

August 5th, 2022
The Works III

RHDA FUNDING APPLICATION PACKET

100% HOMELESSNESS
RESPONSE
UNITS

120 RENTAL
UNITS 

\$300 K
Pre-Dev
Subsidy

UNDER
50 % MFI

The Works III

RHDA Funding Application

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The Works III
RHDA Funding Application
Application

APPLICATION CHECKLIST/ INFORMATION FORM			
DEVELOPER : Capital A Housing		OWNER/BORROWER NAME : The Works III [REDACTED] LLC	
DEVELOPMENT NAME : The Works III		FUNDING CYCLE DEADLINE : August 5. (Q4 - FY 22-23)	
FEDERAL TAX ID NO: 87-1846270		DUNS NO: - will provide once available	
PROJECT ADDRESS: [REDACTED]		PROGRAM : RHDA	
CONTACT NAME : Conor Kenny		AMOUNT REQUESTED: \$300,000	
CONTACT ADDRESS AND PHONE : 5110 Lancaster Court, Austin TX 78723, (512) 968-3050			
APPLICATION TABS			INITIALS
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ATTACHMENT TABS			
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		1.b. Certificate of Status	JCK
		1.c. Statement of Confidence	JCK
2	PRINCIPALS INFORMATION	2.a. Resumes of principals	JCK
		2.b. Resumes of development team	JCK
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3	FINANCIAL INFORMATION	3.a. Federal IRS Certification	JCK
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		4.c. SMART Housing Letter	JCK
		4.d. MOU with ECHO	JCK
		4.e. Resident Services	JCK
5	PROPERTY INFORMATION	5.a. Appraisal	JCK
		5.b. Property Maps	JCK
		5.c. Zoning Verification Letter	JCK
		5.d. Proof of Site control	JCK
		5.e. Phase I ESA	JCK
		5.f. SHPQ	JCK
The applicant/developer certifies that the data included in this application and the exhibits attached hereto are true and correct. <i>Unsigned/undated submissions will not be considered.</i>			
SIGNATURE OF APPLICANT  PRINTED NAME J. Conor Kenny TITLE OF APPLICANT Principal DATE OF SUBMISSION 8/5/2022		DATE AND TIME STAMP OF RECEIPT <div style="border: 1px solid black; height: 80px; width: 100%;"></div>	
		FOR AHFC USE ONLY	



Capital A Housing
5110 Lancaster Ct, Austin, Texas, 78723
Phone 512.761.6161 | Fax 512.761.6167
capitalahousing.com | info@capitalahousing.com

The Works III: Austin, Texas

Development Name: The Works III

Construction Type: New Construction

Target Population: Homeless Response Units for Unhoused People with an emphasis on youth aging out of foster care.

Number of Units: 120 units

Number of Buildings: Two (connected) four-story, elevator-served buildings with offices and community spaces

Capital A Housing - a local Austin developer of affordable and mixed-income housing - has partnered with LifeWorks and LifeWorks Affordable Housing Corporation to develop The Works III. The project's primary goal is to expand Austin and Travis County's homelessness response system by providing at least 120 homeless to serve youth populations aging out of foster care. Capital A Housing is developing the site as a turn-key building, and handing it over to LifeWorks and the LifeWorks Affordable Housing Corporation to be both the 100% owner/operator and the supportive services provider.

This project is part of the Travis County Supportive Housing Collaborative, in which seven local non-profits have banded together to coordinate the allocation of \$50 million in American Rescue Plan Act funding administered by Travis County, to construct new supportive, homelessness response housing. The other members of the Collaborative are A New Entry, Integral Care, Caritas of Austin, Family ElderCare, Austin Area Urban League, and SAFE Alliance.

This project and the RHDA funding would then become a key part in securing the housing to adequately respond to the needs of our unhoused neighbors, which has been prioritized by our community and its leaders. This project in particular was selected to apply for RHDA funding due to the city's emphasis on allocating resources specifically to housing individuals experiencing or at-risk of homelessness. By developing a project designed from the ground-up with trauma-informed design practices to serve youth aging out of foster care, and built-in support services to support them, this would be a highly effective investment by the city in reducing future homelessness, in part because without intervention, the homelessness rates for youth aging out of foster care is horrendous.

This development is an all-hands effort. LifeWorks is uniquely qualified to house and serve that population and Capital A Housing, as an experienced developer of affordable housing, is the perfect partner to manage all aspects of development and deliver a completed building quickly during this time of crisis. The County has committed millions in capital funding (an expected \$13 million will be dedicated to this project) and the City has already been helpful, with the Development Services Department, at the direction of City Council, agreeing to expedite the permitting process across all departments, reducing the expected approval time by six to eight months.



About the Community:

- 120 units comprised of Studio (384 sqft), 1-Bedroom (612 sqft) and 2-Bedroom (752 sqft) apartments.
- Third-party property management to prevent conflicts of interest.
- Community spaces including an indoor gathering room, lounge, kitchen, game room, pantry, fitness space, meeting space, offices, laundry rooms, computer lab, and single-entry/controlled-access reception area.
- Supportive services by LifeWorks, focusing on creating pathways to self-sufficiency for youth aging out of foster care.
- At least 80% of the units in this building are reserved for homeless response and use the Coordinated Entry list through CoC.

A letter from ECHO supporting this application has been included. We expect to finalize an agreement between ECHO, LifeWorks and Capital A Housing prior to the potential AHFC board approval of this application.

New for the August 2022 funding round: *We are seeking RHDA funding for pre-development costs to keep the project on-track to open in early 2025 by paying for part of architectural and engineering services while final funding is secured for the project. We expect to likely to return to the RHDA program for a final application in November 2022 to complete the capital stack. This project has also been selected by the Finding Home ATX homelessness response fundraising effort to receive \$8 million in philanthropic funding commitments by the end of 2022 (see attached letter). We are also filing for TDHCA HOME-ARP funds in the next several weeks. This will create a redundancy in funding that may not require a final November AHFC funding request.*

The project is also on-track to complete the tax abatement and site control issues prior to November 2022, and it would not be a problem for AHFC to condition the award upon resolving those issues. The board of the Housing Authority of Travis County's Public Finance Corporation – The Travis County Facility Corporation – has already approved the tax abatement agreement and it is in final negotiations with counsel.

However, because a November round of funding from AHFC for more than \$300,000 would not practically be available until around March 2023, and TDHCA funds and philanthropic funds in potentially a similar timeline, the funds requested in this application will allow the project's design and permitting phase to commence months earlier than otherwise.

About the Residents:

For underwriting purposes, the following breakdown is being submitted to the city and TDHCA:

- 35 units for individuals making < than 30% Area Median Family Income
- 49 units for individuals making < than 40% Area Median Family Income
- 36 units for individuals making < than 50% Area Median Family Income

However, if this application and corresponding applications for voucher funds are approved, it is our intent that no residents be required to pay any rent, and that potentially all residents have no



income. This is homelessness response housing with supportive services for unhoused Austinites.

About the Services:

LifeWorks will provide intensive supportive services for all residents. Please see later in the application for examples of the types and levels of service.

About the Location:

The Works III is an uncommonly good location for affordable housing, let alone homelessness response housing with supportive services. It has easy access to excellent, frequent transit steps from the front door, which ensures that residents will have ample support.

Financing:

- \$13 million in Travis County ARPA funds;
- \$8.5 million in matching AHFC RHDA funds;
- \$8 million in TDHCA HOME ARPA funds or Finding Home ATX funds;

We expect to apply for 60 project-based vouchers through the upcoming HACA notice of funding availability, or an anticipated later City of Austin offering. However, those vouchers are not assumed as part of the capital stack in this application and are not essential to construction. They would help pay the supportive services costs and ensure that all units can be offered to youth without regard to ability to pay.

We anticipate applying for TDHCA HOME-ARP funds in the anticipated August NOFA.

Copies of the resolutions from the Travis County Commissioners Court earmarking the ARPA funds for the Collaborative projects have been included in this application.

This project also has no land acquisition cost because a tax abatement agreement currently being negotiated with the Housing Authority of Travis County that involves the owner/landlord of this site is expected to also generate the donation of land as well as annual subsidies for the support services budget. This has substantially reduced project cost.

Timing and Submission:

This application has been filed by Capital A Housing. LifeWorks and LifeWorks Affordable Housing Development Corporation leadership has authorized basing the application on our plans for the site, and their board is expected to fully approve the project before final AHFC award of funds.

We filed the RHDA application this quarter so that the approval timeline coincides with the Travis County final site-specific allocation of ARPA funds, so that potential RHDA funds can be included in those allocations and calculations. We expect that by the time of final approval by the AHFC board of this award, we will have achieved reasonable certainty on the state funding to complete the capital stack.

We acknowledge that we are funding this application prior to the final securing of state funding, but we did not want to delay this application for the RHDA to be the “last piece” of funding. The



development team has taken on considerable risk to help deliver this building, including completing full conceptual architecture and site plans. Our goal has been to deliver this project by about the end of 2024 or early 2025 to help the city achieve its goal of building 1,000 new units of supportive housing by that year. We ask that AHFC consider this application in parallel with our other fundraising efforts so as not to delay the project by 3 or 6 months, even if final approval of funds is held until the rest of the capital stack is complete.

Project Summary Form

1) Project Name The Works III	2) Project Type 100% Affordable	3) New Construction or Rehabilitation New Construction
4) Address(s) or Location Description		5) Mobility Bond Corridor Airport Blvd
6) Census Tract	7) Council District District	8) Elementary School BROOKE EL
		9) Affordability Period 40 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		23	12			35
Up to 40% MFI	24	20	5			49
Up to 50% MFI	21	7	8			36
Up to 60% MFI						0
Up to 80% MFI						0
Up to 120% MFI						0
No Restrictions						0
Total Units	45	50	25	0	0	120

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	12	Continuum of Care Units	120
Accessible Units for Sensory Impairments	6		

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

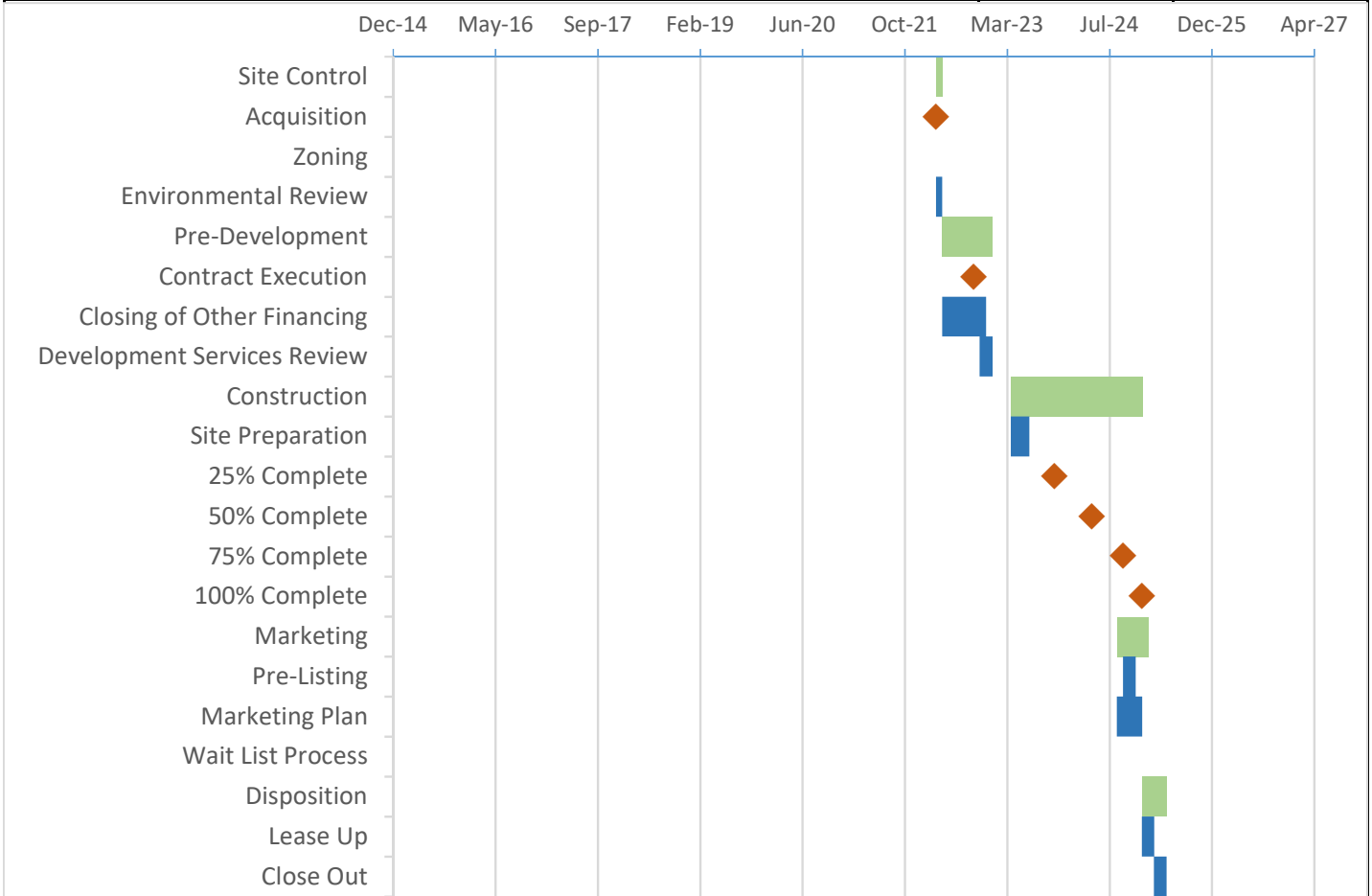
- 16) Is the property within 1/2 mile of an Imagine Austin Center or Corridor?
- 17) Is the property within 1/4 mile of a High-Frequency Transit Stop?
- 18) Is the property within 3/4 mile of Transit Service?
- 19) The property has Healthy Food Access?

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

<u>Sources</u>		<u>Uses</u>	
Debt	8,206,435	Acquisition	-
Equity		Off-Site	
Grant	12,992,103	Site Work	1,439,486
Other	8,000,000	Sit Amenities	452,627
Deferred Developer Fee (not applicable for OHDA)		Building Costs	17,907,472
Previous AHFC Funding		Contractor Fees	3,763,400
Current AHFC Request	300,000	Soft Costs	1,389,417
		Financing	761,482
		Developer Fees	3,784,654
Total \$	29,498,538	Total \$	29,498,538

Development Schedule

	Start Date	End Date
Site Control	Apr-22	May-22
Acquisition	Apr-22	
Zoning		
Environmental Review	Apr-22	May-22
Pre-Development	May-22	Jan-23
Contract Execution	Oct-22	
Closing of Other Financing	May-22	Dec-22
Development Services Review	Nov-22	Jan-23
Construction	Apr-23	Jan-25
Site Preparation	Apr-23	Jul-23
25% Complete	Nov-23	
50% Complete	May-24	
75% Complete	Oct-24	
100% Complete	Jan-25	
Marketing	Sep-24	Feb-25
Pre-Listing	Oct-24	Dec-24
Marketing Plan	Sep-24	Jan-25
Wait List Process	Dec-25	Feb-25
Disposition	Jan-25	May-25
Lease Up	Jan-25	Mar-25
Close Out	Mar-25	May-25



Development Budget			
	Total Project Cost	Requested AHFC Funds	Description
Pre-Development			
Appraisal	5,000	0	
Environmental Review	90,000	0	Geen Consultant + Geotech + ESA
Engineering	658,057	150,000	Civil + Civil Feasibility
Survey	10,000	0	
Architctural	1,286,115	150,000	
Subtotal Pre-Development Cost	\$2,049,172	\$300,000	
Acquisition			
Site and/or Land			
Structures			
Other (specify)			
Subtotal Acquisition Cost	\$0	\$0	
Construction			
Infrastructure	452,627		**SITE AMENITIES
Site Work	1,439,486	0	Site Work
Demolition	744,906		**EQUIPMENT
Concrete	290,991		Concrete
Masonry	470,386		Masonry
Rough Carpentry	4,043,773	0	Woods & plastics
Finish Carpentry	1,729,553	0	Finishes
Waterproofing and Insulation	652,239		Thermal & Moisture Protection
Roofing and Sheet Metal	515,662		Roof Covering
Plumbing/Hot Water			
HVAC/Mechanical	3,516,509	0	
Electrical	1,889,843	0	
Doors/Windows/Glass	657,364		Doors Windows
Lath and Plaster/Drywall and Acoustical			
Tiel Work			
Soft and Hard Floor			
Paint/Decorating/Blinds/Shades	80,225		**SPECIALITIES
Specialties/Special Equipment	471,345		Special Construction
Cabinetry/Appliances	49,433		**FURNISHINGS
Carpet	235,300		CONVEYING SYSTEM
Other (specify)	967,832		**METALS **FFE
Construction Contingency	3,527,772		8% if HC & Site Work + Contractor Fees
Subtotal Construction Cost	\$21,735,246	\$0	
Soft & Carrying Costs			
Legal	345,000		Legal + Closing Costs & Legal Fees
Audit/Accounting	5,000		
Title/Recordin	125,000		
Architctural (Inspections)	235,218		Owner Work
Construction Interest	350,000		Interest + Origination Fees
Construction Period Insurance	140,000		
Construction Period Taxes	20,000		Construction Constultant
Relocation			
Marketing	18,000		
Davis-Bacon Monitoring			
Developer Fee	4,267,236	0	Dev Fee + Operating Reserves
Other (specify)	208,393		P&P Bond + Soft Cost Contingenct
Subtotal Soft & Carrying Costs	\$5,713,847	\$0	
TOTAL PROJECT BUDGET	\$29,498,265	\$300,000	

15 Year Rental Housing Operating Pro Forma (RHDA)

The pro forma should be based on the operating income and expense information for the base year (first year of stabilized occupancy using today's best estimates of market rents, restricted rents, rental income and expenses), and principal and interest debt service. The Department uses an annual growth rate of 2% for income and 3% for expenses. Written explanation for any deviations from these growth rates or for assumptions other than straight-line growth made during the proforma period should be attached to this exhibit.

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 10	YEAR 15
POTENTIAL GROSS ANNUAL RENTAL INCOME	\$1,154,136	\$1,177,219	\$1,200,763	\$1,224,778	\$1,249,274	\$1,379,299	\$1,522,858
Secondary Income	\$14,400	\$14,688	\$14,982	\$15,281	\$15,587	\$17,209	\$19,000
POTENTIAL GROSS ANNUAL INCOME	\$1,168,536	\$1,191,907	\$1,215,745	\$1,240,059	\$1,264,861	\$1,396,508	\$1,541,858
Provision for Vacancy & Collection Loss	-\$86,560	-\$88,291	-\$90,057	-\$91,858	-\$93,696	-\$103,447	-\$114,214
Rental Concessions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EFFECTIVE GROSS ANNUAL INCOME	\$1,081,976	\$1,103,616	\$1,125,688	\$1,148,201	\$1,171,165	\$1,293,061	\$1,427,644
EXPENSES							
General & Administrative Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Management Fee	\$98,102	\$100,064	\$102,065	\$104,106	\$106,188	\$117,240	\$129,443
Payroll, Payroll Tax & Employee Benefits	\$268,100	\$276,143	\$284,427	\$292,960	\$301,749	\$349,810	\$405,525
Repairs & Maintenance	\$145,200	\$149,556	\$154,043	\$158,664	\$163,424	\$189,453	\$219,628
Electric & Gas Utilities	\$168,000	\$173,040	\$178,231	\$183,578	\$189,085	\$219,202	\$254,115
Water, Sewer & Trash Utilities							
Annual Property Insurance Premiums	\$55,200	\$56,856	\$58,562	\$60,319	\$62,128	\$72,023	\$83,495
Property Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve for Replacements	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$91,190	\$93,926	\$96,743	\$99,645	\$102,635	\$112,897	\$123,417
TOTAL ANNUAL EXPENSES	\$825,792	\$849,585	\$874,071	\$899,272	\$925,209	\$1,060,625	\$1,215,623
NET OPERATING INCOME	\$256,184	\$254,031	\$251,617	\$248,929	\$245,956	\$232,436	\$212,021
DEBT SERVICE							
First Deed of Trust Annual Loan Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Second Deed of Trust Annual Loan Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Third Deed of Trust Annual Loan Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Annual Required Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Annual Required Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ANNUAL NET CASH FLOW	\$256,184	\$254,031	\$251,617	\$248,929	\$245,956	\$232,436	\$212,021
CUMULATIVE NET CASH FLOW	\$256,184	\$510,215	\$761,832	\$1,010,761	\$1,256,717	\$2,452,696	\$3,563,837
Debt Coverage Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Project Name	Works III	
Project Type	100% Affordable	
Council District		
Census Tract		
Prior AHFC Funding	\$0	
Current AHFC Funding Request Amount	\$300,000	
Estimated Total Project Cost	\$29,498,538	
High Opportunity	No	
High Displacement Risk	YES	
High Frequency Transit	Yes	
Imagine Austin	Yes	
Mobility Bond Corridor	Airport Blvd	
SCORING ELEMENTS		Description
UNITS		
< 20% MFI	0	# of rental units at < 20% MFI
< 30% MFI	35	# 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	12	% of annual goal * units * 50%, max of 75
< 40% MFI	49	# of rental units at < 40% MFI
< 50% MFI	36	# 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	14	% 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	26	MAXIMUM SCORE = 300
INITIATIVES AND PRIORITIES		
Continuum of Care	120	Total # of units provided up to 100 per year
Continuum of Care Score	20	(total CoC Units/100 + HF Units/50)*20
Access to Healthy Food	Yes	Within 1 Mile of Healthy Food (City GIS)
Continuum of Care Weighted Score	12	Mobility, Access to Jobs, Community Institutions, Social Cohesion
2 Bedroom Units	25	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	4	Multi-bedroom Unit/Total Units * 20
TEA Grade	79	Elementary School Rating from TEA
Multi-Generational Housing Weighted Score	1	Educational Attainment, Environment, Community Institutions, Social Cohesion,
Accessible Units	18	mobility and sensory units
Non-PSH, Non-Voucher Under 20% MFI	0	Total units under 20% MFI
Accessibility Score	3	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	41	MAXIMUM SCORE = 200
UNDERWRITING		
AHFC Leverage	1%	% of total project cost funded through AHFC request
Leverage Score	30	3 points per 5% reduction in leverage below 50% (max 30)
AHFC Per Unit Subsidy (including prior amounts)	\$2,500	Amount of assistance per unit
Subsidy per unit score	25	(\$200,000 - per unit subsidy)*25/\$200,000
AHFC Per Bedroom Subsidy	\$2,069	Amount of assistance per bedroom
Subsidy per Bedroom Score	25	(\$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	79	MAXIMUM SCORE = 100
APPLICANT		
FINAL QUANTITATIVE SCORE	146	THRESHOLD SCORE = 50
Previous Developments		
Compliance Score		
Proposal		
Supportive Services		
Development Team		
Management Team		

The Works III
RHDA Funding Application
Attachments

The Works III
RHDA Funding Application
Attachments 1. Entity Information

CAPITAL A HOUSING

Firm Bio



Firm Name

Capital A Housing

President

Eyad Kasemi

Address

5110, Lancaster Ct, Austin, TX 78723

Point of Contact

Conor Kenny, Principal

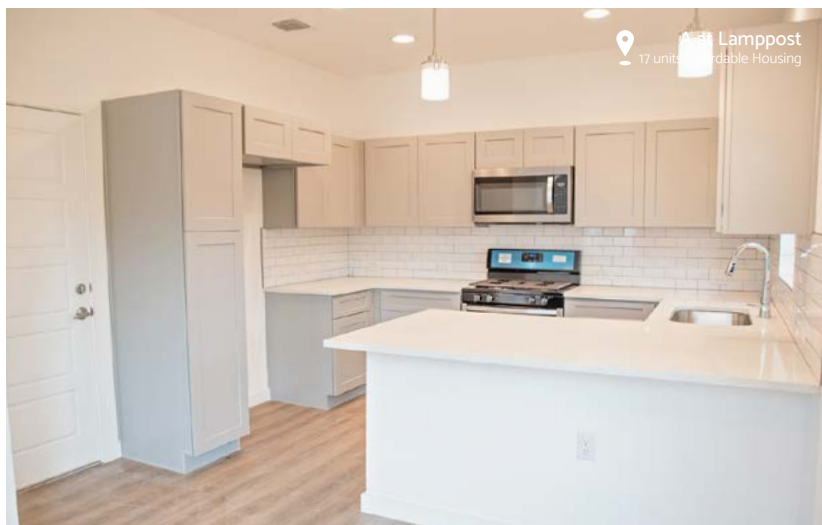
512.968.3050

conor@civiltudegroup.com

Capital A Housing is an Austin development company that specializes in residential projects with a heavy income-restricted affordable housing component. Capital A Housing maintains close relationships with Civiltude, an Austin civil engineering firm, and Constructinople, an Austin construction company, that together allow Capital A to handle affordable and market-rate housing development from soup to nuts. Capital A Housing and Constructinople specialize in development and construction for housing non-profit and governmental clients, as well as their own projects.

While Capital A Housing is a relatively new company, founded in 2018, its leadership is well versed in affordable housing in Austin, from construction to sales to policy. Capital A has a new 17-townhouse development in north-central Austin, "A at Lamppost", nearing its completion in 2022. A at Lamppost was the first project to be built under the city's Affordability Unlocked policy, which principal Conor Kenny worked on during his tenure at the city's Planning Commission. Capital A also partnered with the City of Austin to secure \$1.3 million in development assistance funding to keep 100% of the units there below-market-rate, with buyers falling below 80% of the city's Median Family Income.

Austin faces significant challenges in creating adequate affordable housing in the coming years, and Capital A Housing is deeply invested in meeting that challenge. Capital A's developments and overall strategy are built around Austin programs like Affordability Unlocked and Housing Development Assistance funding, the state's Low-Income Housing Tax Credit programs, and the Austin Transit Partnership's upcoming anti-displacement programs. Capital A applies its extensive knowledge of these policies and programs not only for its own developments, but also for other developers, in part because Austin's affordable housing needs are so great. Capital A also specializes in harmonizing its projects with the city's strategies around housing, transportation, and other intersecting issues, as well as with the needs and wishes of the city's diverse neighborhoods and communities.



CAPITAL A HOUSING

Project Experience

**Project Name**

A at Lamppost

Total Construction Cost

\$4,700,000

Unit Count or Sq ft.

17 multi-bedroom units

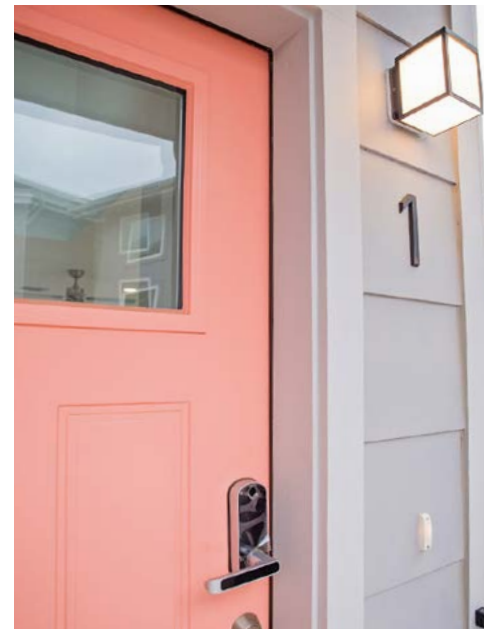
Location

12500 Lampost Lane, Austin, TX 78727

Completion Date

2022

Capital A Housing's "A at Lamppost" development, at 12500 Lamppost Lane, contains 17 multi-bedroom, family-friendly, townhouse-style homes for purchase all by families making 60-80% of Austin's Median Family Income. It is the first development utilizing the "Affordability Unlocked" ordinance to break ground in Austin. The development qualified for the "Tier 1" ordinance provisions, which waive or relax city requirements for parking, setbacks, and density levels for projects with at least half of their units being income-restricted. A at Lamppost was financed in part with \$1.3 million from the City of Austin's Ownership Housing Development Assistance program, and is on-track for completion by May of this year. The development team included several team members for A at St. Johns: Capital A Housing as Developer, Civiltude as Civil Engineer, Constructinople as General Contractor, and Guadalupe Neighborhood Development Company handling buyer qualification screening and general affordability compliance.



CAPITAL A HOUSING

Project Experience



Project Name

Blackland CDC Alley Flats

Total Construction Cost

\$454,686

Unit Count or Sq ft.

3 units

Location

2106 Chicon St, Austin, TX 78702

2203 Salina St, Austin, TX 78702

1910 Salina St, Austin, TX 78702

Completion Date

October 2020

Owner

Blackland CDC

The Blackland CDC Alley Flats were built by A at St Johns team members Constructinople as the General Contractor and Community Powered Workshop as the Architect. These income restricted Alley Flats were designed in collaboration with Blackland CDC to fit behind existing single family residences. Three 2-bed, 2-bath accessory dwelling units were completed on an expedient 7 month timeline.



CAPITAL A HOUSING

Project Experience

**Project Name**

Jordan at Mueller

Total Construction Cost

\$26,700,000

Unit Count or Sq ft.

132 units

Location

2724 Philomena St, Austin, TX 78723

Completion Date

December 2019

Capital A Housing President Eyad Kasemi and St Johns Village's civil engineer Civiltude designed the site for the Jordan at Mueller, receiving a site development permit in a record four months. Open in 2019, the Jordan is located in the Mueller neighborhood in East Austin. This new community provides 132 deeply affordable, service-rich homes for low-income families. The Jordan features housing for people making about 50 to 60 percent of the median family income, with 14 units reserved for families who are homeless or at risk of homelessness. The Jordan was built utilizing low-income housing tax credits from the Texas Department of Housing and Community Affairs and bond funding via the City of Austin's Rental Housing Development Assistance program.



CAPITAL A HOUSING

Project Experience



Project Name

La Vista de Lopez

Total Construction Cost

\$5,800,000

Unit Count or Sq ft.

27 units

Location

809 E. 9th St, Austin, TX 78702

Completion Date

Est December 2022

La Vista de Lopez will be a 27 unit income-restricted affordable housing building for seniors near the heart of downtown. It will be fully ADA-compliant and will be income-restricted for seniors making less than 50% Austin's Median Family Income. It is being developed by some members of the A at St. Johns team, including developer Guadalupe Neighborhood Development Corporation and civil engineering by Eyad Kasemi of Capital A Housing and Civilitude. The nine-story tower is being built adjacent to a historic property on land purchased through financing from the Austin Housing Finance Corporation.



CAPITAL A HOUSING

Project Experience



Project Name

Cedar Alley Flat

Total Construction Cost

\$167,000

Unit Count or Sq ft.

1 units

Location

1608 Cedar Avenue, Austin, TX 78702

Completion Date

December 2019

The Cedar Alley Flat was built by St Johns Village team members Constructinople as General Contractor, Civiltude as civil engineer, and Community Powered Workshop as architect. The 3 Star Green Building home is income-restricted for a 3 person family at 80% of Austin's MFI or below. Designed in collaboration with the landowners to fit behind an existing home by Community Powered Workshop's Alley Flat Initiative, the Cedar Alley Flat is the kind of thoughtful infill housing that Capital A Housing aims to deliver in addition to other forms of missing middle housing.



1.B. Certificate of Status

The developer of record is Capital A Housing, Inc. The owner on record will be The Works III [REDACTED] [REDACTED] LLC.

Attached are the Certificates of Standing from the Secretary of State for Capital A Housing.



Franchise Tax Account Status

As of : 04/13/2022 15:38:48

This page is valid for most business transactions but is not sufficient for filings with the Secretary of State

CAPITAL A HOUSING, INC.	
Texas Taxpayer Number	32079891027
Mailing Address	5110 LANCASTER CT AUSTIN, TX 78723-3024
Right to Transact Business in Texas	ACTIVE
State of Formation	TX
Effective SOS Registration Date	12/08/2021
Texas SOS File Number	0804347609
Registered Agent Name	WILLIAM MOYER
Registered Office Street Address	5110 LANCASTER COURT AUSTIN, TX 78723

Corporations Section
P.O. Box 13697
Austin, Texas 78711-3697



John B. Scott
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, Certificate of Formation for Capital A Housing, L.L.C (file number 804127906), a Domestic Limited Liability Company (LLC), was filed in this office on June 28, 2021.

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 November 03, 2021.



A handwritten signature in black ink, appearing to read "John B. Scott".

John B. Scott
Secretary of State

Come visit us on the internet at <https://www.sos.texas.gov>

Phone: (512) 463-5555
Prepared by: SOS-WFB

Fax: (512) 463-5709
TID: 10264

Dial: 7-1-1 for Relay Services
Document: 1091157840005

Corporations Section
P.O. Box 13697
Austin, Texas 78711-3697



John B. Scott
Secretary of State

Office of the Secretary of State

May 02, 2022

Attn: Natalee Ball

Coats Rose, P.C.
9 Greenway Plaza Suite 1000
Houston, TX 77046 USA

RE: The Works III at Springdale, LLC
File Number: 804544111

It has been our pleasure to file the certificate of formation and issue the enclosed certificate of filing evidencing the existence of the newly created domestic limited liability company (llc).

Unless exempted, the entity formed is subject to state tax laws, including franchise tax laws. Shortly, the Comptroller of Public Accounts will be contacting the entity at its registered office for information that will assist the Comptroller in setting up the franchise tax account for the entity. Information about franchise tax, and contact information for the Comptroller's office, is available on their web site at <https://window.state.tx.us/taxinfo/franchise/index.html>.

The entity formed does not file annual reports with the Secretary of State. Documents will be filed with the Secretary of State if the entity needs to amend one of the provisions in its certificate of formation. It is important for the entity to continuously maintain a registered agent and office in Texas. Failure to maintain an agent or office or file a change to the information in Texas may result in the involuntary termination of the entity.

If we can be of further service at any time, please let us know.

Sincerely,

Corporations Section
Business & Public Filings Division
(512) 463-5555

Enclosure

Come visit us on the internet at <https://www.sos.texas.gov>

Phone: (512) 463-5555
Prepared by: Tracy Acuna

Fax: (512) 463-5709
TID: 10285

Dial: 7-1-1 for Relay Services
Document: 1144054380002

Corporations Section
P.O. Box 13697
Austin, Texas 78711-3697



John B. Scott
Secretary of State

Office of the Secretary of State

CERTIFICATE OF FILING OF

The Works III at Springdale, LLC
File Number: 804544111

The undersigned, as Secretary of State of Texas, hereby certifies that a Certificate of Formation for the above named Domestic Limited Liability Company (LLC) has been received in this office and has been found to conform to the applicable provisions of law.

ACCORDINGLY, the undersigned, as Secretary of State, and by virtue of the authority vested in the secretary by law, hereby issues this certificate evidencing filing effective on the date shown below.

The issuance of this certificate does not authorize the use of a name in this state in violation of the rights of another under the federal Trademark Act of 1946, the Texas trademark law, the Assumed Business or Professional Name Act, or the common law.

Dated: 04/28/2022

Effective: 04/28/2022



A handwritten signature in black ink, appearing to read "John B. Scott".

John B. Scott
Secretary of State

Phone: (512) 463-5555
Prepared by: Tracy Acuna

Come visit us on the internet at <https://www.sos.texas.gov>
Fax: (512) 463-5709
TID: 10306

Dial: 7-1-1 for Relay Services
Document: 1144054380002

Secretary of State
P.O. Box 13697
Austin, TX 78711-3697
FAX: 512/463-5709

Filing Fee: \$300



**Certificate of Formation
Limited Liability Company**

Filed in the Office of the
Secretary of State of Texas
Filing #: 804544111 04/28/2022
Document #: 1144054380002
Image Generated Electronically
for Web Filing

Article 1 - Entity Name and Type

The filing entity being formed is a limited liability company. The name of the entity is:

The Works III at Springdale, LLC

Article 2 – Registered Agent and Registered Office

A. The initial registered agent is an organization (cannot be company named above) by the name of:

OR

B. The initial registered agent is an individual resident of the state whose name is set forth below:

Name:

SUSAN MCDOWELL

C. The business address of the registered agent and the registered office address is:

Street Address:

3700 S 1ST ST AUSTIN TX 78704-7046

Consent of Registered Agent

A. A copy of the consent of registered agent is attached.

OR

B. The consent of the registered agent is maintained by the entity.

Article 3 - Governing Authority

A. The limited liability company is to be managed by managers.

OR

B. The limited liability company will not have managers. Management of the company is reserved to the members.

The names and addresses of the governing persons are set forth below:

Manager 1: **SUSAN MCDOWELL**

Title: **Manager**

Address: **3700 S 1ST ST AUSTIN TX, USA 78704**

Article 4 - Purpose

The purpose for which the company is organized is for the transaction of any and all lawful business for which limited liability companies may be organized under the Texas Business Organizations Code.

Supplemental Provisions / Information

[The attached addendum, if any, is incorporated herein by reference.]

Initial Mailing Address

Address to be used by the Comptroller of Public Accounts for purposes of sending tax information.

The initial mailing address of the filing entity is:

**3700 S 1ST ST
AUSTIN, TX 78704-7046
USA**

Organizer

The name and address of the organizer are set forth below.

Natalee Ball 2700 Via Fortuna, Terrace 2, Suite 350, Austin, TX 78746

Effectiveness of Filing

A. This document becomes effective when the document is filed by the secretary of state.

OR

B. This document becomes effective at a later date, which is not more than ninety (90) days from the date of its signing. The delayed effective date is:

Execution

The undersigned affirms that the person designated as registered agent has consented to the appointment. The undersigned signs this document subject to the penalties imposed by law for the submission of a materially false or fraudulent instrument and certifies under penalty of perjury that the undersigned is authorized under the provisions of law governing the entity to execute the filing instrument.

Natalee Ball, as authorized representative

Signature of Organizer

FILING OFFICE COPY

1.C. Statement of Confidence

All consultants and the professional team engaged are all local to Austin and have experience working on Austin-based, affordable housing projects. Eyad Kasemi and Fayez Kazi began their involvement in the development of affordable housing in Austin through their Civil Engineering firm, Civiltude, founded by Kazi ten years ago. While Civiltude has worked on projects outside of Austin, this has only been for engineering services. Kasemi developed the first City of Austin Affordability Unlocked project, A at Lamppost.

The Works III

RHDA Funding Application

Attachments 2. Principals Information

2. Principals Information

Capital A Housing has engaged the following high-quality development team to oversee the development of The Works III:

Lead Developer	Capital A Housing
Supportive Service Provider / Owner	LifeWorks
Civil Engineer	Civilitude
Architect	Forge Craft
General Contractor	TBD
Property Management	Asset Living

Please see the attached documentation of experience for the team members listed above. Each team member has vast experience in the development of affordable housing and intimate familiarity with the funding sources scheduled for this project.

Conor Kenny

Principal and Director of Public Affairs



Conor Kenny is a longtime government, politics, and policy professional at the local, state, and federal levels, having worked for a variety of government-focused non-profits and the state government. He has been deeply engaged in Austin housing and development policy as a member of the city's Design Commission and Planning Commission, where he served as chair and led the commission's Transportation Working Group and the Land Development Code Re-Write working groups on residential and non-residential zoning. At Capital A Housing he performs a wide variety of roles, including planning, community engagement, advocacy, government relations, strategy, and business development. Mr. Kenny specializes in putting together projects that are responsive to the city's - and particular neighborhoods' - needs and priorities, for development that breaks the usual mold and is welcomed by communities.

Years in the Industry

- 18 years

Years in the Firm

- 1 years

Education:

- Master of Public Affairs, LBJ School of Public Affairs, University of Texas at Austin
- BA in Liberal Arts from the Evergreen State College.

Community Engager Experience**A at Lamppost, Austin, TX**

Capital A Housing's "A at Lamppost" development, at 12500 Lamppost Lane, contains 17 multi-bedroom, family-friendly, townhouse-style homes for purchase all by families making 60-80% of Austin's Median Family Income. It is the first development utilizing the "Affordability Unlocked" ordinance to break ground in Austin. The development qualified for the "Tier 1" ordinance provisions, which waive or relax city requirements for parking, setbacks, and density levels for projects with at least half of their units being income-restricted. A at Lamppost was financed in part with \$1.3 million from the City of Austin's Ownership Housing Development Assistance program, and is on-track for completion by May of this year. The development team included several team members for A at St. Johns: Capital A Housing as Developer, Civiltude as Civil Engineer, Constructinople as General Contractor, and Guadalupe Neighborhood Development Company handling buyer qualification screening and general affordability compliance.

2011 Franklin Ave, Austin, TX

Community engagement representative for EM Franklin LLC's 2011 and 2015 Franklin Ave development. Collaborating with the City, Developers and most importantly with the neighborhood communities in order to achieve a development that is most suitable for the neighborhood.

ST Georges Green, Austin, TX

Capital A Housing's "A at St. Georges Green" development, at 5300 St Georges Green, is an affordable housing community that will provide eight rental units affordable to households earning 50% or less of Median Family Income. This high-impact property will be nestled in a single-family, high-opportunity neighborhood right off of Manchaca and Stassney Lanes and a stone's throw from Austin Community College's South Austin campus. The project will provide affordable homes in a family-centric neighborhood where the average market rent is \$1,487 per month

A at E St Johns Ave, Austin, TX

Community engagement representative for Capital A Housing's A at St Johns. Collaborating with the City, Developers and most importantly with the neighborhood communities in order to achieve a development that is most suitable for the neighborhood.

Eyad Kasemi, EIT
President



Mr. Kasemi is a civil engineer with a construction management academic background. He has over 12 years of experience in land acquisitions, land development, and pro formas. Mr. Kasemi also has worked effectively using financing instruments in the capital stack to maximize IRR for over 6 years. Through years of experience, he has developed a deep understanding and expertise in identifying infill properties with development potential and managing multiple consultants and contractors from feasibility to move-in ready as well as recapturing properties in floodplains or infrastructure burdened and optimizing infrastructure requirements through negotiations with municipalities.

Relevant Project Experience

Years of Experience

7 years

Years in the Firm

3 years

Education:

BS Civil Engineering,
Al Baath University,
Homs, Syria

Registration:

TX EIT # 51951

A at Lamppost, Austin, TX

Capital A Housing's "A at Lamppost" development, at 12500 Lamppost Lane, contains 17 multi-bedroom, family-friendly, townhouse-style homes for purchase all by families making 60-80% of Austin's Median Family Income. It is the first development utilizing the "Affordability Unlocked" ordinance to break ground in Austin. The development qualified for the "Tier 1" ordinance provisions, which waive or relax city requirements for parking, setbacks, and density levels for projects with at least half of their units being income-restricted. A at Lamppost was financed in part with \$1.3 million from the City of Austin's Ownership Housing Development Assistance program, and is on-track for completion by May of this year. The development team included several team members for A at St. Johns: Capital A Housing as Developer, Civiltude as Civil Engineer, Constructinople as General Contractor, and Guadalupe Neighborhood Development Company handling buyer qualification screening and general affordability compliance.

Jordan at Mueller, Austin, TX

Capital A Housing President Eyad Kasemi and St Johns Village's civil engineer Civiltude designed the site for the Jordan at Mueller, receiving a site development permit in a record four months. Open in 2019, the Jordan is located in the Mueller neighborhood in East Austin. This new community provides 132 deeply affordable, service-rich homes for low-income families. The Jordan features housing for people making about 50 to 60 percent of the median family income, with 14 units reserved for families who are homeless or at risk of homelessness. The Jordan was built utilizing low-income housing tax credits from the Texas Department of Housing and Community Affairs and bond funding via the City of Austin's Rental Housing Development Assistance program.

La Vista de Lopez, Austin, TX

La Vista de Lopez will be a 27 unit income-restricted affordable housing building for seniors near the heart of downtown. It will be fully ADA-compliant and will be income-restricted for seniors making less than 50% Austin's Median Family Income. It is being developed by some members of the A at St. Johns team, including developer Guadalupe Neighborhood Development Corporation and civil engineering by Eyad Kasemi of Capital A Housing and Civiltude. The nine-story tower is being built adjacent to a historic property on land purchased through financing from the Austin Housing Finance Corporation.

Waterloo Terrace, Austin, TX

Project Manager for 132-unit permanent supportive housing for single adults on 2.5 acres near the Mo Pac Expressway and Parmer Lane intersection - near the Domain, job opportunities, medical services at St. David's Hospital and the Walnut Creek Greenbelt. Eyad performed grading, drainage, utilities and site plan production and permitting.

Colony Park, Austin, TX

Located in Northeast Austin, the project site offers a unique opportunity to meet the needs of the community & provide a catalyst for economic development & growth for the area. Funded through a US HUD Sustainable Communities Challenge Grant to further its six livability principles, the development will incorporate best practice strategies for energy-efficient, building design, water conservation & zero-waste technology to create a model sustainable & livable mixed-use, mixed-income community. Civiltude provided utility infrastructure design services for the 258-acre masterplanned community and Eyad served as a design team member

Fayez Kazi, PE, LEED AP
Principal



Mr. Kazi has over 24 years of experience providing public and private sector clients with entitlements and the design, management and construction of site development projects. Mr. Kazi has worked on ADA improvements projects to complex site development and roadway projects. Mr. Kazi brings a unique combination of technological savvy, professional service, technical knowledge and enthusiastic commitment to his clients. His strengths also include a deep understanding of the permitting process, environmental sensitivities, grading and drainage as demonstrated by the list of selected projects below:

Relevant Project Experience

La Vista de Lopez, Austin, TX,

La Vista de Lopez will be a 27 unit income-restricted affordable housing building for seniors near the heart of downtown. It will be fully ADA-compliant and will be income-restricted for seniors making less than 50% Austin's Median Family Income. It is being developed by some members of the A at St. Johns team, including developer Guadalupe Neighborhood Development Corporation and civil engineering by Eyad Kasemi of Capital A Housing and Civiltude. The nine-story tower is being built adjacent to a historic property on land purchased through financing from the Austin Housing Finance Corporation.

Lakeline Station Apartments, Austin, TX

128-unit SMART Housing multi-family development with Learning Center, Trail and Sidewalk to Lakeline TOD Station in the northwest corner of Rudledge Spur and 620 North. The project was within the Northwest Park and Ride TOD district which required partial street and pedestrian improvements in both City and TxDOT public right of way. The project also required a water main extension through private property. Civiltude provided context sensitive site design and permitting which includes pavement repair and expansion, street parking and pedestrian path improvements along the southern most section of Rutledge Spur (one of eight local mobility areas to be studied by the City). The team resolved various challenges along this narrow street including above ground electrical infrastructure, topography, and existing trees.

Cardinal Points Apartments, Austin, TX

120-unit SMART Housing multi-family development at the southwest corner of Four Points Dr and River Place Blvd. The project site has several critical environmental issues such as caves, underground voids, golden cheeked warblers endangered species, and densed inventory of trees. In addition to developing the site, Civiltude also assisted Foundation Communities to extend almost one mile of sidewalk to connect the site to the nearest job center and modify Four Points Drive

Guadalupe Saldana Apartments, Austin, TX

Project Principal & Project Manager for 90-unit fully affordable detached condominium and single-family Netzero development in East Austin. Design included flood plain modeling and modification, low-impact development techniques such as raingardens and biofiltration pond.

Sierra Vista Apartments, Austin, TX

Civiltude teamed up with the non-profit consultant Community Powered Workshop to design Foundation Community's Sierra Vista Apartments. First developed in the early 1980's, the site had entered a state of disrepair and required extensive interior renovation and site improvements, including several foundation repairs and bringing parking & pathways into ADA compliance.

Gaston Place Apartments, Austin, TX

Civiltude collaborated with HACA, AHA! and Community Powered Workshop to design a 27-unit complex in northeast Austin. Gaston Place Apartments provides one and two-bedroom apartments for households with incomes below 50% of the median family income.

Years of Experience 24 years

Education:

- MS Engineering &
- BS Architectural Engineering, The University of Texas at Austin

Registration:

- Texas PE# 96489,
- LEED Accredited Professional

Community Leadership:

- Former Chair, Planning Commission
- Associate Professor, Department of Civil, Architectural & Environmental Engineering at UT Austin
- Former Vice Chair, Zero Waste Advisory Commission
- Real Estate Council of Austin Board
- Austin Asian Chamber Board
- Former Chair, South Congress Combined Neighborhood
- Asian American Resource Center, Design Advisory Panel
- UT Austin Projects for Underserved Communities, Service Learning Advisory Board
- Austinites for Action Advisory Board

Nicole Joslin, AIA, LEED AP

Head of Community Design



Nicole Joslin is a licensed Architect and experienced community planner with a diverse professional and academic background in community engaged design and housing advocacy. Her 14 years of civic engagement and leadership has provided her with a deep understanding of equitable design and development processes that support more complete communities. Ms. Joslin has joined Capital A Housing from the nonprofit world where she previously served as Executive Director of Austin-based community design center, Community Powered Workshop.

Relevant Project Experience**Austin's Strategic Housing Blueprint Implementation Plan, Austin, TX***Community Powered Workshop*

The plan to help the creation of 60,000 affordable units over the coming decade for households earning approximately \$60k or less through funding sources, potential regulations and creative approaches. Ms. Joslin served as the lead in crafting and implementing a comprehensive community-engagement process for the creation of an Implementation Plan for the City of Austin's first documented housing strategy framework. This process helped to inform place-based strategies for achieving the housing goals set by City leadership and the community at large.

Montopolis Right to Remain Plan, Austin, TX*Community Powered Workshop*

The Montopolis neighborhood initiative, with a focus on 238 homes, to help the current residents stay in their homes while facing gentrification. Under Ms. Joslin's leadership, this collaboration of Community Powered Workshop, the Guadalupe Neighborhood Development Corporation, and community members of the Montopolis neighborhood aimed to understand the needs and challenges of low-income families in the historically Latino Montopolis neighborhood and identify opportunities for the development and preservation of affordable homes. In order to compile information that accurately reflected the community history, culture, and trauma, the team brought together existing community leaders and residents through workshops and focus groups. By listening to the needs, concerns, and priorities of the residents, the team created a report that reflects their voices and highlighted potential action items that could address local concerns. This activity and advocacy continues today under the leadership of Mi/My Montopolis, a resident-led organization dedicated to the preservation of affordability and community culture in the Montopolis neighborhood.

Central Williamson Creek Greenway Community Vision Plan, Austin, TX*Community Powered Workshop*

A community-led vision for a resilient and connected urban floodplain across 76 acres of underutilized parkland and flood-buyout properties. Ms. Joslin secured and managed multiple funding sources to support a community-led vision plan that re-imagined Central Williamson Creek and its immediate surroundings as a resilient, healthy and connected area that all residents of the surrounding vibrant South Austin community can enjoy. Under her leadership, this multidisciplinary team facilitated a robust community engagement process that produced a community vision plan that was adopted by the City of Austin Watershed Protection Department and Parks and Recreation Department as the guiding document for public and private investments in the area.

The Alley Flat Initiative, Austin, TX*Community Powered Workshop*

The Alley Flat Initiative created an adaptive and self-perpetuating delivery system for sustainable and affordable housing in Austin. Ms. Joslin stewarded the growth of this award winning program, which seeks to assist long-time homeowners in developing income-restricted Accessory Dwelling Units in the backyards of single family homes. Her leadership in advocacy, housing finance, design, and development innovation elevated this program to the national spotlight with the awarding of the Ivory Prize in 2019 and has produced numerous affordable infill housing opportunities across Austin.

Years of Experience

14 years

Education:

M.S. Community and Regional Planning, University of Texas at Austin

Bachelor of Architecture, University of Oklahoma

Registration:

TX Architect #23568

LEED Accredited Professional

Community Leadership:

Co-Chair, Community Engaged Design Committee, Texas Society of Architects

Advocacy Committee member, HousingWorks Austin

Former Chair, Austin

Housing Coalition

Former Board Member, Evolve Austin

Former Vice-Chair and

Co-Founder, Women

Design Build

Adjunct Faculty, Univer-

sity of Texas School of

Architecture

Civiltude Engineers & Planners

Firm Bio

**Firm Address**

5110 Lancaster Ct, Austin, TX 78723

Telephone Number

+1 512 761 6161

Contact Person

Nhato Ho, PE, LEED GA

nhato@civiltude.com

Date of Organization

April 2010

Type of Organization

Limited Liability Company

Firm's Registration Number

F-12469

Firm Overview & History

Civiltude is a local, Asian minority-owned engineering and planning firm, established in early 2010. Founded by Fayez Kazi, PE, Civiltude's core principle is to deliver effective design solutions and experienced project management competitive to large companies while providing personal, flexible and timely communication that only a small, nimble firm can provide. Nhato Ho, PE, has been with Civiltude since its inception, starting as an engineer prior to joining the management team in 2014 and more recently becoming named President of Civiltude in 2021.

Civiltude brings the full package of technical and permitting knowhow, positive working relationships with City staff, as well as experience in interfacing with neighborhoods and other community stakeholders. Our leadership team brings a combined 65 years of experience in delivering various project types, including field engineering with daily interaction with property owners. Our extensive experience with SMART housing projects (a type of certification by the City of Austin), public schools and downtown high-rise developments with compressed permitting timelines has enabled our team to test, benchmark and optimize effective permitting strategies.

Additionally, as the prime engineers for various public entities including the City of Austin, our team has successfully cultivated positive working relationships with reviewers at several levels across multiple regulatory bodies. Most importantly, our team's past and present service on the City of Austin's Planning Commission, Water and Wastewater Commission, Environmental Commission as well as several non-profit boards and neighborhood associations puts us in a unique position to facilitate conversations, resolve issues and build neighborhood goodwill and consensus in the community.

When it comes to growth, our focus is not only on our team size and expanding public and private sector portfolios but also deepening trust with our clients. In 2010, our team of three dedicated our expertise to serving public school and affordable housing segments which were largely underserved, especially when there were fewer and smaller projects. In 2012, Civiltude was selected to provide water, sanitary, and reclaimed small diameter pipeline design and permitting for the Greenwater Downtown Redevelopment project, a public private partnership between Trammel Crow and the City of Austin. In 2013, we performed chilled water large diameter pipeline design for Austin Energy as part of Nueces and West 2nd Street extension to Shoal Creek Bridge. In 2014, as part of the winning masterplan team for Colony Park Sustainable Community, Civiltude began providing utility layout, capacity analysis, and pipeline design and permitting, both small and large diameter, for 208-ac planned community with over 12 miles of public roadways. By 2015, with the two principals serving as the lead engineers for an energetic team of nine, Civiltude had laid the foundation for structured and sustainable growth not only in project volume but also complexity, diversity and scale.

Civiltude has experience as both a sub-consultant and a prime for public sectors projects, collaborating with several reputable firms working in the public works sector such as RPS Espey, Alan Plummer, Lockwood, Andrews & Newnam, we take pride in our direct contracts with clients, especially public entities. Specifically, Civiltude was recently awarded a \$1M prime contract by the City of Austin to provide field engineering for sidewalk and urban trail improvements. Civiltude currently serves as the design engineer for over five major public school projects over \$200M in combined construction cost as well as a trusted advisor to Austin ISD, Round Rock ISD and San Marcos CISD.

Today, with our team size of 31 employees, Civiltude maintains a diverse and balanced portfolio with projects spanning both public and private sectors including but not limited to public infrastructures such as pipelines, roadways, trails, ponds, and parks; educational and sports facilities; tax credit and market-rate multi-family housing; master planned communities; and mixed-use complexes for office, retail, entertainment and industrial. Our core services include land feasibility studies; site and infrastructure construction documents; site permitting and acceleration strategies; bid review, value engineering and cost control; project management; and construction administration. Civiltude specializes in pipeline design, site and right-of-way permitting and acceleration, and karst void mitigation. Our clients are just as diverse, from individual home owners, to public entities, neighborhood associations, housing authorities, non-profit affordable housing providers, transportation authorities, and private developers.

Civiltude Engineers & Planners

Relevant Experiences



Project Name

Gaston Place Apartments

Location

1920 Gaston Place, Austin, TX

Owner

Accessible Housing Austin!

Completion Date

Summer 2020

Construction Cost

\$3 Million

Reference

Melissa Orren, Executive Director of Accessible Housing Austin!, 1640A East 2nd St, Austin, TX, 78702

Gaston Place Apartments

Founded by leaders in Austin's disability rights community, Accessible Housing Austin! (AHA!) is excited to be breaking ground later this year for AHA! at Briarcliff. The 27-unit complex in northeast Austin will provide one and two-bedroom apartments for households with incomes below 50% of the median family income. Six of the units will be designated as "deeply affordable."

In keeping with its mission to provide affordable and accessible housing for tenants with disabilities, AHA! will exceed federal integration standards with half of the units being accessible and the other half adaptable.

Civiltude worked closely with AHA! & HACA to minimize public sidewalk improvements required by the City of Austin under subchapter E. We also assist the successful partnership with Public Works that built the missing section of sidewalk in front of the site which further reduced project construction cost. Civiltude assisted HACA in understanding and resolving issues related to the unified development agreement due to complex site ownership structure.



Civiltude Engineers & Planners

Relevant Experiences



Project Name

Lakeline Station Apartments

Location

13636 Rutledge Spur, Austin TX

Owner

Foundation Communities

Completion Date

December 2016

Construction Cost

\$19 Million

Reference

Walter Moreou, Executive Director of Foundation Communities, 3036 South First Street, Austin, TX 78704

Lakeline Station Apartments

128-unit SMART Housing multi-family development with Learning Center, Trail and Sidewalk to LakelineTOD Station in the northwest corner of Rutledge Spur and 620 North. The project was within the Northwest Park and Ride TOD district which required partial street and pedestrian improvements in both City and TxDOT public right of way. The project also required a water main extension through private property.

Civiltude provided context sensitive site design and permitting which includes pavement repair and expansion, street parking and pedestrian path improvements along the southern most section of Rutledge Spur (one of eight local mobility areas to be studied by the City). The team resolved various challenges along this narrow street including above ground electrical infrastructure, topography, and existing trees.



Civiltude Engineers & Planners

Relevant Experiences



Project Name

Colony Park

Location

7400 Loyola Ln, Austin, TX 78724

Client

City of Austin

Completion Date

TBD

Construction Cost

TBD

Reference

City of Austin / Sandra Harkins (Neighborhood Housing & Community Development)

Colony Park

208 acres master planned community including Colony Loop Drive extension and several new streets with above ground and underground infrastructures to serve a mixed use development.

Civiltude provided preliminary utility plan for the entire masterplan and construction plans for water, wastewater and reclaimed water in the Phase 1 street extensions. The project features several miles of roadways with seventeen street sections, some with very limited public right-of-way width. Civiltude played crucial role in facilitating conversation between Austin Water Utility and street design consultant in order to achieve the desirable sections while still accommodating necessary utilities. The team also assisted with resolving issues related to erosion hazard zone, critical environmental feature buffer, and creek crossing for streets and bridges. Civiltude prepared Service Extension Request analysis to optimize offsite improvements as well as designed phase 1 construction plans for water, reclaimed and wastewater improvements on site.



Civiltude Engineers & Planners

Relevant Experiences



Project Name

Greenwater Redevelopment

Location

San Antonio 2nd, 78701

Client

Trammell Crow/Mark Fowler (Rep)

Completion Date

S2016

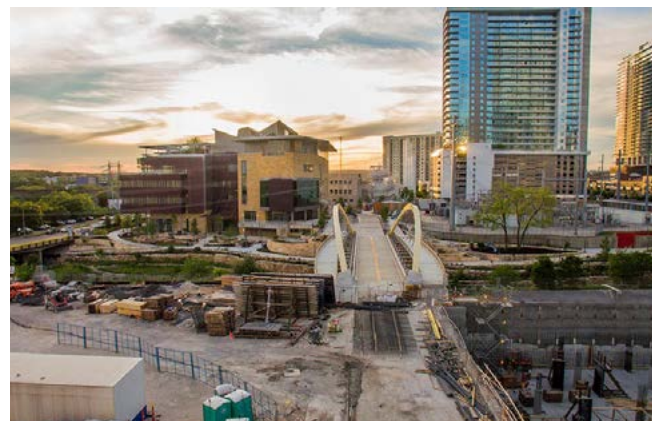
Construction Cost

\$5.1 Million

Greenwater Redevelopment

Public-private partnership redevelopment project in Downtown Austin to extend West 2nd Street for two blocks from San Antonio to Shoal Creek Bridge and Nueces Street from Cesar Chavez to West 2nd Street alley including all utilities.

Civiltude designed and permitted 900 LF of 16” water, 800 LF of 12” wastewater, 300 LF of 8” reclaimed water, and 400 LF 24” supply & return chilled water main extension. Civiltude’s Principal and project manager, Mr. Nhat Ho, personally resolved major field issues and facilitated meeting with reviewers and inspectors on site to ensure project continuation. Examples of field issues are bypass pumping for tie-in to a major 42” wastewater main, assessment of major box manholes, and curve wastewater line with fiber-glass manholes due to dry utility conflicts.



Fayez Kazi PE, LEED AP
CEO



Mr. Kazi has over 20 years of experience providing public and private sector clients with entitlements and the design, management and construction of site development projects. Mr. Kazi has worked on projects as small as ADA improvement projects to complex site development and roadway projects. Mr. Kazi brings a unique combination of technological savvy, professional service, technical knowledge and enthusiastic commitment to his clients. His strengths also include a deep understanding of the permitting process, environmental sensitivities, grading and drainage as demonstrated by the list of selected projects below:

Relevant Project Experience

Trails at Vintage Creek – Foundation Communities – Austin, Texas

Design Engineer on two separate contracts for water utility improvement and construction documents to upgrade water meter connections and a structural retaining wall design. Responsibilities include working with Austin Fire Department, Austin Water Utility, and commercial building inspectors, preparing construction plans, spoils calculation, and specifications for reuse of elevated pathways.

Sierra Vista Apartments – Foundation Communities – Austin, Texas

Project Principal on three separate contracts beginning with a tree & topographical survey of 9-acre tract with existing multi-family apartment units. The survey was used to provide a report with profiles of the accessible paths and sections at every 5' to help identify non-compliant slopes. Involvement led to preparation of well plugging plan and permitting through the Barton Springs Edwards Aquifer Conservation District for a 4' wide, 37' deep unrecorded well on the property. Currently developing construction plans for sidewalk & grading to provide ADA accessibility and improve drainage. Design includes 315 LF stormwater line & area inlets and site improvements for proposed Learning Center.

Greenwater Redevelopment – Trammel Crow – Austin, Texas

Project Principal for site/civil construction documents and permitting for utility infrastructure design for \$550 million redevelopment project of the former City of Austin Green Water Treatment Plant that will provide nearly 2 million square feet of new space. Planned development includes high-rise mixed use buildings, apartment residential units with provisions for affordable housing, hotel, office and retail space. Nueces Street and 2nd Street will be extended through the site to connect the Second Street and Seaholm Power District.

Presidium Riverside Apartments – Cadence McShane – Austin, TX

Project Principal for site/civil construction documents and permitting for utility infrastructure development will provide 1, 2 and 3 bedroom apartments and amenities.

Jenkins Design Center Office Complex – Jenkins Custom Homes – Bee Cave, TX

Project Principal for the civil/site design for office complex on a 1-acre tract in Bee Cave, Texas. Development included a 7,000 SF Luxury Home Idea Center at Jenkins Park Plaza with high-end custom home fit and finish within walking distance of the Hill Country Galleria and residential apartments. Designed with professional architects, engineers and artists in mind, the site incorporates an interior tree grove and rock outcropping into the visual aesthetics. Civiltude team designed and permitted the first full infiltration raingarden in the City – educated local government and regulatory officials. Contaminant removals satisfied the stringent water quality regulations of the City of Bee Cave while promoting low impact development thus enhancing the site.

Colony Park – City of Austin – Austin, Texas

Located in Northeast Austin, the project site offers a unique opportunity to meet the needs of the community & provide a catalyst for economic development & growth for the area. Funded through a US HUD Sustainable Communities Challenge Grant to further its six livability principles, the development will incorporate best practice strategies for energy-efficient, building design, water conservation & zero-waste technology to create a model sustainable & livable mixed-use, mixed-income community. Civiltude provided utility infrastructure design services for the 258-acre masterplanned community

Years of Experience:
24 years

Education:
MS Engineering &
BS Architectural Engineering,
The University of Texas at Austin

Registration:
Licensed Professional Engineer Texas PE # 96489
LEED Accredited Professional

Affiliations:
Former Chair, Planning Commission
Associate Professor, Department of Civil, Architectural & Environmental Engineering at UT Austin
Former Vice Chair, Zero Waste Advisory Commission
Real Estate Council of Austin Board
Austin Asian Chamber Board
Former Chair, South Congress Combined Neighborhood Asian American Resource Center, Design Advisory Panel
UT Austin Projects for Underserved Communities, Service Learning Advisory Board
Austinites for Action Advisory Board

Nhat M. Ho PE, LEED GA
President



Mr. Ho brings over ten years of versatile experience from different areas of **civil engineering, structural engineering**, architectural design, Revit modeling and production drafting. His integrated civil and structural knowledge ranges from stormwater management systems, wet utilities, and sports running tracks to retaining structures, spatial arrangement of buildings and site integration. His land development experience includes site feasibility studies, zoning changes, subdivisions, and commercial site plans. He has cultivated relationships with review staff, especially at the City of Austin, and has built a reputation for effective and responsible design. His in-depth expertise includes utilities, innovative water quality management and accelerated site plan permitting. Specifically with RRISD & AISD, Mr. Ho has extensive knowledge with the inter-local agreements and dedicated review teams that control school projects for the City of Austin.

Years of Experience:
10 years

Education:
BS Architectural Engineering, The University of Texas at Austin

Registration:
Licensed Professional Engineer Texas PE # 119194
LEED Green Associate

Affiliations:
Water & Wastewater Commissioner
Joint Sustainability Committee
Chair of Mueller Neighborhood Association
Real Estate Council of Austin
Greater Austin Asian Chamber of Commerce
Downtown Austin Alliance
South Congress Combined Neighborhood Contact Team
Structural Engineering Institute

Relevant Project Experience

Trails at Vintage Creek – Foundation Communities – Austin, Texas

Design Engineer on two separate contracts for water utility improvement and construction documents to upgrade wa-ter meter connections and a structural retaining wall design. Responsibilities include working with Austin Fire Department, Austin Water Utility, and commercial building inspectors, pre-paring construc-tion plans, spoils calculation, and specifica-tions for reuse of elevated pathways.

Sierra Vista Apartments – Foundation Communities – Austin, Texas

Field Engineer responsible for quantifying soil volume and dynamic cost estimate for contract work re-quired to plug a 4’ wide, 37’ deep unrecorded well discovered on the prop-erty. Work also included site investigation, coordination with licensed well driller, and on-field direct response regarding material and procedure of the plugging process.

Greenwater Redevelopment – Trammel Crow – Austin, Texas

Project Manager designing utility infrastructure to serve the redevelopment of the former Green Water Treatment Plant. Responsible for producing water, wastewater and chilled water construction documents and obtaining development permits with Austin Water Utility and Austin Energy on an accelerated timeline. Performed coordination with other entities to avoid conflicts with a congested downtown underground utility network while existing in harmony with the aboveground Great Streets elements.

Edison Riverside Apartments – Presidium – Austin, Texas

Project Manager leading site permit, license agree and providing construction documents and permitting for utility infrastructure design for 353 unit residential apartments, leasing office and resident amenities.

The Yard Redevelopment – The Yard LLC – Austin, Texas

Project Principal overseeing the public water and wastewater improvements to serve over 150,000 SF of mixed use redevelopment. In charge of wastewater capacity analysis for over 8,000 properties near the project site to develop accurate demand for the proposed

Colony Park Masterplan – Urban Design Group – Austin, Texas

Project Manager in charge of preliminary utility plan, Service Extension Request, design and permitting of phase 1 infrastructures. Working closely with the urban planner to provide utility placement for multiple street cross sections to allow narrow urban street width.

Woodbridge Subdivision – Polis Properties – Austin, Texas

Project Manager for subdivision construction documents and permitting for public street, utility, and storm-water infrastructure design for 9 lot subdivision in Austin. Design included over 800 LF of 8” water and wastewater lines. The development will provide 18 duplex housing units in East Austin close to downtown.

Fox Sparrow Subdivision – Verdant Frontiers – Cedar Park, TX

Project Manager for site/civil construction documents and permitting for public street, utility, and stormwa-ter infrastructure design for 17 lot subdivison in Cedar Park. Design included over 1,710 LF of 8” water and wastewater lines.

Mike Reyes ^{PE}
Director of Civil Engineering



Mr. Reyes's career includes more than 14 years of extensive experience in the design, construction management, review, and approval of civil engineering land development projects throughout the Greater Austin area and the State of Texas. Current projects consist of the design and construction management of several concurrent municipal and private projects in Central Texas. Duties include working closely with clients and development teams, feasibility studies, site development, drainage and innovative water quality design, utility design, regulatory permitting through local and state agencies, cost estimating and construction management as demonstrated by the list of selected projects below:

Relevant Project Experience

Years of Experience:
14 years

Education:
BS Architectural Engineering, The University of Texas at Austin

Registration:
Licensed Professional Engineer Texas PE
#111664

Software Proficiency:
AutoCAD Civil 3D
Autodesk Hydraflow Express
Autodesk SSA
Microstation
ESRI ArcGIS
WaterCAD
EPANET
StormCAD
PondPack
HEC-HMS
HEC-RAS

Current Workload Availability:
70%

CLMP220 Mobility Rotation List - Phase 2 - City of Austin - Austin, Texas

QA/QC for civil engineering on several projects under this rotation list. The successful completion of these projects required close coordination with City agencies, a thorough knowledge of local conditions and construction practices, familiarity with TDLR and ADA accessibility regulations, efficient deadline setting, and the ability to respond to public input during the design and construction processes.

Austin Water Utility Smart Meter Installation - ACLARA - Austin, Texas

QA/QC for Civiltude's traffic control plan for over 150 sites of Data Collection Unit installation across Austin Water's service area. Civiltude works closely with Aclara and construction vendors in developing optimized traffic control scenarios based on means and methods. Civiltude also collaborates with Austin transportation department staff in developing pre-approved new traffic control details specifically for the workflow of this public project.

BondWide Technical Review & Permitting Support - AECOM & McKissack&McKissack - Austin, Texas

Project Manager that provided technical peer review for the civil discipline to ensure code compliance, constructability and risk mitigation for the District. We also reviewed, benchmarked and developed permitting strategies for the design team to ensure the project's success.

Highland & Brownie Park - City of Austin - Austin, Texas

Project Manager for the improvements at Highland and Brownie Park. Mike leads/coordinates the site permitting, and site plan exemption for both sites.

Fontain Plaza - RedLeaf Properties & Austin Community College-Highland - Austin, Texas

Project Manager for the site, drainage, and utility relocation and improvements at Fontaine Plaza, a former mall surface parking lot transformed into an urban park. Coordinated ADA compliant paths throughout the park to connect to the internal circulation routes of the Highland Campus.

Waterloo Greenway - Corridor Framework Plan - City of Austin - Austin, Texas

Project Engineer for The Corridor Framework plan which consisted of a comprehensive investigation of the post-Waller Creek tunnel completion conditions along Waller Creek, and preparation of the plan that would guide the redevelopment of Waterloo Greenway public trails and parks from Lady Bird Lake to 15th Street. Mike led research efforts and onsite field investigations to document the location/existence of all storm-water creek outfalls, water/wastewater utilities, overhead and underground dry utilities along Waller Creek. He developed utility feasibility relocation plans and strategies to allow for proposed public trail and park improvements. Mike also coordinated with stakeholders, COA, and the Waterloo Greenway Conservancy on preliminary trail alignments and creek restoration efforts.

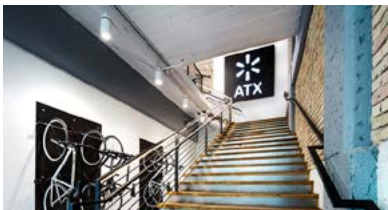
Canopy Walk at the Fairmont Hotel - Manchester Financial Group - Austin, Texas

Project Manager for The Canopy Walk, an outdoor aerial walkway connecting the Fairmont Hotel to the Austin Convention Center (ACC), spanning over Red River Street and Waller Creek. This is one of the first public/private collaborative design and construction efforts to be compatible with the vision for the Waterloo Greenway, a future public park winding along Waller Creek. Utilizing HEC-RAS, Mike led/coordinated the floodplain drainage study within Waller Creek within the vicinity of the ACC. He also designed the relocation of existing ACC roof drainage outfalls into Waller Creek. Creek restoration and construction phase creek protection plans were also developed. Mike also managed construction phase services and site inspections through final project completion.



BLUE BONNET STUDIOS

AFFORDABLE & PERMANENT
SUPPORTIVE HOUSING EXPERIENCE



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COMPANY BACKGROUND

FORGE CRAFT ARCHITECTURE + DESIGN MISSION STATEMENT:

FORGE CRAFT is a respected architecture firm, based in the creative culture of Austin. We specialize in multi-family housing and creative mixed-use development with an emphasis on micro-unit design, affordable housing, performance and arts spaces, restaurant and bar, light industrial, creative office, tricky urban infill sites and custom luxury and spec modern homes. We are also a leading firm in prefabricated modular design and execution.

FOUNDING PRINCIPLES:

In late summer 2013, Scott Ginder and Rommel Sulit joined forces converging nearly 30 years of combined, comprehensive architectural experience across a wide range of project types with an emphasis on single-family and multi-family housing, both affordable and market-rate.

Our company philosophy is based on resolute yet simple virtues: “Design” is the purpose or planning that exists behind an action, fact, or object. To “forge” is to form or make by concentrated effort. To “craft” is to wield one’s skill in making. Our mission is clear: to plan with purpose and then through concentrated effort and with pointed skill, to manifest functional, beautiful spaces.

We also see the terms “Forge” and “Craft” as two forces central to act of making architecture. “Forge” encompasses the raw power necessary to complete any building – harvesting raw materials, managing supply chains, directing large pools of resources and energy through collective labor. “Craft” entails the finer qualities of design, applied to and mitigated between the bold moves and most refined minutiae that render any building fit for human inhabitation.

Founding principal Scott Ginder’s work with Dick Clark Associates over a span of 15 years manifested some of the most forward-thinking design Austin has seen. Founding principal Rommel Sulit’s work with PageSoutherlandPage, Rhode Partners and BOKA Powell over the same period, is manifest in many noteworthy large-scale commercial and civic buildings in Austin. Jon Hagar’s leadership has been instrumental in our success and ushered his emergence as our most recent principal. With a talented, driven staff we stand behind a tough-minded work philosophy which extends not only to impactful architecture but also to community advocacy, to the local non-profits and arts industries, and also towards cultural equity. Focusing equally on design and construction and drawing from our wide-ranging interests, we have the ability to fluidly shift between the big move and the small move, the concept and the delivery, the idea and the result. This approach has enabled Forge Craft to produce exciting, relevant architecture across all scales and project types.

ADDRESS:

FORGE CRAFT ARCHITECTURE + DESIGN
608 Monroe Street West, Suite C
Austin, Texas 78704

PRINCIPAL OWNERS:

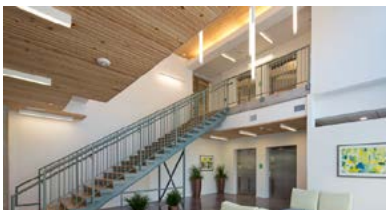
SCOTT GINDER, AIA, LEED AP
Chief Executive + Financial Officer
Director of Marketing and Business Development

ROMMEL SULIT

Chief Operations Officer
Director of Technology and Media
Community Outreach Director

JON HAGAR

Principal
Director of Design Standards and Quality



SERVICE OFFERINGS

Forge Craft offers architectural design services like any other architectural firm but with an approach that is uniquely premised through our work philosophy.

Under this banner, we see each project as a unique circumstance with unique challenges, sometimes with significant obstacles to overcome, but always rife with opportunity.

We have developed a reputation as a firm that can shepherd even the most complicated and seemingly untenable projects through the circuitous paths of conception and feasibility, site entitlements and code review, and ultimately construction realization, all the while with an eye towards performance and beauty. Our methodologies typically start in feasibility for virtually every project wherein we establish the “rules of the game” and identify issues and encumbrances as well as options and possibilities.

Our wide range of project types, allows us in each instance to invest in and continually enhance our knowledge base and expertise in modern aesthetics, construction methodologies, and sustainable building practices which today are largely focused on energy efficiency, code compliance in accessibility and fire safety and high-performance envelope design. Indoor air quality has also come to the fore in commercial as well as residential architecture. And we would be remiss to not mention the impact of the events of this past year 2020 and how it has, perforce, mobilized our industry into reconsidering established programs of use and occupation in our spaces.

Our mandate is to find the optimal expression of the project’s goals to be manifested materially and experientially. This common end-goal unites but also engenders beneficial cross-fertilization between the varied project types in our portfolio which spans the gamut from commercial multifamily / mixed use, affordable housing, retail, office, warehouse, studio and performing arts spaces, to private custom homes and spec homes.

We navigate all our projects from conception and feasibility, through site planning and entitlements, permitting and pricing, and through all of construction. In our experience though, the earliest decisions often prove to have the greatest impact on project success. To this end, as an increasingly growing number of our developer clients have sought creative ways to stay ahead of the construction cost and labor curves. We have found ways to pivot accordingly.

In addition to conventional site-built delivery, we offer modular design and construction expertise for those clients who would embark on this path. Though modular is a relatively new delivery method as compared to conventional site-built construction, we see great potential in this field. To date, we have manifested several modular projects from as small as an 8500 square foot office addition to as large as a 143-unit student housing project, and are presently in discussions for new modular projects in various cities. As a result, we have emerged as an industry leader in this field and in spite of the challenges, we feel modular has the potential to be a major game changer in our construction industries.

But our interest in modular is just one aspect of our overarching pursuit of excellence and a symptom of our dogged attention to relevant movements in architecture and related fields. We feel that it is simply in Forge Craft’s DNA to push the envelope in our efforts to continually design better buildings and spaces. The act of design is equal parts unfettered imagination and practical realization. At Forge Craft we believe that pursuing both ends simultaneously is the key to making good projects great.



TECHNICAL QUALIFICATIONS / PROJECT TEAM BREAKDOWN:

While it is evident that Forge Craft brings a high level of creativity to every project, we also bring a high level of technical proficiency. This is a core value of our firm as we believe that the best buildings perform as good as they look and are best equipped to last long into a sustainable life-cycle.

With our commitment to practical underpinnings to our designs and integrated building systems, we recognize the need to bolster our team with a cadre of technically proficient engineers and consultants. Our modular work only heightens the need as in those cases we interface very closely with the manufacturing fields as well and an expansive net of AHJs, code experts, fire protection and accessibility specialists.

Whether site-built or modular delivery there is a prevalent need for the architect of record to lead and be the lynch pin for comprehensive project coordination and communication as well as to serve as a guide for the Owner and all interested parties during a long and arduous process of site entitlements and code review.

Over the years we have amassed a top-notch stable of industry professional that enable us to make any project work. This is a multi-faceted team of engineers with both local and national reputes, as well as minor consultants who are among the best in their field though they may fly a little under the radar. We have had the good fortune of working with many reputable engineering consultants who all have proven to be only a phone call away from engaging with us on new projects.

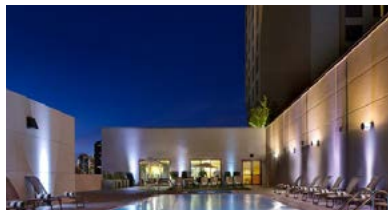
These consultants include DCI Engineers (Structural), Entuitive Consulting Engineers (Structural), Structures (Structural), Leap! Structures (Structural), Integral Group (MEP), Aptus Engineering (MEP), AYS (MEP), RCS (Modular MEP), TBG (Landscape), Asakura Robinson (Landscape), to name but a few.

Our “minor” consultants are probably unfairly categorized -- their work is invaluable and as necessary as our primary consultants. We typically contract the following on every job: envelope consultant, accessibility consultant, code consultant.

Our envelope consultant Erika Bonfanti, with Acton Partners Consulting, has provided excellent consultation for over a decade and we have come to rely on their honest and incisive input on our envelope designs. Carroll Pruitt is a renowned authority on mandatory building codes and conducts independent code reviews for us which often allows us to accelerate the assuredly lengthy evaluation period from the local AHJ. Andrea Lacour with Contour Collective is unparalleled in her knowledge of ever-evolving accessibility standards. Depending on the project’s specific requirements, we bring in additional technical consultants to augment our own expertise such as lighting, elevator, acoustic, fire and security, low voltage and parking consultants.

Specific to niche markets, Forge Craft is also certified in accessibility training per Multifamily Accessibility Requirements as mandated by federal law and TDHCA Texas Accessibility Code for LIHTC project. We are also a member of the Modular Building Institute (MBI) and in addition to our modular projects ranging from single-family to multifamily, office to industrial, we were Architect of Record for Z-Modular’s IHB certification process under TDLR for their modular plant in Killeen, Texas.

Finally 100% of our work employs BIM technology through the platform Archicad which plays well with Revit. We feel that this platform allows us the great flexibility and speed but with extraordinary accuracy and powerful 3D modeling capabilities. Building our buildings fully in cyberspace allows us to test-fit our concepts with the highest levels of visualization and coordination potential.



RELEVANT PROJECT EXPERIENCE

RESIDENTIAL AND AFFORDABLE HOUSING:

- Cheatham Street Flats, San Marcos TX - 143 unit, 245 bed student housing
- Tulum 512, Tulum Mexico - 48 unit condo/hotel
- Yampa Mixed Use, Steamboat Springs CO - private residence w/ office space
- Manor Forest, Austin TX - 7 unit residential development
- Arlington Lofts, Lexington KY - 80 unit affordable housing
- Fourth&, Austin TX - 102 unit mixed-use live/work
- Bluebonnet Studios, Austin TX - 107 unit affordable housing
- Gunter Street Apartments, Austin TX - 16 unit apartment
- Spicewood Springs, Austin TX - 4 unit residential development
- Angelina Street Duplexes, Austin TX - 2 Duplexes
- Waterloo Terrace, Austin TX - 132 unit affordable housing
- Zilker Studios Austin TX - 110 unit affordable housing (in permitting)
- Temenos, Houston TX - 95 unit affordable housing (in design)
- Summit at Renaissance Park, Houston TX - 325 unit affordable housing, mixed-use retail / office

MULTI-PURPOSE ENTERTAINMENT / HOSPITALITY:

- Austin Playhouse, Austin, TX - 17,500 SF Theater
- Austin Burrito - 1,600 SF Restaurant
- Uncle Billies @ Oasis Texas, Lake Travis TX - 20,000 SF Restaurant
- Soliel @ Oasis Texas, Lake Travis TX - 12,00 SF Restaurant
- Salvage Vanguard Theater, Austin TX - 8,000 SF Theater
- Oasis Texas, Lake Travis, TX- 72,00 SF Outdoor Mall, Entertainment Venue, & Brewery
- Ladybird Hotel, Austin TX -

OFFICE FACILITIES:

- Walmart Technology, Austin TX - 13,500 SF Creative Office
- Crest Steel, Riverside CA - 12,000 SF New Office
- Reliance Metal Center, San Antonio TX - 10,800 SF Modular Office
- Wheatland Tube, Sharon PA - 30,000 SF Office

DAYCARE/GYM:

- Chalk, Austin TX - 2,500 SF Private Training Facility

WAREHOUSE:

- Jack Trade, Austin TX - Rentable Warehouse Space

MARKET:

- Delicious, Austin TX - 6,500 SF Market, Deli, & Restaurant

RETAIL:

- Jack Ryan - 3,500 SF Jewelry Store
- Lavish - 1,600 SF Custom Kitchen & Bath Showroom
- California Closets - 1,800 SF Retail Showroom
- Oasis Texas - 72,000 SF Outdoor Mall & Entertainment Venue (Retail: 25,000 SF)

PRIVATE STUDIO:

- Various Custom Homes
- Various Renovations and Office / Retail Finish-Outs



SCOTT GINDER, AIA, LEED AP
Chief Executive Officer
Director of Marketing
Director of Business Development
TBAE Registration #21234
CAB Registration
CO DORA Registration

PROFESSIONAL HISTORY
DICK CLARK + ASSOCIATES
Austin TX
Senior Associate
September 1999 – October 2013

STUART ROSENBERG ARCHITECTS
Philadelphia PA
Staff Architect
November 1997 – August 1999

EDUCATION
UNIVERSITY OF PENNSYLVANIA
Master of Architecture, 1997

UNIVERSITY OF PITTSBURGH
Bachelor of Arts, 1994

PROJECT TEAM ORGANIZATION - RESUMES

MIXED USE

Zedeck Residence + Mixed-Use - Steamboat Springs CO
Oasis Texas, Austin TX - retail, office, & restaurant
1400 South Congress, Austin TX - retail, office, restaurant, & residential
Trails of Lake LBJ, Austin TX - residential & amenity facilities

MULTIFAMILY

Cheatham Street Flats, San Marcos TX - prefabricated modular 143 units
Canyon Palms, Austin TX - 18 units condominium
Lone Star Lofts, Austin TX - 64 units apartments

AFFORDABLE HOUSING

Capital Studios, Austin TX - Foundation Communities, mf SRO, 9% LIHTC
Bluebonnet Studios - Foundation Communities, mf SRO, 9% LIHTC
Waterloo Terrace - Foundation Communities, mf SRO, 9% LIHTC
Zilker Studios - Foundation Communities, mf SRO, 9% LIHTC
Temenos - NHP Foundation, mf SRO, 4% LIHTC
Summit at Renaissance Park - Zieben Group, multifamily, 4% LIHTC
Paker Apartments

HOSPITALITY

Hilton Hotel, Austin TX - rooftop pool deck and bar
Lady Bird Hotel, Austin TX

RESTAURANT

Uncle Billy's, Austin TX - brew pub and barbecue
Soleil, Austin TX - Mediterranean style restaurant
Cuba Libre, Austin TX - Cuban-style bar and restaurant
Austin Java, Austin TX - coffee shop

RETAIL

Jack Ryan Fine Jewelry, Austin TX - watch and jewelry store
CVS Pharmacy, Philadelphia PA
Blue Genie, Austin TX

OFFICE

Tolteq Corporate Headquarters, Austin TX - new office facility

CIVIC / ARTS / INSTITUTIONAL

Austin Playhouse, Austin TX - 300 seat live theater and restaurant
Mass Gallery, Austin TX - art gallery and studio space
Jester Cafeteria, University of Texas at Austin - Student cafeteria renovation

CUSTOM RESIDENTIAL

Polombo Residence, Austin TX
Donovan Residence, Austin TX
Lakehurst Residence, Austin TX
Logan's Hollow Spec Home, Austin TX
McNearney Residence, Austin TX
Ginder Residence, Austin TX
Dorsey Residence, Austin TX
Dundas Residence, Austin TX
Pinkston Boat Dock, Austin TX
McCaig Residence, Austin TX
Dickson Residence, Shreveport LA
Peters Residence, Austin TX
Paterson Residence, Spicewood TX
Heller Residence, Austin TX
Safady Residence, Austin TX
Moore Residence, Austin TX
Dawson Residence, Austin TX
Spanish Oaks 1 + 2 Spec Home, Austin TX

FEASIBILITY / COMPETITIONS

Red Bluff Development, 2016



ROMMEL SULIT
 Chief Operations Officer
 Director of Technology & Media
 Director of Research & Development

PROFESSIONAL HISTORY

SULIT DESIGN STUDIO

Austin TX
 Principal, Owner
 November 2010 – July 2013

BOKA POWELL

Austin TX
 Project Coordinator
 July 2010 – October 2012

RHODE PARTNERS

Austin TX
 Senior Project Manager,
 Design Manager
 October 2005 – March 2009

PAGE SOUTHERLAND PAGE

Austin TX
 Associate, Project Manager,
 Project Designer
 February 1998 – May 2005

OMA

Rotterdam, NETHERLANDS
 Project Designer, Stagiaire
 February 1997 – August 1997

EDUCATION

UNIVERSITY OF TEXAS AT AUSTIN
 Master of Architecture, 1998

UNIVERSITY OF CHICAGO
 Bachelor of Fine Arts (Painting), 1991

PROJECT TEAM ORGANIZATION - RESUMES

MIXED USE

Fourth& – 100 micro-units, mixed-use live/work development
 South Lamar Plaza, Austin TX – three-building mixed use
 Bridges on the Park, Austin TX – 104 unit condominium & retail
 7Rio, Austin TX – 30-story mixed use condominium & retail
 Magnolia, Austin TX – 200-unit mixed use
 East Avenue Mixed Use, Austin TX – multifamily with office, theatre, & retail

MULTIFAMILY

Cheatham Street Flats, San Marcos TX – prefabricated modular 143 units
 Arlington Lofts, Lexington KY – 80 units residential apartment, 4% LIHTC
 Bluebonnet Studios, Austin TX – Foundation Communities, SRO, 9% LIHTC
 Capital Studios, Austin TX – 135 units affordable housing
 Riverview Apartments, Austin TX – 302 unit residential apartment
 Texas A+M University Dormitory, Kingsville TX – 88 room dormitory
 Austin City Lofts, Austin TX – luxury condominium with office, retail
 Summit at Renaissance Park - Zieben Group, multifamily, 4% LIHTC

HOSPITALITY

South Congress Hotel, Austin TX – boutique hotel, restaurant retail, parking
 Homewood Suites, Chicago IL – consultant for 88-key extended stay hotel

RESTAURANT / RETAIL

La Grande Table, Austin TX – 16,000sf continental cuisine buffet
 Delicious, Austin TX – 4,500sf market deli restaurant
 Centennial Center, Austin TX – adaptive reuse of shopping center
 Mueller Retail Center, Austin TX – 12,000sf retail shell

OFFICE

Computer Sciences Corporation, Austin TX – two office buildings
 Universal Studios Headquarters, Los Angeles CA
 Temple Inland Headquarters, Austin TX – interior renovation
 Temple Inland Private Jet Hangar, Austin TX

CIVIC / ARTS / INSTITUTIONAL

Meow Wolf (Conceptual), Austin TX – 100,000sf immersive arts exhibit
 The Stage at Water Street, Austin TX – flexible performing arts space, lounge
 La Maison des Droits de L’Homme – Place des Nations Complex, Genève SUI

MEDICAL & HEALTHCARE

Christus Spohn Hospital, Corpus Christi TX – 80 bed critical care expansion

CUSTOM RESIDENTIAL

Logan’s Hollow Spec Home, Austin TX
 Glover Residence Renovation and Addition, Austin TX

MASTER PLANNING & URBAN DESIGN

New Harbor Master Plan, Genoa ITALY

FEASIBILITY / COMPETITIONS

Dripping Springs Development, 2016
 Pleasant Valley Development, 2014
 Seaholm Intake Reuse Design Competition, 2013
 California Senior Housing Design Competition, 2009
 Urban Re:Vision Dallas, 2008



JON HAGAR
Principal

PROFESSIONAL HISTORY

FOX ARCHITECTS
St Louis, MO
Project Designer
2011 - 2014

ESKEW + DUMEZ + RIPPLE

New Orleans, LA
Intern Architect
2009 - 2010

AGUIRRE RODEN

Austin, TX
Intern Architect
2005 - 2009

EDUCATION

TULANE UNIVERSITY
Master of Architecture, 2010
UNIVERSITY OF MICHIGAN
Bachelor of Arts, 2001

PROJECT TEAM ORGANIZATION - RESUMES

PROJECT EXPERIENCE

MULTIFAMILY

Gunter Street Apartments, Austin TX - 16 units market rate housing
Fourth&, Austin TX - 99 units market rate housing

AFFORDABLE HOUSING

CAPITAL STUDIOS - FOUNDATION COMMUNITIES, SRO
GOODWILL - FOUNDATION COMMUNITIES, SRO
BLUEBONNET STUDIOS - FOUNDATION COMMUNITIES, SRO
WATERLOO TERRACE - FOUNDATION COMMUNITIES, SRO
ZILKER STUDIOS - FOUNDATION COMMUNITIES, SRO
TEMENOS - NHP FOUNDATION, SRO
SUMMIT AT RENAISSANCE PARK

MIXED USE

Cheatham Street Flats, San Marcos TX
Zedeck Residence + Mixed-Use, Steamboat Springs CO
Tulum 512, Tulum Mexico - Condo Hotel + Mixed Use

OFFICE

Crest Steel, Riverside CA
Reliance Metalcenter, San Antonio, TX
Emerson iOps, Austin TX
RGA Headquarters, St Louis MO

CIVIC / ARTS / INSTITUTIONAL

Austin Playhouse, Austin TX
Superdome Enhancements, New Orleans LA
VA Hospital Jefferson Barracks, St Louis MO



TREY FARMER

Project Manager
Certified Passivhaus Consultant
National PassivHaus Council

PROFESSIONAL HISTORY

OFFICE OF LOCAL ARCHITECTURE
Austin, TX
Project Designer
2015

HUGH JEFFERSON RANDOLPH

Austin, TX
Intern Architect
2014

TODD JERSEY ARCHITECTURE

Berkeley, CA
Project Designer
2008 - 2011

EDUCATION

UNIVERSITY OF TEXAS AT AUSTIN
Master of Architecture, 2016
SAN FRANCISCO INSTITUTE OF ARCH.
Master of Ecological Design, 2010

PROJECT EXPERIENCE

MULTIFAMILY

Cheatham Street Flats, San Marcos TX - prefabricated modular 140 units
Bluebonnet Studios, Austin TX - 107 units affordable housing
Waterloo Terrace, Austin TX - 132 units affordable housing
Arlington Lofts, Lexington KY - 82 units affordable housing

AFFORDABLE HOUSING

Bluebonnet Studios, Austin TX - 107 units affordable housing
Waterloo Terrace, Austin TX - 132 units affordable housing

OFFICE

Wheatland Tube, Sharon PA
Lundberg Family Farms, Richvale CA
Littlefield Building Renovation, Austin TX
Scarborough Building Renovation, Austin TX

CUSTOM RESIDENTIAL

Theresa Passive House, Austin TX
Seventh Street Passive House, Austin TX
Coastal House, Austin TX - Modular Housing Prototype

FEASIBILITY / COMPETITIONS

Habitat for Humanity Mueller, Austin TX
Temenos NHB SRP Affordable Housing, Houston TX
The Summit at Greenspoint, Houston TX

HOSPITALITY

Ponyfoot Brewery, Leander TX

RETAIL

Lavish Kitchen and Bath, Austin TX
California Closets, Austin TX



CAREY ALCOTT
Project Manager

PROFESSIONAL HISTORY
BUSHMAN DREYFUS ARCHITECTS
Charlottesville, VA
Intern Architect
2017

UNIVERSITY OF VIRGINIA DEPARTMENT OF DRAMA
Charlottesville, VA
Scenic Designer
2017

OFFICE OF THE ARCHITECT, UNIVERSITY OF VIRGINIA
Charlottesville, VA
Intern Architect
2016

EDUCATION
UNIVERSITY OF VIRGINIA
Master of Architecture, 2017
UNIVERSITY OF TEXAS AT AUSTIN
Bachelor of Arts, 2007

PROJECT TEAM ORGANIZATION - RESUMES

PROJECT EXPERIENCE

MULTIFAMILY
Elevate Multi-family, San Marcos, TX

AFFORDABLE HOUSING
SUMMIT AT RENAISSANCE PARK, HOUSTON TX.
HABITAT FOR HUMANITY MONTOPOLIS, AUSIN TX.

CIVIC / ARTS / INSTITUTIONAL
Austin Playhouse, Austin TX

FEASIBILITY
E.M. Frankling, Austin, Tx
Tannehil, Austin, Tx.
Boomers Collaborative, Austin, Tx.



VALERIA LANDEROS
Architectural Designer

PROFESSIONAL HISTORY
BUILDING COMMUNITY WORKSHOP
Brownsville, TX
Project Designer
2015

EDUCATION
UNIVERSITY OF TEXAS AT AUSTIN
Bachelor of Architecture 2018

PROJECT EXPERIENCE

MULTIFAMILY
Parker Lane Apartments, Austin Tx / Foundation Communities
Casitas Lantana at Inwood, Brownsville, Tx/ CDCB
Casitas Azucar, Santa Rosa, Tx /CDCB

AFFORDABLE HOUSING
Zilker Studios, Austin, Tx/ Foundation Communities, SRO
Temenos PSH, Houston, Tx/ NHP Foundation, SRO

MIXED USED
Summit at Renaissance Park, Houston Texas



ALISON STEELE
Project Designer

PROFESSIONAL HISTORY

EDUCATION

UNIVERSITY OF TEXAS AT AUSTIN
Master of Architecture, 2016
UNIVERSITY OF NORTH CAROLINA
Bachelor of Fine Arts, 2004

PROJECT TEAM ORGANIZATION - RESUMES

PROJECT EXPERIENCE

MULTIFAMILY

Waterloo Terrace - Foundation Communities, SRO
Zilker Studios - Foundation Communities, SRO
Temenos - NHP Foundation, SRO
Summit at Renaissance Park, Houston TX

AFFORDABLE HOUSING

WATERLOO TERRACE - FOUNDATION COMMUNITIES, SRO
ZILKER STUDIOS - FOUNDATION COMMUNITIES, SRO
TEMENOS - NHP FOUNDATION, SRO
SUMMIT AT RENAISSANCE PARK, HOUSTON TX

FEASIBILITY

Habitat for Humanity Mueller, Austin TX
Summit at Renaissance Park, Houston TX



SELECT PROJECTS





CAPITAL STUDIOS
9% LIHTC

DESCRIPTION:

Capital Studios features 135 efficiency units interwoven with amenity areas with social and educational program, the residences focus inwardly around a multi-height courtyard and outwardly engage the urban fabric of the nearby Capital city complex and surrounding downtown buildings. Given its management model of providing affordable, all-bills-paid units to its thoughtfully-screened tenant base, buildings such as Capital Studios benefit from highly-efficient VRF HVAC systems, energy recovery and related sustainable building and operating practices. Above all, the high design quality evident throughout Capital Studios engenders its tenants with a sense of pride and stewardship which carry immeasurable intangible benefits. Forge Craft is honored to be considered amongst Foundation Communities' preferred architects and is proud to serve as lead for one of Foundation Communities' next projects, Bluebonnet Studios.

AEGB 4-Star
LEED PLATINUM

LOCATION OF PROJECT:
Downtown Austin, TX

PROJECT SIZE:
138,951 SF
135 units affordable housing

COMPLETION DATE:
2014 (Scott Ginder, Project Lead,
Dick Clark + Associates)

AWARDS:
2016 AUSTIN GREEN AWARD





BLUEBONNET STUDIOS
9% LIHTC

DESCRIPTION:

Bluebonnet Studios features 107 efficiency units interwoven with amenity areas with social and educational program, the residences focus inwardly around a multi-height courtyard and outwardly engage the urban fabric of South Lamar. In contrast to its eclectic context, Bluebonnet Studios presents a monolithic street facade with multicolored openings, each window serving as a marker of the residents' individual homes. Above all, the high design quality evident throughout Bluebonnet Studios engenders its tenants with a sense of pride and stewardship which carry immeasurable intangible benefits. Forge Craft is honored to be considered amongst Foundation Communities' preferred architects.

AEGB 5-Star
LEED GOLD

LOCATION OF PROJECT:
South Lamar, Austin TX

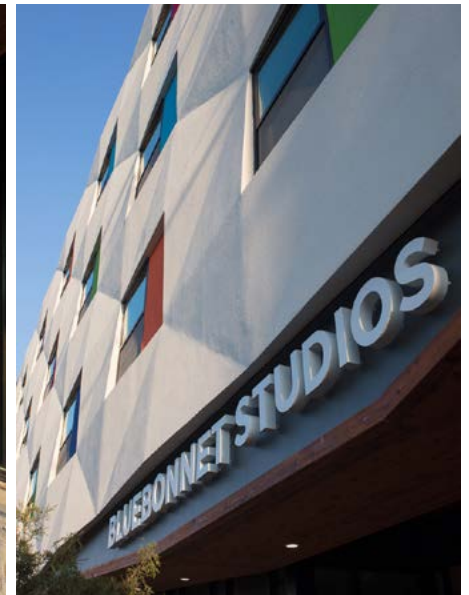
PROJECT SIZE:
85,865 SF

COMPLETION DATE:
2016

AWARDS:
2018 AIA DESIGN AWARD

2017 AUSTIN BUSINESS JOURNAL:
COMMUNITY IMPACT AWARD

2017 AUSTIN GREEN AWARD





WATERLOO TERRACE
9% LIHTC

DESCRIPTION:

Foundation Communities is one of the most forward-thinking affordable housing development companies in the country. With a strong commitment to green building and sustainable development practices, projects such as Waterloo Terrace showcase some of the most progressive design initiatives not only in affordable housing but in multi-family housing in general.

Featuring 132 efficiency units interwoven with amenity areas with social and educational program, the residences focus inwardly around a multi-height terraced courtyard. Given its management model of providing affordable, all-bills-paid units to its thoughtfully-screened tenant base, buildings such as Waterloo Terrace benefit from highly-efficient VRF HVAC systems, energy recovery and related sustainable building and operating practices. Above all, the high design quality evident throughout Waterloo Terrace engenders its tenants with a sense of pride and stewardship which carry immeasurable intangible benefits. Forge Craft is honored to be considered amongst Foundation Communities' preferred architects.

LOCATION OF PROJECT:

Austin, Texas

PROJECT SIZE:

102,000 SF

COMPLETION DATE:

JANUARY 2021





ZILKER STUDIOS
9% LIHTC

DESCRIPTION:

Taking advantage of central Austin amenities and the city's Affordability Unlocked program, Zilker Studios provides over one hundred affordable, single-resident occupancy (SRO) units, while maintaining a sense of community among residents with ample open and green space, resident lounge, game room and fitness center, as well as technology and library spaces.

AEGB 5-Star

LOCATION OF PROJECT:

Downtown Austin, TX

PROJECT SIZE:

47,850 SF
110 units affordable housing

COMPLETION DATE:

2022

PROJECT IS IN CONSTRUCTION





TEMENOS
4% LIHTC

DESCRIPTION:

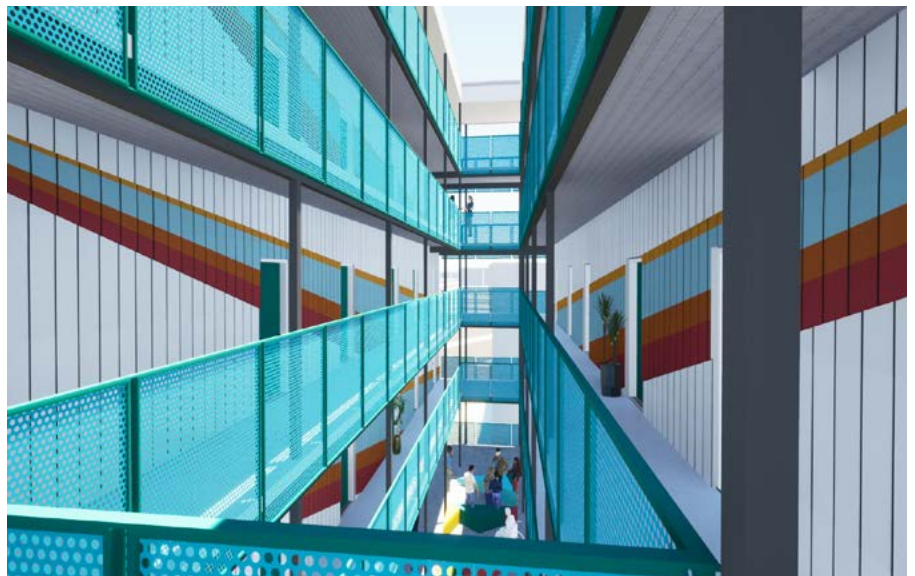
With 95-units of affordable housing, Temenos responds directly to the needs of its context. The supportive shelter accommodates Houston's most vulnerable population in dignified, climate-responsive housing that will mitigate the high human cost of extreme weather conditions on the Texas Gulf Coast while providing the economic spring-board needed by so many unhoused individuals. Temenos is a leading example of one building making a city more resilient, equitable, and safe.

LOCATION OF PROJECT:
HOUSTON, TX

PROJECT SIZE:
60,258 SF
95 units affordable housing

COMPLETION DATE:
2023

*PROJECT IN PERMITTING, AND
WILL BREAK GROUND IN MID-2021*





SUMMIT AT RENAISSANCE PARK
Mixed-income, Multi-family Mixed-
Use

DESCRIPTION:

This multi-family complex represents a massive injection of housing units into the Houston market, running the gammit of income levels, that will help reduce the burdon of housing demand in the U.S. forth largest city.

LOCATION OF PROJECT:

Houston, TX

PROJECT SIZE:

431,154 SF
325 units (923 bedrooms)

COMPLETION DATE:

2023

*PROJECT FULLY PERMITTED AND
WILL BREAK GROUND IN MID-2021*





THANK YOU!

2.B. Resumes of Development Team

GENERAL CONTRACTOR

Capital A Housing, in collaboration with LifeWorks, is interviewing several vendors in order to determine the general contractor. A cohesive and experienced team is critical to the overall project success. The team assembled will have significant experience working together and on other affordable housing developments.

2.C. Resumes of Property Management Team

Please see the attached information regarding Asset Living, the intended property management team for The Works III.



Everyone deserves a place to call home.

Our Track Record

24,000

Number of Affordable units we manage

8

Our ranking among Housing Credit (LIHTC) Property Management Companies

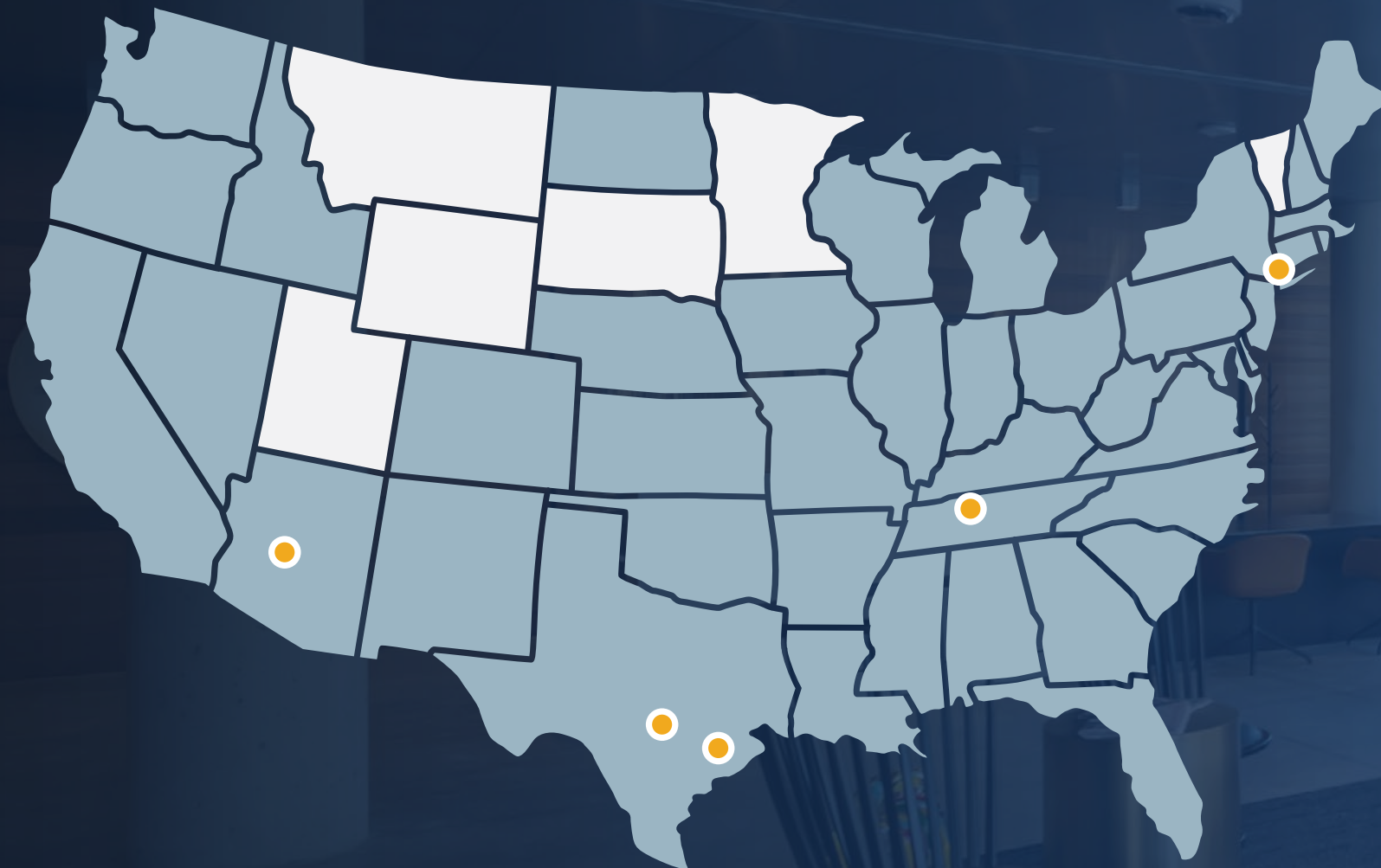
13

Our ranking among managers of Affordable housing across the US

“We’ve relied, and continue to rely, on their services to improve performance for stabilized assets, distressed and out of compliance affordable assets, and conversion to market rate of past compliance affordable assets.”

Joe D.
EVP & General Manager,
Opus Development Group

We are honored to be a valued partner to customers and communities across the United States.



States operating in: **42**

Corporate Offices: **5**

No matter where our work takes us, we're determined to drive positive impact for our clients and the communities where we operate.

Asset Living succeeds because of our people

- We are a team of diverse backgrounds, unique ideas, and distinct personalities. Together, there are no limits to what we can accomplish.
- Our people are passionate, committed and serious about bringing their A game every day.
- We invest in our people to help them fulfill their dreams. With a commitment to promoting from within, where a person starts with Asset Living is only the beginning.
- We recognize and celebrate successes small and large, so our people seek every day to achieve more than they did yesterday.
- Despite our size, we still are a family-run business. Our leaders are visible, accessible and connected.

Our Multifamily leaders are part of the team ensuring our clients' success.



Ryan McGrath
CEO + President

- Oversees all operations and leads the executive team to deliver the highest value to clients.
- As 2nd generation leader of the company, has grown Asset Living into the 5th largest multifamily property management provider in the country.
- Recognized expert in real estate property management strategic planning systems and hands-on leadership.
- Experience includes M&A and financing in investment banking at Goldman Sachs
- Vice Chairman of the Young Presidents' Organization's Houston Chapter; Lifetime Ambassador for Texas Children's Hospital.



Thomas Shelton
CAPS, CPM
Principal

- Oversees operations, performance, and new business efforts for our multifamily division.
- Held executive positions with leading multi-family owners and operators.
- Industry roles: Past Chairman of the Board of the Arizona Multihousing Association and the National Apartment Association; board member of the California Apartment Association; active member of the National Multifamily Housing Council and the Institute of Real Estate Management



Hugh Cobb
CPM
Principal

- Oversees operations, performance, and new business efforts for our affordable division and assists our multifamily division.
- Experience spans management, brokerage, lending, and investment.
- Industry roles: Congressional Liaison for The White House under Reagan; past President of the Apartment Association of Greater Dallas; serves on Executive Committee of Texas Apartment Association; lobbies on issues important to real estate investment, development, and housing affordability; serves several nonprofit organizations in board and advisory capacities.



- Leads our business development organization.
- Experience includes supervising multiple portfolios of student housing and multifamily properties and overseeing our new development lease-up team and our training department.

Jason Fort
Executive Vice President



- Oversees our business development and client portfolio services groups.
- Experience includes multifamily and student housing property management, asset management, and acquisitions in both domestic and international markets.
- Works with institutional investors, private equity groups, family offices, and high net worth individuals.

Stephen Mitchell
MBA
Executive Vice President



- Partners with our clients to enhance their property's operational performance and portfolio growth.
- Experience spans all asset classes from high-end new developments to properties that need to be repositioned through rehab and renovation.
- Licensed real estate agent in Arizona and is a CPM candidate with IREM.

Austin Harte
Vice President



- Partners with our clients to enhance their property's operational performance and portfolio growth.
- Escrow officer and licensed real estate agent, and is pursuing his CCIM certification.

JC Reeves
Vice President



Corporate Offices

Austin

4005 Banister Lane, Suite 230C
Austin, Texas 78704

College Station

2800 South Texas Avenue, Suite 350
Bryan, Texas 77802

Dallas

12720 Hillcrest Plaza Dr # 400
Dallas, Texas 75230

Flagstaff

1600 West University Avenue, Suite 218
Flagstaff, Arizona 86001

Phoenix

2850 East Camelback Road, Suite 300
Phoenix, Arizona 85016

San Antonio

7550 IH 10 W, Suite 750
San Antonio, Texas 78229

Tucson

5151 East Broadway Blvd, Suite 1600
Tucson, Arizona 85711

Headquarters

Houston

950 Corbindale Road, Suite 300
Houston, Texas 77024
713-782-5800

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
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
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

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



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).



City of Austin

Neighborhood Housing and Community Development

P.O. Box 1088, Austin, TX 78767 -1088

(512) 974-3100 ♦ Fax (512) 974-3112 ♦ www.cityofaustin.org/housing

December 3, 2019

Property Manager
The Works at Pleasant Valley Apartments
2800 Lyons Road
Austin, TX 78702

Re: FY18-19 Monitoring Review of The Works at Pleasant Valley Apartments

Dear Property Manager:

The City of Austin, Neighborhood Housing and Community Development (NHCD) contracted UPCS Inspectors, LLC to perform an on-site monitoring review of the aforementioned property on September 25, 2019. The purpose of the review was to ensure program compliance with federal regulatory requirements set forth in the agreement between NHCD and LifeWorks Affordable Housing Corporation.

I am pleased to inform you that all units have passed inspection and The Works at Pleasant Valley Apartments is compliant with the terms of the loan agreement.

Should you have any questions or require additional information, please contact Jenilee.Ramirez@austintexas.gov or at 512-974-9379.

Sincerely,

Chase Clements, Financial Manager
City of Austin, NHCD



TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

www.tdhca.state.tx.us

Greg Abbott
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Sharon Thomason, Member
Leo Vasquez, Member

August 19, 2020

*Writer's direct phone # (512) 475-3821
Email: cara.pollei@tdhca.state.tx.us*

Erin Whelan
Lifeworks Affordable Housing Corporation
Austin, TX
erin.whelan@lifeworksaustin.org

RE: The Works at Pleasant Valley Phase II

CMTS ID: 5320

Dear Ms. Whelan:

The Texas Department of Housing and Community Affairs ("Department") is the allocating and monitoring agent for the National Housing Trust Fund (NHTF) program. If The Works at Pleasant Valley Phase II has participated in an Onsite Review within the current calendar year, a separate Desk Review is not required.

The Department completed an Onsite Review of The Works at Pleasant Valley Phase II on May 12, 2020 and is in receipt of the Unit Status Report ("USR") submitted April 17, 2020. This satisfies the desk review requirement for the 2020 reporting year.

For questions or technical assistance, please contact Cara Pollei toll-free in Texas at (800) 643-8204, directly at (512) 475-3821, or by email at cara.pollei@tdhca.state.tx.us.

Sincerely,

Cara Pollei
Compliance Monitor





TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

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GOVERNOR

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Kenny Marchant, Member
Ajay Thomas, Member
Sharon Thomason, Member

March 22, 2022

Writer's direct phone # 512-475-3887
Email: benjamin.barker@tdhca.state.tx.us

Erin Whelan
Lifeworks Affordable Housing Corporation
Austin, TX
Susan.mcdowell@lifeworksaustin.org

RE: The Works at Pleasant Valley

CMTS ID: 4862

Dear Ms. Whelan:

The Texas Department of Housing and Community Affairs (Department) has received and reviewed the corrective action submitted in response to the physical inspection of The Works at Pleasant Valley (Development) conducted on November 16, 2021.

The Development has made all repairs and corrections required. Please note that although the identified deficiencies have been mitigated, only a sample of units was inspected for the purposes of the report. It is the owner's responsibility to maintain compliance property wide. The Department may select a sample of units to re-inspect in order to verify that corrective actions have been completed.

This letter addresses only deficiencies noted during the physical inspection. Other findings may have resulted from other reviews. Please contact the appropriate lead monitor for additional information concerning other reviews.

If you have any questions regarding the inspection or UPCS, please contact me at 512-475-3887, toll-free in Texas at (800) 643-8204, or email: benjamin.barker@tdhca.state.tx.us.

Sincerely,

Benjamin Barker

Benjamin Barker
Inspection Specialist

Encl: List of Corrected Deficiencies



Texas Department of Housing and Community Affairs

Owner Certification of Corrected Noncompliance

Development Name: The Works at Pleasant Valley CMTS ID: 4862


A Uniform Physical Condition Standards (“UPCS”) inspection was performed on November 16, 2021 at the development above to assess compliance with the NSP3 program. The review resulted in a finding of noncompliance under Title 10, Chapter 10, Subchapter F related to Compliance Monitoring, §10.621, Property Condition Standards, and Treasury Regulation §1.42-5(d)(2). Please see attached Deficiency Report that details the deficiencies identified.

Because the inspection resulted in a score that exceeds 75, to correct, submit only the following:

1. Update the Deficiency Report:
 - a. In the column named “Corrected By” enter the name of the person or contractor that completed the work to correct that deficiency. (NOTE: If state or local code requires a licensed professional to complete the work to correct a deficiency [e.g. infestation or fire systems], it is the Owner’s responsibility to be familiar with such codes and to correct deficiencies accordingly. The Department relies on the Owner’s due diligence in these instances.)
 - b. In the column named “Date Corrected” enter the date on which the work to correct that deficiency was completed.
2. Execute this certification to support that the work represented in the Deficiency Report has been performed.

In accordance with 10 TAC §2.401(a)(3), *Providing fraudulent information, knowingly falsified documentation, or other intentional or negligent material misrepresentation or omission with regard to any documentation, certification or other representation made to the Department* is grounds for debarment. If it is found that the deficiencies cited in the Deficiency Report were not resolved, the Department will consider the Owner to have materially misrepresented the facts and circumstances related to UPCS Inspection conducted on November 16, 2021, may be recommended for debarment.

I, Koren Actouka, on behalf of Owner, am a duly authorized representative, who is so authorized by reason of my position as Regional Supervisor to hereby certify, as true and correct, that the above referenced noncompliance has been corrected in the manner described and I further understand that if it is found that this certification was fraudulently executed, the owner is subject to debarment.



Signature of Authorized Owner Representative

Jan 4th, 2022

Date

Warning: Title 18, Section 1001 of the U.S. Code makes it a criminal offense to make willful false statements or misrepresentations to any Department or Agency in the United States as to any matter within its jurisdiction.

TDHCA
May 2017



TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

www.tdhca.state.tx.us

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Sharon Thomason, Member
Leo Vasquez, Member

September 2, 2020

*Writer's direct phone # (512) 475-3292
Email: lucy.weber@tdhca.state.tx.us*

Erin Whelan
Lifeworks Affordable Housing Corporation
Austin, TX
susan.mcdowell@lifeworksaustin.org

RE: The Works at Pleasant Valley

CMTS ID: 4862

Dear Ms. Whelan:

The Texas Department of Housing and Community Affairs (Department) received documentation on June 16, 2020 addressing the noncompliance identified during the monitoring review conducted at The Works at Pleasant Valley on May 10, 2020. Corrective action was due on August 23, 2020.

The documentation submitted was sufficient to correct the noncompliance related to **Failure to Use Enterprise Income Verification System (Section 811 PRA only)**. Please see attached Finding Report for details.

If you have any questions, please contact Lucy Weber toll free in Texas at (800) 643-8204, directly at (512) 475-3292 or email: lucy.weber@tdhca.state.tx.us.

Sincerely,

Lucy Weber
Compliance Monitor



**TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS
COMPLIANCE REVIEW
DETAIL FINDINGS AND CORRECTIVE ACTION
By program**

Property ID # 4862
Property The Works at Pleasant Valley
Address 2800 Lyons Rd, Austin, TX-78702

Last Desk Review Date:
Last Onsite Review Date: 05/10/20
Program(s): NSP3 **File #** 77110000110
811 **File #**
Occupancy as of 04/17/20

PROGRAM: 811 FILE#

PROPERTY FINDINGS

Finding	Failure to Use Enterprise Income Verification System (Section 811 PRA only)
Noncompliance Date	05/22/2020 Current Status Corrected - Not Reportable to IRS Correction Date 06/15/2020
Reason	Chapter 9 of the HUD Handbook 4350.3 requires the following EIV reports be maintained in the EIV Master File: Deceased Tenant Report, Multiple Subsidy Report, New Hires Report, Failed EIV Pre-Screening Report, Failed Verification Report and No Income Reports. Per the Development's EIV Policies and Procedures, the Deceased Tenant Report, Multiple Subsidy Report, and New Hires Report will be run quarterly in March, June, September and December. The only reports that were submitted were ran in May, 2020. Per the Development's EIV Policies and Procedures, the Failed EIV Pre-Screening Report and the Failed Verification Report will be run monthly. The only reports that were submitted were ran in May, 2020. Per the Development's EIV Policies and Procedures, the No Income Reports will be run monthly. Neither of these reports were submitted.
Corrective Action	These EIV reports may not be run after the required due date. To correct, please submit the completed attached Owner Certification of Corrected Noncompliance demonstrating the Development will run all EIV reports in a timely manner.
Potential Administrative Penalty	

PROGRAM: ALL FILE#

PROGRAM: NSP3 FILE# 77110000110

The Works III

RHDA Funding Application

Attachments 3. Financial Information

3.A. Federal IRS Certification

Please see the attached federal IRS certification.



Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248225078
May 03, 2013 LTR 4168C 0
74-2137189 000000 00
00021875
BODC: TE

YOUTH AND FAMILY ALLIANCE
3700 S 1ST ST
AUSTIN TX 78704-7046



018699

Employer Identification Number: 74-2137189
Person to Contact: Sheila Schrom
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Apr. 24, 2013, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(03) of the Internal Revenue Code in a determination letter issued in December 1980.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section 509(a)(2).

Donors may deduct contributions to you as provided in section 170 of the 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.

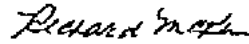
Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0248225078
May 03, 2013 LTR 4168C 0
74-2137189 000000 00
00021876

YOUTH AND FAMILY ALLIANCE
3700 S 1ST ST
AUSTIN TX 78704-7046

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,



Richard McKee, Department Manager
Accounts Management Operations

3.B. Certified Financial Audit

A Certified Financial Audit will be submitted under a separate cover.

3.C. Board Resolution

LifeWorks Affordable Housing Corporation
Corporate Resolution
Board of Directors
April 28, 2022

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

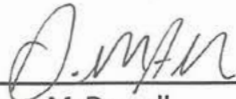
WHEREAS, LifeWorks Affordable Housing Corporation is a 501 (c)(3) organization whose mission encompasses creating new, affordable, supportive housing for the purpose of responding to homelessness. LifeWorks Affordable Housing Corporation is a Supporting Organization of Youth and Family Alliance dba LifeWorks;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

WHEREAS, LifeWorks Affordable Housing Corporation will serve as the Sole Member of the Development Owner and Applicant – The Works III [REDACTED] LLC; and

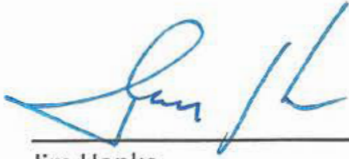
WHEREAS, LifeWorks Affordable Housing Corporation is proposing to build a homelessness-response 100% affordable housing development through The Works III [REDACTED] LLC; and

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 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 III [REDACTED] LLC on behalf of LifeWorks Affordable Housing Corporation, individually and as Sole Member of the Development Owner, The Works III [REDACTED] LLC, on behalf of such limited liability company.

Adopted by the Board of Directors on April 28, 2022.



Susan McDowell
President
Dated: 4/28/22



Jim Hopke
Secretary
Dated: 5/1/22

3.D. Financial Statements

Current Financial Statements will be submitted under a separate cover.

3.E. Funding Commitment Letters

Please see the following documentation regarding construction loan and County ARPA funding commitments (including a resolution from the 9/14/2021 Travis County Commissioners Court Voting Session reflecting earmark of ARPA funds for the TCSHC projects, of which this project is a part).

May 5, 2022

Susan McDowell
Lifeworks
3700 S. 1st Street
Austin, TX 78704

Ms. McDowell,

Horizon Bank is pleased to offer the proposed terms to provide financing for The Works III Project in Austin, Texas.

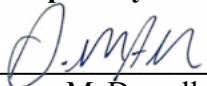
- Borrower:** Youth and Family Alliance dba Lifeworks
- Loan Amount:** up to \$5,000,000 Commercial Construction Draw Note
- Term:** 7 years (24 month draw period)
- Interest Rate:** 3.50% fixed for 5 years; then adjusting to WSJP + 0.00% for 2 years, Floor: 3.50%
- Payment:** Interest only payable monthly for the first 24 months; followed by principal and interest due monthly based on a 30-year amortization; balance due at maturity
- Collateral:** Interest in a ground lease for the ~0.8 acre tract as part of 9.96 acres located at [REDACTED]
- Guarantors:** No personal recourse
- Other:**
1. The Borrower shall be required to pay for all closing costs, legal fees, and all other related cost associated with the loan.
 2. The loan will have no financial covenants or prepayment penalties.
 3. Construction draws will require inspection reports to be performed by CDCC.

PAGE 2

4. Loan is subject to the satisfactory receipt and review by Horizon Bank of the sublease between 3423 Holdings, LLC and Lifeworks prior to loan closing.
5. Loan is subject to the satisfactory receipt and review by Horizon Bank of the final construction budget, plans & specs, and all construction related documents prior to loan closing.
6. Loan is subject to the satisfactory receipt and review by Horizon Bank of funding from the Texas Department of Housing and Community Affairs.
7. Loan is subject to the satisfactory receipt and review of Horizon Bank of funding from the American Rescue Plan Act.
8. Loan is subject to a max Loan to Value of 50%.

This Letter is intended to outline the key components of the proposed loan. This letter does not purport to summarize all the conditions, covenants, representations, warranties and other provisions which would be contained in definitive legal documentation for the loan contemplated hereby. Final documents, when executed, will govern the terms of the transaction and this document will have no further effect. Thank you for considering Horizon Bank for your banking needs. Please contact me to discuss any questions that you may have.

Accepted by:



Susan McDowell - CEO

5/05/22
Date

Respectfully,



Colin K. Sherrill
Senior Vice President - Commercial Lending

VS 09-14-2021

Item 37

Travis County Commissioners Court

Resolution

- WHEREAS,** Travis County and the neighborhoods within are faced with a crisis of homelessness in our community while also experiencing the COVID-19 pandemic;
- WHEREAS,** the population of people experiencing homelessness or at risk of homelessness is diverse with varied and individual needs with people of color, people with disabilities, and veterans overrepresented in the population of people experiencing homelessness and couples, singles, the elderly, and families with young children are living in cars, in shelters, and in campsites which are now illegal locally and across Texas;
- WHEREAS,** many people experiencing homelessness or at risk of homelessness have no or very low income, lack safe places to sleep and bathe, and suffer ongoing health needs that often cause them to seek help repeatedly from expensive emergency services or to be arrested repeatedly for criminal trespass;
- WHEREAS,** Nationally and locally, evidenced based solutions to homelessness require a holistic approach known as supportive housing;
- WHEREAS,** Rapid Rehousing and Permanent Supportive Housing (PSH) are each types of supportive housing using rental units, such as apartments at Foundation Communities, LifeWorks or SAFE or nestled within market rate apartment complexes or tiny homes at Community First! Village and, in each instance, everyone pays rent and must abide by their lease;
- WHEREAS,** Travis County participates in a successful program that provides PSH for 20 justice involved tenants and is in negotiations with community partners to collectively provide PSH for 200 future tenants; and, Travis County contracts with several non-profit organizations and Integral Care to provide the supportive services, nonetheless, the community need for supportive housing has exceeded the County's or City of Austin's capacity to meet the need;
- WHEREAS,** the Travis County Housing Finance Corporation utilizes public financing tools and strategies to catalyze development of affordable housing and the supportive services people need to thrive;
- WHEREAS,** the Travis County Commissioners Court shares a commitment to use our partnerships to deepen affordability for long periods of time across the county, in areas that offer residents access to transportation, employment, doctors, and groceries;
- WHEREAS,** recently, community groups such as the Austin Chambers, Austin Justice Coalition, ECHO, and the Downtown Austin Alliance working alongside people with lived experience, service providers and city and county officials have come together and set a goal to rehouse 3,000 people over the next 3 years;

System and use a Coordinate Entry System to ensure equitable access to shelter, housing, and services;

WHEREAS, Rapid Rehousing and Permanent Supportive Housing requiring affordable and low barrier rental units, rental vouchers, support services, and case managers reflective of the diversity of the population served are the main strategies planned for meeting that goal;

WHEREAS, the budget necessary to meet the goal exceeds \$500,000,000 and requires a commitment of both public and private resources;

WHEREAS, Travis County has been allocated \$247,450,630 in Local Fiscal Recovery Funds through the American Recovery Plan Act (LFRF/ARPA) which can be used to address public health needs including affordable housing and strategies to rehouse people experiencing homelessness;

WHEREAS, community Stakeholders across Travis County have been working together for years to develop a system of outreach, housing, services, and collaboration designed to make homelessness rare, brief, and non-recurring, as evidenced in the 2017 Action Plan to End Homelessness, the ECHO report Addressing Racial Disparities in Austin/Travis County 2019, the Coordinated Community Plan to Prevent & End Youth Homelessness in Travis County, and the local report Locked Out: Criminal History Barriers to Affordable Rental Housing in Austin, Tx.;

WHEREAS, many individual community members have called and written Travis County leaders to urge that Travis County invest at least \$100,000,000 of LFRF/ARPA funds to address homelessness;

WHEREAS, any commitment of LCRF/ARPA funds by Travis County should be consistent with its financial policies and budget rules for use of one-time funds, and must include measurable outcomes;

WHEREAS, by acting now with a one-time investment of \$110,000,000 to form diverse partnerships with local non-profits and local developers, Travis County can boldly address homelessness by catalyzing the development of deeply affordable housing units and building a pipeline of supportive housing units dedicated for people experiencing homelessness at the scale needed to help meet the community's goal of rehousing 3000 people in 3 years;

WHEREAS, Foundation Communities and Mobile Loaves and Fishes/Community First! Village have requested that Travis County invest \$50,000,000.00 of LFRF/ARPA funds, to create the Burleson Village, a new supportive housing community for approximately 700 new residents;

WHEREAS, the Austin Area Urban League, Caritas, Family Eldercare, Integral Care, LifeWorks, A New Entry, and SAFE Alliance have formed the Travis County Supportive Housing Collaborative and have jointly requested that Travis County invest \$50,000,000 of its available LFRF/ARPA funds, to develop new affordable supportive housing communities at different geographic locations across the County, for approximately 1000 new residents;

WHEREAS, the Other Ones Foundation has successfully operated Camp Esperanza and is moving forward on its plans to construct 200 tiny homes at that site that will provide shelter for an estimated 300 persons and will include supportive services and rental assistance with a goal of rehousing 400 – 475 persons per year, in partnership with Sunrise Church, Integral Care and Travis County Constable Precinct 3;

WHEREAS, Foundation Communities has invested \$20,000,000 in its Juniper Creek Apartments project to provide affordable housing resources for 100 formerly homeless families with children and has committed to connecting these families to case management and supportive services to include childcare and healthcare and needs community partners to complete its project; and

WHEREAS, support of Burleson Village, the Travis County Supportive Housing Collaborative, Camp Esperanza, and Juniper Creek will create the Travis

County Supportive Housing Initiative Pipeline to deliver 2000 deeply affordable housing units; and

WHEREAS, it is crucial to the success of our system that each of these projects engage stakeholders with lived expertise and people who have been impacted by homelessness, community organizations, and the Leadership Council, which is the governing body of the continuum of care, so as to collect adequate input and ensure equitable outcomes for all investments of public funds; and

WHEREAS, community engagement on these projects has already begun and additional opportunities for public input are planned and public hearings will be held at the time that each of these individual projects are brought before the Court for consideration and approval.

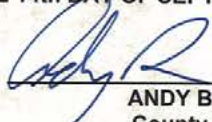
NOW, THEREFORE, BE IT RESOLVED THAT THE TRAVIS COUNTY COMMISSIONERS COURT EARMARK \$110,000,000 OF LFRF/ARPA FUNDS TO CREATE THE TRAVIS COUNTY SUPPORTIVE HOUSING INITIATIVE PIPELINE (TCSHIP) INCLUDING BUT NOT LIMITED TO \$50M FOR THE BURLESON VILLAGE AND \$50M FOR PROJECTS TO BE DEVELOPED IN PARTNERSHIP WITH THE COLLABORATIVE, \$6.5M FOR THE JUNIPER CREEK APARTMENTS, AND \$3M FOR CAMP ESPERANZA.

BE IT FURTHER RESOLVED THAT, PRIOR TO SEEKING FINAL BUDGET APPROVAL FROM THE COURT, ALL PROJECTS SHALL COMPLETE A COMMUNITY ENGAGEMENT PROCESS IN ACCORDANCE WITH EXHIBIT A, ENGAGING IN AN INCLUSIVE PROCESS WITH KEY STAKEHOLDERS TO ENSURE EQUITABLE OUTCOMES FOR THE CLIENTS AND COMMUNITY, AND RESPOND TO THE QUESTIONS PROVIDED THEREIN.


BE IT FURTHER RESOLVED THAT PROJECTS MUST BE CULTURALLY COMPETENT, EQUITABLE, AND INTENTIONAL IN ADDRESSING RACIAL AND OTHER DISPARITIES IN TREATMENT AND SERVICE, INCLUDING PROVIDING ADEQUATE INFRASTRUCTURE FOR PEOPLE WITH DISABILITIES, ELDERLY PEOPLE, TRANS AND NONBINARY PEOPLE, PEOPLE WITH SPECIAL NEEDS AND FORMERLY INCARCERATED PEOPLE.

BE IT FURTHER RESOLVED THAT PROJECTS MUST COORDINATE WITH THE AUSTIN/TRAVIS COUNTY CONTINUUM OF CARE AND SERVE CONTINUUM OF CARE CLIENTS IN ORDER TO BUILD OUT A COMMUNITY-WIDE SYSTEM OF CARE AND SUPPORT ONGOING WORK BY TRAVIS COUNTY TO ADDRESS HOMELESSNESS.

SIGNED AND ENTERED THE 14th DAY OF SEPTEMBER 2021.



ANDY BROWN
County Judge



JEFFREY W. TRAVILLION
Commissioner, Precinct 1



ANN HOWARD
Commissioner, Precinct 3



BRIGID SHEA
Commissioner, Precinct 2



MARGARET J. GÓMEZ
Commissioner, Precinct 4

EXHIBIT A

ENGAGING IN AN INCLUSIVE PROCESS WITH KEY STAKEHOLDERS TO ENSURE EQUITABLE OUTCOMES FOR THE CLIENTS AND COMMUNITY.

Conduct an engagement process that includes key stakeholders from:

- People with lived expertise/impacted by homelessness
- BIPOC-led community groups and organizations
- Other service providers/collaborators in the Continuum of Care, that is tasked with coordinating housing and services funding for homeless families and individuals in Travis County and the City of Austin
- Homelessness Response System Leadership Council - The Governing Body of the Continuum of Care formed of representatives from Travis County, the City of Austin, homelessness service providers, leaders with lived experience, and other representatives

People with lived expertise being unhoused should be justly compensated for their time in providing feedback and engaging with these concerns.

The process should answer the following questions:

- How will this project align with the community's desired goals and values, including the goal of equitably housing at least 3,000 unhoused people in the next 3 years. What percentage of the units developed will serve Continuum of Care clients, to ensure a robust interagency, cross-sector approach to addressing homelessness, as recommended by the United States Interagency Council on Homelessness (USICH)?
- How will this project collaborate, share data, and cooperate with other service providers, and encourage a system-wide approach to addressing homelessness, including relying on a coordinated entry process as recommended by USICH?
- How will this process be culturally competent, equitable, and intentional in addressing racial disparities in treatment and service? Will Black and Brown leaders, service providers, case workers, or caregivers be attached to this project?
- What, if any, screening criteria will be used to determine eligibility for housing and service provision under the proposed project? What, if any, terms will be applied to determine whether a person loses access to housing or services being provided under the proposed project? What process may be available for tenants to follow to help them stay stably housed in the event set terms (see previous question) are violated?
- How will this plan create access to opportunities and resources for unhoused people, including necessary support and wraparound services
- How will this project adequately serve people with disabilities, elderly people, trans and nonbinary people, and people with special needs?
- How will the projects funded be evaluated and how will course corrections be made to ensure equitable outcomes are met, including the above contingencies, and that the projects are impacting the most vulnerable in our community
 - Will the County require quarterly/monthly reports on the project outcomes once launched?
 - What are the long-term compliance requirements for the life of the project?
- How will projects adhere to the Austin/Travis County Reentry Roundtable's "Texas Criminal Background Screening Guide for Rental Housing Providers" April 2018 report?

The Works III

RHDA Funding Application

Attachments 4. Project Information

4.A. Market Study

MARKET ANALYSIS

The Works III is responding to an enormous and growing demand for affordable housing in Austin by providing 120 deeply-affordable rental units within [REDACTED]. Featuring studios, one-bedrooms, and two-bedroom units, these homes are intended to provide permanent supportive housing for homelessness response as part of the Coordinated Entry system for Austin.

I. Evaluate general demographic, economic, and housing conditions in the community, including:

1) Target Populations and Area Demographic Makeup:

The target population of The Works III are individuals 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 Ethnicity:** 26.5% White, 8.5% Black or African American, 0.9% Asian, 62.2% Hispanic or Latino of any race. [More diverse than 71% of US Neighborhoods.]
- **Median Household Income:** \$54,317 [\$62,843 for the nation.]
- **Homeownership Rate:** 60.2% owners
- **Average Market Rent:** \$1,812 per month
- **Average Home Value:** \$447,690
- **Age:** 5.9% are under 5 years, 16.4% are 5 to 17, 17.9% are 18 to 29, 27.7% are 30 to 44, 21.6% are 45 to 64, 10.6% are 65 years and over.
- **Household Type:** 22.3% are 1-person households, 14.4% are married couple with child, and 13.4% are single parents with a child(ren).
- **Gender:** 47.6% are male and 52.4% are female.

2) Overall Economic Conditions and Trends:

The neighborhood surrounding The Works III has a median real estate price of \$447,690, which is more expensive than 89.0% of the neighborhoods in Texas and 74.2% of the neighborhoods in the U.S. According to NeighborhoodScout, the average rental price is \$1,812 which is higher than 72.9% of the neighborhoods in Texas.

Altogether, NeighborhoodScout categorizes the neighborhood as middle income with 47.1% of children living below the poverty line.

The average annual change in per capita income over the last 5 years is 16.4%, significantly higher compared to 4.0% for the nation. The average annual change in household income over the last 5 years is 8.2%, also higher than that of the nation overall (3.7%). The average change in unemployment rate over the last 5 years is -1.3% for the neighborhood compared to -0.1% nationally, indicating a strong employment base despite the pandemic.

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

3) General Housing Conditions and Trends in the Community:

According to NeighborhoodScout, the site is located in the [REDACTED]. This is classified as a suburban neighborhood based on population density.

Per NeighborhoodScout, “[t]his 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 small apartment buildings. 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.

Home and apartment vacancy rates are 7.7% in this neighborhood. NeighborhoodScout analysis shows that this rate is lower than 56.4% of the neighborhoods in the nation, approximately near the middle range for vacancies.”

In the last 5 years, the average annual appreciation for homes has been 10.58%, with current prices per square foot at \$313. Rents have increased 4.5% over the last 5 years.

ii. Identify the Geographic Area

The Works III is located in [REDACTED] in census [REDACTED]. The City’s Gentrification and Displacement study rates gentrification within the [REDACTED] as “Dynamic.” The area is part of the [REDACTED]. Please see page one of the Neighborhood Scout attachment for a map of the area.

iii. Quantify the Pool of Eligible Tenants

Due to The Works III's role within the region's homelessness response efforts, prospective residents will pull from the surrounding Austin region.

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

Homes at The Works III will provide much-needed permanent supportive housing in the area. Designed as studios, one-bedrooms, and two-bedrooms, these homelessness-response units will be some of the only such residences available in the immediate vicinity.

v. Assess the Market Demand

As reported by the Texas Association of Affordable Housing Providers (TAAHP), the Austin Strategic Housing Blueprint identifies a need for an additional 60,000 units of affordable housing below 80 percent of the median family income (MFI) by 2027. Of those 60,000 units, 20,000 are earmarked for families earning less than 30% of MFI, and another 25,000 are needed for households earning between 31-60% MFI. **City Council District [REDACTED] has a goal of creating [REDACTED] affordable units by 2027, but has only delivered [REDACTED] to date.** This gap marks a dire need for additional deeply-affordable housing in the area.

vi. Evaluate the Effective Demand and the Capture Rate

120 units / 45,000 housing units needed at 60% MFI or below = **0.27% capture rate.**

vii. Absorption Rate

Once construction of The Works III is completed, the project will be filled systematically by LifeWorks, with many residents drawn from the Coordinated Entry homelessness response system operated by ECHO. It is expected that the property will be 100% occupied in 4-6 months with an estimated absorption rate of 20 units per month.

NeighborhoodScout report to be submitted under a separate cover.

4.B. Good Neighbor Policy

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 Notifications to be distributed upon TDHCA Application Submittal June/July 2022

- 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 -- To be provided at the time of TDHCA Application Submission
- 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.


Signed

Conor Kenny

printed name

04/29/2022

date

GOOD NEIGHBOR POLICY

Contact

Conor Kenny, Principal

Capital A Housing

(512) 968-3050

Conor@CapitalAHousing.com

Communications Plan for Neighborhood Engagement

Before any other facets of a development are pursued, Capital A Housing 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 [REDACTED]

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

[REDACTED]

Neighborhood Plan: The development is located within the [REDACTED] neighborhood planning area, and is guided instead by the corresponding neighborhood plan adopted March 27, 2003. [\(Link to Plan\)](#)

- 1) **Neighborhood Contact:** Capital A Housing will reach out to both the Neighborhood Plan Contact Team (NPCT) as well as the other priority neighborhood organizations listed above to share info on plans for the development of [REDACTED]. The city will be updated once those meetings have occurred.
- 2) **Neighborhood Notification:** The organizations above including the NPCT will be notified as part of the TDHCA notification process to take place in the period of June to July, 2022. TDHCA has a

public comment process that incorporates neighborhood feedback. 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, Capital A Housing will present information about their firm and 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.
- Capital A will invite neighborhood members to volunteer events to get more involved with the project.

4) **Implementation/Ongoing Relations:** Capital A 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.
- Capital A 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.

4.C. SMART Housing Letter

Capital A submitted an application for SMART Housing on April 27, 2022. A certification letter will be forwarded to City staff as soon as received.

4.D. MOU with ECHO

Please see the following letter of support from ECHO. A letter from ECHO supporting this application has been included, but not a Continuum of Care MOU, because all parties agreed that an MOU specifically tailored to Permanent Supportive Housing (instead of CoC) would function better as an agreement. We expect to complete an agreement between ECHO, LifeWorks, and Capital A Housing prior to the potential AHFC board approval of this application.



May 4, 2022

RE: Letter of Support for The Works III [REDACTED]

To Whom It May Concern:

The Ending Community Homelessness Coalition (ECHO) is the lead Continuum of Care (CoC) agency for Austin/Travis County. ECHO is charged with creating and managing access to permanent housing on behalf of the homeless response system. The Capital A Housing Group, ECHO, and LifeWorks are working to develop access to affordable housing units at, at [REDACTED]. This development project with Capital A Housing will dedicate 100% of the units at The Works III [REDACTED] to the Homelessness Response System and will exclusively take referrals through the Coordinated Entry system. These units will be made available to our neighbors exiting homelessness through the LifeWorks project-based program for the duration of the executed agreement. Subsequently, this project will increase affordable housing options to those apart of our Homelessness Response System. ECHO is therefore in support of The Works III [REDACTED] housing development as it will produce long term resources to end homelessness in Austin/Travis County.

Please feel free to reach out with any questions.

Sincerely,

Jezzmen McPeters
Associate Director of Housing and System Advancement
jezzmenmcpeters@austinecho.org

Established Point of Contact:

Paul Mohr
Community Housing Portfolio Manager
paulmohr@austinecho.org

4.E. Resident Services

4.E. General Resident Services

Resident services for The Works III will be provided by the Youth and Family Alliance dba LifeWorks and will be supported by the overall Travis County Supportive Housing Collaborative and on-site property management team. An MOU between LifeWorks Affordable Housing Corporation and LifeWorks has been provided.

History of LifeWorks

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.

LifeWorks Services

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.

In addition to providing an array of evidence-based and wraparound supportive services, 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:

- The Works I at Pleasant Valley - opened 2014, 40 units
- The Works II at Pleasant Valley – opened 2020, 29 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 as barbecues and Mother's Day celebrations.

Services to be Provided at The Works III

The 120 units at The Works III will be filled with youth, young families, and other persons in the Austin/Travis County community who are experiencing homelessness or housing instability.

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 120 households per year.

Estimated costs to provide services to 120 apartments can be found under "The Works III [REDACTED] Supportive Services Budget."

Key Staff

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



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.

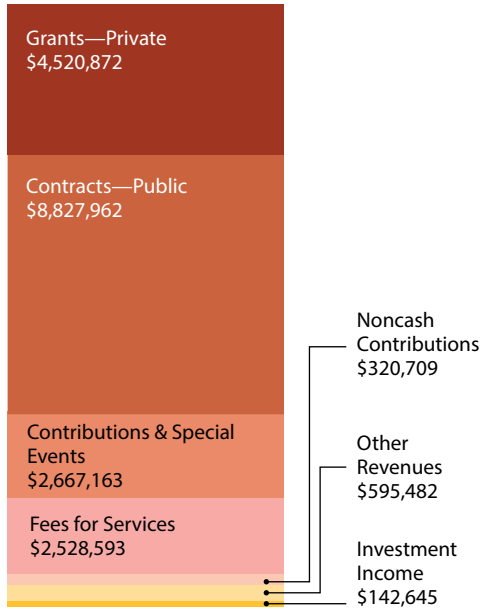


ESTABLISHED THE SHIFT PROGRAM

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

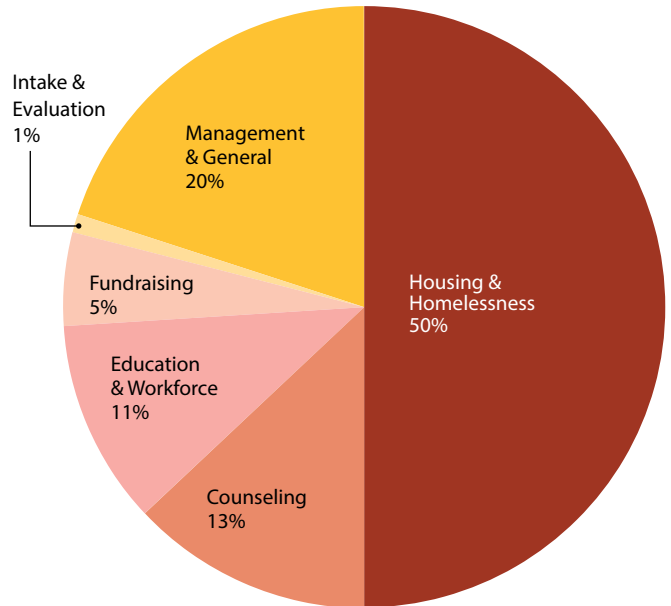
REVENUE



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

The Works III Supportive Services Budget**Revenue Sources**

	Year 1	Year 2	Year 3
Cash flow from the Works III	\$180,000	\$180,000	\$180,000
Substance Abuse and Mental Health Services Administration (SAMHSA)	\$800,000	\$800,000	\$800,000
Philanthropy/Other public funding sources to be raised	\$320,000	\$340,000	\$375,000
Total Revenue	\$1,300,000	\$1,320,000	\$1,355,000

Supportive Services Expenses

	Year 1	Year 2	Year 3
Case Management + Fringe (6 FTEs)	\$363,016	\$373,907	\$385,124
Supervisor + Fringe (1 FTE)	\$71,626	\$73,775	\$75,988
Benefits Coordinator + Fringe (1 FTE)	\$60,503	\$62,318	\$64,187
Peer Support + Fringe (2 FTE)	\$101,506	\$104,551	\$107,687
Workforce Specialists + Fringe (4 FTE)	\$276,132	\$284,415	\$292,948
Community Based Counselors + Fringe (2 FTE)	\$151,457	\$156,001	\$160,681
Move-in Support Kits	\$30,000	\$15,000	\$15,000
Food Support	\$30,000	\$30,000	\$30,000
Program Expenses (computers, phones, etc.)	\$17,059	\$15,371	\$12,582
Indirect/Overhead (19.4% federally negotiated rate)	\$198,702	\$204,663	\$210,803
Total Expenses	\$1,300,000	\$1,320,000	\$1,355,000

April 29, 2022

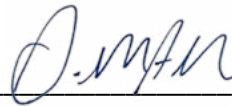
Memorandum of Understanding
between
LifeWorks Affordable Housing Corporation
and
Youth and Family Alliance dba LifeWorks

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 III [REDACTED] 120 unit development. This agreement has no expiration.



Susan McDowell
 President, LifeWorks Affordable Housing Corp

Dated: 4/29/22



Susan McDowell
 CEO, LifeWorks

Dated: 4/29/22

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*

- 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

<p>Director; Director III Mental Health Programs, Planning and Policy, Behavioral Health Services, HHSC</p> <ul style="list-style-type: none"> • 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. 	<p>Feb 2019-Present Austin, TX</p>
<p>Founder/Executive Director Strong Side Austin</p> <ul style="list-style-type: none"> • 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. 	<p>October 2015-Feb 2020 Austin, TX</p>
<p>Manager; Program Manager V Behavioral Health Medicaid Programs Unit, Behavioral Health Services, HHSC</p> <ul style="list-style-type: none"> • 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. 	<p>Apr 2018-Feb 2019 Austin, TX</p>
<p>Policy Development Specialist; Program Specialist V Special Projects Unit, Behavioral Health Services, HHSC</p> <ul style="list-style-type: none"> • 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. 	<p>Oct 2017-Apr 2018 Austin, TX</p>

**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

www.linkedin.com/in/erin-whelan-34062517/

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

LeShawn Arbuckle, LCSW-S

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 resources ▪ Oversees billing processes and third-party billing procedures for the division ▪ Provides supervision of program managers ▪ Supports 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 resources ▪ Oversees billing processes and third-party billing procedures for the division ▪ Provides supervision of program managers ▪ Supports 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 programs ▪ Provide and coordinate orientation and on-going trainings ▪ Supervise clinical staff and student interns in Youth and Adult Counseling ▪ Manage Intern Program reporting ▪ Monitor compliance with all agency, program and funder standards ▪ Liaison between LifeWorks and Central Texas Universities 	
2005 - 2011	Program Services Coordinator/Intern Coordinator Manage delivery of counseling services to youth and families <ul style="list-style-type: none"> ▪ Supervise clinical staff and student interns ▪ Provide strengths-based counseling to adults, youth and families ▪ Ensure compliance with all agency, program, contract, grant and licensing standards regarding delivery of services ▪ Monitor expected outcomes ▪ Maintain documentation in accordance with standards and expectations set by agency, contracts, grants, and certifications ▪ Recruit, 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 adults ▪ Provide intake and follow-up services ▪ Supervise 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 (HIPPPY), 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.

EDUCATIONThe University of Texas at Austin, **MS in Social Work (Dean's List)****2008**

Concentration in Community and Administrative Leadership

Texas A&M International University, **BA in English (Summa Cum Laude)****2006**

Minor in Earth Science

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**

Gentil M Cabral

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/HERSKate.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

TexasAJOC 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 Suretrak 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

The Works III

RHDA Funding Application

Attachments 5. Property Information

5.A. Appraisal

Not applicable: No acquisition costs included in Development Budget.

5.B. Property Maps

Submitted under a separate cover.

5.C. Zoning Verification Letter

The Works III is currently zoned as CS-CO-NP and CS-V-CO-NP. A City of Austin zoning verification letter and Property Profile Reports will be submitted under a separate cover.

Under the Affordability Unlocked ordinance, an unlimited number of residential units can be permitted at this site.

We are currently submitting the Affordability Unlocked application and will update the application when that certification letter is received. However, Capital A Housing and Civilitude have extensive experience with Affordability Unlocked, and because this project is 100% below 60% MFI, we have no doubt it will meet the ordinance's requirements.

5.D. Proof of Site Control

A letter of intent to sublease the land for The Works III will be submitted under a separate cover.

5.E. Phase I ESA

Capital A Housing has engaged a Phase I ESA and will forward to AHFC upon receipt.

5.F. SHPO

Three vacant warehouses currently exist on the property. The warehouses were built in 1937, 1970, and 1981, respectively. Due to the age of two of the warehouses, the City will need to contact SHPO.

**CAPITAL  A
HOUSING**