



RENTAL HOUSING DEVELOPMENT ASSISTANCE APPLICATION

August 4, 2023

**Works IV at Thrasher
2016 Thrasher Lane
Austin, TX 78741**

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

APPLICATION TABS

**Tab A1 – Executive
Summary/Project Proposal**

APPLICATION CHECKLIST/ INFORMATION FORM

DEVELOPER : Industry ATX	OWNER/BORROWER NAME : Works IV at Thrasher, LLC
DEVELOPMENT NAME : Works IV at Thrasher	FUNDING CYCLE DEADLINE : August 4th
FEDERAL TAX ID NO: 31-1753071 (LifeWorks AHDC)	DUNS NO:965224285 (LifeWorks Aff Hsg Dev Corp)
PROJECT ADDRESS: 2016 Thrasher Ln.	PROGRAM : RHDA
CONTACT NAME : Jennifer Hicks	AMOUNT REQUESTED: \$1,500,000
CONTACT ADDRESS AND PHONE : 3000 Skylark Dr., Austin, TX 78757	

APPLICATION TABS		INITIALS
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A 3	PROJECT TIMELINE	SM
A 4	DEVELOPMENT BUDGET	SM
A 5	OPERATING PRO FORMA	SM
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ATTACHMENT TABS			INITIALS	
1	ENTITY INFORMATION	1.a.	Detailed listing of developer's experience	SM
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2	PRINCIPALS INFORMATION	2.a.	Resumes of principals	SM
		2.b.	Resumes of development team	SM
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3	FINANCIAL INFORMATION	3.a.	Federal IRS Certification	SM
		3.b.	Certified Financial Audit	SM
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		3.d.	Financial Statements	SM
		3.e.	Funding commitment letters	SM
4	PROJECT INFORMATION	4.a.	Market Study	SM
		4.b.	Good Neighbor Policy	SM
		4.c.	SMART Housing Letter	SM
		4.d.	MOU with ECHO	SM
		4.e.	Resident Services	SM
5	PROPERTY INFORMATION	5.a.	Appraisal	SM
		5.b.	Property Maps	SM
		5.c.	Zoning Verification Letter	SM
		5.d.	Proof of Site control	SM
		5.e.	Phase I ESA	SM
		5.f.	SHPQ	SM

The applicant/developer certifies that the data included in this application and the exhibits attached hereto are true and correct. *Unsigned/undated submissions will not be considered.*

SIGNATURE OF APPLICANT



PRINTED NAME

Susan McDowell

TITLE OF APPLICANT

CEO

DATE OF SUBMISSION

8/4/2023

DATE AND TIME STAMP OF RECEIPT

FOR AHFC USE ONLY

Works IV at Thrasher – AUSTIN, TX

Works IV at Thrasher is the new construction of 8 units of multi-family Supportive Housing that will provide high-quality housing paired with voluntary, wrap-around services targeted to youth aging out of homelessness that are facing imminent homelessness. Works IV at Thrasher will be built on the track record of LifeWorks and its supporting organization – LifeWorks Affordable Housing Development Corporation – who together own and operate two affordable housing communities totaling 74 units with another 120 units in the pipeline, 73 units of rapid re-housing, 20 emergency shelter beds, 8 shelter-based transitional living beds and 14 apartment-based transitional living beds. Every year LifeWorks supports more than 3,000 youth and families on their path to personal success and a more stable future.

LifeWorks will be partnering with Industry ATX - an Austin based company focused on the need for affordable living within walkable and transit fit neighborhoods. Industry ATX is focused on diverse housing options, quality design, and sustainable building approaches. Works IV at Thrasher will be designed using shipping containers to provide for expedited architecture, construction and inspections. With Austin's dire need of affordable units, the innovative shipping container design is a missing tool needed to ensuring affordability for all Austinites.

The Youth and Family Alliance dba LifeWorks and hereby referred to as LifeWorks is the largest youth services provider in Central Texas. LifeWorks was formed in 1998 through the merger of four longstanding community agencies serving youth and families in Austin/Travis County, Texas. The merger streamlined resources and provided a more efficient way of serving overlapping client populations. Over the last twenty-four years, LifeWorks has evolved into a youth-focused organization that provides counseling, housing, education, and workforce development services to transition-age youth and families. It believes in the transformational power of acceptance and is fiercely committed to empowering its clients to find their path to self-sufficiency. LifeWorks pledge to data-driven service development supports its commitment to have a positive, sustaining impact on its community.

About the Community:

Works IV at Thrasher will be 8 units designed using shipping containers with four 1 bedroom/1 bath units and four 2 bedroom/1 bath units on an infill lot in southeast Austin. The development will be three stories and will include a shared courtyard space. The innovative approach to Works IV at Thrasher is to be in the right place with the right time and right design. The location will be within less than ½ a mile from the future Cap Metro blue line station which will trigger future amenity development and easy high-speed transit access to all parts of Austin. The timeliness of the development is taking down real estate in areas that will soon experience rapid change to prevent displacement. The right design is the innovative shipping container concept that will shorten the development timeline which will in turn save on costs. The property will be all bills paid by the landlord, so energy and water efficiency features will translate into a healthy cash flow to ensure the property is financially strong.

- 8 units comprised of four 1 bed/1 bath and four 2 bed/1 bath units
- 6 units dedicated to the Continuum of Care
- Third party property management to prevent conflicts of interest
- Community space will include a shared courtyard
- Supportive services by LifeWorks – focusing on creating pathways to self-sufficiency for youth aging out of foster care.

About the Residents:

Works IV at Thrasher will target individuals and small families in need of specialized and specific non-medical services in order to maintain housing. The property will serve persons transitioning out of homelessness including unaccompanied youth under 25 years of age, persons at-risk of homelessness, youth aging out of foster care, persons transitioning from

institutionalized care, persons unable to secure permanent housing elsewhere due to various barriers, and persons with special housing needs.

- 100% of units for individuals and families making < than 50% Area Median Family Income

About the Location:

Works IV at Thrasher is situated within a walkable radius to existing high frequency bus transit as well as from the future Cap Metro Blue Line Station. The area surrounding the site is going through Early Type I Gentrification and so now is the time to build affordable housing to prevent further displacement.

About the Service Provider Track Record and Supportive Services:

LifeWorks will be the supportive service provider for Works IV at Thrasher.

In the most recently completed fiscal year (ending 9/30/21), over 3,000 people received services through LifeWorks 3 service divisions and 19 programs. The Counseling Division provides free/low-cost counseling, peer support, and access to psychiatric services for youth. The Workforce & Education Division provides educational services, workforce development, and critical skill-building to help youth and young adults reach their full potential. The Housing Division provides a continuum of outreach and housing services for homeless and runaway youth. Programs within the Housing Division include Street Outreach, Emergency Shelter, Homelessness Diversion, and Rapid Re-Housing. Since 2018, LifeWorks Rapid Re-Housing program has housed over 1,000 youth who were experiencing literal homelessness in permanent stable housing in scattered site apartments across the Austin community.

LifeWorks supportive services are tailored for each youth. This allows the organization to engage with youth for a long enough period (on average, two years) to provide support and guidance towards self-sufficiency. This time is used by youth to build resources, make community connections, and create a safety net to support their independence. Youth engage in case management, enroll in needed services, and co-create a service plan that guides their movement through the LifeWorks continuum.

LifeWorks housing programs use an evidence-based case management model tailored for youth with complex trauma histories. The Strengths Model of Case Management was developed in a behavioral health context and emphasizes mental health (e.g., hope, coping, and resilience) essential to stability and well-being. Case managers identify youths' current strengths across a range of domains (e.g., daily living, financial assets, specialized knowledge, supportive relationships). Strengths are defined broadly and include youths' personal attributes, talents, skills, natural supports, and environmental resources. During service planning, youth outline their vision for the future and work with their case manager to develop goals to help them achieve their objectives.

Depending on youths' goals, the staff makes referrals to internal LifeWorks programs. Popular programs for participants include Peer Support Program, Community-Based Counseling, and Workforce and Education. LifeWorks has scaled its Peer Support Program in recent years. Peer supporters are certified professionals with lived experience with homelessness, mental health issues, and/or substance use. Peer supporters often help youth enroll in community-based counseling, which has proven crucial in increased mental health. Community-based Counselors use the evidence-informed model, Integrative Treatment of Complex Trauma for Adolescents (ITCT-A).

ITCT-A is a multimodal therapeutic approach for youth who have experienced complex trauma, often in the context of poverty, social deprivation, and discrimination. Finally, staff refer youth to the workforce team, which recently added capacity to serve youth with Serious Emotional Disturbance (SED). The program uses an evidence-based Individualized Placement and Support (IPS) model that applies a direct, individualized search for employment and does not involve prolonged pre-employment training.

The supportive services described above will be offered to all tenants who wish to receive support. In addition, parenting and life skills classes will be offered for residents as well as community building events, such as barbeques and Mother's Day celebrations.

All tenants will be offered the full wraparound supportive services described above, with an emphasis on case management to ensure tenants have a successful transition into housing stabilization, benefits specialist to help tenants access resources, mental health supports (peers and counselors) to address previous traumas and create pathways for healing and success, and workforce specialist to help tenants find and maintain employment that meets both their interests and financial needs. LifeWorks expects that at least every unit will engage in some type of supportive service, equating to serving over 8 households per year

About History of Fundraising:

LifeWorks has a powerful fundraising track record to cover the supportive services at Works IV at Thrasher through a combination of private and public grants, individual contributions, and revenue-generating tax partnership. These funds will be sufficient to maintain the service operations at the project for the duration of the affordability period. In 2022-2023, LifeWorks has a \$27M organizational operating budget which was comprised of \$7.4M in philanthropic dollars and over \$15.4M in governmental grants supporting service and housing programs. Further providing strength to LifeWorks powerful fundraising track record, are LifeWorks deep relationship with community donors, a strong Board Governance and oversight structure, and a healthy portfolio that perform by both numbers and mission.

Donors and funders that have long-supported the work of LifeWorks include:

- St. David's Foundation
- Michael and Susan Dell Family Foundation
- Topfer Foundation
- Moody Foundation
- City of Austin
- Travis County Health and Human Services Department
- Texas Department of Health and Human Services
- US Department of Justice, Victims of Crime Funding
- US Department of Housing and Urban Development (HUD), Continuum of Care
- US Department of Health and Human Services (HHS) Runaway and Homeless Youth Funding
- Individuals donors who year in, year out give in excess of \$5 Million to support LifeWorks services

About the Organizational Structure:

The LifeWorks Affordable Housing Corporation is a 501(c)(3) nonprofit organization that will serve as the sole member of the Applicant and Development Owner – Works IV at Thrasher, LLC. The LifeWorks Affordable Housing Corporation is a supporting organization to LifeWorks. LifeWorks appoints the board of LifeWorks Affordable Housing Corporation. Industry ATX will be the developer of Works IV at Thrasher.

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**WORKS IV AT THRASHER
AUSTIN, TEXAS**

APPLICATION TABS

**Tab A2 – Project Summary
Form**

Project Summary Form

1) Project Name Works IV at Thrasher	2) Project Type 100% Affordable	3) New Construction or Rehabilitation New Construction
4) Address(s) or Location Description 2016 Thrasher Ln., Austin, TX 78741		5) Mobility Bond Corridor East Riverside Dr
6) Census Tract 23.12	7) Council District District 3	8) Elementary School ALLISON EL
9) Affordability Period 99 Years		
10) Type of Structure Multi-family	11) Occupied? No	12) How will funds be used? Construction

13) Summary of Rental Units by MFI Level

Income Level	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four (+) Bedroom	Total
Up to 20% MFI						0
Up to 30% MFI						0
Up to 40% MFI						0
Up to 50% MFI		4	4			8
Up to 60% MFI						0
Up to 80% MFI						0
Up to 120% MFI						0
No Restrictions						0
Total Units	0	4	4	0	0	8

14) Summary of Units for Sale at MFI Level

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

15) Initiatives and Priorities (of the Affordable Units)

Initiative	# of Units	Initiative	# of Units
Accessible Units for Mobility Impairments	1	Continuum of Care Units	6
Accessible Units for Sensory Impairments	1		

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

- 16) Is the property within 1/2 mile of an Imagine Austin Center or Corridor? Yes
- 17) Is the property within 1/4 mile of a High-Frequency Transit Stop? Yes
- 18) Is the property within 3/4 mile of Transit Service? Yes
- 19) The property has Healthy Food Access? No

20) Estimated Sources and Uses of funds

<u>Sources</u>		<u>Uses</u>	
Debt		Acquisition	380,000
Equity		Off-Site	
Grant		Site Work	-
Other	1,132,311	Sit Amenities	-
Deferred Developer Fee (not applicable for OHDA)	97,927	Building Costs	1,303,524
Previous AHFC Funding		Contractor Fees	212,202
Current AHFC Request	1,500,000	Soft Costs	322,805
		Financing	120,000
		Developer Fees	391,706
Total \$	2,730,237	Total \$	2,730,237

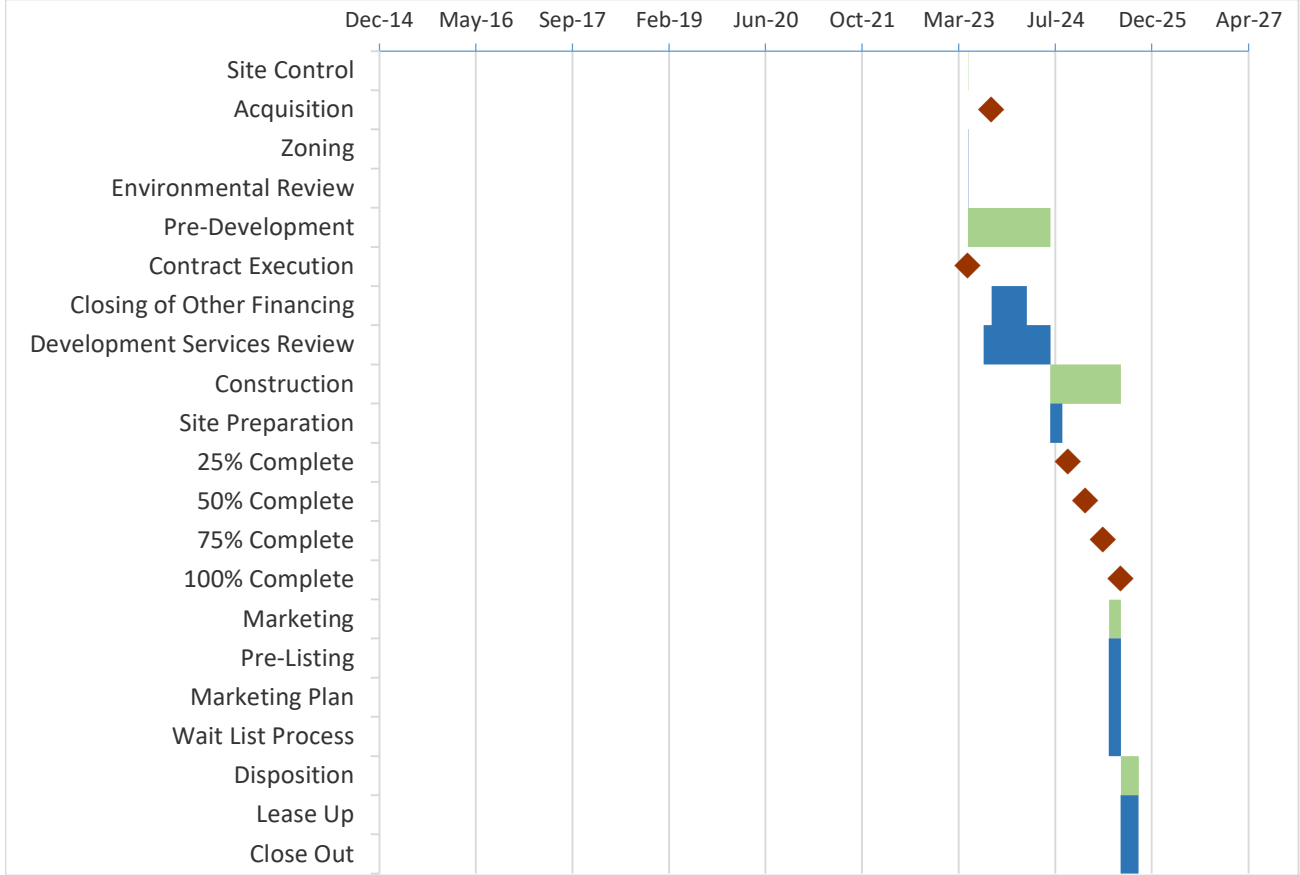
**WORKS IV AT THRASHER
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Tab A3 – Project Timeline

Development Schedule

	Start Date	End Date
Site Control	May-23	May-23
Acquisition	Sep-23	
Zoning	May-23	May-23
Environmental Review	May-23	May-23
Pre-Development	May-23	Jul-24
Contract Execution	May-23	
Closing of Other Financing	Sep-23	Mar-24
Development Services Review	Jul-23	Jul-24
Construction	Jul-24	Jul-25
Site Preparation	Jul-24	Sep-24
25% Complete	Oct-24	
50% Complete	Jan-25	
75% Complete	Apr-25	
100% Complete	Jul-25	
Marketing	May-25	Jul-25
Pre-Listing	May-25	Jul-25
Marketing Plan	May-25	Jul-25
Wait List Process	May-25	Jul-25
Disposition	Jul-25	Oct-25
Lease Up	Jul-25	Oct-25
Close Out	Jul-25	Oct-25



**WORKS IV AT THRASHER
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**Tab A4 – Development
Budget**

Development Budget

	Total Project Cost	Requested AHFC Funds	Description
Pre-Development			
Appraisal			
Environmental Review	15,000		includes geotech
Engineering	80,000	80,000	includes civil, MEP and structural engineers
Survey	10,000		
Architectural	47,050	47,050	includes arch, landscape, a/e contingency and floor plans
Subtotal Pre-Development Cost	\$152,050	\$127,050	
Acquisition			
Site and/or Land	375,000		
Structures			
Other (specify)	5,000		Closing Costs
Subtotal Acquisition Cost	\$380,000	\$0	
Construction			
Infrastructure			
Site Work			
Demolition			
Concrete	98,690		
Masonry			
Rough Carpentry			
Finish Carpentry			
Waterproofing and Insulation			
Roofing and Sheet Metal			
Plumbing/Hot Water	164,483	50,000	
HVAC/Mechanical	197,380	50,000	
Electrical	131,587	120,000	
Doors/Windows/Glass			
Lath and Plaster/Drywall and Acoustical			
Tiel Work			
Soft and Hard Floor	39,476	20,000	
Paint/Decorating/Blinds/Shades			
Specialties/Special Equipment			
Cabinetry/Appliances	26,317	20,000	
Carpet			
Other (specify)	720,000	720,000	shipping container manufacturing
Construction Contingency	137,793		
Subtotal Construction Cost	\$1,515,726	\$980,000	
Soft & Carrying Costs			
Legal	15,000	15,000	
Audit/Accounting			
Title/Recordin			
Architectural (Inspections)			
Construction Interest	77,500	77,500	
Construction Period Insurance	35,000	35,000	includes gl and builders risk
Construction Period Taxes			
Relocation			
Marketing			
Davis-Bacon Monitoring			
Developer Fee	391,706	177,195	
Other (specify)	163,255	88,255	permits, FFE, AE, security, testing, app consul, fin fees
Subtotal Soft & Carrying Costs	\$682,461	\$392,950	
TOTAL PROJECT BUDGET	\$2,730,237	\$1,500,000	

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

APPLICATION TABS

**Tab A5 – Operating
Proforma**

**WORKS IV AT THRASHER
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APPLICATION TABS

Tab A6 – Scoring Sheet

Project Name	Works IV at Thrasher	
Project Type	100% Affordable	
Council District	District 3	
Census Tract	23.12	
Prior AHFC Funding	\$0	
Current AHFC Funding Request Amount	\$1,500,000	
Estimated Total Project Cost	\$2,730,237	
High Opportunity	No	
High Displacement Risk	YES	
High Frequency Transit	Yes	
Imagine Austin	Yes	
Mobility Bond Corridor	East Riverside Dr	
SCORING ELEMENTS		Description
UNITS		
< 20% MFI	0	# of rental units at < 20% MFI
< 30% MFI	0	# of rental units at < 30% MFI
District Goal	10%	% of City's affordable housing goal
High Opportunity	FALSE	% of City's affordable housing goal for high opportunity areas
Displacement Risk	33%	% of City's affordable housing goal to reduce displacement
High Frequency Transit	9%	% of City's affordable housing goal near high frequency transit
Imagine Austin	9%	% of City's affordable housing goal in imagine austin corridors
Geographic Dispersion	0%	% of City's affordable housing goal to increase geographic dispersion
Mobility Bond Corridor	6%	% of City's affordable housing goal within mobility bond corridors
SCORE	0	% of annual goal * units * 50%, max of 75
< 40% MFI	0	# of rental units at < 40% MFI
< 50% MFI	8	# of rental units at < 50% MFI
District Goal	10%	% of City's affordable housing goal
High Opportunity	FALSE	% of City's affordable housing goal for high opportunity areas
Displacement Risk	33%	% of City's affordable housing goal to reduce displacement
High Frequency Transit	9%	% of City's affordable housing goal near high frequency transit
Imagine Austin	9%	% of City's affordable housing goal in imagine austin corridors
Geographic Dispersion	0%	% of City's affordable housing goal to increase geographic dispersion
Mobility Bond Corridor	6%	% of City's affordable housing goal within mobility bond corridors
SCORE	1	% of annual goal * units * 25%, max of 75
< 60% MFI	0	# of units for purchase at < 60% MFI
District Goal	10%	% of City's affordable housing goal
High Opportunity	FALSE	% of City's affordable housing goal for high opportunity areas
Displacement Risk	33%	% of City's affordable housing goal to reduce displacement
High Frequency Transit	9%	% of City's affordable housing goal near high frequency transit
Imagine Austin	9%	% of City's affordable housing goal in imagine austin corridors
Geographic Dispersion	0%	% of City's affordable housing goal to increase geographic dispersion
Mobility Bond Corridor	6%	% of City's affordable housing goal within mobility bond corridors
SCORE	0	% of annual goal * units * 50%, max of 75
< 80% MFI	0	# of units for purchase at < 80% MFI
District Goal	10%	% of City's affordable housing goal
High Opportunity	FALSE	% of City's affordable housing goal for high opportunity areas
Displacement Risk	33%	% of City's affordable housing goal to reduce displacement
High Frequency Transit	9%	% of City's affordable housing goal near high frequency transit
Imagine Austin	9%	% of City's affordable housing goal in imagine austin corridors
Geographic Dispersion	0%	% of City's affordable housing goal to increase geographic dispersion
Mobility Bond Corridor	6%	% of City's affordable housing goal within mobility bond corridors
SCORE	0	% of annual goal * units * 25%, max of 75
Unit Score	1	MAXIMUM SCORE = 300
INITIATIVES AND PRIORITIES		
Continuum of Care	6	Total # of units provided up to 100 per year
Continuum of Care Score	15	(total CoC Units/100 + HF Units/50)*20
Access to Healthy Food	No	Within 1 Mile of Healthy Food (City GIS)
Continuum of Care Weighted Score	5	Mobility, Access to Jobs, Community Institutions, Social Cohesion
2 Bedroom Units	4	Total Affordable 2 Bedroom units
3 Bedroom Units	0	Total Affordable 3 Bedroom units
4 Bedroom Units	0	Total Affordable 4+ Bedroom units
Multi-Generational Housing Score	10	Multi-bedroom Unit/Total Units * 20
TEA Grade	80	Elementary School Rating from TEA
Multi-Generational Housing Weighted Score	2	Educational Attainment, Environment, Community Institutions, Social Cohesion, E
Accessible Units	2	mobility and sensory units
Non-PSH, Non-Voucher Under 20% MFI	0	Total units under 20% MFI
Accessibility Score	5	Accessible Unit/Total Units * 20
Metro Access Service	Yes	Within 3/4 mile of fixed route transit
Accessibility Weighted Score	1	Housing Stability, Health, Mobility, Community Institutions
Initiatives and Priorities Score	38	MAXIMUM SCORE = 200
UNDERWRITING		
AHFC Leverage	55%	% of total project cost funded through AHFC request
Leverage Score	0	3 points per 5% reduction in leverage below 50% (max 30)
AHFC Per Unit Subsidy (including prior amounts)	\$187,500	Amount of assistance per unit
Subsidy per unit score	2	(\$200,000 - per unit subsidy)*25/\$200,000
AHFC Per Bedroom Subsidy	\$125,000	Amount of assistance per bedroom
Subsidy per Bedroom Score	9	(\$200,000 - per bedroom subsidy)*25/\$200,000
Debt Coverage Ratio (Year 5)	0.00	Measured at the 5 Year mark
Debt Coverage Ratio Score	0	Minimum = 1.0; Maximum = 1.5; 1.25 = best score
Underwriting Score	11	MAXIMUM SCORE = 100
APPLICANT		
FINAL QUANTITATIVE SCORE	50	THRESHOLD SCORE = 50
Previous Developments		
Compliance Score		
Proposal		
Supportive Services		
Development Team		
Management Team		
Notes		

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 1 – Entity Information

**1a. Detailed listing of developer's
experience**

Industry ATX Bio and Multifamily Experience

Megan Etz- Principal

Jordan Scott - Principal

Michael Winningham - Principal

Industry ATX is a local, Austin company focused on the need for affordable living within walkable and transit-fit neighborhoods. We focus on diverse housing options, quality design, and sustainable building approaches while meeting the needs of affordability in a rapidly changing Austin.

Industry SOMA is a 100% affordable community in the heart of south Austin. It features 23 townhome style houses and was funded in part by the City of Austin. It was recently featured in the Austin American Statesman and the Austin Business Journal for its innovative design and high benchmark of affordability in Central Austin. The community for Industry SOMA is welcoming, family-oriented, safe, and one the residents are proud to call home.

Industry at 4th Street features 44 Micro-Units and 4 Live Work units in East Downtown Austin in the Saltillo TOD. Residents will have immediate access to a vibrant and connected neighborhood surrounded by bike trails, music venues, great food, and existing rail lines. Prioritizing a mix of affordability, transportation, and walkability are all important in this dynamic area of Austin.

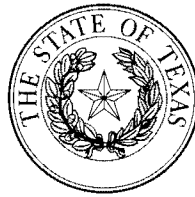
A strong community will always stand the test of time : Creating a safe, engaged, and equitable environment for all people is our commitment.

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 1 – Entity Information

1b. Certificate of Status



Office of the Secretary of State

Certificate of Fact

The undersigned, as Secretary of State of Texas, does hereby certify that the document, Certificate of Formation for Industry Affordable Management Services, LLC (file number 804699479), a Domestic Limited Liability Company (LLC), was filed in this office on August 14, 2022.

It is further certified that the entity status in Texas is in existence.

In testimony whereof, I have hereunto signed my name officially and caused to be impressed hereon the Seal of State at my office in Austin, Texas on April 20, 2023.



A handwritten signature in black ink that reads "Jane Nelson".

Jane Nelson
Secretary of State



Office of the Secretary of State

Certificate of Fact

The undersigned, as Secretary of State of Texas, does hereby certify that the document, Articles Of Incorporation for LIFEWORKS AFFORDABLE HOUSING CORPORATION (file number 161470101), a Domestic Nonprofit Corporation, was filed in this office on February 05, 2001.

It is further certified that the entity status in Texas is in existence.

In testimony whereof, I have hereunto signed my name officially and caused to be impressed hereon the Seal of State at my office in Austin, Texas on April 17, 2023.



A handwritten signature in black ink that reads "Jane Nelson".

Jane Nelson
Secretary of State

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 1 – Entity Information

1c. Statement of Confidence

**All Ownership and
Development Entities
have housing experience
in the City of Austin.**

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 2 – Principals Info

2a. Resumes of principals

Industry ATX Bio and Multifamily Experience

Megan Etz- Principal

Jordan Scott - Principal

Michael Winningham - Principal

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Industry at 4th Street features 44 Micro-Units and 4 Live Work units in East Downtown Austin in the Saltillo TOD. Residents will have immediate access to a vibrant and connected neighborhood surrounded by bike trails, music venues, great food, and existing rail lines. Prioritizing a mix of affordability, transportation, and walkability are all important in this dynamic area of Austin.

A strong community will always stand the test of time : Creating a safe, engaged, and equitable environment for all people is our commitment.

MICHAEL WINNINGHAM

512 -567-2638

michael@industryatx.com

Profile

Michael has been in Austin, Texas for over 20 years, and began building high quality, sustainable homes in 2009. Prior to founding his current company, Industry ATX, Michael owned and operated RubyAnne Designs, where he served as Developer, Designer and General Contractor. Michael utilizes his construction background to oversee all aspects of Industry ATX's development process. He places his focus on project efficiency, sustainable design, affordability, and architectural detail.

Principal, Industry ATX

2021- Present

Current Projects

- Industry SOMA *1903 Keilbar Lane, Austin, TX*
 - 23 fully affordable townhomes
 - 80% MFI
 - Awarded \$2,930,087 in construction assistance in 2022 from Austin Housing Finance Corporation via OHDA fund
 - Under construction, expected delivery by mid-2024
- Industry on 4th *1307 E. 4th Street, Austin, TX*
 - Microunit apartments + live/work spaces
 - Mixed-income, minimal parking community in Saltillo TOD
 - Currently in permitting, expected to break ground in early 2024
- The Works IV on Thrasher Lane *2016 Thrasher Lane, Austin, TX*
 - Partnership with Lifeworks
 - 12 one-bedroom and two-bedroom apartments for at-risk or formerly homeless and foster youth
 - Unique shipping container model allows for quicker and more cost-effective design and construction
 - Currently in predevelopment and fundraising
- Future Projects
 - Industry Crestview
 - Industry NOLA
 - Industry on 7th

Selection of Earlier Projects

2009 - 2021

RubyAnne Designs - OWNER

**DEVELOPER, GENERAL CONTRACTOR, DESIGNER,
4620 AND 4622 MARLO DR. AUSTIN TX**

As Developer, General Contractor and Designer, Michael re-platted the above properties, designed, and built residences in this unique pocket near Mueller. The property was vacant when purchased, and due to its large size, provided a great opportunity for some much-needed urban infill. The design was modeled after the historic shotgun style housing of the south and speaks to the vernacular architecture of pre-1960's housing in

Texas and Louisiana. It also features updated interior design with vaulted living areas, an attached screened in porch, and a custom kitchen. The project was very successful on all fronts and now houses two young families who were able to affordably move into the Austin market. Total project duration was 1 year from the point of land acquisition.

DEVELOPER, GENERAL CONTRACTOR AND DESIGNER

2106 PENNSYLVANIA AVE , AUSTIN, TX

The Pennsylvania Avenue project was a great example of how a single firm can be a good steward of development for landowners in need of full services. Michael chose to design two separate structures on this rather large lot on a hill striking the right balance of infill as well as privacy for each resident. Working with the City of Austin Development Services, he navigated the improvements of water, wastewater, and electricity needed to satisfy the overall design. Michael worked directly with the Owner to oversee all aspects of the project after the land acquisition. Both residences take advantage of height, providing beautiful views of downtown Austin and Ladybird Lake. Additionally, an emphasis was placed on outdoor living with large decks, screened in porches and more to make each home expand while not having to build more conditioned square footage. This was another project Michael guided through development, design, permitting, and construction.

DEVELOPER, GENERAL CONTRACTOR, DESIGNER

3706 E 12TH STREET AUSTIN TX

The 12th Street Project was in need of full development after the Owners acquired the vacant lot on their own. No utilities existed on this land, and Michael worked with the City of Austin to bring in the proper water, wastewater, electricity, and flatwork to the site. Additionally, on the development side, there were disputes on the property lines that needed to be resolved which was handled successfully and without legal burden. After establishing clear boundaries, a beautiful single-family residence was constructed featuring an open floor plan, clearstory windows, and large form-poured cement wall accenting the entrance to this artist residence. Michael handled every aspect of development, design, permitting, and construction after the land was acquired by the Owners.

Education and Additional Skills

University of Texas at Austin, BA in 2004

General Contractor, Developer, Permit Expediter, Residential Home Design, Carpentry, Project Management, Marketing

Community Involvement

Urban Land Institute

- Multifamily Local Member Council
- Land Development Code Ordinances Working Group
- Build Small Forum

Michael Jordan Scott

jordan@512assetmgmt.com

(512) 656-3142

Austin, Texas

Professional Experience

Principal, Industry ATX, Austin, TX

June 2021 - present

Experienced real estate professional with extensive finance and operations experience. Determined to find creative solutions to Austin's affordable housing shortage through ground-up development and renovations of existing housing stock. At Industry ATX, we are passionate about providing quality, sustainable, housing solutions to meet the needs of diverse communities.

- Industry SOMA *1903 Keilbar Lane, Austin, TX*
 - 23 fully affordable townhomes @ 80% MFI
 - Awarded \$2,930,087 in construction assistance in 2022 from Austin Housing Finance Corporation
 - Current status: construction
- Industry on 4th *1307 E. 4th Street, Austin, TX*
 - Microunit apartments + live/work spaces
 - Mixed-income, minimal parking community in Saltillo TOD
 - Current Status: permitting
- The Works IV on Thrasher Lane *2016 Thrasher Lane, Austin, TX*
 - Partnership with Lifeworks to build 12 one-bedroom and two-bedroom apartments for at-risk or formerly homeless and foster youth
 - Unique shipping container model allows for quicker and more cost-effective design and construction
 - Current Status: predevelopment and fundraising
- Future Projects
 - Industry Crestview
 - Industry NOLA
 - Industry on 7th

President, 512 Asset Management, LLC, Austin, TX

January 2016 – present

Management of a single family-office investment corporation with a focus on affordable housing development for families and young adults in the Austin area. Researches and executes investment strategies including: debt, equity, real-estate, private equity, early-stage companies, hedge, and limited partnerships. Development and redevelopment of single family, multi-family, and commercial real estate projects in Austin, Texas.

Trustee, Reissa Foundation, California & Texas

September 2015 – present

Founding President of a private family foundation with assets exceeding \$75 million and an annual operating budget of \$3 million. Oversees operations and staff including hiring of Executive Director in 2017. Executes on the strategic vision of the board of directors. Established open governance model to enable exploration of new grantmaking methods. Monitor investment of foundation assets of \$75 million. Build partnerships with community organizations working in the affordable housing, at-risk children and families, and advocacy arenas.

Reissa Foundation's Community Partners

- Upbring
- Texas Tribune
- SAFE Alliance
- Texas CASA
- Foundation Communities
- Helping Hand Home
- University of Texas Institute for Child and Family Wellbeing
- I Live Here I Give Here
- HousingWorks Austin

Prior Experience

Senior VP for Tracking, Control Risks Group, Ltd. London, UK **April 2005 – May 2007**

- Managed traveler tracking product design, sales, client services, and development teams
- Lead global teams of 10 in London and Austin

President & COO, Flightlock, Inc, Austin, TX **June 2003 - April 2005**

- Co-founder of start-up SaaS company in the travel & security sectors
- Managed product design, sales, client service, investor communications
- Navigated a successful sale of company Control Risks Group, Ltd

Contractor, IC² Institute – CBIRD, University of Texas, Austin, TX **April 2002 – May 2003**

- Project coordinator for Cross-Border Institute for Regional Development
- Project coordinator for Drivers of the 21st Century Conference: Transcending Ideology and Technology for a Trusting Society

Associate, Lonestar Capital Management, LLC, Austin, TX **May 1999 – May 2002**

- Managed operations for Austin-based hedge fund
 - Oversaw private-equity and IPO portfolios
-

Industry Affiliations & Memberships

- Urban Land Institute - Member, Transit Oriented Development Committee
- Entrepreneur's Organization - Forum Member

Community Service & Philanthropy

Current:

- Scoutmaster, Boy Scouts of America Troop 31
- Board Member, Upbring, Inc
- Community Advisory Board Member, IC² Institute

Previous:

- Planning and Zoning Commission, City of Rollingwood
- Alderman, City of Rollingwood
- Treasurer, Texas Education Grantmakers Advocacy Consortium (TEGAC)
- Co-Founder, Dell Children's Trust, Dell Children's Medical Center

Education

University of Texas at Austin, Austin, TX 2018-2019
Master of Arts: Human Dimensions of Organizations

The Colorado College, Colorado Springs, Colorado 1994-1998
Bachelor of Arts: Economics

Megan N. Etz

(512) 461-1516

Austin, Texas

megan@industryatx.com

www.linkedin.com/in/megan-etz

Principal

Industry ATX, Austin, TX

June 2021 – current

Experienced operator with over 15 years of business operations experience including 5+ years in the affordable housing arena. Creative problem solver and affordable housing strategist. Currently leading the development of a fully affordable 23-townhome community and a 50-unit microunit and live/work apartment complex, with several more projects in the pipeline over the next decade. Skilled in project & team management, and project implementation. At Industry ATX, we are passionate about providing quality, sustainable, housing solutions that meet the needs of diverse communities.

- Industry SOMA 1903 Keilbar Lane, Austin, TX
 - 23 fully affordable townhomes
 - 80% MFI
 - Awarded \$2,930,087 in construction assistance in 2022 from Austin Housing Finance Corporation via OHDA fund
 - Under construction, expected delivery by mid-2024
- Industry on 4th 1307 E. 4th Street, Austin, TX
 - Microunit apartments + live/work spaces
 - Mixed-income, minimal parking community in Saltillo TOD
 - Currently in permitting, expected to break ground in early 2024
- The Works IV on Thrasher Lane 2016 Thrasher Lane, Austin, TX
 - Partnership with Lifeworks
 - 12 one-bedroom and two-bedroom apartments for at-risk or formerly homeless and foster youth
 - Unique shipping container model allows for quicker and more cost-effective design and construction
 - Currently in predevelopment and fundraising
- Future Projects
 - Industry Crestview
 - Industry NOLA
 - Industry on 7th

Prior Experience

Head of Operations

512 Asset Management, Austin, TX

September 2017 – July 2022

- Responsible for effectively implementing and executing the mission and vision of the company as the team rapidly pivots from single-family office investment firm into an active, affordable-housing development company
- Oversee new real estate acquisitions and affordable multi-family development projects by: sourcing, due diligence, feasibility, contract and proposal review, project planning & execution
- Budgeting, development, and project management of a \$5M+ residential real estate portfolio and \$12M+ commercial real estate portfolio
- Management of contractors, property managers, and administrative & operations staff
- Coordination and collaboration with wealth management, estate planning & legal team to ensure priorities and goals remain aligned with company's mission
- Cross-functional facilitation of entrepreneurial, philanthropic, and personal endeavors and obligations of the principals including special projects and events

Program Officer

Reissa Foundation, Austin, TX

September 2017 – July 2022

Private family foundation with assets exceeding \$75 million and an annual operating budget of \$3 million

- Oversight of Texas grant-making portfolio including disbursement of over \$700,000 in annual support to over 20 grantee partners working with at-risk children and families in Texas with a focus on safe, affordable housing solutions
- Build partnerships with community organizations working in the affordable housing, at-risk children and families, and advocacy arenas

- Present potential new grantees and programs to board members for funding consideration and update the board on Texas-based granting
- Represent the foundation at community events, meetings, conferences and by serving on steering committees and collaboratives

**Executive Assistant & Estate Manager
Single Family Office, Austin, TX**

August 2009 - September 2017

Oversaw all aspects of estate management for 8000sqft estate and 3 additional properties, ensuring smooth daily operations for C-level executives and their family members. Managed business and personal schedules, travel, and correspondence, liaising with clients, vendors, and schools with discretion. Supervised a staff of 7 and served as a gatekeeper to principals.

- Successfully executed move to 5-acre horse ranch, coordinating logistics and ensuring a seamless transition
- Managed the construction of a \$150,000 swimming pool, overseeing contractors and ensuring timely completion of the project within budget
- Researched and implemented cost-saving methods that resulted in a 40% reduction in utility spending
- Planned and coordinated travel to domestic and international destinations, ensuring smooth travel arrangements and accommodations
- Organized and executed events for over 100 attendees, including corporate retreats and private functions, ensuring seamless execution from start to finish

**Executive Assistant
VisibleRisk, Austin, TX**

August 2012 - August 2013

Acted as gatekeeper to CEO. Maintained CEO and CTO's complex and frequently changing calendars and travel schedules. Assisted marketing and HR in rapidly growing start-up. Researched new products on market to determine usefulness to company.

- Created documents and presentations for national and international cybersecurity conferences
- Established and monitored database of over 3000 hostnames, checking daily for malignant activity

**Executive Assistant
The Justice Network, Memphis, TN**

January 2008 - June 2009

Managed daily administrative tasks for probation officers and C-level executives, coordinating schedules, court calendars, court reports, and client paperwork. Liaised daily with judges, defense attorneys, and prosecutors and provided testimony in court as needed.

- Implemented new client intake procedures that reduced probation officers' paperwork time by at least 50%
- Increased monthly probation revenue by approximately 20% and restitution payments by 30% by streamlining client communication and office organization expectations
- Maintained a caseload of 140 probationers in addition to executive assistant duties while officer was on maternity leave
- Received company award for highest percentage of monthly client fees brought in
- Planned executive's testimony for client on trial for murder, took detailed notes in the courtroom during the trial

Professional Affiliations and Community Involvement

- **Urban Land Institute**
 - Multifamily Local Member Council
 - Young Leader Mentorship Forum
 - Women's Leadership Institute
- **Nova Impact**
 - Strategic Impact Program Founding Host Committee
 - Family Philanthropy Mentor
- **Any Baby Can**
 - VisionMakers Advisory Board
- **Philanthropy Southwest**
 - Annual Conference Committee
- **I Live Here I Give Here**
 - Nonprofit Board Internship Program
- **City of Austin**
 - Small Business Skills Certificate Program

Education

Rhodes College, Memphis, Tennessee
Bachelor of Arts: Psychology

Susan McDowell

*CEO, Youth and Family Alliance, dba LifeWorks
President, LifeWorks Affordable Housing Corporation,
LLC*

AREAS OF EXPERTISE

- *Federal, state, and local policy and funding mechanisms across workforce, education, homelessness, and mental health*
- *Growth and management of multi-unit business with complex funding structure*
- *Development of highly engaged workforce and values-based culture*
- *Multi-sector collaboration*
- *Philanthropy and community engagement*
- *Evidence-based programing for workforce, housing, and mental health*
- *Fiscal strategy and management*
- *Public speaking*
- *Media relations*

EDUCATION/TRAINING

- *BA, Highest Honors, Philosophy, Vanderbilt University*
- *MA, Philosophy, University of Texas at Austin*
- *Harvard University Business School – Strategic Perspectives in Nonprofit Leadership - 2012*
- *Indiana School of Philanthropy – Certificates in Techniques and Principles of Fundraising and Major Gifts*

PERSONAL DETAILS

Susan McDowell

[LinkedIn](#)

WORK EXPERIENCE

LifeWorks

Chief Executive Officer, 2001-present

Chief Development Officer, 1998-2001

- Served on the core founding team for LifeWorks, a merger of four youth and family services nonprofit organizations in 1998
- Since 2001, has grown annual budget from \$6m to \$19m, funded by more than 40 local, state and federal contracts and more than \$7m in philanthropic revenue
- Has grown the asset base by more than \$20m through an intentional real estate development strategy
- Developed and scaled 19 programs across Housing, Mental Health, and Education/Workforce focused on youth/young adult self-sufficiency
- Nurtured a well-defined organizational culture based on values, innovation, and impact
- Led organization through conversion to systematic major gifts program, tripling private contributions in operational budget
- Conducted three capital campaigns totaling more than \$15m in philanthropic revenue for facilities development and expansion
- Built multi-sector coalitions, including Austin's Campaign to End Youth Homelessness, which has housed more than 653 youth since October 2018
- Developed numerous physical facilities to serve as resource centers, shelters, and permanent housing
- Enacted complex funding mechanisms, including new market tax credits, multi-family housing direct loan, and city housing bonds, as well as dozens of state and federal agency contracts
- Led organization through development and alignment of all programming to common, focused self-sufficiency impact. This included substantial analytic work, systems development, technology enhancement, and culture change

LifeWorks Affordable Housing Corporation

President, 2005-present

- Subsidiary corporation established for the purpose of developing and managing multi-family housing for youth/young adults
- Two projects – The Works I (2014) and Works II (2019) – totaling 74 units, are in operations

LifeWorks Enterprises

President, 2004-2019

- Subsidiary corporation established for the initial purpose of operating social ventures

WORK EXPERIENCE (continued)

- A Ben and Jerry's PartnerShop franchise operated successfully as a workforce development program from 2004-2009, employing more than 100 youth
- In 2011, LE served as the Community Development Entity for the purpose of stewarding a New Market Tax Credit deal that resulted in more than \$2.5m for the development of an \$11m, 30,000-square-foot facility for East Austin

Teenage Parent Council of Austin

Executive Director, 1995-1998

- Grew small grassroots organization from a budget of \$250k to nearly \$700k in two years
- Expanded service range from support of young parents to prevention of adolescent pregnancy – programming that still exists as one of the primary resources of sexual health education in Austin and Manor Independent School Districts
- Developed the coalition of four nonprofit organizations that ultimately merged to form LifeWorks

Literacy Austin/Austin Community College

Training Coordinator, 1992-1995

- Developed curriculum and staff development for workforce literacy programming with local community college
- Developed and managed volunteer tutor training for adult basic literacy, ESL, and workforce literacy training for more than 200 volunteers annually
- Designed and implemented on-going training for Austin Community College's Adult Education faculty

SELECT MEDIA AND PRESENTATIONS

A frequent contributor and resource to local print, television, radio, and online media outlets on such topics as youth workforce development, youth homelessness, poverty, child welfare, and mental health. Additionally, a regular panelist and speaker for a range of local, state, and national conferences, as well as honors and graduate level programs at UT-Austin.

Organizational Leadership: Frequent guest lecturer with the LBJ School of Public Affairs' Executive Masters' in Public Leadership program, UT McCombs School classes in Organizational Leadership and Social Entrepreneurship, and Dell Medical School classes on community health issues.

Data and Organizational Performance: Featured in the film, *Failing Forward: The Road to Social Impact*, regarding organizational leadership through the process of developing the skills, systems, capacity, and culture to be data driven. Lecture frequently to groups of academic, civic, nonprofit, and philanthropic leaders on this topic. Delivered session and keynote presentations with the National Human Services Data Consortium.

Youth Homelessness: Participated in panel discussions and delivered keynote addresses in such settings as LBJ School Future Forum, the National Alliance to End Homelessness National Conference, and the National Council of State Housing Agencies.

Youth Workforce Development: Presented at such conferences as the Aspen Institutes' Opportunity Youth Forum.

RECOGNITIONS AND AWARDS

- 2020 *CEO of the Year*, Greater Austin Chamber of Commerce
- 2017 *Anita and Earl Maxwell Ethics in Business Award*

ATTACHMENT 4.e. Resident Services

- 2015 *Philanthropic Leadership Award*, First Tee of Greater Austin
- 2014 *Community Scion*, Foundation for the Homeless
- 2007 *German Marshall Fellow*, German Marshall Fund of the United States
- 2007 *Community Visionary*, *Austin Chronicle*
- 2007 Inductee to *Ernst and Young Entrepreneur Hall of Fame*
- 2006 *Central Texas Entrepreneur of the Year*, Ernst and Young
- 2005 *Profiles in Power Award*, *Austin Business Journal*
- 2004 *Austinite of the Year*, Austin Under 40

COMMUNITY ENGAGEMENT

- Mentor and Guest Lecturer, LBJ School of Public Affairs Executive Masters' in Public Leadership, 2016-present
- Appointee, Austin City Manager's Public, Private Partnership on Homelessness, present
- Board Member, Texas Alliance of Child and Family Services, 2018-present
- Leadership Council Chair, Ending Youth Homelessness in Austin, 2017-present
- Membership Council, Ending Community Homelessness Collaboration, 2007-present
- Children's Optimal Health, Board of Directors, 2008-present
- Collaborative Council Member, Texas Supreme Court Children's Commission, 2016-2020
- Member, Mayor's Community Council, 2009-2014
- Presenter, Mentor, and Women's Advisory Committee, RISE Austin (Relationship and Information Series for Entrepreneurs), 2009-2014
- One Voice Central Texas,
 - Member, 1995-president
 - President, 1999
 - Public Policy Chair, 2016
- Class of 2004, Leadership Texas
- Leadership Austin
 - Essential Class, 1998
 - Board Member, 2001-2004

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 2 – Principals Info

2b. Resumes of Development Team

DEVELOPMENT TEAM

The following high-quality development team has been assembled to oversee the development of Works IV at Thrasher:

Development Team for Works IV at Thrasher	
Developer	Industry Affordable Management Services, LLC (dba Industry ATX) Michael Winningham 512-567-2638 michael@industryatx.com
Development Owner	Works IV at Thrasher, LLC Susan McDowell 512 -735-2453 susan.mcdowell@lifeworksaustin.org
Supportive Service Provider	LifeWorks Susan McDowell 512 -735-2453 susan.mcdowell@lifeworksaustin.org
Financing Consultant	True Casa Consulting, LLC Jennifer Hicks (512) 203-4417 jennifer@truecasa.net
Engineer	Radius Civil Engineering JP Sullivan 512-431-8510 jp@radiuscivil.com
Architect	Northfield Design Associates Ryan Tyler, AIA 512-574-4744 ryanat Tyler@hotmail.com
General Contractor	Citadel Development Services Jeremy Smith 214-205-1146 jeremy@citadeldevgroup.com
Modular Manufacturer	Falcon Structures Stephen Sang 7717 Gilbert Rd. Manor, TX 78653 512-231-1010
Property Manager	Asset Living Hugh A. Cobb hugh.cobb@assetliving.com

The assembled team brings together vast experience in real estate development, gap funding, affordable housing, local development and supportive housing.

Industry ATX Bio and Multifamily Experience

Megan Etz- Principal

Jordan Scott - Principal

Michael Winningham - Principal

Industry ATX is a local, Austin company focused on the need for affordable living within walkable and transit-fit neighborhoods. We focus on diverse housing options, quality design, and sustainable building approaches while meeting the needs of affordability in a rapidly changing Austin.

Industry SOMA is a 100% affordable community in the heart of south Austin. It features 23 townhome style houses and was funded in part by the City of Austin. It was recently featured in the Austin American Statesman and the Austin Business Journal for its innovative design and high benchmark of affordability in Central Austin. The community for Industry SOMA is welcoming, family-oriented, safe, and one the residents are proud to call home.

Industry at 4th Street features 44 Micro-Units and 4 Live Work units in East Downtown Austin in the Saltillo TOD. Residents will have immediate access to a vibrant and connected neighborhood surrounded by bike trails, music venues, great food, and existing rail lines. Prioritizing a mix of affordability, transportation, and walkability are all important in this dynamic area of Austin.

A strong community will always stand the test of time : Creating a safe, engaged, and equitable environment for all people is our commitment.



- **Liz Schoenfeld, PHD, Youth Outcomes Project Steering Committee, collaboration between Chapin Hall at the University of Chicago and MANY** (National organization dedicated to strengthening outcomes focused on youth victimization or delinquency)
- **Llyas Salahud-Din, Leadership Austin – Emerging Leader Award**, January, 2018.
- **Certificate of Appreciation presented by City of Austin Mayor Steve Adler to Mya Randle**, LifeWorks Case Manager - Ending Community Homelessness Coalition, November 16, 2017.
- **Anita & Earl Maxwell Lifetime Achievement Award, Susan McDowell** - RecognizeGood and the Ethics in Business & Community Awards, May 2017.
- **Champions of Children Award, Norm Sternfeld** - Helping Hands Home, October 2017
- **January 2017 - Austin was selected as one of 10 cities (130 applicants) to receive Dept. of Housing and Urban Development (HUD) Demonstration funding to further the community's efforts to end youth homelessness.** The application was prepared by staff at LifeWorks and Ending Community Homelessness Coalition (ECHO). Over the course of the next 2-3 years \$5.2 million will be invested in community planning, systems integration, and program development and expansion.
- **December 2016 – 100 Day Challenge - Together with ECHO and community partners, LifeWorks Housing Division was able to achieve the community goal to house 50 youth in 100 days; 52 high priority Austin youth were linked to safe and stable housing.**
- **Robert W. Hughes Philanthropic Leadership Award, Susan McDowell** – The First Tee of Greater Austin, February, 2015
- **2014 Bronze Award, LifeWorks Shared Psychiatric Services**, American Psychiatric Association, Psychiatric Services Achievement Awards, San Francisco, CA. October, 2014
- **CPA of the Year (Industry, Government and Education), Jay Scheumack**, - Austin Chapter of the Texas Society of CPA's, May 2011
- **Community Organization Partner of the Year, LifeWorks** - Manor Independent School District for 2008-09
- **Lifetime Achievement Award, Mitch Weynand** - National Network for Youth, August 2008
- **Small Nonprofit CFO of the Year, Jay Scheumack** - Austin Business Journal, August 2008
- **Champions of Children Award, Peg Gavin** - Helping Hands Home, October 2007
- **Volunteer Fundraiser of the Year, Cyndi Bock**, LifeWorks Capital Campaign Chair, Association of Fundraising Professionals, Austin, January, 2007
- **Excellence in Construction Award, LifeWorks**, Browning Construction and Jackson Galloway Architecture – Association of Builders and Contractors, October 2006
- **Ethics in Business Award** – Samaritan Center and St. Edward's University, October 2006
- **Marshall Memorial Fellow, Susan McDowell** – Marshall Memorial Fellowship, October 2006
- **Champions of Children Award, Lourdes Kaman** – Helping Hands Home, September 2006
- **Central Texas Social Entrepreneur of the Year, Susan McDowell** – Ernst and Young, 2006
- **Outstanding Organization Serving Youth** - Texas Homeless Alliance, 2004 and 2001
- **Austinite of the Year, Susan McDowell** - Young Men's Business League/Young Women's Alliance, 2004
- **Field Instructor of the Year, Wendy Varnell** - School of Social Work, The University of Texas at Austin 2002-2003

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 one of the State's premier nonprofit, affordable housing developers – Foundation Communities - for 16 years and then founding True Casa Consulting, LLC in 2017. While at Foundation Communities, Hicks led the development of 14 innovative and high-impact communities that provided 1,825 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 971 units in 12 projects that are in active development and construction with additional units in the pipeline. Every affordable unit assisted by True Casa Consulting has involved the partnership of a nonprofit organization. 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.

TRUE CASA CONSULTING, LLC

- 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. HTCPIS 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/Rehab	Units	Project Type	Financing	Yr 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 Atlanta and Dallas, Private Fundraising	Under Construction	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 Construction	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	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	2022	20 units at 30% MFI
Oaklawn Place, Dallas, TX	New	87	Seniors	9% LIHTC, City of Dallas, TIF, FHLB Dallas	Under Construction	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
Libertad Austin at Gardner, Austin, TX	New	198	Family	4% HTC/PAB, City of Austin RHDA, PBRA	In Development	30 units – 30% MFI 168 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

TRUE CASA CONSULTING

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
Real Gardens, Austin, TX	New	60	Senior Supportive Housing	City of Austin RHDA, TDHCA HOME ARP, Travis County HHS ARP SLFRF	In Development	12 units – 30% MFI 12 units – 40% MFI 36 units – 50% MFI
Roosevelt Gardens, Austin, TX	New	40	Supportive Housing for Persons Living with HIV/AIDS	City of Austin RHDA, TDHCA MFDL, FHLB San Francisco	2022	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	
Thomas Square Apartments, Burleson, TX	Rehab	40	Seniors	9% LIHTC, HUD RAD for PRAC	In Development	4 units – 30% MFI 16 units – 50% MFI 19 units – 60% MFI 1 staff unit
The Lancaster, Austin, TX	New	60	Supportive Housing	City of Austin RHDA, TDHCA HOME ARP, Travis County HHS ARP SLFRF	In Development	12 units – 30% MFI 12 units – 40% MFI 36 units – 50% MFI
The Works III, Austin, TX	New	120	Supportive Housing	City of Austin RHDA, TDHCA HOME ARP, Travis County HHS ARP SLFRF	In Development	35 units – 30% MFI 49 units – 40% MFI 36 units – 50% MFI
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 Construction	7 units – 30% MFI 26 units – 50% MFI 30 units – 60% MFI
Cairn Point, Austin, TX	New	150	Senior Supportive Housing	4% HTC/PAB, City of Austin RHDA, PBRA	In Development	23 units – 30% MFI 127 units – 50% MFI
TOTALS		3,036				
Supportive Housing		1,579				

John (JP) Sullivan, PE

PRESIDENT & FOUNDER



JP Sullivan is President and Founder of Radius Civil Engineering, a boutique Civil Engineering Firm based out of and focused in Austin, Texas. Radius Civil Engineering serves the private sector, primarily working on engineering and entitlement of development projects. Radius' projects include Class A Industrial, Mixed-Use, Multifamily, Senior Living, and Single Family subdivisions in Central Texas.

Previously, JP, was a Principal at Civiltude Engineers & Planners. There, he served as lead design engineer and project manager for dozens of development projects in Austin. Highlighted projects include:

The Loretta: a 137-unit affordable housing project on 6.3 acres near Lakeline Mall.

Mueller TC.1B MOB: 133,000 SF Medical Office Building and ~200,000 SF structural garage in Mueller

Mercury Hall: 261-unit mixed use development on 3.8 acres off S 1st and Cardinal Lane

One Oak: 106 Luxury Condominiums and Live-Work units on 2.7 acres on S 1st and W Live Oak St

Industry at SoMa: 23 Affordable (Affordability Unlocked) Townhomes on 1 acre at Keilbar Ln and Menchaca Rd

JP has been responsible for all aspects of site design, permitting and construction, successfully navigating projects through Floodplain, Transportation, and Environmental Variances, Fire Department AMOCs, License Agreements, Alley and Easement Vacations, Wetland and Environmental Mitigations, Heritage Tree Variances, Rezoning, Platting, Land Status Determinations, and Utility Relocations and Coordinations. Many of his projects have included offsite public infrastructure improvements including water, storm, wastewater, and transportation improvements.

JP was a graduate of the 2022 RECA Leadership Development Council, a year long leadership program for selected future leaders in the Austin commercial real estate industry. He is active in RECA, as well as serving on the Violet Crown Trail committee for the Hill Country Conservancy. He is currently assisting with the Austin Urban Design Guidelines rewrite as a member of the Urban Fabric working group.

JP is a graduate of the University of Alabama, where he attended on a full-tuition academic scholarship. He is an Austin native, and attended St. Austin Catholic School and Westlake High School.

Ryan Tyler, AIA

Education

Master of Architecture

University of Illinois at Chicago, Chicago, Illinois

Bachelor of Fine Arts in Art History, Bachelor of Arts in Studio Art

University of Texas, Austin, Texas

Registrations and Memberships

Texas Registration #22845

NCARB Certificate #72727

American Institute of Architects

Texas Society of Architects

Work History

Northfield Design Associates, Inc. (NDA)

September 2014 to Present

Project Architect

Cox Design Associates (CDA)

February 2012 to August 2014

Project Architect

Cotera + Reed Architects (CRA)

September 2006 to September 2008

Project Manager

Connolly Architects (CA)

August 2005-September 2006

Intern Architect

Project Experience - NDA (Projects listed in reverse chronological order.)

Enchanted Gardens – Victoria, Texas

A 168-unit apartment development consisting of three-story and 3/2-split residential buildings, clubhouse, and various amenities. Financed by Tax-exempt Bonds, HOME Funds, and 4% Low Income Housing Tax Credits.

Horizon Pointe Apartments – San Antonio, Texas

A 312-unit mixed-income development consisting of three-story residential buildings, clubhouse, and various amenities. Financed by Tax-exempt Bonds, 4% Low Income Housing Tax Credits, HOME Funds, and a HUD 221(d)(4) mortgage. Project was done as a partnership between a private developer and the San Antonio Housing Authority.

Gulf Shore Villas – Rockport, Texas

A 56 unit development consisting of two story apartment buildings, clubhouse and various amenities financed with Low Income Housing Tax Credits.

Ingleside Pioneer Crossing Apartments – Ingleside, Texas

An 84 unit development consisting of two story apartment buildings, clubhouse and various amenities financed with Low Income Housing Tax Credits.

The Reserve at San Marcos Apartments – San Marcos, Texas

A 376 unit development consisting of three story apartment buildings, clubhouse and various amenities financed with Low Income Housing Tax Credits.

Avanti Legacy at South Bluff – Corpus Christi, Texas

A 42-unit seniors housing development in a single four-story elevator-served building with integral clubhouse and various amenities. Financed by Low Income Housing Tax Credits.

Avanti Legacy Bayside – Corpus Christi, Texas

A 60-unit seniors housing development in a single three-story elevator-served building with integral clubhouse and various amenities. Financed by Low Income Housing Tax Credits.

Avanti at Greenwood – Corpus Christi, Texas

An 81-unit development consisting of two three-story residential buildings, one with integral clubhouse, and various amenities. Financed by Low Income Housing Tax Credits.

The Haven – Gregory, Texas

A 144-unit market-rate development consisting of three-story residential buildings, clubhouse, and various amenities.

The Glades of Gregory-Portland – Gregory, Texas

A 72 unit development consisting of two story apartment buildings, clubhouse and various amenities financed with Low Income Housing Tax Credits.

River View at Calallen Apartments – Corpus Christi, Texas

A 96 unit development consisting of three story apartment buildings, clubhouse and various amenities financed with Low Income Housing Tax Credits.

Avenue Terrace II – Houston, Texas

Phase II of Avenue Terrace Apartments (previously Irvington Court Apartments) consisting of two residential buildings containing 48 units. Project financed with Low Income Housing Tax Credits.

Bella Terra Apartments – Brownsville, Texas

An 80 unit development consisting of three story apartment buildings, clubhouse and various amenities financed with Low Income Housing Tax Credits.

Bella Vista Apartments – Alton, Texas

A 120 unit development consisting of three story apartment buildings, clubhouse and various amenities financed with Low Income Housing Tax Credits.

Riverstone Apartments – Corpus Christi, Texas

A 60 unit development consisting of two and three story buildings, clubhouse and various amenities financed with Low Income Housing Tax Credits.

Pine Lake Estates – Nacogdoches, Texas

Renovation of a 100 unit seniors housing development, including work necessary to make accessible units compliant with UFAS standards, financed by Low Income Housing Tax Credits.

Avenue Place – Houston, Texas

A LEED registered single-family subdivision. At build-out there will be 95 homes, all priced for persons making at or below 120% MFI for the Houston metropolitan area.

Weinman Residence – Austin, Texas
A custom single-family residence.

Avenue Terrace – Houston, Texas
A 144 unit development consisting of three-story apartment buildings with leasing office, amenities building and various amenities financed by Low Income Housing Tax Credits.

Project Experience (CDA)

Sheridan VA Domiciliary – Sheridan, Wyoming
25,000 square foot addition to existing VA domiciliary facility.

Grand Junction VA Hospital – Grand Junction, Colorado
Renovation of existing VA hospital surgical suites.

Project Experience (CRA)

College Houses – Austin, Texas
180 unit student owned and operated residential cooperative.

St Edward's Residence Hall - Austin, Texas
300 bed dormitory and dining facility for St. Edward's University

Project Experience (CA)

Williamson County Animal Shelter – Georgetown, Texas
15,000 square foot facility for animal recovery and adoption.

FIRM PROFILE

don smith



ryan tyler



Northfield Design Associates, Inc. specializes in single and multi-family residential architecture. A member of Austin Energy's Green Builder program, NDA's first design-build project was awarded Five Stars by Austin Energy, the highest rating possible from one of the nation's leaders in green building. NDA's commitment to sustainable building practices is fundamental to the firm's design philosophy.

Whether designing a small house or a large multi-family development we provide clients with value through good design, attention to detail, and straight forward communication. Northfield Design Associates Inc. was founded in 2003 by Donald R. Smith, II, AIA.

don smith

Don Smith received his Master of Architecture from the University of Houston College of Architecture. While doing graduate work he studied at Le Centre d'Etude d'Architecture et d'Urbanisme (CEAU) in Saintes, France. Upon completion of his M. Arch. degree he was awarded a travel scholarship and returned to France in order to organize a permanent library at CEAU. He holds a Bachelor of Science in Business Administration from Auburn University.

Northfield Design Associates, Inc was founded in May of 2003. Before founding Northfield Design Associates, Inc. Don worked for Griffin Architects, Inc. in Houston, Texas and established an office for Griffin in Austin. During his tenure at Griffin Don gained extensive experience with multi-family housing and worked on a number of assisted living facilities as well as various small commercial projects.

Don has always been active in community organizations. He currently serves on the board of Blackland Community Development Corporation, a non-profit that provides affordable housing in the Blackland Neighborhood of East Austin, and on the Advisory Board of Paradox Players, a community theater group. He has held various officer and committee positions in the Northfield Neighborhood Association and on the North Loop Planning Team as well as at his church, First Unitarian Universalist Church of Austin.

ryan tyler

Ryan is a licensed architect in the state of Texas and a LEED accredited professional. He received his Master of Architecture from the University of Illinois in Chicago in 2005. Prior to joining NDA in 2014, Ryan had over eight years of experience working on a range of projects including commercial, institutional and residential.



CITADEL DEVELOPMENT

Jeremy T. Correll Smith

Founder & Managing Partner

Jeremy graduated from St. Edward's University in Austin, Tx in 1999. He earned a Bachelors's Degree in Business Administration.

During his senior year at St. Edward's, he founded Coda Construction, Inc. Over the next 11 years, the company focused on retail, restaurant, municipal and light commercial projects nationwide, with licenses in multiple states.

Some notable clients were:

CiCi's Pizza (200+ completed), Gattis Pizza (100+ completed), GattiTown (10 completed), Peter Piper Pizza (15 completed), Pizza Inn, Papa John's, Pacuigo's, Which Wich (10+ Completed), Quiznos, Subway, Freebirds (10 + completed), Genghis Grill (30+ completed), Golden Chick (10+ completed), Grub Burger, Red Mango, Souper Salad (10+ Completed), Going Bonkers, Kid Mania, Sonic, Ace Cash Express, Kinkos, City of Ft. Worth, Tx, City of Garland, Tx, City of Terrell, Tx.

In 2009, he founded Facility 360 LLC, which was initially created to participate in Federal and Governmental construction contracting opportunities, and provide facilities management for its restaurant clients. However, after formation, it was combined with Coda Construction, Inc and the new combination assumed the name Facility 360 LLC until it was sold in 2012.

In 2012, Jeremy formed J Truman Management, LLC, a Texas Based Construction Management firm, specifically to partner with Torchy's Tacos, a rapidly growing restaurant chain based in Austin, Tx. J Truman Management LLC was organized to provide site selection, feasibility, pre-construction, design management, and construction management for Torchy's Tacos, and went on to complete over \$70M worth of projects throughout Texas.

In the same year, Jeremy accepted the title of Sr. Director of Design and Construction for Torchy's Tacos. Over the next nine years, Jeremy was named Sr. Director of Design, Construction, and Facilities, and ultimately in 2019, Vice President of Design and Development,

where he managed all aspects of real estate analytics & economic proformas, design, feasibility, procurement, planning, licensing, construction, and facilities.

Prior to the Covid 19 Crisis, Jeremy had developed and was executing with his team, a strategy to develop over (100) new locations for Torchy's Tacos in 16 states, in 5 years.

During his tenure with Torchy's Tacos, he directly managed the development of over 80+ locations nationally.

He also managed the same for all "Special" projects such as:

1. Torchy's 15,000 sq/ft. Warehouse with State of the Art Test Kitchen, Training Facility, and Commissary Kitchen, and Food Truck Logistics.
2. Torchy's 14,000 sq/ft Corporate Headquarters in East Austin.
3. Torchy's 40'+ Custom Food Truck. ***The largest food truck in the country at the time of build.*
4. Torchy's custom XGAMES Polaris Razor build with custom Taco Cannon.

In 2019, Jeremy formed Citadel Development Services, LLC. The company was formed to manage intentionally design-driven projects as a Construction Manager and Owner Representative in the commercial, entertainment, and residential spaces.

Currently, as of February 2023, Citadel has contracts on projects ranging from restaurant, office, and light commercial. With a National footprint.

Jeremy currently lives in Austin, Tx with his wife and three daughters.

Stephen Shang

CEO AND CO-FOUNDER



Stephen Shang is the CEO and co-founder of Falcon Structures, the leading manufacturer of shipping container-based structures. Under his leadership, the Falcon team has created safe and quickly deployable container-based structures for virtually every industry seeking a better way to create functional space. Since launching the company in 2003, Falcon has modified over one million square feet of container space and won numerous awards for its structures.

Drawing on his experience leading Falcon, Shang is an industry ambassador advocating for the safe use of containers for container-based structures. Considering the rapidly changing regulatory environment, Shang has helped forge and achieve sensible standards and building codes for the use of shipping containers as building materials by working with the International Code Council (ICC) the Modular Building Institute (MBI).

In 2022, Governor Greg Abbot reappointed Shang to the Texas Industrialized Building Code Council. The Modular Building Institute voted Shang onto its Board of Directors in 2019 and in 2022 appointed him as Chair of the Government Affairs Committee and Treasurer. He continues to lead the adoption of shipping containers and modular construction through these positions.

Shang currently serves on the ECE Advisory Board and has served as VP and Board Member for SH130 Municipal Management District since 2020. He is a member of the Young Presidents' Organization and regularly mentors budding entrepreneurs in the community as he is passionate about entrepreneurship,

Shang is a graduate of The University of Texas at Austin and the Massachusetts Institute of Technology's Entrepreneurial Master's Program. He and his family live in Austin, Texas.

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 2 – Principals Info

**2c. Resumes of Property
Management Team**



Connie Quillen is Vice President in Austin, Texas. Connie oversees the operations and activities of six regional supervisors and managers, a total of 6,000 apartment units. The portfolio contains affordable housing, conventional and senior housing assets. As Vice President, Ms. Quillen is responsible for the operational, contractual and regulatory performance of the assets. In her role as investment manager, she maintains regular and informative contact with asset investors and clients.

Ms. Quillen holds a degree in Business Administration from Central Texas College. Connie began her career in property management in 1991 as a property manager. She worked for the Travis County Housing Authority with responsibility for Public Housing and then as its Director of Assisted Housing. Connie joined Asset Living in 2001 and was promoted to Regional Supervisor in 2003. After rising to the role of Senior Regional Supervisor, Connie was promoted to Vice President in December 2018. Connie's experience with Public Housing and Section 8 makes her invaluable to clients with difficult to manage properties with high levels of rental assistance. She has been responsible for the operations of literally dozens of Low-Income Housing Tax Credit (LIHTC) and Project Based Section 8 properties across Texas over the past 15 years.

Ms. Quillen is a licensed Texas real estate broker. She is a Housing Credit Certified Professional (HCCP), a Certified Apartment Portfolio Supervisor (CAPS), a Public Housing Manager (PHM) and a Section 8 Housing Manager (SHM).



Koren Actouka serves as a Regional Supervisor for Asset Living. In her role, she manages, directs and implements strategies to ensure the successful achievement of operational efficiencies and profitability for clients and their assets. Koren offers her clients expertise in a diverse collection of management activities including resident relations, vendor management, lease compliance, and contract negotiation. She directly supervises the activities of all property managers and regional office staff for a portfolio of properties targeting positive financial results. Ms. Actouka supervises 10 assets, totaling almost 1,000 units comprised of Low-Income Housing Tax (LIHTC) housing, Senior and conventional properties.

Koren began her property management experience in 1998 on the facilities maintenance staff where she was promoted to leasing agent and then manager of a Tax Credit rehab property with site-based housing all within 1 year. Koren was later recruited by a Syndicator as an asset manager with a multi-state portfolio of 13 properties working closing with the underwriters and the state financing agency to ensure the success of the all the developments. She oversaw the management of 5 LIHTC, HOME and BOND Communities with over 700 combined units until joining Asset Living as a property manager in 2007. After assisting with several initial lease ups of (LIHTC) projects, she became an executive Assistant and was promoted to Regional Supervisor in 2018

Koren is a Certified Credit Compliance Professional (C3P), a Certified Occupancy Specialist (COS) and a Housing Credit Certified Professional (HCCP)



Trista is Controller at Asset Living. As a Corporate Department Head, Trista provides critical support to the daily site and regional property operation. At Asset Living, our clients meet their financial goals when we support the needs of our customers at the point of service. Administrative productivity and efficiency are essential. Trista manages corporate accounting for all Asset Living offices, including internal employee reimbursements and cost allocations where appropriate. Ms. Browning maximizes technology to accomplish and meet deadlines in a timely and accurate manner.

Ms. Browning received her Associates degree and attended both the University of North Texas and the University of Texas at Dallas, studying business and accounting. After several year managing commercial and medical offices, Trista joined Asset Living in 1997. Initially responsible for the property accounting for all assets, she also managed software migrations and new property integrations. As the client services division grew, in 2009 Ms. Browning focused her efforts in the role of Controller. She continues to inform and provide support to company auditors, ensuring accuracy and timeliness of corporate reporting and works collaboratively with client accounting services.

Trista is an active member of the Institute of Finance and Management.



Terri Turner is Director of Accounts Payable. As a Corporate Department Head, Terri provides critical support to the daily site and regional property operation. At Asset Living, our clients meet their financial goals when we support the needs of our customers at the point of service. Administrative productivity and efficiency are essential. Terri ensures property and regional payables and receivables are posted accurately and timely. Terri directs a team of four accounts payable specialists who each support a portfolio of properties based on client needs. Her team is trained to interact positively with supplier partners, residents and clients regarding payables at their assets.

Terri studied at Southern Arkansas University Tech. The first five years of Terri's work history were in bookkeeping and office administration in a retail business. Her real estate management career started in 1993 in the role as Manager at both conventional and tax credit properties. Her experience in the property offices taught her the value of the payable's relationship with the owner. She joined Asset Living in 1999 as an Assistant Manager and was responsible for receivables and payables processing on site. Upon her arrival, she instituted system checks and balances and portfolio assignments to heighten efficiencies.

In 2007, the Terri was promoted to the corporate office in the Accounts Payable Department. She quickly assumed a leadership role and now serves at the Director of Accounts Payable.



Lori Erbst is Director of Compliance. As a Corporate Department Head, Lori provides critical support to the daily site and regional property operation. At Asset Living, our clients meet their financial goals when we support the needs of our customers at the point of service. Administrative productivity and efficiency are essential. Lori specifically directs the administration of the Asset Living compliance department, overseeing 18 specialists who ensure the regulatory and contractual obligations are met at all levels with local and state housing and support agencies. Ongoing training and support of site personnel is a key performance indicator. First year files, tenant income certifications and renewals and audit preparation and findings corrections are managed by Ms. Erbst.

Lori attended Dallas County Community College and began her career in property management in Dallas in 1996 with an owner/developer of Low-Income Housing Tax Credit (LIHTC) properties. In 2001, she joined Asset Living as a compliance specialist and was promoted to Director of Compliance in 2007. Over time, the department grew to a manager and six specialists. Lori's extensive knowledge and experience with Housing Tax Credit, HOME, BOND, Housing Trust Fund and the Affordable Housing Disposition program make her invaluable to our clients and staff members. Additionally, through strong business relationships, Lori is able to work closely with all state agencies and maintain a respected partnership.

Lori participates regularly in training offered by the Texas Department of Housing and Community Affairs. Ms. Erbst is a Certified Credit Compliance Professional (C3P), a Housing Credit Certified Professional (HCCP) and a National Compliance Professional (NCP).



Rebecca Rodriguez Alonzo is the Director of Business Development for Asset Living. In this role, Ms. Alonzo is responsible for the strategic support of Asset Living clients and investors, offering extensive asset analysis and reporting, strategic recommendations for value growth and new and additional business model development. She serves as an essential liaison between clients, suppliers and the Asset Living' Executive, Business Development and Accounting teams. The firm continues to grow both its statistical footprint and status as a leading operator of affordable housing and a proven asset value-enhancer.

Ms. Alonzo holds a Bachelor of Arts degree in Sociology from The University of Texas, Arlington. She began her career in property management in 1998. Her Property Management involvement includes on-site operations, project management, business development, and multi-family housing marketplace. With a specialty in contract administration, Rebecca is able to oversee the smooth transition of property acquisitions, due diligences and take over management, including working closely with HUD, TDHCA, and the local Housing Authorities. Ms. Alonzo joined Asset Living in mid-2017 and has intentionally grown her knowledge and experience with HUD and Low-Income Housing Tax Credit (LIHTC) requirements, making her invaluable to clients and staff members.

Ms. Alonzo is a Certified Apartment Portfolio Supervisor (CAPS) and a Housing Credit Certified Professional (HCCP).

Property	City	State	Zip	Units	Region	Description	AFFORDABLE UNITS	SENIOR UNITS	LIHTC UNITS	AHDP	538 USDA Loans	CDBG funded units	HOME funded units	HOPE VI funded units	HAP units	(202) PRAC	Section 811 funded units	HUD Loan 207, 221d4, 223f, 223a
Allegre Point	Austin	TX	78728	184	Central Texas	Family	Yes	0	180	0	N	0	0	0	0	0	10	Y
Forest Park Apartments	Austin	TX	78753	228	Central Texas	Family	Yes	0	228	0	N	0	0	0	0	0	0	Y
Heritage Estates at Owen Tech	Austin	TX	78728	174	Central Texas	Seniors	Yes	174	174	0	N	0	0	0	0	0	0	N
Lyons Gardens	Austin	TX	78702	54	Central Texas	Seniors	No	54	0	0	N	0	0	0	0	54	0	N
Reserves at Springdale	Austin	TX	78723	292	Central Texas	Family	Yes	0	292	0	N	0	0	0	0	0	0	N
Silver Springs Apartments	Austin	TX	78753	360	Central Texas	Family	Yes	0	360	0	N	0	0	0	0	0	0	Y
St. George's Court	Austin	TX	78752	60	Central Texas	Seniors	No	60	0	0	N	0	0	0	0	60	0	N
Urban Oaks	Austin	TX	78745	194	Central Texas	Family	Yes	0	194	0	N	0	0	0	0	0	0	N
Urban Villas	Austin	TX	78722	90	Central Texas	Family	No	0	0	0	N	0	0	0	0	0	0	N
Val Dor II	Austin	TX	78752	178	Central Texas	Family	No	0	0	0	N	0	0	0	0	0	0	N
Works at Pleasant Valley II, The	Austin	TX	78702	29	Central Texas	Family	Yes	0	29	0	N	0	0	0	0	0	0	N
Works at Pleasant Valley, The	Austin	TX	78702	45	Central Texas	Family	Yes	0	42	0	N	0	0	0	0	0	10	N

HUD Program/Financing	TOTAL UNITS	44,730	HAP UNITS	1,104
	TOTAL PROPERTIES	329	HAP PROPERTIES	13
	SENIOR UNITS	8,137	811 UNITS	192
	SENIOR PROPERTIES	76	811 PROPERTIES	20
New Construction/Lease Up	LIHTC UNITS	23,488	PRAC UNITS	351
	LIHTC PROPERTIES	206	PRAC PROPERTY	9
	AFFORDABLE UNITS	24,549	HUD FINANCED UNITS	9,391
	AFFORDABLE PROPERTIES	216	HUD FINANCED PROPERTIES	62
Dallas East				

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 3 – Financial Info

3a. Federal IRS Certification

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JUN 27 2001



Employer Identification Number:

31-1753071

DN:

17053046018021

LIFEWORCS AFFORDABLE HOUSING
CORPORATION
2525 WALLINGWOOD DR BLDG 6
AUSTIN, TX 78746

Contact Person:

DIANE M TONNIS

ID# 31361

Contact Telephone Number:

(877) 829-5500

Accounting Period Ending:

December 31

Foundation Status Classification:

509(a)(2)

Advance Ruling Period Begins:

February 5, 2001

Advance Ruling Period Ends:

December 31, 2005

Addendum Applies:

No

Dear Applicant:

Based on information you supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3).

Because you are a newly created organization, we are not now making a final determination of your foundation status under section 509(a) of the Code. However, we have determined that you can reasonably expect to be a publicly supported organization described in section 509(a)(2).

Accordingly, during an advance ruling period you will be treated as a publicly supported organization, and not as a private foundation. This advance ruling period begins and ends on the dates shown above.

Within 90 days after the end of your advance ruling period, you must send us the information needed to determine whether you have met the requirements of the applicable support test during the advance ruling period. If you establish that you have been a publicly supported organization, we will classify you as a section 509(a)(1) or 509(a)(2) organization as long as you continue to meet the requirements of the applicable support test. If you do not meet the public support requirements during the advance ruling period, we will classify you as a private foundation for future periods. Also, if we classify you as a private foundation, we will treat you as a private foundation from your beginning date for purposes of section 507(d) and 4940.

Grantors and contributors may rely on our determination that you are not a private foundation until 90 days after the end of your advance ruling period. If you send us the required information within the 90 days, grantors and contributors may continue to rely on the advance determination until we make

Letter 1045 (DO/CG)

LIFEWORKS AFFORDABLE HOUSING

a final determination of your foundation status.

If we publish a notice in the Internal Revenue Bulletin stating that we will no longer treat you as a publicly supported organization, grantors and contributors may not rely on this determination after the date we publish the notice. In addition, if you lose your status as a publicly supported organization, and a grantor or contributor was responsible for, or was aware of, the act or failure to act, that resulted in your loss of such status, that person may not rely on this determination from the date of the act or failure to act. Also, if a grantor or contributor learned that we had given notice that you would be removed from classification as a publicly supported organization, then that person may not rely on this determination as of the date he or she acquired such knowledge.

If you change your sources of support, your purposes, character, or method of operation, please let us know so we can consider the effect of the change on your exempt status and foundation status. If you amend your organizational document or bylaws, please send us a copy of the amended document or bylaws. Also, let us know all changes in your name or address.

As of January 1, 1984, you are liable for social security taxes under the Federal Insurance Contributions Act on amounts of \$100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the private foundation excise taxes under Chapter 42 of the Internal Revenue Code. However, you are not automatically exempt from other federal excise taxes. If you have any questions about excise, employment, or other federal taxes, please let us know.

Donors may deduct contributions to you as provided in section 170 of the Internal Revenue Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Donors may deduct contributions to you only to the extent that their contributions are gifts, with no consideration received. Ticket purchases and similar payments in conjunction with fundraising events may not necessarily qualify as deductible contributions, depending on the circumstances. Revenue Ruling 67-246, published in Cumulative Bulletin 1967-2, on page 104, gives guidelines regarding when taxpayers may deduct payments for admission to, or other participation in, fundraising activities for charity.

You are not required to file Form 990, Return of Organization Exempt From Income Tax, if your gross receipts each year are normally \$25,000 or less. If you receive a Form 990 package in the mail, simply attach the label provided, check the box in the heading to indicate that your annual gross receipts are normally \$25,000 or less, and sign the return. Because you will be treated as a public charity for return filing purposes during your entire advance ruling period, you should file Form 990 for each year in your advance ruling period.

LIFEWORKS AFFORDABLE HOUSING

that you exceed the \$25,000 filing threshold even if your sources of support do not satisfy the public support test specified in the heading of this letter.

If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. A penalty of \$20 a day is charged when a return is filed late, unless there is reasonable cause for the delay. However, the maximum penalty charged cannot exceed \$10,000 or 5 percent of your gross receipts for the year, whichever is less. For organizations with gross receipts exceeding \$1,000,000 in any year, the penalty is \$100 per day per return, unless there is reasonable cause for the delay. The maximum penalty for an organization with gross receipts exceeding \$1,000,000 shall not exceed \$50,000. This penalty may also be charged if a return is not complete. So, please be sure your return is complete before you file it.

You are not required to file federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T, Exempt Organization Business Income Tax Return. In this letter we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You are required to make your annual information return, Form 990 or Form 990-EZ, available for public inspection for three years after the later of the due date of the return or the date the return is filed. You are also required to make available for public inspection your exemption application, any supporting documents, and your exemption letter. Copies of these documents are also required to be provided to any individual upon written or in person request without charge other than reasonable fees for copying and postage. You may fulfill this requirement by placing these documents on the Internet. Penalties may be imposed for failure to comply with these requirements. Additional information is available in Publication 557, Tax-Exempt Status for Your Organization, or you may call our toll free number shown above.

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, we will assign a number to you and advise you of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

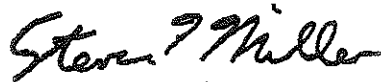
If we said in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help us resolve any questions about your exempt status and foundation status, you should keep it in your permanent records.

LIFEWORKS AFFORDABLE HOUSING

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,

A handwritten signature in black ink that reads "Steven T. Miller". The signature is written in a cursive style with a large, prominent "S" and "M".

Steven T. Miller
Director, Exempt Organizations

Enclosure(s) :
Form 872-C

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 3 – Financial Info

3b. Certified Financial Audit

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 3 – Financial Info

3c. Board Resolution

**LifeWorks Affordable Housing Corporation
Corporate Resolution
Board of Directors
4/25/2023**

**Authorization to Submit Application to the City of Austin Rental Housing Development
Application Program**

WHEREAS, **LifeWorks Affordable Housing Corporation**, a supporting organization of Youth and Family Alliance, dba Lifeworks, is a 501 (c)(3) nonprofit corporation whose mission encompasses creating new, affordable, supportive housing for the purpose of responding to homelessness; and

WHEREAS, **LifeWorks Affordable Housing Corporation** will serve as the sole member of the Development Owner and Applicant, Works IV at Thrasher, LLC; and

WHEREAS, **LifeWorks Affordable Housing Corporation** proposes to build a 100% affordable housing development through **Works IV at Thrasher, LLC**.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of **LifeWorks Affordable Housing Corporation** hereby approves this **RESOLUTION** and **AUTHORIZES** the President, Susan McDowell, and any succeeding President(s) of Lifeworks Affordable Housing Corporation, to enter into all applications and related documents and to sign for and perform any and all responsibilities in relation to the submission of applications to the City of Austin for Rental Housing Development Assistance (RHDA) funding for **The Works IV on Thrasher** on behalf of **LifeWorks Affordable Housing Corporation**, individually and as sole member of the Development Owner, Works IV at Thrasher, LLC, on behalf of such limited liability company.

Adopted by the Board of Directors on April 25, 2023.



Susan McDowell

President

Dated: 4/25/2023



Jim Hopke

Secretary

Dated: 4/24/23

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 3 – Financial Info

3d. Financial Statements

**FINANCIAL
STATEMENTS
TO BE
PROVIDED
UNDER
SEPARATE
COVER**

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 3 – Financial Info

3e. Funding Commitment Letters

Financing Narrative
WORKS IV AT THRASHER - AUSTIN, TEXAS

Construction and Permanent Sources and Uses

This application for \$1,500,000 in Rental Housing Developer Assistance funding, \$1,132,311 in owner equity and \$97,927 in deferred developer fee which meets the 25% threshold required for City of Austin funding.

This application is for \$1,500,000 in funding from the Austin Housing Finance Corporation (City of Austin). The source of the funds is general obligation bond funding administered through the City's Rental Housing Developer Assistance program that is not Federal. The loan will be used for soft and hard costs. Terms of the loan will be for a minimum of 40 years at zero percent interest. The request is for a deferred forgivable loan because of the nature of the project as supportive housing with no hard debt.

LifeWorks will make up the gap in sources with an owner equity commitment of \$1,132,311. This amount will be made up of fundraising by LifeWorks. Please see owner commitment letter.



3700 South 1st Street
Austin, TX 78704

t: 512 735 2400
f: 512 735 2452

www.lifeworksaustin.org

August 3, 2023

Josh Rudow
Community Development Manager
Austin Housing Finance Corporation
1000 E. 11th St., Suite 200
Austin, Texas 78702

RE: Works IV at Thrasher – 2016 Thrasher Ln., Austin, TX 78741

Dear Josh:

LifeWorks, a mission driven charitable nonprofit, is committed and fully prepared to provide an owner's contribution to the Works IV at Thrasher development in the amount of \$1,132,311. LifeWorks certifies that these funds are and will remain readily available at Commitment and until the required investment is completed. As deeply affordable and Supportive Housing with a preference for youth aging out of foster care and 6 units reserved for persons referred through Coordinated Entry, the project cannot support any third-party permanent debt in order to ensure operational feasibility. It is very customary for mission-based, service-enriched housing developed by non-profits to have their own funding paired with private fundraising as a substantial piece of their permanent funding stack.

LifeWorks is able to make these owner's contributions due to its strong history of fundraising and fiscal responsibility. In 2022, LifeWorks raised over \$2,600,000 in private funding. LifeWorks is actively applying for major grants from the below list of capital funders as well as talking with individual donors:

Finding Home ATX
Michael and Susan Dell Foundation

Please feel free to contact me with any questions at (512) 735-2453.

Sincerely,

A handwritten signature in black ink, appearing to read "Susan McDowell".

Susan McDowell, CEO
LifeWorks

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 4 – Project Info

4a. Market Study



ATTACHMENT 4: PROJECT PROPOSAL

b. Market Assessment:

The Works IV at Thrasher is responding to an enormous and growing demand for affordable housing in Austin by providing 8 deeply-affordable rental units to provide supportive housing as part of the City of Austin's homeless response system.

i. Evaluate general demographic, economic, and housing conditions including:

Target Population and Area Demographic Makeup:

The target population of the Works IV at Thrasher are youth experiencing homelessness in need of housing in central Austin. According to Neighborhood Scout, the neighborhood surrounding the property has a demographic makeup as follows:

- **Race and Ethnic:** 56.6% Hispanic or Latino of any race, 33.2% White, 7.6% Black or African American, 2.3% Asian, 62.2% Hispanic or Latino of any race. [More diverse than 70% of US neighborhoods.]
- **Median Household Income:** \$70,859 [\$69,021 for the Nation.]
- **Homeownership Rate:** 38.4%
- **Average Market Rent:** \$2,146 per month
- **Average Home Value:** \$470,997 [high for Texas and Nation]
- **Age:** 7.4% under 5 years old, 19.7% are 5-17, 22% are 18-29, 22.7% are 30-44, 23.7% are 45-64, 4.6% are 65 years and over.
- **Household Type:** 19.6% are 1-person households, 20.3% are married couple with child, 13.6 are single parent with child.
- **Gender:** 46.8% are male and 53.2% are female.

1. Overall Economic Conditions and Trends:

The neighborhood surrounding the Works IV at Thrasher has a median real estate price of \$470,997, which is more expensive than 83.1% of the neighborhoods in Texas and 70.8% of the neighborhoods in the U.S. According to NeighborhoodScout, the average rental price is \$2,146 which is higher than 64.2% of the neighborhoods in Texas.

Altogether, NeighborhoodScout categorizes the neighborhood as middle income with 29.9 percent of the children living below the federal poverty line.

The average annual change in per capita income over the last 5 years is 19%, significantly higher compared to 5.5% for the nation. The average annual change in household income over the last 5 years is 17.1%, also higher than that of the nation overall (5.3%). The average change in unemployment rate over the last 5 years is 0% for the neighborhood compared to -0.1% nationally.



Please see attached NeighborhoodScout Report for additional information on Economic Conditions and Trends for this neighborhood.

2. General Housing Conditions and Trends in the Community

A description of the neighborhood surrounding Works IV at Thrasher according to NeighborhoodScout:

"This is a suburban neighborhood (based on population density) located in Austin, Texas.

This neighborhood's real estate is primarily made up of medium sized (three or four bedroom) to small (studio to two bedroom) single-family homes and apartment complexes/high-rise apartments. Most of the residential real estate is occupied by a mixture of owners and renters. Many of the residences in this neighborhood are newer, built in 2000 or more recently. A number of residences were also built between 1970 and 1999.

Real estate vacancies in this neighborhood are 3.9%, which is lower than one will find in 75.4% of American neighborhoods. Demand for real estate in this neighborhood is above average for the U.S., and may signal some demand for either price increases or new construction of residential product for this neighborhood."

For the neighborhood surrounding Works IV at Thrasher, NeighborhoodScout cites home value appreciation and existing housing economic fundamentals as ranked in the top 10% of all neighborhoods in the nation for investment security. In the last five years, the average annual appreciation for homes has been 11.02%, with current prices per square foot at \$226. Rents have increased 4.1% over the last 5 years.

ii. Identify the geographic area

Works IV at Thrasher is located in census tract number 48453002312 in the Montopolis Neighborhood. Please see attached NeighborhoodScout report for the boundary outline. Due to the special needs population served by LifeWorks, prospective residents at the Works IV at Thrasher will pull from the surrounding Austin region.

iii. Quantify the pool of eligible tenants

According to "Ending Youth Homelessness in Austin/Travis County, Texas" – a plan created in a partnership between ECHO and LifeWorks, there are 607 literally homeless youth in Austin/Travis County and approximately 1,944 homeless students in Travis County with 186 of those children living in unaccompanied homelessness.

The Austin Strategic Housing Plan, drafted in 2016, identifies public policies and development incentives that can help increase the supply of affordable housing. The report estimates that by 2027, Austin will need an additional 60,000 units of housing that are affordable to people earning 80% of the Median Family Income (MFI) or less — 22,417 of which are needed for people earning 30% MFI or below.

The Austin Chamber has partnered with 100 business and social service organizations to develop an Affordability Action Plan. The Plan calls for increasing housing supply by allowing at least 15,000 housing units to be built per year for 10 years, with at least 25% affordable housing for households at



80% Median Family Income (MFI) and below, including 200 Housing First Permanent Supportive Housing units per year; and 25% “missing middle”/workforce housing at 140% MFI.

The Austin Housing Coalition brings together low-income housing providers from across the community to network and share information with the goal of increasing our community supply of affordable housing. Most low-income renters earning less than \$35,000 who are not cost burdened are living in housing that is provided by these low-income housing providers, or in housing that is federally subsidized.

iv. Analyze the competition

LifeWorks is one of the few providers of intensely supportive affordable housing for homeless or housing unstable youth in Central Texas. There is not another provider in the Austin market that combines a high-quality housing unit paired with hyper-focused, wrap-around services specially focused on youth experiencing homelessness.

The target population for the Works IV at Thrasher are youth who are in need of affordable housing with intensive services to help with stabilizing and restoring.

v. Assess the market demand

there are 607 youth experiencing literal homelessness in Austin/Travis County. Even if you add in the 8 units of supportive housing targeted for youth experiencing homelessness in The Works IV under development, there is still a great need for additional units of supportive housing targeted to housing Austin’s unhoused youth.

vi. Evaluate the effective demand and the capture rate

8 units/607 youth experiencing homelessness = **1.3% capture rate**

vii. Estimate the absorption period

Once construction of the Works IV at Thrasher is completed, the project will likely be filled quickly from LifeWorks existing housing program waitlist. It is expected that the property will be 100% occupied in 2 months with an estimated absorption rate of 4 units per month.

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 4 – Project Info

4b. Good Neighbor Policy

GOOD NEIGHBOR POLICY

WORKS IV AT THRASHER

2016 Thrasher Lane
Austin, TX 78741

CONTACT

Susan McDowell, CEO
LifeWorks
(512) 735-2453
Susan.McDowell@lifeworksaustin.org

COMMUNICATIONS PLAN FOR NEIGHBORHOOD ENGAGEMENT

Before any other facets of a development are pursued, LifeWorks will approach the neighborhood and talk to key stakeholders about the project, target population and share examples of the future development.

The following steps have already or will soon be taken to communicate with the neighborhood surrounding the proposed development located at 2016 Thrasher Lane, Austin, TX 78741:

Preliminary Research: Using the City of Austin’s Community Registry site and general Internet searches, True Casa Consulting researched the neighborhood organizations that contain the proposed site and identified the following active organizations.

Carson Ridge Neighborhood Association
Del Valle Community Coalition
Montopolis Community Alliance
Montopolis Community Development Corporation
Montopolis Neighborhood Association
Montopolis Neighborhood Plan Contact Team

Neighborhood Plan: The development is in the Montopolis Neighborhood Plan area located at the link below:

https://www.austintexas.gov/sites/default/files/files/Housing_%26_Planning/Adopted%20Neighborhood%20Planning%20Areas/17_Montopolis/montopolis-np.pdf

- 1) **Neighborhood Contact:** LifeWorks will reach out to the priority neighborhood organization(s) to share info on plans for the development of Works IV at Thrasher. HPD will be updated once those meetings have occurred.
- 2) **Neighborhood Notification** – At this time, we do not anticipate a zoning change being necessary. The team will also reach out to neighborhood and publicly engage, as a neighbor, on the plans for development of the site.

- 3) **Neighborhood Engagement** – At the any upcoming neighborhood meetings, LifeWorks will present information about their organization, plans for design of the building and talk about who will live at the property and what services will be offered.
- After initial phone contact, meetings will be scheduled with any organization that should request such.
 - LifeWorks will invite neighborhood members to volunteer events to get more involved with the project.
- 4) **Implementation/Ongoing Relations** – LifeWorks will implement the following processes to encourage ongoing relations with neighborhood members:
- Neighborhood members will be invited to the Ground Breaking and Ribbon Cutting events that will be held for the property. Neighborhoods will be given recognition for their support.
 - The property will invite neighborhood members to participate in services programs being offered at our community.
 - The property will invite and educate neighborhood members on the many ways to volunteer with the property.
 - LifeWorks will establish an open-door policy so that neighborhood members will feel comfortable communicating any concerns with either the on-site property management or the single point of contact.

City of Austin Good Neighbor Checklist

The Neighborhood Housing and Community Development Office (NHCD) offers a Good Neighbor Policy to standardize process and identify expectations for all projects funded through the City of Austin's Rental Housing Development Assistance (RHDA) and Acquisition and Development (A&D) programs. Applicants of these programs are required to prepare and begin implementing a community engagement plan, including neighborhood notification activities. The community engagement plan is required whether the application is for funding for new construction or renovation of an existing building, regardless of whether there is a change in ownership.

A successful community engagement plan leads to open, ongoing two-way communication between developers and neighbors. This requires good-faith efforts and cooperation by developers, City officials and residents. A positive, open dialogue between housing developers and neighbors can prevent misunderstandings, facilitate prompt resolution of any inadvertent misunderstandings, and provide a fair, thoughtful, dependable means of resolving differences.

The following checklist of items is required of all applicants for funding:

(1) Preliminary Research

- Review the Neighborhood Plan (if applicable)

(2) Neighborhood Notification

- Notify property owners within at least 500 feet of the site and registered neighborhood organizations with boundaries included in the proposed development site, using a written notice, letter or flyer.

(3) Pre-Application Engagement

- Contact neighborhood organizations to provide current information about the project, including any neighborhood association whose boundaries are included in the proposed development site and Neighborhood Planning Contact Team (if applicable). *(see full City of Austin Good Neighbor Guidelines for more detailed information on what kind of information may be appropriate to share)*
- Appoint a Single-Point-of-Contact (SPOC) to serve as the liaison for exchanging information.

(4) Application requirements

- Provide communications plan
- Provide documentation showing the content of the notice, and proof of delivery
- Provide signed copy of this checklist.

I have reviewed and completed all of the above checklist items required by the City of Austin's Good Neighbor Guidelines.

Susan McDowell

Susan McDowell, CEO

5/2/2023

Signed

printed name

date

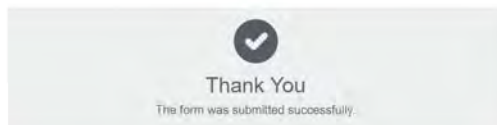
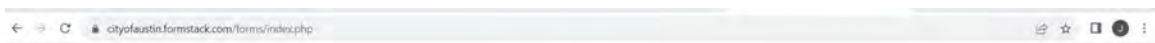
**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 4 – Project Info

4c. SMART Housing Letter

**SMART HOUSING
APP HAS BEEN
SUBMITTED**



**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 4 – Project Info

4d. MOU with ECHO

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 4 – Project Info

4e. Resident Services



Works IV at Thrasher

Description of Resident Services

i. A description of the services to be provided to residents and/or clients, and the estimated annual cost of providing those services.

LifeWorks supportive services are tailored for each youth. This allows the organization to engage with youth for a long enough period (on average, two years) to provide support and guidance towards self sufficiency.

This time is used by youth to build resources, make community connections, and create a safety net to support their independence. Youth engage in case management, enroll in needed services, and co-create a service plan that guides their movement through the LifeWorks continuum.

LifeWorks housing programs use an evidence-based case management model tailored for youth with complex trauma histories. The Strengths Model of Case Management was developed in a behavioral health context and emphasizes mental health (e.g., hope, coping, and resilience) essential to stability and well-being. Case managers identify youths' current strengths across a range of domains (e.g., daily living, financial assets, specialized knowledge, supportive relationships). Strengths are defined broadly and include youths' personal attributes, talents, skills, natural supports, and environmental resources. During service planning, youth outline their vision for the future and work with their case manager to develop goals to help them achieve their objectives.

Depending on youths' goals, the staff makes referrals to internal LifeWorks programs. Popular programs for participants include Peer Support Program, Community-Based Counseling, and Workforce and Education. LifeWorks has scaled its Peer Support Program in recent years. Peer supporters are certified professionals with lived experienced with homelessness, mental health issues, and/or substance use. Peer supporters often help youth enroll in community-based counseling, which has proven crucial in increased mental health. Community-based Counselors use the evidence-informed model, Integrative Treatment of Complex Trauma for Adolescents (ITCT-A). ITCT-A is a multimodal therapeutic approach for youth who have experienced complex trauma, often in the context of poverty, social deprivation, and discrimination. Finally, staff refer youth to the workforce team, which recently added capacity to serve youth with Serious Emotional Disturbance (SED). The program uses an evidence-based Individualized Placement and Support (IPS) model that applies a direct, individualized search for employment and does not involve prolonged pre-employment training.

All residents at Works IV will be offered the full wraparound supportive services described above, with an emphasis on case management to ensure tenants have a successful transition into housing stabilization, benefits specialist to help tenants access resources, mental health supports (peers and

counselors) to address previous traumas and create pathways for healing and success, and workforce specialist to help tenants find and maintain employment that meets both their interests and financial needs.

Estimated costs to provide services to 8 apartments can be found under “The Works IV Supportive Services Budget.”

ii. The number and types of residents/clients expected to be served annually.

The 8 units at The Works IV will be filled with youth, young families, and other persons in the Austin/Travis County community who are experiencing homelessness or housing instability. LifeWorks expects that at least every unit will engage in some type of supportive service, equating to serving at least 8 households per year.

iii. Developer’s experience and qualifications in providing the services to be offered, if services are offered by the developer.

The Youth and Family Alliance dba LifeWorks and hereby referred to as LifeWorks is the largest youth-services provider in Central Texas. LifeWorks was formed in 1998 through the merger of four longstanding community agencies serving youth and families in Austin/Travis County, Texas. The merger streamlined resources and provided a more efficient way of serving overlapping client populations. Over the last twenty-four years, LifeWorks has evolved into a youth-focused organization that provides counseling, housing, education, and workforce development services to transition-age youth and families. It believes in the transformational power of acceptance and is fiercely committed to empowering its clients to find their path to self-sufficiency. LifeWorks pledge to data-driven service development supports its commitment to have a positive, sustaining impact on its community.

In the most recently completed fiscal year (ending 9/30/22), over 3,000 people received services through LifeWorks 3 service divisions and 19 programs. The Counseling Division provides free/low-cost counseling, peer support, and access to psychiatric services for youth. The Workforce & Education Division provides educational services, workforce development, and critical skill-building to help youth and young adults reach their full potential. The Housing Division provides a continuum of outreach and housing services for homeless and runaway youth. Programs within the Housing Division include Street Outreach, Emergency Shelter, Homelessness Diversion, and Rapid Re-Housing. Since 2018, LifeWorks’ Rapid Re-Housing program has housed over 1,000 youth who were experiencing literal homelessness in permanent stable housing in scattered site apartments across the Austin community.

In addition to providing an array of evidence-based and wraparound supportive service, LifeWorks and The LifeWorks Affordable Housing Corporation have also developed, operated, and provided supportive services for affordable housing developments. To date, LifeWorks Affordable Housing Corporation has developed and operates two properties with one property in development:

- The Works I at Pleasant Valley - opened 2014, 40 units
- The Works II at Pleasant Valley – opened 2020, 29 units
- The Works III at Pleasant Valley – in development, 120 units

At both the Works I and II the supportive services described above are offered to all tenants who wish to receive support. In addition, parenting and life skills classes are offered for residents as well as community building events, such a barbeques and Mother’s Day celebrations.

iv. Description of the organization(s) providing the services and a memorandum of understanding or some other type of signed agreement that indicates the relationship between the developer and service provider, if the services are provided by an external organization.

Resident services for The Works IV at Thrasher will be provided by the Youth and Family Alliance dba LifeWorks and will be supported by the on-site property management team. An MOU between LifeWorks Affordable Housing Corporation and LifeWorks has been provided.

v. Resumes of key personnel who will be actively involved in the delivery of services including information on certifications, licenses, years of experience, and education

Resumes for key staff involved in providing both operating support and supportive services support have been provided.

vi. Financial capacity of the Services provider:

- **Identify sources and amounts of funds that will be or are expected to be utilized to provide supportive services for 3 years from the date of issuance of the Certificate of Occupancy.**
- **Include a services budget which reflects current and anticipated funding and expenses associated with the provision of services for three (3) years**

Estimated costs to provide services to 8 apartments can be found under “The Works IV Supportive Services Budget.”

Memorandum of Understanding
between
LifeWorks Affordable Housing Corporation
and
Youth and Family Alliance dba LifeWorks

The purpose of this agreement is to state that the Youth and Family Alliance dba LifeWorks will provide Supportive Services for tenants residing in LifeWorks Affordable Housing Corporation's The Works IV at Thrasher – a 8 unit development. This agreement has no expiration date.



Susan McDowell

President, LifeWorks Affordable Housing Corp.

Dated: 05 / 02 / 2023



Susan McDowell

CEO, LifeWorks

Dated: 05 / 02 / 2023

Supportive Service Budget

NAME OF PROJECT

Works IV at Thrasher Lane

REVENUE	Year 1	Year 2	Year 3	Total
U.S. Department of Health and Human Services - Runaway and Homeles	\$ 62,924	\$ 64,812	\$ 66,756	\$ 194,492
St. David's Foundation	\$ 62,924	\$ 64,812	\$ 66,756	\$ 194,492
Total	\$ 125,848	\$ 129,624	\$ 133,512	\$ 388,984

EXPENSES	Year 1	Year 2	Year 3	Total
Personnel & Fringe Benefits	\$ 97,695	\$ 100,625	\$ 103,644	\$ 301,964
Case Management	\$ 36,258	\$ 37,346	\$ 38,467	\$ 112,071
Benefits Coordinator	\$ 14,796	\$ 15,240	\$ 15,697	\$ 45,734
Peer Support	\$ 11,837	\$ 12,192	\$ 12,558	\$ 36,587
Workforce Specialists	\$ 19,036	\$ 19,607	\$ 20,195	\$ 58,837
Community-Based Counselors	\$ 15,767	\$ 16,240	\$ 16,727	\$ 48,735
Direct Assistance	\$ 6,000	\$ 6,180	\$ 6,365	\$ 18,545
Move-in Support Kits	\$ 3,000	\$ 1,500	\$ 1,500	\$ 6,000
Food Support	\$ 3,000	\$ 3,000	\$ 3,000	\$ 9,000
Program Expenses	\$ 1,706	\$ 1,757	\$ 1,810	\$ 5,273
Program supplies, communication, computer equipment	\$1,706	\$ 1,757	\$ 1,810	\$ 5,273
Direct Costs	\$ 105,400	\$ 108,562	\$ 111,819	\$ 325,782
Indirect Costs	\$ 20,448	\$ 21,061	\$ 21,693	\$ 63,202
Total	\$ 125,848	\$ 129,624	\$ 133,512	\$ 388,984



LifeWorks is a fearless advocate for youth and families seeking their path to self-sufficiency. We are committed to innovative problem solving, shared accountability, and a relentless focus on achieving real, sustainable, and measurable results for the clients we serve.

2021 HIGHLIGHTS

\$110 million

TO CREATE AFFORDABLE HOUSING

Travis County Commissioners Court earmarked significant funding to catalyze community organizations, including LifeWorks, efforts to develop a pipeline of affordable and supportive housing, setting the tone of the work to be done in 2022.



SET THE AGENCY'S PRIORITIES

and strategic themes—mission performance, ending youth homelessness, and fiscal strategy—for the next three years as part of the planning process.



LAUNCHED IMPACTFUL VOICES

the agency's first apprenticeship program for former clients. Former clients can become a specialist for a program or department at LifeWorks. Specialists will work with LifeWorks staff on tasks and projects, learning new skills all while sharing their input on areas for improvement.



HIRED MORE THAN 60 STAFF

in roles across the agency to expand our service to clients.

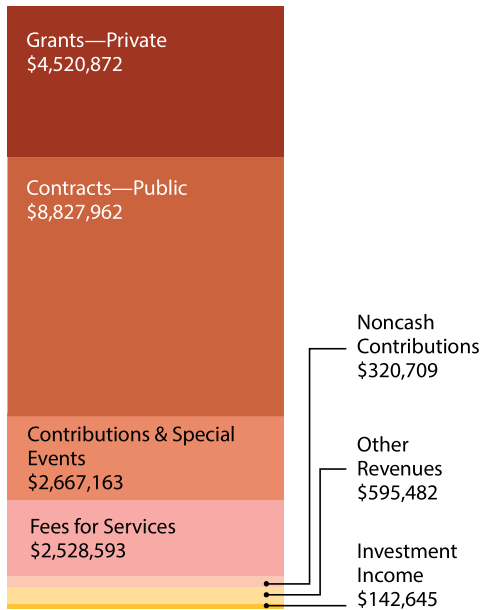


ESTABLISHED THE SHIFT PROGRAM

The Sexual Health Information for Life Transitions Program is a new family planning program for clients who are not yet parenting, would like to become parents, or who are already parenting. The program provides reproductive life planning, family peer support, sexual health education groups, and groups for expectant and parenting youth. It is intended to promote planned, healthy pregnancies, positive birth outcomes, and overall health and well-being.

2021 FINANCIAL OVERVIEW

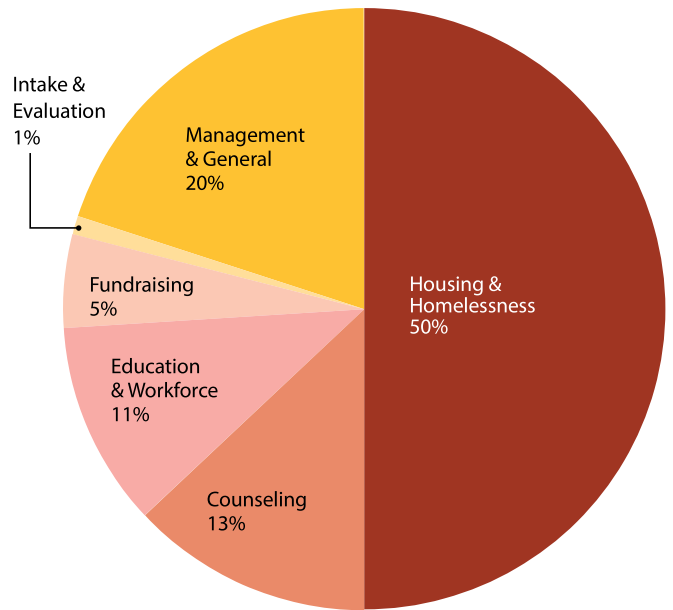
REVENUE



TOTAL REVENUE:

\$19,603,426

EXPENSES



TOTAL EXPENSES:

\$19,503,454

NET ASSETS:

\$14,492,780

*AS OF 9/30/2021

LIFEWORKS PROGRAMS

HOUSING & HOMELESS SERVICES

1,002

CLIENTS SERVED

The goal of LifeWorks Housing Services is to provide a continuum of support that will help transition youth from homelessness to permanent housing and independence.

- Street Outreach
- Rapid Rehousing
- Diversion
- After Care Transitional Services
- Best Single Source Plus (BSS+) Homelessness Prevention
- Young Parents Program
- Emergency Shelter
- Permanent Supportive Housing
- PORT (Permanency through Outreach & Rapid Transitions)
- Family Unification Program
- Transitional Living Program

EDUCATION, WORKFORCE, & YOUTH DEVELOPMENT

658

CLIENTS SERVED

LifeWorks Education and Workforce Division is focused on developing the knowledge and skills needed to navigate the challenges of adolescence, move toward independence, and break the cycle of poverty.

- REAL Talk
- Workforce Development & Supported Education
- Life Skills Training
- GED & Literacy classes
- Teen Parent Services
- SHIFT

COUNSELING SERVICES

1,699

CLIENTS SERVED

LifeWorks Counseling provides support for individuals and families who are struggling with issues such as family conflict, abuse, trauma, anxiety, depression, and the stress of everyday life.

- Youth & Adult Counseling
- Resolution Counseling
- Peer Support
- Community-Based Counseling
- Psychiatric Services

Susan McDowell

*CEO, Youth and Family Alliance, dba LifeWorks
President, LifeWorks Affordable Housing Corporation,
LLC*

AREAS OF EXPERTISE

- *Federal, state, and local policy and funding mechanisms across workforce, education, homelessness, and mental health*
- *Growth and management of multi-unit business with complex funding structure*
- *Development of highly engaged workforce and values-based culture*
- *Multi-sector collaboration*
- *Philanthropy and community engagement*
- *Evidence-based programing for workforce, housing, and mental health*
- *Fiscal strategy and management*
- *Public speaking*
- *Media relations*

EDUCATION/TRAINING

- *BA, Highest Honors, Philosophy, Vanderbilt University*
- *MA, Philosophy, University of Texas at Austin*
- *Harvard University Business School – Strategic Perspectives in Nonprofit Leadership - 2012*
- *Indiana School of Philanthropy – Certificates in Techniques and Principles of Fundraising and Major Gifts*

PERSONAL DETAILS

Susan McDowell

[LinkedIn](#)

WORK EXPERIENCE

LifeWorks

Chief Executive Officer, 2001-present

Chief Development Officer, 1998-2001

- Served on the core founding team for LifeWorks, a merger of four youth and family services nonprofit organizations in 1998
- Since 2001, has grown annual budget from \$6m to \$19m, funded by more than 40 local, state and federal contracts and more than \$7m in philanthropic revenue
- Has grown the asset base by more than \$20m through an intentional real estate development strategy
- Developed and scaled 19 programs across Housing, Mental Health, and Education/Workforce focused on youth/young adult self-sufficiency
- Nurtured a well-defined organizational culture based on values, innovation, and impact
- Led organization through conversion to systematic major gifts program, tripling private contributions in operational budget
- Conducted three capital campaigns totaling more than \$15m in philanthropic revenue for facilities development and expansion
- Built multi-sector coalitions, including Austin’s Campaign to End Youth Homelessness, which has housed more than 653 youth since October 2018
- Developed numerous physical facilities to serve as resource centers, shelters, and permanent housing
- Enacted complex funding mechanisms, including new market tax credits, multi-family housing direct loan, and city housing bonds, as well as dozens of state and federal agency contracts
- Led organization through development and alignment of all programming to common, focused self-sufficiency impact. This included substantial analytic work, systems development, technology enhancement, and culture change

LifeWorks Affordable Housing Corporation

President, 2005-present

- Subsidiary corporation established for the purpose of developing and managing multi-family housing for youth/young adults
- Two projects – The Works I (2014) and Works II (2019) – totaling 74 units, are in operations

LifeWorks Enterprises

President, 2004-2019

- Subsidiary corporation established for the initial purpose of operating social ventures

WORK EXPERIENCE (continued)

- A Ben and Jerry's PartnerShop franchise operated successfully as a workforce development program from 2004-2009, employing more than 100 youth
- In 2011, LE served as the Community Development Entity for the purpose of stewarding a New Market Tax Credit deal that resulted in more than \$2.5m for the development of an \$11m, 30,000-square-foot facility for East Austin

Teenage Parent Council of Austin

Executive Director, 1995-1998

- Grew small grassroots organization from a budget of \$250k to nearly \$700k in two years
- Expanded service range from support of young parents to prevention of adolescent pregnancy – programming that still exists as one of the primary resources of sexual health education in Austin and Manor Independent School Districts
- Developed the coalition of four nonprofit organizations that ultimately merged to form LifeWorks

Literacy Austin/Austin Community College

Training Coordinator, 1992-1995

- Developed curriculum and staff development for workforce literacy programming with local community college
- Developed and managed volunteer tutor training for adult basic literacy, ESL, and workforce literacy training for more than 200 volunteers annually
- Designed and implemented on-going training for Austin Community College's Adult Education faculty

SELECT MEDIA AND PRESENTATIONS

A frequent contributor and resource to local print, television, radio, and online media outlets on such topics as youth workforce development, youth homelessness, poverty, child welfare, and mental health. Additionally, a regular panelist and speaker for a range of local, state, and national conferences, as well as honors and graduate level programs at UT-Austin.

Organizational Leadership: Frequent guest lecturer with the LBJ School of Public Affairs' Executive Masters' in Public Leadership program, UT McCombs School classes in Organizational Leadership and Social Entrepreneurship, and Dell Medical School classes on community health issues.

Data and Organizational Performance: Featured in the film, *Failing Forward: The Road to Social Impact*, regarding organizational leadership through the process of developing the skills, systems, capacity, and culture to be data driven. Lecture frequently to groups of academic, civic, nonprofit, and philanthropic leaders on this topic. Delivered session and keynote presentations with the National Human Services Data Consortium.

Youth Homelessness: Participated in panel discussions and delivered keynote addresses in such settings as LBJ School Future Forum, the National Alliance to End Homelessness National Conference, and the National Council of State Housing Agencies.

Youth Workforce Development: Presented at such conferences as the Aspen Institutes' Opportunity Youth Forum.

RECOGNITIONS AND AWARDS

- 2020 *CEO of the Year*, Greater Austin Chamber of Commerce
- 2017 *Anita and Earl Maxwell Ethics in Business Award*

ATTACHMENT 4.e. Resident Services

- 2015 *Philanthropic Leadership Award*, First Tee of Greater Austin
- 2014 *Community Scion*, Foundation for the Homeless
- 2007 *German Marshall Fellow*, German Marshall Fund of the United States
- 2007 *Community Visionary*, *Austin Chronicle*
- 2007 Inductee to *Ernst and Young Entrepreneur Hall of Fame*
- 2006 *Central Texas Entrepreneur of the Year*, Ernst and Young
- 2005 *Profiles in Power Award*, *Austin Business Journal*
- 2004 *Austinite of the Year*, Austin Under 40

COMMUNITY ENGAGEMENT

- Mentor and Guest Lecturer, LBJ School of Public Affairs Executive Masters' in Public Leadership, 2016-present
- Appointee, Austin City Manager's Public, Private Partnership on Homelessness, present
- Board Member, Texas Alliance of Child and Family Services, 2018-present
- Leadership Council Chair, Ending Youth Homelessness in Austin, 2017-present
- Membership Council, Ending Community Homelessness Collaboration, 2007-present
- Children's Optimal Health, Board of Directors, 2008-present
- Collaborative Council Member, Texas Supreme Court Children's Commission, 2016-2020
- Member, Mayor's Community Council, 2009-2014
- Presenter, Mentor, and Women's Advisory Committee, RISE Austin (Relationship and Information Series for Entrepreneurs), 2009-2014
- One Voice Central Texas,
 - Member, 1995-president
 - President, 1999
 - Public Policy Chair, 2016
- Class of 2004, Leadership Texas
- Leadership Austin
 - Essential Class, 1998
 - Board Member, 2001-2004

COURTNEY R. SEALS

PROFESSIONAL PROFILE

A highly motivated and innovative executive leader with a professional background in managing multi-faceted, social service programs. Highly competent in directing all aspects of daily operations, project visioning and execution, strategic planning, and cross-system initiatives. Experience directing all core business functions including finance, human resources, quality improvement (QI), communications/marketing, risk management, and operations management.

SKILLS AND EXPERTISE

Leadership - Effective leader able to craft vision and strategy while cultivating productive work culture in alignment with organizational goals and mission; Proficiency in identifying, recruiting, hiring, and retaining exceptional staff and developing staff competencies in trauma-informed approaches to direct care; Committed to reinforcing core values related to social justice, person-centered service planning, strengths-based strategies, cultural responsiveness, and other approaches that promote and protect human dignity and cultivate positive outcomes; Ability to develop employees in accordance with core values and in preparation for growth within the organization.

Program Development – Experience planning, launching, and maintaining programs, extending from research and development to implementation and ongoing maintenance; Skilled at troubleshooting implementation challenges and making recommendations for course corrections; Familiarity managing large-scale, statewide programs and coordinating and providing consultative services to guide quality implementation. Parallel experience directing services at the local level (e.g. supervising case managers serving high-need children and families, managing facility-based services for court-involved youth, overseeing employment readiness training and job placement programs for transition age youth, etc.).

Data and Evaluation - Commitment to data-driven organizations that value information dissemination and knowledge creation as the focus of program activity; Expertise in accountability activities and performance management including logic modeling, development of performance metrics and organizational dashboards/scorecards; Familiarity with research design and data analytics for quality improvement (QI).

Stakeholder Relations - Effective networker able to forge connections with key stakeholders/partners and build community momentum in support of shared purpose and collective impact; Experience with varied constituent groups including boards, committees, volunteers, donors and external audiences; Adept at all aspects grants management including relationship building with grantors; Experience planning and hosting special events for diverse groups; Native Austinite with extensive individual and organizational relationships in the Austin area; Familiarity with community organizing and advocacy.

Communications & Marketing - Respected leader of creative teams able to conceptualize and orchestrate marketing campaigns that effectively reinforce and build brand recognition; Experienced creative director competent in driving messaging for print materials, media products, and campaign strategy including overseeing market research to validate messaging and creative approaches.

Strategic Planning and Facilitation - Skilled facilitator able to deliver presentations and host interactive meetings; Experience leading strategic planning initiatives, needs assessments, and resource mapping; Well-versed in translating mission and goals into operating plans with clear benchmarks and annual objectives.

Training and Capacity Building - Adept at identifying and organizing relevant professional development and training opportunities for staff in various roles, clients, community members, volunteers, and other audiences; Comfortable hosting conference calls, webinars, and meetings to share successes and facilitate communities of practice; Proficient in using virtual training platforms and developing learning management systems.

PROFESSIONAL EXPERIENCE

Director; Director III

Feb 2019-Present

Mental Health Programs, Planning and Policy, Behavioral Health Services, HHSC

Austin, TX

- Directs day-to-day operations of 60 staff implementing mental health programs including Adult Mental Health, Children's Mental Health, Crisis and Forensic Services and Behavioral Health Medicaid programs.
- Provides overall vision, leadership, and strategic direction regarding behavioral health programs and initiatives.
- Develops and implements legislative initiatives including serving as a resource witness at legislative hearings, facilitating implementation workgroups, and driving rule projects to update Texas Administrative Code.
- Plans, implements, and administers diverse programs to meet department objectives. Makes program management decisions, working collaboratively with other state agencies and stakeholders.
- Ensures the regulations and standards established by the commission are consistent with state and federal law.
- Oversees \$800 million in funding that supports over 500 contracts with public and non-profit entities statewide.
- Represents BHS by making presentations, providing information and testimony, collaborating with advocacy associations, other state agencies and federal partners. Responds to requests by legislators and other public officials.
- Coordinates with federal agencies to assure policies, standards, and activities conform to federal regulatory standards.
- Received Associate Commissioner's Choice Award in 2019 and Leadership Award in 2018.

Founder/Executive Director

October 2015-Feb 2020

Strong Side Austin

Austin, TX

- Launched non-profit organization including development of all organization policies and guiding documents, recruitment of founding board members, and completion and submission of documents for 501(c)3 status.
- Drove execution of program mission "to get young people working - realizing their passions, skills, and potential through employment opportunities."
- Initiated partnership with Travis County Juvenile Probation Department, People's Community Clinic, and local schools to generate client referrals.
- Developed youth employment program including job readiness training, job placement, and employment coaching.
- Cultivated strong relationships with a multitude of local service organizations in order to provide effective resource referrals for clients served. Also, cultivated partnerships with local donor groups and philanthropic organizations to provide funding to support ad hoc client needs.
- Achieved outcomes for youth served including 100% training completion rate, and 85% job placement rate.

Manager; Program Manager V

Apr 2018-Feb 2019

Behavioral Health Medicaid Programs Unit, Behavioral Health Services, HHSC

Austin, TX

- Managed and oversaw the activities of the Behavioral Health Medicaid Programs unit – Youth Empowerment Services (YES) and Home and Community-Based Services – Adult Mental Health (HCBS-AMH)
- Supervised 22 direct reports responsible for planning, policy, program and rule development and all aspects of program design, implementation activities, and operations.
- Led completion of program monitoring and evaluation including quality management and quality improvement (including onsite and desk review) and oversaw federal reporting of these activities.
- Managed budgets, including monitoring budget expenditures, cost projections, forecasting, and utilization review.
- Provided overall vision, leadership, and strategic direction to the Special Programs Unit.
- Represented unit by making public presentations and collaborating with other divisional units and state partners.
- Responded to requests by public officials, through the Section Director and Assistant Commissioner.

Policy Development Specialist; Program Specialist V

Oct 2017-Apr 2018

Special Projects Unit, Behavioral Health Services, HHSC

Austin, TX

- Developed and refined YES waiver implementation in accordance with program mission, vision and values.
- Assured policy alignment with Centers for Medicare and Medicaid Services, state legislative mandates, and other state and federal laws and mandates.
- Coordinated waiver application and amendment processes and timelines.
- Provided technical assistance to YES waiver providers including local mental/behavioral health authorities and non-profit organizations to resolve questions, concerns, and participant complaints.
- Facilitated training for providers and other stakeholders.

**Division Administrator for Community and Systems Support; Manager IV
Prevention and Early Intervention Division, DFPS**

**Aug 2016-Oct 2017
Austin, TX**

- Received the Commissioner's Award for Team Integrity for executing an innovative public awareness campaign.
- Provided managerial oversight to Community and Systems Support team encompassing a multi-million dollar budget focused on a variety of initiatives including training, systems collaboration, communications, public awareness, community impact, and quality improvement.
- Exemplified agency commitment to promoting positive outcomes for children and families and preventing child abuse and neglect; developed projects and priorities in alignment with the agency strategic plan.
- Led procurement efforts and oversaw vendor contracts; drafted scopes of work and deliverable timetables.
- Responsible for launching small pilot projects as well as extensive, statewide public awareness campaigns.
- Coordinated relationships with partnering state agencies and executive leadership in order to leverage resources and increase collaborative decision making.

**Project Manager; Program Specialist V
Texas Home Visiting, HHSC/DFPS (transferred during transformation)**

**Dec 2015-Aug 2016
Austin, TX**

- Provided high-level operational support to plan, implement and monitor the Texas Federal Home Visiting Program (MIECHV) focused on implementing early childhood and parent education programming.
- Provided advanced consultative and technical assistance to agency staff and local stakeholders, governments and community organizations.
- Provided oversight for day-to-day operations of early childhood home visiting programs including but not limited to: monitoring service delivery, approving contractor budgets/expenditures, providing technical assistance on service provision, and addressing implementation challenges.
- Prepared briefings, reports, presentations and other communications for the program.
- Developed and updated operational policies/procedures and manuals.

**Program Director
Southwest Key Programs, Inc.**

**Aug 2011-Dec 2015
Austin, TX**

- Directed community-based programs reaching 500 children annually:
 - Day Enrichment Program (DEP) – Substance Use Treatment for Probation-Involved Youth (facility-based)
 - Family Keys – Community-Based Case Management for “At-Risk” Youth and Families
 - Youth Mentoring – Local and federal
- Selected Accomplishments:
 - Cultivated highest level of youth, parent and stakeholder satisfaction since program inception
 - Completed successful redesign of a failing youth mentoring program on the verge of closure resulting in caseloads and revenues increasing over 500%
 - Developed successful marketing campaign; increasing volunteer base 7 fold in 6 months through rebranding and strategic communications
 - Program staff recognized two years consecutively in annual competition, winning over 2,000 total staff
- Supervised all aspects of service development and delivery, assuring model fidelity, cultural competence, parent engagement and client satisfaction.
- Hired, trained and developed staff in best practice treatment and service modalities utilizing web-based, internal and external training opportunities.
- Provided technical assistance for replication of local mentoring program in 5 states using federal expansion funding, facilitated cross-site learning and create communities of practice organization-wide.
- Used creative strategies to maximize recruitment efforts and minimize program attrition.
- Established and maintained effective control over all aspects of performance management, data collection and analysis, utilizing Efforts to Outcomes (ETO) web-based software/database.
- Revised data collection practices and made recommendations for improving software interface, forms and assessment tools, etc.
- Designed and implemented performance metrics in preparation for evaluation by Annie E. Casey Foundation.
- Developed and maintained relationships with funders, community partners, and key stakeholders to enhance resource sharing and subject matter expertise.

OTHER EMPLOYMENT

KDK-Harman Foundation (Temporary)	June 2010-May 2011
Travis County Juvenile Probation Department (Internship)	Sept 2009-May 2011
ICUSP – Institute for Community, University and School Partnerships	Sept 2009-Jan 2011
Texas CASA, Inc. (Internship)	Jan 2007-May 2007
Segal McCambridge Singer & Mahoney	Aug 2002-May 2010

ACADEMIC EDUCATION

Master of Science – Community and Regional Planning The University of Texas at Austin – School of Architecture	May 2011 Austin, TX
Master of Public Affairs The University of Texas at Austin – LBJ School of Public Affairs Specialization in Social and Economic Policy Certification in Non-Profit & Philanthropic Studies – RGK Center	May 2011 Austin, TX
Bachelor of Arts; Major: Urban Studies/Minor: Business Foundations The University of Texas at Austin	Dec 2007 Austin, TX

RESEARCH

University of Texas – Graduate Professional Report “Interorganizational Networks: Challenges, Best Practices and Relevance in Austin, TX” Readers: Liz Mueller (Community and Regional Planning); Christopher King (Ray Marshall Center)	May 2011
River City Youth Foundation Created “Data and Evaluation Plan” to guide performance management organization-wide.	May 2009
Children’s Advocacy Centers Evaluation Tool and Instruction Manual developed for 63 Executive Directors to deploy and evaluate programming.	May 2009
Austin Police Department – Crime Analysis (Robbery) Developed training presentation using primary (surveys, observation studies, interviews) and secondary research (census data, case studies) to inform findings; Training product rolled out to department commanders and robbery unit staff at a Robbery Forum.	Jan 2008

**Additional research information upon request.*

BOARD AND COMMITTEE MEMBERSHIPS

Community Fellow- Travis County reclaiming futures team/Juvenile drug court	2011- 2016
Chair – Community Advisory Board – Travis County Juvenile Probation Department	2012- 2015
Board Member- Media Awareness Project	2012- 2018
Committee Member – Austin Opportunity Youth Collaborative	2013- 2014
Central Texas Education Funders – Common Indicators Workgroup	2011- 2011
Board Member- Association of Fundraising Professionals	2010- 2011

ERIN WHELAN, MA, LPC-S

PROFILE Accomplished Executive with a demonstrated history of managing federally funded, multiple clinical, social service, and wellness programs within agencies, organizations, and institutions. Strong leader, motivator, and advocate and support for people and teams.

SKILLS & INTERESTS Change Management • Strategic Planning • Thought Leader • Conflict Resolution • Crisis Response • Project Management • Partnership Engagement • Community Advocate • Inclusion Strategy • Cultural Awareness and Attunement • Critical Analysis

EXPERIENCE

LIFEWORKS, Austin, TX

Agency with over 50 years of experience. Largest service provider of youth and young adults experiencing homelessness in Central Texas. Annual budget of 24 million, staff of 180, and operating over 7 service locations.

Senior Division Director of Housing and Homeless Services, Oct 2015 – Present

- 🏠 Oversight including program design, implementation of serviced and evidence-based models, performance reporting and evaluation, and overall strategy of the Housing Division which includes 9 different programs focused on preventing and ending homelessness for youth and young adults.
- 🏠 Direct responsibility of a 11 million dollar budget and a staff of 70.
- 🏠 The first of 10 communities nationally to receive a Federally funded Youth Homelessness Demonstration Project which represented an additional 5.2 million dollars for the City of Austin.
- 🏠 Member of the Senior Management Team

🏠 **Key Achievements:**

- Division increased from 6 million dollar budget to 11 million dollar budget under my leadership with a 40% increase in staff
- Initiated and implemented 4 new programs
- Under my leaders 1,000 youth stably housed since 2019
- Serve as a spoke-person for the movement to End Youth Homelessness in local, state, and national platforms

Director of Emergency Shelter, Sep 2013 – Sep 2015

- ✿ Provided leadership and oversight of the Emergency Shelter, including the development, delivery, management, evaluation, and reporting of services and programming related to the Emergency Shelter.
- ✿ Direct responsibility of a 1 million dollar budget and a staff of 30.
- ✿ Responsible for ensuring program was meeting Texas Department of Family and Protective Services licensing standards and contract expectations.
- ✿ **Key Achievements:** Brought on 3 new contracts under my leadership

THE SETTLEMENT HOME, Austin , TX

Supervisor/Therapist, Feb 2012 – Aug 2013

- ✿ Oversight for hiring, training, managing, and supervising staff
- ✿ Monitored the intake, treatment, and discharge of a house of 13 clients.
- ✿ Provided individual and group therapy to clients with extreme trauma and chronic neglect which included a variety of therapeutic modalities.

IGNITE (FORMERLY TEEN LIVING PROGRAMS), Chicago, IL

Manager of Youth Development Staff & Milieu, Oct 2008 – Feb 2012

- ✿ Managed the overall safety of a transitional living community of 20 youth and young adults and 15 staff to create a physically and emotionally secure environment in the Southside of Chicago.
- ✿ Worked with youth using Positive Youth Development, Trauma Informed Care, and Harm Reduction while cultivating independence.

NORTHWESTERN UNIVERSITY, DEPARTMENT OF PREVENTATIVE MEDICINE, Evanston, IL

Project Manager, Behavioral Medicine, Jan 2007 – Oct 2008

- ✿ Project management for 6 ongoing clinical trials.

THE COOPER INSTITUTE , Dallas, TX

Clinical Trials Program Manager, Division of Research, Sep 2000 – Dec 2006

- ✿ Project management for 5 ongoing clinical trials.

CREDENTIALS &
LICENSES

- Texas Licensed Professional Counselor-Supervisor
- Child Care Administrator License
- Certificate for [Principle and Techniques of Fundraising with the Fund Raising School with Indiana University](#)
- Completed [Undoing Racism through The People's Institute of Survival and Beyond](#)

- Completed [Courageous Conversations](#) Beyond Diversity

BOARDS &
COMMITTEES

- Planning Committee for Runaway and Homeless Youth National Training
- Member of A Way Home American Practice Committee
- Board Chair of [Texas Network of Youth Services](#)
- Co-Chair of Homeless Response System Permanent Housing Committee
- Leader of LGBTQIA+ committee
- Co-Chair of Ending Community Homelessness Coalition Continuum of Care Committee

PROFESSIONAL
SPEAKING
ENGAGEMENTS

- LBJ School of Public Affairs at University of Texas
- Runaway Homeless Youth National Training
- National Alliance to End Homelessness
- Point Source Youth National Symposium
- The College for Behavioral Health Leadership
- Dell Medical School at University of Texas

PROFESSIONAL
RECOGNITIONS

- [Leadership Austin Graduate](#) – Class of 2017



Education	Master of Science in Social Work University of Texas at Austin Licensed Clinical Social Worker (2001-present) Board Approved Supervisor (2005 – present)	May 1996
Career 2016 – present	LifeWorks Division Director of Counseling Services <ul style="list-style-type: none">Management of 3 counseling division programs through budgetary oversight, program activity coordination, and procurement and management of Agency assets and resourcesOversees billing processes and third-party billing procedures for the divisionProvides supervision of program managersSupports Division Directors in aligning program goals with Division and Agency mission and strategic planning efforts	Austin, TX
2014 – 2016	Associate Division Director of Counseling Services <ul style="list-style-type: none">Management of 3 counseling division programs through budgetary oversight, program activity coordination, and procurement and management of Agency assets and resourcesOversees billing processes and third-party billing procedures for the divisionProvides supervision of program managersSupports Division Directors in aligning program goals with Division and Agency mission and strategic planning efforts	
2011 – 2014	Clinical Field Director <ul style="list-style-type: none">Recruit and select Master's and Bachelor's level student interns for the Counseling Division programsProvide and coordinate orientation and on-going trainingsSupervise clinical staff and student interns in Youth and Adult CounselingManage Intern Program reportingMonitor compliance with all agency, program and funder standardsLiaison between LifeWorks and Central Texas Universities	
2005 - 2011	Program Services Coordinator/Intern Coordinator <p>Manage delivery of counseling services to youth and families</p> <ul style="list-style-type: none">Supervise clinical staff and student internsProvide strengths-based counseling to adults, youth and familiesEnsure compliance with all agency, program, contract, grant and licensing standards regarding delivery of servicesMonitor expected outcomesMaintain documentation in accordance with standards and expectations set by agency, contracts, grants, and certificationsRecruit, select, train and supervise Master's level student interns	
1996 - 2005	Youth and Adult Counselor <ul style="list-style-type: none">Provide individual, family and couples counseling to youth and adultsProvide intake and follow-up servicesSupervise part-time Counselors and Master's level interns	
Affiliations	1997 – 2007 Texas Network of Youth Services, Board member 2006 – present Leadership Texas Alumni Assoc., Class '06 2007 – present Kids Living Well (formerly CYMHPP), co-chair 2015 2010 – present Austin Area African American Behavioral Health Network, member	
Awards	2011 – 2012 Field Instructor of the Year, UT Austin School of Social Work	
Publication	Nowicki, J. & Arbuckle, L. (2009) Social workers as family counselors in a non-profit, community-based agency. In A. R. Roberts, A., (Ed) <i>Social Worker Desk Reference</i> . New York: Oxford U. Press.	

Kristina S. Perez, MSSW

EXPERIENCE HIGHLIGHTS

LifeWorks - Education and Workforce Development, Austin, TX

January 2022 - Present

Division Director

- Oversees all operations of programs within the division: Teen Parent Services, Sexual Health Information for life Transitions (SHIFT), Life Skills Training, High School Equivalency (HSE), and Workforce Development, and supports program managers in implementing quality services, collaborating with internal and external stakeholders, and meeting all contractual agreements.
- Leads the integration of education and employment supports and prevention services with services in other agency divisions and is responsive to community needs and resources.
- Develops and implements collaborative relationships with non-profit, academic, for profit, and governmental communities for the purpose of funding new initiatives and programs.
- Manages the assigned division, its services, and contracts through budgetary oversight, staff supervision, program activity coordination, and procurement and management of Agency assets and resources.

HHSC - Early Childhood Intervention (ECI), Austin, TX

July 2021 - January 2022

Project Manager

- Provided supervision and support to team leads and staff involved in grants and the State Systemic Improvement Plan to ensure the project remained on track and deliverables were met.
- Responsible for program implementation and oversight of 10 subcontractors participating in the Supplemental Nutrition Assistance Program - Education (SNAP-Ed) project through regular communication and meetings with program directors across Texas.
- Managed nine projects with varying deadlines, deliverables, budgets, and reporting requirements. Worked in collaboration with a variety of private, state, and federal funders, some of which included The Office of Special Education Programs, Episcopal Health Foundation, and SNAP.
- Successfully completed quarterly, mid year, and annual reports for projects that were over six months late due to vacancy within the first two months of hire.
- Developed new procedures and timelines to support projects that did not have any established processes to improve efficiency, data validity, and understanding.
- Created resources for 41 state contractors with critical information to clarify project requirements based on contractor feedback. Documents lead to an increased understanding of an evidence based coaching model that was implemented by ECI in May 2021 for both contractors and internal ECI staff.

HHSC – Youth Empowerment Services Waiver, Austin, TX

May 2018 - July 2021

Manager (Aug. 2020 – July 2021)

- Researched and recommended COVID flexibilities for the YES Waiver program within weeks of the declared pandemic to develop and route the Appendix K to the Centers for Medicare and Medicaid (CMS) for approval.
- Managed ongoing coordination of COVID flexibilities, extensions, and updates across multiple state departments and four Medicaid systems for the provision of services that included: specialized therapies, community living supports (Nurturing Parenting Program), family supports, employee assistance and supported employment (individualized placement and support), paraprofessional services, respite services, non-medical transportation, supportive family-based alternatives, adaptive aids and supports, minor home modifications, and transition services.
- Successfully onboarded and trained seven out of 10 team members and leads over a span of nine months during the pandemic. Supported leads with staff related issues and challenges as well as providing oversight for projects they were leading.
- Focused on improving diversity, equity, and inclusion for the program through provider training, targeted outreach efforts, updating marketing materials, program data, and internal hiring practices.
- Participated in cross systems collaboration workgroups with multiple state programs and departments to promote children’s mental health, bring visibility to the YES Waiver program, improve outcomes and service delivery, and address disparities across child serving agencies.
- Managed the Wraparound Provider Organization (WPO) project, which proposed adding a new service and provider type to the Waiver if approved by CMS.
- Updated the YES Waiver Policy Manual to align federal statute and waiver requirements, state rules and contracts and to provide guidance on program implementation.
- Hired as Policy Development Specialist in May 2018, promoted to Team Lead in March 2019, promoted to Manager in August 2020.

Kristina S. Perez, MSSW

DFPS – Prevention and Early Intervention Division, Austin, TX

Nov. 2017– May 2018

Early Childhood Special Projects Team Lead

- Supervised and supported staff and leads in the delivery of technical assistance and event planning for program directors implementing Parents as Teachers (PAT), Nurse- Family Partnership (NFP), Home Instruction for Parents of Preschool Youngsters (HIPPY), and Healthy Families America (HFA) and Healthy Outcomes through Prevention and Early Support (HOPES) across Texas.
- Successfully managed the first grant process following the agency’s transformation from HHSC to DFPS in less than five months. Process involved developing timelines and managing deliverables for staff and leads assisting with the grant in addition to working in collaboration with multiple DFPS departments to ensure project completion.
- Participated in the Results Based Accountability workgroup which included multiple state and local child serving agencies working to address disparities and issues related to various maternal and child outcomes.
- Coordinated with stakeholders on national and local levels to facilitate information sharing, training, and support to Maternal, Infant, and Early Childhood Home Visiting (MIECHV) grant recipients in Texas.

DFPS – Prevention and Early Intervention Division, Austin, TX

Sept. 2017– Nov. 2017

Continuous Quality Improvement Specialist

- Provided technical assistance and support to 13 MIECHV grant recipients on a monthly basis and helped promote a growth mindset about the continuous quality improvement process.
- Responsible for developing strategies and ideas to engage providers in continuous quality improvement activities as required through the MIECHV grant.
- Collected and analyzed program data to identify trends across programs and compare performance measures over time. Contributed to the development of the department’s MIECHV federal report to summarize program findings and data related to continuous quality improvement.

Action Point Analytics, Austin, TX

April 2017 – Sept. 2017

Director of Operations

- Lead business development efforts to help promote and grow the company by identifying and researching potential clients, engaging in outreach efforts, and meeting with clients to better understand their needs.
- Researched and analyzed data for company partners, some of which included Samsung, General Mills, and AT&T, using global news and information databases in order to inform their strategy development, return on investment, and brand engagement.
- Developed an internal policies and procedures handbook to support new employees and improve the onboarding experience and coordinated and attended client meetings to discuss needs, project goals, and status for each project.

Easter Seals Central Texas – Early Childhood Intervention Program, Austin, TX

Feb. 2015 – Feb. 2017

ECI Team Supervisor

- Supervised and supported the Early Intervention Specialist manager and the Service Coordinator manager in addition to a team of therapists and contracted staff. Focused on creating a positive and supportive work culture to improve staff retention.
- Reduced staff turnover and increased retention for the 55 full time staff and contractors in the program.
- Set record monthly revenue marks for \$3.5 million program, exceeding organization revenue goals by \$20k per month.
- Increased team productivity by an average of 40% monthly, which exceeded program indicators and maximized the level of services delivered to children and families in need.

Annunciation Maternity Home, Georgetown, Texas

Aug. 2013 – Feb. 2015

Director

- Awarded accreditation from the Council on Accreditation within six months of hire and received exceptionally high marks and praise from national evaluators.
- Introduced an evidence-based approach for services delivered to children, which included the use of the Ages and Stages Questionnaire (ASQ), a developmental screener, and one-to-one prenatal and parenting coaching sessions with teen moms.

Easter Seals Central Texas, Austin, Texas

May 2010 – Aug. 2013

Service Coordinator/Early Intervention Specialist/Public Outreach

Kristina S. Perez, MSSW



- Achieved a second title of Public Outreach Specialist within one year of start date, based on exemplary work performance and proven ability to manage multiple priorities.
- Delivered high quality case management services for 45+ families by managing timelines and indicators to ensure family satisfaction and meet program requirements.
- Represented the agency in both English and Spanish at community events and increased public presence.

Texans Care for Children, Austin, Texas

Jan. 2008 – May 2010

Regional Coordinator

- Organized, presented, and facilitated the four-hour Listening Tour/Advocacy Training sessions across the state by developing new partnerships with state legislators and their staff, as well as community leaders, and local child serving agencies.
- Created the agency's Advocacy Training program, which included developing curriculum, content, and an Advocacy Training manual.
- Organized and facilitated major agency events such as Voices for Change Day (over 400 participants across Texas), Texas Mental Health Summit, Juvenile Justice Summit, and Speaker Series to promote children's issues and to include youth voices in every issue area.

EDUCATION

The University of Texas at Austin, **MS in Social Work (Dean's List)**
Concentration in Community and Administrative Leadership

2008

Texas A&M International University, **BA in English (Summa Cum Laude)**
Minor in Earth Science

2006

PROFESSIONAL DEVELOPMENT

Fluent in Spanish

Practicing Effective Management, TBD Solutions

Jan. 2021

Adaptive Leadership for System Change, Ellen B. Kagan, MSW

Sept. 2020

The Coach Approach, Coach Approach Partners, LLC

Sept. 2020

Leading Project Teams, HHSC BH/IDD Innovation

Sept. 2020

Positive Discipline Parent Educator, Positive Discipline

Mar. 2014

Early Intervention Specialist, Early Childhood Intervention, Texas

Aug. 2011

Undoing Racism, The People's Institute, Austin, Texas

Aug. 2009

Organizing for Social Change, The Midwest Academy, Chicago, Illinois

Oct. 2008

Professional Summary

Accomplished, finance professional with the natural ability to flow and connect across a variety of departments while strategically and responsibly supporting fiscal needs responsibly and thoughtfully managing high level organizational decisions.

Skills

- *Exceptional customer service
- *Entrepreneurial spirit
- *Encourage autonomy and empowerment
- *Ability to work in a team
- * Foster cooperation and trust
- *Defining clear and simple fiscal education for all levels
- *Streamlining and implementing processes
- *Strong work ethic

WORK HISTORY	<p>LifeWorks Senior Director of Finance and Accounting Director of Finance</p> <ul style="list-style-type: none"> • Leads the coordination and development of organization budget. • Develops financial business plans, strategies and forecasts. • Participates in strategic planning and policy development • Engages the Finance Committee of the Board of Directors to develop financial policies and plans. • Contributing member of the Agency Risk Management Committee focusing on areas of financial exposure. • Manages acquisition of liability, property, crime, and Directors and Officers insurance coverage to adequately cover Agency, assets, and personnel/volunteers. • Oversees the hiring, training, supervision, and dismissal of staff • Oversees external reporting and prepares financial reports and analysis for the Chief Executive Officer, Finance Committee, Audit Committee, and Board of Governors. • Prepares and communicates monthly and annual financial statements to Board Committees and Board of Governors. • Establishes internal control structure to ensure protection of agency assets. • Directs the preparation of statements and reports on financial affairs • Oversees the accounting and Finance Staff • Oversees cash flow planning, cash management • Leads the annual independent audit as well as internal audits by funders • Oversees preparation and filing of 990 tax returns for all entities • Oversees expense management process and ensures operational ownership through visibility into available funds and expenses incurred. • Manages Agency's tax requirements 	<p>December 2019-Present May 2021 - Present December 2019-May 2021</p>
	<p>Planned Parenthood Southeastern PA Assistant Controller</p> <ul style="list-style-type: none"> • Monitor accounting procedures for compliance with organization and GAAP • Oversee day-to-day operations • Manage, monitor insurance revenue cycle revenue recognition and analysis • Prepare monthly and quarterly analyses of general ledger accounts • Oversee, monitor and collaborate with revenue generating departments 	<p>August 2011 – December 2019</p>

	<ul style="list-style-type: none"> • Direct, monitor and perform analytical review of receivables • Conduct monthly meetings with departmental heads to discuss financials and budget goals • Manage all banking activity for all accounts • Participate in quarterly finance board meetings • Participate in policy creation, maintain and document implementation of new processes • Assist in managing internal and external audits • Mentor and supervise accounting staff – A/P and Payroll • Conduct quarterly financial reviews with center managers; review monthly department variances • Assist, manage multi departments’ annual budget development • Attend quarterly management meetings
	<p>BetterHealth, A Planned Parenthood Partnership August 2011-December 2019</p> <p>Controller</p> <ul style="list-style-type: none"> • Oversee and prepare all aspects of month-end close • Oversee all day-to-day financial inquiries and operations • Manage A/R invoicing and • Manage and forecast cash flow • Oversee financial performance and budget variances • Create and oversee multi-departmental budget development • Manage external audit • Attend senior management meetings • Conduct monthly financial meeting with heads of departments
EDUCATION	<p>La Salle University Philadelphia, PA</p> <p>MBA, Concentrations: Accounting and Management Information Systems</p> <p>Bachelor of Science, Business Administration, Accounting</p>
TECHNOLOGY	<p>Microsoft 365: Outlook, Notes, Word, Excel , SharePoint, Teams and Powerpoint</p> <p>Accounting Software: Oracle NetSuite, Quickbooks Online, Abila MIP (Standard and Cloud-based), Blackbaud Financial Edge and NXT</p>
LANGUAGES	Native Fluency Spanish and English
ORGANIZATION	Austin Nonprofit Financial Leadership

KATELYN BENNETT GENTILE, MPH, SHE/HER/HERS
Kate.Bennett@lifeworksaustin.org

EDUCATION

SUNY Downstate School of Public Health; Brooklyn, NY <i>Master of Public Health Degree</i> , May 2013 Concentration: Community Health Sciences	SUNY University at Albany Honors College; Albany, NY <i>Bachelor of Science Degree</i> , May 2011 Major: Mathematics and Public Health
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WORK EXPERIENCE

Youth and Family Alliance dba LifeWorks – Austin, TX

Sr. Director of Compliance and Administration, May 2021 – Present

- Oversees the Grants and Contracts Compliance Department of the Agency to ensure adherence to statutory regulations and funder-imposed restrictions.
- Responsible for development and implementation of agency-wide grant management strategy and develops supporting process, systems, and tools.
- Works in partnership with Sr. Director of Finance & Accounting to develop financial business plans and forecasts and coordinate the monitoring of contract budgets.
- Participates in strategic planning and policy development as a member of the Strategic Management Team.
- Engages the Finance Committee of the Board of Directors to develop financial policies and plans with regard to contract funding.
- Implements annual cost allocation plan
- Represents the company to funding and contract partners, including public and foundation funders and subcontractors.
- Oversees physical plant management, security, and maintenance supported by the Director of Facilities and Maintenance.
- Oversees major renovations and creation of new facilities including needs assessment, design development, budgeting and controls, and general project management.
- Manages agency property management company and operations at apartment buildings
- Leads the development of new property sites, including acquisition of capital sources; development of operating proformas; contractor, consultant and vendor relations; oversight of construction; and lease-up.
- Oversees the re-accreditation process and the maintenance of COA standards between re-accreditation cycles.
- Oversees the organization's Risk Management program.
- Oversees the organization's Performance Quality Improvement (PQI) program.
- Oversees the Centralized Intake (CIT) and Administrative Teams across all sites and ensures quality of service delivered by these teams to internal and external parties are timely and meet a high-quality standard.

Director of Grants and Contracts Compliance, January 2019 – May 2021

- Oversees grants and contracts compliance department for over \$14M in public and private contracts, including contract compliance, external funder audits, monitoring internal and subrecipient performance, performance reporting, budget and scope of work amendments, funder relationships, and contract spending.
- Designs and implements agency-wide grant management strategy; develops supporting process, systems and tools
- Assists with annual agency budgeting process; creates and supports the annual cost allocation plan
- Supervises staff of two. As of 03/2021 also supervises the Admin, Central Intake, and Facilities departments

Director of Public Grants, April 2016-January 2019

- Researched, wrote, and submitted grant applications exceeding \$12M in annual funding for the agency
- Worked with leadership to assess gaps in services in order to develop a funding strategy
- Developed relationships with local, state and national public funders on behalf of agency
- Developed multi-year budgets for grant submissions and develops annual program budgets which include multiple funding sources, creates funding sustainability plans, and plans for ensuring match requirements are met
- Played an active role in program design, planning, and implementation by researching and connecting with organizations both locally and nationally to share best practices, successful program models, and challenges

University of Texas at Austin, College of Natural Sciences – Austin, TX

Grants and Contracts Specialist, November 2015-April 2016

- Oversaw all pre and post award administration for over 50 UT Austin faculty's grants and contracts
- Identified funding opportunities; researched, wrote and submitted proposals to NSF, NIH, DOE, DOD
- Created and managed budgets for proposals; completed all required grant and contract reporting
- Served as the liaison between UT Austin faculty, partnering institutions, and UT Office of Sponsored Projects

Southwest Key Programs – Austin, TX

Grant Writer, October 2015-April 2016

- Contractual grant writer for a national nonprofit organization
- Responsible for conception, writing and submitting national, state, foundation, and local grant proposals

New York University School of Medicine, Department of Population Health – New York, NY

Project Manager, October 2011-July 2015

- Identified, wrote, and submitted proposals to funding agencies (NIH, HSRA, PCORI)
- Oversaw all post-award management, including grant budgets, compliance, and performance reporting
- Oversaw research project implementation and evaluation, IRBs, participant recruitment, and data collection
- Served as liaison between the institution, funding agencies, key stakeholders and principal investigators
- Supervised team of 5 staff and interns

Veterans Affairs (VA) New York Harbor Healthcare System – New York, NY

Research Administrator, November 2012-July 2015

- Certified Contacting Officer Representative for Veterans Affairs
- Administrative and grant support for VA Health Services Research and Development (HSRD) division
- Identified and applied to federal grants, including VA HSRD, CSRD, QUERI
- Managed contracts post-award, including finances and reporting

Health Science Specialist, May 2011-October 2012

- Conducted proactive outreach to veterans regarding smoking cessation and blood pressure control
- Met grant funding expectations, documentation, and reporting requirements

Richard C. Williams Jr.

Executive Summary

A professional within the construction industry focusing on new commercial environments, industrial and residential remodeling. Licensed General Contractor in Commercial, Industrial and Residential sectors with expertise in Construction Management, Inspections, Job Order Construction, Design-Build Services and Safety. Recognized for well-developed project management skills that include using computer technology to track job progress, managing people, estimating, controlling costs and schedules, which enable project completion on time and under budget. A proven track record of taking challenging projects and creating a positive work environment resulting in successful project completion. Consistently delivers quality and excellence in workmanship through strong people and problem solving skills. Extensive architectural background through education and experience.

Licenses and Certifications

- Commercial / Industrial / Residential Contractor (BC), TN Licensing Board for Contractors, 2003
- OSHA 10 Hour Construction
- OSHA 30 Hour Construction

Professional Organizations

- Project Management Institute – National
- Project Management Institute – Austin Chapter

Professional Background

Director of Facilities & Maintenance September 2015 to Present
LifeWorks Austin, TX

Directs facility management and operations functions, including assisting with capital improvement projects, leasehold modifications, overseeing special projects and procurement of additional facilities, equipment and construction.

- Create, implement and maintain department repair and capital improvement budgets, ensure compliance with budgetary constraints, forecast and plan facility improvements
- Set policy and procedures for facilities and maintenance
- Manage building tenants, negotiates leases, provide landlord services to tenants, produce annual operation cost reports
- Negotiate and maintain contracts with outside vendors, repair personnel and contractors
- Establish, implement and update facility/security related policies and procedures, comply with federal, state and local laws and regulations, ensure compliance with accreditation standards
- Organize and oversee group volunteer projects related to facility/property maintenance and development
- Member of Senior Management Team
- Member of Risk Management Team

Construction Inspector (Contract Job) June 2013 to April 2014
Jollyville Water Transmission Main Austin, TX

MWM DesignGroup

Construction inspection of 6.5 miles of 120" bored tunnel with 84" carrier pipe. Four 40 ft. shafts, two working and two retrieval, ranging in depth from 120 – 350 ft. deep. \$85 Million dollar project.

- Verify pipe connections are within specifications
- Verify pipe location is within specifications
- Verify clearance of pipe within tunnel
- Maintain daily logs and supplement inspection records with photographs

Owner January 2009 to September 2015
RCW Construction Austin, TX

Accountable for all aspects of facility maintenance, by providing repair and remodeling services along with building maintenance. Self-perform the majority of work performed and brings in the right sub-contractor for the service needed. Commercial estimating for local HUB Contractor using R.S. Means Cost Data. Projects have included Job - Order - Construction for Kellogg, Brown & Root and projects for Austin Energy, Austin – Bergstrom International Airport and the City of Austin.

- 24/7 Emergency Repairs
- Re-models / Alterations
- Carpet / Tile Repairs & Replacement
- Ceiling Repairs
- Water damage repairs

- Pre-Opening / Closing Clean-up
- HVAC Repairs / Replacement

Texas AJOC Project Manager
Job Order Construction

July 2007 to Jan. 2009
Austin, TX

Greenway Enterprises, Inc., International Contractors

Responsible for soliciting new work, developing scope of work, estimating, soliciting and qualifying subcontract bids, project scheduling and overall accountability for the timely completion and profitability of Governmental projects. Generate all project forms and contracts with sub's including submittal processing, material scheduling and ordering, change order processing and close-out document processing. Managed multiple projects simultaneously while re-establishing customer relations with high-profile clients.

- Developed new work with multiple agencies including, but not limited to, Austin Community College District, Texas Parks and Recreation, Texas State University— San Marcos, and the City of Austin.
- Took fast turnaround jobs and completed within time constraints and budget.

Project Manager

1997 to July 2007

RCW Construction, LLC

Franklin, TN

Accountable for all aspects of projects, from beginning to close-out. Projects included educational, religious, office space, warehouse and special construction. Responsible for the direction of up to fifteen people in the office and in the field. Design / Build projects include Van Buren County Elementary Addition, Van Buren County Vocational Addition, Van Buren County Kindergarten, Cracker Barrel Corporate Campus – Mail / Printing Building, Multiple new churches with sanctuary and educational spaces, Assisted – Living Facilities and new office rental buildings. Worked extensively with sister company (**Architectural Offices of Williams, Inc.**) inspecting multiple projects for compliance.

- Estimated project cost using Timberline and Primavera programs for public bidding and scheduling work.
- Hired project superintendents for projects.
- Tracking project costs throughout project.
- Obtaining approvals from all governmental agencies.
- Writing contracts for each sub-contractor.
- Overseeing all projects from beginning to close-out.
- Scheduling of materials and labor for projects

Owner

1994 to 1997

Williams Construction

Norman, OK

Responsible for all aspects of projects, from beginning to close-out. Projects include medical, Retail and food service.

- Met with owners to determine needs.
- Estimating cost and time for completion of projects.
- Supervising personnel.
- Manual labor where needed.

Owner

1992 to 1997

America's Repair & Remodeling

Norman, OK

Responsible for all aspects of repairs, remodeling, and additions for homes.

- Performed home inspections.
- Worked closely with realtors for repairs to homes going on the market.
- Worked closely with realtors for repairs to rental property.
- Worked with owners to advise and implement additions to complete remodels.

Draftsman

1990 to 1992

Architectural Offices of Williams, Inc.

Franklin, TN

Worked with the supervising architect to produce working drawings for projects for the military, universities, schools, religious and industrial

- Production of working drawings under the supervision and direction of an architect.
- Checking of shop drawings for compliance with contract documents.
- Producing computer generated renderings of projects.
- Field supervision.

Software Applications

Timberline Precision Estimating
Primavera Sstetrak Project Manager
AutoCAD
3D Studio Viz
AutoDesk Lightscape
Winest Estimating

Quantity take-offs
Scheduling of resources
Production of drawings
Producing renderings and walk through
To make natural and artificial light look realistic in renderings
Quantity take-offs

Austin Community College
Auburn University,
Franklin High School,

Education

Austin, TX,
Auburn, AL,
Franklin, TN,

3.4 GPA

2009-present,
1980-1982
graduated 1980

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 5 – Property Info

5a. Appraisal

**WORKS IV AT THRASHER
AUSTIN, TEXAS**


ATTACHMENT TABS

Attachment 5 – Property Info











5b. Property Maps

Legend

Census Tracts 2020



City Council Districts

-  1
-  2
-  3
-  4
-  5
-  6
-  7
-  8
-  9
-  10

Development Site

Census Tract 23.20

23.20

Austin Community College, Esri, HERE, Garmin, INCREMENT P, NGA, USGS



Works IV - Thrasher Lane



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20 April 2023 ArcGIS Web AppBuilder


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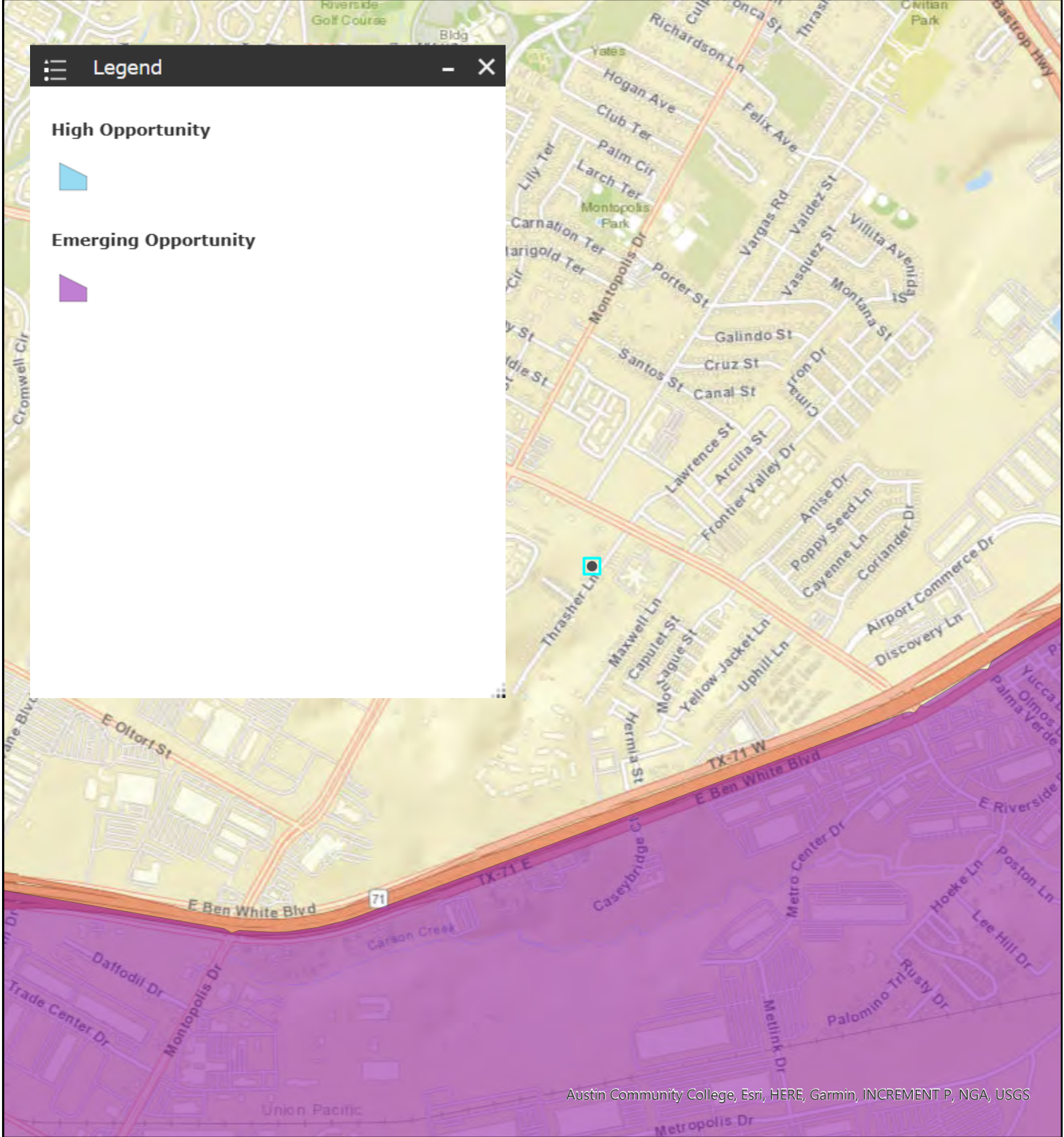
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High Opportunity



Emerging Opportunity





Austin Community College, Esri, HERE, Garmin, INCREMENT P, NGA, USGS



Works IV - Thrasher Lane

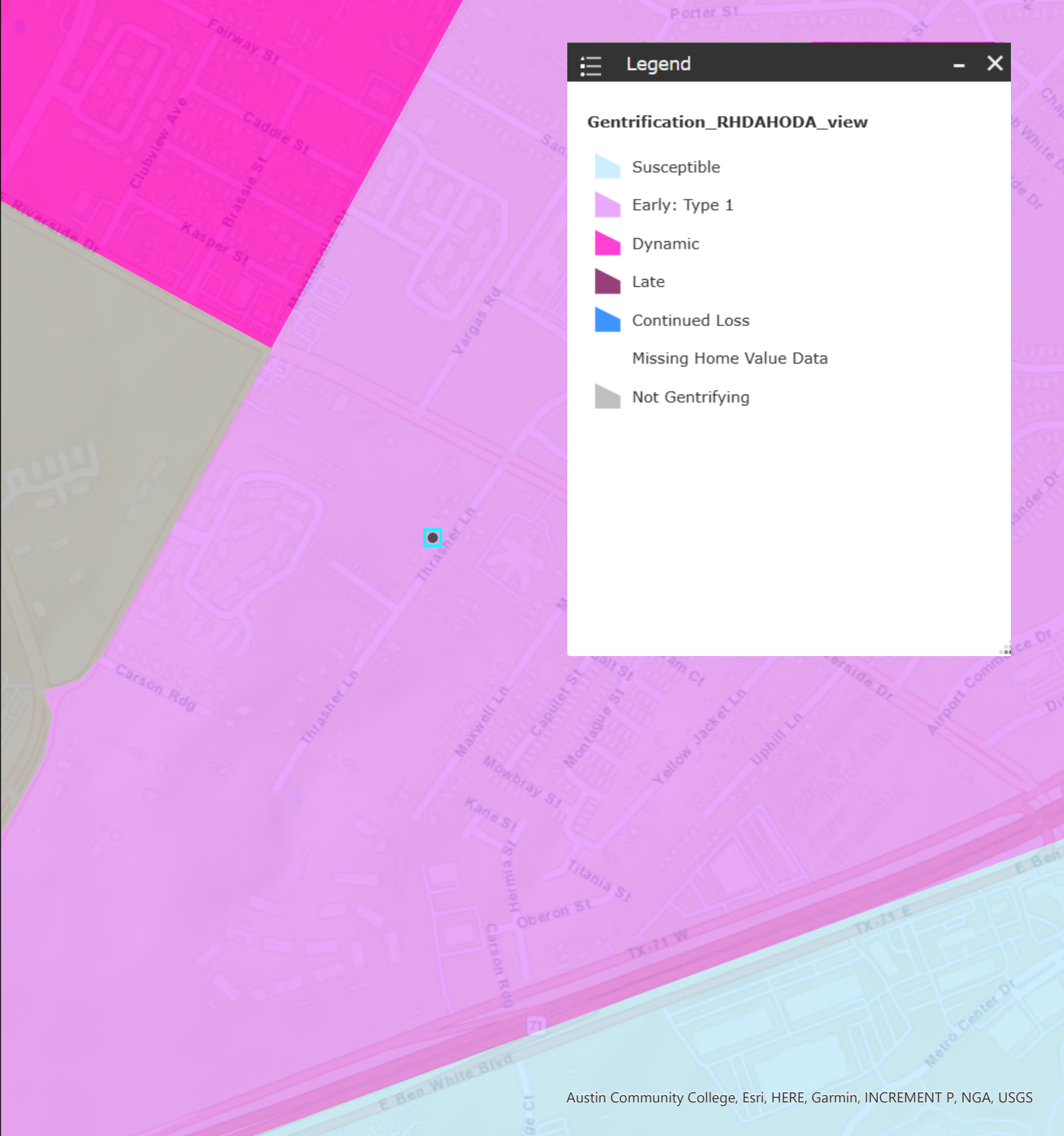


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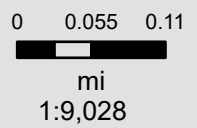
Gentrification_RHDAHODA_view

- Susceptible
- Early: Type 1
- Dynamic
- Late
- Continued Loss
- Missing Home Value Data
- Not Gentrifying

Austin Community College, Esri, HERE, Garmin, INCREMENT P, NGA, USGS

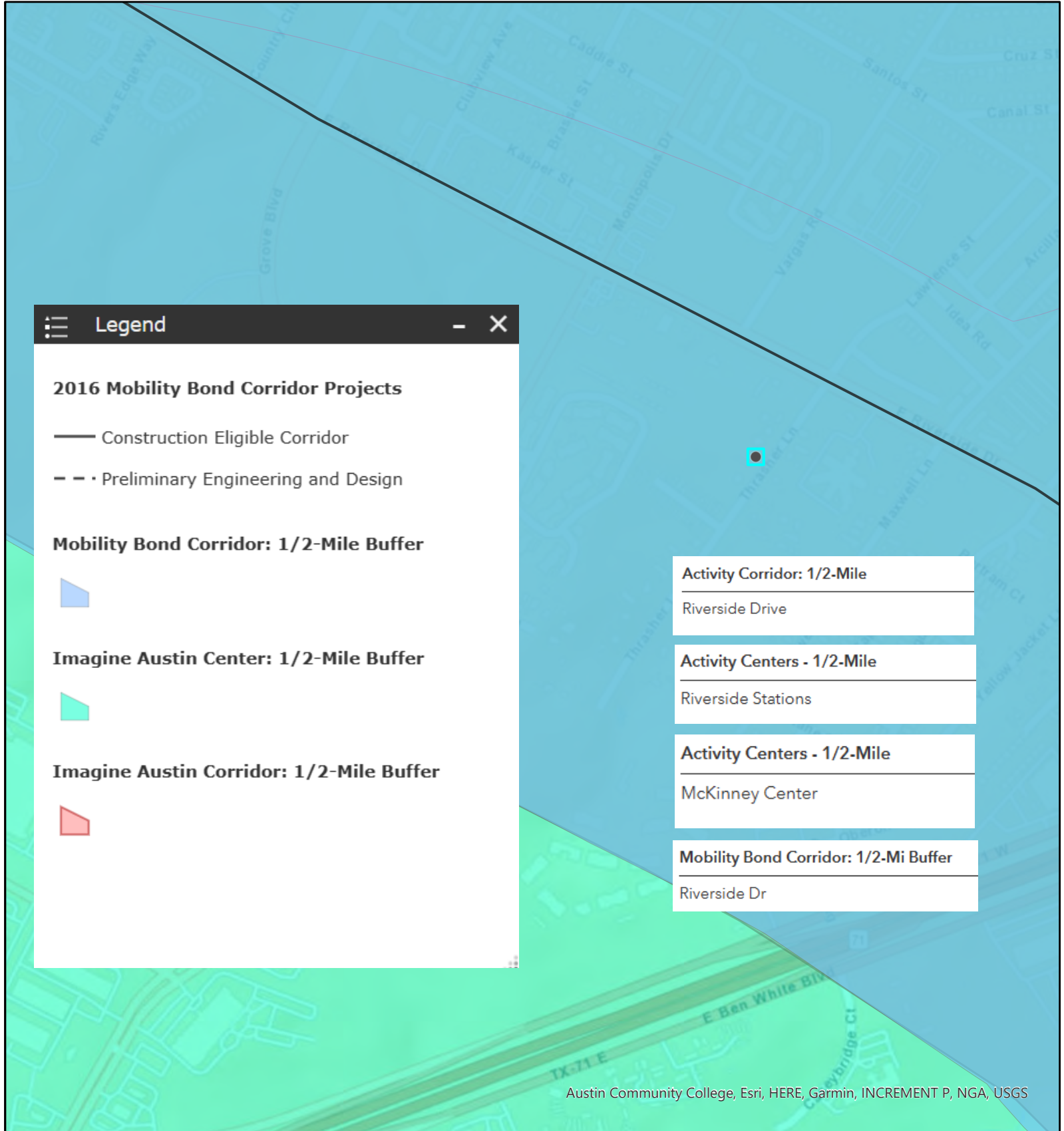


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Legend - X

2016 Mobility Bond Corridor Projects

- Construction Eligible Corridor
- Preliminary Engineering and Design

Mobility Bond Corridor: 1/2-Mile Buffer

Imagine Austin Center: 1/2-Mile Buffer

Imagine Austin Corridor: 1/2-Mile Buffer

Activity Corridor: 1/2-Mile

Riverside Drive

Activity Centers - 1/2-Mile

Riverside Stations

Activity Centers - 1/2-Mile

McKinney Center

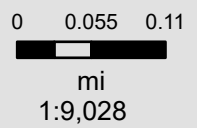
Mobility Bond Corridor: 1/2-Mi Buffer

Riverside Dr

Austin Community College, Esri, HERE, Garmin, INCREMENT P, NGA, USGS

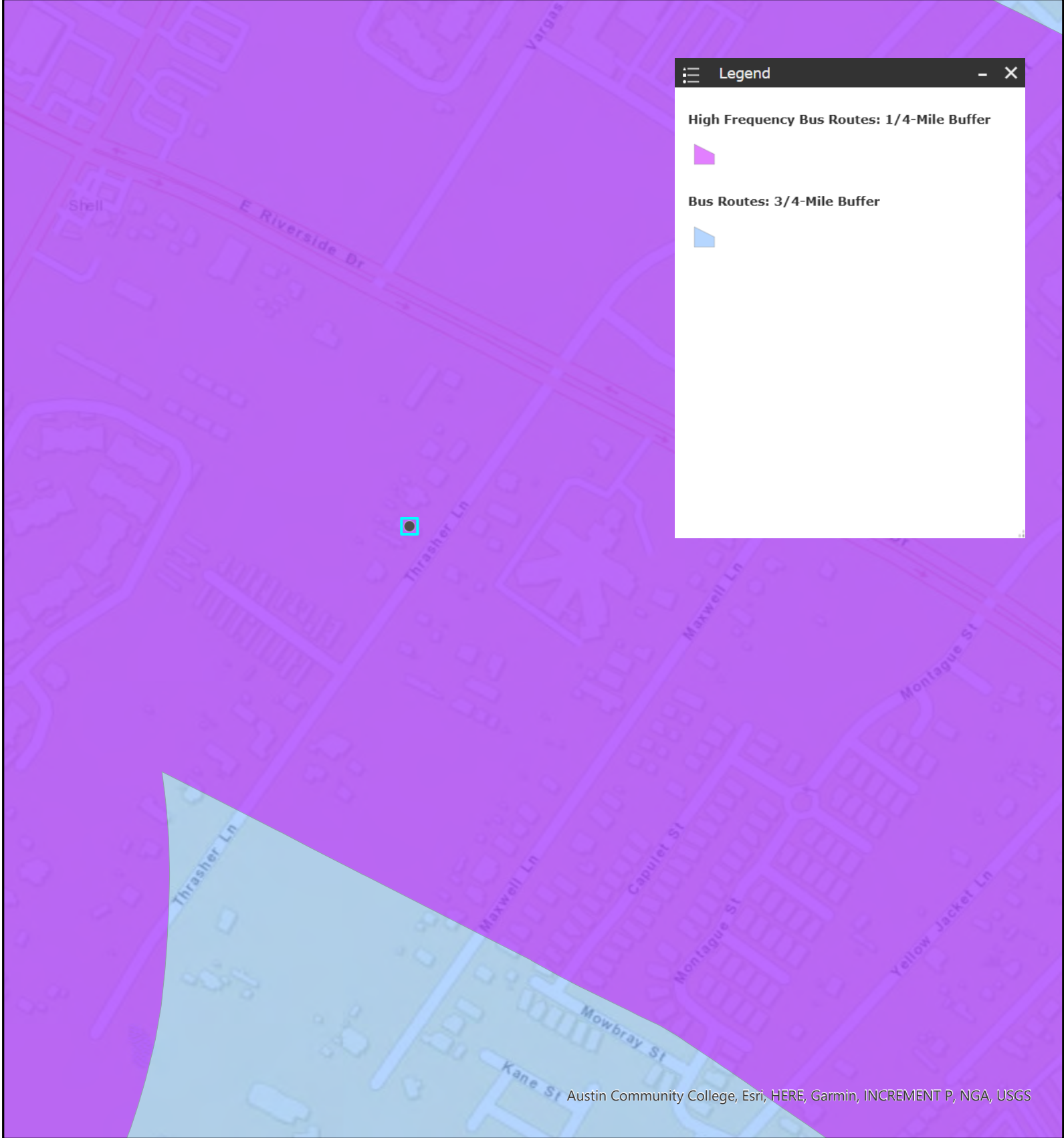


Works IV - Thrasher Lane



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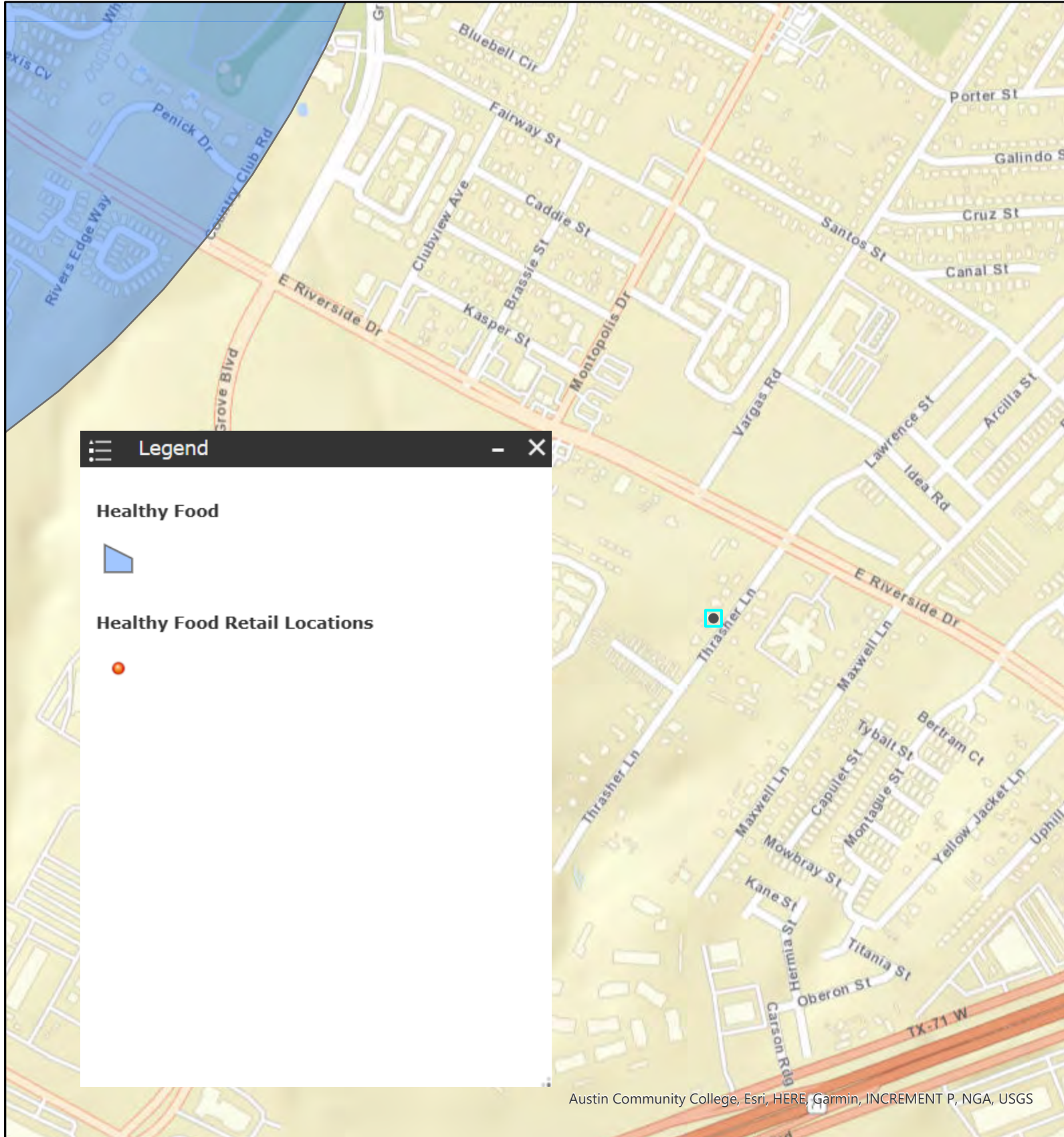
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20 April 2023 ArcGIS Web AppBuilder

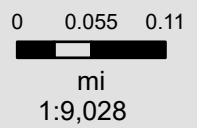
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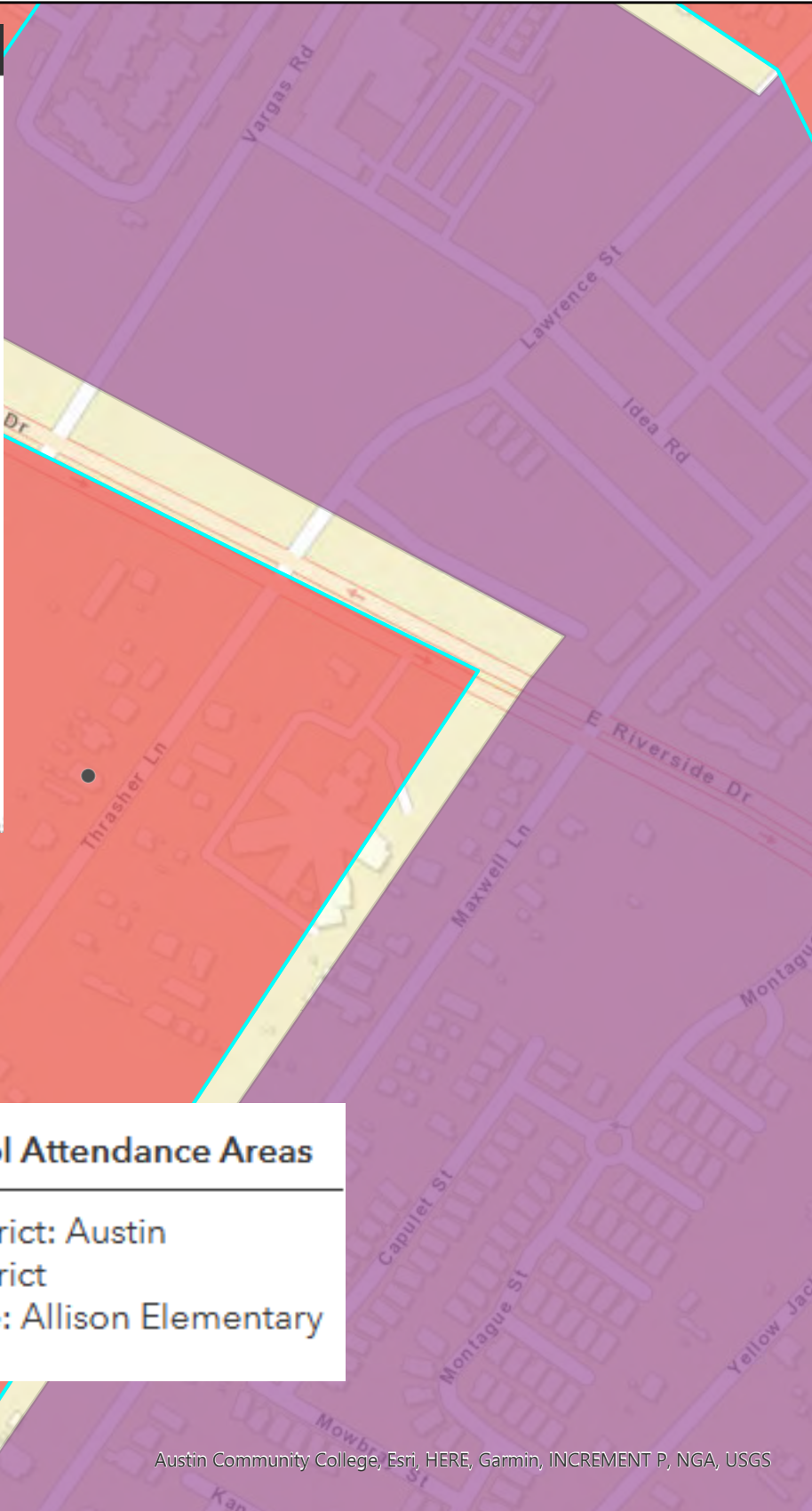
20 April 2023 ArcGIS Web AppBuilder

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Legend

Austin Elementary School Attendance Areas

-  Austin ISD
-  Pflugerville ISD
-  Manor ISD
-  Del Valle ISD
-  Round Rock ISD
-  Lake Travis ISD
-  Lago Vista ISD



Austin Elementary School Attendance Areas

Independent School District: Austin
 Independent School District
 Elementary School Name: Allison Elementary

Austin Community College, Esri, HERE, Garmin, INCREMENT P, NGA, USGS



Works IV - Thrasher Lane



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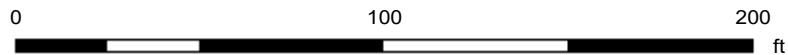
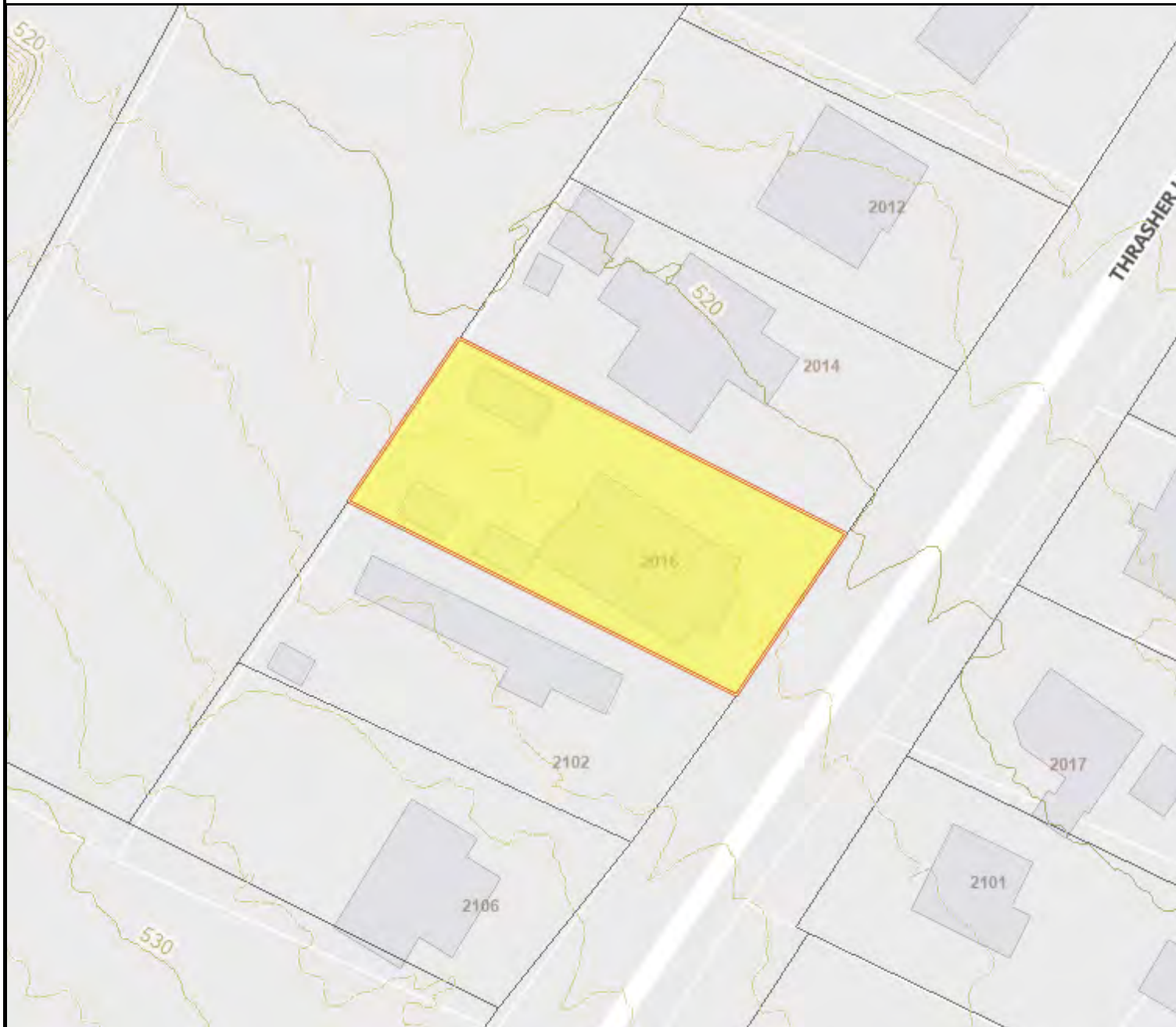
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FEMA Floodplains

Legend



Thursday, April 20,
2023



The City of Austin Watershed Protection Department produced this product for informational purposes. It is not intended for or suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative locations of property boundaries. No warranty is made by the City of Austin regarding specific accuracy or completeness. Final determination of the floodplain status for a property must be based on a topographic survey by a Texas registered professional. For regulatory purposes, 100-Year floodplain elevations must be determined from an engineering model created in accordance with the Drainage Criteria Manual and approved by the City of Austin.

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 5 – Property Info

5c. Zoning Verification Letter

**WORKS IV AT THRASHER
has applied for
Affordability Unlocked
Certification and will
forward upon approval**



Property Profile Report

General Information

Location: **2016 THRASHER LN**
Parcel ID: **0310140165**
Grid: **ML18**

Planning & Zoning

*Right click [hyperlinks](#) to open in a new window.

Future Land Use (FLUM): **Single Family, Specific Regulating District**

Regulating Plan: [East Riverside Corridor](#)

Zoning: **SF-3-NP**

Zoning Cases: [C14-2012-0112](#)
[NPA-2011-0005.03](#)
[NPA-2012-0005.04](#)

Zoning Ordinances: **010927-28**
[19990225-070b](#)
[20101209-059](#)
[20130509-041](#)
[20130509-044](#)

Zoning Overlays: **Airport Overlay: CONTROLLED COMPATIBLE LAND USE AREA**
ADU Approximate Area Reduced Parking
Residential Design Standards: LDC/25-2-Subchapter F
Selected Sign Ordinances
Wildland Urban Interface:
Proximity Class - Within 1.5 miles of a Wildland Area

Neighborhood Plan: [MONTOPOLIS](#)

Infill Options: **Mixed Use Building Infill Option, Urban Home Infill Option, Secondary Apartment Infill Option, Small Lot Amnesty Infill Option, Cottage Lot Infill Option**

Neighborhood Restricted Parking Areas: --

Mobile Food Vendors: **Montopolis NPA**

Historic Landmark: --

Urban Roadways: **Yes**

Zoning Guide

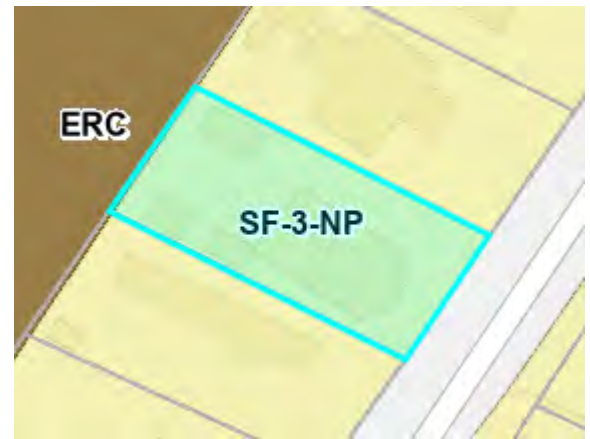
The [Guide to Zoning](#) provides a quick explanation of the above Zoning codes, however, the [Development Assistance Center](#) provides general zoning assistance and can advise you on the type of development allowed on a property. Visit [Zoning](#) for the description of each Base Zoning District. For official verification of the zoning of a property, please order a [Zoning Verification Letter](#). General information on the [Neighborhood Planning Areas](#) is available from Neighborhood Planning.

Environmental

Fully Developed Floodplain: **No**
FEMA Floodplain: **No**
Austin Watershed Regulation Areas: **SUBURBAN**
Watershed Boundaries: **Carson Creek**
Creek Buffers: **No**
Edwards Aquifer Recharge Zone: **No**
Edwards Aquifer Recharge Verification Zone: **No**
Erosion Hazard Zone Review Buffer: **No**

Political Boundaries

Jurisdiction: **AUSTIN FULL PURPOSE**
Council District: **3**
County: **TRAVIS**
School District: **Austin ISD**
Community Registry: **Austin Independent School District, Austin Lost and Found Pets, Austin Neighborhoods Council, Carson Ridge Neighborhood Association, Crossing Gardenhome Owners Assn. (The), Del Valle Community Coalition, East Riverside Corridor Staff Liaison, Friends of Austin Neighborhoods, Homeless Neighborhood Association, Montopolis Community Alliance, Montopolis Community Development Corporation, Montopolis Neighborhood Association, Montopolis Neighborhood Plan Contact Team (MNPCT), Montopolis Tributary Trail Association, Neighborhood Empowerment Foundation, Pleasant Valley, Preservation Austin, SELTexas, Sierra**



Zoning Map



Imagery Map



Vicinity Map

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 5 – Property Info

5d. Proof of Site Control

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 5 – Property Info

5e. Phase I ESA

**WORKS IV AT THRASHER
AUSTIN, TEXAS**

ATTACHMENT TABS

Attachment 5 – Property Info

5f. SHPO

**NOT
APPLICABLE**