelessness within a year of program exit.

Permanent Supportive Housing (PSH)

(Current Permanent Supportive Housing written standards will be updated to conform with the format of these at a later date.)

Current Permanent Supportive Housing written standards can be found here:

https://www.austinecho.org/wp-content/uploads/2019/07/PSH-Written-Standards.pdf

APPENDIX A: HUD Homeless Definition

CRITERIA FOR DEFINING HOMELESSNESS	**Category 1**	Literally Homeless	(1) Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning: (i) Has a primary nighttime residence that is a public or private place not meant for human habitation; (ii) Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or (iii) Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution
	Category 2	Imminent Risk of Homelessness	(2) Individual or family who will imminently lose their primary nighttime residence, provided that (i) Residence will be lost within 14 days of the date of application for homeless assistance; (ii) No subsequent residence has been identified: and (iii) The individual or family lacks the resources or support networks needed to obtain other permanent housing
	Category 3	Homeless under other Federal statutes	(3) Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who: (i) Are defined as homeless under the other listed federal statutes; (ii) Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the homeless assistance application; (iii) Have experienced persistent instability as measured by two moves or more during the preceding 60 days; and (iv) Can be expected to continue in such status for an extended period of time due to special needs or barriers
	Category 4	Fleeing/Attempting to Flee DV	(4) Any individual or family who: (i) Is fleeing, or attempting to flee, domestic violence; (ii) Has no other residence; and (iii) Lacks the resources or support networks to obtain other permanent housing

APPENDIX B: Resources

Homelessness Prevention

- https://endhomelessness.org/resource/homelessness-prevention-creating-programs-that-work/
- https://www.ecfr.gov/cgi-bin/text-idx?SID=1b2aa57d8a6c42e5e846a3bc08e6a1b4&mc=true&node=pt24.3.576&rgn=div5

Diversion

- http://allhomekc.org/diversion/
- http://endhomelessness.org/wp-content/uploads/2011/08/creating-a-successul-diversion-program.pdf
- https://endhomelessness.org/the-three-cs-of-diversion/

Emergency Shelter

- https://www.ecfr.gov/cgi-bin/text-idx?SID=1b2aa57d8a6c42e5e846a3bc08e6a1b4&mc=true&node=pt24.3.576&rgn=div5
- https://endhomelessness.org/resource/emergency-shelter/

Rapid Re-Housing

- https://endhomelessness.org/resource/rapid-re-housing-toolkit/
- https://files.hudexchange.info/resources/documents/CoC-Rent-Reasonableness-and-FMR.pdf

Joint Transitional Housing and Rapid Re-Housing

- https://files.hudexchange.info/resources/documents/CoCProgramLeasingandRentalAssistanceSummariesofLeaseExamples.pdf
- https://files.hudexchange.info/course-content/coc-program-start-up-training-webinars-for-fy-2013-funds/CoC-Program-Startup-Training-FY2013-Recipients-Lease-Sublease-Occupancy-Agreement.pdf

Permanent Supportive Housing

- https://www.csh.org/supportive-housing-101/

APPENDIX C: Adopted Local Policies & Procedures

The following are policies and procedures which have been adopted and approved by the Austin / Travis County Continuum of Care. The most current list of adopted policies and procedures will be located on the Ending Community Homelessness Coalition website at: https://www.austinecho.org/leading-system-change/coalition-leadership/

- *The Membership Council Governance Charter*
- *Anti-Discrimination Policy*
- *Fair Housing and Equal Opportunity Policy*
- *VAWA Policy and Procedures*
- *Education Services Policy*
- *Termination Policy*

11. National CLAS Alignment

Volunteers of America Texas currently follows and implements Limited English Proficiency Plan on its properties. We recognize that there are areas for improvement which is why we plan to implement the following CLAS Implementation Action Plan in addition to our LEP procedures.

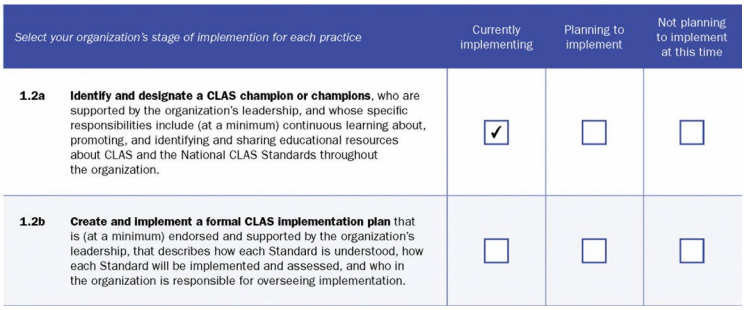
Name	Stephanie Jerez-Rodriguez
Role or Title	Contracts and Grants Manager
Department or Division	Compliance
Organization	Volunteers of America Texas

How to use the implementation checklist

The checklist is divided into practices that relate to each Theme and Standard of the National CLAS Standards. We suggest that you review the checklist and, for each practice, select whether your organization is currently implementing it, planning to implement it, or not planning to implement it at this time.

Each practice is numbered according to the Theme and Standard it corresponds to. For example, 1.2 corresponds to Theme 1, Standard 2. You may find that some practices are not feasible for or relevant to your organization right now, or you may be unsure whether your organization is implementing a certain practice. That's okay. This checklist is simply meant to guide your and your organization's efforts to better provide CLAS.

As you go through the checklist, you may find it helpful to refer to The Blueprint, although it is not necessary to do so to fill out the checklist.



Select your organization's stage of implementation for each practice	Currently implementing	Planning to implement	Not planning to implement at this time
1.2a **Identify and designate a CLAS champion or champions**, who are supported by the organization's leadership, and whose specific responsibilities include (at a minimum) continuous learning about, promoting, and identifying and sharing educational resources about CLAS and the National CLAS Standards throughout the organization.	☑	☐	☐
1.2b **Create and implement a formal CLAS implementation plan** that is (at a minimum) endorsed and supported by the organization's leadership, that describes how each Standard is understood, how each Standard will be implemented and assessed, and who in the organization is responsible for overseeing implementation.	☐	☐	☐

Checklist of National CLAS Standards Implementation Practices

Theme 1: Governance, Leadership, and Workforce

Select your organization's stage of implemention for each practice		Currently implementing	Planning to implement	Not planning to implement at this time
1.2a	**Identify and designate a CLAS champion or champions**, who are supported by the organization's leadership, and whose specific responsibilities include (at a minimum) continuous learning about, promoting, and identifying and sharing educational resources about CLAS and the National CLAS Standards throughout the organization.	☐	✓	☐
1.2b	**Create and implement a formal CLAS implementation plan** that is (at a minimum) endorsed and supported by the organization's leadership, that describes how each Standard is understood, how each Standard will be implemented and assessed, and who in the organization is responsible for overseeing implementation.	☐	✓	☐
1.3a	**Target recruitment efforts to the populations served to increase the recruitment of culturally and linguistically diverse individuals**, through actions such as: posting job descriptions in multiple languages in local community media, holding job fairs in the community(ies) served, and/or working with leaders of local community institutions to create mentorship and training programs targeting populations served.	✓	☐	☐
1.3b	**Create internal organizational mentorship programs**, specifically targeting culturally and linguistically diverse individuals, that provide information about and support for additional training opportunities, and that links individuals in junior positions with individuals in senior positions to receive career guidance and advice.	✓	☐	☐
1.4a	**Deliver or make freely available continuous CLAS-related training and technical assistance** to leadership and all staff.	☐	✓	☐
1.4b	**Create and disseminate new resources about CLAS within the organization using widely accessible platforms** (e.g., employee-dedicated webpages, employee Intranet, employee break room).	☐	✓	✓
1.4c	**Incorporate assessment of CLAS competencies** (e.g., bilingual communication, cross-cultural communication, cultural and linguistic knowledge) on an ongoing basis into staff performance ratings.	☐	✓	✓

Checklist of National CLAS Standards Implementation Practices

Theme 2: Communication and Language Assistance

Select your organization's stage of implemention for each practice	Currently implementing	Planning to implement	Not planning to implement at this time
2.5a Complete an organizational assessment specific to language assistance services to describe existing language assistance services and to determine how they can be more effective and efficient.	☑	☐	☐
2.5b Standardize procedures for staff members and train staff in those procedures. It may be appropriate to provide staff with a script to ensure that they inform individuals of the availability of language assistance and to inquire whether they will need to utilize any of the available services.	☐	☑	☐
2.6 Provide individuals with notification that describes what communication and language assistance is available, in what languages the assistance is available, and to whom they are available. Notification should clearly state that communication and language assistance is provided by the organization free of charge to individuals.	☑	☐	☐
2.7a Require that all individuals serving as interpreters complete certification or other formal assessments of linguistic and health care terminology skills to demonstrate competency.	☐	☑	☐
2.7b Provide financial and/or human resource (e.g., time off) incentives to staff who complete interpreter training and meet assessment criteria, to build organizational capacity to provide competent language assistance.	☐	☑	☐
2.8 Formalize processes for translating materials into languages other than English and for evaluating the quality of these translations. This may include testing materials with target audiences.	☑	☐	☐

Checklist of National CLAS Standards Implementation Practices

Theme 3: Engagement, Continuous Improvement, and Accountability

Select your organization's stage of implemention for each practice	Currently implementing	Planning to implement	Not planning to implement at this time
3.9 **Incorporate CLAS into mission, vision, and/or strategic plans** by determining how organization acknowledges and addresses concepts such as diversity, equity, inclusion, and practices such as asking individuals about preferences for care/services.	☑	☐	☐
3.10a **Tailor existing evaluation efforts to include measures of CLAS implementation** (e.g., patient/client satisfaction measures can include questions about CLAS; outcome data can be stratified by REAL data to determine demographic differences).	☐	☐	☑
3.10b **Complete a CLAS-related organizational assessment** of the cultural and linguistic needs of populations served and of organizational resources to address these needs.	☐	☑	☐
3.11a **Collect race, ethnicity, and language (REAL) data (at a minimum) from all individuals receiving services**, either by tailoring existing data collection approaches or creating a new data collection process.	☐	☐	☐
3.11b **Use REAL data** to identify needs, describe current care and service provision trends, and improve care and service provision.	☐	☐	☐
3.12 **Collaborate with stakeholders and community members in community health needs assessment data collection, analysis, and reporting efforts** to increase data reliability and validity.	☑	☐	☐
3.13 **Include community members in the process of planning programs and developing policies to ensure cultural and linguistic appropriateness** by convening town hall meetings, conducting focus groups, and/or creating community advisory groups.	☑	☐	☐
3.14 **Consider using staff as cultural brokers** to help improve feedback mechanisms, conflict resolution process, and communication with culturally and linguistically diverse individuals.	☑	☐	☐
3.15 **Partner with community organizations** to lead discussions about the services provided and progress made and to create advisory boards on issues affecting diverse populations and how best to serve and reach them.	☑	☐	☐

Your CLAS Action Worksheet

Review the practices you checked as "planning to implement." We suggest choosing three practices that your organization or department will focus on implementing next. Write these three practices down, along with timeframes for their implementation.

Top 2 practices VOATX's Housing Department will focus on implementing under the Compliance's Team support.
1. VOATX will identify and designate a CLAS champion or champions, whose responsibilities include continuous learning about, promoting, and identifying and sharing educational resources about CLAS. The Housing department will consult with the HOUSING compliance manager and identify the VOATX's CLAS Champion by the new VOATX fiscal year (July 1st- June 30th).
2. Create (done), approve, and implement a formal CLAS implementation plan. The compliance department will submit this action plan to the Executive Team for approval by the new organization FY.
3. Deliver or make freely available continuous CLAS-related training once action plan is approved.

How will you help your organization implement these National CLAS Standards? Write down a few concrete action steps. Consider your objectives, challenges, and staff and resources that can support you.

1. Establish the CLAS champion
2. Approve Action Plan
3. Provide CLAS training for staff.

Congratulations! You now have a CLAS implementation action plan!

12. Housing Stability Achievement

Housing Stability Achievement is the number of persons who maintain housing, divided by the total persons served over a 12-month period.

Calculate the rate of Housing Placements for participants. (a) What percentage of participants will be transitioned into housing while in the program, (b) please provide the equation for how to you came to that percentage as: (numerator/denominator) x 100) = percentage of participants

(a) What percentage of participants will be transitioned into housing while in the program
90%

(**b) please provide the equation for how to you came to that percentage as: (numerator/denominator) x 100) = percentage of participants.**
(43/48) x 100 = 90% participants will be transitioned into housing while in the program

13. Social Services Funding and Budget

Form 3 - Progarm Budget and Narrative

Agency Name:	Volunteers of America Texas
Program Name:	Austin Manor PSH Program
Program Type:	PSH
Total Proposed Clients Served:	48
Total Proposed Clients Housed:	48

Instruction: Applicants must identify all funding requested in the budget below. If awarded, funds may be transf

Budget Line-Item	Requested COA Funding 12-Months	Amounts Funded by ALL OTHER Sources 12-Months
Salaries		
Personnel	$250,000.00	$0.00
Operations		
General Operations	$48,676.00	$0.00

Outsourced Professional Services		
Supplemental Programmatic Services	$20,000.00	$0.00
Training/Travel Outside of Austin/Travis County	$2,841.00	$0.00
Assistance to Clients		
Rental Assistance	$0.00	$0.00
General Housing Assistance	$2,000.00	$0.00
Direct Client Assistance	$15,736.00	$0.00

Sub-Grantees (If Applicable)		
Sub-Grantee Personnel	$0.00	$0.00
Sub-Grantee Operations	$0.00	$0.00
Sub-Grantee Direct Assistance	$0.00	$0.00
Sub-Grantee Other	$0.00	$0.00
Program Income		
Program Income		
Other		
Other	$60,747.00	$0.00
Total:	**$400,000.00**	**$0.00**

erred between line items.

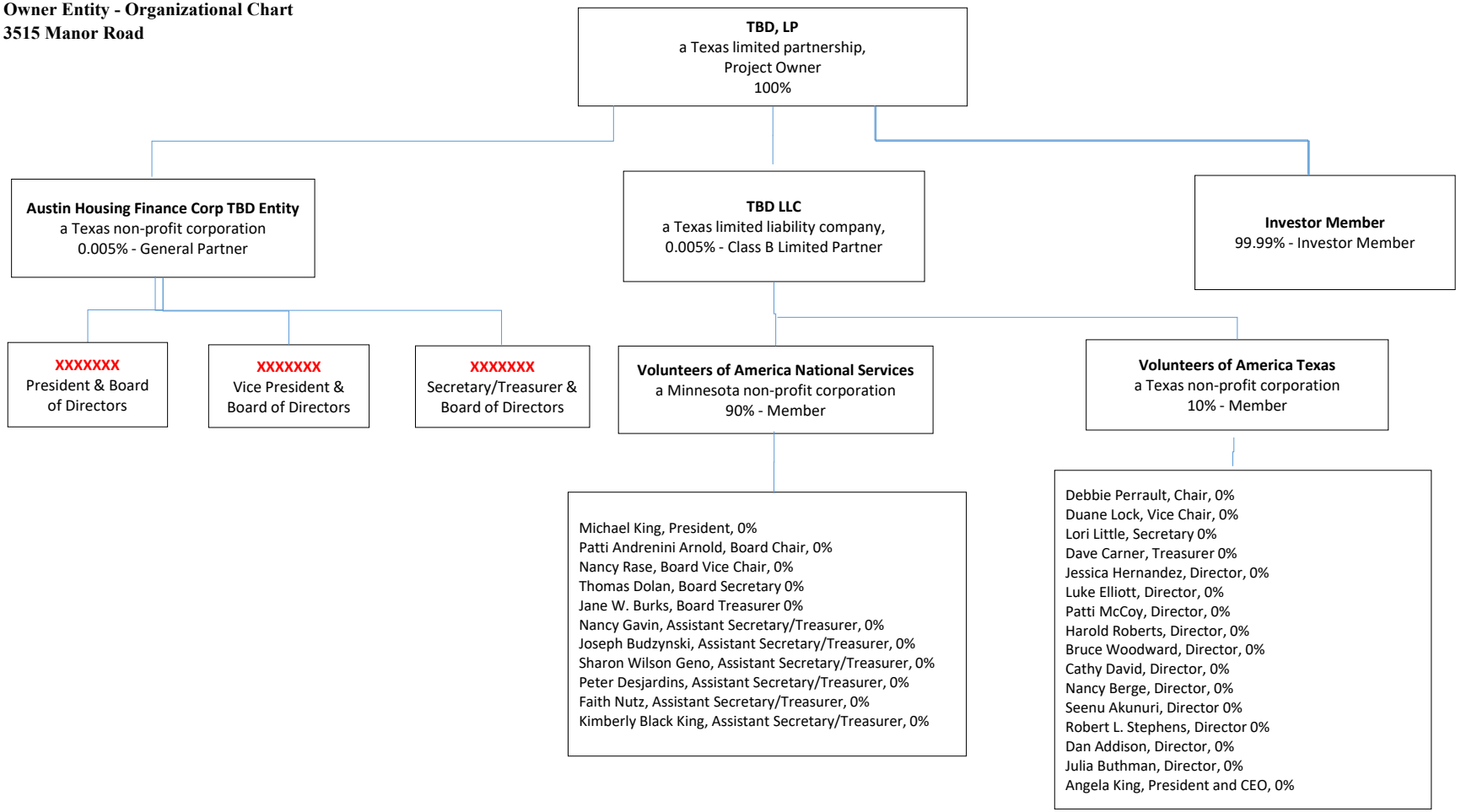
Total Budget (All Funding Sources) 12-Months	*Complete an explanation for each City-funded line item.*
$250,000.00	Case Management Salaries: 2.0 FTE Housing Case managers @ $55,000 ; 2.0 FTE Life Skills Trainers @45,000; Fringe @ 25% *$200,000= ($50,000) + ($200,000)= TOTAL Request= $250,000
$48,676.00	Program Space Rent= $8,000.00 ($666.66/month rent x 12 months); HMIS software access, fees, trainings= $13,500.00; Phone/Internet/hotspots/ Staff Cell Phones= $5,400.00 ($450/month x 12 months); Case manager computers= $4,000.00 ($1,000 x 4 staff); Office furniture start up, Office Supplies $10,000.00; Staff Mileage= $7,776.00 (300 miles x.54/mile x2 staff x12 months for staff travel to community meetings, trainings, case management at client homes, unit inspections)

$0.00	
$20,000.00	Furniture and Moving Cost for clients
$2,841.00	Homeless/Housing First Conference in Washington DC. Airefare $350x 3 staff- $1,050 - Hotel $135x3nights x 3 staff - $1,215 Per Deimin $54/day x 3 days x 3 staff - $486 Transportation $30/day x 3 days - $90.00
$0.00	
$2,000.00	Outreach Services= $2,000.00(Program information resources and marketing handed out at shelters, food banks, and soup kitchens.)
$15,736.00	Food= $4,000.00($100 grocery per household (2) times a year x 20 households if all Food bank resources have been depleted.); Transportation for clients= $6,336.00 ($24 monthly bus/train passes x 22 households x 12 months); Substance Abuse Services= $5,400.00 ($54/ hour of Substance Abuse Counseling Service x 100 hous a year)

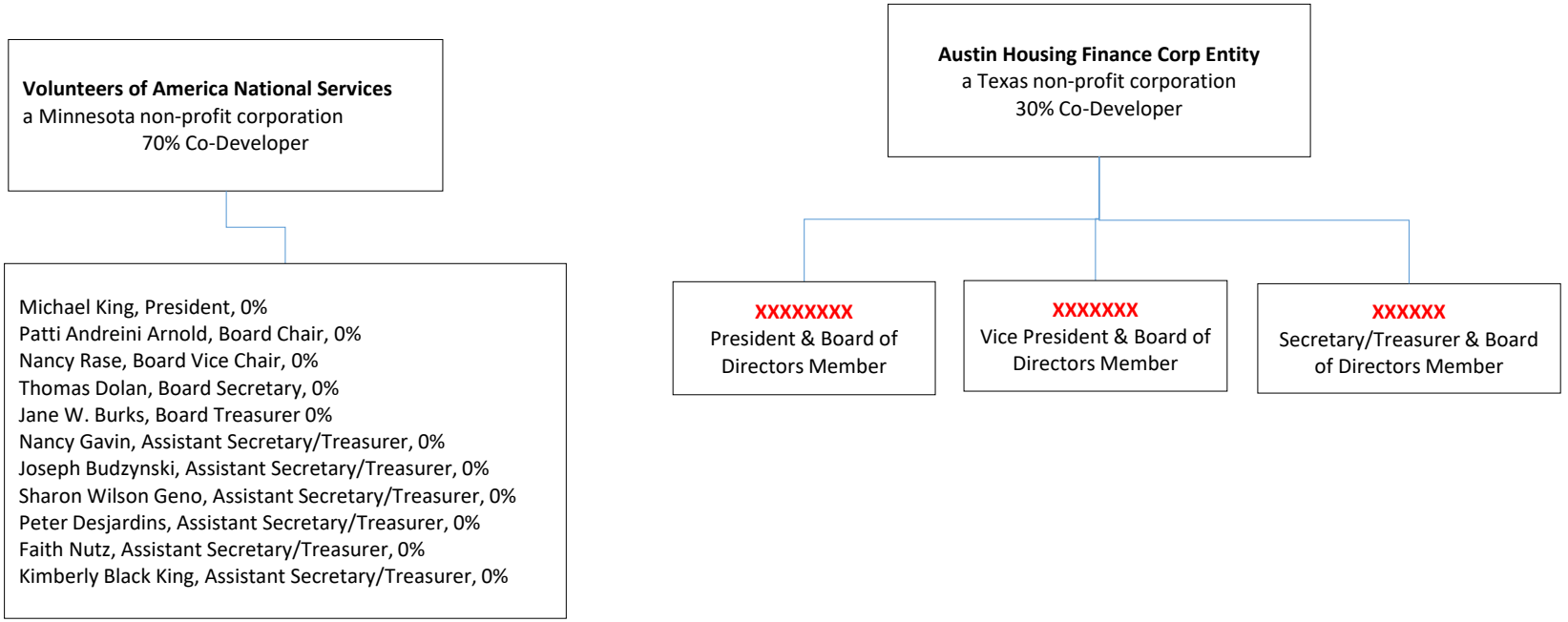
$0.00	
$0.00	
$0.00	
$0.00	
$0.00	
$60,747.00	VOATX has a Indirect cost rate of 39.60%. However we choose to only charge an indirect cost of 17.90% which makes it $60,747.00
$400,000.00	

14. Development and Operating Team Organization Charts

Owner Entity - Organizational Chart
3515 Manor Road

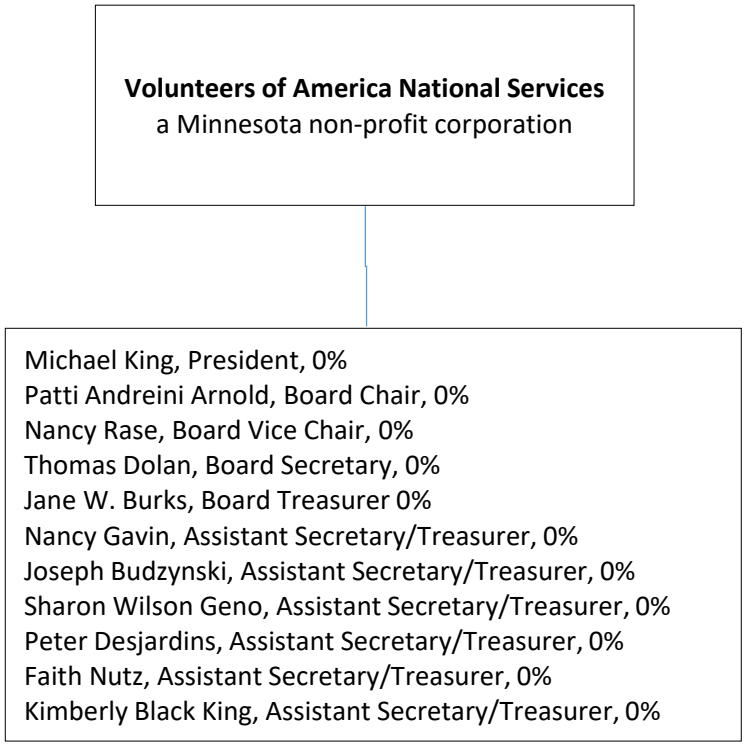


Developer - Organizational Chart
3515 Manor Road

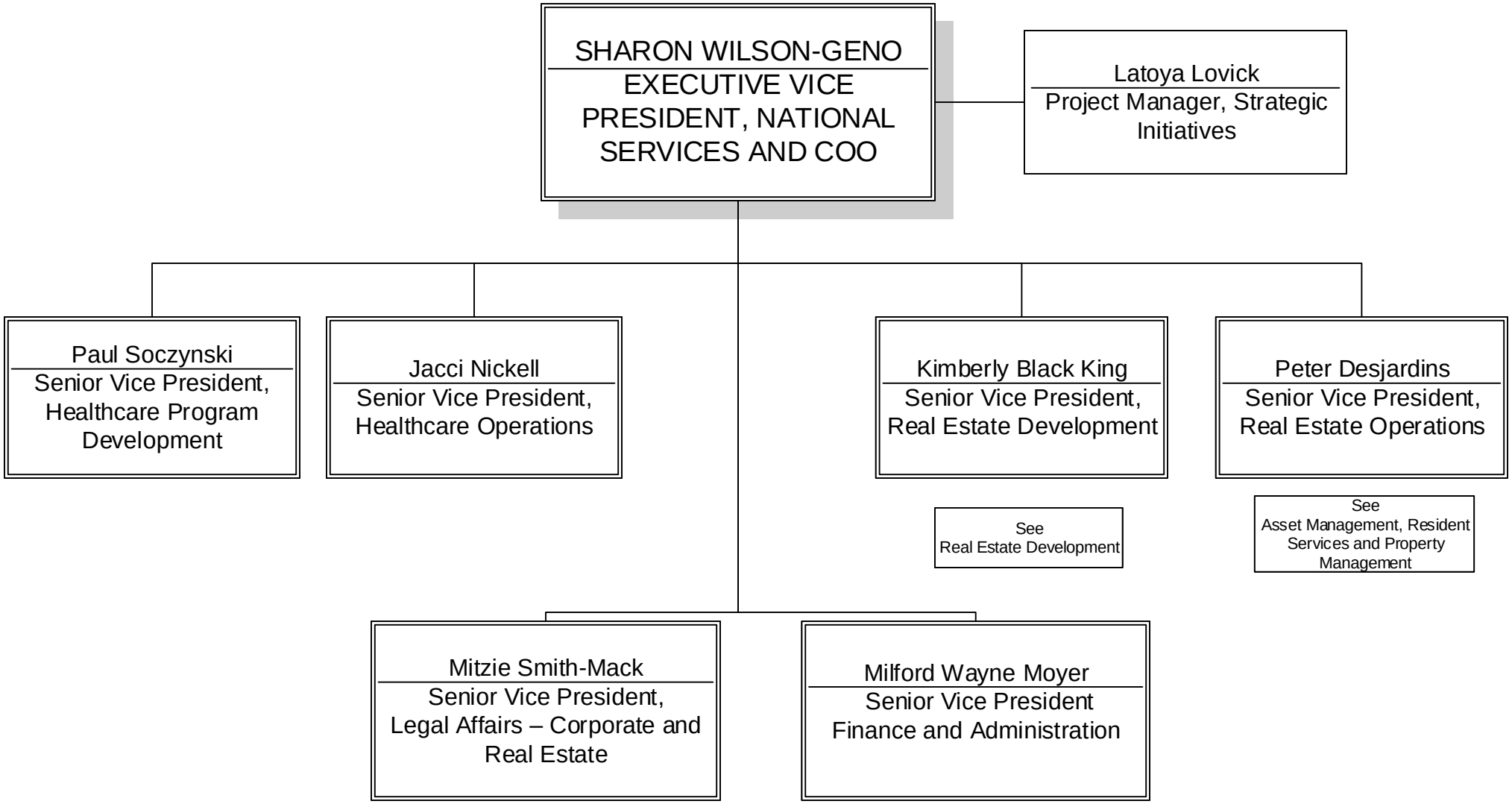


Guarantor - Organizational Chart

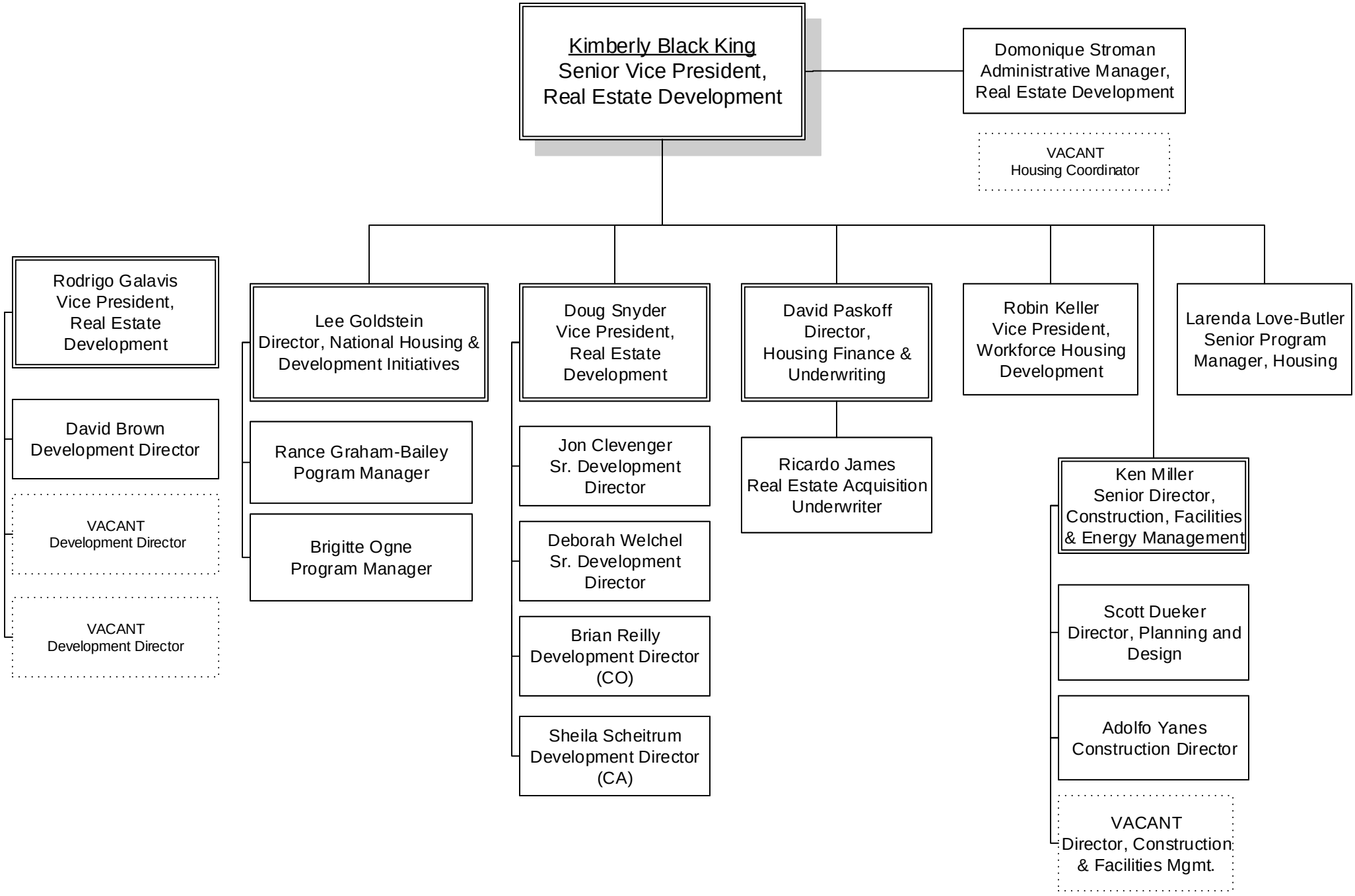
3515 Manor Road



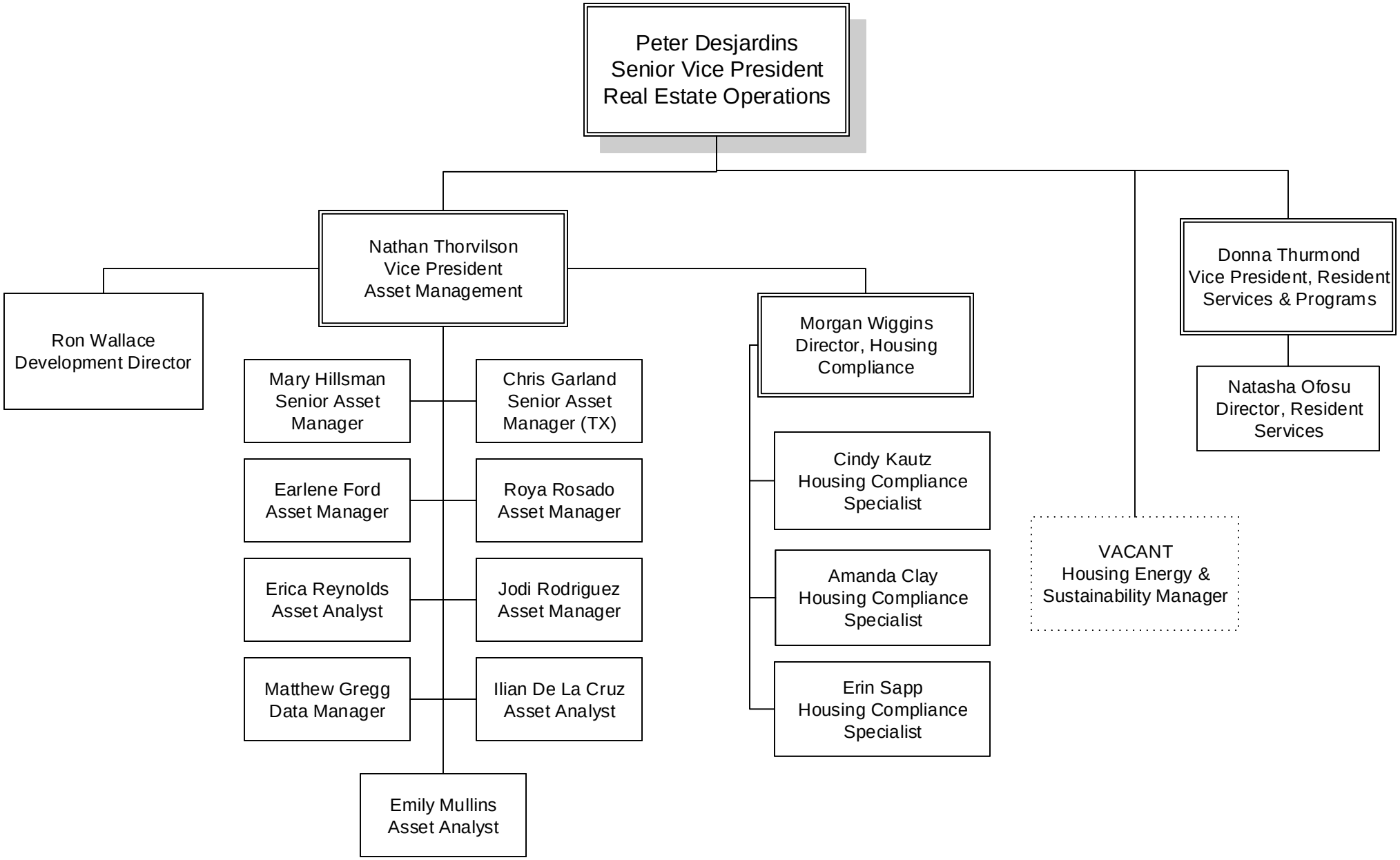
Volunteers of America National Services



Real Estate Development



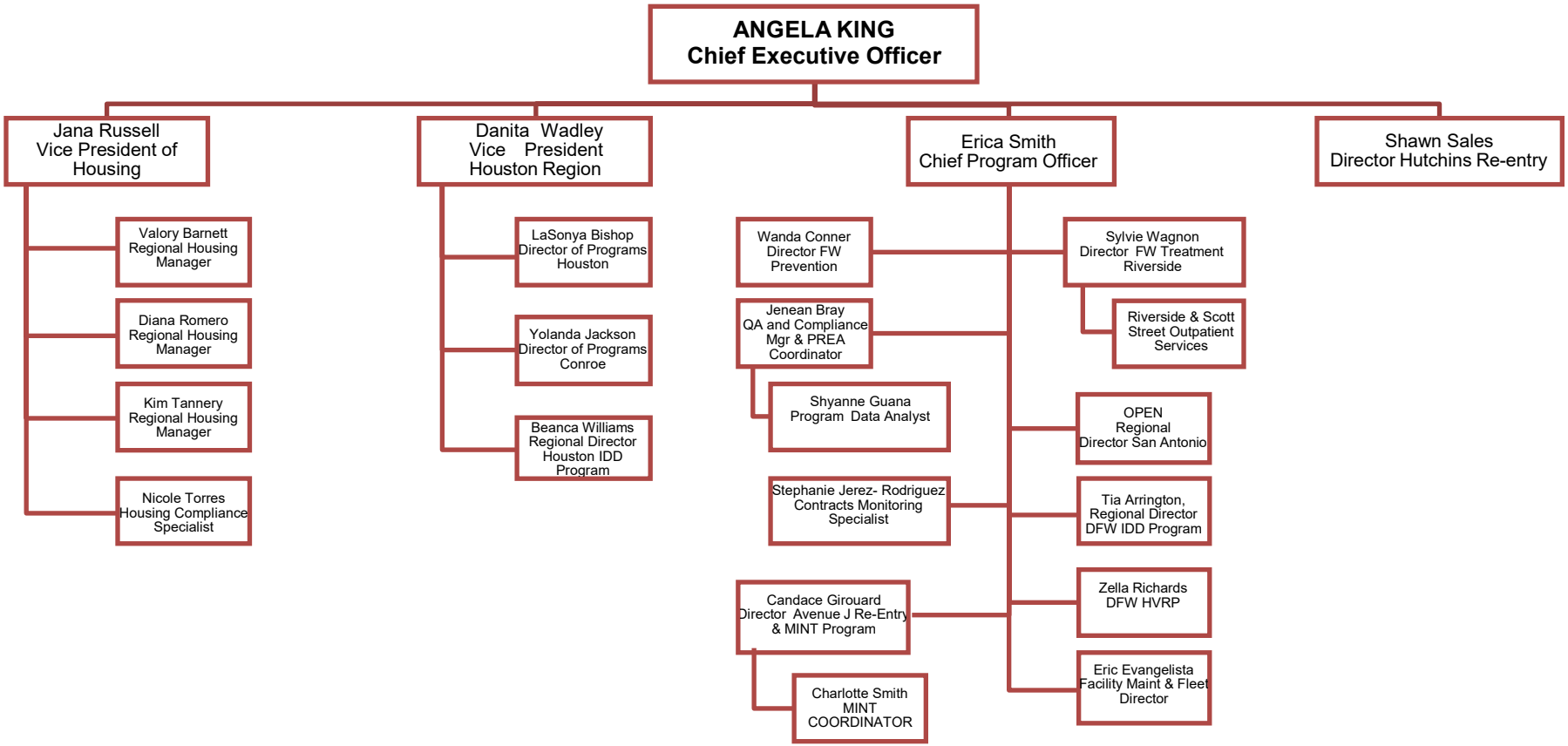
Asset Management and Resident Services



Volunteers of America Texas

Operations Organizational Chart

VOATX BOARD OF DIRECTORS



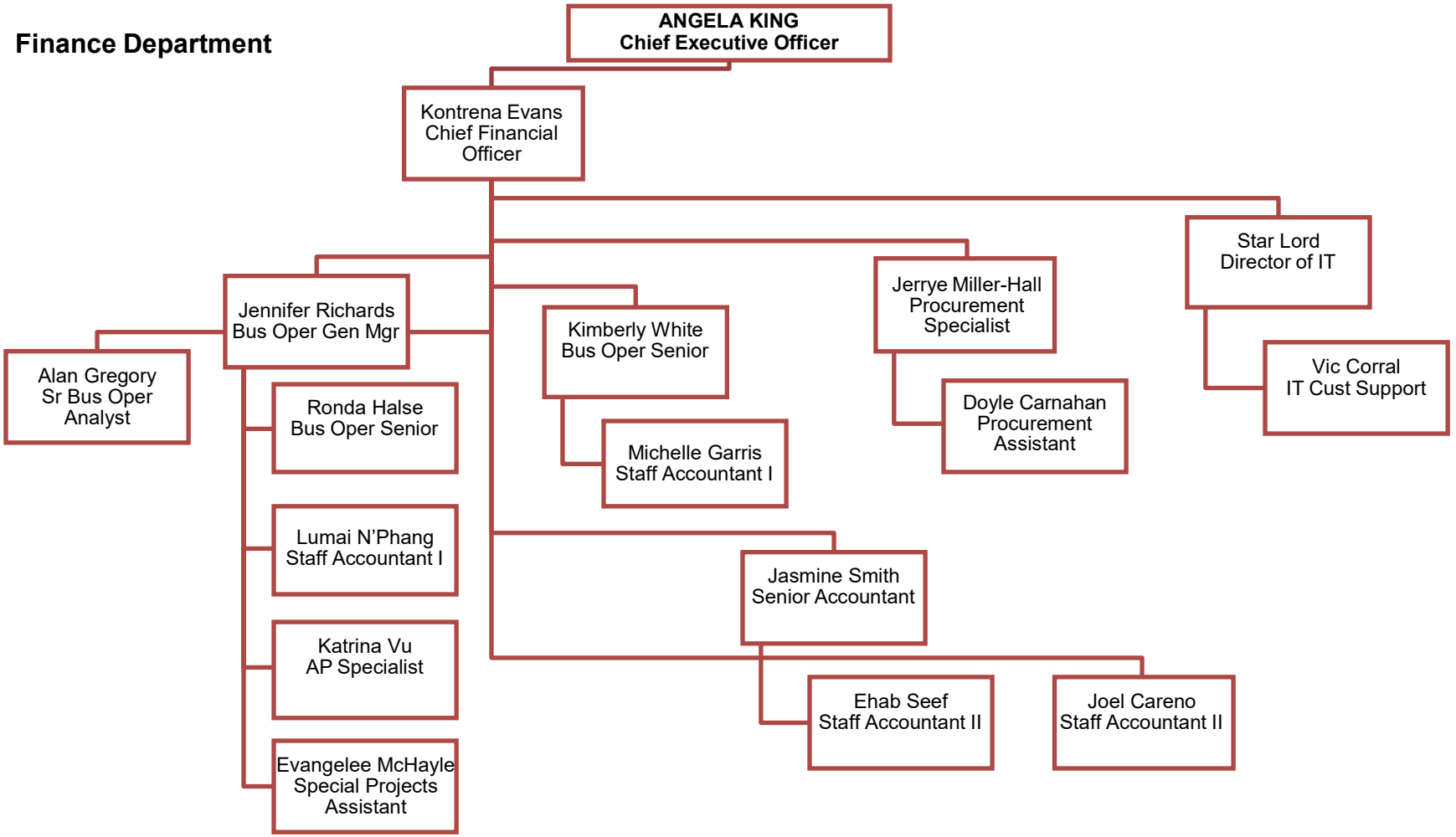
Effective 03.2022

VOLUNTEERS OF AMERICA TEXAS

ADMINISTRATIVE ORGANIZATIONAL CHART

VOATX BOARD OF DIRECTORS

Finance Department



Effective 03.2022

HUMPHREYS
& PARTNERS
ARCHITECTS, L.P.

COMPANY PROFILE

2020

DALLAS HQ

5339 ALPHA ROAD
SUITE 300
DALLAS, TEXAS 75240

972.701.9636
MARKETING@HUMPHREYS.COM
HUMPHREYS.COM

GLOBAL PROFILE

FOUNDED 1991 in Dallas, Texas

KEY OFFICERS

Mark Humphreys, AIA, NCARB
Chief Executive Officer

Greg Faulkner, AIA, NCARB
President

Walter Hughes, AIA
Chief Innovation Officer

US OFFICES

Dallas
Charlotte
Chicago
Costa Mesa
Denver
Houston
Los Angeles
New Orleans
New York
Orlando
Scottsdale

INTERNATIONAL

Chennai
Montevideo
Hanoi
Ho Chi Minh City
London
Mexico City

EXPERIENCE

Humphreys & Partners is a “developer’s architect,” understanding the economies, critical aspects and general goals of development within a specific project budget. Our designers and project managers work to create buildings that are the best solution for both the client and specific project location. Designs must be efficient, but must also achieve a design aesthetic that will be appealing. Our professionals understand the factors to keep in mind, including:

- Land costs
- Pro forma requirements
- Stringent timelines
- Communication

With our client’s goals in mind, we focus on creating new and innovative building forms and layouts that maximize efficiency and help to outperform competing buildings and projects regardless of market conditions. Humphreys & Partners is a full service firm offering services ranging from:

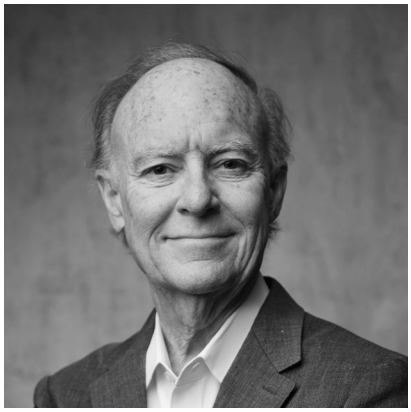
- Land planning to schematic design
- Entitlements
- Construction documents
- Permitting assistance
- Construction administration.

We thrive on being problem solvers our team searches out design solutions in locations and markets where the numbers would not normally work. Our special attention to efficient design has helped save our clients millions of dollars in up-front expenditures and increase their return on investment throughout the lifecycle of the building.

LEADERSHIP TEAM

The world-class team of architects that work at Humphreys & Partners shares the vision and values of our mission. Innovation, collaboration and communication are what drive us to deliver cost-effective designs to developers and a higher standard of living for future residents.

Our award-winning multifamily communities are carefully designed to meet our clients' goals, and so is the team we've selected to work alongside you and ensure the success of your next project.



MARK HUMPHREYS
CHAIRMAN & FOUNDER

CAREER HIGHLIGHTS

AIA & NCARB

38 YEARS ARCHITECTURAL &

PLANNING EXPERIENCE

EDUCATION

TEXAS TECH UNIVERSITY

CONTACT

MARK@HUMPHREYS.COM

OVERVIEW

Mark Humphreys has over 38 years of experience in the architectural and planning field, with significant expertise in both residential and commercial developments.

As Chairman of Humphreys & Partners, Humphreys & Partners Design Group and CEO of Atticus Real Estate, Mark is responsible for overall business operations for nine US offices and six international offices. His reputation as an expert in high-density multifamily design keeps him busy working with national and international builders.

Mark represents his firm's work at seminars and panels for the NAHB Convention, Urban Land Institute and other various regional conferences. He is a member of NAHB's Multifamily Leadership Board, NMHC's Board of Directors and Friends of the Council, Urban Land Institute and the American Institute of Architects.

KEY PROJECT EXPERIENCE

222 Hennepin | Minneapolis, MN
6-story wrap and podium with retail component. 288 apartments with 113 total units. Whole Foods grocery below

Grant Park | Minneapolis, MN
27-story luxury condominium tower, 338 units ranging from 600-3,500 SF, Home Rise® Signature design

Overton Park | Lubbock, TX
Master planning services on 325 acres including single family residences, townhomes, 4-story, mixed-use and retail structures.

Summerlin | Summerlin, NV
3 and 4-story wood frame; 320 units; 12 acres

The Pointe | Rosemary Beach, FL
4-story luxury vacation condominiums for rent or purchase, 68 units, 21 units/acre

Marina Riverbend | League City, TX
203 units, 43 units/acre

The Carlyle | Minneapolis, MN
30-story luxury condominium tower utilizing tunnel form construction (85% efficient), 280 units ranging from 1,000-3,500 sf

One Light | Kansas City, MO
24-story residential tower, 311 units,
42,500 sf ground floor retail

1100 South | Charlotte, NC
4-story wood frame; 331 units; 3.16 acres

GREG FAULKNER
PRESIDENT

CAREER HIGHLIGHTS

AIA & NCARB

38 YEARS ARCHITECTURAL & PLANNING EXPERIENCE, 27 YEARS AT HPA

EDUCATION

UNIVERSITY OF TEXAS AT AUSTIN

CONTACT

GREG@HUMPHREYS.COM

OVERVIEW

Greg Faulkner has been setting standards in the student housing and multifamily development sphere for over 38 years. As President of HPA since 1995, Greg oversees personnel and projects in all of HPA's national and international offices. He has effectively designed and delivered completed construction widely ranging in size and complexity in over 45 states as well as internationally.

Greg is highly-involved with clients from contract negotiation through design and construction. He also enjoys sharing his expertise as a sought-after speaker on the topics of student housing and multifamily/mixed-use developments.

KEY PROJECT EXPERIENCE

Sage at Mattison Estate | Upper Dublin, PA
3 and 4-story podium senior living design with 250 units. Includes assisted living, memory care and independent living.

Aspire | San Marcos, TX
13-story high rise student tower with 17,116 sf and full size Target. 225 units/754 beds and 154 du/ac

Riverview | Plainsboro, NJ
5-story podium parking design with 3-story clubhouse and bistro on the first level. Of the 260 units, 39 will be affordable

City Centre | Ithaca, NY
8-story mixed use student housing podium with 192 units/231 beds and 10,563 sf of retail

The Standard at Gainesville | Gainesville, FL
10-story mixed-use student housing design with AC Marriott Hotel. 430 units/1,200 beds and 144 keys. 60,000 sf of retail

One on Centre | Pittsburgh, PA
17-story student housing tower with 329 units/723 beds. 9,595 sf of retail on 1.66 acres

Ridgeline at Rogers Ranch | San Antonio, TX
Big House® and e-Urban® development with 299 units on 14.32 acres; 20.9 du/ac.

Union on Plum | Fort Collins, CO
5-story student housing wrap with 62 units, 233 beds and 9,600 sf of retail

Sterling Northgate | College Station, TX
7-story mixed use student housing design with 239 units and 702 beds. LEED Silver Certified with 2,000 sf of retail

Chancellor's House | Oxford, MS
3-story podium boutique hotel. 31 suites and rooms with 5.60 du/ac

WALTER HUGHES
CHIEF INNOVATION OFFICER

CAREER HIGHLIGHTS

AIA & NCARB

27 YEARS ARCHITECTURAL & PLANNING EXPERIENCE

EDUCATION

UNIVERSITY OF TEXAS AT AUSTIN, MS ARCHITECTURE

UNIVERSIDAD DE LA ROU (URUGUAY), *ARCHITECTURE*

CONTACT

WALTER@HUMPHREYS.COM

OVERVIEW

Walter Hughes has 27 years experience in the architectural and planning field, bringing a wide range of experience in design and planning to Humphreys & Partners. His design management demonstrates a unique ability to bridge the understanding between conceptual ideas and real architectural form, producing exciting solutions to each project. Trained as an architect in his native Uruguay, with a Masters in Architecture from the University of Texas at Austin, he is responsible for implementing the team's ideas into workable solutions.

Walter currently serves as the Chief Innovation Officer. He leads and oversees the development, management, and execution of all R&D projects from conception to launch. His extensive architectural and urban design experience covers all building types from wood frame single family to concrete high-rise buildings, and has been recognized in several award-winning projects.

KEY PROJECT EXPERIENCE

E-Staks™ & Stak House™

Two new proprietary multifamily designs that are ultra-efficient, maximize density with an unlimited amount of architectural style options and customization.

Overton Park | Lubbock, TX

Master planning services including single family residences, townhomes, 4-story, mixed-use and retail structures

Warner Center | Woodland Hills, CA

4-story apartment project, 438 units, 57 units/acre, clubhouse, exercise facilities and common areas

Horizon Riverside Tower | Memphis, TN

16-story luxury condominium tower utilizing tunnel form construction, 85% efficient, 280 units ranging 1,000-3,500 sf

The Penfield | St. Paul, MN

33-story luxury condominium tower, 314 total units, 18 urban townhomes, designed to preserve historic public safety building

University House Central Florida | Orlando, FL

5-story wood frame (type V) mid-rise, 418 units, four amenity courtyards with pools, basketball and volleyball

The Bellamy at Louisville | Louisville, KY

3-story wood frame e-Urban®, 192 units with surface parking, adjacent warehouse converted into structured parking garage

Grant Park | Minneapolis, MN

27-story luxury residential tower, 338 units ranging from 600-3,500 sf

ROBIN BELLERBY
PRINCIPAL

CAREER HIGHLIGHTS

AIA, LEED AP. CSI CDT

LICENSED IN TEXAS & CALIFORNIA

CONTACT

ROBIN@HUMPHREYS.COM

EDUCATION

TEXAS A&M UNIVERSITY,

BACHELORS

NORTHWESTERN UNIVERSITY,

MASTERS

OVERVIEW

Robin is a licensed architect with a proven record of building and sustaining cohesive and highly functioning teams with multiple priorities and critical deliverables. As the Principal over Humphreys' technical services including production and construction administration, she values innovative problem solving through collaborative working relationships with both internal and external partners. As part of her role, Robin is also the primary interface with legal counsel as it relates to risk management and dispute resolution, translating those experiences to improve work quality, team performance, and the client experience.

Additionally, Robin was featured in the **AIA Dallas Women in Architecture** 2012 Express Yourself publication for her essay, *The Transformative Role of Women and Minorities in Architecture*.

KEY PROJECT EXPERIENCE

Manhattan Condominiums | Las Vegas, NV
4-story podium condo with 700 units, 41 units/acre

Legacy Park Central | Concord, CA
4-story wrap with exterior corridor with 259 units, 56 units/acre

Biltmore Colony Condominiums | Palm Springs, CA
Big House condos with 133 units, 16 units/acre

9920 Condominiums | Phoenix, AZ
2-story Big House and 3-story Mixed use condo, 261 units at 17 units/acre

Renaissance Villas on the Park | Litchfield Park, AZ
Big House rental condo conversion with 250 units, 16 units/acre

The Monterey | Dallas, TX
5-story podium with interior corridor with 371 units; flats and townhomes.

The Venue | Richardson, TX
4-story rental townhomes and flats with 283 units

Hebron 121 Station | Lewisville, TX
Four-phase masterplan 4-story e-Urban, breezeway, Interior corridor with over 924 units.

KELLY OSBURN
SENIOR VICE PRESIDENT

CAREER HIGHLIGHTS

30 YEARS ARCHITECTURAL EXPERIENCE

CONTACT

ROBIN@HUMPHREYS.COM

EDUCATION

TEXAS A&M UNIVERSITY

CONTACT

KELLY@HUMPHREYS.COM

OVERVIEW

Since joining the firm in 1992, Kelly's resourcefulness and talent has facilitated the firm's new business growth and helped to maintain existing client relationships covering the marketing, design direction and business development aspects on a variety of projects. His experience extends from high rise, mixed-use and midrise to master planning and other residential product types.

He regularly represents the firm's work at seminars and panels and is a valued member of the National Multifamily Housing Council, American Institute of Architects, National Association of Home Builders and Urban Land Institute. He is also active in the Multifamily Executive conferences as well as multiple other regional conferences.

KEY PROJECT EXPERIENCE

Hebron 121 Station | Lewisville, TX
Six phase, 70 acre master planned community totaling over 1800 units and 20,000 sf of retail. 15,000 sf clubhouse plus amenities. Approximately 25 units per acre. The first phase of 234 units was a HUD 221(d)4 financed project. Phase 2 is complete and Phases 3 and 4 are under construction

University Village | Cincinnati, OH
700 units and 70,000 sq. ft. of office retail space. University Village is an urban reclamation project across from the University of Cincinnati

1100 South BLVD | Charlotte, NC
4-story over two level podium in downtown Charlotte totaling 334 units. TOD design next to an adjacent light rail crossing with public plaza space. Aurora Award winner: Best Multifamily Community, Grand Aurora Award: Best in State

1001 Ross Luxury Apartments | Dallas, TX
4-story mixed use project, 30,000 sf retail, 204 apartment units above, street level and below grade parking garage

Newport on the Levee | Newport, KY
7-story Aloft Hotel with 139 keys
5-story over podium with 229 total units

DON DAVIS
VICE PRESIDENT OF PRODUCTION

CAREER HIGHLIGHTS

AIA

LISCENSED IN COLORADO, ARIZONA AND TEXAS

EDUCATION

UNIVERSITY OF TEXAS AT ARLINGTON - BACHELOR OF SCIENCE, ARCHITECTURE

CONTACT

don.davis@HUMPHREYS.COM

OVERVIEW

Don Davis serves Humphreys & Partners Architects as Vice President of Production. Don has maintained management positions in various opportunities directing staff and professional consultants, Don has proven track record of successful project delivery through exceptional design, graphic, communication, and technical skills. He believes that job gratification comes from creating a successful solution to a design problem that incorporates all requirements from the client, regulatory agencies, and the design team with in the established budget. Don is able to see a project from the global conceptual perspective down to the finest construction detail. Don has experience in designing and managing projects in both the private sector and for government agencies.

KEY PROJECT EXPERIENCE

Pinnacle Apartments* | Colorado Springs, CO
Frontier Development Group

Northgate Apartments* | Colorado Springs, CO
Discovery Place Investments

Lash Apartments* | Denver, Co
Bernie Lash and Associates

Spring Creek Townhomes* Phases I & II
Colorado Springs, CO
Today's Homes

2245 Blake Street* | Denver, CO
Discovery Place Investments
7 stories + Penthouse

**Project with previous firm*

YAOHUA YU
SENIOR DESIGNER/DESIGN MANAGER

CAREER HIGHLIGHTS

AIA & NCARB, 31 YEARS OF ARCHITECTURAL PLANNING AND EXPERIENCE

EDUCATION

TONGJI UNIVERSITY, SHANGHAI, CHINA
BACHELOR OF ARCHITECTURE
TEXAS TECH UNIVERSITY
MASTERS OF ARCHITECTURE

CONTACT

YAOHUA@HUMPHREYS.COM

OVERVIEW

Yaohua has over 30 years of experience in design and planning. His wide range of experience covers the United States and China. Yaohua has been involved in many types of projects from high-rise to urban infill projects, as well as suburban multifamily developments.

As Senior Designer, he is responsible for overall master planning, floor plans and elevations. He coordinates with the Project Manager and Project Architect initially to implement the design into a workable solution.

KEY PROJECT EXPERIENCE

Overton Park | Lubbock, TX
Master planning services including single family residences, townhomes, 4-story, mixed-use and retail structures.

Millennium Waterway | Woodlands, TX
Phase I & II of 4 & 5 story apartment project, 1-3 bedrooms, 704 units, 60 units per acre, Includes flats, clubhouse, exercise facilities and common areas with structured parking

Millennium Uptown | Houston, TX
5 story apartment project, 1-3 bedrooms, 237 units 84 units per acre, Includes flats and townhomes, clubhouse, exercise facilities and common areas with structured parking

Millennium High Street | Houston, TX
4 story apartment project, 1-2 bedrooms, 336 units 52 units per acre, Includes flats and lofts, mixed use retail, clubhouse, exercise facilities and common areas with structured parking

Sterling Cottages at West End | Greensboro, NC
2 & 3 story cottage project with 600 beds, 33 beds per acre, 2-4 bedrooms, amenity includes clubhouse, exercise facilities and pool.

Sterling Central Phase I & II | Orlando, FL
4-story wood frame (type V) mid-rise, 1529 beds student housing with 1-4 bedrooms, structured parking, four amenity courtyards with pools and volleyball

SPRING VALLEY
CONSTRUCTION COMPANY
An Enjoyable Experience

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JUSTIN GODSEY*
RALPH GONZALEZ*
ZACK HENRY*
CONNOR STRINGER*
DANIEL STURDEVANT*

* ASST.

FIELD STAFF
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MATIAS GARCIA
BRUCE MELTON
AXEL GURROLA RAMIREZ
JUAN SALVADOR
URIEL VILLANUEVA

DIRECTOR OF RISK MANAGEMENT
STEVE BEUCHAW

QUALITY CONTROL
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BRAD BATES
RUBEN MONTELONGO, JR.
JULIO REYES
LESLIE STEWART

70 strong!

About the Firm

Coats Rose, P.C. (the "Firm") is a business transaction and litigation law firm focused on development: the development of real estate, affordable housing, special purpose districts, business and private wealth. The firm has been engaged in the practice of law for over 30 years, and consists of 74 lawyers and 21 legal assistants, and a support staff of approximately 45 in six offices located in Texas, Louisiana and Ohio. The firm engages in a general civil practice which includes affordable housing and community development, real estate law, public finance, corporate and business, commercial litigation, construction and surety law, intellectual property, government relations, mergers and acquisitions, tax, and wealth planning and preservation representation in many states.

Firm Organization

Included below are the officers, principal members and shareholders for the Firm. Coats Rose does not have investors.

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Megan Riess
James Riley
Richard L. Rose
Elizabeth Haecker Ryan
Michael Saks
Natalie B. Scott
W. Routt Thornhill
William D. Walter
W. Dickinson Yale

14. Development Experience and Resumes

Volunteers of America National Services is proposing to utilize the following list of development consultants whose resumes and qualifications are attached.

1. **Architect**

   Humphreys & Partners
   Kelly Osburn, Senior Vice President
   5339 Alpha Road
   Suite 300
   Dallas, Texas 75240
   972/269-5132
   kelly@humphreys.com

2. **Civil Engineer**

   KBGE, Civil & Environmental Consultants, Inc.
   Brian Estes, PE Principal
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   Building 1, Suite 550
   Austin, Texas 78746
   512/439-0400
   bestes@cecinc.com

3. **Legal Team**

   Coats Rose
   Barry Palmer, Esq.
   9 Greenway Plaza, Suite 1000
   Houston, Texas 77046
   713/653-7395
   BPalmer@coatsrose.com

4. **General Contractor**

   Spring Valley Construction Company
   Steve Bruszer, President
   10950 Alder Circle
   Dallas, Texas 75238
   214/340-9800
   sbruszer@svcc.biz

5. **Zoning/Entitlement Consultant**

   Masterplan
   Karen Wunsch, AICP
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   Building 7, Suite 250
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   karen@masterplantexas.com

6. **LIHTC Consultant**

   Ture Casa Consulting, LLC
   Jennifer Hicks
   512/203-4417
   jennifer@truecasa.net
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COMPANY PROFILE

2020

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GLOBAL PROFILE

FOUNDED 1991 in Dallas, Texas

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Hanoi
Ho Chi Minh City
London
Mexico City

STRATEGIC VISION

For over 28 years, Humphreys & Partners Architects has been the innovating force in the multifamily industry. Our designs set industry standards for the highest quality planning and design services while consistently optimizing density and efficiency for clients. Many of the leading US developers and owners of multifamily properties including Alliance Residential, Equity Residential, Dinerstein Companies, Gables, Lennar, UDR, Related, and others rely on Humphreys & Partners to provide attractive, cost-efficient designs that ensure the long-term success of their investment and increased quality of living for future residents.

Humphreys & Partners employs an expert team of professionals from around the world with unparalleled vision, classical training, and diverse experience in all aspects of the architectural process.

Committed to excellence and responsiveness to our clients, our team of professionals strives for innovation in design and clear communication from project beginning to end. We know that project success relies not only on a robust design but also on anticipating client expectations through a carefully planned and communicated project strategy. Humphreys & Partners is not just an architecture firm we are also the touchpoint between your goals and all phases of their realization.

Our design collaborations reach across the globe – with a portfolio spanning 40 states and ten foreign countries demonstrating an in-depth understanding of local and regional regulations impacting your project's success. In the last ten years we have built 1,200 projects across 44 States, totaling over 215,000 multifamily units. We intertwine this vast experience and knowledge of the multifamily and mixed-use industry into every project we lead to success.

PROJECT APPROACH & METHODOLOGY

The cornerstone of our methodology is open communication. All ideas are considered and all reasonable alternatives are explored. We know that our most successful projects are those that emerge from decisions that are built around all parties with a stake in the outcomes of our projects. We want to hear your ideas because these contributions are essential in making each project a unique success.

One of the keys to the success of your project will be our senior level staff's hands-on, highly collaborative approach that will actively engage the project team through each phase of the work, with an attentive focus to meeting your needs and keeping you fully informed during each step of the process. During the early design phase, we will schedule meetings and/or workshops toexplore all critical design issues and to fully develop the project design with the input of the entire team.

Communication is the key to a successful project. To ensure design quality, periodic reviews with the design team will be held and design solutions will be challenged where appropriate and alternatives discussed. Budget control and management methodology will be designed to meet goals set out at the beginning of the project. All design decisions will be bench marked against that control budget. If variances are anticipated with the current approach, alternate solutions will be generated to reach the intended target cost.

Delivering these resources with our experienced project managers will allow us to track tasks on the critical path with our own team, and monitor quality as well as schedule with the consultant team.

COMMUNICATION

Clear, collaborative communication is the basis for all our client relationships, because clients comes first in everything we do. Each client begins their project with us with a Kick-Off session, which includes representatives of the Owner, Architect, Planners, Civil Engineer, and other specialty consultants. Key goals, objectives and responsibilities for the team are established and discussed to ensure the project goals are clearly identified.

Methods to address client needs, expectations and strategy will include:

- **Team** building sessions to identify and reinforce the goals and overall scope of the project and to introduce all team members, identify member responsibilities and set milestones for design development.
- **Full familiarity** with previous work accomplished to date and setting an agenda for acquiring information.
- **Organization** of more specified, smaller working meetings to understand the scope and design aspirations of the owner and management team.
- **Development** of a detailed project schedule for the production of design and construction documents. Highlight critical milestones of all phases of the work and establish parameters with those concerned for adhering to the schedule and business plan.
- **Validation** or development of the programmatic basis for the overall concept and the more specific program requirements for the design of the units, buildings, and on site amenities.

DESIGN & CONSTRUCTION DOCUMENTS

Our goal is to provide innovative design solutions for a competitive marketplace. We are committed to producing fresh, creative and distinctive designs that are appropriate to both our clients' requirements as well as the needs of the residents and surrounding community. The focus of our work is to target the balance of function, cost and aesthetics to produce excellent and award winning architecture.

Responsiveness to client needs throughout the design and construction document development process ensures the timely, effective delivery of our services. Some of the initiatives that are targeted include:

01
Assuring that all team members have a clear and consistent understanding of the goals established for the project.

02
Undertaking a comprehensive research effort to identify all requirements (code, planning, environmental, and other jurisdictional) which impact the site layout, building design or operation of the overall project.

03
Initiating a design process which efficiently develops and evaluates alternative concepts and draws upon the best ideas of each in the creation of a final schematic design which mirrors the project goals.

04
Oversight analysis of all design options with respect to functionality, build-ability, durability, and cost.

05
Identification of a unique design solution that is innovative and technically achievable within the budget parameters.

06
Periodic team meetings and conference calls to review progress, project status and address items needing attention/closure.

07
Scheduling of quality control reviews internally and externally with the specialty consultants for overall improvement with the project documents, ideas, and goals and objectives.

08
Establish early interactions with authorities who have jurisdiction over the project to encourage collaboration with the construction team and expedite the approval process.

SOUTHEAST RELEVANT EXPERIENCE

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
AL	Birmingham	The Retreat at Greystone	Tynes	Market Rate	Conventional	272	$31,280,000
AL	Homewood	Moretti at Vulcan Park	The Dobbins Group	Market Rate	Conventional	135	$15,525,000
AL	Huntsville	The Moderne at Providence	Rohdie Group	Market Rate	Conventional	300	$34,500,000
AL	Huntsville	Watermark Bridgestreet	Watermark	Market Rate	Conventional	244	$28,060,000
AL	Prattville	Villas at Home Place	Davis Development	Market Rate	Conventional	240	$27,600,000
AL	Spanish Fort	The Arlington at Eastern Shore	Arlington Properties	Market Rate	Conventional	252	$28,980,000
AL	Tuscaloosa	Rock Point Village	Capstone	Market Rate	Conventional	56	$6,440,000
AL	Montgomery	Barrington Place at Somerset	Watts Development	Market Rate	HUD	192	$22,080,000
AL	Huntsville	Moore Farms Phase I	Nicol Development Group	Market Rate	Conventional	284	$32,660,000
AL	Auburn	One Sixty Ross	American Campus Communities	Student Housing	Conventional	173	$19,895,000
AL	Auburn	319 Bragg	Barrett	Student Housing	Conventional	86	$9,890,000
AL	Tuscaloosa	Lofts at City Center	Capstone	Student Housing	Conventional	347	$39,905,000
AL	Tuscaloosa	Sterling Crimson	Dinerstein	Student Housing	Conventional	316	$36,340,000
AR	Bentonville	Central Park Market Rate	Harvermeyer Holdings	Market Rate	Conventional	90	$10,350,000
AR	Conway	The Reserve at Tucker Creek	Trinity Development	Market Rate	Conventional	72	$8,280,000
AR	Fayetteville	Reserve at Steel Crossing	Bristol Development	Market Rate	Conventional	60	$6,900,000
AR	Fayetteville		Davis Development	Market Rate	Conventional	202	$23,230,000
AR	Fayetteville	Watermark at Steele Crossing	Watermark	Market Rate	Conventional	306	$35,190,000
AR	Little Rock	City Grove Phase I & II	Old Silver City	Market Rate	Conventional	57	$6,555,000
AR	Rogers	Watermark at Rogers	Watermark	Market Rate	Conventional	220	$25,300,000
AR	Little Rock	The Estates of Chenal Valley	The Estates of Chenal Valley	Market Rate	HUD	240	$27,600,000
AR	Little Rock	Residence at Riverdale	Montford	Market Rate	HUD	124	$14,260,000
AR	Rogers	Stone Manor at Stoney Brook	TF Stone	Market Rate	HUD	254	$29,210,000
AR	Fayetteville	Sterling Frisco	Dinerstein	Student Housing	Conventional	218	$25,070,000
AR	Fayetteville	Lafayette Street Apartments	Uark Land Venture	Student Housing	Conventional	161	$18,515,000
AR	Russellville	Vista Place	Place Properties	Student Housing	Conventional	108	$12,420,000
FL	Altamonte Springs	Maitland Pointe Apartments	Alliance Residential Company	Market Rate	Conventional	210	$24,150,000
FL	Apopka	Barrington at Mirror Lake	Cortland Partners	Market Rate	Conventional	165	$18,975,000
FL	Brandon	Brandon Crossing	CED	Market Rate	Conventional	165	$18,975,000
FL	Bradenton	Lakewood Ranch II	Davis Development	Market Rate	Conventional	110	$12,650,000
FL	Clearwater	Bayside Arbors	LeCesse Development	Market Rate	Conventional	80	$9,200,000
FL	Clearwater	Hampton Chase Townhomes	Parkview Homes	Market Rate	Conventional	120	$13,800,000
FL	Clermont	Chateaus at Magnolia Point	Magnolia Point Dev.	Market Rate	Conventional	165	$18,975,000
FL	Davenport	Thrive by Watermark	Watermark	Market Rate	Conventional	328	$37,720,000
FL	Deerfield Beach	Crystal Lake Rivera	CaraCo	Market Rate	Conventional	117	$13,455,000
FL	Destin	Sea Glass	CDP Destin Developer, Catalyst	Market Rate	Conventional	165	$18,975,000
FL	Destin	Vintage Destin	Vintage Destin, LLC	Market Rate	Conventional	282	$32,430,000
FL	Ft. Lauderdale	The Belmont at Boyton Beach	EB Developers	Market Rate	Conventional	192	$22,080,000
FL	Ft. Myers	Cypress Legends Clubhouse	The Sterling Company	Market Rate	Conventional	165	$18,975,000
FL	Gainesville	Landmark Hotel	Landmark Gainesville Hotel, LLC	Market Rate	Conventional	165	$18,975,000
FL	Jacksonville	E-Town Apartments	Catalyst Development Partners	Market Rate	Conventional	332	$38,180,000
FL	Jacksonville	JAX Site	David Development	Market Rate	Conventional	289	$33,235,000
FL	Jacksonville	Goodnuff Dolphin Depot	Goodnuff Hollow Management	Market Rate	Conventional	110	$12,650,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
FL	Jacksonville	BCBS Deerwood Park	WRH Realty Services	Market Rate	Conventional	400	$46,000,000
FL	Jacksonville	The Hawthorne Apartments	Arlington Properties	Market Rate	Conventional	165	$18,975,000
FL	Jacksonville	Villas at Kernan II Club	Davis Development	Market Rate	Conventional	165	$18,975,000
FL	Kissimmee	Arrow Ridge	CED	Market Rate	Conventional	300	$34,500,000
FL	Lake Mary	Notting Hill	ZOM	Market Rate	Conventional	452	$51,980,000
FL	Lynn Haven	Arbor Trace	Arbor Properties	Market Rate	Conventional	168	$19,320,000
FL	Lynn Haven	Arbor Trace Phase II	Arbor Properties	Market Rate	Conventional	168	$19,320,000
FL	Maitland		CED	Market Rate	Conventional	165	$18,975,000
FL	Maitland	Town Trelago	Related Group	Market Rate	Conventional	350	$40,250,000
FL	Miami	Hampton Village	Landmark Group	Market Rate	Conventional	100	$11,500,000
FL	Naples	Saddlebrook	CEI	Market Rate	Conventional	140	$16,100,000
FL	Ocoee	Bordeaux	Tarragon	Market Rate	Conventional	199	$22,885,000
FL	Orlando	Ancora	Grandville at Orchid Park/ Lecesse	Market Rate	Conventional	289	$33,235,000
FL	Orlando	EOS II	Catalyst Development Partners	Market Rate	Conventional	296	$34,040,000
FL	Orlando	EOS	Catalyst	Market Rate	Conventional	296	$34,040,000
FL	Orlando	Falcon Trace	CED	Market Rate	Conventional	252	$28,980,000
FL	Orlando	Mirabella Residences	Davis Development	Market Rate	Conventional	165	$18,975,000
FL	Orlando	GrandeVille on Avalon Park	LeCesse Development	Market Rate	Conventional	330	$37,950,000
FL	Orlando	Palisades @ The Resort	Maesbury Homes / George Dupreez	Market Rate	Conventional	99	$11,385,000
FL	Orlando	Avalon @ The Resort at Lake Austin	Maesbury Homes / George Dupreez	Market Rate	Conventional	407	$46,805,000
FL	Orlando	Magnolia Woods at The Resort at Lake Austin Reserve	Maesbury Homes / George Dupreez	Market Rate	Conventional	165	$18,975,000
FL	Orlando	Echelon	The Garret Companies	Market Rate	Conventional	250	$28,750,000
FL	Orlando	Second Wave Apartments	Sunrise City Apt Partners, LLC	Market Rate	Conventional	340	$39,100,000
FL	Orlando	International Plaza Resort & Spa	Remington	Market Rate	Conventional	788	$90,620,000
FL	Rockledge	Polo Glen	Bainbridge	Market Rate	Conventional	165	$18,975,000
FL	Inlet Beach	Rosemary Pointe	Atticus	Market Rate	Conventional	68	$7,820,000
FL	Sanford	Vera Apartments	Davis Development	Market Rate	Conventional	80	$9,200,000
FL	Seminole County	Allure on the Parkway	Carriage Encore II, LLC	Market Rate	Conventional	290	$33,350,000
FL	St. Augustine	Isla Antigua	Catalyst Development Partners	Market Rate	Conventional	249	$28,635,000
FL	St. Petersburg	Fusion 1560	Zaremba Residential	Market Rate	Conventional	324	$37,260,000
FL	St. Petersburg	801 Central Avenue	Related Group	Market Rate	Conventional	368	$42,320,000
FL	Stuart	Fairview Forest	Bainbridge	Market Rate	Conventional	237	$27,255,000
FL	Tallahassee	601 S. Copeland	American Campus Communities	Market Rate	Conventional	81	$9,315,000
FL	Tallahassee	Summerfield Phase II	Arbor Properties	Market Rate	Conventional	165	$18,975,000
FL	Tallahassee	Falls Chase	Arbor Properties	Market Rate	Conventional	165	$18,975,000
FL	Tallahassee	Arbor Trace at Canopy	Arbor Properties	Market Rate	Conventional	424	$48,760,000
FL	Tampa	Jefferson South Westshore	Jefferson Apartment Group	Market Rate	Conventional	246	$28,290,000
FL	Tampa	The Marquis by Norstar	Norstar	Market Rate	Conventional	354	$40,710,000
FL	Tampa	Varela Westshore	Northwood Raven	Market Rate	Conventional	350	$40,250,000
FL	Tampa	The Hamptons at Tampa Palms	ZOM	Market Rate	Conventional	351	$40,365,000
FL	Tampa	Aurora Residences	Richman	Market Rate	Conventional	351	$40,365,000
FL	Tampa	Grady Square	Richman	Market Rate	Conventional	300	$34,500,000
FL	Temple Terrace	Addison at Tampa Oaks	Tampa Oaks Apartment	Market Rate	Conventional	262	$30,130,000
FL	Valrico	Valrico Station Ph I and II	WRH	Market Rate	Conventional	20	$2,300,000
FL	Vero Beach	The Estates at Vero Beach	Bainbridge	Market Rate	Conventional	153	$17,595,000
FL	Wellington	The Estates at Wellington Green	Bainbridge	Market Rate	Conventional	400	$46,000,000
FL	West Palm Beach	Park Palm Beach Apts	Parkland Development	Market Rate	Conventional	282	$32,430,000
FL	Port St. Lucie	The Belmont at St. Lucie W. Ph I &II	EB Developers	Market Rate	Conventional	444	$51,060,000
FL	Inlet Beach	Little Donkey Taqueria	Atticus Real Estate	Market Rate	Conventional	165	$18,975,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
FL	Estero	Parkside Estero	Parkside Equities, LLC	Market Rate	HUD	198	$22,770,000
FL	Orlando	Bala Sands	Bala	Market Rate	HUD	298	$34,270,000
FL	Orlando	Bella Nova	Jubilee Park II, LLLP	Market Rate	HUD	312	$35,880,000
FL	Sarasota	Sarasota Residences	The Richmand Group of Florida	Market Rate	HUD	222	$25,530,000
FL	St. Petersburg	5th Avenue Residences		Market Rate	HUD	165	$18,975,000
FL	Tallahassee	Evergreens @ Mahan Drive Ph I & II	Evergreens Residential (TTK, Inc.)	Market Rate	HUD	208	$23,920,000
FL	Winterpark	Winter Water Park	Vintage Winter Park, LLC	Market Rate	HUD	332	$38,180,000
FL	Mary Esther	Renaissance Santa Rosa	REA Ventures Group/Radiant Partners	Market Rate	HUD	229	$26,335,000
FL	Jupiter	Murifield Retirement at Indian Creek		Senior Housing	Conventional	120	$13,800,000
FL	Osceola County	Tierra Pointe	Deion Lowery	Senior Housing	Conventional	74	$8,510,000
FL	Osceola County	Vista Del Sol	Vista Del Sol Ltd	Senior Housing	Conventional	74	$8,510,000
FL	Gainesville	The Canopy	Arlington Properties	Student Housing	Conventional	240	$27,600,000
FL	Gainesville	Standard at Gainesville	Landmark Gainesville, LLC	Student Housing	Conventional	1,638	$188,370,000
FL	Jacksonville	San Marco Promenade	Chance Partners, LLC	Student Housing	Conventional	284	$32,660,000
FL	Miami	University Bridge Phase II	Toll Brothers Campus Living	Student Housing	Conventional	293	$33,695,000
FL	Orlando	Sterling Univ. Central UCF Ph I & II	Dinerstein	Student Housing	Conventional	254	$29,210,000
FL	Orlando	University House	Inland American	Student Housing	Conventional	165	$18,975,000
FL	Orlando	The Lofts	JPI (original)/Allen & O'Hara (current)	Student Housing	Conventional	270	$31,050,000
FL	Palm Beach	Westgate Plaza	Landmark Group	Student Housing	Conventional	165	$18,975,000
FL	St. Petersburg	Tortuga Pointe	Zaremba Residential	Student Housing	Conventional	295	$33,925,000
FL	Tallahassee	U Club on Woodward	American Campus Communities	Student Housing	Conventional	165	$18,975,000
FL	Tallahassee	U Club on Woodward Phase II	American Campus Communities	Student Housing	Conventional	124	$14,260,000
FL	Tallahassee	The Boulevard Clubhouse Reno	Park 7	Student Housing	Conventional	165	$18,975,000
FL	Tallahassee	Chapel Terrace Student Housing	The Treo Group	Student Housing	Conventional	178	$20,470,000
FL	Tallahassee	Players Club	EDR	Student Housing	Conventional	168	$19,320,000
FL	Tallahassee	The Standard	Landmark Properties	Student Housing	Conventional	253	$29,095,000
FL	Tallahassee	Edwards Student Housing	Edwards Communities	Student Housing	Conventional	225	$25,875,000
FL	Tampa	Sterling University	Dinerstein	Student Housing	Conventional	197	$22,655,000
FL	Tampa	Venue at North Campus	Dinerstein	Student Housing	Conventional	159	$18,285,000
GA	Atlanta	Six.60 @ Old Fourth Ward	Southeast Capital Partners	Market Rate	Conventional	301	$34,615,000
GA	McDonough	Villas at Southpointe Ph I and II	Davis Development	Market Rate	Conventional	270	$31,050,000
GA	Pooler	Villas at Park Avenue	Davis Development	Market Rate	Conventional	238	$27,370,000
GA	Pooler	North Haven Apartments	Davis Development	Market Rate	Conventional	165	$18,975,000
GA	Pooler	Pooler Lakeside	Middleburg Real Estate Partners	Market Rate	Conventional	316	$36,340,000
GA	Suwanee	Suwanee Gateway	Davis Development	Market Rate	Conventional	128	$14,720,000
GA	Valdosta	Westover	Jim Sineath	Market Rate	Conventional	30	$3,450,000
GA	Villa Rica	Mirrors Lake Apartments	Malloy Communities	Market Rate	Conventional	150	$17,250,000
GA	Woodstock	Park 9 Apartments	Prestwick	Market Rate	Conventional	275	$31,625,000
GA	Newnan	The Residences at Newnan Crossing	Novare Group	Market Rate	Conventional	298	$34,270,000
GA	Augusta	The Reserve at Riverwatch	Riverwatch GA, LLC	Market Rate	HUD	192	$22,080,000
GA	Fayetteville	Lafayette Square	Charter Hill	Market Rate	HUD	210	$24,150,000
GA	Athens	The Standard at Athens	Landmark Group	Student Housing	Conventional	190	$21,850,000
GA	Kennesaw	Collegiate on Busbee	Trinitas	Student Housing	Conventional	274	$31,510,000
GA	Miledgeville	Bellamy Milledgeville	Phenix Investment Assoc	Student Housing	Conventional	125	$14,375,000
KY	Bowling Green	Southwest at Chandler Park	Bennett and Associates	Market Rate	Conventional	34	$3,910,000
KY	Lexington	Grand Reserve at Pinnacle	Flournoy Development	Market Rate	Conventional	165	$18,975,000
KY	Lexington	Colts Run	Presidential	Market Rate	Conventional	252	$28,980,000
KY	Lexington	Watermark at Hamburg	Watermark	Market Rate	Conventional	165	$18,975,000
KY	Louisville	1373 Lexington	Cityscape	Market Rate	Conventional	300	$34,500,000
KY	Louisville	Watermark at Hurstbourne	Watermark	Market Rate	Conventional	270	$31,050,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
KY	Louisville	The Nine at Louisville	908 Development	Market Rate	Conventional	105	$12,075,000
KY	Middletown	Echelon at Middletown	Garrett Companies	Market Rate	Conventional	210	$24,150,000
KY	Newport	Cascades at the Levee	Levee Partners	Market Rate	Conventional	239	$27,485,000
KY	Newport	Aloft Hotel	Musselman Hotels	Market Rate	Conventional	145	$16,675,000
KY	Bowling Green	The Hub South	HUB Multi-Family, LLC	Market Rate	Conventional	238	$27,370,000
KY	Louisville	The Bellamy Louisville	Phenix Investment Assoc	Student Housing	Conventional	192	$22,080,000
KY	Louisville	University Pointe	ACC Development	Student Housing	Conventional	134	$15,410,000
LA	Addis	Addis Apartments - Phase I	Bearing Point Properties, LLC	Market Rate	Conventional	160	$18,400,000
LA	Baton Rouge	River House Apartments and Rental	Continental Realty	Market Rate	Conventional	224	$25,760,000
LA	Baton Rouge	Addison	Domain Companies	Market Rate	Conventional	139	$15,985,000
LA	Baton Rouge	Lakeside Villas Phase II	Key Real Estate	Market Rate	Conventional	144	$16,560,000
LA	Bossier City	Kingston Crossing	Heritage	Market Rate	Conventional	280	$32,200,000
LA	Covington	The Green at Northpark	Key Real Estate	Market Rate	Conventional	217	$24,955,000
LA	Covington	Versailles	Dobbins Group	Market Rate	Conventional	272	$31,280,000
LA	Covington	Brewster Commons	Lake Development	Market Rate	Conventional	165	$18,975,000
LA	Covington	Emerald Forest	Lance Belcher Properties	Market Rate	Conventional	278	$31,970,000
LA	Gretna	Calypso Bay	Fred Hebee	Market Rate	Conventional	469	$53,935,000
LA	Lafayette	Chateau Mirage	Montesano	Market Rate	Conventional	165	$18,975,000
LA	Lafayette	The Reserve at Acadiana	Peek Howe	Market Rate	Conventional	276	$31,740,000
LA	New Orleans	Shops at Crescent Club	Domain Companies	Market Rate	Conventional	228	$26,220,000
LA	New Orleans	The Meridian	Domain Companies	Market Rate	Conventional	72	$8,280,000
LA	New Orleans	The Preserve	Domain Companies	Market Rate	Conventional	183	$21,045,000
LA	Shreveport	Boulders on Fern	Vintage Realty	Market Rate	Conventional	222	$25,530,000
LA	Slidell	The Mansions at Spartan Trace	Sabre Development	Market Rate	Conventional	112	$12,880,000
LA	Baton Rouge	High Grove	Domain Companies	Market Rate	HUD	192	$22,080,000
LA	Central	The Settlement at Shoe Creek	CR Properties	Market Rate	HUD	165	$18,975,000
LA	Gonzales	The Mansions at Ivy Lake	Daniel LeBlanc	Market Rate	HUD	232	$26,680,000
LA	Gonzales	Cypress Square	Bearing Point Properties, LLC	Market Rate	HUD	272	$31,280,000
LA	Lafayette	Robley Place	Key RE	Market Rate	HUD	248	$28,520,000
LA	Lafourche Parish	Bayou Reserve	Encore Enterprises	Market Rate	HUD	240	$27,600,000
LA	Mandeville	Chapel Creek	ISIS Development	Market Rate	HUD	60	$6,900,000
LA	New Orleans	The Paramount	Domain Companies	Market Rate	HUD	209	$24,035,000
LA	New Orleans	The Odeon	The Domain Companies	Market Rate	HUD	273	$31,395,000
LA	Shreveport	Spring Ridge	Montford	Market Rate	HUD	256	$29,440,000
LA	Slidell	Lofts at Canterbury House	Herman Kittle	Market Rate	HUD	165	$18,975,000
LA	Walker	Creekside Crossing	447 Apartments LLC	Market Rate	HUD	168	$19,320,000
LA	Zachary	Audubon Park	Heritage	Market Rate	HUD	178	$20,470,000
LA	Zachary	Zachary Parkside	Zachary Parkside LLC	Market Rate	HUD	260	$29,900,000
LA	Zachary	Zachary Parkside Phase II	Zachary Parkside LLC	Market Rate	HUD	40	$4,600,000
LA	Gonzales	River Point Townhomes	Heritage Acquisition Company, INC	Market Rate	HUD	260	$29,900,000
LA	Vernon Parish	Ft. Polk Army Base	Picerne	Military Housing	Conventional	165	$18,975,000
LA	Baton Rouge	The Blake at the Grove	Cardinal Ventures	Senior Housing	Conventional	213	$24,495,000
LA	Baton Rouge	West Park Housing	Park 7 Group	Senior Housing	Conventional	278	$31,970,000
LA	Lake Charles	The Verandah	Graywood Retirement Residence, LLC	Senior Housing	Conventional	51	$5,865,000
LA	Baton Rouge	Sterling Burbank	Dinerstein	Student Housing	Conventional	165	$18,975,000
LA	Baton Rouge	Exchange at Baton Rouge	Fairfield	Student Housing	Conventional	299	$34,385,000
LA	Hammond	Southeastern Louisiana University	JPI	Student Housing	Conventional	165	$18,975,000
LA	Monroe	University of Louisiana at Monroe	JPI	Student Housing	Conventional	228	$26,220,000
LA	New Orleans	Lumina at Mid City	Edwards Companies	Student Housing	Conventional	382	$43,930,000
MS	Gulfport	Angela Apartments	VOB Partners	Affordable Housing	Conventional	60	$6,900,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
MS	Biloxi	Arbor Landing	Arbor Properties	Market Rate	Conventional	218	$25,070,000
MS	Flowood	Carlton Park	Park Development	Market Rate	Conventional	100	$11,500,000
MS	Gulfport	Legacy Oaks Apartments	The Mitchell Company	Market Rate	Conventional	150	$17,250,000
MS	Gulfport	Legacy Tower Phase I & II	The Mitchell Company	Market Rate	Conventional	217	$24,955,000
MS	Jackson	The District Lofts	Arlington Properties	Market Rate	Conventional	257	$29,555,000
MS	Oxford	Faulkner Flats	Heritage	Market Rate	Conventional	264	$30,360,000
MS	Oxford	Chancellor's House	Chancellor's House	Market Rate	Conventional	31	$3,565,000
MS	Ridgeland	Harbor Walk Market Rates	Main Harbor Development	Market Rate	Conventional	50	$5,750,000
MS	McComb	River Park Apartments	CR Properties	Market Rate	HUD	168	$19,320,000
MS	Oxford	Jackson Row	CA Ventures	Student Housing	Conventional	68	$7,820,000
MS	Oxford	U Club Townhomes	ACC OP Development	Student Housing	Conventional	165	$18,975,000
MS	Starkville	Chandler Park Apartments Phase I	Educational Development Corp	Student Housing	Conventional	168	$19,320,000
MS	Starkville	Chandler Park Apartments Phase II	Educational Development Corp	Student Housing	Conventional	168	$19,320,000
NC	Belmont	Abbington Apartments	John Eagan & Sons	Market Rate	Conventional	165	$18,975,000
NC	Charlotte	1100 South Boulevard	Cambridge	Market Rate	Conventional	331	$38,065,000
NC	Charlotte	Alexander Pointe	Davis Development	Market Rate	Conventional	350	$40,250,000
NC	Charlotte	University Center	Phillips Development	Market Rate	Conventional	165	$18,975,000
NC	Charlotte	Providence Farm	Crescent Communities	Market Rate	Conventional	404	$46,460,000
NC	Charlotte	Mosby University City	Middleburg Real Estate Partners	Market Rate	Conventional	309	$35,535,000
NC	Clifton	Grey Hill	John Eagan & Sons	Market Rate	Conventional	60	$6,900,000
NC	Concord	Villages at Logan Garden	Douglas Development	Market Rate	Conventional	44	$5,060,000
NC	Durham	Colonial Grand Arringdon	ContraVest	Market Rate	Conventional	165	$18,975,000
NC	Elizabeth City	Rivers Edge at Elizabeths Crossing	Douglas Development	Market Rate	Conventional	56	$6,440,000
NC	Greensboro	New Garden Village	Brown Investment Properties	Market Rate	Conventional	100	$11,500,000
NC	Greensboro	Cottonmill Square	Dinerstein	Market Rate	Conventional	165	$18,975,000
NC	Greensboro	Deerfield II	Golden Dome LLC	Market Rate	Conventional	48	$5,520,000
NC	Greensboro	Spring Place	Place Properties	Market Rate	Conventional	168	$19,320,000
NC	Greenville	Nathaniel Village	Landmark Group	Market Rate	Conventional	48	$5,520,000
NC	Greenville	The Bellamy Greenville	Phenix Investment Assoc	Market Rate	Conventional	165	$18,975,000
NC	Mooresville	The Venue at Mooresville	Davis Development	Market Rate	Conventional	232	$26,680,000
NC	Morrisville	Perimeter Park	Davis Development	Market Rate	Conventional	165	$18,975,000
NC	Leland	Leland Station	Brown Investment Properties	Market Rate	Conventional	120	$13,800,000
NC	Raleigh	The Oaks at Bentley Ridge	Bentley	Market Rate	Conventional	54	$6,210,000
NC	Raleigh	The Greens at Centennial	Capital	Market Rate	Conventional	290	$33,350,000
NC	Raleigh	Courtney Estates	ContraVest	Market Rate	Conventional	165	$18,975,000
NC	Raleigh	Indigo	Tycon Properties	Market Rate	Conventional	40	$4,600,000
NC	Shelby	Washington Square	John Eagan & Sons	Market Rate	Conventional	56	$6,440,000
NC	Statesville	Glenn Triplex @ Fox Den Golf	Capital Construction	Market Rate	Conventional	3	$345,000
NC	Ft. Bragg	Ft. Bragg	Picerne Military Housing	Military Housing	Conventional	165	$18,975,000
NC	Elizabeth City	Rivers Retreat at Elizabeth Crossing	Douglas Development	Student Housing	Conventional	40	$4,600,000
NC	Raleigh	University Village 2505	The Preiss Co.	Student Housing	Conventional	165	$18,975,000
NC	Raleigh	The Station at Raleigh	Landmark Properties INC	Student Housing	Conventional	12	$1,380,000
NC	Wilmington	Progress910	Progress Builders	Student Housing	Conventional	168	$19,320,000
SC	Charleston	Verdier Pointe	Davis Development	Market Rate	Conventional	165	$18,975,000
SC	Charleston	Rivers Avenue Apartments	Middle Street Partners	Market Rate	Conventional	165	$18,975,000
SC	Goose Creek	Collins Park	Douglas Development	Market Rate	Conventional	50	$5,750,000
SC	Greenville	Tapestry at Hollingsworth Park	Arlington Properties	Market Rate	Conventional	165	$18,975,000
SC	Mount Pleasant	River's Walk	MiddleStreet Partners	Market Rate	Conventional	270	$31,050,000
SC	Mount Pleasant	Rivers Walk Phase II	MiddleStreet Partners	Market Rate	Conventional	78	$8,970,000
SC	Myrtle Beach	Bradley Bay Pointe	Douglas Development	Market Rate	Conventional	50	$5,750,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
SC	Myrtle Beach	Devonshire	West Builders	Market Rate	Conventional	133	$15,295,000
SC	North Charleston	Atlantic on the Avenue	MSP Morris Baker Developer, LLC	Market Rate	Conventional	280	$32,200,000
SC	Summerlin	Atlantic Summerville	Middle Street Partners	Market Rate	Conventional	227	$26,105,000
SC	Rock Hill	Dilworth South Market	Cornerstone	Market Rate	Conventional	78	$8,970,000
SC		Shadowmoss	Donny Schaffer	Market Rate	Conventional	165	$18,975,000
SC	Columbia	The Keswick	Intermark	Market Rate	HUD	176	$20,240,000
SC	Columbia	The Atlantic	MiddleStreet Partners	Market Rate	HUD	294	$33,810,000
SC	Hilton Head Island	The Preserve at Indigo Run	Sterling Group	Market Rate	HUD	252	$28,980,000
SC	Myrtle Beach	Mosby Myrtle Beach	Middleburg Real Estate Partners	Market Rate	HUD	332	$38,180,000
SC	Columbia	Park 7 Columbia	Park 7 Group	Student Housing	Conventional	228	$26,220,000
SC	Goose Creek	The Preserve at Collins Park	Douglas Development	Student Housing	Conventional	40	$4,600,000
TN	Bartlett	Preserve at Bartlett	Bristol Development	Market Rate	Conventional	300	$34,500,000
TN	Berry Hill	The Melrose Site	Fulcher Investments	Market Rate	Conventional	220	$25,300,000
TN	Chattanooga	Renaissance Luxury Market Rate	TriCorp Development	Market Rate	Conventional	165	$18,975,000
TN	Clarksville	Bristol Commons at Governors Sq II	Bristol Development	Market Rate	Conventional	120	$13,800,000
TN	Clarksville	Bristol Commons at Governors Sq. I	Bristol Development	Market Rate	Conventional	244	$28,060,000
TN	Clarksville	Preserve at Spring Creek	Paul Murphy	Market Rate	Conventional	288	$33,120,000
TN	Franklin	Residences of Grant Park Ph I & II	Pearl Street Partners	Market Rate	Conventional	51	$5,865,000
TN	Franklin	Novel Lockwood Glen	Crescent/Pearl Street Partners	Market Rate	Conventional	239	$27,485,000
TN	Franklin	The Standard at Cool Springs	Middleburg Real Estate Partners	Market Rate	Conventional	328	$37,720,000
TN	Gallatin	Chandler Park	BL Bennet & Associates, INC	Market Rate	Conventional	108	$12,420,000
TN	Germantown	Watermark at Germantown	Watermark	Market Rate	Conventional	310	$35,650,000
TN	Hendersonville	Cantare at Indian Lake	Watermark	Market Rate	Conventional	190	$21,850,000
TN	Knoxville	The Preserve at Hardin Valley Ph I	Murphey Development	Market Rate	Conventional	136	$15,640,000
TN	Knoxville	The Preserve at Hardin Valley Ph II	Murphey Development	Market Rate	Conventional	160	$18,400,000
TN	Knoxville	The Villas at Wallace Road	Paul J. Murphy, III	Market Rate	Conventional	76	$8,740,000
TN	Knoxville	Crescent at Ebenezer	Crescent Bend Development, LLC	Market Rate	Conventional	246	$28,290,000
TN	Lebanon	Stonehenge	Gwaltney Communities	Market Rate	Conventional	228	$26,220,000
TN	Madison	Bristol Park at Riverchase Phase II	Bristol Development	Market Rate	Conventional	165	$18,975,000
TN	Madison	Bristol Park at Riverchase Phase I	Bristol Development	Market Rate	Conventional	240	$27,600,000
TN	Memphis	Houston Levee I and II	Davis Development	Market Rate	Conventional	238	$27,370,000
TN	Memphis	Artesian Residences	The Bryan Company	Market Rate	Conventional	165	$18,975,000
TN	Mt. Juliet	Creekside at Providence Central	Dobbins Group	Market Rate	Conventional	209	$24,035,000
TN	Mt. Juliet	Deerfield at Providence Phase I	Rochford Realty	Market Rate	Conventional	294	$33,810,000
TN	Mt. Juliet	Deerfield at Providence Phase II	Rochford Realty	Market Rate	Conventional	162	$18,630,000
TN	Murfreesboro	Waterford Place at Innsbrook	Davis Development	Market Rate	Conventional	200	$23,000,000
TN	Murfreesboro	Cason Estates	Tarragon Development Corp	Market Rate	Conventional	262	$30,130,000
TN	Murfreesboro	Riverwatch Apartments	Pirtile	Market Rate	Conventional	328	$37,720,000
TN	Murfreesboro	Easton Place	Gwaltney Communities	Market Rate	Conventional	184	$21,160,000
TN	Murfreesboro	Vintage Avenue	TDK Development	Market Rate	Conventional	165	$18,975,000
TN	Nashville	Bristol West End	Bristol Development	Market Rate	Conventional	161	$18,515,000
TN	Nashville	The Hamptons at Woodland Pointe	Bristol Development	Market Rate	Conventional	240	$27,600,000
TN	Oak Ridge	Bristol at Oak Ridge Apartments	Bristol Development	Market Rate	Conventional	208	$23,920,000
TN	White House	Deer Crossing Creekside Ph I & III	Creekside Apartment Homes	Market Rate	Conventional	88	$10,120,000
TN	Knoxville	Stockyard Lofts	Stockyard Lofts, LLC	Market Rate	HUD	152	$17,480,000
TN	Murfreesboro	Vintage Gateway	TDK Development	Market Rate	HUD	255	$29,325,000
TN	Chattanooga	Douglas Heights	Riverside Development	Student Housing	Conventional	195	$22,425,000
TN	Knoxville	Standard at Knoxville	908 Development	Student Housing	Conventional	177	$20,355,000
TN	Knoxville	The Cumberland	Orange Development	Student Housing	Conventional	213	$24,495,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
TN	Knoxville	The Cumberland	Orange Development	Student Housing	Conventional	166	$19,090,000
TX	Bryan	Highland Villas	Carlisle Development	Affordable Housing	Conventional	180	$20,700,000
TX	Dallas	Villas of Sorrento	Western Rim	Affordable Housing	Conventional	220	$25,300,000
TX	Edinburg	The Heights Apartments	Wisconsin Street Student Housing	Affordable Housing	Conventional	128	$14,720,000
TX	Fort Bend County	The Terraces at Arboretum	Atlantic Pacific Communities	Affordable Housing	Conventional	112	$12,880,000
TX	Ft. Worth	Alameda Villas	Glenn Lynch Companies	Affordable Housing	Conventional	192	$22,080,000
TX	Grand Prairie	The Colonnade	CEI	Affordable Housing	Conventional	192	$22,080,000
TX	Grapevine	Lakes of Williamsberg	Western Rim	Affordable Housing	Conventional	224	$25,760,000
TX	Houston	The Village at Palm Center	Itex Group	Affordable Housing	Conventional	154	$17,710,000
TX	Lubbock	The Vineyards	Madhouse/ Stellar Development	Affordable Housing	Conventional	96	$11,040,000
TX	Lubbock	Calais at Elm Park	Tigris Holdings, LLC	Affordable Housing	Conventional	302	$34,730,000
TX	San Antonio	Laurel Glen	Atlantic Pacific	Affordable Housing	Conventional	81	$9,315,000
TX	San Antonio	Vista Pointe at Wild Pine	AP/ Madhouse	Affordable Housing	Conventional	108	$12,420,000
TX	Abilene	Abilene	McDougal Companies	Market Rate	Conventional	288	$33,120,000
TX	Addison	Addison Townhomes	Red Sea Group	Market Rate	Conventional	200	$23,000,000
TX	Addison	Waterford Court Apartments	Jay Sparkes	Market Rate	Conventional	165	$18,975,000
TX	Addison	Vitruvian Park West	UDR	Market Rate	Conventional	383	$44,045,000
TX	Allen	Park Place Townhomes	American Equities	Market Rate	Conventional	180	$20,700,000
TX	Allen	Jefferson Creekside	TDI Companies	Market Rate	Conventional	444	$51,060,000
TX	Allen	Vera Watters Creek	Davis Development	Market Rate	Conventional	266	$30,590,000
TX	Allen	Luxe Apartments	Davis Development	Market Rate	Conventional	445	$51,175,000
TX	Allen	Montgomery Ridge	Davis Development	Market Rate	Conventional	363	$41,745,000
TX	Amarillo	Greentree Village	American Housing Foundation	Market Rate	Conventional	160	$18,400,000
TX	Arlington	Addison Park	Park Development	Market Rate	Conventional	165	$18,975,000
TX	Arlington	Maverick Place	Place Properties	Market Rate	Conventional	165	$18,975,000
TX	Arlington	Liv+Arlington	Stark Enterprises	Market Rate	Conventional	165	$18,975,000
TX	Austin	White Rock at Canyon Ridge	Archstone	Market Rate	Conventional	256	$29,440,000
TX	Austin	The Villas of Bristol Heights	Bristol Development	Market Rate	Conventional	348	$40,020,000
TX	Austin	Shoreline Village	Carelton Construction	Market Rate	Conventional	165	$18,975,000
TX	Austin	Carrington at Parmer Park	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Austin	The Monterra	Epoch Properties	Market Rate	Conventional	256	$29,440,000
TX	Austin	Dakota Springs	Epoch Properties	Market Rate	Conventional	206	$23,690,000
TX	Austin	Spring Valley	Spring Valley Ltd	Market Rate	Conventional	230	$26,450,000
TX	Austin	The Tyndall at Robertson Hill	Momark Development	Market Rate	Conventional	182	$20,930,000
TX	Austin	Fusion Flats	Impact Developers	Market Rate	Conventional	105	$12,075,000
TX	Austin	Think East	Atlantic Pacific/ Madhouse	Market Rate	Conventional	182	$20,930,000
TX	Austin	Pathways at Goodrich Place	Atlantic Pacific	Market Rate	Conventional	120	$13,800,000
TX	Bridgeland	Lakeside Row Apartments	Travis Guinn /	Market Rate	Conventional	312	$35,880,000
TX	Brownsville	El Dorado Village	Glenn Lynch Companies	Market Rate	Conventional	146	$16,790,000
TX	Burleson	Reserve at Village Creek	Venture	Market Rate	Conventional	165	$18,975,000
TX	Carrollton	Mansions at Sunset Ridge	Chapman	Market Rate	Conventional	539	$61,985,000
TX	Carrollton	Carrington at Hebron Pkwy	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Carrollton	Avenues at Carrollton Clubhouse	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Carrollton	Carrollton Park II	Frankel Family Trust	Market Rate	Conventional	250	$28,750,000
TX	Carrollton	The Bella Vida	Western Rim	Market Rate	Conventional	328	$37,720,000
TX	Cedar Park	Cedar Park Apartments	Glenn Lynch Companies	Market Rate	Conventional	72	$8,280,000
TX	Cedar Park	Volente Villas	JNP Boardwalk	Market Rate	Conventional	232	$26,680,000
TX	Cedar Park	Cedar Park	North American Properties	Market Rate	Conventional	333	$38,295,000
TX	China	Carlyle	ITEX Group	Market Rate	Conventional	64	$7,360,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
TX	Colleyville	Spring Garden Townhomes	Bill Brown	Market Rate	Conventional	24	$2,760,000
TX	Conroe	Encore at Westfork	ITEX Group	Market Rate	Conventional	222	$25,530,000
TX	Conroe	Enclave at Woodland Lakes	Integrated Real Estate Group	Market Rate	Conventional	340	$39,100,000
TX	Coppell	Mansions by the Lake	Western Rim	Market Rate	Conventional	315	$36,225,000
TX	Cypress	Avenues at Cypress	Davis Development	Market Rate	Conventional	240	$27,600,000
TX	Cypress	Watermark at Grand Cypress	Watermark	Market Rate	Conventional	318	$36,570,000
TX	Dallas	Timbercreek Townhomes	Affordable Housing	Market Rate	Conventional	100	$11,500,000
TX	Dallas	La Buena Vida Townhomes	BIU Brown	Market Rate	Conventional	25	$2,875,000
TX	Dallas	Tivoli	Conine Residential	Market Rate	Conventional	169	$19,435,000
TX	Dallas	Ritz Carlton II	Crescent Real Estate	Market Rate	Conventional	165	$18,975,000
TX	Dallas	The Monterey	Criterion Development	Market Rate	Conventional	165	$18,975,000
TX	Dallas	Simpson Place	DHA	Market Rate	Conventional	165	$18,975,000
TX	Dallas	Villas of Hillcrest	DHA	Market Rate	Conventional	40	$4,600,000
TX	Dallas	Lakewest Townhomes	DHA Phase I	Market Rate	Conventional	156	$17,940,000
TX	Dallas	Lakeview Townhomes	DHA Phase II	Market Rate	Conventional	154	$17,710,000
TX	Dallas	1001 Ross	FRAM	Market Rate	Conventional	204	$23,460,000
TX	Dallas	Merryvale Residences at West End	FRAM	Market Rate	Conventional	165	$18,975,000
TX	Dallas	Gables Fairmount	Gables Residential	Market Rate	Conventional	165	$18,975,000
TX	Dallas	Murdeaux Villas	Jay Oji	Market Rate	Conventional	240	$27,600,000
TX	Dallas	LaQuinta Inn	LaQuinta	Market Rate	Conventional	165	$18,975,000
TX	Dallas	The Welborn at Cedar Springs	LCOR	Market Rate	Conventional	165	$18,975,000
TX	Dallas	The Towns of Highland Park	Premier Homes	Market Rate	Conventional	24	$2,760,000
TX	Dallas	Ewing Villas	SADCOM	Market Rate	Conventional	84	$9,660,000
TX	Dallas	Park Central Hotel Reno	Starwood Lodging	Market Rate	Conventional	165	$18,975,000
TX	Dallas	Homes of Persimmon	Western Rim	Market Rate	Conventional	180	$20,700,000
TX	Dallas	Kings Gate Apartments		Market Rate	Conventional	144	$16,560,000
TX	Dallas	Budget Suites Hotel		Market Rate	Conventional	165	$18,975,000
TX	Dallas	One Uptown	SC One Dallas	Market Rate	Conventional	198	$22,770,000
TX	Dallas	The Parc at White Rock	Dallas Richman Group	Market Rate	Conventional	291	$33,465,000
TX	Dallas	Solarium Phase II	TI Capital, LP	Market Rate	Conventional	56	$6,440,000
TX	Denton	Gardens of Denton II	Gardens of Denton LP	Market Rate	Conventional	192	$22,080,000
TX	Denton	Gardens of Denton	Merrick	Market Rate	Conventional	165	$18,975,000
TX	Denton	Waterford at Spencer Oaks	Myers	Market Rate	Conventional	208	$23,920,000
TX	Denton	Raddison Central Park	Remington	Market Rate	Conventional	165	$18,975,000
TX	El Paso	Las Mansiones Phase II	1500 Hope LLC	Market Rate	Conventional	165	$18,975,000
TX	El Paso	Las Mansiones	C & C Associates	Market Rate	Conventional	165	$18,975,000
TX	El Paso	The Venue at Monticello	Cash Investments	Market Rate	Conventional	165	$18,975,000
TX	El Paso	The Reserve at Sandstone Ranch	Cash Investments	Market Rate	Conventional	165	$18,975,000
TX	El Paso	El Paso E-House	Monterrey	Market Rate	Conventional	165	$18,975,000
TX	El Paso	Las Mansiones at Cimarron	C & C Associates	Market Rate	Conventional	196	$22,540,000
TX	El Paso	Ardent Quest II	EPT Land Communities	Market Rate	Conventional	36	$4,140,000
TX	El Paso	Montecillo Town Center Housing	EPT Land Communities	Market Rate	Conventional	60	$6,900,000
TX	Euless	The Mansions by the Vineyard	Western Rim	Market Rate	Conventional	259	$29,785,000
TX	Euless	Regency by the Vineyard	WintMarket Rateop Management	Market Rate	Conventional	165	$18,975,000
TX	Fairview	Fairview Club	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Fairview	Avenues at Fairview II	Davis Development	Market Rate	Conventional	40	$4,600,000
TX	Farmers Branch	Riverside Park	BAM	Market Rate	Conventional	154	$17,710,000
TX	Ft. Worth	Mansions at Timberland	Carrollton Properties	Market Rate	Conventional	294	$33,810,000
TX	Ft. Worth	The Sovereign	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Ft. Worth	Trinity Bell Garden Apartments	Mallick Group	Market Rate	Conventional	165	$18,975,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
TX	Ft. Worth	Sycamore School	Park	Market Rate	Conventional	216	$24,840,000
TX	Ft. Worth	Villas by the Lake	Western Rim	Market Rate	Conventional	234	$26,910,000
TX	Ft. Worth	Domain at the Bluff	Embrey Partners	Market Rate	Conventional	353	$40,595,000
TX	Ft. Worth	The Mansions at Marine Creek Ph I	Carrolton Properties	Market Rate	Conventional	225	$25,875,000
TX	Ft. Worth	Mansions at Timberland Phase II	Carrolton Properties	Market Rate	Conventional	90	$10,350,000
TX	Frisco	Avenues of Phillips Creek	Davis Development	Market Rate	Conventional	312	$35,880,000
TX	Frisco	Frisco Square	Five Star Development	Market Rate	Conventional	108	$12,420,000
TX	Frisco	Amalfi at Stonebriar	North American	Market Rate	Conventional	395	$45,425,000
TX	Frisco	Preston Road Frisco	Davis Development	Market Rate	Conventional	130	$14,950,000
TX	Frisco	Gaylor Parkway - Phase I	Davis Development	Market Rate	Conventional	283	$32,545,000
TX	Frisco	Gaylor Parkway - Phase II	Davis Development	Market Rate	Conventional	260	$29,900,000
TX	Frisco	Domain at the Gate	Embrey Partners	Market Rate	Conventional	350	$40,250,000
TX	Frisco	Ravello at Stonebriar	North American Properties	Market Rate	Conventional	216	$24,840,000
TX	Grand Prairie	Townes of Riverside	FRAM	Market Rate	Conventional	436	$50,140,000
TX	Grand Prairie	Prairie Estates	Western Rim	Market Rate	Conventional	160	$18,400,000
TX	Grand Prairie	Ventures at Grand Prairie	Ventures Development Group LLC	Market Rate	Conventional	247	$28,405,000
TX	Grapevine	Grapevine Station Lofts	North American Properties	Market Rate	Conventional	165	$18,975,000
TX	Harlingen	Highland Garden Townhomes	Affordable Housing	Market Rate	Conventional	174	$20,010,000
TX	Harris	Cimarron Parkway	Milestone	Market Rate	Conventional	165	$18,975,000
TX	Harris County	Kingsland Clubhouse	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Harris County	Villas at Louetta Rd	Davis Development	Market Rate	Conventional	276	$31,740,000
TX	Harris County	Mound Rd	Davis Development	Market Rate	Conventional	310	$35,650,000
TX	Harris County	Watermark at Tomball	Watermark	Market Rate	Conventional	328	$37,720,000
TX	Harris County	Park Lakes Canyon Club	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Harris County	Spring Stuebner Rd	Davis Development	Market Rate	Conventional	350	$40,250,000
TX	Harris County	The Everlee	Spanos	Market Rate	Conventional	332	$38,180,000
TX	Harris County	Fry Longenbaugh	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Hickory Creek	Hickory Creek	Carrollton Properties	Market Rate	Conventional	190	$21,850,000
TX	Houston	Trails at Eldridge Parkway	Beeler Properties	Market Rate	Conventional	390	$44,850,000
TX	Houston	The Metropole	Cambridge	Market Rate	Conventional	165	$18,975,000
TX	Houston	Newport on the Lake	Cambridge	Market Rate	Conventional	234	$26,910,000
TX	Houston	Siena Apts	Cambridge	Market Rate	Conventional	224	$25,760,000
TX	Houston	Villas at Kingwood Place	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Houston	Carrington Park	Davis Development	Market Rate	Conventional	390	$44,850,000
TX	Houston	Villas at Cypreswood	Davis Development	Market Rate	Conventional	270	$31,050,000
TX	Houston	Villas at Westheimer Phase II	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Houston	Barker Clodine	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Houston	The Millennium High Street	Dinerstein	Market Rate	Conventional	165	$18,975,000
TX	Houston	AMLI Uptown	Dinerstein	Market Rate	Conventional	165	$18,975,000
TX	Houston	The Millennium Kirby	Dinerstein	Market Rate	Conventional	378	$43,470,000
TX	Houston	District at Memorial	Kaplan	Market Rate	Conventional	326	$37,490,000
TX	Houston	Lansborough Apartments	Lansborough Apt LP	Market Rate	Conventional	176	$20,240,000
TX	Houston	Hermitage	MPA	Market Rate	Conventional	100	$11,500,000
TX	Houston	Sunrise By The Park	Sunrise Luxury Living	Market Rate	Conventional	180	$20,700,000
TX	Houston	Villas at Pine Lake	Western Rim	Market Rate	Conventional	198	$22,770,000
TX	Houston	West Lake Houston	The Garrett Companies	Market Rate	Conventional	280	$32,200,000
TX	Houston	Braeswood & Frankway	Allen Harrison Development	Market Rate	Conventional	284	$32,660,000
TX	Irving	The Lexington	Tonti Properties	Market Rate	Conventional	258	$29,670,000
TX	Irving	The Shores at Las Colinas	Carrolton Properties	Market Rate	Conventional	165	$18,975,000
TX	Katy	Legends At Cinco Ranch Phase II	CWS Capital	Market Rate	Conventional	80	$9,200,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
TX	Katy	Gaston Rd. Clubhouse	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Katy	Villas at Falcon Park	Davis Development	Market Rate	Conventional	380	$43,700,000
TX	Katy	Waterstone At Cinco Ranch	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Katy	Villas at Grand Parkway	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Katy	The Legends at Cinco Ranch	Sterling Group	Market Rate	Conventional	165	$18,975,000
TX	Katy	Echo at Katy Ranch	Watermark	Market Rate	Conventional	165	$18,975,000
TX	Keller	Waterford Glen	Stoneleigh	Market Rate	Conventional	187	$21,505,000
TX	Lakeway	Tuscan Village Townhomes & Villas	SCS Austin	Market Rate	Conventional	72	$8,280,000
TX	Lake Jackson	Lake Jackson	First Advisors, Inc	Market Rate	Conventional	220	$25,300,000
TX	Las Colinas	Jefferson Promenade II	JPI Investment Company	Market Rate	Conventional	433	$49,795,000
TX	Las Colinas	The Delano	Legacy Partners	Market Rate	Conventional	258	$29,670,000
TX	League City	Villas at Tuscan Lakes Phase I	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	League City	Villas at Tuscan Lakes Phase II	Davis Development	Market Rate	Conventional	302	$34,730,000
TX	League City	Watermark at League City	Watermark	Market Rate	Conventional	368	$42,320,000
TX	Leander	Hermosa Village	Impact Developers	Market Rate	Conventional	238	$27,370,000
TX	Lewisville	Hebron 121 Station Phase III	Huffines	Market Rate	Conventional	242	$27,830,000
TX	Lewisville	Hebron 121 Station Phase IV	Huffines	Market Rate	Conventional	238	$27,370,000
TX	Lewisville	Hebron 121 Station Phase V	Huffines	Market Rate	Conventional	272	$31,280,000
TX	Lewisville	Hebron Fitness	Huffines	Market Rate	Conventional	1	$115,000
TX	Live Oak	Arbor at Centerbrook	Atlantic City Communities	Market Rate	Conventional	80	$9,200,000
TX	Longview	Reserve at Towne Crossing	Graham	Market Rate	Conventional	165	$18,975,000
TX	Longview	Wellington Grande	Heritage	Market Rate	Conventional	226	$25,990,000
TX	Lubbock	Windsor Creek Apartments	Egenbacher	Market Rate	Conventional	208	$23,920,000
TX	Lubbock	Suites at Overton Park	McDougal Properties	Market Rate	Conventional	165	$18,975,000
TX	Lubbock	The Dominion	McDougal Properties	Market Rate	Conventional	200	$23,000,000
TX	Lubbock	Sagewood	McDougal Properties	Market Rate	Conventional	165	$18,975,000
TX	Lubbock	Ashton Pointe	McDougal Properties	Market Rate	Conventional	165	$18,975,000
TX	Lubbock	The Centre at Overton Park	McDougal Properties	Market Rate	Conventional	267	$30,705,000
TX	Lubbock	Hunters Way	Tigris	Market Rate	Conventional	165	$18,975,000
TX	Lubbock	El Mirador at Elm Park	Tigris	Market Rate	Conventional	210	$24,150,000
TX	McKinney	Treymore at McKinney	Carelton Construction	Market Rate	Conventional	192	$22,080,000
TX	McKinney	Avenues at Craig Ranch	Davis Development	Market Rate	Conventional	334	$38,410,000
TX	McKinney	Craig Ranch II	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	McKinney	Craig Ranch III		Market Rate	Conventional	165	$18,975,000
TX	Mesquite	LBJ Gardens @ LBJ Freeway	DIVA	Market Rate	Conventional	208	$23,920,000
TX	Midland	Waterford at Northpark	Stoneleigh	Market Rate	Conventional	8	$920,000
TX	Midland	Le Mirage	Weidner Apartment Homes	Market Rate	Conventional	165	$18,975,000
TX	Midland	Pavilion Park II	Stonehawk Capital Partners	Market Rate	Conventional	362	$41,630,000
TX	Midland	Briarwood	Stonehawk Capital Partners	Market Rate	Conventional	384	$44,160,000
TX	Midland	Mariposa Gardens	Bobby Cox Companies	Market Rate	Conventional	110	$12,650,000
TX	Missouri City	Heritage Grand at Sienna Plantation	Watermark	Market Rate	Conventional	240	$27,600,000
TX	Missouri City	The Villas at Sienna Plantation II	Watermark	Market Rate	Conventional	190	$21,850,000
TX	Missouri City	The Villas at Sienna Plantation III	Watermark	Market Rate	Conventional	312	$35,880,000
TX	N. Richland Hills	SilverCreek by Norstar	Norstar	Market Rate	Conventional	496	$57,040,000
TX	N. Richland Hills	The Bluffs at Ironhorse	Oxford Enterprises	Market Rate	Conventional	188	$21,620,000
TX	N. Richland Hills	Villas on the Green	Western Rim	Market Rate	Conventional	252	$28,980,000
TX	Odessa	Lantana Gardens	Bobby Cox Companies	Market Rate	Conventional	200	$23,000,000
TX	Odessa	Andalucia Apartments	Weidner Apartment Homes	Market Rate	Conventional	402	$46,230,000
TX	Pearland	Villas/Shadow Creek Ranch Ph I & II	Davis Development	Market Rate	Conventional	264	$30,360,000
TX	Pearland	Villas/Shadow Creek Ranch Ph III	Davis Development	Market Rate	Conventional	360	$41,400,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
TX	Pearland	Villas at Shadow Creek Ranch Ph IV	Davis Development	Market Rate	Conventional	300	$34,500,000
TX	Pearland	Villas at Shadow Creek Ranch Ph V	Davis Development	Market Rate	Conventional	276	$31,740,000
TX	Pearland	Shadow Creek Ranch VI	Davis Development	Market Rate	Conventional	110	$12,650,000
TX	Plano	Courtney Manor	ContraVest	Market Rate	Conventional	322	$37,030,000
TX	Plano	The Towns of Chapel Hill	FRAM	Market Rate	Conventional	232	$26,680,000
TX	Plano	McDermott Place	Simpson Housing	Market Rate	Conventional	324	$37,260,000
TX	Prosper	Andara Windsong	Davis Development	Market Rate	Conventional	300	$34,500,000
TX	Richardson	Lake Park Estates	Atticus	Market Rate	Conventional	253	$29,095,000
TX	Richardson	Galatyn Station	Davis Development	Market Rate	Conventional	372	$42,780,000
TX	Richardson	The Venue	Legacy Partners	Market Rate	Conventional	283	$32,545,000
TX	Richmond	Venue at Richmond	Davis Development	Market Rate	Conventional	230	$26,450,000
TX	Richmond	Longmeadow Ranch II	Davis Development	Market Rate	Conventional	300	$34,500,000
TX	Rockwall	Tuscany Harbor Townhomes	Atticus Real Estate Development	Market Rate	Conventional	22	$2,530,000
TX	Rockwall	Rockwall Commons	TF Stone	Market Rate	Conventional	202	$23,230,000
TX	San Antonio	The Estates at Canyon Ridge	Asset Plus	Market Rate	Conventional	165	$18,975,000
TX	San Antonio	Bristol Park at Ecino Commons	Bristol Development	Market Rate	Conventional	324	$37,260,000
TX	San Antonio	Outspan Townhomes	Glenn Lynch Companies	Market Rate	Conventional	200	$23,000,000
TX	San Antonio	Vidorra	Jeff Rochelle	Market Rate	Conventional	248	$28,520,000
TX	San Antonio	La Mirage	Phil Busick	Market Rate	Conventional	225	$25,875,000
TX	San Antonio	The Preserve on Fredericksburg	USAA/Cambridge	Market Rate	Conventional	376	$43,240,000
TX	San Antonio	The Retreat at Canyon Springs	Western Rim	Market Rate	Conventional	360	$41,400,000
TX	San Antonio	The Citadel at Wespointe	Cambridge Houston	Market Rate	Conventional	282	$32,430,000
TX	San Antonio	Asset Plus		Market Rate	Conventional	165	$18,975,000
TX	San Antonio	Ridgeline at Rogers Ranch	Embry Partners	Market Rate	Conventional	299	$34,385,000
TX	San Antonio	Echelon at Monterrey Village	The Garrett Companies	Market Rate	Conventional	240	$27,600,000
TX	San Marcos	View on the Square	JSDI Celmark Vots, LLC	Market Rate	Conventional	120	$13,800,000
TX	South Dallas	Apts. South Dallas	ORCDC	Market Rate	Conventional	30	$3,450,000
TX	Spring	Watermark at Harmony	Watermark	Market Rate	Conventional	308	$35,420,000
TX	Spring	Spring Cypress	Davis Development	Market Rate	Conventional	20	$2,300,000
TX	Springs	Park @ Kirkstall	Park	Market Rate	Conventional	165	$18,975,000
TX	Texarkana	Encore Waggoner Creek	Encore Enterprises	Market Rate	Conventional	168	$19,320,000
TX	The Woodlands	The Boardwalk at Town Center Ph I & II	Cambridge	Market Rate	Conventional	345	$39,675,000
TX	The Woodlands	The Millennium at Town Center	Dinerstein/Waterway	Market Rate	Conventional	165	$18,975,000
TX	The Woodlands	Lake Wyndemere	Park Village	Market Rate	Conventional	320	$36,800,000
TX	The Woodlands	Creekside Forrest Apartments	The Howard Hughes Corporation	Market Rate	Conventional	292	$33,580,000
TX	Tomball	The Avenues at Northpointe	Davis Development	Market Rate	Conventional	280	$32,200,000
TX	Trophy Club	The Byron		Market Rate	Conventional	250	$28,750,000
TX	Valley Ranch	The Summit by Norstar	Norstar	Market Rate	Conventional	267	$30,705,000
TX	Waco	Canyon Springs	Group of III	Market Rate	Conventional	165	$18,975,000
TX	Watauga	Park Vista Townhomes	Western Rim	Market Rate	Conventional	212	$24,380,000
TX	Waxahachie	The Colony	NCI Homes	Market Rate	Conventional	40	$4,600,000
TX	Webster	Villas at Edgewater	Davis Development	Market Rate	Conventional	165	$18,975,000
TX	Wylie	Bachon Townhomes	Glenn Lynch Companies	Market Rate	Conventional	120	$13,800,000
TX	Dallas	Shoreview	Duke Inc	Market Rate	Conventional	235	$27,025,000
TX	Farmers Branch	Jefferson Landmark	JPI Investment Company	Market Rate	Conventional	324	$37,260,000
TX	The Woodlands	The Millennium Six Pines	Dinerstein	Market Rate	Conventional	314	$36,110,000
TX	Aubrey	Kiron at Aubrey	Palladium	Market Rate	HUD	150	$17,250,000
TX	Austin	HC Cadence		Market Rate	HUD	278	$31,970,000
TX	Cedar Hill	Residences at Preston Trail Center	Covenant Development, LLC	Market Rate	HUD	165	$18,975,000
TX	Dallas	Mapleshade Residences	Devon	Market Rate	HUD	148	$17,020,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
TX	Dallas	Pegasus Villas	Glenn Lynch Companies	Market Rate	HUD	151	$17,365,000
TX	El Paso	Ardent Quest	EPT Land Communities	Market Rate	HUD	120	$13,800,000
TX	El Paso	The Reserve at Sandstone Ranch II	EPT Land Communities	Market Rate	HUD	150	$17,250,000
TX	El Paso	The View at Monticello	EPT Land Communities	Market Rate	HUD	149	$17,135,000
TX	Friendswood	Autumn Creek	Helms	Market Rate	HUD	212	$24,380,000
TX	Frisco	St. Charles at Stonebriar	Conine Residential	Market Rate	HUD	306	$35,190,000
TX	Frisco	The Residence at Starwood	Southcoast Properties	Market Rate	HUD	234	$26,910,000
TX	Garland	Jefferson Woodlands	JPI Investment Company	Market Rate	HUD	364	$41,860,000
TX	Houston	Clearwood Villas	Picerne Development	Market Rate	HUD	280	$32,200,000
TX	Irving	The Carolyn	ARG	Market Rate	HUD	319	$36,685,000
TX	Kingwood	Balawoods at Kingwood	Bala	Market Rate	HUD	280	$32,200,000
TX	League City	Marina Riverbend	Atticus	Market Rate	HUD	203	$23,345,000
TX	Lewisville	Discovery Village at Castle Hills	Amaranth Inc.	Market Rate	HUD	151	$17,365,000
TX	Lewisville	Lakepointe	Bala	Market Rate	HUD	220	$25,300,000
TX	Lewisville	Hebron 121 Station Phase I	Huffines	Market Rate	HUD	165	$18,975,000
TX	Lewisville	Hebron 121 Station Phase II	Huffines	Market Rate	HUD	444	$51,060,000
TX	Little Elm	Palladium at Little Elm	Palladium USA	Market Rate	HUD	242	$27,830,000
TX	Lubbock	U Club at Overton Park	ACC	Market Rate	HUD	165	$18,975,000
TX	Plano	LVL 29	Palladium	Market Rate	HUD	328	$37,720,000
TX	Porth Arthur	The Reserve at Pinewood	CACP	Market Rate	HUD	190	$21,850,000
TX	Richardson	Parkside Towns	Atticus	Market Rate	HUD	135	$15,525,000
TX	Richardson	Villages at Clear Spring	Godfrey	Market Rate	HUD	160	$18,400,000
TX	Rockwall	Harbour Urban Center	Atticus	Market Rate	HUD	228	$26,220,000
TX	Round Rock	Stonehaven at Round Rock	Aegis PHASE III	Market Rate	HUD	265	$30,475,000
TX	San Antonio	Boardwalk on Research	Tejas Tierra	Market Rate	HUD	326	$37,490,000
TX	San Antonio	Stone Manor @ Sonterra	Tom Stone	Market Rate	HUD	246	$28,290,000
TX	Waco	Saddle Brook West	Zidell	Market Rate	HUD	216	$24,840,000
TX	Weatherford	Cypress View Villas	Glenn Lynch Companies	Market Rate	HUD	192	$22,080,000
TX	Weatherford	Sycamore Center Villas	Glenn Lynch Companies	Market Rate	HUD	280	$32,200,000
TX	Dallas	4217 Swiss Ave	Encore	Market Rate	HUD	253	$29,095,000
TX	Conroe	North Frazier	Promark Real Estate Services, LLC	Market Rate	Conventional	158	$18,170,000
TX	Cibolo	El Sereno	Borgfeld Housing	Senior Housing	Conventional	136	$15,640,000
TX	Lewisville	Areimeth	Frisco Senior Living	Senior Housing	HUD	165	$18,975,000
TX	Arlington	Park Place	Park 7 Group	Student Housing	Conventional	198	$22,770,000
TX	Austin	Twenty Two 15	Simmons Vedder	Student Housing	Conventional	165	$18,975,000
TX	Austin	The Standard	Landmark Properties	Student Housing	Conventional	287	$33,005,000
TX	Bryan	Sterling Northgate Apartments	TDC	Student Housing	Conventional	214	$24,610,000
TX	College Station	U Centre at Northgate	American Campus Communities	Student Housing	Conventional	196	$22,540,000
TX	College Station	The Plaza at College Station	Capstone	Student Housing	Conventional	307	$35,305,000
TX	College Station	Northpointe Crossing	Capstone	Student Housing	Conventional	320	$36,800,000
TX	College Station	2818	Place Properties	Student Housing	Conventional	198	$22,770,000
TX	College Station	Parkway Place	Place Properties	Student Housing	Conventional	165	$18,975,000
TX	Dallas	District of Greenville	Kaplan	Student Housing	Conventional	350	$40,250,000
TX	Dallas	Mockingbird Flats	Prescott Realty	Student Housing	Conventional	412	$47,380,000
TX	Denton	U Centre at Fry Street	Dinerstein	Student Housing	Conventional	165	$18,975,000
TX	El Paso	University of Texas at El Paso		Student Housing	Conventional	165	$18,975,000
TX	Houston	Calhoun Road	Gore Creek Partners	Student Housing	Conventional	147	$16,905,000
TX	Huntsville	Sterling Huntsville	TDC Properties	Student Housing	Conventional	181	$20,815,000
TX	Lubbock	Village at Overton Park	American Campus Communities	Student Housing	Conventional	163	$18,745,000
TX	Lubbock	The Edge	McDougal Properties	Student Housing	Conventional	165	$18,975,000

	STATE/CITY	PROJECT NAME	CLIENT	TYPE	FINANCING	UNITS	CONSTRUCTION COST
TX	Lubbock	21 Hundred Overton Park	ACC OP (Tracts 32 and 33) LLC	Student Housing	Conventional	296	$34,040,000
TX	Midland	Pavilion Park	Stonehawk Capital Partners	Student Housing	Conventional	336	$38,640,000
TX	Plainview	Wayland Baptist Student Housing	McDougal Properties	Student Housing	Conventional	52	$5,980,000
TX	Porth Arthur	Seahawk Landing	ITEX Group	Student Housing	Conventional	37	$4,255,000
TX	San Antonio	Sterling Utsa Student Housing	Sterling - UTSA, LLC	Student Housing	Conventional	166	$19,090,000
TX	San Marcos	Uptown Square Apartments	American Campus Communities	Student Housing	Conventional	316	$36,340,000
TX	San Marcos	Eight17 Lofts	Innovative Student Housing	Student Housing	Conventional	165	$18,975,000
TX	San Marcos	The Local	San Marcos TX Student Housing, LLC	Student Housing	Conventional	96	$11,040,000
TX	San Marcos	Endeavor Springtown	Endeavor Real Estate Group	Student Housing	Conventional	233	$26,795,000
TX	San Marcos	Courts at Riverbend	Reed Development/Aspen Heights	Student Housing	Conventional	240	$27,600,000
TX	Waco	Heritage Quarters	SHB/Wallace	Student Housing	Conventional	106	$12,190,000
TX	Waco	909 Baylor Ave	Park 7 Group	Student Housing	Conventional	265	$30,475,000
TX	Lubbock	Centre Avenue Development	Park 7 Group	Student Housing	Conventional	251	$28,865,000
TX	San Marcos	Concho Commons	TDC Properties	Student Housing	Conventional	228	$26,220,000

RECOGNITION

Year after year, Humphreys & Partners continues to be recognized by organizations across the country for design excellence. Our honors include Best in American Living, Pillars of the Industry, Aurora and Grand Aurora, Gold Nugget, Multifamily Executive Awards and Multi-Housing News Excellence awards, as well as numerous other local and regional awards.

2019 NATIONAL AWARDS

AURORA AWARDS
The Tyndall at Robertson Hill, Austin, TX
Silver, Best Multifamily Housing Community - 6 Stories & Over for Sale

Town Trelago, Maitland, FL
Silver, Best Multifamily Housing Community - up to 4 Stories For Rent

Novel Providence Farm, Charlotte, NC
Silver, Best Multifamily Housing Community - up to 4 Stories For Rent

Vitruvian West, Addison, TX
Silver, Best Multifamily Housing Community - 5 Stories or More For Rent

Icon Central, St Petersburg, FL
Silver, Best On-the-Boards Mixed Use or Multifamily Community

MULTIFAMILY EXECUTIVE
The Kelley at Samuels Ave., Fort Worth, TX
Project of the Year: Garden-Style Walk-Up

One on Centre, Pittsburgh, PA
Project of the Year: Student

Vintage at the Crossings, Reno, NV
Project of the Year: Senior, Affordable

STUDENT HOUSING BUSINESS INNOVATOR
Sterling 920 Terrace, Tempe, AZ
Best Use of Green/Sustainable Construction/Development

THE DALLAS BUSINESS JOURNAL
LVL29, Plano, TX
2019 Best Real Estate Deal

AUSTIN BUSINESS JOURNAL COMMERCIAL REAL ESTATE AWARDS
Tyndall at Robertson Hill, Austin, TX
Multifamily Development

NAIOP SOUTHERN NEVADA SPOTLIGHT AWARDS
Fremont9, Las Vegas, NV
Merit Award, Mixed Use Development

MCSAM
Jefferson Landmark, Dallas, TX
Best Architectural Design - Multifamily Community, Apartment or Condominium

The Kelley at Samuels, Fort Worth, TX
Finalist | Best Architectural Design -- Multifamily Community, Apartment or Condominium

GREATER NASHVILLE APARTMENT ASSOCIATION
Novel Lockwood Glen, Nashville, TN
First Place, Best Clubhouse, Best Pool Garden, Community

MHN EXCELLENCE AWARDS
The Studio at thinkEast, Austin, TX
Silver | Development & Design: Affordable

Town Trelago, Maitland, FL
Silver | Development & Design: Low Rise

NAHB BEST IN AMERICAN LIVING AWARDS
Town Trelago, Maitland, FL
Finalist, Development up to 3 Stories

NAHB PILLARS OF THE INDUSTRY
Town Trelago, Maitland, FL
Finalist, Best Garden Community

Vitruvian West, Addison, TX
Finalist, Best Low-Rise Apartment Community

The Harrison, Glendale, CA
Winner, Best Mid-Rise Apartment Community

One on Centre, Pittsburgh, PA
Winner, Best Student Housing Rental Apartment Community

Vintage at the Crossings, Reno, NV
Winner, Best 55+ Multifamily Development

HOUSTON APARTMENT ASSOCIATION
Creekside Park The Residences, Houston, TX
New Development of the Year

GOLD NUGGET
One on Centre, Pittsburgh, PA
Award of Merit, Best Student or Faculty Housing

2019 NATIONAL RANKINGS

BUILDING DESIGN + CONSTRUCTION
#1 on the Top 95 Multifamily Architecture Firms
#27 on Top 66 Architecture/Engineering List

ARCHITECTURAL RECORD
Ranked #44 on the top 300 Architecture Firms in USA

ZWEIG WHITE HOT FIRM LIST
#30 of the 100 Fastest Growing Architecture Engineering, Planning and Environmental Consulting Firms

Civil & Environmental Consultants, Inc.

MULTI-FAMILY RESIDENTIAL

CEC | AUSTIN

WHO WE ARE

Civil & Environmental Consultants, Inc. (CEC) provides comprehensive market-oriented consulting services that advance the strategic business objectives of our clients. CEC is recognized for providing innovative design solutions and integrated expertise in air quality, civil engineering, ecological sciences, environmental engineering and sciences, manufacturing infrastructure services, survey/geospatial services, waste management, and water resources. Multi-disciplined Market Groups focus on the business challenges and drivers of the manufacturing, mining, oil & gas, power, public sector, real estate, and solid waste markets.

Headquartered in Pittsburgh, Pennsylvania, CEC is an expanding company with 28 offices and more than 1,100 employees nationwide. Our continuing growth reflects client confidence in the work of our employees, who are guided by three core business principles: Senior Leadership, Integrated Services, and Personal Business Relationships.

SERVICES TO MULTI-FAMILY RESIDENTIAL DEVELOPERS

Our Real Estate Market Group is a diverse team of engineers, scientists, and professionals who serve as our conduit to the latest thinking and advancements in the real estate industry, providing clients with concise, timely information and regulatory updates to facilitate informed decision-making.

Interdisciplinary teams with a full complement of evaluation, design, technical, and regulatory insight lead clients to value CEC as a trusted real estate advisor. This partnership allows for a more promising plan and, ultimately, an increase in market competitiveness, asset appreciation, and valued return on investment.

2021 ENR TOP 500 DESIGN FIRMS
#96 CIVIL & ENVIRONMENTAL CONSULTANTS, INC.

2020 ENR TOP 200 ENVIRONMENTAL FIRMS

ORGANIZATIONS

UNITED STATES GREEN BUILDING COUNCIL // NATIONAL MULTI-FAMILY HOUSING COUNCIL // NATIONAL ASSOCIATION OF HOME BUILDERS

We offer expertise to residential real estate developers in the following areas:

PRE-DEVELOPMENT AND DUE DILIGENCE

- Conceptual Site Planning and Test Fits
- Phase I Environmental Site Assessments
- Zoning and Regulatory Review
- Property Condition Assessments
- Utility Assessments
- Brownfield Grant Applications
- Geotechnical Investigations
- Ecological and Cultural Resource Assessments
- Surveying
- Environmental Remediation

DESIGN

- Site Planning/Master Planning
- Landscape Architecture
- Site Grading and Earthwork
- Stormwater Management
- Water Quality Design
- Erosion and Sedimentation Control Design
- Utility Design
- Geotechnical Engineering
- Transportation Engineering and Design
- Green Roof Design
- Earth Retention Structures

PERMITTING

- Zoning/Re-Zoning/Site Plan Approval
- Wetland and Stream Impacts and Mitigation
- Endangered Species Permitting
- NPDES Permitting
- Effluent Limitation Guidelines
- DOT Permitting

CONSTRUCTION AND CQA

- Design-Build
- Construction Monitoring and CQA
- Construction Management
- International Building Code Special Inspections
- Stormwater Discharge Monitoring and Compliance
- Construction As-Builts

POST-CONSTRUCTION

- Asset Information Management
- Leasing Plans and Exhibits
- Green Roof Performance Monitoring
- Pavement Evaluation and Rehabilitation
- Site Infrastructure Maintenance
- ADA Accessibility
- Stormwater Discharge Monitoring and Compliance

SHOWCASE PROJECTS

HANOVER REPUBLIC SQUARE: W 5TH AND LAVACA

OWNER/CLIENT

Hanover Company

LOCATION

Austin, TX

CEC SERVICES

Erosion & Sedimentation Control Design and Inspection/NPDES Permitting

Predevelopment Site Investigations

Site Grading/Earthwork Analysis

Stormwater Management/BMP Design

Utility Design

ALTA NSPS Land Title Surveys

Topographic Surveys

OWNER OBJECTIVE

Hanover Company, located in Houston, Texas, is a private real estate company specializing in the acquisition, development, and management of high-quality multi-family residential properties nationwide.

Hanover Company was looking for a local civil engineering firm skilled at navigating the local permitting process to expedite the review period, allowing for construction to break ground on a 46-story residential tower with ground-floor retail in the Central Business District of Downtown Austin. The existing site consists of three one-story buildings, requiring demolition.

The subject site will be implementing City of Austin “Great Streets” Improvements (which includes widened sidewalks, tree plantings, and streetscape furniture) along the subject property and also for the remainder of the block and the opposite side of W 5th Street. The streetscape improvements within public right-of-way create numerous challenges due to the utility conflicts, which required extensive coordination with City agencies for approval.

CEC APPROACH

Prior to its acquisition by CEC, KBGE addressed these site challenges by meeting with decision-makers at the City, prior to formal submission, to lock in driveway locations and to obtain general concurrence of streetscape improvements prior to the first round of reviewer comments. Early buy-in from the City staff on the overall layout minimized the risk of major design changes.

The project is currently in the design phase and is proceeding with securing agency approvals. CEC has received the first round of City comments, resulting in no major design changes. CEC negotiated with City staff to obtain an alternate permitting process that will allow Hanover Company to begin demolition of the buildings and slabs, in addition to conducting environmental remediation activities, all prior to obtaining the full site development permit. This will allow Hanover Company to commence construction earlier than anticipated.

Renderings courtesy of Solomon Cordwell Buenz (SCB)

FACEBOOK TOWER

OWNER/CLIENT

Cielo Property Group

LOCATION

Austin, TX

CEC SERVICES

City of Austin “Fast Track” Permitting

Austin Water System Water, Reuse Water, and Wastewater Improvements

Roadway Extension and Resurfacing

Coordination with Large Team of Consultants and City of Austin Staff

Address Downtown Traffic Concerns

Sustainable Principles in Design

Participation in Project Meetings

Shoal Creek Setbacks

“Great Streets” Program Amenities

Boundary, Tree, Topographic, and Title Survey

Preliminary Engineering and Due Diligence

Service Extension Request (SER) Preparation and Processing

License Agreement and Unified Development Agreement (UDA) Processing and Approval

Pre-construction and Construction Phase Services

CERTIFICATION

LEED Platinum

OWNER OBJECTIVE

The property is adjacent to West 3rd Street and Nueces Street, which are categorized as Great Streets by the City of Austin, and located within the City of Austin’s full-purpose jurisdiction in the Central Business District (CDB) zoning district. The project consisted of demolition of an existing building and construction of a 30-story, 584,000-gross-square-foot mixed-use building for office uses and ground-floor retail with associated on-site parking, drives, water quality and detention, right-of-way (ROW) improvements, and utilities. Cielo Property Group desired to maximize the floor-to-area ratio (FAR) for a site heavily encumbered with setback restrictions, particularly from Shoal Creek.

CEC APPROACH

CEC provided surveying and civil engineering services for the project. The combination of services allowed the team to provide professional consulting in a much more cohesive manner. CEC’s expert knowledge of city code and surveying practices ultimately produced a setback from Shoal Creek that had much less of an effect on the development than what was anticipated; and therefore, the client’s FAR goals were realized.

The civil engineering design also included sustainable design elements such as partial sedimentation filtration in an underground vault and utilizing reclaimed water for irrigation purposes. These elements helped the project obtain a Platinum LEED® certification.

Images courtesy of Cielo Property Group

CEC promoted the use of the City of Austin “Fast Track” permit process wherein each of the two project phases held a separate site development permit.

The first phase consisted of a demolition of the existing building, excavation, and erosion and sedimentation controls. The second phase consisted of all other site plan-related items, including vertical construction, utility work, sidewalks, and streetscape improvements. CEC processed both permits and thus allowed the project to start construction earlier than what is normally anticipated.

In addition, CEC managed service extension requests (SER) through Austin Water, adding 314 linear feet of 8-inch water line, 5 linear feet of 8-inch wastewater line, and ~700 linear feet of reclaimed water line to the City’s distribution systems. CEC permitted streetscape amenities within the right-of-way and processed a license agreement for these amenities for Cielo Property Group.

When complete, Facebook leased the property, and the site is now known as Facebook Tower.

EAST 7TH STREET

OWNER/CLIENT
Pearlstone Partners

LOCATION
Austin, TX

PROJECT HIGHLIGHTS
- Located in the Plaza Saltillo Transit Oriented Development
- Compatibility Standards Analysis
- Innovative Water Quality Design
- Coordination with Surrounding Property Owners
- Affordability Requirements

Located on east 7th street, a thriving entertainment district, the proposed development included a five-story, 19-unit multi-family project with an associated shared parking garage.

S CONGRESS

OWNER/CLIENT
Pearlstone Partners

LOCATION
Austin, TX

PROJECT HIGHLIGHTS
- Detention Pond Design
- Compatibility Standards Analysis
- Public Water/Wastewater Improvements
- Coordination with Surrounding Property Owners
- ROW Dedication

The project required on-site detention that was strategically placed in fire access pathways for the structure and are hidden from the street view.

A four-story, 16-unit multi-family project with 900 square feet of ground-floor retail and an associated shared parking garage.

AUSTIN SITE REDEVELOPMENT ESA

OWNER/CLIENT
Confidential Developer

LOCATION
Austin, TX

PROJECT HIGHLIGHTS
- Predevelopment Site Investigations
- Phase I and II Assessments
- Site Characterization

CEC provided value by conducting predevelopment site investigation services, allowing the client to move forward with the design and engineering of a multi-family residential development on a former industrial manufacturing site.

1600 E 4TH

OWNER/CLIENT
Cielo Property Group

LOCATION
Austin, TX

PROJECT HIGHLIGHTS
- Predevelopment Site Investigations
- Site Grading/Earthwork Analysis
- Stormwater Management/BMP Design
- Sustainability Planning/Design
- Transportation Planning

The proposed development includes a five-story 150,000-square-foot office building and 8,500 square feet of restaurant and retail with associated below-grade parking garage

THE INDIE

OWNER/CLIENT
Transwestern Development Company

LOCATION
Austin, TX

PROJECT HIGHLIGHTS
- Sustainability Planning/Design
- Transportation Planning
- Zoning Support
- Innovative Water Quality Design
- Construction Phase Services

The proposed development includes a five-story, 139 micro-unit, multi-family residential project with 2,500 square feet of ground-floor retail space and an associated shared parking garage.

THE ARNOLD

OWNER/CLIENT
Transwestern Development Company

LOCATION
Austin, TX

PROJECT HIGHLIGHTS
- Sustainability Planning/Design
- Transportation Planning
- Zoning Support
- Innovative Water Quality Design
- Construction Phase Services

The proposed development includes a five-story, 346-unit, multi-family project located in three buildings with 11,400 square feet of ground-floor retail space and an associated shared parking garage

Athens, PA
877.389.1852

Austin, TX
512.439.0400

Boston, MA
866.312.2024

Bridgeport, WV
855.488.9539

Buffalo, NY
800.365.2324

Charlotte, NC
855.859.9932

Chicago, IL
877.963.6026

Cincinnati, OH
800.759.5614

Cleveland, OH
800.365.2324

Columbus, OH
888.598.6808

Fall River, MA
508.679.5646

Greenville, SC
855.574.4331

Houston, TX
800.365.2324

Indianapolis, IN
877.746.0749

Kansas City, KS
866.250.3679

Knoxville, TN
865.977.9997

Martinsburg, WV
800.365.2324

McAllen, TX
800.365.2324

Monroeville, PA
800.899.3610

Nashville, TN
800.763.2326

Oklahoma City, OK
405.246.9411

Philadelphia, PA
888.267.7891

Phoenix, AZ
877.231.2324

Pittsburgh, PA
800.365.2324

San Diego, CA
760.977.8106

Sevierville, TN
865.774.7771

St. Louis, MO
866.250.3679

Toledo, OH
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COATS | ROSE

Firm Resume and Affordable Housing and Community Development Practice Overview

April 19, 2022

FIRM OVERVIEW

Coats Rose, P.C. ("Coats Rose" or the "Firm") is a business transaction and litigation law firm focused on development: the development of real estate, affordable housing, special purpose districts, business and private wealth. The firm has been engaged in the practice of law for over 30 years, and consists of 68 lawyers and 20 legal assistants, and a support staff of approximately 50 in six offices located in Texas, Louisiana and Ohio. The firm engages in a general civil practice which includes affordable housing and community development, real estate law, public finance, corporate and business, commercial litigation, construction and surety law, intellectual property, government relations, mergers and acquisitions, tax, and wealth planning and preservation representation in many states.

From site selection to the closing table, Coats Rose provides in-depth knowledge and experience regarding the legal issues faced by developers, lenders, owners and operators of public and private commercial real estate. We have worked as lead counsel on large-scale, multiphase transactions for some of the largest public housing authorities in the country. We are also counsel to private developers, lenders, investors and public agencies on 9%, 4% LIHTC, Community Development Block Grant ("CDBG") financing, new markets tax credits, historic tax credits and 501(c)(3) affordable housing transactions around the country. Our attorneys are experienced in providing comprehensive solutions for our clients seeking debt and equity financing from federal, state and local governments, federal and state agencies, banks and other lending institutions, the public markets and private investors.

We have one of the largest practice groups in the U.S. dedicated to affordable housing and community development, with 22 lawyers practicing full-time in all aspects of finance, real estate, regulatory compliance and associated matters. Our attorneys are licensed to practice in a number of jurisdictions, including Texas, Louisiana, Ohio,

Colorado and Washington, D.C. We have provided legal counsel for the development and financing of affordable housing and community development projects throughout the country, and we offer unparalleled resources to work effectively and efficiently, bringing the knowledge and experience to work with governmental agencies, lenders, investors and vendors on behalf of our clients.

In addition, our attorneys have experience in the structuring and documentation of complex public and private housing finance transactions involving taxable and tax-exempt obligations, federal low-income housing tax credits, state tax credits, and various federal and state subsidies, routinely serving as bond counsel, special tax counsel, underwriter's counsel, borrower counsel and/or syndicator counsel on such transactions. We have served as counsel to local governments, underwriters, mortgage bankers and banks across the country.

The Firm routinely serves as legal counsel to public housing authorities ("PHAs"), providing advice concerning the ownership and operation of public housing, development and redevelopment of affordable housing using tax credits and tax-exempt bonds, and related real estate matters. Our affordable housing attorneys specialize in real estate transactions, with an emphasis on public finance and the development of public and affordable housing. We have closed countless transactions using various financing tools including the RAD program, 9% and 4% low income housing tax credits, tax-exempt bonds, HUD financing, historic tax credits, new markets tax credits, HOPE VI financing, investment syndications, HOME and CDBG financing, capital funds, public housing funds, and conventional financing. Our attorneys serve in diverse roles such as bond counsel, underwriter's counsel, borrower counsel, housing authority counsel and RAD counsel on such transactions.

Because we see such a broad spectrum of transactions across the affordable housing industry, our attorneys are able to apply lessons learned in one context to solve challenges in another. We are able to add value for our clients by drawing on the experiences of our professionals across regions and disciplines to bring novel and cutting-edge solutions to the table. For example, we were on the forefront of the financing programs created in the midst of the recession and closed numerous deals during that time which made use of the Tax Credit Exchange Program, Tax Credit Assistance Program and Neighborhood Stabilization Program.

We are experienced in reviewing HUD closing documents such as the Mixed Finance ACC Amendment and Exhibits, Declaration of Trust, Declaration of Restrictive Covenants,

Regulatory and Operating (R&O) Agreement, Affordability Reserve Escrow Agreements, Certifications, Resolutions and other Evidentiary Materials. The Firm is very familiar with the Section 8 program and our attorneys have experience in developing strategies involving project-based vouchers, the AHAP process and RAD. Our attorneys routinely manage transactional closings, participating on conference calls with the title company and the equity and lender team members. Through our aforementioned experience, we have become very familiar with the guidance issued by HUD and are able to navigate the policies and procedures on the RAD side as well as the FHA side of HUD.

We have closed numerous RAD transactions as PHA counsel, including for the Housing Authority of the City of El Paso, Fort Worth Housing Solutions, Housing Authority of the City of Austin, Housing Authority of Texarkana (Texas), Housing Authority of Savannah (Georgia), Metropolitan Housing Authority (Little Rock, Arkansas), the Housing Authority of the City of Shreveport (Louisiana) and Cincinnati Metropolitan Housing Authority (Ohio).

Our affordable housing attorneys are licensed to practice in a number of jurisdictions, including Texas, Louisiana, Ohio, Georgia, Mississippi, Tennessee, Colorado, Virginia and Washington, D.C.. We are able to provide legal services on a national level, resulting in one streamlined, consolidated legal resource. We believe that because of our extensive experience and our willingness to face the most difficult challenges, we are fully able to assist our clients in managing their initiatives and any issues that may arise, as well as assist our clients in accomplishing their goals.

The following is a selection of our experience in the representation of for profit, nonprofit and private developers and public housing authorities in the development, redevelopment and renovation of affordable housing using a variety of financing techniques.

Rental Assistance Demonstration ("RAD") Transactions

To date, the Firm has closed over 120 RAD transactions across the country. Our depth of experience directly benefits PHAs and developers as we understand the RAD closing process and are able to both (i) anticipate and preemptively address potential concerns of the RAD Transaction Manager, Closing Coordinator, and OGC counsel, and (ii) efficiently guide the development team to a successful closing. The Firm has worked with PHAs in the preparation and submission of RAD applications, and we served as Special Counsel to Housing Opportunity Management Enterprises (HOME) (f/k/a the Housing Authority of the City of El Paso) ("HACEP") for the redevelopment of its entire portfolio under the RAD Program (6,000

units). In 2016, we served as counsel to the Housing Authority of the City of Austin (HACA) for the redevelopment of eight RAD properties, totaling 595 units. In early 2015, we closed a RAD transaction for the HACEP that included 1,590 units in 13 properties all in one financing. It was the largest RAD transaction closed to-date at that time by HUD. This project totaled $242 million of financing including $80 million of tax credit equity. In 2016, we served as counsel to the Housing Authority of the City of Austin ("HACA") for the redevelopment of eight RAD properties, totaling 595 units. In addition, we have worked with Fort Worth Housing Solutions ("FWHS") on the conversion of the FWHS' public housing portfolio to RAD, closing over 20 RAD transactions for FWHS, including the first RAD transactions that closed in the State of Texas. In one of the transactions, the Firm represented FWHS in their redevelopment of the Hunter Plaza development in downtown Fort Worth using seven different sources of funding including tax-exempt bonds, 4% tax credits, capital funds, state historic tax credits, federal historic tax credits, City HOME funds and tax increment financing funding from the Downtown Fort Worth TIRZ.

Mixed Finance

The Firm has extensive experience in the representation of public/private partnerships involving housing authorities and private developers that have teamed up to develop affordable housing under the low-income housing tax credit and other programs. These partnerships have involved numerous HUD financings and bond issues. This experience includes identifying and structuring the financing for the transaction, negotiating with investors and lenders, preparing mixed-finance applications and evidentiary submissions, corresponding with HUD regarding the status of various aspects of the transaction and submitting demolition and disposition applications. The Firm has extensive experience in drafting HUD Regulatory and Operating Agreements, Declarations of Restrictive Covenants, Ground Leases, Master Development Agreements, sub-grant agreements and all other evidentiary documents necessary for a mixed-finance application. The Firm has also worked with HUD to receive local and headquarters approvals for demolition, disposition and other HUD required applications, including RAD applications. The Firm has been involved in numerous mixed-finance transactions and has developed a seamless process that leads the housing authority through any issues which may be raised during the approval process.

FHA and HUD Financing

The Firm has served as counsel in all aspects of HUD financing, representing owners in the development and preservation of affordable housing through the insurance programs under

the United States Housing Act and the National Housing Act, including 221(d)(4), 221(d)(3) and 223(f). We have also represented numerous clients in FHA transactions that involve tax credit and bond financing. The Firm recently closed the largest USDA Rural Development loan in the country and understands the various statutes and HUD regulations required to successfully handle these transactions. The Firm has worked with all of the HUD offices throughout the Southeast region, including Fort Worth and San Antonio, as well in many in the Midwest and Washington, D.C. Our Cincinnati attorneys have longstanding relationships with all of the HUD lenders that have traditionally served the Cincinnati market and surrounding areas and have worked with the HUD offices in Cleveland, Columbus, Indianapolis, Chicago and Detroit.

Low Income Housing Tax Credits

The Firm has worked extensively with private and public entities to develop public and affordable acquisition/rehabilitation and new construction properties. The Firm and its clients have had great success generating and preserving affordable housing with 9% Low Income Housing Tax Credits. Coats Rose has extensive experience with multiple state tax credit programs and the state agencies that oversee such programs. Over the past several years, Coats Rose has acted as legal counsel and tax credit consultant on over 200 applications to various state housing finance agencies for allocations of low-income housing tax credits under the Section 42 programs.

Coats Rose also assists clients in proceedings before housing finance agencies in Texas, Louisiana and other states, including as representatives for the inducement of bonds, development of mixed-use properties for residential use along with commercial space.

The Firm has developed excellent working relationships with all of the major syndicators and purchasers of tax credits. Due to the volume of transactions that we have handled with various syndicators and tax credit purchasers, the Firm has an excellent understanding of the market for tax credits and can provide counsel not just on the legal documents to effectuate a sale of tax credits, but also on the normal and customary business terms for the sale of tax credits.

Tax-Exempt Bonds and 4% Tax Credits

The Firm has extensive experience in transactions combining tax-exempt private activity bonds and 4% LIHTCs. Over the last decade, we have served as borrower counsel, bond counsel, underwriter counsel and/or housing authority counsel on hundreds of bond deals with a wide variety of issuers. This includes many bond deals with TDHCA and other Texas bond issuers such as cities, counties and housing authorities. The Firm is familiar with of the Texas statutory requirements regarding the issuance of tax-exempt bonds, including rules governing public hearing approval and private activity bond volume cap. The firm has worked extensively with TDHCA and knows that agency's processes and procedures.

FHA and HUD Financing

The Firm has served as counsel in all aspects of HUD financing, representing owners in the development and preservation of affordable housing through the insurance programs under the United States Housing Act and the National Housing Act, including 221(d)(4), 221(d)(3) and 223(f). We have also represented numerous clients in FHA transactions that involve tax credit and bond financing. The Firm recently also has experience with the USDA Rural Development programs. The Firm has worked with all of the HUD offices throughout the Southeast region, including Fort Worth and San Antonio, as well in many in the Midwest and Washington, D.C. One of our attorneys served as a HUD employee in the San Antonio office in the late 90s, and he continues to have excellent working relationships with HUD staff, including the agency legal and program staff, in Texas and Washington, DC. Our Cincinnati attorneys have longstanding relationships with all of the HUD lenders that have traditionally served the Cincinnati market and surrounding areas and have worked with the HUD offices in Cleveland, Columbus, Indianapolis, Chicago and Detroit.

New Market Tax Credits - The Firm has handled transactions utilizing the New Market Tax Credit (NMTC) Program. These transactions have stimulated business investments in low income communities that may not otherwise have seen similar investments. The involvement of the NMTC has also been used in conjunction with other funding to create mixed-use development and communities.

Historic Tax Credits – The Firm has successfully closed transactions that make use of the Federal Historic Tax Credit program as well as the Texas State Historic Tax Credits. These historic tax credits are typically combined with other funding sources that result in complex, multi-layered transactions that include a historic preservation component, allowing

revitalization to occur while still ensuring key historic architectural design elements are repaired and maintained. We have successfully utilized historic tax credits on a number of RAD conversions.

Choice Neighborhoods Implementation Grants

The Firm has represented PHAs in the redevelopment and revitalization of neighborhoods utilizing HUD's Choice Neighborhoods Program. Our attorneys understand the necessary legal submissions to HUD and the closing process to successfully close on transactions involving CNI Grants.

Fair Housing/Employment/Litigation

Our attorneys have worked on litigation matters in the past, including cases involving the Fair Housing Act. Our attorneys have successfully defended clients against whom unfair housing complaints have been made including claims made when apartment owners were unable to lease to victims of Hurricane Katrina in 2005. Litigators in the Firm regularly handle litigation involving construction matters, surety claims, employment issues, landlord-tenant matters, and creditor's claims in bankruptcy. We are also very well suited to advise on fair housing, accessibility, and disability issues related to Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, and Fair Housing Act, including policy development and fair housing investigations.

Mortgage Regulatory, Including CFPB, RESPA, TRID Compliance

We have experience in monitoring and ensuring compliance with Consumer Financial Protection Bureau (CFPB) regulations, Real Estate Settlement Procedures Act (RESPA), Truth in Lending Act (TILA), Telephone Consumer Protection Act (TCPA), Fair Credit Reporting Act (FCRA), Fair Housing Act (FHA), the Fair Debt Collection Practices Act (FDCPA), and the Americans with Disabilities Act (ADA). We have experience advising both mortgage origination and servicing lines on the implementation and continued compliance with those regulations. We are able to provide legal review on the consumer protection responses to the CFPB and Home Mortgage Disclosure Act ("HMDA"). While we do not have direct experience with TRID, the TILA (Truth in Lending Act) / RESPA (Real Estate Settlement Procedures Act) Integrated Disclosure Rule, we are able to work with you to identify ways to provide that expertise to the team as needed.

FHA, VA, USDA, FNMA, FHLMC Loan Guidelines

We have vast experience working with mortgage regulatory guidelines such as the HUD Multifamily Accelerated Processing (MAP) Guide. We have also worked extensively with Fannie Mae and USDA loan programs. The Firm's experience focuses on borrower representation in those areas. We do not have experience representing lenders with these agencies. We do, however, have a banking attorney among our ranks who has extensive experience with commercial real estate loans for institutional lenders, individuals and private developers, along with general real estate, commercial and business representation for corporate and individual clients, which has been the focus of his practice for more than 30 years.

Federal Home Loan Bank ("FHLB")

Coats Rose has significant experience negotiating loans from the Federal Home Loan Bank, including a member of the team that was the first to draft AHP loan documents for the Federal Home Loan Bank of Dallas.

Texas General Land Office ("GLO")

Coats Rose has worked with the Texas General Land Office ("GLO") on numerous transactions, including when it represented the Harris County Housing Authority ("HCHA") in the Retreat at Westlock transaction. Coats Rose assisted HCHA in developing a conduit loan structure to route an $8,000,000.00 CDBG-DR grant from GLO to HCHA through the HCHA Redevelopment Authority, which ultimately loaned the funds to the tax credit partnership. Coats Rose also negotiated the related land use restriction agreement with GLO on behalf of HCHA. Additionally, a member of the Coats Rose team was the first to negotiate Disaster Recovery documents with GLO when GLO took over the Disaster Recovery program from TDHCA.

Specialized Structuring

The Firm works with PHAs to structure transactions, so they are able to maintain the ad valorem tax exemption for their developments. The Firm has worked with appraisal districts in receiving pre-determinations of exempt status prior to closing. The Firm represented many of its public housing authority clients by submitting an Amicus Brief to the Texas Attorney General in response to a request challenging the structure utilized by housing authorities. The Firm continues to be in the forefront of drafting documents to assure that

the ad valorem tax exemption is maintained for public housing authorities participating in a limited partnership structure for tax credits.

The Firm has provided guidance to several developer clients including CHDOs and non-profits in utilizing tax credits, HOME Funds and CDBG Funds. In the aftermath of Hurricanes Katrina, Rita, Ike and Dolly, our attorneys were instrumental in providing comments on strategic plans with local leadership staffs, particularly in assisting with business models to revitalize the coast. The Firm has an expertise in managing Section 8 contracts, refinancing properties with HUD insured mortgage, and seeking amendments to LURAs on properties undergoing revitalization.

Public/Private Partnerships

The Firm has extensive experience in the representation of public/private partnerships involving housing authorities and private developers that have teamed up to develop affordable housing under the low-income housing tax credit and other programs. These partnerships have involved numerous HUD financings and bond issues. This experience includes identifying and structuring the financing for the transaction, negotiating with investors and lenders, preparing mixed-finance applications and evidentiary submissions, corresponding with HUD regarding the status of various aspects of the transaction and submitting demolition and disposition applications. The Firm has extensive experience in drafting HUD Regulatory and Operating Agreements, Declarations of Restrictive Covenants, Ground Leases, Master Development Agreements, sub-grant agreements and all other evidentiary documents necessary for a mixed-finance application. The Firm has also worked with HUD to receive local and headquarters approvals for demolition, disposition and other HUD required applications, including RAD applications. The Firm has been involved in numerous mixed-finance transactions and has developed a seamless process that leads the housing authority through any issues which may be raised during the approval process.

State Tax-Credit Programs and Texas Department of Housing and Community Affairs (TDHCA)

Coats Rose has extensive experience appearing before the TDHCA Board on behalf of developer clients, and specifically on behalf of housing authorities in RAD transactions. In July 2014, Mr. Barry J. Palmer appeared before the TDHCA Board to appeal a termination by TDHCA Staff ("Staff") of a 9% allocation to the Housing Authority of the City of El Paso on a project called Tays South. This was a RAD transaction wherein the housing authority was

tearing down an existing, obsolete public housing site and rebuilding with 9% tax credits. The project had qualified for an award in the scoring competition, but TDHCA Staff had determined the project ineligible due to undesirable area features including high crime, high poverty and blight. Mr. Palmer appeared before the TDHCA Staff and was successful in having the TDHCA Board over turn Staff's recommendation, and the 9% credits were awarded to the housing authority. This project has now been completed, and below are photographs of the completed project that would not have been built if Coats Rose had not been able to achieve this result at the TDHCA Board meeting.

Photos: The Housing Authority of the City of El Paso Tays South project in El Paso, Texas

Coats Rose also appeared before the TDHCA Board on behalf of the Housing Authority of the City of El Paso at their meetings in April and May of 2017. In that situation, the housing authority had applied for 9% tax credits on a RAD project in downtown El Paso called the Blue Flame building. This was to be a transfer of assistance from an obsolete site that was to be demolished, with the RAD units being transferred to a downtown historic building to be renovated with a combination of 9% tax credits and historic tax credits. The project was one of the highest scoring projects in the State and was in line to be funded, but Staff terminated the application due to a technicality in the QAP that requires transfer of assistance on RAD projects to go into high opportunity neighborhoods. The downtown area where Blue Flame was located was not technically a high opportunity area, although a number of revitalization efforts were ongoing. Mr. Palmer was successful in arguing to the TDHCA Board at their April and May Board meetings to overturn Staff's ruling and to grant the tax credits to the Housing Authority of the City of El Paso. That transaction has since closed, and a grand opening was held recently for the redeveloped historic building. These are just a couple of examples of the successful results that Coats Rose has achieved working both with Staff, and, when necessary, on appeals to the TDHCA Board.

Coats Rose has also been successful in negotiating changes to the QAP and the TDHCA Rules on behalf of housing authority clients in RAD transactions. Coats Rose was successful in convincing the TDHCA Underwriting Staff to change their rules for valuation of acquisition credits to utilize a market rate approach as opposed to a restricted rent approach. This resulted in a number of housing authority clients receiving additional 4% acquisition credits. Also, Coats Rose was able to convince the TDHCA Staff to increase the developer fee allowed on 4% RAD transactions to 20% as an exception to the TDHCA standard rule of allowing a 15% developer fee on all tax credit transactions.

Capital Funds and Replacement Housing Factor Funds

Public housing authorities are seeking more innovative ways to preserve their portfolios with the use of diverse funding tools. The Firm has experience in numerous transactions utilizing Replacement Housing Factor Funds and Capital Funds together with tax credits in conjunction with mixed-finance transactions.

Opportunity Zones

Qualified Opportunity Zones ("QOZs"), created by the 2017 Tax Cuts and Jobs Act under Sections 1400Z-1 and 1400Z-2 of the Internal Revenue Code of 1986, as amended (the "QOZ Statute"), were designed to spur investment in distressed communities throughout the country through tax benefits. Under a nomination process completed in June 2018, 8,761 communities in all 50 states, the District of Columbia and five U.S. territories were designated as QOZs. QOZs retain their designation for 10 years. Investors may defer tax on almost any capital gain up to Dec. 31, 2026 by making an appropriate investment in a QOZ, making an election after December 21, 2017, and meeting other requirements.

Coats Rose has been at the forefront of reviewing, guiding and structuring affordable housing transactions and other types of transactions that may seek to take advantage of QOZs. Coats Rose understands the risks associated with investing in QOZs, particularly in light of: (i) the uncertainties in the interpretation of certain provisions of the QOZ Statute (e.g., whether or not residential rental property is an eligible business); and (ii) limited legislative history, and the absence of final regulatory guidance from the Internal Revenue Service (the "IRS"), which means there is a possibility that IRS' interpretation of the QOZ Statute will be unfavorable to taxpayers.

COATS | ROSE

HOUSTON
AUSTIN
DALLAS
SAN ANTONIO
NEW ORLEANS
CINCINNATI

SPRING VALLEY
CONSTRUCTION COMPANY

BROOKS MANOR REDEVELOPMENT
DALLAS, TEXAS
INTRODUCTORY QUALIFICATIONS PACKAGE
NOVEMBER 8, 2019

SPRING VALLEY
CONSTRUCTION COMPANY

Novemer 8, 2019

Mr. Ken Miller
Sr Construction Director
Volunteers of America
1660 Duke Street
Alexandria, VA 22314

Re: Brooks Manor Redevelopment | Dallas, Texas

Dear Ken:

Spring Valley Construction Company is pleased to submit our Introductory Qualifications Package for your use.

We understand the responsibilities that come with building successful projects and stand ready to vigorously undertake the role of general contractor. The development of long-lasting relationships with our clients is important to us as well, and we truly believe our company core values of Service, Value, Character and Commitment are a perfect match to fulfill your needs.

Should you select Spring Valley Construction Company as your general contractor, our primary focus will be to construct a high-quality facility that exceeds your expectations, all the while providing 'an enjoyable experience.'

We trust this information will meet your needs; however, if additional information is required, please do not hesitate to contact us.

Sincerely,

SPRING VALLEY CONSTRUCTION COMPANY

Stephen J. Bruszer
President

10950 Alder Circle
Dallas, Texas 75238
214.340.9800 | svcc.biz

The Dallas Morning News
TOP 100
PLACES TO WORK 2018
10TH ANNIVERSARY

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COMPANY OVERVIEW

SPRING VALLEY
CONSTRUCTION COMPANY
An Enjoyable Experience

General Contractor
Legal Name & Address:

SPRING VALLEY
CONSTRUCTION COMPANY

10950 Alder Circle
Dallas, Texas 75238
o: 214.340.9800
f: 214.340.9100
svcc.biz

Contact: Nick Hasty
Director of Business Development
nhasty@svcc.biz
c: 469.647.1543

Year Founded | No. Years in Business: 1973 | 46 Years

Type of Operation: Corporation

Total Number of Employees: 71

Mission Statement:

Spring Valley Construction Company is a relationship driven General Contractor providing value to our stakeholders through superior service, outstanding character and a commitment to excellence.

Vision: Building Relationships with Lasting Value

Core Values: Service Value Character Commitment

Firm History:

Spring Valley Construction Company was established in 1973 as a wholly owned subsidiary of Folsom Investments. James Archer, current CEO, joined the company in 1974 as President and in 1991, he purchased the company outright. Today, his partners are:

Danny Copeland, Executive Vice President (purchased interest in 1993)
Brent Archer, Vice President Operations (purchased interest in 2012)
Stephen Bruszer, President (purchased interest in 2016)
Kennon Garms, CFO (purchased interest in 2016)

Areas of Specialty:

Multi-Family
Senior Living | Assisted Living | Memory Care
Remodel | Renovations
Retail
Office
Industrial
Education
Healthcare

November 8, 2019

Mr. Ken Miller
Sr Construction Director
Volunteers of America
1660 Duke Street
Alexandria, VA 22314

Re: Spring Valley Construction Company

Dear Mr. Miller:

The Hartford, through its operating entities, has issued surety bonds to Spring Valley Construction Company since 2000, during which time we have favorably considered projects up to $50,000,000 single/$150,000,000 aggregate. Hartford's A.M. Best Rating is A XV. Our experience with Spring Valley has been excellent and we highly recommend them to you.

As surety for Spring Valley, The Hartford will favorably consider providing a 100% Performance Bond and a 100% Payment Bond for various projects, provided a contract is awarded to and executed by Spring Valley.

Please understand that any arrangement for any bonds is a matter between Spring Valley and The Hartford and we assume no liability to third parties or you if, for any reason, we do not issue requested bonds.

The Hartford expressly reserves the right to review the terms and conditions of the contract, contract amount and bond form, evaluate pertinent underwriting data and verify the adequacy of project financing prior to the issuance of bonds for the referenced project.

This letter will expire one hundred and eighty (180) days from the above date.

Best regards,

Darrin J. Weber, CPA, CIC, CRM
Attorney-in-Fact, The Hartford

The Hartford
Bond Department
3000 internet Blvd, Ste 600
Frisco, Texas 75034

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 8/7/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Doreen Dare-Mack
Weber Group Advisors 13601 Preston Road, Suite E740 Dallas TX 75240	PHONE (A/C, No, Ext): (972) 961-3930 FAX (A/C, No): (972) 961-3931 E-MAIL ADDRESS: dmack@webergroupadvisors.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Phoenix Insurance Company (The)	25623
INSURER B : Travelers Indemnity Co. of Connecticut	25682
INSURER C : Markel American Insurance Company	28932
INSURER D : Travelers Casualty and Surety Co of Ame	19046
INSURER E : Travelers Lloyds Insurance Company	41262
INSURER F :	

INSURED
Spring Valley Construction Co.
10950 Alder Circle
Dallas TX 75238

COVERAGES **CERTIFICATE NUMBER:** 19/20 Master **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR X $5,000 PD Deductible GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [ ] LOC [ ] OTHER:			CO-7N183357	7/1/2019	7/1/2020	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 300,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000
B	AUTOMOBILE LIABILITY X ANY AUTO [ ] ALL OWNED AUTOS [ ] SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS			BA-7N378671	7/1/2019	7/1/2020	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
C	X UMBRELLA LIAB X OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED X RETENTION $ 10,000			MKLM4EUL100510	7/1/2019	7/1/2020	EACH OCCURRENCE AGGREGATE	$ 5,000,000 $ 5,000,000
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N [ ] N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			UB-7N28513A	7/1/2019	7/1/2020	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
E	Leased/Rented Equipment			QT 660 1L167890	7/1/2019	7/1/2020	Ded. $1,000; Limit	$600,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

****FOR INFORMATION PURPOSES ONLY****

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Darrin Weber/JBAUM

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Harbor Urban Center
Rockwall, Texas
in progress

SIMILAR PROJECT EXPERIENCE

SPRING VALLEY
CONSTRUCTION COMPANY
An Enjoyable Experience

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CONSTRUCTION COMPANY

HUD
PROJECT EXPERIENCE

PROJECT NAME | LOCATION	COMPLETION DATE	# OF UNITS	GROSS SF	
Harbor Urban Center | Rockwall, TX **HUD #113-35719** *parking garage podium and apartments*	December 2019	228 *units*	239,815 *sf apts* *132,798 sf garage*	
Mira Lagos Ph II Apts | Grand Prairie, TX | HUD # 113-35666	May 2018	112 *units*	162,700 *sf*	
LBJ Station Apartments | Dallas, TX HUD #113-35585	January 2017	249 *units*	198,758 *sf*	
The Aspens at Twin Creeks Senior Living | Allen, TX | HUD #113-35359	July 2011	180 *units*	157,379 *sf*	
Stoneleigh on Spring Cypress Apts | Cypress, TX | HUD #114-35509	April 2005	216 *units*	190,380 *sf*	
Provident Personal Care Facility McKinney, TX | HUD #113-43207	March 1999	36 *units*	23,480 *sf*	
Sherwood Wellness Center & Senior Medical Clinic | Bedford, TX HUD #112-43067	November 1997	126 *units*	110,851 *sf*	
		1,147	***1,216,161***	
		TOTAL UNITS	**TOTAL SF**	

SPRING VALLEY
CONSTRUCTION COMPANY

Harbor Urban Center
(*in progress*)

OWNER: ATTICUS REAL ESTATE DEVELOPMENT

ARCHITECT: HUMPHREYS & PARTNERS ARCHITECTS, LP

Project Description

228-Unit, 167,489 SF 4-story apartment over 2-story podium deck / parking garage, as well as 3-acre site development (HUD project).

SPRING VALLEY
CONSTRUCTION COMPANY

Arella on Jones Senior Living

OWNER: Anbeya, LLC

ARCHITECT: Meeks + Partners

Project Description

223,475 SF, 4-Story, 229-Unit Senior Independent Living Facility, as well as 8-Acre Site Development (*in progress*).

SPRING VALLEY
CONSTRUCTION COMPANY

EMBREE HILL APARTMENTS

OWNER: LANDMARK AT LAKEWAYS WEST LLC

ARCHITECT: WOMACK+HAMPTON ARCHITECTS, LLC

PROJECT DESCRIPTION

139-UNIT, 138,178 SF 3-STORY APARTMENT COMPLEX CONSISTING OF 6 BUILDINGS INCLUDING A CLUBHOUSE, AS WELL AS 33.8-ACRE SITE DEVELOPMENT *(IN PROGRESS)*.

SPRING VALLEY
CONSTRUCTION COMPANY

The Orchards at Market Plaza

OWNER: Dial Senior Apartment Development

ARCHITECT: Architecture Demarest

Project Description

269,909 SF, 4-Story, 180-Unit Senior Independent Living Facility, as well as 2-Acre Site Development (*in progress*).

SPRING VALLEY
CONSTRUCTION COMPANY

SYLVAN | THIRTY

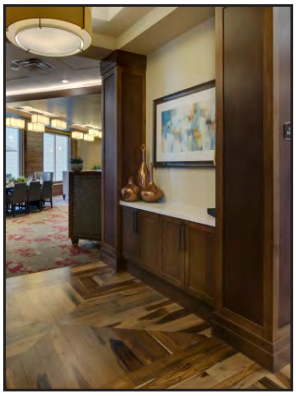
OWNER: LYNXETTE EXPLORATION, LLC

ARCHITECT: HODGES & ASSOCIATES | BGO ARCHITECTS

PROJECT DESCRIPTION

NEW 6.5-ACRE MIXED-USE DEVELOPMENT LOCATED AT I-30 AND SYLVAN AVENUE IN WEST DALLAS. PROJECT INCLUDES SIX (6) RETAIL BUILDINGS AND 201-UNIT 4-STORY APARTMENT BUILDING OVER A 3-LEVEL CONCRETE PARKING GARAGE.

SPRING VALLEY
CONSTRUCTION COMPANY



Solana Terrace Vintage Park

OWNER: Formation Development

ARCHITECT: PRDG, LLC

Project Description

4-Story, 117-Unit Senior Independent Living Facility, as well as 3-Acre Site Development. Four story wood framed structure. Exterior is primarily stucco with stone & cast stone accents. Exterior walls adjacent to State highway 249 have upgraded STC windows, doors and walls. Building amenities include a wine bar, cafe bar, full commercial kitchen, salon, pool with hot tub, dog park, theater and woodworking shop.

SPRING VALLEY
CONSTRUCTION COMPANY

The Orchards at Arlington Highlands

OWNER: Dial Retirement Communities

ARCHITECT: Kazmaier

Project Description

4-Story, 180-Unit Senior Independent Living Facility, as well as 9-Acre Site Development.

SPRING VALLEY
CONSTRUCTION COMPANY

State Thomas Apartments

OWNER: State Thomas Apartments, LP

ARCHITECT: BGO Architects

Project Description

State Thomas Residences is a 211-Unit Multi-Family Complex consisting of 9 distinct buildings over a common 90,000 SF below-grade parking garage. A portion of the project was included in the Landmark Historical District and the various buildings have been uniquely designed to coordinate with the architecture of surrounding neighborhood. The State Thomas Residences offer a variety of unit mixes with variety of interior finish types, as well as pool and courtyard area.

Sylvan | Thirty Mixed-Use
Dallas, Texas

AIA DOCUMENT A305 - 1986 CONTRACTOR'S QUALIFICATION STATEMENT

SPRING VALLEY
CONSTRUCTION COMPANY
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AIA® Document A305™ – 1986

Contractor's Qualification Statement

The Undersigned certifies under oath that the information provided herein is true and sufficiently complete so as not to be misleading.

SUBMITTED TO: Mr. Ken Miller, Sr Construction Director
Volunteers of America
ADDRESS: 1660 Duke Street
Alexandria, VA 22314
SUBMITTED BY: Spring Valley Construction Company

NAME: Stephen J. Bruszer, President

ADDRESS: 10950 Alder Circle
Dallas, TX 75238

PRINCIPAL OFFICE: Same

[X] Corporation

[ ] Partnership

[ ] Individual

[ ] Joint Venture

[ ] Other

NAME OF PROJECT: *(if applicable)* Brooks Manor Redevelopment
Dallas, Texas
TYPE OF WORK: *(file separate form for each Classification of Work)*

[X] General Construction

[ ] HVAC

[ ] Electrical

[ ] Plumbing

[ ] Other: *(Specify)*

§ 1 ORGANIZATION

§ 1.1 How many years has your organization been in business as a Contractor? 46

§ 1.2 How many years has your organization been in business under its present business name? 46

§ 1.2.1 Under what other or former names has your organization operated?

N/A

§ 1.3 If your organization is a corporation, answer the following:

§ 1.3.1 Date of incorporation: 02/05/1973

ADDITIONS AND DELETIONS:
The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An *Additions and Deletions Report* that notes added information as well as revisions to the standard form text is available from the author and should be reviewed. A vertical line in the left margin of this document indicates where the author has added necessary information and where the author has added to or deleted from the original AIA text.

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

This form is approved and recommended by the American Institute of Architects (AIA) and The Associated General Contractors of America (AGC) for use in evaluating the qualifications of contractors. No endorsement of the submitting party or verification of the information is made by AIA or AGC.

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User Notes: (1934972467)

§ 1.3.2 State of incorporation: Texas
§ 1.3.3 CEO's name: James W. Archer
§ 1.3.4
President's name: Stephen J. Bruszer
Executive Vice President's name: Danny E. Copeland
Vice President of Operations name: Brent D. Archer

§ 1.3.5 Secretary's name: Brent D. Archer
§ 1.3.6 Treasurer's name: Brent D. Archer

§ 1.4 If your organization is a partnership, answer the following:
§ 1.4.1 Date of organization:
§ 1.4.2 Type of partnership (if applicable):
§ 1.4.3 Name(s) of general partner(s)

N/A

§ 1.5 If your organization is individually owned, answer the following:
§ 1.5.1 Date of organization:
§ 1.5.2 Name of owner:

N/A

§ 1.6 If the form of your organization is other than those listed above, describe it and name the principals:

N/A

§ 2 LICENSING
§ 2.1 List jurisdictions and trade categories in which your organization is legally qualified to do business, and indicate registration or license numbers, if applicable.

Texas
Arkansas
Louisiana
Tennessee

§ 2.2 List jurisdictions in which your organization's partnership or trade name is filed.

Texas
Arkansas
Louisiana
Tennessee

§ 3 EXPERIENCE
§ 3.1 List the categories of work that your organization normally performs with its own forces.

§ 3.2 Claims and Suits. (If the answer to any of the questions below is yes, please attach details.)
§ 3.2.1 Has your organization ever failed to complete any work awarded to it?

No

§ 3.2.2 Are there any judgments, claims, arbitration proceedings or suits pending or outstanding against your organization or its officers?

MidSouth Bank Construction defect lawsuit filed 03/28/19 against SVCC

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§ 3.2.3 Has your organization filed any law suits or requested arbitration with regard to construction contracts within the last five years?

N/A

§ 3.3 Within the last five years, has any officer or principal of your organization ever been an officer or principal of another organization when it failed to complete a construction contract? (If the answer is yes, please attach details.)

No

§ 3.4 On a separate sheet, list major construction projects your organization has in progress, giving the name of project, owner, architect, contract amount, percent complete and scheduled completion date.

See attached Jobs In Progress

§ 3.4.1 State total worth of work in progress and under contract:

$202,450,730.00

§ 3.5 On a separate sheet, list the major projects your organization has completed in the past five years, giving the name of project, owner, architect, contract amount, date of completion and percentage of the cost of the work performed with your own forces.

See attached Completed Projects

§ 3.5.1 State average annual amount of construction work performed during the past five years:

$90,009,107.00

§ 3.6 On a separate sheet, list the construction experience and present commitments of the key individuals of your organization.

Refer to attached Key Individuals

§ 4 REFERENCES

§ 4.1 Trade References:

Ace Décor & Finishes, Inc.
4402 Vaughn Drive
Rowlett, Texas 75088
Mr. Brett Patterson
972-412-2333

Barrera Plumbing
4402 Action Street
Garland, Texas 75042
Mr. Rudy Barrera
972-494-4115

Tippen Steel Services
100 Lawrence Street
Boyd, Texas 76023
Mr. Brady Tippen
940-433-3132

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Ennis Steel
P.O. Box 1360
Ennis, Texas 75119
Mr. Rob Jones
214-398-6931

§ 4.2 Bank References:

Iberia Bank
2500 Dallas Parkway
Plano, Texas 75093
Ms. Holly Brown
972-941-1106

Veritex Community Bank
8214 Westchester Drive, Suite 400
Dallas, Texas 75225
Mr. Malcolm Holland
972-349-6144

§ 4.3 Surety:

§ 4.3.1 Name of bonding company:

Hartford Fire Insurance Company
17855 Dallas Parkway
Dallas, Texas 75289
Mr. Chris Sivak
800-873-8212

§ 4.3.2 Name and address of agent:

Weber Group Advisors
13601 Preston Road, Suite E740
Dallas, Texas 75240
Mr. Darrin Weber
972-961-3930

§ 5 FINANCING

§ 5.1 Financial Statement.

§ 5.1.1 Attach a financial statement, preferably audited, including your organization's latest balance sheet and income statement showing the following items:

Current Assets (e.g., cash, joint venture accounts, accounts receivable, notes receivable, accrued income, deposits, materials inventory and prepaid expenses);

Net Fixed Assets;

Other Assets;

Current Liabilities (e.g., accounts payable, notes payable, accrued expenses, provision for income taxes, advances, accrued salaries and accrued payroll taxes);

Other Liabilities (e.g., capital, capital stock, authorized and outstanding shares par values, earned surplus and retained earnings).

§ 5.1.2 Name and address of firm preparing attached financial statement, and date thereof:

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The most recent audited financial statement is available upon request.

§ 5.1.3 Is the attached financial statement for the identical organization named on page one?

Yes

§ 5.1.4 If not, explain the relationship and financial responsibility of the organization whose financial statement is provided (e.g., parent-subsidiary).

N/A

§ 5.2 Will the organization whose financial statement is attached act as guarantor of the contract for construction?

§ 6 SIGNATURE

§ 6.1 Dated at this 6th day of November 2019

Name of Organization: Spring Valley Construction Company

By:

Title: President

§ 6.2

Mr. Stephen J. Bruszer being duly sworn deposes and says that the information provided herein is true and sufficiently complete so as not to be misleading.

Subscribed and sworn before me this 6th day of November 2019

Notary Public: Ms. Caroline Berry

My Commission Expires: 9/14/2023

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SPRING VALLEY
CONSTRUCTION COMPANY

JOBS IN PROGRESS

Shops at Broad Street - Sitework & Retail

Location:	NEC Hwy 287 & Broad Street Mansfield, Texas 76063
Owner:	Shops at Broad, LLC
Architect:	Phillips Partnership
Engineer:	Kimley Horn
Description:	65-Acre Site Development to accommodate 430,000 SF Phase I Retail Development

Contract Amount: $33,101,861
Percent Complete 93%
Completion Date: November, 2019

Westfork Crossing Site & Retail

Location:	4940 W University Drive Prosper, Texas 75098
Owner:	United Commercial Development
Architect:	O'Brien Architects
Description:	32-Acre Site Development, as well as 14,710 SF Retail Shell Building

Contract Amount: $3,869,416
Percent Complete 94%
Completion Date: November, 2019

H-E-B Central Market #552 Parking Lot Expansion

Location:	5750 Lovers Lane Dallas, Texas 75206
Owner:	H-E-B Grocery Company, LP
Engineer:	RLG Consulting Engineers
Description:	100-Space Parking Lot Expansion located at NE corner of property, as well as site lighting, utilities and landscaping installation

Contract Amount: $910,034
Percent Complete 5%
Completion Date: November, 2019

Harbor Urban Center

Location:	SWC Summer Lee Drive and Horizon Road Rockwall, Texas
Owner:	Atticus Real Estate Development
Architect:	Humphreys & Partners Architects, LP
Description:	228-Unit, 167,489 SF, 4-Story Apartment over 2-Story podium deck / parking garage, as well as 3-Acre Site Development (HUD Project)

Contract Amount: $33,075,295
Percent Complete 76%
Completion Date: December, 2019

K Towne Plaza

Location:	SWC Hebron Pkwy & 121 Carrollton, Texas 75010
Owner:	YSD, LLC
Architect:	Mahbub Dewan Architect
Description:	103,970 SF Korean American Food Mart and surrounding buildings, as well as 7-Acre site development

Contract Amount: $15,794,253
Percent Complete 40%
Completion Date: December, 2019

SMU Perkins Chapel Renovation Ph II

Location:	6001 Bishop Ave, Dallas, TX 75205 Southern Methodist University Campus
Owner:	Southern Methodist University
Architect:	Selzer Associates
Description:	Renovation and upgrades to 4,500 SF chapel on SMU Campus

Contract Amount: $812,941
Percent Complete 17%
Completion Date: December, 2019

The Corner at Casa Linda

Location: 1211 N. Buckner Blvd
Dallas, Texas 75218
Owner: EDENS
Architect: Nelsen Partners

Description: 4,500 SF Retail Shell Building and related Site Work at existing Casa Linda Shopping Center

Contract Amount: $1,492,009
Percent Complete 25%
Completion Date: December, 2019

H-E-B Central Market #552 Curbside Canopy

Location: 5750 Lovers Lane
Dallas, Texas 75206
Owner: H-E-B Grocery Company, LP
Architect: Selser Schaeffer Architects

Description: Construction of two illuminated canopies on east side of building to accommodate Central Market's Curbside Pickup

Contract Amount: $337,284
Percent Complete 5%
Completion Date: December, 2019

H-E-B Central Market #552 Hike & Bike Trail

Location: 5750 Lovers Lane
Dallas, Texas 75206
Owner: H-E-B Grocery Company, LP
Engineer: RLG Consulting Engineers

Description: 2,560 ft trail installation along Matilda Lane adjacent to Central Market Store, connecting the existing Dallas' Katy Trail

Contract Amount: $464,349
Percent Complete 5%
Completion Date: December, 2019

SMU Hillcrest Parking Center

Location: 5906 Hillcrest Avenue
University Park, Texas 75205
Owner: Southern Methodist University
Architect: Beck Architecture, LLC

Description: 169,00 GSF 4-story, 440 space parking structure on SMU campus

Contract Amount: $15,090,938
Percent Complete 65%
Completion Date: January, 2020

Embree Hill Apartments

Location: 4901 Peninsula Drive
Garland, Texas 75043
Owner: Landmark at Lakeways West LLC
Architect: Womack+Hampton Architects LLC

Description: 138,178 SF, 139-unit Apartments with Clubhouse

Contract Amount: $16,851,481
Percent Complete 48%
Completion Date: March, 2020

Mansfield Pain & Therapy

Location: 75 Regency Parkway
Mansfield, TX 76063
Owner: Sub-Q LLC
Architect: Level 5 Design Group

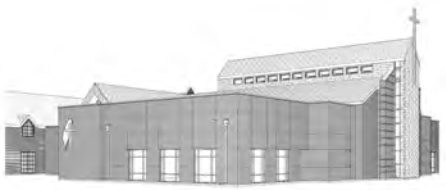
Description: 19,950 SF new medical office building, as well as 3.2-Acre Site Development

Contract Amount: $5,349,685
Percent Complete 5%
Completion Date: April, 2020

Formosan Christian Church of Dallas (Plano)

Location: 6700 Independence Parkway
Plano, Texas 75023
Owner: Formosan Christian Church
Architect: HH Architects

Description: 13.470 SF remodel + new addition to existing church



Contract Amount: $4,620,583
Percent Complete 1%
Completion Date: May, 2020

The Orchards at Market Plaza

Location: 3640 Mapleshade Lane
Plano, Texas 75075
Owner: Dial Senior Apartment Development
Architect: Architecture Demarest

Description: 269,909 SF, 180-Unit 4-Story Senior Living Development, as well as 2-Acre Site Development

Contract Amount: $26,666,525
Percent Complete 37%
Completion Date: June, 2020

Criswell College Student Housing

Location: 4003 Junius Street
Dallas, Texas 75246
Owner: Criswell College
Architect: JHP Architects

Description: 60,750 SF 5-story, 57-unit college dormitory

Contract Amount: $11,888,034
Percent Complete 15%
Completion Date: September, 2020

Arella on Jones Apartments

Location:	12800 Jones Road Houston, Texas 77070
Owner:	Adara Communities
Architect:	Meeks + Partners
Description:	229-unit Apartment Complex, as well as 8-Acre Site Development

Contract Amount: $32,126,042

Percent Complete 5%

Completion Date: May, 2021

SPRING
VALLEY
CONSTRUCTION COMPANY

COMPLETED PROJECTS

First Co Warehouse Expansion

Location: East Point Dr & Big Town Blvd
Dallas, Texas
Owner: First Co
Architect: Alliance Architects

Description: 60,580 SF industrial warehouse expansion

Contract Amount: $5,485,022
Completion Date: September, 2019

Heritage Creekside Dalhardt & McKittrick Road

Location: Plano Parkway & Alma Drive
Plano, Texas 75075
Owner: Rosewood Property Company
Emgineer: Stantec

Description: 3-Acre Site Development, including retaining wall, infrastructure and roadway improvements

Contract Amount: $3,663,938
Completion Date: September, 2019

Epic Towne Crossing Site & Retail - East, West & Esplanade Blvd

Location: 3166 St Hwy 161
Grand Prairie, TX 75052
Owner: Weber & Company
Architect: Hodges Architects

Description: 70-Acre Site Development to accommodate 246,337 SF retail shopping center, including HomeGoods, Ross Dress for Less, Burlington, Conn's, Petco, Burkes, Ulta and Dollar Tree junior anchors.

Contract Amount: $33,900,308
Completion Date: June, 2019

Veritex Bank - Garland Branch

Location: 1001 Main Street
Garland, Texas 75040
Owner: Veritex Community Bank
Architect: GFF

Description: 9,250 SF bank branch

Contract Amount: $4,082,036
Completion Date: June, 2019

Heritage Creekside Retail, Rodeo Goat, Flying Fish & Restaurant Shell

Location:	Plano Parkway & Alma Drive Plano, Texas 75075
Owner:	Rosewood Property Company
Architect:	GFF
Description:	10,884 SF new retail shell building, 9,800 SF Rodeo Goat, 5,970 SF Flying Fish and 3,270 SF shell building for future restaurant, as well as 3-Acre Site Development including the installation of pedestrian bridge
Contract Amount:	$10,706,767
Completion Date:	June, 2019

The Orchards at Arlington Highlands Senior Living

Location:	131 E. Bardin Road Arlington, Texas 76018
Owner:	Dial Senior Apartment Development
Architect:	Kazmaier
Description:	180-Unit 4-Story Senior Living Development, as well as 9-Acre Site Development
Contract Amount:	$26,185,830
Completion Date:	June, 2019

Four Corners Infrastructure

Location:	SWC Hwy 380 & FM 423 Frisco, Texas
Owner:	UCD
Engineer:	Spiars Engineering
Description:	71.68-Acre Site Development to accommodate future development in Frisco
Contract Amount:	$4,645,862
Completion Date:	June, 2019

Benchmark Bank - Preston Royal Branch

Location:	10763 Preston Road Dallas, Texas 75230
Owner:	Parkwood Development Holdings
Architect:	GFF
Description:	4,639 SF 2-story bank branch
Contract Amount:	$3,094,373
Completion Date:	April, 2019

Preston Road Church of Christ

Location:	6409 Preston Road University Park, Texas
Owner:	Preston Road Church of Christ
Architect:	Novus
Description:	9,957 SF Sanctuary Renovation
Contract Amount:	$2,859,670
Completion Date:	March, 2019

First Co. Office Headquarters Renovation/Remodel

Location:	East Point Dr & Big Town Blvd Dallas, Texas
Owner:	First Co
Architect:	WKA Architects
Description:	17,140 SF office headquarters remodel
Contract Amount:	$3,472,448
Completion Date:	February, 2019

Casa Linda Site Improvements/Renovation

Location:	9440 Garland Road Dallas, Texas 75218
Owner:	EDENS
Engineer / Landscape Architect:	Bohler Engineering/studioOutside
Description:	139,277 SF site renovation to existing Casa Linda Retail Shopping Center
Contract Amount:	$2,046,541
Completion Date:	December, 2018

SMU Perkins Chapel Renovation

Location:	Southern Methodist University Campus
Owner:	Southern Methodist University
Architect:	Selzer Associates
Description:	Renovation and upgrades to 4,827 SF chapel on SMU Campus
Contract Amount:	$199,475
Completion Date:	December, 2018

Heritage Creekside Retail / Rodeo Goat & Flying Fish

Location:	Plano Parkway & Alma Drive Plano, Texas 75075
Owner:	Rosewood Property Company
Architect:	GFF
Description:	10,884 SF new retail shell building, 9,800 SF Rodeo Goat and 5,970 SF Flying Fish restaurants, as well as related site development
Contract Amount:	$8,375,477
Completion Date:	October, 2018

SMU Childcare Center

Location:	3000 Daniel Avenue University Park, Texas 75205
Owner:	Southern Methodist University
Architect:	Selzer Associates
Description:	8,693 SF new childcare facility on SMU campus
Contract Amount:	$4,401,491
Completion Date:	August, 2018

Windsong Ranch Ph II

Location:	NWC Windsong Pkwy & Hwy 380 Prosper, Texas
Owner:	UCD
Engineer:	Spiars Engineering
Description:	20.86-Acre Site Development to accommodate a Home Depot store and surrounding shopping center
Contract Amount:	$2,930,629
Completion Date:	June, 2018

Lake Highlands Town Center - Building 6

Location:	7160 Skillman Street Dallas, Texas 75231
Owner:	Cypress Real Estate Advisors, Inc.
Architect:	O'Brien Architects
Description:	3,944 SF Retail Building addition to existing Lake Highlands Town Center, as well as 1-Acre Site Development
Contract Amount:	$1,522,783
Completion Date:	June, 2018

GSNETX Camp Whispering Cedars Ph II

Location:	6075 Whispering Cedar Drive Dallas, Texas 75236
Owner:	Girl Scouts of Northeast Texas, Inc.
Architect:	Brandstetter Carroll Inc.
Description:	Demo of existing house and old cabins to make room for Aquatic Center, Observation Tower, STEM Center Building, Ropes Course, Archery Range & Pavilion and New Cabins totaling 22,610 SF, as well as upgrades to existing amphitheater and cabin pods.
Contract Amount:	$6,650,973
Completion Date:	April, 2018

Midlothian Towne Crossing Site & Retail

Location:	US Hwy 287 & F.M. 663 Midlothian, Texas 76065
Owner:	Weber & Company
Architecture:	Hodges Architecture
Description:	52-Acre Site Development to accommodate Kroger Marketplace Food Store, 120,645 SF of junior anchors Petco, Ross Dress for Less, Burkes, Ulta and Joann's, as well as 30,000 SF surrounding retail buildings
Contract Amount:	$22,591,668
Completion Date:	April, 2018

The Enclave at Mira Lagos Ph II Apartments

Location:	2629 Grand Peninsula Drive Grand Prairie, Texas
Owner:	Mira Lagos Appartments II, LTD Alpha-Barnes Real Estate Services
Architect:	Architecture Demarest, LP
Description:	162,700 SF, 112-Unit Phase II apartment complex, as well as 7-acre site development (HUD project)
Contract Amount:	$13,511,325
Completion Date:	April, 2018

Market East Shopping Center Ph IIA

Location:	1655 N Town East Blvd Mesquite, Texas 75150
Owner:	Fidelis Realty Partners
Architect:	Boucher Design Group
Description:	53,566 SF new construction at existing Market East Shopping Center, to include Michael's, Ulta and HomeGoods, as well as 5.1-Acre Site Development
Contract Amount:	$7,485,935
Completion Date:	February, 2018

Northlake Shopping Center

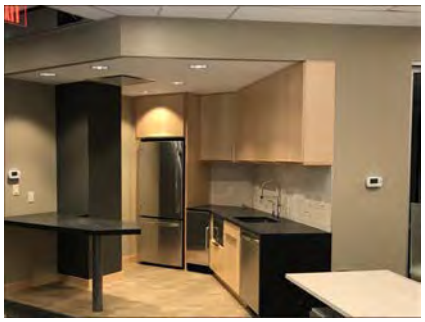
Location:	NEC US Hwy 380 & Bonnie Brae Denton, Texas
Owner:	Lincoln Property Company
Architect:	O'Brien Architects
Description:	23,123 SF new retail shopping center and related site development
Contract Amount:	$4,737,151
Completion Date:	January, 2018

TreeHouse - Plano

Location:	2201 Preston Road Plano, Texas 75093
Owner:	TreeHouse
Architect:	Selser Schaefer Architects
Description:	35,179 SF Tenant Improvement Demo & Shell Package for sustainable home improvement store
Contract Amount:	$2,548,899
Completion Date:	January, 2018

SPRING VALLEY
CONSTRUCTION COMPANY

JHP Architecture Suite 240 Office Remodel



Location:	8340 Meadow Road, Suite 240 Dallas, Texas 75231
Owner:	JHP Architecture / Urban Design
Architect:	JHP Architecture / Urban Design
Description:	2,010 SF interior finish-out to architect firm's office space
Contract Amount:	$242,067
Completion Date:	November, 2017

Eldorado-Custer Center

Location:	3241 Custer Road McKinney, Texas 75070
Owner:	Leon Capital Group
Architect:	CTA Architects
Description:	12,672 SF shell retail and medical office building with related site development
Contract Amount:	$2,289,492
Completion Date:	September, 2017

UTSW Medical Center Parking Garage Access Rehabilitation

Location:	N. Exchange Park & Harry Hines Blvd Dallas, Texas 75390
Owner:	University of Texas Southwestern Medical Center
Engineer:	Halff Engineers
Description:	93,138 SF Parking Garage Access Rehabilitation and Parking Lot Resurface
Contract Amount:	$631,250
Completion Date:	August, 2017

The Aspens at Wade Park

Location:	4140 John Hickman Parkway Frisco, Texas
Owner:	Aspens Senior Living, LLC
Architect:	Cross Architects
Description:	162-Unit, 139,670 s.f. Senior Living Facility, as well as 5.77-Acre Site Development
Contract Amount:	$19,868,862
Completion Date:	August, 2017

Hudson Oaks Inspiration Drive Improvements

Location:	Inspiration Drive Hudson Oaks, Texas
Owner:	HEB Grocery Company, L.P.
Engineer:	Baird, Hampton and Brown
Description:	Public water and sanitary sewer extension along Inspiration Drive for future HEB Food Store
Contract Amount:	$771,659
Completion Date:	August, 2017

Frisco Family YMCA Addition & Renovation

Location:	Main Street Frisco, Texas
Owner:	Frisco Family YMCA
Architect:	Studio B Architecture
Description:	12,085 SF Addition & Renovation to existing Frisco Family YMCA
Contract Amount:	$1,414,686
Completion Date:	June, 2017

The Shops at Lake Highlands Town Center / Sprouts Farmers Market

Location:	1 Wildcat Way Dallas, Texas 75231
Owner:	Cypress Real Estate Advisors, Inc.
Architect:	O'Brien Architects
Description:	7.94-Acre Site Development to accommodate 59,624 SF Retail Shopping Center anchored by Sprouts Farmers Market
Contract Amount:	$14,640,920
Completion Date:	May, 2017

First Intercontinental Bank Carrollton

Location:	2509 Old Denton Road Carrollton, Texas 75006
Owner:	NewQuest Properties
Architect:	Hill Foley Rossi & Associates, LLC
Description:	6,250 SF new bank branch and related site development
Contract Amount:	$2,248,334
Completion Date:	May, 2017

Bardin Road Parking Expansion

Location:	1351 E. Bardin Road Arlington, Texas
Owner:	Hauck Holdings Arlington LLC
Engineer:	Cates-Clark & Associates, LLC
Description:	63,800 SF Parking Lot Expansion
Contract Amount:	$539,527
Completion Date:	April, 2017

Oasis at the Cascades

Location:	SH 121 & Cascade Center The Colony, Texas 75056
Owner:	Jackson-Shaw
Architect:	GFF (Formerly Good Fulton & Farrell Architects)
Description:	13,950 SF Retail to accommodate restaurants, as well as 3-Acre Site Development with extensive landscaping package
Contract Amount:	$3,705,207
Completion Date:	March, 2017

North Tarrant MarketPlace Ph II

Location:	SWC N. Tarrant Pkwy & Precinct Line Rd North Richland Hills, Texas 76182
Owner:	NewQuest Properties
Architect:	Osborn & Vane Architects
Description:	15,050 SF Retail shell buildings and related site work development
Contract Amount:	$5,499,304
Completion Date:	March, 2017

LBJ Station Apartments

Location:	9025 Vantage Point Drive Dallas, Texas 75243
Owner:	LBJ Station, Ltd. Alpha-Barnes Real Estate Services
Architect:	JHP Architecture/Urban Design
Description:	198,758 SF 249-Unit Apartment Complex and 6.7-Acre Site Development, including resident bridge connecting commuters to DART rail (HUD project)
Contract Amount:	$21,732,677
Completion Date:	January, 2017

The Solana Terrace Vintage Park Independent Living

Location:	14221 Vintage Preserve Parkway Houston, Texas 77070
Owner:	Formation Development
Architect:	PRDG, LLC
Description:	117-Unit, Senior Living Facility and 3-Acre Site Development (in progress)
Contract Amount:	$19,438,894
Completion Date:	November, 2016

Sanger ISD Middle School Drainage Remediation

Location:	105 Berry Street Sanger, Texas 76266
Owner:	Sanger Independent School District
Architect:	Stantec
Description:	Demolition and removal of selected site elements, as well as 13,180 SF of subgrade preparation
Contract Amount:	$96,544
Completion Date:	November, 2016

Sanger ISD High School Water Infiltration Remediation

Location:	100 Indian Lane Sanger, Texas 76266
Owner:	Sanger Independent School District
Architect:	Stantec
Description:	214 LF water infiltration remediation at high school
Contract Amount:	$153,511
Completion Date:	November, 2016

SMU Kappa Alpha Theta Sorority House

Location:	3108 University Boulevard University Park, Texas 75205
Owner:	Beta Sigma Facility Corporation of Kappa Alpha Theta
Architect:	Fusch Architects, Inc.
Description:	29,820 s.f. 4-Story sorority house on SMU Campus consisting of below-grade basement, courtyard and Laura W. Bush Library
Contract Amount:	$7,677,301
Completion Date:	August, 2016

Glade Park South Site Clearing

Location:	3601 Cheek Sparger Road Bedford, Texas
Owner:	Golde White Cloud, LLC
Engineer:	Halff Associates, Inc.
Description:	17.8-Acre Site Development to accommodate future food store
Contract Amount:	$279,264
Completion Date:	June, 2016

Fiesta Mart Restroom Renovations

Location:	Multiple Locations throughout DFW
Owner:	Fiesta Mart Stores
Architect:	CDA Architects
Description:	Remodel of the common restrooms inside five (5) different Fiesta Mart Food Stores throughout DFW metroplex
Contract Amount:	$187,364
Completion Date:	June, 2016

Legacy Central Redevelopment Phase I Demo

Location:	6600 Chase Oaks Blvd. Plano, Texas
Owner:	Regent Properties
Architect:	BOKA Powell
Description:	414,979 SF Demo to existing Texas Instruments Campus
Contract Amount:	$1,490,175
Completion Date:	May, 2016

Grandscape - West 25 Retail

Location:	3451 Plano Parkway The Colony, Texas
Owner:	LMG, LLC
Architect:	O'Brien Architects
Description:	16,727 SF new Retail Shell Building, as well as 1.55-Acre Site Development
Contract Amount:	$3,315,727
Completion Date:	April, 2016

DiMare Fresh DFW

Location:	4629 Diplomacy Road, Suite 100 Fort Worth, Texas 76165
Owner:	DiMare Fresh, Inc.
Architect:	P Shade Design, LLC
Description:	83,526 s.f. Refrigerated Warehouse and Distribution Facility
Contract Amount:	$3,419,126
Completion Date:	April, 2016

Legend Bank of Bowie

Location:	308 N. Mason Street Bowie, Texas 76230
Owner:	Legend Bank
Architect:	Rogers-Ford Architecture
Description:	11,970 s.f. 2-story bank headquarters and related site development
Contract Amount:	$4,287,152
Completion Date:	March, 2016

Camp Whispering Cedars Welcome & Program Centers

Location:	6075 Whispering Cedar Drive Dallas, Texas 75236
Owner:	Girl Scouts of Northeast Texas, Inc.
Architect:	SHM Architects
Description:	7,900 SF of new Girls Scouts Welcome Center & Program Center
Contract Amount:	$1,921,886
Completion Date:	February, 2016

Hobby Lobby Sitework - Plano

Location:	SEC W. Park Blvd & Plano Pkwy Plano, Texas 75093
Owner:	The Retail Connection
Engineer:	Cates-Clark & Associates, LLP
Description:	4.26-Acre Site Improvement to accommodate Hobby Lobby
Contract Amount:	$996,032
Completion Date:	February, 2016

Legacy Center Office Building

Location:	5465 Legacy Drive Plano, Texas
Owner:	Cawley Partners
Architect:	Morrison Dilworth + Walls
Description:	177,746 s.f. 4- Story Office Building and 12-Acre Site Development
Contract Amount:	$14,999,071
Completion Date:	January, 2016

First Company Phase 3

Location: 8249 Moberly Lane
Dallas, Texas 75227
Owner: First Company
Architect: C.M. Architecture

Description: 10,000 s.f. renovation of existing facililty

Contract Amount: $964,309
Completion Date: December, 2015

Presidio Towne Crossing - Site & Retail

Location: NWC N. Tarrant Parkway & Tehama Ridge Parkway
Fort Worth, Texas 76177
Owner: Weber & Company
Architect: Hodges & Associates

Description: 49-Acre Site Development to Accommodate a SuperTarget and 206,705 s.f. of (9) Retail Buildings

Contract Amount: $21,412,305
Completion Date: November, 2015

Veritex Bank - Oak Lawn Branch

Location: 2700 Oak Lawn Avenue
Dallas, Texas 75219
Owner: Veritex Bank
Architect: Good Fulton & Farrell Architects

Description: 4,011 s.f. new bank branch and related site development

2016 TEXO Distinguished Building Award Winner

Contract Amount: $1,687,486
Completion Date: July, 2015

Lewisville Towne Crossing - Studio Movie Grill & Retail D

Location: 4800 State Hwy 121
Lewisville, Texas 75056
Owner: Endeavor Real Estate Group
Architect: Hodges & Associates

Description: 23,546 s.f. conversion from Best Buy to Studio Movie Grill, as well as new ground-up retail and related site developmnent

Contract Amount: $1,751,734
Completion Date: July, 2015

Lantana Town Center Retail

Location: FM 407 & McMakin Rd
Bartonville, Texas 76226
Owner: NewQuest Properties
Architect: O'Brien & Associates

Description: 28,101 SF Retail adjacent to Kroger Food Store

Contract Amount: $2,236,946
Completion Date: June, 2015

Lantana Town Center / KrogerSW 572 Sitework

Location: FM 407 & McMakin Rd
Bartonville, Texas 76226
Owner: NewQuest Properties
Engineer: Winkelmann & Associates

Description: 21.2-Acre Site Development to accommodate a Kroger Food Store, Fuel Station and surrounding Retail Buildings

Contract Amount: $4,324,001
Completion Date: May, 2015

Kroger SW572 Lantana

Location: FM 407 & McMakin Rd
Bartonville, Texas 76226
Owner: The Kroger Co. SW Division
Architect: CR Architecture & Design

Description: 122,919 s.f. New Kroger Food Store and Fuel Station on 21.2-Acres

Contract Amount: $7,603,919
Completion Date: May, 2015

Castle Hills Marketplace Retail

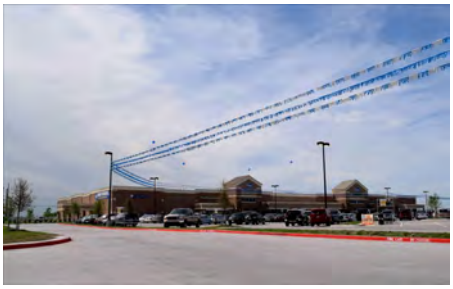
Location: 6201 N. Josey Lane
Lewisville, Texas 75056
Owner: Cencor Realty Services
Architect: Michael F. Twichell, L.P.

Description: 32,429 s.f. New Retail Shell Buildings at Kroger Marketplace

Contract Amount: $2,672,055
Completion Date: April, 2015

Castle Hills Marketplace / Kroger SW 599 Sitework

Location:	SWC SH121 & Josey Ln Lewisville, Texas 75056
Owner:	Cencor Realty
Engineer:	Cates-Clark & Associates
Description:	48-Acre Site Development to accommodate a Kroger Food Store, Fuel Station and surrounding Retail Buildings
Contract Amount:	$6,530,160
Completion Date:	April, 2015



North Tarrant Parkway Marketplace Retail

Location:	9160 N. Tarrant Parkway North Richland Hills, Texas 76182
Owner:	NewQuest Properties
Architect:	Osborn & Vane Architects
Description:	16.800 s.f. New Retail Buildings at Kroger Marketplace
Contract Amount:	$1,381,164
Completion Date:	April, 2015

Kids R Kids Quality Learning Center - Flower Mound Justin Rd

Location:	2501 Justin Rd Flower Mound, Texas 75028
Owner:	Kids R Kids - Juan Macias
Architect:	Peter Macrae, AIA
Description:	17,788 s.f. Child Care Facility and related site development
Contract Amount:	$3,240,882
Completion Date:	March, 2015

Lantana Town Center Tract 7 & 8

Location:	3000 FM 407 Bartonville, Texas 75226
Owner:	NewQuest Properties
Architect:	O'Brien & Associates
Description:	14,000 SF of additional Retail and related site development
Contract Amount:	$2,684,906
Completion Date:	February, 2015

North Tarrant Parkway Kroger SW 535 Sitework

Location:	9150 N. Tarrant Parkway North Richland Hills, Texas 76182
Owner:	NewQuest Properties
Engineer:	Winkelmann & Associates
Description:	26.95-Acre Site Development to accommodate a Kroger Food Store and Fuel Station
Contract Amount:	$5,447,608
Completion Date:	January, 2015

Ebby Halliday Remodel - Preston / Keller

Location:	16000 Preston Road Dallas, Texas 75248
Owner:	Ebby Halliday Real Estate
Architect:	Michael F. Twichell, L.P.
Description:	20,175 s.f. Remodel to existing Ebby Haliday office
Contract Amount:	$343,231
Completion Date:	January, 2015

SPRING VALLEY
CONSTRUCTION COMPANY

KEY INDIVIDUALS

James W. Archer – CEO

Spring Valley Construction Company, 1974 – Present
Formerly Project Manager at Henry C. Beck Company (1968 – 1974)

49 years experience in all types of commercial construction including office buildings, condominiums, banks, hotels, convention facilities, medical facilities, recreation facilities, warehouses, retail shopping centers, multi-family / student housing, senior and assisted living and industrial manufacturing facilities.

Education: University of Florida – Bachelor of Building Construction

Stephen J. Bruszer – President

Spring Valley Construction Company, 1993 – 2008 & 2012 – Present
Formerly Vice President of Operations at Berglund Construction (2008 – 2012) and Project Manager at SpawGlass Construction (1985 – 1993)

34 years experience in commercial construction including office buildings, retail shopping centers, medical facilities, recreation facilities, food stores, banks, as well as multi-family, senior living and student housing.

Education: Bradley University – Bachelor of Science, Building Construction

Danny E. Copeland – Executive Vice President

Spring Valley Construction Company, 1983 – 1987 & 1991 – Present
Formerly Director of Preconstruction at McDevitt & Street Company – Parke Division (1987 – 1991)

42 years experience in estimating and preconstruction for various types of commercial construction, including office buildings, banks, hotels, convention facilities, medical facilities, recreation facilities, sports facilities, parking structures, as well as warehouse / distribution, retail and industrial / manufacturing facilities, as well as multi-family / student housing and senior / assisted living apartments.

Education: Texas A&M University – Bachelor of Building Construction

Brent D. Archer – Vice President Operations

Spring Valley Construction Company, 2002 – Present
Formerly Project Engineer at The Beck Group (2000 – 2002)

20 years experience in commercial construction

Education: Texas Tech University – Bachelor of Construction Management

Kennon Garms – Chief Financial Officer

Spring Valley Construction Company, 2007 – Present
Formerly with P&H Transportation, Inc. (2005 – 2007) and EFG Companies (1993 – 2005)

23 years experience in accounting and financial management, a Texas CPA since 1996 and actively involved in the DFW chapter of the Construction Financial Management Association (CFMA).

Education: Texas Christian University – Bachelor of Business Administration in Accounting

Richard Cavnar – Vice President of Pre-Construction

Spring Valley Construction Company, 1998 – 2011 & 2013 – Present
Formerly Director of Pre-Construction Services at Hill & Wilkinson Construction (2011 – 2013), Chief Estimator at MYCON General Contractors (1992 – 1998) and Chief Estimator at National Construction Services (1989 – 1992)

41 years experience in estimating and construction and leading estimating departments to accurately price, bid and negotiate projects of a variety of market segments including office, warehouse, retail, multi-family, senior living and healthcare.

Education: University of Notre Dame

Nick Hasty – Director of Business Development

Spring Valley Construction Company, 2015 – Present
Formerly Director of Business Development at iConstruct, Inc. (2012-2015), Director of Business Development at ICI Construction, Inc. (2005-2011) and Tenant Representation at Mohr Partners (2003-2005)

16 years experience in business development, construction and real estate; actively involved in NAIOP, ICSC, ULI and Dallas Real Estate Ministries.

Education: Texas Tech University – Bachelor of Business Administration, Finance

The Orchards at Market Plaza
Plano, Texas
in progress

AN ENJOYABLE EXPERIENCE

SPRING VALLEY
CONSTRUCTION COMPANY
An Enjoyable Experience

Project Success Criteria

What makes a project successful?

- Is it on schedule?
- Within budget?
- Minimal change orders?
- Great quality?
- Functions as designed?
- Aesthetically satisfying?
- No arguments along the way?
- Architect and Contractor made a fair profit?
- Client spent less than expected?
- Everyone enjoyed the experience?

These are some of the general criteria that are often voiced when the question of project success comes up. Every project and every client have unique aspects - unique criteria - that, if done well, achieves a successful project.

One objective at SVCC is to identify those Project Success Criteria at the beginning of the job. Early on in the project, we will ask to meet with the Client, Architect and Consultants so we can all discuss and identify the short list (4 to 5 items) that are critical to the project's success. We want to come out of the meeting knowing that if we take care of these items we will be on the road to providing an enjoyable experience for our Client. And along the way, we will revisit the list. New items may have surfaced that we need to add, whereas others may have lessened in importance.

SVCC wants to know what is important to our Client, so our goal is to satisfy each of the criteria. And at the end of the project, we want to look back and know that we nailed it. The Project Success Criteria is how SVCC will measure the success of your project.

Testimonials

"From the beginning of our project, phasing of this job was very complex due to the multiple building types on site. One of our biggest concerns was the necessity to begin leasing/ occupying units ahead of completing construction. Spring Valley Construction Company was the driving force behind ensuring that the various phases were delivered timely. Their diligence resulted in our first residents moving in four months before the end of construction, which enabled us to beat our lease-up projections.
"In addition, Spring Valley's attention to detail and insistence on quality and workmanship resulted in the construction quality exceeding our expectations. Furthermore, Spring Valley's efforts during post construction resulted in our maintenance staff quickly ramping their operational knowledge of the buildings, as well as resolving punch list items promptly."

Barry Metcalf, Aspens Senior Living

"We have enjoyed and value the relationship we have built with Spring Valley Construction Company during the construction of our apartment project and hope that we will enjoy many years of a mutually beneficial relationship."

Stephen Barnes, Alpha-Barnes Real Estate Services

"The final outcome of The Solana Preserve Vintage Park exceeded the expectations of Formation Development Group. SVCC was instrumental during the pre-construction and bidding phase to bring the project in on budget and assist to develop value added ideas for cost reduction and cost management. During the construction process, SVCC provided excellent supervision and oversight in managing issues with the sub trades, managing necessary changes and coordinating on conflicts and issues, as well as working through delays caused by two torrential storm events in the Houston area. We were pleased to have SVCC as a part of the project team in delivery of this wonderful community that will hopefully serve seniors many years to come."

Jay Robinson, Executive Vice President, Formation Development Group

"PRDG thoroughly enjoyed working with Spring Valley Construction Company. The entire company has a team approach. From estimating to the field crew, everyone had a 'let's make this happen' attitude, which enabled us to work through problems to achieve solutions that worked for all involved."

Kathryn Busch, AIA, LEED AP, PRDG Architects

"Spring Valley Construction Company is always professional, collaborative and constantly working as a team to deliver our clients the best outcome on their projects. From bid through completion, SVCC kept their eye on the project and schedule and costs, resulting in very few surprises in the process As a result, we had happy clients and good, quality construction."

Carl Malcolm, AIA, JHP Architecture & Urban Design

"This was the first time working with Spring Valley Construction Company and it was a fantastic experience. There was great communication from the top down and senior management checked in regularly to see how things were going.
"I gage the overall performance of a company from start to finish and typically the close out piece is the most painful. This, however, was not the case with SVCC. We were able to deliver a quality product to our future tenants and these are buildings that we can all be proud of."

Michelle Evers, Nebraska Furniture Mart

Mission Statement

Spring Valley Construction Company is a relationship driven general contractor providing value to our stakeholders through superior service, outstanding character and a commitment to excellence.

Vision

Building Relationships with Lasting Value

Core Values

Service **V**alue **C**haracter **C**ommitment

SPRING VALLEY
CONSTRUCTION COMPANY
An Enjoyable Experience

Masterplan

KAREN WUNSCH, AICP
Managing Director
512-524-9745
karen@masterplantexas.com

STATEMENT OF QUALIFICATIONS

WHAT WE DO

Masterplan provides professional consulting services in all areas related to zoning, land use, entitlements, land development, and permitting. Since being established in 1981, the company has grown to become the largest firm specializing in planning in the region.

Masterplan's longstanding mission is to bridge the gap between the development community and regulatory bodies. Our consultants are highly accomplished experts who come from diverse backgrounds including city planning, architecture, engineering, business and public administration. Our mastery of technical issues, job-tested communication skills, and a long standing reputation of excellence, makes Masterplan a reliable force working on your behalf.

Our firm's reputation of excellence makes us a significant asset for our diverse client base, including land developers, commercial enterprises, retail and restaurant operators, small businesses, real estate brokers, public utilities, individuals, and even municipalities.

Our collaborative approach, established relationships with city officials, and wide array of experience spans more than three decades. This enables us to proactively resolve complex development and land use issues and confidently represent interests of our clients and their projects.

LAND USE

- Zoning
- Variances and special exceptions
- Due diligence and property assessments
- Solve for parking
- Area and comprehensive plans
- Evaluate development opportunities

PERMITTING

- Abandonments
- Permit expediting
- Building Code
- Inspections
- Pre-development coordination
- Platting
- Signage

LOBBYING

- Exert influence on specific municipal actions
- Economic development
- Government contracts
- Licenses

WE GET THINGS DONE

- Do you want assistance early in the development process to ensure your property has zoning and entitlements to successfully deliver your project?
- Do you want help strategizing the highest and best use?
- Do you want to better understand the specific development requirements that apply to your property?
- Are you experiencing difficulties and delays getting your projects through the City approval process?
- Are you finding that too much of your time is spent on the entitlement process and diverting attention away from other project responsibilities?

If you have answered "yes" to any of these questions, Masterplan can be a resource to help get things done.

THE MASTERPLAN DIFFERENCE

- Pragmatic, strategic, and responsible approaches that deliver outcomes reflecting community interests and development best practices
- A robust professional team with local, national, and international experience and technical proficiency in all areas of planning, development, entitlements, zoning, land use and real estate
- Ability to facilitate consensus among the varying political and community interests through collaboration, objectivity, transparency, and strong communication
- Commitment to building and maintaining successful working relationships with municipal staff, elected and appointed officials, and key stakeholders
- Focused solutions for ensuring projects and business interests are professionally managed and represented through City review, community outreach, and political decision-making
- Minimizes delays resulting in savings of time and resources

LOCATIONS

Dallas (HQ)
2201 Main St.
Suite 1280
Dallas, TX 75201
214.761.9197

Austin
6500 River Place Blvd.
Building 7, Suite 250
Austin, TX 78730
512.524.9745

Frisco
2595 Dallas Parkway
Suite 101
Frisco, TX 75034
214.389.2280

Houston
2900 North Loop West
Suite 400
Houston, Texas 77092
713.242.1810

TRUE CASA CONSULTING, LLC

Bio for Jennifer Hicks, Founder:

Jennifer Hicks has over 20 years of affordable housing development and finance experience first as Director of Finance for the State's premier nonprofit, affordable housing developer for 16 years and then founding True Casa Consulting, LLC. While at Foundation Communities, Hicks led the development of 14 innovative and high-impact communities that provided 1,559 units of affordable housing. Hicks also helped create and implement the first supportive housing model in Austin and grew the model to 783 units before her departure. As founder of True Casa Consulting, LLC, Hicks has continued working with nonprofits to help structure and access capital for affordable housing projects in Texas providing consult to 877 units in development and construction with an additional 450 units in the pipeline. Hicks' passion and expertise is centered around high-impact housing and enjoys the complexity and challenge these projects provide. She marries her development and finance skills with a deep understanding of the target population that helps inform both the physical and programmatic design of the project that best suits the target population.

Hicks is a graduate of Texas Tech University with a B.A. in Journalism and a graduate of the LBJ School of Public Affairs with a Master of Public Affairs.

Affordable Housing Development Experience

True Casa has the following experience in Affordable Housing Development:

1) Leading affordable housing site selection for new communities including analyzing sites for scoring and threshold requirements with Housing Tax Credit program.
2) Structuring purchase contracts to meet requirements of Housing Tax Credit program.
3) Reviewing purchase contracts and ensuring milestones are all achieved.
4) Coordinating professionals to conduct third party due diligence reports and reviewing all reports (i.e. Phase I ESA, appraisals, market studies, property condition assessments, civil engineering reports, and surveys.)
5) Managing the required follow-up for any third-party due diligence reports (i.e. Phase II ESA work.)
6) Coordinating RFQ's for architect and general contractor selection, including participating in selection committee.
7) Overseeing the financial structuring and development of 2,500 units of affordable housing.
8) Running project budgets and proformas for proposed affordable housing developments.
9) Managing the construction budget process including reviewing bids and participating in value engineering.
10) Leading the contract review and finalization for general contractor and architect and ensuring all federal requirements are properly referenced and adhered to, as well.
11) Participating in design review and input to ensure housing is designed with target population in mind.
12) Creating the organizational structure for new affordable housing developments including name registration and new entity creation with the Texas Secretary of State.

13) Ensuring that design and construction team is made aware of State and Federal housing construction requirements and that they are properly adhered to.
14) Overseeing compliance with Davis Bacon wage reporting and Federal labor standard laws.
15) Coordinating with development team on zoning and permit issues and timing, as needed.
16) Engaging with neighborhoods and community organizations on affordable housing education and specific development support.
17) Raising over $300 million in grants and loans from public and private sources for the acquisition, rehabilitation and new construction of affordable housing.
18) Winning 9% low-income housing tax credits in Texas on 15 developments.
19) Preparing and processing 9% HTC applications including leading response to all deficiencies, underwriting and ensuring project meets all required reporting milestones.
20) Completing all reporting due to TDHCA on all HTC-funded projects – commitment, Carryover Allocation Agreement, 10% Test, construction monitoring reports, LURA origination, and Cost Certification.
21) Creating RFP for equity investors and lenders on affordable housing developments and analyzing responses for a final selection recommendation.
22) Negotiating the final LOIs from investors and lenders, as well as reviewing and negotiating the limited partnership agreement for tax credit projects.
23) Securing over $14M in grant awards from the Federal Home Loan Bank Affordable Housing Program in 15 awards – application, underwriting, subsidy draw and initial compliance monitoring.
24) Securing gap funding from a variety of funding sources including: City of Austin Rental Housing Development Assistance Program, TDHCA Multifamily Direct Loan Program and Capital Magnet Fund.
25) Ensuring construction stays on timeline and meets any funder required deadlines (i.e. HTC PIS deadline.)
26) Leading the construction draw requests to construction lender and equity provider.
27) Ensuring all tax credit equity is drawn according to agreed upon milestones.
28) Coordinating with property management on lease-ups for HTC projects.
29) Structuring housing vouchers in new developments.
30) Designing supportive housing models based on site and project parameters.
31) Tracking project stabilization and leading the conversion to permanent mortgage.
32) Facilitating the refinancing of six different communities and preserving affordability.
33) Coordinating the Year 15 response on HTC financed communities.
34) Leading the closing on land acquisition and all project financing including coordinating the closing team and responding to due diligence calls from lender and investor.
35) Creating a compliance checklist that details all funder requirements for ongoing operations.

TRUE CASA CONSULTING

Project	New or Rehab	# of Units	Project Type	Financing	Year Complete	Income Mix
Arbor Terrace, Austin, TX	Rehab	120	Supportive Housing	NSP, City of Austin, FHLB Atlanta	2012	90 units – 30% MFI 30 units – 50% MFI
Bluebonnet Studios, Austin, TX	New	107	Supportive Housing	9% LIHTC, City of Austin RHDA Program, FHLB San Francisco, TCAP, Enterprise Green Communities	2016	22 units – 30% MFI 21 units – 40% MFI 64 units – 50% MFI
Burnet Place Apartments, Austin, TX	New	61	Supportive Housing for Persons Living with HIV/AIDS	City of Austin RHDA, TDHCA MFDL, FHLB San Francisco, Private Fundraising	Under Development	13 units – 30% MFI 13 units – 40% MFI 35 units – 50% MFI
Capital Studios, Austin, TX	New	135	Supportive Housing	9% LIHTC, City of Austin RHDA Program, FHLB San Francisco, Enterprise Green Communities,	2014	27 units – 30% MFI 27 units – 40% MFI 81 units – 50% MFI
Cardinal Point, Austin, TX	New	120	Family	9% LIHTC, City of Austin RHDA Program, FHLB AHP	2017	12 units – 30% MFI 60 units – 50% MFI 48 units – 60% MFI
The Commons at St. Anthony's, Amarillo, TX	Adaptive Reuse	124	Senior	9% LIHTC, State and Federal Historic Tax Credits	Under Development	13 units – 30% MFI 25 units – 50% MFI 86 units – 60% MFI
Eastern Oaks Apartments, Austin, TX	Rehab	30	Family	TDHCA MFDL and RHDA Program	2021	All units below 30% MFI
Espero Austin at Rutland, Austin, TX	New	171	Supportive Housing	4% HTC/PAB, City of Austin RHDA, TDHCA MFDL, FHLB Dallas	Under Construction	48 units – 30% MFI 38 units – 50% MFI 85 units – 60% MFI
Garden Terrace, Austin, TX	Rehab/New	123	Supportive Housing	City of Austin RHDA funding, FHLB AHP, TDHCA HOME, Section 8 Moderate Rehabilitation SRO Program	2003, 2008, 2017	45 units – 30% MFI 75 units – 50% MFI 3 units – UR
Homestead Oaks, Austin, TX	New	140	Family	9% LIHTC, City of Austin RHDA Program, HUD 221(d)(4) loan, FHLB AHP	2015	14 units – 30% MFI 70 units – 50% MFI 42 units – 60% MFI 14 units – MKT
Manor Town II, Manor, TX	New	20	Seniors	TDHCA MFDL, FHLB AHP	Under Development	20 units at 30% MFI
Oaklawn Place, Dallas, TX	New	87	Seniors	9% LIHTC, City of Dallas, TIF, FHLB Dallas	Under Development	21 units – 30% MFI 34 units – 50% MFI 29 units – 60% MFI
The Jordan at Mueller, Austin, TX	New	132	Family	9% LIHTC, City of Austin RHDA Program, FHLB San Francisco	2019	14 units – 30% MFI 66 units – 50% MFI 52 units – 60% MFI
Lakeline Station, Austin, TX	New	128	Family	9% LIHTC, City of Austin RHDA Program, Department of Justice Funds	2017	13 units – 30% MFI 64 units – 50% MFI 51 units – 60% MFI
Live Oak Trails, Austin, TX	New	58	Family Supportive Housing	9% LIHTC, City of Austin RHDA	2017	12 units – 30% MFI 12 units – 40% MFI 34 units – 50% MFI

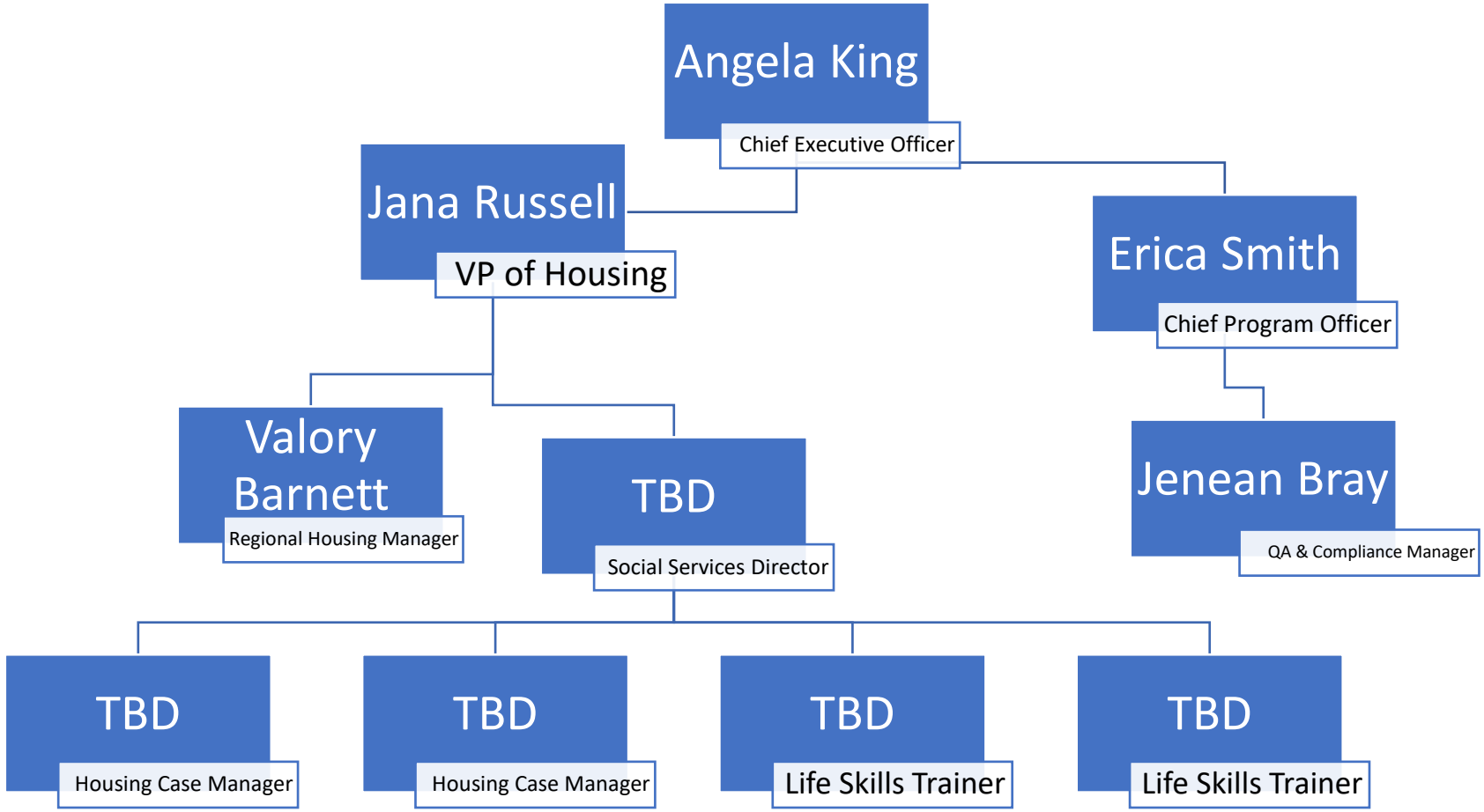
M Station, Austin, TX	New	150	Family	9% LIHTC, City of Austin RHDA Program, FHLB San Francisco	2011	15 units – 30% MFI 75 units – 50% MFI 45 units – 60% MFI 15 units – MKT
Roosevelt Gardens, Austin, TX	New	40	Supportive Housing for Persons Living with HIV/AIDS	City of Austin RHDA, TDHCA MFDL, FHLB San Francisco	Under Construction	14 units – 30% MFI 26 units – 50% MFI
Sierra Vista, Austin, TX	Rehab	238	Family	9% LIHTC, City of Austin RHDA Program, FHLB San Francisco	2012	24 units – 30% MFI 166 units – 50% MFI 48 units – 60% MFI
Spring Terrace, Austin, TX	Rehab	142	Supportive Housing	City of Austin RHDA, TDHCA HOME and HTF, FHLB Dallas	2006	14 units – 30% MFI 126 units – 50% MFI 2 units – UR
Skyline Terrace Austin, TX	Rehab	100	Supportive Housing	9% LIHTC, City of Austin RHDA, TDHCA HOME, FHLB San Francisco	2008	72 units – 30% MFI 28 units – 40% MFI
Talia Homes at Lamppost	New	16	Family	City of Austin RHDA	2021	
Waterloo Studios, Austin, TX	New	132	Supportive Housing	9% LIHTC and City of Austin RHDA Program	2020	26 units – 30% MFI 26 units – 40% MFI 80 units – 50% MFI
William Booth (Bell Crest), Houston, TX	Rehab	64	Elderly	9% LIHTC	Under Development	7 units – 30% MFI 26 units – 50% MFI 30 units – 60% MFI
TOTALS		**2,438**				

Volunteers of America TEXAS

15. PSH Program Staff Organizational Chart

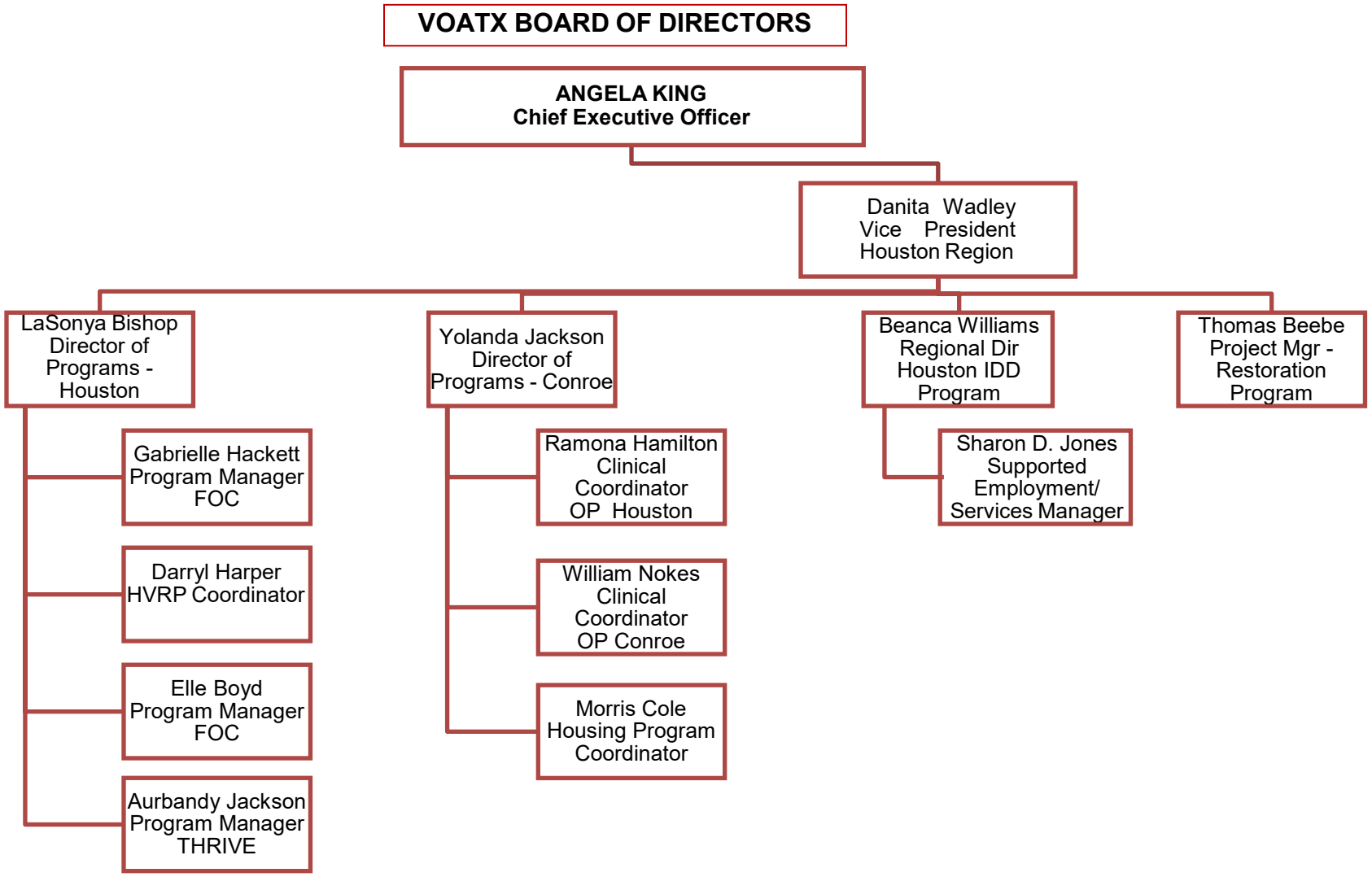
Volunteers of America Texas

Austin Manor PSH Program Chart



Volunteers of America Texas

HOUSTON Operations Organizational Chart



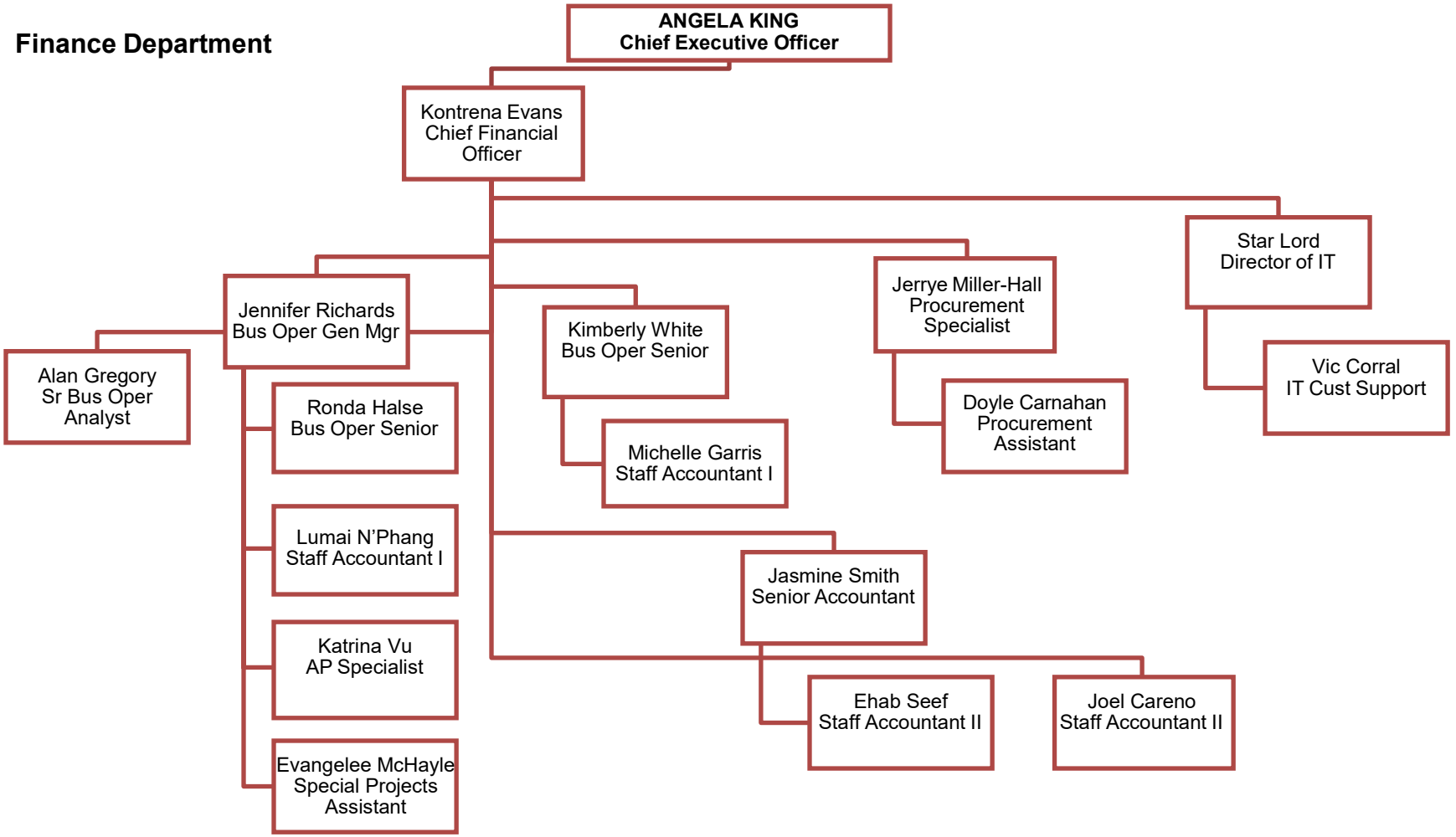
Effective 03.2022

VOLUNTEERS OF AMERICA TEXAS

ADMINISTRATIVE ORGANIZATIONAL CHART

VOATX BOARD OF DIRECTORS

Finance Department



Effective 03.2022

16. Developer Capacity

Volunteers of America National Services

RESUME

In order to understand the history of the developer and owner entity, **Volunteers of America National Services (VOANS),** it is important to have some knowledge of the history of its parent corporation, **Volunteers of America, Inc. (VOA),** which spans more than 125 years.

About Volunteers of America, the parent entity

Volunteers of America is a national, nonprofit organization that provides local human service programs and opportunities for individual and community involvement. For over 125 years, from rural America to inner city neighborhoods, **Volunteers of America** has been serving the needs of the nation's homeless individuals and families, veterans, youth at risk, the elderly, the disabled, and many others – 1.5 million people annually. **Volunteers of America** is one of the nation's largest nonprofit providers of quality affordable housing for families, the elderly, and people with disabilities, and a major provider of skilled long-term nursing care and health services. **Volunteers of America** ranks consistently as one of the nation's most efficient nonprofits, with a high proportion of revenues going directly to program services.

HISTORY & PURPOSE

Volunteers of America is one of the nation's largest and most comprehensive charitable nonprofit human services organizations.

Volunteers of America was formed by the philosophies of its founders, Maud and Ballington Booth, whose work was an active expression of a commitment to helping. Although **Volunteers of America's** initial efforts were devoted solely to mission evangelism, the Booths soon realized that those who came to **Volunteers of America** were in need of material assistance as well as spiritual comfort and guidance. Thus was born the foundation of social welfare programming, which today extends to virtually every area of need.

Throughout its history Volunteers of America has developed programs in response to both the timely and timeless needs of the American people. By the early 1900's, **Volunteers of America** services included fresh air camps, rescue homes for young women, day nurseries, homes for unemployed men, hospitals, and transient shelters; in short, whatever was most needed in a particular community.

While **Volunteers of America** is a national organization it is proud of the fact that its human service programs continue to be locally created, managed and delivered. Services are provided through a network of local offices that partner paid professional staff with volunteers.

Through wartime, depression, natural disaster, and manmade calamities **Volunteers of America** has been there to respond to the nation's immediate and long-term needs. **Volunteers of America** has expanded its services, reaching out to form partnerships with other human care agencies, government agencies, corporations, and community groups. By the early 1960's, the organization had built strong relationships with other federal, state and local groups working for social reform, and strengthened its base of combined resources. Those relationships have continued and expanded over the years.

Volunteers of America was founded by Ballington and Maud Booth on March 8, 1896.

Volunteers of America is now recognized as one of the nation's largest nonprofit, faith-based, providers of affordable, safe housing for low-income families, elderly, and people with disabilities. The organization is also a major provider of skilled long-term nursing care and health services operating nursing facilities, residential assisted-living complexes and retirement communities. Continuing its founders' legacy of meeting community needs the organization now has more than 125 different types of services offered in more than 400 communities nationwide.

CURRENT ACTIVITIES

Since its founding in 1896, **Volunteers of America** has grown from the operation of a single program in a single city to operating hundreds of programs in more than 400 communities across the country. There are thirty-one (31) local affiliates or branches of **Volunteers of America** located in cities across the nation.

The strength of the **Volunteers of America** family emanates from its local affiliates that represent the people and respond to the needs of the communities in which they exist. These local affiliates begin as branches of the national organization and graduate into chartered corporations. Each of the local affiliates has its own Board of Directors comprised of persons who live and work in the community. The Board determines the policy for the programs and operations of the affiliate and fosters relationships with the community resources. Because of this, no two **Volunteers of America** branches are alike since each responds on an individual basis to community needs and available community resources.

Volunteers of America is a national organization but in each community it is governed by a local board of directors.

The funding levels of **Volunteers of America** and its local affiliates have grown steadily since 1896. In fiscal year 2020, annual gross receipts of **VOA** were over $1 billion, and the combined assets of all VOA affiliates and subordinate organizations total over $2.5 billion.

About Volunteers of America National Services, the Developer/Owner

Volunteers of America's housing and health services roles have been consolidated into one nonprofit corporation, **Volunteers of America National Services (VOANS)** to improve, expand, and enhance the quality of services to the customer. In fact, the issue of providing services in senior housing served as the catalyst for this merger of housing and health care activities. As **VOA** embarked upon the development of affordable assisted living, it became clear that economies of scale could be achieved and program effectiveness could be enhanced if **VOA** brought together its sponsorship, development, and operation of housing and healthcare facilities under common leadership.

HISTORY & PURPOSE

VOA began providing housing and health care services in the 1960's. **VOA** sponsored its first federally funded housing project in 1964 and created an affiliated entity, VOA National Housing Corporation, in 1968 to provide property management services. In 1970, **VOA** created VOA Health Services for the purpose of sponsoring and operating long-term care facilities.

In 1997, **VOA** restructured its organization to merge all housing and healthcare activities into one corporation, renamed **Volunteers of America National Services (VOANS).** Today **Volunteers of America National Services** serves as the housing and healthcare affiliate for **VOA**, with responsibilities for the development and acquisition of new facilities and management and asset oversight for all existing properties. This includes housing and healthcare activities that may be co-sponsored by **VOA's** locally chartered affiliates.

Volunteers of America National Services served over 33,000 people in FY2021.

CURRENT ACTIVITIES

Believing that everyone – man, woman, and child – should have a secure and attractive place to call home, **Volunteers of America** has sponsored government-assisted housing since the 1960's. That sponsorship is predicated on the view that residents of subsidized housing have unique and pressing needs.

VOANS serves as the initiator of new programs and facilities for **VOA** and its local affiliates and provides day-to-day oversight and operation for the housing and residential care facilities. It also provides asset management for the VOANS-owned housing and health facility portfolio. Currently, **VOANS** and the **VOA** family of affiliates own and operate over 500 affordable housing properties consisting of over 20,600 units.

- **Affordable Housing for Elderly**
  Since 1968, **VOA** has sponsored nearly one hundred and fifty (150) projects funded under the HUD Section 202 program. **VOANS** is currently is developing senior housing using the Low Income Housing Tax Credit (LIHTC) program and is responsible for the oversight, development, and management of the elderly targeted projects.

- **Affordable Supportive Housing for Persons with Disabilities and Special Needs**
  Housing for persons with disabilities has been developed by local **VOA** affiliates using local and state funding programs, as well as jointly with **VOA** and **VOANS** using HUD's Section 811, 202 and LIHTC programs. Today, **VOANS** is currently responsible for the oversight, development and/or management of over one hundred (100) Section 811 projects for the disabled, that have been sponsored in the past by **VOA** or that are currently sponsored by **VOANS**. A recent focus has been developing permanent supportive housing for veterans.

- **Affordable Housing for Low-Income Families**
  Affordable housing for families has been developed and/or acquired using HUD's 236 and 221(d)(3) programs, LIHTC, Low Income Housing Preservation and Resident Homeownership Act (LIHPRHA), and tax-exempt bond financing. **VOANS** is responsible for the oversight, development, and management (through **VOA National Housing Corporation**) of the current portfolio of affordable housing, which includes over fifty (50) projects, all in operation.

In all of these housing operations, **VOANS** ensures that attention is given to resident services. Throughout its decades of involvement in assisted housing, **VOANS** has sought to serve the most needy in its housing operations. As a result of this focus, services in facilities developed, owned and managed by **VOANS** are directed towards programs which encourage and assist self-improvement and self-reliance, such as transportation, meals on wheels, employment counseling, day care, and Medicaid/Medicare referrals. The services offered or coordinated by **VOANS** span a wide range of programs including:

- ⇒ congregate meal programs
- ⇒ health screening
- ⇒ transportation
- ⇒ personal and financial counseling
- ⇒ day care centers
- ⇒ employment training and referral
- ⇒ recreation activities
- ⇒ rehabilitation programs
- ⇒ educational programs
- ⇒ computer learning center

- **Health Care Facilities**

  VOANS owns and operates over 20 healthcare facilities and serves 2,400 – 2,500 people every day. In several situations, these healthcare facilities are co-located with HUD Section 202 senior developments with Section 202 residents able to avail themselves of the nursing services to allow them to "age in place" in their 202 units. Programs and properties owned and operated by **VOANS** include nursing homes, assisted living, Program for All Inclusive Care for the Elderly (PACE), continuum of care retirement communities, and home health programs.

Several of the facilities owned by **VOANS** have been singled out as models for the nursing home industry by federal, state, and local officials.

DEVELOPMENT CAPABILITY

Today **VOANS** is one of the nation's largest nonprofit developers of affordable housing for families, seniors and disabled persons, having developed over 200 facilities under HUD's Section 202 and 811 programs, as well as assisted living facilities, nursing homes and low-income family and supportive housing facilities. The **VOANS** model combines the strengths of national relationships/best practices combined with the local touch from of our affiliate, **VOATX**. Our current housing pipeline totals 35 projects (over 3,000 units) in various stages of development and includes housing for low-income families, seniors and disabled individuals at 30%, 40%, 50% and 60% of the area median income. **VOANS** develops facilities using a variety of financing methods, including Low Income Housing Tax Credits, bond financing, conventional financing, HUD 236, 221(d)(4) and LIHPRHA programs, in addition to successfully obtaining numerous grants and loans through foundations and HOME, CDBG and FLHB programs.

The **VOANS** development staff is actively involved in all phases of the development process. The process begins with strategic planning regarding selecting locations around the country where a need is determined to exist for the persons to be served. The development staff is involved in site selection, selection of design and construction professionals, project design, construction oversight, financing and accounting. Additionally, **VOANS'** development staff serves as the project consultant for the 202, 811, 515, permanent supportive housing, and LIHTC applications.

MANAGEMENT CAPABILITY

As one of the nation's foremost nonprofit developers and operators of housing for the elderly and special needs individuals, Volunteers of America has the expertise to address affordable housing's many facets – from development and ownership to management and support services. Our model combines the strengths of our national headquarters and our network of locally chartered affiliates. It pairs strong local relationships

and expertise in service delivery with national experience in building design, construction, finance and accounting and allows us to leverage the best from both worlds, suiting the needs of each project.

VOA's capacity to own and operate a HUD Section 202, 811, Rural Development Section 515, or LIHTC housing development is evidenced most strongly in its success as a sponsor of over 380 housing complexes through the country.

Volunteers of America provides centralized asset management for a housing portfolio valued at almost $900 million. We actively minimize risk through the continuous assessment and analysis of the physical, financial, compliance and mission performance of each asset. Additionally we have a long history of providing property management services and currently manage over 20,400 units. Our core operating principle is a resident centered housing approach reflected through our commitment to quality. Our local offices provide property management in their geographic areas while our national division's management arm National Housing Corporation provides property management in other areas.

VOA National Housing Corporation's overall organizational structure relies heavily upon professional on-site managers, central office staff, and advanced technology. Community Administrators handle the day-to-day operations of the development, including collections and maintenance requests, and often help develop and implement a project's budget. Central office management plays a supervisory role and approves expenditures and disbursements.

Volunteers of America National Services is one of the largest nonprofit health and housing organizations in the United States.

VOA's management team brings to each of our communities a strong marketing program. We enjoy exceptionally high occupancy numbers and usually operate our affordable senior housing programs at 100% or with an occasional vacancy. We aggressively manage our waiting lists to make certain that we have pre-qualified and ready prospective residents. The senior management team of **VOANS** is actively involved with the Institute of Real Estate Management (IREM), the National Apartment Association, LeadingAge, and the National Affordable Housing Management Association (NAHMA).

Volunteers of America
Housing Leadership Team

Executive

Michael ("Mike") King is currently the national president and chief executive officer of Volunteers of America, providing leadership to one of America's largest and most comprehensive charitable nonprofit human service organizations. Prior to this, Mr. King served as CEO of Volunteers of America Texas, based in the Dallas/Ft. Worth area. Previously he was held executive positions with United Way of Metropolitan Dallas, the Volunteer Center of Dallas, ChildCareGroup and Volunteer–The National Center. King has served as a facilitator of leadership training for Hewlett Packard, and has also served on the faculty of both the University of Colorado and the Institute for Advanced Volunteer Management in the United Kingdom. He is a graduate of Texas Christian University and earned a Master's degree in civic affairs from the University of Dallas. Mike is also a minister with the Disciples of Christ, Christian Church.

Sharon Wilson Géno, was named Executive Vice President, National Services and Chief Operating Officer, in September 2017. In this role, Ms. Wilson Géno is responsible for the overall strategy and operations of Volunteers of America National Services. Part of her role will include working with the National Services board and collaborating with other leaders inside and outside the organization. Ms. Wilson Géno joined Volunteers of America in 2015 as senior vice president, legal affairs. As senior corporate counsel, she provided advice and

counsel to the national organization and its affiliates on a wide variety of legal matters, including housing operations and development issues. She is also a key member of the enterprise risk management committee and staffs several board committees.

Prior to joining Volunteers of America, Ms. Wilson Géno was a partner in private practice in Washington DC where she advised governmental entities, for-profit, and non-profit organizations across the country on issues related to housing and community development projects, government contracting, corporate structure, internal governance and compliance with Federal, state and local laws. Her work has given her substantive experience in many of the areas of affordable housing and community development law, including laws and regulations governing U.S. Department of Housing and Urban Development (HUD) programs, such as HOPE VI, public housing, Housing Choice Voucher (Section 8), the Community Development Block Grant Program (CDBG), the HOME program, and the Rental Assistance Demonstration Program (RAD). She has also worked in various tax incentive programs, including the Low Income Housing Tax Credit (LIHTC) program, New Markets Tax Credits (NMTC) program, and tax increment financing.

Ms. Wilson Géno has a Juris Doctorate from Georgetown University Law Center, a Masters of Arts in Urban Affairs from St. Louis University and a Bachelor's of Arts in American Studies from Newcomb College of Tulane University. She currently serves as an adjunct professor with Georgetown University School of Continuing Studies as well as an adjunct professor at The George Washington University School where she teaches Housing Law and Policy.

Joseph A. Budzynski serves as Executive Vice President and Chief Financial Officer at Volunteers of America national office. As Chief Financial Officer, Mr. Budzynski is responsible for directing financial strategies and infrastructure that ensures the growth and stability of the organization.
Mr. Budzynski started with Volunteers of America almost 10 years ago as Vice President and Chief Accounting Officer where he managed the Housing Development and Operations accounting support for over 400 housing properties including financial compliance with HUD and tax credit restrictions. Prior to this position, Mr. Budzynski served as the Chief Financial Officer of The Greater Washington Board of Trade, a regional chamber of commerce. He has also worked in the healthcare and telecom industries, both for profit and non-profit.

Mr. Budzynski is a member of Leadership Greater Washington's (LGW) Class of 2006 and currently serves as the Chair of the board of directors. He received his Bachelor of Science degree in accounting from Virginia Tech and is a Certified Public Accountant in the Commonwealth of Virginia.

Other Key Senior Staff

Margaret Ratcliff, Executive Vice President, Affiliate Relations, began working with Volunteers of America in 1980 as executive staff to a local affiliate. She joined the national headquarters staff in 1988. Currently, she supports the growth and successful performance of affiliates organization-wide. Prior to coming to Volunteers of America, she served as Executive Director of an Area Agency on Aging. Ms. Ratcliff holds a B.A. Cum Laude degree from the University of Georgia and a M.S.W. degree from Tulane University.

Robert Gibson, Executive Vice President and Chief of Staff, joined Volunteers of America in 2002. In this role Mr. Gibson is responsible for advancing innovation across the organization as we look for new ways to serve the nation's most vulnerable. This includes the organization's pilot effort 'VOA Innovation for Impact', to select promising concepts and develop and prototype execution plans around those concepts. Mr. Gibson's team also supports capital development efforts within the organization, including real estate and structured financing products that will support growth opportunities within the organization. The team also manages Volunteers of America's New Markets Tax Credit allocation and will be applying to become a Community Development Financial Institution. Mr. Gibson serves as the Executive Director of VOANS CDE, the

community development finance subsidiary of Volunteers of America. Prior to his current position, Mr. Gibson was Senior Vice President of Housing Operations and Capital Finance with Volunteers of America. Before coming to Volunteers of America he worked for an international development NGO, focusing on community business development and financial products development in southern Africa. Mr. Gibson has Bachelors and Masters Degrees in Applied Economics from the University of Wisconsin Madison.

KEY HOUSING STAFF

Kimberly Black King, Senior Vice President of Real Estate Development, joined Volunteers of America National Services in 2018. In this role, Ms. King oversees the all of the real estate development activities for VOANS, including affordable housing development, acquisitions, recapitalizations, construction and national strategic initiatives. Ms. King comes to VOANS with over twenty years of leadership experience in the affordable housing industry. Her professional experience includes positions in the development, finance, consulting and government sectors.

Prior to VOANS, Ms. King served as the Chief Development Officer at the District of Columbia Housing Authority managing the agency's redevelopment pipeline and development staff. She was responsible for negotiating deal terms and the development program for transactions with multiple funding sources including Low-Income Housing Tax Credits, conventional debt, equity, gap financing and grants. Ms. King joined DCHA after serving for Mayor Vincent Gray as the Director of the District of Columbia's New Communities Initiative, a billion dollar program that establishes housing policy and provides gap financing for redevelopment of distressed neighborhoods. Previous tenures include Director of the CSH Mid-Atlantic office, Senior Account Executive at Fannie Mae, and Vice President/Project Manager at McCormack Baron Salazar.

Peter Desjardins, Senior Vice President of Real Estate Operations, joined Volunteers of America National Services in 2013. As Senior Vice President, he oversees operational activity for VOANS Housing, including Asset Management, Compliance, Resident Services, Property Management, and Training. Peter comes to VOANS from the Housing Opportunities Commission of Montgomery County, Maryland (HOC), a national leader in the development of affordable housing, where he served for over nine years in the Asset Management department. During his time with HOC, Peter was responsible for a $500 million portfolio of market rate and subsidized housing gaining significant experience in marketing as well as federal, state and local housing programs including Low Income Housing Tax Credits, Section 8 Housing Assistance Payments, Section 236 Interest Reduction Payments, Housing Choice Vouchers, and State and County grants. Prior to HOC, Peter worked for CRI, Inc. and EEA Realty as Asset Manager and Financial Analyst respectively; overseeing market rate as well as HUD subsidized housing. In addition to his extensive housing experience, Peter has also worked as a Market Analyst and News Editor for the CoStar Group, the nation's leading commercial real estate research company.

Milford Wayne Moyer, Senior Vice President of Finance and Administration, joined the organization in 2021. Wayne is responsible for Health Care Finance, Housing Finance, Information Technology, and Human Resources. Part of his role includes working with the VOANS' Board Finance Committee and collaborating with other leaders inside the organization. His 30-year career has been dedicated to advising, managing, and growing nonprofit healthcare organizations. In addition to his strong management and finance background, he has experience growing start-up organizations, building teams to ensure regulatory compliance, and improving organizational financial viability. Wayne has a Masters Business Administration from The University of Chicago Booth School of Business, a Bachelor of Science in Accountancy from the University of Illinois, Urbana, is a Fellow in the American College of Healthcare Executives, and a Certified Public Accountant.

Robin Keller, Vice President of Workforce Housing Development, joined Volunteers of America in 1993 and has extensive experience in both housing management and development. In her current role, Ms. Keller directs the department's workforce housing activities, from feasibility and finance through construction and initial occupancy. Prior to being employed by Volunteers of America, Ms. Keller was a Senior Loan Specialist at the Knoxville, Tennessee HUD office and worked in the private sector for TESCO Management Company. She is a graduate of East Tennessee State University and holds the designation of Certified Property Manager from the Institute of Real Estate Management in Chicago. Ms. Keller received an honorable discharge from the U.S. Navy after serving six years.

Donna Thurmond, Vice President of Resident Services and Programs, joined Volunteers of America in 1998. With over 30 years of work in the filed aging services, she has developed and implemented a wide array of programs and services, including health promotion and disease prevention initiatives for seniors living in subsidized housing. In her current role, Donna provides national oversight for a multi-million dollar service coordinator program sponsored by the U.S. Department of Housing and Urban Development. Her efforts have resulted in implementing 125 service coordinator programs in 134 subsidized housing facilities. Donna also serves as the Treasurer on the American Association of Service Coordinator national board. Donna is a graduate of the University of Alabama at Birmingham and received her Bachelor of Arts and Master of Arts degree in sociology with a specialization in gerontology.

Doug Snyder, Vice President, Real Estate Development, joined Volunteers of America National Services in 2012. In this leadership position, he works closely with the executive team and is responsible for affordable housing development, acquisitions and recapitalizations in the western United States. His primary markets include California, Colorado, Minnesota, Texas and secondary markets of Alaska and Oregon. He is intricately involved in overseeing land acquisitions, entitlements, program design, financial structuring and closings. His financing experience includes Low-Income Housing Tax Credits, tax-exempt bonds, conventional debt, equity, HUD, gap financing and grants. Prior to VOANS, Doug worked for a variety of multi-family and commercial developers in various development management roles including the Morgan Group, the Finger Companies, Carmel Partners, Trammell Crow and Lauth Property Group. Doug has served in the past on the Housing Colorado Board as treasurer/chair of the finance committee and the conference planning committee, the Colorado Housing and Finance Authority's (CHFA) tax credit advisory group and Colorado State Division of Housing's (DOH) strategic advisory group. He has a bachelor's degree in business from the University of Pittsburgh and a master's degree in real estate and construction management from the University of Denver.

Rodrigo Galavis, Vice President, Real Estate Development, joined Volunteers of America National Services in 2019. Mr. Galavis brings his professional expertise comprising "Big Four" consultant work, project management and real estate development in a variety of product types ranging from schools, to senior housing, to multifamily. Prior to VOANS, Rodrigo had roles as Development Manager at Non-Profit Elderly Housing, Development and Operations Corporation ("EHDOC"), as well as Development Principal at Affordable Housing Development Services ("AHDS"). Mr. Galavis has developed new construction of affordable housing in markets within California, Illinois, Connecticut and Florida, where Mr. Galavis transacted the capitalization side of these deals with various sources including Bridge Financing, HUD secured financing, LIHTC and Donation Credits, among other sourced competitive financing. Mr. Galavis' work has also touched market-rate multi-family product types, as well as charter schools development while at the Miami-based development firm DAL Developers. Prior to his development work, Mr. Galavis served as a Consultant/Auditor for Deloitte, as well as Operations Consultant at Y&V Engineering and Construction – a top 3 Oil & Gas and Construction Engineering firm in Venezuela with a presence in Colombia, Mexico, USA and Canada. Prior to his auditing work, Mr. Galavis was Project Manager for Santander Bank US.

Ron Wallace, Development Director, joined Volunteers of America National Services in 2014. His responsibilities include all aspects of housing development with a current focus on preservation of properties

within the VOANS portfolio. Mr. Wallace joined VOANS with over 23 years of experience in affordable housing, recently serving as a Director of the Processing and Underwriting Division at the U.S. Department of Housing and Urban Development. He holds a BS in Public Administration from Phillips University.

Brian Reilly, Development Director, joined Volunteers of America National Services in 2017. Working alongside Doug Snyder, he is responsible for development and preservation of affordable housing in the Western Region with a focus on Colorado and Alaska. Prior to joining VOANS, Mr. Reilly was Development Specialist at National Affordable Housing Trust (NAHT). Mr. Reilly has previously done work for the National Low Income Housing Coalition and Environmental Law and Policy Center. His affordable housing experience includes the development of over 900 total Low Income Housing Tax Credit units using a variety of funding sources including Tax Exempt Bonds, HUD programs, FHLB AHP, CDBG, and HOME funds. He holds a Bachelor of Science in Social Policy, concentration: Housing from Northwestern University.

Jon Clevenger, Senior Development Director - Minnesota, joined Volunteers of America National Services in 2018. Jon is responsible for development and preservation of affordable housing in Minnesota. Jon has over 10+ years of successful affordable housing experience stretching across multiple business lines of the industry including LIHTC syndication, financing and municipal government experience. Jon holds a Bachelor of Arts in Sociology from the University of Dayton and a Master's of Science in Urban Regional and Land Planning with an emphasis in Residential Development and Urban Economics from the University of Wisconsin-Madison.

Lee Goldstein, Director, National Housing Intiatives, joined Volunteers of America National Services in 2019. Lee is responsible for the development and preservation of affordable housing in VOA's key markets utilizing federal, state, local and private funding sources, including LIHTC and conventional debt. Lee also assists in promoting affordable housing advocacy to benefit VOANS and support its position as a recognized nonprofit leader.

Lee most recently worked as an Associate at CSG Advisors, in their Housing Strategies and Development Practice. At CSG, Lee provided project management services, technical assistance for RAD conversions and Section 18 dispositions, financial modeling and underwriting, and portfolio repositioning analysis on behalf of Public Housing Authorities.

Prior to joining CSG, Lee worked for over seven years at the local government level, primarily with the District of Columbia. Lee served as a Capital City Fellow, a rotational fellowship, where he contributed to the District of Columbia's city planning, sustainability, and affordable housing efforts on behalf of multiple municipal agencies. Most notably, Lee worked to implement the District of Columbia's New Communities Initiative, a District government program designed to redevelop 1500 distressed public housing units into 5,000 new housing units within vibrant mixed-income communities. As a Project Manager, Lee negotiated land disposition agreements, underwrote gap financing loans on behalf of the city, garnered community input on design and development, and collaborated with a myriad of stakeholders to steward projects through local City Council and Zoning Commission approvals.

Lee holds a BA and MPA from The George Washington University, and is currently enrolled at Johns Hopkins University pursuing a Masters in Real Estate and Infrastructure (MSREI). Lee also holds a Housing Development Finance Certification from the National Development Council, serves on the Program Committee for HAND (Housing Association of Non-Profit Developers) in the DC region, and is a graduate of George Mason University's Real Estate Seminar Series.

Deborah Welchel, Senior Development Director - Texas, joined Volunteers of America National Services in 2019. Over 25 years of public and private sector financing experience have provided Deborah with a broad

knowledge of structure, development and management of a variety of residential housing transactions. Deborah began her career in affordable housing as Manager of Credit Underwriting at the Texas Department of Housing and Community Affairs, where she was responsible for determining risk and viability for transactions utilizing the housing tax credit (LIHTC), multifamily private activity bonds, HOME, CDBG and Housing Trust Funds. As a consultant Deborah restructured Project Based Section 8 properties as Participating Administrative Entity through HUD's Mark to Market Program and prepared due diligence and market study reports for lenders and investors. Transitioning to development with Edgewater Affordable Housing she was charged with all aspects of LIHTC submissions from pre-development/financial feasibility to permanent loan closing/8609's. With Edgewater Group she worked with owners and developers to access the $5 billion in ARRA Weatherization Funds nationwide for eligible properties. Deborah also worked with the National Development Council, where she focused on identifying LIHTC transactions in client communities and investor CRA areas, evaluating yield and pricing, determining developer experience, capacity, and negotiating terms and deal points.

Prior to joining VOANS she was Vice President of Asset Management for Mayfair Management Group. Functioning as the owner representative as well as the primary contact for lenders and investors, she provided general oversight to the management of each property, directed regional managers and coordinated preparation and publication of month financial reports and annual operating budget.

David Brown, Development Director, joined Volunteers of America National Services in 2019. Mr. Brown is responsible for project development at VOANS, including both new construction, acquisition rehabilitation, and recapitalization of existing assets in the portfolio. In this capacity he coordinates multi-functional teams across VOANS, including construction, asset management, and finance along with outside consultants while synchronizing with investors and lenders to ensure each project achieves maximum affordability. Dave's prior development work at the District of Columbia Housing Authority (DCHA) provided him with expertise in all issues facing affordable housing development and specifically those facing Public Housing Authorities. At DCHA was responsible for large-scale, urban new development and rehabilitation projects. Mr. Brown was exclusively charged with managing some of D.C.'s most challenging public housing projects and worked on all phases in the development process, including concept development and feasibility, planning and design, construction, and delivery.

Prior to the DC Housing Authority, Mr. Brown worked in utility and commercial scale renewable energy project consulting at Booz Allen Hamilton. Mr. Brown has also held management positions at Boston Properties' asset management group and provided real estate advisory valuation services to national retailers at Gemini Realty Advisors.

Ken Miller, Senior Construction Director, joined Volunteers of America National Services in 2019. Ken is a seasoned construction professional with over 25 years of experience in the construction industry. His background encompasses operational leadership, project feasibility/constructability, trade negotiations and construction management oversight. He has managed a wide variety of commercial, residential and public agency projects consisting of: assisted living centers, single-family homes, medical offices, education, community spaces, transportation and communications facilities. The budget range of these projects has been from $500K to $20M and the majority located within the Mid-Atlantic region but some nationwide including Puerto Rico. Ken holds a B.S. in Construction from Arizona State University, Tempe, Arizona and possesses a commercial contractor license qualification through the national association of state contractor licensing agencies (NASCLA).

Adolfo Yanes, Construction Director, joined Volunteers of America National Services in 2021. Adolfo has a track record of more than 30 years managing real estate investments and projects of all kinds, commercial, residential, industrial, office and healthcare. He brings a comprehensive knowledge of the investment,

development and construction processes, together with a strong background in engineering and information technology. Adolfo has worked in Florida for the last ten years managing his firm DAL Developers LLC and previously worked in his native country Venezuela, having participated in a wide range of projects, from single family homes to large multimillion dollar multifamily, commercial and energy industry projects. Adolfo earned a Master of Science in International Real Estate from Florida International University, holds a Civil Engineer title from Universidad Metropolitana in Caracas, Venezuela with postgraduate studies in Structural Engineering in Karlsruhe Institute of Technology (KIT), Karlsruhe, Germany and Business Management in Instituto de Estudios Superiores de Administracion (IESA) in Caracas, Venezuela. He possesses licenses as Certified General Contractor and Real Estate Associate in Florida.

Scott Dueker, Director of Planning and Design, joined Volunteers of America National Services in 2022. In this role, he oversees all aspects of design, engineering and construction activities – from conceptual design through construction completion. In conjunction with oversight and management of all of VOANS project design standards and specifications, Mr. Dueker provides design direction, technical assistance and recommendations for all site and project designs, timelines, construction management and budgeting throughout the entire VOANS housing portfolio.

Mr. Dueker's experience includes development of affordable housing, mixed-income communities, mixed-use developments, supportive housing, preservation, market-rate and workforce housing, as well as historic and brownfield redevelopments across . During his 27-year career, he has worked closely with multiple state and federal agencies throughout the country and has designed and developed a vast portfolio of housing and related projects with budgets ranging from $500k to $100+ million. Currently, Mr. Dueker sits on the Market Implementation Collaborators (MIC) advisory board which is part of the U.S. Department of Energy's Advanced Building Construction with Energy-Efficient Technologies & Practices (ABC) Program.

Mr. Dueker is an award-winning architect, receiving multiple AIA Design Awards throughout his career that spans multiple sectors - private practice, retail development, facilities planning and for-profit housing development. He is a Leader in Energy and Environmental Design Accredited Professional (LEED AP), as well as a Certified Facilities Manager. He holds a B.S. degree in Architecture from the School of Architecture and Planning at the State University of New York at Buffalo, with a Minor in Facilities Management.

16 Four Successful Developments

Project: **Boulevard One Residences (Denver, CO)**
6756 Archer Drive
Denver, CO 80202
303-830-6230
New Construction of 72 units on the former Lowry Air Force Base. This is a joint venture between VOA and the Denver Housing Authority.

Project: **Hope Manor Joliet (Joliet, IL)**
1331 Eagle Street
Joliet, IL 60432
New Construction of 72 units of permanent supportive housing for veterans with families who are homeless or at risk of homelessness.

Project: **Las Palmas (Miami, FL)**
740 NW 25th Avenue
Miami, FL 33125
The substantial rehabilitation of 2 HUD 202 properties with a combined unit count of 196 units.

Project: **The Oaks (Dallas, Texas)**
630 South Llewellyn Road
Dallas, TX 75208
New Construction of 260 units of senior housing with a 5,200 square foot medical clinic. This is a partnership between VOANS and the Dallas Housing Authority. Using Bonds and 4% credits there are 27 public housing units, 103 project based vouchers, 113 60% set aside units and 17 market rate units.

Boulevard One Residences

6756 Archer Drive, Denver, CO 80230

Project Description: *A joint venture between VOA and the Denver Housing Authority, located in mixed-use redevelopment of the former Lowry Air Force Base. This is a new construction of 72-unit property providing affordable housing for families that utilized 9% LIHTCs. Site amenities include a community room, indoor play area, community garden and a rooftop deck. Subsidies include 33 units with project based vouchers with unit rents at 30% or 50% AMI. 20 units are designated for those who are homeless.*

Total Development Cost	Non-Construction Cost	Construction Cost	Ground Lease or Other	Development Type
$20,141,517 ($283,678 per unit)	$4,146,268	$15,995,249 ($225,285 per unit)	Fee Simple	New Construction
Pre-Construction	Construction Closing	Substantial Completion	Project was completed on time and within budget	
12 Months	June 2017	November 2018		
Community and Supportive Services Provided			Energy Efficiency Features	
Full-time on-site service coordination Programs include case management, financial, health and wellness.			Solar panels; low-flow fixtures; energy star rated light fixtures and windows.	

BOULEVARD ONE RESIDENCES SOURCES AND USES SUMMARY				
USES			SOURCES	
Acquisition Costs	1,535,000		LP and GP Equity	8,219,048
Construction Costs	15,995,249		State and Energy Tax Credits	3,208,076
Organizational Costs	20,000		Permanent Debt	4,625,000
Other Costs	287,308		DHA/City of Denver Grant Funds	2,520,000
Reserves	430,000		VOANS (HOME and FHLB) Funds	1,220,000
Development and Other Fees	1,873,960		Other Funding Sources	349,393
			Other Funding sources include Deferred Developer Fee and Accrued Soft Debt Interest	
TOTAL USES	$ 20,141,517		TOTAL SOURCES	$ 20,141,517

DEVELOPMENT TEAM	
Sponsor/Developer	Volunteers of America National Services & Denver
Property Manager	Volunteers of America Colorado
Debt Provider	First Bank
Syndicator	Enterprise
Investor	American Express
Architect	Parikh Stephens
Contractor	Pinkard Construction

Hope Manor Joliet: New Construction

1331 Eagle Street Joliet, IL 60432

Project Description: *New construction of 74-unit permanent supportive housing (PSH) targeted to veterans with families who are homeless or at risk of homelessness. Site is on land adjacent to the former Silver Cross Hospital, which houses the Department of Veterans Affairs Outpatient Clinic. Funding includes 9% LIHTCs, with rents at 30%, 50%, and 60% AMI.*

Total Development Cost	Non-Construction Cost	Construction Cost	Ground Lease or Other	Development Type	Density
$22,763,112 ($283,771.69 per unit)	$2,813,140	$19,949,972 ($269,594 per unit)	Fee Simple	New Construction	Approx. 23 units/acre (site is 3.21 acres)
Pre-Construction	Construction Closing	Substantial Completion	Project was completed on time and within budget		
12 Months	February 2016	January 2017			

Community and Supportive Services Provided	Partnerships
Full-time on-site social services with programs including professional counseling, case management, parenting skills workshops, youth enrichment programs, employment services, peer counseling. Comprehensive services for mental health, job training, and flexible supportive housing services to fight homelessness.	Public partnerships to completed the project included the Illinois Housing Development Authority, Federal Home Loan Bank Chicago, City of Joliet Dept. of Community and Economic Development, Silver Cross Hospital (Seller), U.S. Department of Housing & Urban Development, Housing Authority of Joliet and Statewide Referral Network

Key Participants	
Sponsor	Volunteers of America National Services
Co-Developers	VOANS and Volunteers of America Illinois
Property Manager and Service Provider	Volunteers of America Illinois
Architect	Worn Jerabek
Counsel	Applegate & Thorne-Thomsen
Contractor	Joseph Duffy & Co.
Syndicator	National Equity Fund

HOPE MANOR JOLIET SOURCES AND USES SUMMARY	
USES	
Acquisition Costs – *site previously owned by VOA*	0
Construction Costs	19,949,972
Organizational Costs	120,000
Other Costs	357,700
Reserves	335,440
Development and Other Fees	2,000,000
TOTAL USES	$ 22,763,112
SOURCES	
LP Equity – NAHT	21,229,735
Deferred Fees	500,000
Other – Gap Funding	1,033,377
Gap Funding Includes Proceeds from the following organizations: FHLB AHP, LISC Grant for Veterans, Niagara Cares, Home	
TOTAL SOURCES	$ 22,763,112

Volunteers of America | NATIONAL SERVICES

Las Palmas

740 N.W. 25th Avenue, Miami, FL 33125

Project Description: *Substantial rehabilitation of two HUD 202 properties with a combined unit total of 196 units for seniors, refinanced into a single purpose entity. The property has a HAP Section 8 contract on 100% of the units, subsidized at 50% AMI.*

Total Development Cost	Non-Construction Cost	Construction Cost	Ground Lease or Other	Development Type	Density
$33,488,954 ($173,899.90 per unit)	$24,296129	$9,192,825 ($46,902.17 per unit)	Fee Simple	Refinance and Substantial Rehabilitation	Approx. 115 units/acre (site is 1.69 acres)

Pre-Construction	Construction Closing	Substantial Completion	Project was completed on time and within budget
15 Months	December 2016	June 2018	

Community and Supportive Services Provided	Energy Efficiency & Green Features
Full-time on-site service coordinator with programs including Bible Study, Bingo, Garden activities and other resident services and amenities.	Installation of low-flow water fixtures and high-efficiency HVAC systems; new covered pavilion to accommodate outside activities.

Key Participants	
Sponsor and Developer	Volunteers of America National Services
Property Manager	Volunteers of America of Florida
Counsel	Pepper Hamilton
Architect	SGB Architects
Contractor	Gomez Construction
Lender	Citibank
Syndicator	National Affordable Housing Trust

LAS PALMAS SOURCES AND USES SUMMARY		
USES		
Acquisition Costs (Land, Building, Acq. Reserves)		18,858,906
Construction Hard Costs		5,339,875
Soft Costs		3,852,950
Developer Fee		4,300,120
Other Fees		1,137,103
TOTAL USES	$	33,488,954

SOURCES		
Citi Bonds		13,275,000
Seller Notes		9,962,106
Acquired Replacement Reserves		658,906
GP Capital		100
Developer Fee via Cash Flow		248,202
NEF Equity		9,344,640
TOTAL SOURCES	$	33,488,954

Volunteers of America® | NATIONAL SERVICES

The Oaks

630 S. Llewellyn Ave., Dallas, TX

Project Description: *Scheduled to open in 2023, The Oaks is a new construction, mixed-use apartment community in Dallas, TX. A joint venture with the Dallas Housing Authority, The Oaks will deliver 260-units of mixed-income housing for seniors that includes 27 PH units and 103 PBV units (27 units @ 30% AMI, 216 units @ 60% AMI, and 17 units @ market rate). The common areas will include a 5,200 sf medical clinic, a business center, fitness room, craft room, resident coordinator office, staff offices, workroom, multipurpose room, a library, game room and theater room and furnished community room.*

Total Development Cost	Non-Construction Cost	Construction Cost	Construction Closing	Development Type	Substantial Completion
$50,511,157 ($194,273 per unit)	$10,580,442	$39,930,715 ($153,579 per unit)	July 2021	New Construction	April 2023
Project currently under construction and is on schedule and within budget.					

Community and Supportive Services Provided	Energy Efficiency & Green Features
On-site resident service coordinator will coordinate supportive services and programming for the residents, establishing linkages with agencies and service providers in the community.	Resident community garden, bark park for pets, courtyard with outdoor BBQ station, multipurpose activity area, covered seating area and 2 roof top terraces. Property will be built to Enterprise Green Communities standards.

Key Participants	
Sponsor and Developer	VOANS & DHA Housing Solutions for North Texas
Property Manager	Volunteers of America Texas
Counsel	Coates, Rose
Architect	Humphreys & Partners
Contractor	Spring Valley Construction Company
Investor	Bank of America

THE OAKS SOURCES AND USES SUMMARY		
SOURCES		
Permanent Loan		22,100,000
Capital Magnet Funds		750,000
LIHTC Equity		20,227,285
HOI Funds		4,500,000
Freddie TEL Performance Deposit		442,000
Deferred Developer Fee		2,491,872
TOTAL USES	$	50,511,157
USES		
Hard Costs		39,930,715
Soft Costs		2,470,414
Reserves		2,062,262
Developer Fee		5,844,860
Other Costs		202,906
TOTAL SOURCES	$	50,511,157

DEVELOPER'S AND SPONSOR/OWNER'S CURRENT WORK LOAD

Name and Address of Project	Type of Project	Type of Construction	Size of Project	Anticipated Date of Completion	Financing and Subsidies4	Team Member's Role	Total Development Cost
Puerta del Sol 1765 W 42nd Place Hialeah, FL 33012	Multifamily Rental - 100 rental units of senior housing with 31 studio units and 92 one bedroom units and 1 two bedroom employee units	Acquisition / Substantial Rehab.	All 98 rental units will be income restricted LIHTC units with 100% of rental units at or below 60% AMI	11/1/2022	4% LIHTC equity at $6,658,325 , City Bank Loan Loan at $11,350,000; Seller Note at $7,016,740; Deferred Developer Fee at $544,343; Other Owner Equity of $544,343.	Sponsor/Developer	$26,451,641
Hialeah Residences 1280 W 46th Street Hialeah, FL 33012	Multifamily Rental - 124 rental units of senior housing with 31 studio units and 74 one bedroom units and 2 two bedroom employee units	Acquisition / Substantial Rehab.	All 128rental units will be income restricted LIHTC units with 100% of rental units at or below 60% AMI	12/1/2022	4% LIHTC equity at $6,572,091 , City Bank Loan Loan at $14,500,000; Seller Note at $7,445,142; Deferred Developer Fee at $682,918; Other Owner Equity of $799,236.	Sponsor/Developer	$26,569,549
Los Robles Apartments 11495 West Flagler Street Miami, FL 33174	Multifamily Rental - 100 rental units of senior housing with 24 studio units and 74 one bedroom units and 2 two bedroom employee units	Acquisition / Substantial Rehab.	All 98 rental units will be income restricted LIHTC units with 100% of rental units at or below 60% AMI	5/1/2022	4% LIHTC equity at $12,135,000 , Citi Bank Loan at $7,304,679; Seller Note at 882,519; Deferred Developer Fee at $882,519; Other Owner Equity of $539,583.	Sponsor/Developer	$27,878,668
Sweetwater Towers 10750 SW 4th Street Sweetwater, FL 33193	Multifamily Rental - 100 rental units of senior housing with 24 studio units and 74 one bedroom units and 2 two bedroom employee units	Acquisition / Substantial Rehab.	All 98 rental units will be income restricted LIHTC units with 100% of rental units at or below 60% AMI	7/1/2022	4% LIHTC equity at $6,816,718 , Citi Bank Loan at $11,750,000; Seller Note at $7,126,689; Deferred Developer Fee at $847,315; Other Owner Equity of $582,807.	Sponsor/Developer	$27,123,529

DEVELOPER'S AND SPONSOR/OWNER'S CURRENT WORK LOAD

Name and Address of Project	Type of Project	Type of Construction	Size of Project	Anticipated Date of Completion	Financing and Subsidies4	Team Member's Role	Total Development Cost
Cadence Apartments East Drake Road Fort Collins, CO 80525	Multifamily Rental - 55 rental units of senior housing with 39 one bedroom units and 16 two bedroom units.	New Construction	55 affordable units @ 20% - 80% AMI; 8 project-based vouchers	7/1/2022	Capital Magnet Fund Loan of $350,000; LIHTC Equity at $12,499,870; FirstBank loan of $2,970,000; CHFA Healthy Housing loan of 500,000; HOME/CDBG funds of $1,650,000; $384,215 Deferred Dev Fee	Sponsor/Developer	$18,354,085
Desert Oasis II 4445 Diamond Head Dr. Las Vegas, NV 89110	Multifamily Rental - 43 rental units of senior housing with 31 one bedroom units and 12 two bedroom units.	New Construction	43 affordable units:41 units at 50% AMI, 2 units at 30% AMI	12/1/2022	LIHTC Equity at $10,605,239; Wells Fargo Construction loan of $8,950,000; Rocky MNT CRC Perm loan of $1,198,718; City funds of $1,300,000, County Funds of $500,000;	Sponsor/Developer	$13,604,057
The Oaks 630 South Llewellyn Avenue Dallas, TX 75208	Multifamily Rental - 260 rental units of senior housing with 197 one bedroom units and 63 two bedroom units. Also included is a medical clinic for residents and the community	New Construction	260 units affordable units, 27 units at 30% AMI, 216 units at 60% AMI, 17 market rate units. 27 PH Units, 103 PBV Units	6/1/2023	LIHTC Equity at $20,227,285; Tax Exempt Bonds at $25,000,000; HOI funds of $4,500,000; Capital Magnet Funds at $750,000; Deferred Developer Fee of $2,491,872	Co-Sponsor/Co-Developer	$50,511,157

DEVELOPER'S AND SPONSOR/OWNER'S CURRENT WORK LOAD

Name and Address of Project	Type of Project	Type of Construction	Size of Project	Anticipated Date of Completion	Financing and Subsidies4	Team Member's Role	Total Development Cost
The Sussex N. Rogers Lane Raleigh, NC 27610	Multifamily Rental - 216 rental units of family housing with 30 one bedroom units, 118 two bedroom units and 68 three bedroom units.	New Construction	216 affordable units, 72 units @ 50% AMI, 105 units @ 60% AMI, 39 units @ 70% AMI	8/1/2023	LIHTC Equity at $13,667,837; PGIM Freddie TEL Tax-Exempt Perm Loan at $26,900,000; PGIM Freddie Tel Taxable Loan at $1,000,000; Wake County Soft Financing at $2,800,000; Capital Magnet Funds at $500,000	Sponsor/Developer	$45,151,020
Pine Grove 1901 NE 2nd Street Gainesville, FL 32609	Multifamily Rental - 96 rental units of senior housing with 24 studio units and 72 one bedroom units.	Acquisition / Substantial Rehab.	96 affordable units, 20 units @ 50% AMI, 76 units @ 60% AMI; 100% of units are Section 8 subsidized	3/1/2023	LIHTC Equity at $4,595,728; Boston Capital Perm Loan at $5,570,000; FHFC EHCL Soft Loan at $750,000; Seller Note at $4,858,896; Acquired Cash Reserves at $795,339	Sponsor/Developer	$16,607,463

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Volunteers of America National Services Portfolio

Projects in Texas highlighted in yellow

Property Name	City	State	Population	# of units	Primary Finance Type
Lumen Park	Anchorage	AK	Senior	20	LIHTC
Trailside Heights I	Anchorage	AK	Family	66	LIHTC
Trailside Heights II	Anchorage	AK	Family	20	LIHTC
Trailside Heights III	Anchorage	AK	Family	35	LIHTC
Birchwood Apartments	Eagle River	AK	Family	57	LIHTC
Terraces at Lawson Creek	Juneau	AK	Family	40	LIHTC
Terraces at Lawson Creek II	Juneau	AK	Family	35	LIHTC
Dublin Village	Madison	AL	Senior	58	HUD 202 PRAC
Woodland Hills	North Little Rock	AR	Special Needs	12	HUD 811 PRAC
Vista De La Montana	Phoenix	AZ	Senior	59	HUD 202 PRAC
Valley Oaks	Auburn	CA	Senior	60	HUD 202 PRAC
Palomar	Chula Vista	CA	Family	168	LIHTC
Lord Tennyson	Hayward	CA	Family	252	LIHTC
Sea Mist Tower	Long Beach	CA	Senior	74	LIHTC
Silverlake Apartments	Los Angeles	CA	Family	88	LIHTC
Centennial Place	North Highlands	CA	Special Needs	15	HUD 811 PRAC
Cambridge Gardens	Riverside	CA	Senior	75	HUD 202 PRAC
Quarry Oaks	Rocklin	CA	Senior	42	HUD 202 PRAC
Rolling Oaks	Rocklin	CA	Senior	79	HUD 202 PRAC
Manzanita Place	Roseville	CA	Senior	63	LIHTC
Greenbriar	Sacramento	CA	Family	138	LIHTC
Blue Butterfly Village	San Pedro	CA	Family	76	LIHTC
East Cliff Village	Santa Cruz	CA	Senior	76	LIHTC
Lincoln Court	Santa Monica	CA	Senior	40	HUD 202 PRAC
Burns Manor	Sunland	CA	Senior	82	LIHTC
Aspen Place	Aurora	CO	Senior	58	HUD 202 PRAC
Garden Park Villa	Canon City	CO	Senior	50	LIHTC
Laurel Gardens	Colorado Springs	CO	Senior	51	HUD 202 PRAC
Summit Apartments	Colorado Springs	CO	Family	256	Conventional
Heaven's View Apartment	Delta	CO	Senior	41	HUD 202 PRAC
Boulevard One Residences	Denver	CO	Family	72	LIHTC
Brandon Courtyard Apartments	Denver	CO	Family	104	LIHTC
Casa De Rosal	Denver	CO	Senior	55	LIHTC
Girard Place	Denver	CO	Special Needs	15	HUD 811 PRAC
Meadows at Montbello	Denver	CO	Senior	86	LIHTC
Montbello Manor	Denver	CO	Senior	79	HUD 202 PRAC
Sunset Park Apartments	Denver	CO	Senior	242	LIHTC

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Volunteers of America National Services Portfolio

Projects in Texas highlighted in yellow

Property Name	City	State	Population	# of units	Primary Finance Type
Sunset Towers	Denver	CO	Senior	100	LIHTC
Westgate Tower	Denver	CO	Senior	50	LIHTC
Cedar View I	Durango	CO	Senior	30	HUD 202 PRAC
Cedar View II	Durango	CO	Senior	25	HUD 202 PRAC
Miremonte	Durango	CO	Senior	53	LIHTC
Sanctuary Place	Ft. Collins	CO	Senior	60	HUD 202 PRAC
Grand View	Grand Junction	CO	Senior	60	HUD 202 PRAC
Centennial Towers	Montrose	CO	Senior	41	HUD 202 PRAC
Cimarron Village	Montrose	CO	Senior	31	HUD 202 PRAC
Meadowlark Court	Montrose	CO	Senior	28	HUD 202 PRAC
Pavilion Gardens	Montrose	CO	Family	30	LIHTC
Westminster Commons	Westminster	CO	Senior	130	LIHTC
Brightway Commons	Milford	DE	Family	80	LIHTC
Brightway Commons II	Milford	DE	Family	44	LIHTC
Clear Bay Terrace	Clearwater	FL	Senior	101	223 (f)
Creekside Manor I	Clearwater	FL	Senior	55	HUD 202 Loan
Creekside Manor II	Clearwater	FL	Senior	37	HUD 202 Loan
Pine Grove	Gainesville	FL	Senior	97	223 (f)
Hialeah Residence Apartments	Miami	FL	Senior	124	LIHTC
Las Palmas Apartments	Miami	FL	Senior	196	LIHTC
Los Robles	Miami	FL	Senior	100	LIHTC
Puerta del Sol Apartments	Miami	FL	Senior	100	LIHTC
Sweetwater Towers	Miami	FL	Senior	100	LIHTC
Silver Lakes Village	Orlando	FL	Senior	104	HUD 202 PRAC
Joy Court	Americus	GA	Senior	21	HUD 202 PRAC
Hunters Run	Sandersville	GA	Senior	40	HUD 202 Loan
Hope Manor I Apartments	Chicago	IL	Family	50	LIHTC
Hope Manor II	Chicago	IL	Family	73	LIHTC
Balsam Terrace	Jacksonville	IL	Senior	35	HUD 202 PRAC
Spruce Manor	Jacksonville	IL	Special Needs	15	HUD 811 PRAC
Hope Manor Joliet	Joliet	IL	Veterans	67	LIHTC
Marycrest Village	Joliet	IL	Senior	56	LIHTC
Gardens on Carolina	Gary	IN	Senior	39	HUD 202 PRAC
Brownstone Manor	Terre Haute	IN	Senior	52	HUD 202 PRAC
Edinburgh Manor	McPherson	KS	Senior	35	223 (f)
Market Place - Saline Apartments	Salina	KS	Senior	77	223 (f)
South Oaks Senior Housing	Louisville	KY	Senior	48	HUD 202 PRAC

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Volunteers of America National Services Portfolio

Projects in Texas highlighted in yellow

Property Name	City	State	Population	# of units	Primary Finance Type
Spanish Cove Senior Housing	Louisville	KY	Senior	51	HUD 202 PRAC
Atkinson Group Home	Baton Rouge	LA	Special Needs	6	HUD 811 PRAC
Kenmore Place	Baton Rouge	LA	Special Needs	12	HUD 202 Loan
Oak Park Plaza	Baton Rouge	LA	Senior	101	223 (f)
Cottages at Mile Branch	Covington	LA	Family	25	LIHTC
Groves at Mile Branch	Covington	LA	Family	94	LIHTC
St John Village	Covington	LA	Family	80	LIHTC
Academy Place Apartments	Houma	LA	Senior	103	LIHTC
Bayou Cane Apartments	Houma	LA	Family	82	LIHTC
Lake Villa	Lake Charles	LA	Special Needs	19	HUD 811 PRAC
Centennial Place Apartments	New Orleans	LA	Family	52	Conventional
Elysian Courtyards	New Orleans	LA	Family	150	LIHTC
Terraces on Tulane	New Orleans	LA	Senior	200	LIHTC
Wisdom Manor	New Orleans	LA	Senior	30	LIHTC
Embassy House	Shreveport	LA	Family	40	Other
South Pointe Place Apartments	Shreveport	LA	Senior	50	HUD 202 PRAC
Bayou Villa Apartments	Welsh	LA	Senior	20	HUD 202 PRAC
Blakeley Building	Lawrence	MA	Family	46	LIHTC
Baltimore VOA LC	Baltimore	MD	Special Needs	22	HUD 811 PRAC
Bowie VOA LC	Bowie	MD	Special Needs	9	HUD 811 PRAC
Prince George's County VOA LC	Bowie	MD	Special Needs	15	HUD 811 PRAC
Chesapeake VOA LC	Bowie/Lanham	MD	Special Needs	10	HUD 811 PRAC
Brunswick House	Brunswick	MD	Senior	52	LIHTC
Riverview Gardens	Denton	MD	Family	80	LIHTC
Federalsburg Gardens	Federalsburg	MD	Family	64	LIHTC
Tanyard Branch	Federalsburg	MD	Family	25	LIHTC
Ivy Hills Townhomes	Havre de Grace	MD	Family	37	LIHTC
Richmond Hill Manor Senior Apartments	Perryville	MD	Senior	40	LIHTC
The Lodges at Naylor Mill	Salisbury	MD	Senior	65	LIHTC
The Lodges at Naylor Mill II	Salisbury	MD	Senior	45	LIHTC
Eastern Avenue Apartments	Seat Pleasant	MD	Family	88	LIHTC
Snow Hill	Snow Hill	MD	Senior	30	LIHTC
Margaret Chase Smith House	Augusta	ME	Senior	45	HUD 202 Loan
Edward J. Reynolds House	Belfast	ME	Senior	33	HUD 202 PRAC
Fay Garman House	Peaks Island	ME	Senior	12	HUD 202 Loan
Bayview Heights	Portland	ME	Senior	60	HUD 202 PRAC
Paul Hazelton House	Saco	ME	Senior	35	HUD 202 PRAC

Volunteers of America® | NATIONAL SERVICES

Volunteers of America National Services Portfolio

Projects in Texas highlighted in yellow

Property Name	City	State	Population	# of units	Primary Finance Type
Rocky Coast House	Thomaston	ME	Senior	32	HUD 202 PRAC
Liberty Commons	Battle Creek	MI	Family	158	LIHTC
Country View I	Benton Harbor	MI	Family	110	LIHTC
Country View II	Benton Harbor	MI	Family	88	LIHTC
Partridge Creek	Clinton Township	MI	Senior	66	HUD 202 PRAC
Oak Village Square	Detroit	MI	Senior	75	HUD 202 PRAC
Delta River Senior Village	Lansing	MI	Senior	38	HUD 202 PRAC
McDonald Senior Apartments	Pontiac	MI	Senior	50	HUD 202 PRAC
Coventry Place Apartments	Redford	MI	Senior	58	HUD 202 Loan
Coventry Place II	Redford	MI	Senior	39	HUD 202 PRAC
Sumby Senior Housing	River Rouge	MI	Senior	55	HUD 202 PRAC
Buena Vista	Saginaw	MI	Senior	55	HUD 202 PRAC
Heritage Park Senior Village Apartments	Taylor	MI	Senior	77	HUD 202 PRAC
Oxbowl Bend	Coon Rapids	MN	Senior	61	223 (f)
Milaca VOA LC	Milaca	MN	Special Needs	8	HUD 811 PRAC
Monroe Village	Minneapolis	MN	Senior	51	Other
Nicollet Towers	Minneapolis	MN	Senior	308	LIHTC
Mora Living Center	Mora	MN	Special Needs	4	HUD 811 PRAC
North Park Plaza	New Hope	MN	Senior	105	223 (f)
High Pointe	Rochester	MN	Senior	40	HUD 202 PRAC
High Pointe II	Rochester	MN	Senior	55	HUD 202 PRAC
Eads Square	St. Louis	MO	Senior	104	LIHTC
Harry and Jeanette Weinberg Town Center	St. Louis	MO	Other		Other
Hopewell Senior Village	St. Louis	MO	Senior	53	HUD 202 PRAC
Les Chateau North Apartments	St. Louis	MO	Senior	62	HUD 202 PRAC
Les Chateau West Apartments	St. Louis	MO	Senior	40	LIHTC
New Northside Village	St. Louis	MO	Senior	52	HUD 202 PRAC
PT Bosley Estates	St. Louis	MO	Senior	52	HUD 202 PRAC
Windsong	Jackson	MS	Senior	64	HUD 202 PRAC
Shadow Cliff	Vicksburg	MS	Senior	40	HUD 202 PRAC
Aspen Grove	Billings	MT	Senior	65	HUD 202 PRAC
Magic City Terrace	Billings	MT	Senior	85	HUD 202 PRAC
George Knight Homes at Skyland Apartments	Asheville	NC	Senior	63	LIHTC
Laurel Wood Apartments	Asheville	NC	Senior	50	HUD 202 PRAC
LIFE House of Asheville	Asheville	NC	Senior	20	LIHTC
Montford Broad	Asheville	NC	Family	16	LIHTC
Morning Glory	Butner	NC	Senior	24	HUD 202 PRAC

Volunteers of America | NATIONAL SERVICES

Volunteers of America National Services Portfolio

Projects in Texas highlighted in yellow

Property Name	City	State	Population	# of units	Primary Finance Type
Emerson Woods	Durham	NC	Senior	48	HUD 202 PRAC
Life House of Durham	Durham	NC	Special Needs	25	Other
The Meadows	New Bern	NC	Senior	47	HUD 202 PRAC
Crestfield Apartments	Wendell	NC	Senior	40	LIHTC
Homestead at Harmony	Gibbstown	NJ	Senior	60	HUD 202 PRAC
Harborview	Jersey City	NJ	Senior	100	223 (f)
Lindenwold Tower	Lindenwold	NJ	Senior	100	223 (f)
Woodhaven Terrace	Monmouth Junction	NJ	Family	40	LIHTC
Mesa Hills Apartments	Albuquerque	NM	Senior	60	HUD 202 PRAC
Quail Ridge Manor	Boulder City	NV	Senior	60	HUD 202 PRAC
Desert Oasis	Las Vegas	NV	Senior	75	HUD 202 PRAC
Sierra Manor	Reno	NV	Senior	147	LIHTC
Sierra Manor II	Reno	NV	Senior	40	HUD 202 PRAC
Broome County	Dickinson	NY	Special Needs	21	HUD 811 PRAC
Adirondacks	Saranac Lake	NY	Family	40	USDA-RD
Antioch Manor	Cincinnati	OH	Special Needs	25	HUD 811 PRAC
Clinton Springs	Cincinnati	OH	Special Needs	5	HUD 811 PRAC
Shaker Place Apartments	Cleveland	OH	Senior	81	LIHTC
Bethesda View Apartments	Fremont	OH	Senior	21	HUD 202 PRAC
Freedom Village Mansfield	Mansfield	OH	Special Needs	21	HUD 202 Loan
Friendship Village	Massillon	OH	Special Needs	25	HUD 202 Loan
Corason Place	Sandusky	OH	Special Needs	15	HUD 811 PRAC
Woodlawn Court	Sandusky	OH	Special Needs	21	HUD 811 PRAC
St. Bernard Commons	St. Bernard	OH	Senior	42	HUD 202 PRAC
Autumnwood Terrace	Tiffin	OH	Senior	14	HUD 202 PRAC
Chestnut Hill	Toledo	OH	Family	40	LIHTC
Freedom Village Youngstown	Youngstown	OH	Special Needs	31	HUD 202 Loan
Broken Arrow VOA	Broken Arrow	OK	Special Needs	9	HUD 811 PRAC
Bent Oak Village Apartments	Choctaw	OK	Senior	31	LIHTC
Autumn Trace	Kingfisher	OK	Senior	31	LIHTC
Meadow Cliff Apartments	Oklahoma City	OK	Senior	57	LIHTC
Southwoods	Oklahoma City	OK	Senior	101	LIHTC
Sheridan House	Tulsa	OK	Special Needs	9	HUD 811 PRAC
Whispering Pines	Estacada	OR	Senior	63	HUD 202 PRAC
Laurel Towers	Harrisburg	PA	Senior	86	223 (f)
New Song Village	Harrisburg	PA	Special Needs	21	HUD 811 PRAC
Palmer House	Wilkes-Barre	PA	Senior	28	HUD 202 PRAC

Volunteers of America | NATIONAL SERVICES

Volunteers of America National Services Portfolio

Projects in Texas highlighted in yellow

Property Name	City	State	Population	# of units	Primary Finance Type
Plainsview Apartments	Wilkes-Barre	PA	Special Needs	21	HUD 811 PRAC
Jardines Carmeni	Adjuntas	PR	Family	24	USDA-RD
Ciudad Dorada Victor Hernandez Building	Aguadilla	PR	Senior	42	HUD 202 PRAC
Jardines de Aibonito	Aibonito	PR	Family	24	USDA-RD
Paseos Reales	Arecibo	PR	Family	24	USDA-RD
Villa Esperanza Apartments	Carolina	PR	Senior	99	LIHTC
Jardines de las Flores	Coamo	PR	Family	24	USDA-RD
Villa Santiago Apartments	Fajardo	PR	Senior	60	LIHTC
Florida Gardens	Florida	PR	Family	19	USDA-RD
Villa Providencia Apartments	Guaynabo	PR	Senior	76	LIHTC
Jardines Parque Real	Lajas	PR	Family	99	USDA-RD
Lares Gardens I	Lares	PR	Family	102	USDA-RD
Lares Gardens II	Lares	PR	Family	30	USDA-RD
Rio Arenas Apartments	Las Marias	PR	Family	40	USDA-RD
Jardines de Piedras Blancas	San Sebastian	PR	Family	69	USDA-RD
Harbor Apartments	Charleston	SC	Senior	51	LIHTC
St. James Place	Charleston	SC	Senior	62	HUD 202 PRAC
Duncan Village	Duncan	SC	Family	50	LIHTC
Hickory Knoll	Florence	SC	Senior	48	HUD 202 PRAC
Chandler Creek Village	Greer	SC	Senior	38	HUD 202 PRAC
Snow Street Apartments	Greer	SC	Senior	48	LIHTC
Lancaster Manor	Lancaster	SC	Senior	66	LIHTC
Oaks at Sumner	N.Charleston	SC	Special Needs	18	HOME
Pageland Place	Pageland	SC	Family	50	LIHTC
Sioux Falls VOA Living Center II	Sioux Falls	SD	Special Needs	21	HUD 811 PRAC
Sioux Falls Volunteers of America Group Home	Sioux Falls	SD	Special Needs	6	HUD 811 PRAC
Wildflower Estates VOA Supportive LC	Sioux Falls	SD	Special Needs	15	HUD 811 PRAC
Maude Booth Gardens	Knoxville	TN	Senior	38	HUD 202 PRAC
Casa Grace	Memphis	TN	Senior	46	HUD 202 PRAC
Candleridge Plaza	Powell	TN	Senior	101	223 (f)
Carver Plaza	Abilene	TX	Senior	50	HUD 202 PRAC
Alamo Village	Alamo	TX	Family	56	LIHTC
Cedar, Georgia, Oakwood	Arlington	TX	Special Needs	6	HUD 811 PRAC
Fielder House	Arlington	TX	Special Needs	6	HUD 811 PRAC
Thomas Square	Burleson	TX	Senior	40	HUD 202 PRAC
Azalea Terrace	Cleveland	TX	Senior	53	HUD 202 PRAC
Camelot Pines	Conroe	TX	Senior	73	HUD 202 PRAC

Volunteers of America | NATIONAL SERVICES

Volunteers of America National Services Portfolio

Projects in Texas highlighted in yellow

Property Name	City	State	Population	# of units	Primary Finance Type
Coronado Apartments	Dallas	TX	Family	264	Conventional
Prairie Creek Village	Dallas	TX	Senior	120	223 (f)
Park Meadows	Fort Worth	TX	Senior	80	223 (f)
Evergreen Villa	Fredericksburg	TX	Senior	24	223 (f)
Castleglen Place	Garland	TX	Senior	40	HUD 202 PRAC
Country Village Square	Gonzales	TX	Senior	38	223 (f)
Coventry, Embers	Grand Prarie	TX	Special Needs	12	HUD 811 PRAC
Chupik House	Houston	TX	Special Needs	6	HUD 811 PRAC
Heights Manor	Houston	TX	Special Needs	25	HUD 811 PRAC
Lakeview Place	Houston	TX	Senior	79	223 (f)
Kerrville Oaks	Kerrville	TX	Senior	36	223 (f)
Manor at Hancock Park	Lampasas	TX	Senior	58	LIHTC
Liberty Manor	Liberty Hill	TX	Senior	68	LIHTC
Northway Landing	Nacogdoches	TX	Senior	48	HUD 202 PRAC
Buckingham Gardens	Navasota	TX	Senior	49	HUD 202 PRAC
Fort Bend Gardens	Rosenberg	TX	Senior	68	223 (f)
San Juan Village	San Juan	TX	Family	86	LIHTC
Santa Rosa Village	Santa Rosa	TX	Family	53	LIHTC
Bretton Village	Victoria	TX	Senior	40	223 (f)
Harvestwood Apartments	Woodlands	TX	Senior	66	223 (f)
Mary Marshall Assisted Living	Arlington	VA	Senior	50	Other
Baker House	Virginia Beach	VA	Special Needs	12	HUD 811 PRAC
Manitowoc Shores	Manitowoc	WI	Special Needs	16	HUD 811 PRAC
Forest Towers Shawano	Shawano	WI	Special Needs	6	HUD 811 PRAC
Countryside Estates	Waukesha	WI	Special Needs	16	HUD 811 PRAC
Green Valley Estates	Whitewater	WI	Special Needs	16	HUD 811 PRAC
Penrose Place	Sheridan	WY	Senior	15	HUD 202 PRAC
Bell Park Tower	Torrington	WY	Senior	40	HUD 202 PRAC

17. Property Management

Volunteers of America – Texas

As long-term developers and Owners since 1985, Volunteers of America Texas, Inc. (VOATX) has owned and managed affordable housing properties for a variety of clients that include families, seniors, persons with disabilities, veterans and workforce housing. As of April 2022, VOATX has a total of 42 developments (1,602 units) under direct management and/or ownership. The portfolio consists of properties financed with Housing Tax Credits, HUD 202 Housing for the Elderly and HUD 811 Housing for Persons with Disabilities.

VOATX has made a commitment to recruiting highly trained personnel. Day to day operations are overseen by Jana Russell, Vice President of Housing. She is charged with ensuring that the mission of the organization, to serve and support the most vulnerable is followed, while ensuring the team delivers professional marketing, leasing, compliance and operational performance for Owners and investors. With 39 years of experience, Jana is certified to manage all HUD financed/regulated properties. She has the following certifications: Registered Housing Manager, Senior Housing Specialist, Certified Manager of Housing, Certified Occupancy Specialist, Certified Manager of Maintenance, Site Based Budget Specialist, Tax Credit Specialist.

Betty Morris, Director, who is also a 34-year veteran of affordable housing management and assists the Vice President of Housing with daily operations, compliance, state and federal agency communication and processes that support VOATX's property management operations.
She holds the following certifications from the National Center for Housing Management: Registered Housing Manager, Senior Housing Specialist, Certified Manager of Housing, Certified Occupancy Specialist, Certified Manager of Maintenance, Site Based Budget Specialist, Tax Credit Specialist

Diana Romero, Regional Property Manager, provides supervision and hands on management for the properties in the VOATX portfolio. She ensures that the monthly financial reports are delivered per the management agreement, the payables are accurately processed, and interfaces with third party auditors. Having been in property management for 30+ years, she holds the following certifications: NCCP, UPCS, OSHA

Nicole Torres, Compliance Specialist, and specializes in the LIHTC and Bond program compliance. She provides oversight of compliance for the LIHTC properties owned and/or managed by VOATX, which includes monitoring compliance, compliance reporting, training, establishing and implementing systems, certification reviews and approvals, etc. for our Tax Credit Portfolio. Having been in property management for 15+ years, she hold the following certifications: A.R.M, HCCP, NPCC

VOATX provides construction management, fundraising development, human resource management, risk management, accounting and information technology services to the housing portfolio from its Euless headquarters and satellite office in Houston.

Employing 17 Social Service Coordinators for its senior and tax credit family properties VOATX has found this provides valuable human service program support for the residents of our developments. This program has been successful in improving the quality of life for many seniors and families.

Housing Management and Program Support Personnel

The Board of Directors of Volunteers of America Texas has made a major commitment to the expansion of the housing development and management programs and has recruited highly trained personnel for this expanded housing initiative.
Along with the Vice President of Housing, there are 3 Regional Managers, a Compliance Specialist, and an Administrative Assistant that interface with the sites to ensure the timely submission of reports and interact with internal and external Owners, lenders and investors.

Housing Program Support and Infrastructure

VOATX has developed a strong business infrastructure in a number of key areas that have made our housing initiatives successful.

- **Human Resource Management** – VOATX has 350 employees and a HR staff of 4.

- **Information Technology** – VOATX has made a commitment, of both time and funds, to ensure that all facilities within the organization have current technology enabling staff to effectively and efficiently complete the requirements of position. This is accomplished through our IT Department with the assistance of a 3rd party. Focus has been placed on providing solid infrastructure as well as replacing equipment on a three year rotation.

- **Accounting and Finance** – VOATX has a team of accountants and financial analysts that are overseen by the CFO who is a CPA. All property developments have independent audits completed by outside auditors.

- **Risk Management** –currently responsible for 60 insured operating programs/locations.

- **Human Service Programs** – housing developments are largely successful based on the ability to create a sense of pride and community at each site. It is important to create a caring environment and VOATX is considered to be one of the leading providers of social service programs – many of which are provided in residential settings. Each VOATX managed/sponsored housing site has an active human services program in place that is making a positive impact on the quality of the residents' lives and the economic success of this housing portfolio.

VOATX PROPERTY MANAGEMENT KEY PERSONNEL

Angela King, President of Volunteers of America Texas
Phone: 817-529-7358
Email: aking@voatx.org

Angela King is the President of Volunteers of America Texas. Angela began her career with Volunteers of America over 35 years ago at VOATX and has extensive experience in program development and operations. She developed some of the first 811 housing properties which are still operated by VOATX and has extensive experience in a wide array of social service programs. Angela has been the CEO for VOATX for the last 7 years, following 15 years working with the national office as the Senior Vice President for Aging and Disability services. In this role, she was responsible for contract negotiations and new program development around the country, including housing options for seniors and people with disabilities. Angela is a recognized expert on disability and Medicaid services, recently speaking at the National Press Club on this issue.

Erica Smith, Chief Program Officer
Phone: 817-529-7359
Email: esmithvoatx.org

Erica Smith joined VOATX in 2014 after serving for 20 years in the VOA North Louisiana affiliate where she built extensive experience in program operations and implementation utilizing a variety of federal funding sources. She was also responsible for overseeing several permanent supportive and transitional housing programs. At VOATX, she is responsible for ensuring the design, implementation, management, evaluation and delivery of service for all programs and that they meet or exceed all regulatory and contractual obligation. She provides support and leadership to program staff in order to provide quality services and meet budgets. She assists the CEO with overall management of agency. Ms. Smith holds a B.A. in Psychology from University of Louisiana at Monroe.

Jana Russell, Vice President of Housing
Phone: 972-926-4431
Email: jrussell@voatx.org

Jana Russell came to VOATX in 2004 after serving for five years with the national organization. She is responsible for housing operations, compliance oversight, supervision, training and processes that support VOATX's property management operations.

She has over thirty-nine years of affordable housing experience, including HUD, LIHTC and Tax Exempt Bond programs specializing in senior, family and special needs housing.

Before coming to VOATX, she worked extensively in the property management field for two major owners of affordable housing in a variety of key management positions including NHP Property Management and AIMCO.

She holds the following certifications from the National Center for Housing Management:
1) Registered Housing Manager; 2) Senior Housing Specialist; 3) Certified Manager of Housing; 4) Certified Occupancy Specialist; 5) Certified Manager of Maintenance; 6) Site Based Budget Specialist; 7) Tax Credit Specialist.

Betty Morris, Director
Phone: 817-529-7346
Email: bmorris@voatx.org

Betty Morris is the Director of Housing for VOATX of America Texas. Since 1998 she has help develop five properties with financing through HUD for HUD 202 and 811 PRACs.

She has been with VOATX for twenty-four years and assists the Vice President of Housing with daily operations, compliance, state and federal agency communication and processes that support VOATX's property management operations. She has over thirty-four years of affordable housing experience using a variety of HUD programs as well as other affordable housing programs including LIHTC.

Before coming to Volunteers of America, she worked extensively throughout Texas and the nation for several major owners of affordable housing in a variety of key management positions

She has extensive experience with low income housing tax credits, along with knowledge of the HUD multifamily programs.

She is a graduate of the University of Texas at Dallas with a Bachelor's Degree in "Interdisciplinary Studies". She holds the following certifications from the National Center for Housing Management: 1) Registered Housing Manager; 2) Senior Housing Specialist; 3) Certified Manager of Housing; 4) Certified Occupancy Specialist; 5) Certified Manager of Maintenance; 6) Site Based Budget Specialist; 7) Tax Credit Specialist

Diana Romero, Regional Housing Manager
Phone: 210-660-4372
Email: dromero@voatx.org

Diana Romero join VOATX as a Regional Housing Manager in 2021 and is responsible for direct supervision of 39 staff members across 15 properties owned and/or managed by VOATX.

Diana has been in property management for over 30 years and has extensive experience in elderly, family and special needs housing management as well as 19 years in the LIHTC program. Her portfolio includes the greater Austin area. She is responsible for the Terrace at Oak Springs and the upcoming Bungalow properties in partnership with Integral Care of Austin.

Before coming to VOATX, she worked extensively throughout Texas for several major owners of affordable and conventional housing including Marquis Group, Capstone Management and LEDIC Management.

She holds the following certifications: 1) NCCP; 2) UPCS; 3) OSHA

Nicole Torres, Compliance Specialist
Phone: 214-674-7322
Email: ntorres@voatx.org

Nicole Torres joined VOATX in 2021 as our Compliance Specialist and specializes in the LIHTC and Bond program compliance.

She is responsible for the oversight of LIHTC compliance for properties owned and/or managed by VOATX, which includes monitoring compliance, compliance reporting, training, establishing and implementing systems, certification reviews and approvals, etc. for our Tax Credit Portfolio.

Nicole has been in property management for over 15 years and has extensive knowledge in maintaining compliance for programs such as LIHTC, HOME, NHTF, SHTF, NSP, and Tax-Exempt Bond. She has worked to establish standard compliance procedures, forms, and created and presented an LIHTC training program.

Before coming to VOATX, she worked with numerous owners helping to maintain compliance with local, state, and federal requirements.

She holds the following certifications: 1) A.R.M; 2) HCCP; 3) NPCC

17. Support Services

Volunteers of America National Services (VOANS) and Volunteers of America Texas (VOATX) are committed to supportive services in all our property locations. Providing services for almost 20 years across our portfolio, we share best practices, set standards and extend relationships, in an effort to help our residents succeed.

Through data collection and evaluation, it has been determined 98% of our residents consult with our on-site Service Coordinators regularly, on average engaging the Service Coordinator or participating in services arranged by the Coordinator 21 times per year. We have included one full time on-site Service Coordinator in our development plan to make services available to residents not eligible for the PSH Intensive Supportive Services.

The primary purpose of the Service Coordinator is to coordinate services for the residents. This includes making connections with organizations and agencies in the community that will provide information, education, assistance and activities for the residents. Everything from children's activities to job training classes are provided through the efforts of the onsite Service Coordinator who primarily have social work and/or case management backgrounds. Beginning with assessments, our Service Coordinators establish linkages with all agencies and service providers in the community; explore the community to determine/develop the best "deals" in service pricing, to assure individualized, flexible, and creative services for the resident. They also refer and link the residents of the project to service providers in the general community. These are, for example, case management, personal assistance, homemaker, adult education, parenting classes, job training, job search/interviewing/resume, ESL classes, income tax filing, budgeting, food pantry, transportation, counseling services, children's programs (back to school, after school, anti-drug/crime, summer lunch programs, etc.), preventive health screening/wellness and legal advocacy.

Our Service Coordinators support positive relationships with family members and help the resident build informal networks with their family, friends and other residents. The staff host social events, (always at holidays), birthday parties, church services and other activities that are provided by volunteers and community groups. Long lasting partnerships are built with churches, clubs and community groups who support the property, as well as individual residents. We believe these community groups expand the resident's network of support and assist us with helping the residents maintain their independence and optimal wellbeing.

Committed to providing meaningful support for our residents, all of our Service Coordinators document their work in "Pangea" which is the platform developed by the AASC association specifically for use by these professionals. This platform is used for individual assessments (which are required), support services and individualized interventions so that management can review the work of each service coordinator, make recommendations or provide supervision as needed. In addition to on site supervision from the Property Manager, we have a Service Coordinator III who interviews, trains and provides network trainings for our Texas/New Mexico based staff. On an annual basis the residents are asked to complete an anonymous survey relating to their experience with the Service Coordinator which also allows us to evaluate the effectiveness of the staff's performance. Our Service Coordinators participate in the American Association of Service Coordinators which provides training specifically for Service Coordinators.

Volunteers of America® TEXAS	**Job Title:**	**Service Coordinator II**	**Job# 2118**
	Salary Grade	**S5**	
	FLSA	**Exempt**	
	Department	**Housing**	
	Reports To	**Community Administrator**	
	Prepared by	**Human Resources/Program Staff**	
	Date Prepared	**06/2019**	

Job Summary: The Service Coordinator is responsible for providing general social service coordination (including intake) and referral services to all residents needing such assistance.

Essential Duties and Responsibilities include the following. Other duties may be assigned.

1. May provide informal, individual assessments (i.e., evaluation of health, psychological and social needs, development of an individually tailored case plan for services and periodic reassessment of the resident's situation and needs) for a resident when such service is not available through the general community.
2. Establishes linkages with all agencies and service providers in the community; shops around to determine/develop the best "deals" in service pricing, to assure individualized, flexible, and creative services for the involved resident(s).
3. Sets up a directory of providers for use by both project staff and residents.
4. Refers and links the residents of the project to service providers in the general community. These are, for example, case management, personal assistance, homemaker, meals-on-wheels, transportation, counseling, occasional visiting nurse, preventive health screening/wellness and legal advocacy.
5. Educates residents on service availability, application procedures, client rights, etc., providing advocacy as appropriate.
6. Monitors the ongoing provision of services from community agencies and keeps the case management and provider agency current with the progress of the individual. Manages the provision of supportive services where appropriate.
7. Helps the residents build informal support networks with other residents, family and friends.
8. May set up volunteer support programs with service organizations in the community.
9. May provide training to project residents in the obligations of tenancy or coordinate such training.
10. May educate other staff on the management team on issues related to aging in place and service coordination, to help them to better work with and assists the residents.
11. Promotes an organizational culture that fosters passion for the mission, cooperation, open and frequent communication, teamwork, and is in alignment with the organizational vision.
12. Attends all required meetings and trainings.
13. ***Mandatory*** attendance annually at each Volunteers of America National Conference for required housing training.
14. Requires regular attendance and punctuality during the scheduled shift to perform the above essential functions.
15. Performs other duties and special assignments as directed.

Financial: Within the scope of responsibility, adheres to budget guidelines, including expenditures, billing for services, P-Card documentation, etc.

SUPERVISORY RESPONSIBILITIES

This position does not have direct organizational supervisory responsibilities.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily and must successfully complete any required training and acquire any required certifications within prescribed timeframes. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The position requires demonstrated clerical skills, including typing at 30 WPM. It requires a reasonable combination of the following skills and abilities: oral and written communication, work independently, attention to detail, dealing with public, organization and operation of office machines and computers. Ability to access sites and attend HUD training sessions.

COMPENTENCIES (Knowledge/Skills/Abilities)

- Skill in the use of a personal computer and software applications (e.g. Microsoft, Word, Excel, Access, PowerPoint, etc.).
- Strong organizational skills and the ability to maintain detailed records.
- Ability to communicate effectively both written and verbally.
- Ability to speak effectively before groups of consumers or employees of organization.
- Ability to work effectively under stressful conditions.
- Ability to work independently with little supervision.
- Ability to exercise initiative and sound judgment and to react with discretion under varying conditions.
- Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.
- Ability to recognize problems and take corrective actions as determined by agency and program policies and procedures.
- Ability to define problems, collect data, establish facts and draw valid conclusions.
- Ability to interact with staff members and community contacts
- Displays passion and optimism; inspires respect and trust, and treats people with respect.
- Demonstrates ability to work with multi-disciplinary team.
- Flexibility of scheduling work hours to meet the needs of the program.
- Demonstrates high degree of integrity and ethical standards.
- Upholds organizational values.
- Demonstrates ability to work with multi-disciplinary team.

EDUCATION and/or EXPERIENCE:

Bachelor's degree in Social Work or related field; two years in social service delivery with senior citizens and non-elderly disabled preferred.

CERTIFICATES, LICENSES, REGISTRATIONS

Valid Texas driver’s license with satisfactory MVR record (meets requirements to be insured)

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee frequently is required to walk and sit. The employee is occasionally required to stand; climb or balance; stoop, kneel, crouch, or crawl; and taste or smell. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities

required by this job include close vision, distance vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is occasionally exposed to toxic or caustic chemicals and outside weather conditions. The noise level in the work environment is usually moderate.

OTHER

- Time commitment:
  - 40+ hours per week
  - Mandatory attendance annually at each Volunteers of America National Conference for required housing training.
  - Must be willing to work some evenings and weekends (flexible work scheduling to meet needs of organization/clients)
  - Some travel may be required both in and out of state
- Criminal and educational background check
- Must use personal (non-agency) vehicle for transportation
- If driving frequently for VOA-TX business:
  - MVR background check (good driving record)
  - Valid Texas driver's license
  - Proof of Insurance

EMPLOYEE ACKNOWLEDGEMENT OF JOB DESCRIPTION:

Signature: _____ Date: _____

This job description is intended to indicate the kinds of tasks and levels of work difficulty required of employees within this job classification and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of management to assign, direct and control the work of employees under supervision. It is not designed to contain or be interpreted as a comprehensive inventory of all duties, responsibilities, and qualifications required of employees to this job. This job description is not an employment agreement or contract, and management retains the right to add or change duties at any time.

18. Service Provider Experience

Experience	Years	Description
Single Site Permanent Supportive Housing	**35**	VOATX has 21 service coordinators across our 41 housing properties. The service coordinators are responsible for providing general social service coordination (including intake) and referral services to all residents needing such assistance at his/her community. The service coordinator's role in HUD-assisted housing has evolved over time. In the past, many service coordinators understood their role as providing those residents who sought their assistance with basic information and referrals for services. With the growing and more complex needs of today's older adults, the role of the service coordinator has evolved to a more proactive level of coordination, engagement, outreach, assistance, and case management services with a focus on wellness and independent living. This new service coordination model reflects the evolving level of service that HUD expects all service coordinator programs to provide to residents. One of the biggest challenges with our Service Coordination services in our properties is the lack of funding to hire this type of personnel in all our properties. We continue to work to overcome this challenge by diversifying our funding portfolio and create and maintain community partners so the residents at least have the services available to them in the community, even if is not directly in-house.
Housing First and Harm Reduction Model (philosophies)	**10**	VOATX incorporates a Housing First, low-barrier philosophy that prioritizes rapid placement and stabilization of participants in housing without preconditions to enrollment such as sobriety, criminal history, mental health diagnosis, or lack of income/financial resources for all our housing programs. For over 10 years, we have provided rental assistance/PSH beds depending on the individual/family need. At VOATX, we believe that housing ends homelessness, and to help make homelessness rare, brief, and non-reoccurring, we must house the household first, and address the needs of the family once that has been met. Those programs include: -Conroe Permanent Supportive Housing via the HUD CoC program. - City of Plano HOME Tenant Based Rental Assistance Program

		- City of Fort Worth CDBG-CV3 Emergency Rental Assistance Program Additionally, our residential re-entry services also follow both the Housing First and Harm Reduction Model, such as our Motivational Interviewing Counseling Techniques that we provide to our tenants, as well as other techniques and practices. Some of the challenges that can come about with these types of philosophies are the misconceptions about the practices, which affect housing placement for the most vulnerable. Affordable housing is becoming increasingly obsolete, and convincing landlords to house individuals or families that need housing plus wrap around services is challenging when the landlord assumes and stereotypes the population we serve. We endeavor to resolve this issue by engaging with landlords/ property managers and maintain positive symbiotic relationships.
Scattered Site Permanent Supportive Housing (Programs)	**10**	VOATX operates Resolana, a 64-bed pod within the Dallas County Jail, that works with incarcerated female offenders. Since 2006, Resolana has been an innovator in helping female offenders use their time in custody to learn skills and acquire access to resources that help them reintegrate into the lives of their children, families, and communities. Services begin prior to release within the jail and continue during the re-entry process. VOATX also has a contract with the Texas Department of Criminal Justice for the use of slots in the VOATX substance abuse treatment facilities in Fort Worth, as well as several contracts with the Texas Community Supervision and Corrections Department to provide substance abuse treatment services for Treatment Alternative to Incarceration, a diversion program for offenders with substance use disorder. VOATX's SSVF grant from the Department of Veterans Affairs operates in 14 counties surrounding Austin and San Antonio and provides rapid re-housing to homeless veterans and their families, homeless prevention, and linkages to needed services.

		Created in 2011 and funded by the United Way of Greater Houston and the Local Initiative Corporation, the Financial Opportunity Center (FOC) is a neighborhood-based program in Conroe that helps individuals overcome barriers and gain financial stability. Additionally, VOATX secured funding from the city of Conroe to rehabilitate 12 housing units for use by chronically homeless individuals in this program. The HALT-NOW program, funded by HUD and in operation for 4 years, provides supportive housing in a homelike environment to homeless, chronically dependent single women, including those who were pregnant, reaching approximately 100 clients annually in the Houston/Harris County area. The Conroe Permanent Supportive Housing program, also funded by HUD and in operation since 2014, provides housing for 40 households annually for individuals or families who are classified as chronically homeless.
Housing Authority of the City of Austin (HACA) (Organization)	**0**	VOATX has not worked with the Housing Authority of the City of Austin (HACA) before, but we have previously collaborated with PHAs. As a result of receiving a significant amount of homeless services funding throughout the years, we partner with PHAs as often as possible, particularly with the "Moving On" HUD program, which facilitates the transition of clients from a PSH program enrollment, to a housing subsidy only type of program. We would be eager to work with HACA as well as ECHO, the CoC lead agency, and collaborate to help those in need in Austin, Texas.
24 hour a day, 7 day a week Front Desk Coverage.	**55**	VOATX has also been involved in re-entry services for ex-offenders for over three decades. It operates two contracts with the Federal Bureau of Prisons: one since the mid-1970s and one since 1989. These programs consistently achieve positive employment outcomes for returning citizens through training, education, maintenance of a job bank of local employers, and employment placement services. Both facilities are opened 24/7 and always require staff at the front desk. VOATX is very qualified and experienced in managing and specifically staffing these positions.

		One of the biggest barriers that arise with 24/7 desk coverage is staff turnover rates. This is something that is very prevalent in the non-profit sector, however something that our contracts do not allow us to be lenient about. VOATX currently has implemented employment retention policies and procedures that help to decrease our turnover rate, especially during the COVID-19 pandemic. This, plus dedication from our staff and directors who will step up and fill in these positions when needed are some of the few reasons why VOATX thrives in this area.

19. Service Provider Controls - HIPAA

Volunteers of America Texas (VOATX) will adopt the same policies and procedures implemented by ECHO, the lead agency in the Austin/Travis County CoC, as well as the HMIS Administrator for the region. Attached below are their HMIS Policies and Procedures that all agencies that chose to participate in Coordinated Entry must adhere to.

Additionally, we have included VOATX's overall Internal Control Policy for reference. (See attached pdf).

Security Policies and Procedures

Training

HMIS staff facilitate ongoing training for HMIS end users and agency administrators. The training schedule is published on the ECHO website.

Training Type	Course Detail	Requirements
New User Training	Users learn the basic skills and concepts needed for HMIS data entry. This includes: Standard operating procedures, privacy and client consent, ethics, software features, system security, and an introduction to the Continuum of Care	Once for all end users
Ethics Refresher Training	Refreshes the skills of active users and reviews ethics, privacy, and client consent policies and procedures	Annually for all end users
Reporting Training	Users with reporting licenses are given an overview of the various reporting options available and how touse them	Encouraged for anyone using reporting functionality
Agency Administrator Training	Agency Administrators are trained on roles and responsibilities, system administration, system security, and providing HMIS support to end users attheir agency	All HMIS Agency Administrators

User Authentication and Access

Only users with a valid username and password can access HMIS. The Agency Administrator will provide a unique username and initial password for the end user after completion of required training and signing the HMIS User Agreement.

1. The participating agency will determine which of their employees will be HMIS endusers. User access will be granted only to those individuals whose job functions require legitimate access to the system.

2. Agency Admins are responsible for registering employees for training through the ECHO Website. Registration must be completed 24 hours prior to training start time, users that are not registered will not be admitted into the training.
3. Trainer has full discretion to ask those who are late to the training and/or those being disruptive to leave.
4. Proposed end user will complete the required training and demonstrate proficiencyin use of the system.
5. Proposed end user will sign the HMIS User Agreement stating that they have completed training, will abide by the Policies and Procedures, will uphold privacy and confidentiality of client information accordingly, and will only collect, enter andretrieve data in the system relevant to the delivery of services to people.
6. The HMIS staff will be responsible for the distribution, collection, and storage of the signed HMIS User Agreements.
7. The Agency Administrator will set up the new user in HMIS, including setting the username and initial password.
8. The HMIS staff will then assign a HMIS license to the user's account and install aPKI certificate on the user's computer so they are able to access the HMIS site.
9. Sharing of usernames and passwords is a breach of the HMIS User Agreement.
10. When an end user leaves employment or no longer needs access to HMIS, the Agency Administrator will de-activate the end user's HMIS account and will notifythe HMIS staff.
11. HMIS staff will remove the license and remove the user's account.

After an end user no longer needs HMIS access or has left the organization, their HMIS account must be deactivated and deleted:

1. The Agency Administrator is responsible for deactivating end user accounts in a timely manner, within 24 hours, after the end user no longer needs HMIS access.
2. After deactivating, the Agency Administrator is responsible for informing the ECHO HMIS staff that the end user is no longer active.
3. The HMIS Director, or designee, is responsible for deleting the end user's accountfrom HMIS. This will make the user license attached previously to that account available for reassignment to a replacement staff.

PKI Security Certificate

All computers and each individual end user account on each computer that accesses HMIS must have a current PKI Security Certificate installed in order to access the HMISlogin screen. The HMIS staff will install the appropriate PKI Security Certificate as required and the following conditions are met:

1. The end user has received and completed all required HMIS trainings.
2. The end user has signed the HMIS End User Agreement.
3. The end user has submitted an HMIS Help Desk Ticket requesting the PKI installation on their computer.
4. The PKI Security Certificate can only be installed on computer equipment owned and supplied by the participating agency. Otherwise stated, the PKI Security Certificate cannot be installed on an end user's personal computer or device.

Participating agencies and users cannot ask for or take possession of the PKI installationsoftware. HMIS staff will not offer or provide the PKI installation software to anyone exceptfor other HMIS staff.

Passwords

Each end user will have access to HMIS via a username and password. Passwords will expire every 45 days and must be updated at that time by the end user. End users will maintain password confidentiality. End users are strictly prohibited from storing or displaying any information pertaining to user access (e.g. username and password).

1. The Agency Administrator will set up the end user in HMIS, including setting the username and initial password.
2. The initial password is a temporary password and will expire the first time the enduser logs into their account, requiring that they change their password.
3. The end user will be required to create a permanent password that is 8-50 characters long with at least two numbers or symbols.
4. End users may not use the same password consecutively but may use the same password more than once.
5. Access permission will be removed after the end user unsuccessfully attempts to log in three times. The end user will be unable to gain access until the HMIS staffor their Agency Administrator reset their password.
6. To request that HMIS staff reset their password, the end user should submit a HMIS Help Desk Ticket to ECHO.

Hardware Security Measures

Computer Equipment: The participating agency is responsible for maintenance of each end user's computer equipment used to access HMIS. All computers and networks usedto access HMIS must have virus protection software and firewall installed. Virus definitions and firewall must be regularly updated. Only computer equipment belonging to and supplied by the participating agency can access HMIS. In other words, end user personal computers are strictly prohibited from accessing HMIS.

The federal regulations state that: Physical access to systems with access to HMIS datacomputers that are used to collect and store HMIS data will be staffed at all times when in public areas. When workstations are not in use and staff are not present, steps will betaken to ensure that the computers and data are secure and not publicly accessible. These steps must minimally include:

1. Logging out of HMIS.
2. Logging out of the computer with password protection.

Internet Connection: The participating agency is responsible for troubleshooting problems with HMIS access due to internet connection.

Data Retention and Disposal

Paper Records: ECHO does not require the retention of paper copies or hard copies of any HMIS records.

ECHO understands, however, that participating agencies may have requirements for keeping paper records containing HMIS data. Participating agencies agree to follow theirexisting policies and procedures and applicable local, state, and federal laws andregulations for access to HMIS client records stored on paper. All paper or other hard copy files containing Protected Personal Information (PPI) must be directly supervised when the hard copy is in a public area. If agency staff are not present, the information must be secured in areas that are not publicly accessible.

Electronic Records: If the participating agency needs to download Protected Personal Information (PPI) from HMIS, the participating agency is responsible for ensuring the protection of this confidential information. Once PPI has been downloaded from HMIS toan agency's computer, the security of this data becomes the responsibility of the agency.

At a minimum, the participating agencies agrees to the following as it pertains to all formsof HMIS data retention and disposal:

1. The participating agency agrees to only keep copies of files containing HMIS PPIfor clearly definable reasons, including statutory, regulatory, contractual, or other requirements mandating retention of HMIS records including PPI.
2. All computers that have HMIS PPI saved locally must be password protected to login.
3. The participating agency agrees to dispose of all documents and files containing HMIS PPI in a manner that will protect client confidentiality. Methods include:
    a. Shredding applicable paper records
    b. Deleting any information from computers and destroying the files before disposal
    c. Triple formatting hard drives of any machine containing PPI before transferof property and/or destruction of hard drives of any machine that has contained HMIS PPI before disposal
4. PPI saved in locations outside of HMIS that is not in current use seven years afterthe PPI was created or last changed must be deleted unless a statutory, regulatory,contractual, or other requirement mandates longer retention. Care must be taken to assure that the guidelines associated with data disposal are properly followed.

Security Review

HMIS staff will complete an annual review to ensure the implantation of the HMIS Privacyand Security Plan requirements for itself and participating agencies. The security reviewwill include the completion of the HMIS Privacy and Security Assessment Form ensuringthat each security standard is implemented.

Security Violations and Sanctions

Any end user found to be in violation of security protocols of their agency's procedures orHMIS Policies and Procedures will be sanctioned accordingly. All end users must reportpotential violation of any security protocols to ECHO.

1. End users are obligated to report suspected instances of noncompliance and/or security violations immediately to the ECHO HMIS Director.
2. The participating agency is obligated to help ECHO investigate potential HMIS violations.
3. Any end user found to be in violation of security protocols will be sanctioned accordingly. Sanctions may include but are not limited to suspension of system privileges, attending additional training, and revocation of system privileges.
4. In the case of pervasive or severe violations of security protocols by a participatingagency, ECHO can revoke or suspend system access and participation to the entire agency.

Client Consent Procedure for HMIS Data Sharing

Client informed consent of data sharing within HMIS must be documented for each participating agency that serves the client. This includes notice that client data will be entered into the HMIS system and a Data Sharing Policy and Release of Information (ROI) for sharing client data must be on file for each client.

Each HMIS participating agency must publish a privacy notice describing its policies andpractices for the processing of client data and must provide a copy of its privacy notice and HMIS Privacy Policy Statement to any individual upon request. The HMIS Lead Agency, ECHO, maintains a copy of the HMIS Privacy Notice and the full HMIS Privacy Policy Statement on the ECHO website: www.austinecho.org

The HUD HMIS Data and Technical Standards require that each HMIS participating agency post the Privacy Notice at each intake desk or comparable location where HMISdata is collected. The notice explains generally the reasons for collecting protected personal information (PPI). PPI is defined by HUD as "any information maintained by or for a Covered Homeless Organization about a living homeless client or homelessindividual that: 1) Identifies, either directly or indirectly, a specific individual; 2) can be manipulated by a reasonably foreseeable method to identify a specific individual; or 3) can be linked with other available information to identify a specific individual."

Each HMIS participating agency must specify on its privacy notice the purposes for whichit collects client data and must describe all uses and disclosures. A participating agency may use or disclose client data only if the use or disclosure is allowed by this standard and is described in its privacy notice.

Each participating agency must allow clients they serve to have a copy of any data aboutthemselves in HMIS, upon request. The participating agency must offer to explain any information that the client may not understand. Participating agencies must consider anyrequest by a client for correction of inaccurate or incomplete data pertaining to themselvesin HMIS. The participating agency is not required to remove any information, but should alternatively choose to update information, mark it as inaccurate, or incomplete, and should supplement it with additional information.

Inter-Agency Data Sharing Agreement

The Austin / Travis County HMIS promotes the coordinated assessment, intake and referral process to better serve clients. We accomplish this by sharing authorized client information through an Inter-Agency Sharing Agreement.

1. ECHO HMIS and each participating agency will comply with all applicable federaland state laws regarding the protection of client privacy.
2. The participating agency acknowledges and understands that the Austin / Travis County HMIS shares all authorized client information with every other participatingagency within HMIS. The data is identified through the HMIS Data Sharing Policy and Release of Information (ROI).
3. The participating agency, by signing the HMIS Memorandum of Understanding (MOU) which includes this document, hereby enters into an Inter-Agency Data Sharing Agreement.
4. The participating agency acknowledges that in transmitting, receiving, storing, processing or otherwise dealing with any client protected information, they are fullybound by federal and state regulations governing confidentiality of patient records **where applicable**, including the Federal Law of Confidentiality for Alcohol and Drug Abuse Patients (42 CFR Part 2), and the Health Insurance Portability and Accountability Act of 1996 (HIPAA, 45 CFR Parts 160 & 164), and cannot use or disclose the applicable information except as permitted or required by this agreement or law.
5. The participating agency acknowledges that they are prohibited from making any further disclosure of HMIIS information unless that disclosure is expressly permitted by the written consent of the person to whom it pertains or as otherwisepermitted or required by state and federal regulations governing confidentiality of records, including the Federal Law of Confidentiality for Alcohol and Drug Abuse Patients (42 CFR Part 2), and the Health Insurance Portability and AccountabilityAct of 1996 (HIPAA, 45 CFR Parts 160 & 164).
6. The participating agency agrees to notify ECHO, within one business day, of any breach, use, or disclosure of information not provided for by this agreement.
7. The participating agency acknowledges that the participating agency, itself, bearsprimary responsibility for oversight for all sharing of data collected and entered HMIS.

Confidentiality and Informed Consent

Each client must provide informed consent, which includes both an oral explanation andwritten client consent, for sharing information within HMIS and outside of HMIS.

Oral explanation: The participating agency will provide all clients with an oral explanationof the HMIS and terms of consent, per the HMIS Data Sharing Policy and Release of Information (ROI). The agency is responsible for ensuring that this procedure takes placeprior to every intake interview. The oral explanation must contain the following information, as further described in the HMIS Data Sharing Policy and Release of Information (ROI):

1. What the HMIS is:
    a. A computer-based information system that organizations that provide services to end homelessness in Austin / Travis County use to capture information about the people they are providing services to and the outcomes of those services.

2. Why the agency uses it:
    a. To understand and better meet their client's needs
    b. Help the organization plan for their programs to have appropriate resourcesfor the people they serve
    c. To understand the outcomes of the services the organization provides
    d. To inform public policy to end homelessness

3. Security
    a. Only staff who work directly with clients or who have administrative responsibilities have access to HMIS, including the ability to look at, enter, and edit client records

4. Privacy Protection
    a. Basic information will be shared with all HMIS participating agencies
    b. Clients have the right to not answer any question, unless that answer is needed to know if the program is able to work with the client (determine and document eligibility)
    c. Clients have the right to know who has added to, deleted, or edited their HMIS client record
    d. Information that is transferred over the internet is through a secure connection and/or is de-identified

5. Benefits for clients
    a. Case manager and client can use information to assist clients with obtainingresources that will end their homelessness
    b. Case managers working with the client at different participating agencies can collaborate to better serve the client
    c. Client has a record of the organizations and programs they have worked with and documentation of their homelessness, which can be used for program eligibility documentation

Written client consent: A client must be informed what information is being shared, with whom it is being shared, and the expiration date of the consent. A client must sign a consent form, called the HMIS Data Sharing Policy and Release of Information (ROI), authorizing information sharing outside of HMIS. The Data Sharing Policy and ROI mustbe uploaded to the client's HMIS profile as documentation of their consent and sharing choice. Clients can change their consent and sharing choice at any time, per the HMIS Data Sharing Policy and ROI.

Data Policies and Procedures

Data Quality

All data entered into HMIS must meet data quality standards. Participating agencies will be responsible for their users' quality of data entry. Data quality standards are describedin detail in the Data Quality Assurance Plan and summarized here.

Definition:
Data quality refers to the timelessness, completeness, and accuracy of informationcollected and reported in the HMIS.

Data Timeliness:

End users must enter all HMIS data into HMIS within 5 business days of collecting the HMIS data. This applies to all data collection points, including updates.

Data Completeness:
All data entered into HMIS is complete.

Data Accuracy:
All data entered shall be collected and entered in a common and consistent manner across all programs.

- Participating agencies must sign the HMIS Memorandum of Understanding (MOU)to ensure that all participating programs are aware and have agreed to the data quality standards.
- Upon agreement, participating agencies will collect and enter as much relevant client data as possible for the purposes of providing services to that client.
- All data will be input into the system no more than 5 business days after it is collected.
- All HMIS Agency Administrators will conduct monthly checks for data quality. Dataquality reports will be submitted to ECHO monthly, including any patterns of erroror missing data.
- End users will be required to correct any identified data errors and will be monitoredfor compliance by the participating agency and the HMIS staff.
- End users may be required to attend additional training as needed.
- In the case of egregious and repeated data quality errors, ECHO can suspend or revoke HMIS access to the end user.

Data Use and Disclosure

All end users will follow the Data Use and Disclosure Policies and Procedures to guide the data use of client information stored in HMIS.

Client data may be used or disclosed for system administration, technical support, program compliance, analytical use, and other purposes as required by law. Use involvesharing parts of client information with staff within a participating agency. Disclosures involve sharing parts of client information with staff or organizations outside of the participating agency.

Participating agencies may use data contained in the system to support the delivery of services to clients in the continuum. Agencies may use client information internally for administrative functions, technical support, and management purposes. Participating agencies may also use client information for internal program analysis, such as analyzingclient outcomes to evaluate program effectiveness.

Data Release

All HMIS participating agencies and stakeholders will follow the data release Policies andProcedures to guide the data release of client information stored in HMIS.

Data release refers to the dissemination of aggregate or anonymous client-level data forthe purposes of system administration, technical support, program compliance, and analytical use.

- No identifiable client data will be released to any person, agency, or organization for any purpose without written permission from the client, pursuant to federal andstate law.

- Aggregate data may be released without agency permission at the discretion of the Continuum or Lead Agency. It may not release any personal identifiable clientdata to any group or individual without written permission from the client.

- The participating agency will uphold federal and state confidentiality regulations toprotect client records and privacy. In addition, the participating agency will only release client records with written consent by the client, unless provided for in theregulations.

Data Release During an Audit

ECHO must be notified if a participating agency is required to release data from HMIS during an audit.

1. Participating agency receives an audit notice.
2. Participating agency contacts HMIS Director in writing to notify ECHO that HMISdata may be released.
3. ECHO may request a copy of the audit notice from the participating agency andmay seek legal counsel.
4. ECHO and participating agency will collaborate to ensure only the data required tobe released during the audit is released.

If ECHO is audited, ECHO will notify the relevant participating agencies.

1. ECHO receives an audit notice.
2. ECHO will determine which data is required for release and may seek legalcounsel.
3. ECHO must release data in accordance with the audit.
4. ECHO will notify all relevant participating agencies in writing of the audit.

Data Release for Research

Participating Agencies in HMIS collect personal client information only when appropriateto provide services or for other specific purposes of the organization or when required bylaw. The HMIS Lead Agency will review and respond to requests for the use of HMIS datafor research.

Purposes for which agencies collect protected personal information may include the following:

- Provide or coordinate services to clients
- Locate other programs that may be able to assist clients
- Functions related to payment or reimbursement from others for services that weprovide
- Operate the agency, including administrative functions such as legal, audits, personnel, oversight, and management functions
- Comply with government reporting obligations
- When required by law
- For research purposes

HMIS Release of Data for Research Conditions:

- No client protected personal information for any reason may be released to unauthorized entities
- Only de-identified aggregate data will be released, unless the client consents tosharing their identifiable information
- Parameters of the aggregate data, that is, where the data comes from and what itincludes will be presented with each release
- Research results will be reported to the HMIS Lead Agency prior to publication, for publication approval by the HMIS Lead Agency
- Research will be shared with the participating agencies after publication
- HMIS Lead Agency will be granted the rights to utilize all findings (results).

Inclusion in HMIS Federal Reporting

ECHO, as the HMIS Lead Agency for Austin/Travis County, is required by the U.S. Department of Housing and Urban Development to participate in HMIS federal reportingon behalf of the Austin / Travis County Continuum of Care (CoC) for Austin / Travis Countyto receive federal funding for ending homelessness.

By participating in HMIS, the participating agency acknowledges and understands that data entered in HMIS for their programs may be included in applicable and required federal reporting.

Report Name	Project Types Included
Point in Time Count Sheltered Report	1. Emergency Shelters 2. Transitional Housing 3. Safe Havens
Housing Inventory Count Report	1. Emergency Shelters 2. Transitional Housing 3. Safe Havens 4. Rapid Rehousing
	5. Permanent Supportive Housing 6. Other Permanent Housing
Annual Homeless Assessment Report	1. Emergency Shelters 2. Transitional Housing 3. Permanent Supportive Housing
System Performance Measures	1. Emergency Shelters 2. Transitional Housing 3. Safe Havens 4. Rapid Rehousing 5. Permanent Supportive Housing 6. Other Permanent Housing 7. Street Outreach

Each participating agency agrees to work collaboratively with ECHO staff to ensure accuracy of data and project settings in HMIS for these reports. Project types included infederal reports on homelessness are subject to change over time in response to HUD requirements.

Questions about HMIS federal reporting should be directed to the HMIS Director.

Volunteers of America Texas, Inc. (VOATX)
Internal Control Memo

Control Environment
All employees receive formal performance evaluations annually.

Criminal and employment background checks as well as drug testing are performed on all employees. VOATX's employment and personnel handbook includes a code of ethics section. Employees are required to sign an acknowledgement that they have read the employee handbook. Employee handbook covers ethical behavioral. Employees are trained according to their job responsibilities. Employees that deal directly with patients attend a confidentiality and behavioral training program.

Management is concerned about financial reporting integrity and internal controls and demonstrates this through regular monthly reviews of financial results, key reconciliations and by investigating discrepancies as they are noted. The CFO is committed to competence and presents accurate financial statements and is open to suggestions and input from independent auditors regarding internal controls and accounting issues.

The board of directors of VOATX TX is comprised of a Master Board of Directors from VOATX Inc. various business and community leaders. The master board typically meets quarterly. The board reviews the financial package consisting of statement of activities, statement of financial position, statement of cash flows and various other reports. The Finance Committee is a subset of the master board and other members and it typically meets monthly. The Finance Committee reviews the financial package consisting of statement of activities, statement of financial position, statement of cash flows and various other reports in more depth than the Master Board. The CFO presents the reports at both the Board and Committee meetings. Any Board or Committee questions are answered and addressed at these meetings, over the phone, or through email.

Risk Assessment
The Board and Finance Committee both meet at regular, but different scheduled meetings and discuss the financial and program results of the organizations. Fluctuations in program goals are analyzed and addressed. If any risks are identified from the financial reports and program reports, they would address those risks at the meetings as they are identified. The Board and executives continually examine funding source continuity and make adjustments as needed.

Control Activities and the Financial Reporting System
VOATX provides services at several locations, however only one general ledger is maintained. The general ledger records revenues and expenses by funding source, service, and location. VOATX uses Solomon (Microsoft Dynamics) for all its accounting functions, with the exception of payroll. The system used for payroll processing is Ultipro. Most entries are made through the Solomon accounts payables, accounts receivables, and cash modules. The journal entry for each payroll is downloaded and held in Solomon for review and approval by the Senior Accountants. General journal entries are used to record all other accounting functions. Fixed assets are a standalone module (Sage) that is maintained by a Staff/Senior Accountant. The Staff/Senior Accountant handles all additions and dispositions into the system. The system creates the monthly reports

with a monthly depreciation amount that is subsequently entered as a journal entry. Accrued payroll and other expenses are recorded monthly and at year end. The Solomon accounting program is accessed by all of the accounting personnel. All personnel have passwords that correspond to the level of activity that they are allowed to perform. Access to the payroll system is limited to the CFO, Comptroller, and Senior Accountants. All have passwords for the system. The system also has an A/R Manager, and HR personnel audit trail noting the person making a change in the payroll system.

Interim financial statements used by VOATX omit substantially all disclosures that would be required by USGAAP. The audit is prepared using the full-disclosure financial statements and necessary information from a variety of sources that are subject to audit procedures and USGAAP.

Information and Communication
VOATX employees involved in the processing of key transactions understand their duties through job descriptions, informal on-the-job coaching and trainings and formal evaluations. Key management employees promote an open, on-going, and flexible communication style throughout the organization.

VOATX formally documents job responsibilities for accounting and human resource personnel. Organization-wide meetings are held via a CEO call which is typically scheduled quarterly. If someone cannot listen in on the call, recordings are placed on the shared drive and accessible to all employees. Quarterly newsletters are sent to all employees. Departmental meetings are held by the department manager as needed. The Finance department has bi-weekly and as needed staff meetings. The Executive team meets with the CEO to discuss departmental goals and issues weekly. These discussions are based on the executive team meeting with program directors and/or managers about the primary issues noted in each of their respective areas: Finance, Development, Human Resources, Programs, and Housing.

VOATX has a policies and procedures manual for transactions and accounting functions.

Monitoring
Management is sufficiently involved in day-to-day operations and monitors key performance measures. Monthly F/S are prepared by accounting staff and approved by the CFO, then presented to the Finance Committee and uploaded to VOA National through the VOA National dashboard. The Board of Directors of VOATX reviews the quarterly financials presented at the board meeting and previously approved by the Finance Committee of the Board. The finance and program staff hold monthly meetings to review budget vs. actual expenditures (including YTD evaluations). The CFO/Comptroller/Senior Accounting staff review all monthly account reconciliations (including bank reconciliations) prepared by accounting staff.

Each year, accounting and program staff prepare a budget which is reviewed by Executive staff and approved by the Board. Each month, the Finance Committee reviews the financial reports prepared by CFO and the accounting staff including, but not limited to the following: Statement of Financial Position, Statement of Activities, and Statement of Cash Flows.

Monthly and Annual Financial Close Process:
Each month the Comptroller/Senior/Staff Accountants reconcile all bank accounts including the PHC accounts. The Comptroller/CFO/Senior Accountants review the reconciliations. The

Comptroller/Senior Accountant review cash daily. The CFO updates the CEO at Executive team of the cash balance at the weekly Executive team meeting. The Comptroller/Senior Accountant post all cash received into the Solomon cash module to GL 1002 – IBTX Operating Account. Stop payments for AP and Payroll checks are done as needed and are processed by the Senior Accountant via the bank Online Banking System. The Senior Accountants prepare recurring journal entries. The Finance Department staff reconcile various accounts. Comptroller, Senior Accountants, and CFO review specific areas of the financials for missing items and request additional info from other Program Managers and Directors. The CFO completes an overall review of all items. Currently, the CFO/Staff Accountant review the Purchasing Card (P-Card) and makes changes prior to input into AP system for payment each month. If there are additional changes needed, the Staff Accountant processes Admin allocations and other staff post additional journal entries as needed.

Senior Accountants update assigned balance sheet reconciliations excluding bank accounts. Senior Accountants post financial reports via Bi-360 and Program Staff can view/download their respective financials through Bi-360. Accounting and Program staff review financial statements (agency wide and individual cost centers). CFO, Comptroller, and designated program Accountants attend monthly budget/financial meetings with department heads and review the Monthly Financial Reports. Accountants post any additional journal entries from departmental meetings.

A Senior Accountant does monthly close of all Solomon modules – VOATX Texas/Dev Corp/Trust Database. A Senior Accountant prepares completed consolidated financials for the CFO's review. CFO prepare the bank covenant reports, letter & financial statements as needed. CFO uploads the monthly financial reports to VOATX National via the dashboard portal.

Monthly financial statements are prepared and reviewed at the board meetings. In addition, the Board reviews budget vs. actual and current period vs. prior period reports.

Cash Receipts:

The mail is collected by the Executive Assistant and sorted into the mailbox cubes. Mail is opened by the box designee. Staff Accountant (I) prepares the deposit and scans the deposit via Remote Deposit (Software Panini) to the bank. A copy of the remote deposit ticket and all copies of checks and /or backup documentation are given to Comptroller/Senior Accountant (II) for posting. The majority of cash receipts are received electronically. (The government entities use EFT rather than send checks). Very few contributions are received each month. Most of the EFT cash receipts are from government contracts. Senior Accountant downloads the direct deposit information from the bank Online Banking System each day and updates the daily cash tracking spreadsheet. Senior Accountant (II) updates the cash projection sheet and maintains it for the month and emails to Senior Accountant (I). The Comptroller/Senior Accountant (I) logs into the bank Online Banking system and reviews the daily cash report for the previous day and the current day and confirms to the Comptroller/Senior Accountant (II) cash projection sheet. The Comptroller/Senior Accountant (II) inputs the deposits individually into the Solomon cash manager debiting cash and crediting either the correct revenue account, 1002 – IBTX Operating Account. On a weekly basis, the Comptroller/Senior Accountant (II) codes all deposits (both wires and check deposits) for posting. Once all deposits are coded, Comptroller (II) posts all cash in the Solomon system reconciling the 1002 account and posting the cash receipts to the proper GL accounts. Program fees and client trust funds are collected at various Community Re-Entry and Treatment facilities,

typically in the form of money orders. Program Fees for Ave J, Hutchins, and the Houston Programs are deposited via Remote Deposit (Software Panini) to the bank. Senior Accountant (I) receives all other money orders, scans the checks, and deposits via Remote Deposit (Software Panini) to the appropriate clients trust account held by VOATX or posted to program service fees.

Trust Deposits/Disbursements:

Monies/checks received by VOATX to hold in trust for VOATX clients are given to designated personnel (IDD Administrative Assistant) in IDD to prepare a recap worksheet. The deposit is money received from social security, parents, guardians, etc. The Staff Accountant (I) deposits this money via Remote Deposit (Software Panini). Staff Accountant (II) posts the trust deposits into Solomon from a worksheet submitted by the (IDD) Administrative Assistant. The Staff Accountant (II) staples the processed Online deposit confirmation to the print out of the spreadsheet and files in a folder by month.

The IDD Administrative Assistant receives check requests with required approvals from program staff and date stamps them upon receipt. Additionally, they review the fund request to ensure availability of funds. After their approval they forward to the Accounting Clerk. Once received, the requests are entered into Solomon and an AP edit list is printed and forwarded to the Senior Accountant for auditing and approval. Upon return, any necessary corrections are made and the batch is posted to AP. Weekly, all checks are printed and matched to the corresponding invoice (about 30 a week) are submitted through FileBound for review and electronic signature by either the Comptroller or CFO. The copies of the check with back are electronic as of February 2020.

Grant funding/Managed Care Revenue/Accounts receivable:

VOATX's major funding source is from county, state, and federal government agencies. Income from the government agencies compromise approximately 85% of total support and revenue. Income from government grants is primarily from Department of State Health Services (DSHS), Federal Bureau of Prisons (FBOP), Texas Department of Criminal Justice, and the Texas Department of Mental Health and Mental Retardation (TDMHMR), now referred to as Department of Aging and Disability Services (DADS). VOATX has contracts with various county and court systems as well. The government contracts are either per diem or cost reimbursement.

The majority of the funding source contracts is geographically determined covering residents in the following counties: Bexar, Cooke, Dallas, Denton, Erath, Fannin, Grayson, Hood, Johnson, Palo Pinto, Parker, Somervell, Tarrant, and Wise, and areas of Houston and San Antonio.

Government Grants-Per Diem

DSHS Billing

Upon client's arrival at the facility, a client intake is given detailing all client information. Based on currently funded programs, they are given a program and facility code that is reported on the Daily Arrivals/Releases Form. In addition, the intake clerk verifies financial guidelines required by the applicable funding source. All clients admitted to the facility are then input into the state's tracking/billing system: [Columbus for DSHS and AMS for TDCJ] where staff track a client's progress during treatment.

The Counselor does a clinical interview with client to determine a preliminary disposition of client (i.e. which unit a client needs to be sent to: residential, intensive out patient, etc.) During this

process the counselor completes the "Intake and Assessment" form. Information from these forms is used to complete the monthly Daily Activity Report (DAR). A financial and medical evaluation is also given to the client within approximately 72 hours of admission.

The above forms are filed in client files at the facility and follow the client throughout treatment.

Client is then admitted to the appropriate program to begin treatment. During client orientation, the client is given a client orientation package, authorization package, etc that are required to be maintained in client/medical files in accordance with funding contracts.

The form is used to prepare the monthly Daily Activity Report (DAR) census. The Admission Counselor at each facility completes this form every morning. The facilities that maintain the DAR: Riverside, San Antonio, Yale, Scott, and Conroe. Avenue J and Hutchins use Secure Manage, a proprietary software that tracks clients in the facility.

The Senior/Staff Accountants prepare all the billing for the various grant contracts. The bills are based on the information obtained from the DAR, Secure Manage, and information in the state's tracking/billing systems as well. The Intake Clerk/Admissions Director inputs the Daily Arrivals/Release forms information into the DAR. At the end of the month, a DAR is run for each program/facility to show all days needed to bill. The following funding sources are billed from these reports: DSHS, TAIP, and TDCJ. DSHS bills are compared to the monthly DAR and prepared based on the data input into DSHS billing system.

FBOP / Other Billing

The staff accountants bill FBOP, TAIP, TDCJ and DSHS once a month. For a list of all bills prepared, please reference the A/R Procedure manual. All other funding sources are billed by the 10th of each month or per the grant contract. Copies of all invoices and monthly/quarterly financial reports are kept in the Contract/Grant Folders as well as on the VOATX Shared Drive. There is also a tracking spreadsheet per grant where all invoice amounts are entered each month to track spending trends and compared to the grant award/contract balances. A Senior/Staff Accountant reviews this tracking with the program manager prior to, or during the monthly budget review meetings. Once all invoices are billed, the revenue is posted in Solomon, the accounting software. Each funding source has its own cost center and is posted accordingly.

Department of Aging and Disability Services (DADS) Billing

DADS' bills consist of Deaf Blind, and Home & Community Based Services/Texas Home Living (HCS/TxHmL). The majority of this billing is processed before the 1st and 15th through the state's billing systems, CARE and Texas Medicaid & Healthcare Partnership (TMHP).

The Staff Accountant (II) receives the billing records (processed by billing specialist from the IDD department) from the electronic record system which is reconciled to the billing reports from the TMHP Deaf Blind website and CARE HCS/TxHml.

Funds are usually received weekly and are directly deposited into the bank account.

The Comptroller posts weekly cash receipts received from TMHP by obtaining the appropriate Remittance & Status (R&S) Report from the TMHP website. The R&S reports shows detail of claims submitted by VOATX by client and show detail of payment by client. The total of the R&S report

agrees to the total deposit. Any discrepancies between amount billed and amount collected are investigated by the Comptroller and IDD Staff Accountant.

Government Grants – Cost Reimbursement:

The Senior Accountant (I) is responsible for billing all government grants. The Chief Program Officer and Grants Writer prepare all grant proposals. When a grant is awarded, a copy of the grant is given to the Department manager of the department awarded and the assigned Senior/Staff Accountant (I). A meeting with all staff involved with the grant is held to go over the grant and understand the grant requirements.

VOATX's cost allocation plan calls for costs directly associated with a grant to be charged to that grant and that general and administrative costs are allocated using the approved indirect cost rate.

Each month after closing the monthly financials, the Staff Accountants (I) are responsible for grant billings done on a cost reimbursement basis. An estimated invoice amount is accrued as revenue in Solomon. After the invoices are completed the actual invoice is recorded in the A/R System and the accrual is reversed. Most grant reimbursement requests are submitted on-line with the government agencies, the others are mailed. The Staff Accountants (I) run detailed general ledgers from Solomon after month-end close and confirms what expenses are allowable for reimbursement based on the grant budget. These grant expenses are used to prepare the invoices. The Staff Accountants (I) maintain a tracking report which reflects the project to date expenditures vs. grant budget expenditures. This report is reviewed by the Program manager to assess if budget amendments need to be requested. Staff Accountant review the invoices and certify all grant requests either on-line or sign the request which is submitted to the granting agency. Performance reports are submitted by the Program Manager.

The controls over cash receipts include monitoring of the aged A/R by the Comptroller and CFO.

The controls over improper revenue recognition include monitoring of revenue by the Staff Accountants/Comptroller/CFO. As previously noted, the risk of improper revenue recognition is a fraud risk. Other controls over revenue include the reconciliation of the monthly DAR (census sheets) to invoices, (billing census), grant FSR (Financial Status Reports) and accounts receivable to the general ledger.

Cash Disbursements / Expenses / Accounts Payable:

The Executive Assistant sorts the mail and places it in the respective employee's mailbox. The Accounting Clerk/Staff Accountant opens the mail and date stamps it. Each Monday the invoices are entered into Solomon and on Tuesday an AP edit list is printed and forwarded to the Senior Accountants for review and approval of the batch entries. Upon return, any necessary corrections are made and the batch is posted to A/P. Vendors are set up in Solomon according to vendor payment terms, the AP Specialist sets up all new vendors in the system. Invoices are filed in open payables file until they are paid. On Wednesday, all checks that are due based on the payment terms of each vendor are printed and matched to the corresponding invoice and forwarded to the Senior/Staff Accountants for review. The A/P checks are electronically signed with CEO (Chief Executive Officer) signature. VOATX has a positive pay system set up with the bank to where only checks that have been released in batches can clear VOATX's account. One signature is required for checks under $1,000, two signatures are required for checks over $1,000 except when verbally

approved by a second signor if one is not physically available to sign. All checks are copied for A/R billing. Checks are returned to A/P for distribution as requested by the submitter. Check stubs and supporting documents are filed in A/P files. Text files (Positive Pay) of all A/P checks written by check number and vendor are electronically sent to the bank for cashing of checks.

Current authorized check signers as of 6/30/21 for the TCB accounts we are closing are:

Angela King, President/ Chief Executive Officer (CEO)
Kontrena Evans, Chief Financial Officer (CFO)

Current authorized check signers as of 6/30/21 for the new accounts for Texas Independent Bank are:

Angela King, President/Chief Executive Officer (CEO)
Kontrena Evans, Chief Financial Officer (CFO)
Erica Smith, Chief Program Officer (CPO)

VOATX has the following credit cards:

Home Depot – Several cards held by Maintenance employees
MasterCard Purchasing cards – various employees (see Star Lord for current list)

Maintenance employees may be issued credit cards to Home Depot. All receipts must be sent to AP for matching to the credit card statement. The receipts should be coded to the appropriate expense account and approved by a supervisor.

P Cards – During the year ended 6/30/05, VOATX began using P Cards, or purchase cards. The cards are MasterCard's issued through Citibank under the State of Texas Co-Op purchase plan and are payable to Citibank. The cards do not have fees and allow VOATX to get goods at a cheaper rate and come with the possibility of rebates. The cards are given to certain employees (approx 50 employees have P Cards at 06/30/21) and their purchasing power can be limited to certain types of stores and the amounts can be limited by individual purchase, daily purchases, or monthly purchases. Currently, the CFO logs into the P Card system to add/change/delete an employee (until a Purchasing person is hired during FY2022). This CFO has a login and password to this system which gives her administrative access. The Director of IT has administrative access as the backup.

ACH Payments –VOATX uses on-line bill payments through the bank. The payments are processed the same as other A/P payments. Contract labor and Insurance are paid via ACH. A paper check (not actual check stock) is printed and matched to the corresponding invoice and forwarded to the appropriate Senior Accountant or Staff Accountant approval through FileBound.

Employee expenses – all reimbursement to employees are required to have support that is approved by the employee's supervisor. The fillable expense reports are on the shared drive. The employee fills out and signs the report before sending it to his/her supervisor for approval. The report is either given directly to the HR Employment Specialist or emailed to payroll@voatx.org. The HR Employment Specialist reviews and if properly approved, enters the reimbursement on the next payroll period via direct deposit or check (depending on the employee). Typically,

reimbursements are paid up to the prior 90 days unless it has Executive level approval for reimbursements beyond the prior 90 days. Review and approval of reimbursements as of FY2021 are paperless through the FileBound system.

Bank reconciliations are prepared by Comptroller or Senior Accountants and reviewed by the Comptroller or CFO or other Senior Accountant (non-preparer).

Compensation and Related Benefits:

Payroll is processed in-house using Ultipro Software. Employees are paid bi-weekly every other Thursday on a salaried and hourly basis. The payroll is processed by the Human Resources (HR) Employment Specialist or VP of HR. The HR department has access to Ultipro and handles adding all new hires and changes to employee's pay deductions, etc. HR maintains the allocation of the labor to the various programs. If an employee works at only one location, all of their labor is charged to that location. If an employee's time is allocated to various programs/grants, the allocation is setup in Ultipro. HR receives a status change from the Program Coordinator or Director which designates the allocations between the various programs/grants. The payroll system has an audit capability to show who made what changes to information in the system. Employee's track their time by utilizing Ultipro, an internet-based time clock system. All hourly employees must log onto the Ultipro system and punch in and out each day. Generally, salaried employees are required to log in and punch in at least once a day. The Ultipro system has an audit trail giving the IP address as to what computer the employee logged in from. Time sheets are reviewed for accuracy and authorization by supervising manager weekly. Each supervisor has access to only their employees and they must log in to review and approve their time sheet at the end of every payroll period. At the end of the pay period, employee time data is imported into the Ultipro payroll module for creation of payroll checks or deposit transfers. All regular payrolls are paid via EFT. First time checks or checks prepared off cycle to make corrections may be paper checks. The journal entry for each payroll is downloaded the following week of payroll and held in Solomon for review and approval by the Senior Accountant. The Senior Accountant reviews for reasonableness and questions any items that appear out of the ordinary. Once the JE is reviewed, it is released noting the appropriate approval. The Senior Accountant does not sign off on any hard copy payroll journal. No other person reviews or approves the detail payroll journal. Wage expenses are focused on during the monthly financial review meeting with program staff, comparing them to trends and budget.

The week of payroll, the payment processing is done on Monday - Thursday. On Monday, all time is required to be in Ultipro and approved by 10am. On Tuesday, the HR Employment Specialist keys in any manual time sheets, bonus, mileage, exp, etc. After all are keyed in, a report from Ultipro is run showing whether each employee's timecard has been approved or not. For those not approved, the supervisor is emailed to approve or provide explanations. After downloading hours from Ultipro, a report is run to verify the correct hours have been downloaded. The HR Employment Specialist runs a new hire/terminated report to pay out vacation to terminated employees. Once this is complete the system calculates the payroll. Then HR Employment Specialist runs a pre-check detail register to primarily check that 80 hours are recorded for each employee. The HR Employment Specialist also runs a DDA file to verify direct deposit amounts. The direct deposit file is sent to bank and the HR Employment Specialist notifies the Senior Accountant to approve and release the file. The HR Employment Specialist sets up checks to print if there are any. On Tuesday afternoon, the HR Employment Specialist sends an email to the Senior Accountant responsible for preparing the daily cash tracking spreadsheet with the direct deposit

total amount. Then the positive pay file is sent to the bank for any checks printed. The HR Employment Specialist posts payroll. The Senior Accountant runs the tax liability reports. The checks have an electronic signature, so no one reviews or signs the payroll checks. The HR Employment Specialist assures all payroll information is loaded for electronic access by employees. This includes preparing a Fed Ex package and sending any live checks to the appropriate facilities. If there are any checks in the Midway Office where the HR headquarters are located, the HR Employment Specialist holds those checks until Thursday and distributes them on that day. The HR Employment Specialist closes payroll and the Senior Accountant sets up the ACH tax liability at the bank. On Thursday or Friday, the Senior Accountant runs all various deductions reports (403B, child support, bankruptcy, United Way, etc). Using these reports, the Senior Accountant will pay online or through direct checks. The A/P Clerk will key these amounts into Solomon and run checks and mail checks.

UltiPro tracks vacation and sick time. Vacation, holiday, and sick leave are discussed in Section II on page 17-20 of the employee handbook.

W-2s are prepared by the HR Employment Specialist through the UltiPro system, 941s are automatically prepared by Ultipro and the Senior Accountant downloads the file, makes adjustments to the "Box 14" balance due, download the PDF, and then print for CFO or Comptroller signature. The 1099s are prepared automatically through Solomon and it is reviewed and printed by the Senior Accountant.

Government Grant Compliance:

The Chief Program Officer (CPO) is responsible for monitoring the overall programmatic compliance for all grant contracts. The Contracts and Grants Administrator or CPO reads all grant contracts and determines VOATX's responsibilities and compliance requirements. The Contracts and Grants Administrator or CPO tracks the contracts and requirements in a database and meets periodically with program directors to discuss requirements. On a quarterly basis, the Q&A Compliance Manager or Program Director performs an internal audit at each facility and verifies compliance with all types of contract requirements. The Q&A Compliance Manager or Program Director verifies proper services are being administered, client files contain required documentation, the state tracking/billing system is being properly used, the building is up to code, and licensing requirements are met, etc. If noncompliance is found, the facilities are visited by the Q&A Compliance Manager more than quarterly.

Financial compliance for grants is monitored by the Senior Accountants and CFO who conduct monthly meetings with directors to review their financials. The Senior Accountant (II) uses the monthly Daily Activity Report (DAR) and excel tracking spreadsheets to track balances, spending trends which assist with billing analysis to view variances in expenses and bills and also to help Program Directors shift funds on grants when necessary.

20. DEI Policies

Volunteers of America National Services ("VOANS") embraces the rich diversity of all people to create a world of greater justice and hope – internally and externally. To live this belief, we have made a commitment to further apply Diversity, Equity, and Inclusion principles to every aspect of our business, including our relationships with clients, providers, suppliers, and vendors.

We strongly believe promoting diversity strengthens our entire organization and we acknowledge the significance of maintaining a diverse supply base. We also recognize the importance of Diverse Suppliers (Minority-Owned and Women-Owned Business Enterprises; Lesbian, Gay, Bisexual or Transgender Business Enterprises, Veterans Owned Business Enterprises and Disabled Owned Business Enterprises) to the economy and the communities they serve.

We are embarking on a journey, and we invite our current and future partners to join us as we endeavor to ensure diverse suppliers are part of our procurement process.

VOANS' Supplier Diversity Objectives are as follows:

- To actively and routinely source qualified Diverse Suppliers that can provide competitive and high-quality products and services to VOANS.
- To encourage VOANS' major suppliers that do not qualify as Diverse Suppliers to commit to and support their own supplier diversity initiatives.
-

Our leadership and colleagues are committed to adopting procurement processes and practices that will enhance opportunities for Diverse Suppliers.

Supplier Diversity Guidelines

1. VOANS recognizes there are many advantages to maintaining competition in supplier industries, in the establishment of alternate sources, and in dealing with Diverse Suppliers. Accordingly, VOANS encourages the development of mutually beneficial business relationships with Diverse Suppliers.

2. VOANS is committed to increasing the commercial opportunities for Diverse Suppliers. All VOANS employees involved in the selection, evaluation or approval of suppliers and contractors share the responsibility for administering the policy.

3. VOANS' leadership and employees are committed to supporting the overall diversity strategy and objectives with oversight by DEI, Legal and COO.

4. VOANS, when soliciting bids for opportunities to supply it with goods and services, will request a copy of the bidder's supplier diversity policy statement and request information as to the bidder's own initiatives to promote supplier diversity and compliance.

5. Existing Suppliers that are categorized as non-diverse may be requested to report their performance with respect to their own Supplier Diversity programs. VOANS classifies this as second-tier diversity procurement. The rules governing second-tier diversity suppliers are as follows:

a) A Second-Tier Diverse Supplier is a Diverse Supplier that invoices the existing non-diverse supplier for goods and services rendered to VOANS.
b) VOANS prefers to receive a report of products and services that are identified in the direct fulfillment of VOANS' requirements, known as Direct Second-Tier Purchases.
c) When applicable, reporting of Indirect Second-Tier Purchases will be accepted. Indirect means products and services that cannot be identified in the direct fulfillment of VOANS' requirements.

6. VOANS' commitment to Supplier Diversity is not philanthropic, nor does it contradict the application of existing purchasing goals, policies and or procedures. The award of opportunities to Diverse Suppliers will be based on their relative competitiveness, the value of their offerings and their demonstrated performance. No minimal thresholds or targets have been established under these guidelines. We will ask all new suppliers to complete the 3rd Party Service Provider Registration Form which outlines diversity status of the company.

7. To be characterized as a Diverse Supplier, a business must be at least 51% owned, controlled, and operated by member(s) from one of the following groups and be a U.S. citizen or has the legal right to work in the U.S.
    a. Minority-Owned Business Concern (MBE): African American, Hispanic or Latino, Native American or Alaska Native, Native Hawaiian or Other Pacific Islander, or Asian descent, some other race (two or more races or multi-racial)
    b. Lesbian, Gay, Bisexual or Transgender-Owned Business Concern (LGBTBC).
    c. Women-Owned Small Business Concern (WBE)
    d. Disabled-Owned Business Enterprise (DBE)
    e. Service-Disabled or Veteran-Owned Small Business (VOSB)
    f. Small, HUB Zone or 8a Business

8. *Organizations will have the opportunity to self-identify. In addition, to ensure that our purchasing opportunities reach all eligible diverse business enterprises, Volunteers of America National Services will, as appropriate, request third-party certification from one or more of the following organizations and councils and require that bidders incorporate the requirements of 41 C.F.R. §§ 60-1.4(a)(7), 60-250.5(d) and 60-741.5(d), if applicable, may include, but are not limited to:*
    a) Certification from city or state or federal agencies.
    b) Affiliates of the National Minority Supplier Development Council (NMSDC).
    c) Affiliates of the Women's Business Enterprise National Council (WBENC).
    d) Affiliates of the NGLCC Supplier Diversity Initiative.
    e) Affiliates of the USBLN Diversity Disability Supplier Program.

9. Supplier Diversity Procurement Parameters and Goals are established to ensure VOANS' desired outcomes are measured and achieved. These goals will be reviewed annually to adjust for program or business changes.
    a) Third-Party Certification (supplier registration portal)
    b) Annual spend – dollar amount or percentage
    c) Economic impact (goal to increase jobs within a diverse supplier's community)
    d) Metrics (spend goal within each diverse business category
    e) Report quarterly

Volunteers of America®

National Diversity, Equity and Inclusion Statement

Volunteers of America values the rich diversity among all people to create a world of greater justice and hope.

We …

- Affirm that all people are created equally while acknowledging that some have wrongly endured unfairness, discrimination and inequity.
- Celebrate our differences while recognizing the common humanity that unites us.
- Embrace diverse perspectives to deepen understanding, provide innovative solutions, and strengthen our impact.
- Promote an inclusive environment where all people feel accepted and valued.
- Pursue equity as reflected in equal access, treatment and positive outcomes for all.
- Partner with others that share a commitment to diversity, equity, equality and inclusion.

Adopted October 18, 2019

SECTION I - EMPLOYMENT

100. EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

The VOA Texas is an equal employment opportunity employer and complies with all applicable laws prohibiting discrimination based on race, color, creed, national origin, sex, sexual orientation, gender (including gender nonconformity, gender identity, gender expression, or transgender status), pregnancy, religion, physical or mental disability, age, citizenship status, military service obligations, or any other category protected by federal, state, or local laws. All such discrimination is unlawful and all persons involved in the operations of the Company are prohibited from engaging in unlawful discrimination.

VOA Texas complies with *Executive Order No. 11246* under the provision of Pay Transparency. VOA Texas will discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee, who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions, discloses, the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action including an investigation conducted by the Company, or consistent with the Company's legal duty to furnish information.

It is the responsibility of each member of VOA Texas to ensure that these principles and practices are consistently carried out. Each person responsible for the recruitment, selection, promotion, review, assignment, compensation and termination of employees is responsible for ensuring that all equal opportunity policies and practices are followed. The Vice President of Human Resources has been designated as the contact for Equal Employment Opportunity (EEO) questions and issues.

Any employee who believes he or she has experienced an act of discrimination, harassment or retaliation may request review under this policy as described the Complaint Procedure outline below. If the concern is about a supervisor, or if it seems more appropriate, the request should be made to Human Resources. Employees can raise concerns and make reports without fear of reprisal.

101. COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

VOA Texas is committed to creating and maintaining a workplace in which all employees have an opportunity to participate and contribute to the success of the business and are valued for their skills, experience, and unique perspectives. VOA Texas values the rich diversity among all people to create a world of greater justice and hope. VOA Texas:

- affirms that all people are created equally while acknowledging that some have wrongly endured unfairness, discrimination and inequity.
- celebrates our differences while recognizing the common humanity that unites us.
- embraces diverse perspectives to deepen understanding, provide innovative solutions, and strengthen our impact.

- promotes an inclusive environment where all people feel accepted and valued.
- pursues equity as reflected in equal access, treatment and positive outcomes for all.
- partners with others that share a commitment to diversity, equity, equality and inclusion.

21. Development Budget and Proforma

Development Budget

Use	Amount
Up-Front Ground Lease Payment	
Predevelopment	1,000,000
Site Work	3,625,000
Infrastructure	4,265,127
Hard Costs	37,439,000
Soft Costs	592,688
Developer Fee	5,485,522
Total Development Cost	52,407,337

Funding Sources

Source	Amount	Funder/Lender Name
Owner Equity	750,000	VOANS
Tax Credit Equity	27,597,240	TBD
Private Activity Bonds		
Deferred Developer Fee	1,510,097	
AHFC Gap Financing	3,000,000	
Private Loan 1	19,500,000	
Private Loan 2		
Other Source 1	50,000	Wells Fargo Grant Funds
Other Source 2		
Other Source 3		
Total Funding Amount	52,407,337	

15-yr Rental Housing Operating Pro Forma							
The Pro Forma should be based on the operating income and expense information for the base year (first year of stabilized occupancy using today's best estimates of market rents, restricted rents, rental income and expenses), and principal and interest debt service.							
Year		**1**	**2**	**3**	**5**	**10**	**15**
Revenue	Gross Annual Residential Rental Income	1,502,730	1,545,464	1,589,054	1,678,866	1,919,590	2,185,370
	Gross Annual Non-Residential Rental Income	26,100	26,622	27,154	28,251	31,192	34,438
	Gross Annual AHFC Project-based Voucher Subsidy	634,000	634,000	634,000	634,000	634,000	634,000
	Total Revenue	2,162,830	2,206,087	2,250,209	2,341,117	2,584,782	2,853,809
	General & Administrative Expenses	53,000	54590	56,228	59,652	69,153	80,167
	Management Fee	108,233	110,398	112,606	117,155	129,348	142,811
	Payroll, Payroll Tax & Employee Benefits	240,000	247,200	254,616	270,122	313,146	363,022
	Repairs & Maintenance	102,600	105,678	108,848	115,477	133,870	155,192

Operating Expenses	Electric & Gas Utilities	25,000	25,750	26,523	28,138	32,619	37,815
	Water, Sewer & Trash Utilities	132,000	135,960	140,039	148,567	172,230	199,662
	Annual Property Insurance Premiums	72,500	74,675	76,915	81,599	94,596	109,663
	Property Tax						
	Reserve for Replacements	36,250	37,338	38,458	40,800	47,298	54,831
	Other Expenses	96,250	99,138	102,112	108,330	125,584	145,587
	Total Expenses	865,833	890,727	916,345	969,840	1,117,844	1,288,750
Net Operating Income		1,296,997	1,315,360	1,333,864	1,371,277	1,466,938	1,565,059
Debt Service	First Deed of Trust Annual Loan Payment	1,107,421	1,107,421	1,107,421	1,107,421	1,107,421	1,107,421
	Second Deed of Trust Annual Loan Payment						
	Other Annual Required Payment - DDF						
	Other Annual Required Payment - CMF - Cash Flow						

	Other Annual Required Payment - RHDA - Cash Flow						
Annual Net Cash Flow		189,576	207,939	226,443	263,856	359,517	457,638
Debt Coverage Ratio		1.17	1.19	1.2	1.24	1.32	1.41

Development Budget

Use	Amount
Up-Front Ground Lease Payment	
Predevelopment	1,000,000
Site Work	3,625,000
Infrastructure	4,746,285
Hard Costs	37,439,000
Soft Costs	528,888
Developer Fee	4,619,364
Total Development Cost	51,958,537

Funding Sources

Source	Amount	Funder/Lender Name
Owner Equity	750,000	VOANS
Tax Credit Equity	23,910,828	TBD
Private Activity Bonds		
Deferred Developer Fee	1,147,709	
AHFC Gap Financing	4,000,000	
Private Loan 1	17,400,000	TBD
Private Loan 2		
Other Source 1	50,000	Wells Fargo Grant Funds
Other Source 2	4,200,000	MDL
Other Source 3	500,000	FHLB
Total Funding Amount	51,958,537	

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15-yr Rental Housing Operating Pro Forma							
The Pro Forma should be based on the operating income and expense information for the base year (first year of stabilized occupancy using today's best estimates of market rents, restricted rents, rental income and expenses), and principal and interest debt service.							
Year		**1**	**2**	**3**	**5**	**10**	**15**
Revenue	Gross Annual Residential Rental Income	1,333,690	1,373,043	1,413,185	1,495,891	1,717,571	1,962,325
	Gross Annual Non-Residential Rental Income	26,100	26,622	27,154	28,251	31,192	34,438
	Gross Annual AHFC Project-based Voucher Subsidy	634,000	634,000	634,000	634,000	634,000	634,000
	Total Revenue	1,993,790	2,033,665	2,074,339	2,158,142	2,382,763	2,630,763
	General & Administrative Expenses	53,000	54590	56,228	59,652	69,153	80,167
	Management Fee	99,781	101,777	103,812	108,006	119,248	131,659
	Payroll, Payroll Tax & Employee Benefits	240,000	247,200	254,616	270,122	313,146	363,022
	Repairs & Maintenance	102,600	105678	108,848	115,477	133,870	155,192

Operating Expenses	Electric & Gas Utilities	25,000	25,750	26,523	28,138	32,619	37,815
	Water, Sewer & Trash Utilities	132,000	135,960	140,039	148,567	172,230	199,662
	Annual Property Insurance Premiums	72,500	74,675	76,915	81,599	94,596	109,663
	Property Tax						
	Reserve for Replacements	36,250	37,338	38,458	40,800	47,298	54,831
	Other Expenses	97,050	99,962	102,960	109,231	126,628	146,797
	Total Expenses	858,181	882,930	908,399	961,592	1,108,788	1,278,808
Net Operating Income		1,135,609	1,150,735	1,165,940	1,196,550	1,273,975	1,351,955
Debt Service	First Deed of Trust Annual Loan Payment	988,160	988,160	988,160	988,160	988,160	988,160
	Second Deed of Trust Annual Loan Payment						
	Other Annual Required Payment - DDF						
	Other Annual Required Payment - CMF - Cash Flow						

	Other Annual Required Payment - RHDA - Cash Flow						
Annual Net Cash Flow		147,449	162,575	177,780	208,390	285,815	363,795
Debt Coverage Ratio		1.15	1.16	1.18	1.21	1.29	1.37

Audited Financials