

Attachment E:  
PDRD Zoning Verification Letter



## City of Austin

One Texas Center, 505 Barton Springs Rd., Austin, Texas 78704

### ZONING VERIFICATION LETTER

April 20, 2009

#### Party Requesting

Christa Noland  
Community Partnership  
P.O.Box 685065  
Austin, Tx. 78768  
512-469-9130

#### Property Owner

Christa Noland  
Community Partnership  
P.O.Box 685065  
Austin, Tx. 78768  
512-469-9130

#### Address of Property

5800 Sweeney Cir.  
Austin, Tx.  
78723

#### Legal Description

Lot 14, Manor Estates

#### Zoning Grid Number

M25

#### Tax Parcel Identification Number

02-2021-1432

#### Current Zoning

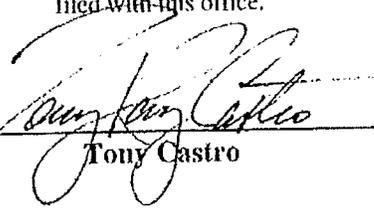
MF-3-NP: Multi-Family Residence-Medium  
Density

#### Zoning Case Number

C14-02-0142.001 & Ord. No.021107-Z-12a

For questions concerning Zoning Compliance or any Development criteria, Parking, Permitted Uses, Zoning Violations, Conditional Uses, Variances, Destruction and Rebuilding, etc. contact the Development Assistance Center of the City of Austin at (512) 974-6370 for a Land Use Planner correspondence session.

I, Tony Castro, Communications and Technology Management office, City of Austin, Texas, do hereby certify that the information above is true and correct to the best of my ability, according to the documents filed with this office.

  
Tony Castro



## City of Austin

Communications and Technology Management

### Overlays & Neighborhood Plans relative to parcel number 02-2021-1432 (5800 Sweeney Cir.)

#### Overlays

##### **Residential Design Standards**

Referenced in the Land Development Code of the City of Austin Chapter 25-2-Subchapter F

#### Neighborhood Plans

##### **Pecan Springs-Springdale Neighborhood Planning Area**

Referenced in City of Austin Ordinance Number 021107-Z-12a

Attached is information regarding the City of Austin Neighborhood Plans and their status to date. For information concerning these Neighborhood Plans and their current status and relativity to development, please contact the necessary personnel on the form attached with the City of Austin Neighborhood Planning Areas map.

##### **\*Zoning Subcategory: N/A**

\*For information regarding Zoning Subcategories and their relativity to development, contact the Development Assistance Center at (512) 974-6370 and ask to speak to a Land Use Planner.

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505 Barton Springs Rd.  
Austin, Texas  
78704



## City of Austin

One Texas Center, 505 Barton Springs Rd., Austin, Texas 78704

### ZONING VERIFICATION LETTER

April 20, 2009

#### Party Requesting

Chelsea Noland  
Community Partnership  
P.O.Box 685065  
Austin, Tx. 78768  
512-469-9130

#### Property Owner

Christa Noland  
Community Partnership  
P.O.Box 685065  
Austin, Tx. 78768  
512-469-9130

#### Address of Property

5711 Manor Rd  
Austin, Tx.  
78723

#### Legal Description

Lot 15, Manor Estates

#### Zoning Grid Number

M25

#### Tax Parcel Identification Number

02-2021-1421

#### Current Zoning

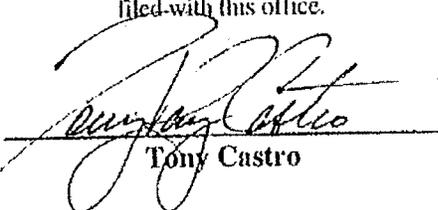
GR-MU-V-CO-NP: Community Commercial-  
Mixed Use-Vertical Mixed Use-Conditional  
Overlay combining district-Neighborhood Plan

#### Zoning Case Number

C14-2007-0258 & Ord. No.20080320-048

For questions concerning Zoning Compliance or any Development criteria, Parking, Permitted Uses, Zoning Violations, Conditional Uses, Variances, Destruction and Rebuilding, etc. contact the Development Assistance Center of the City of Austin at (512) 974-6370 for a Land Use Planner correspondence session.

I, Tony Castro, Communications and Technology Management office, City of Austin, Texas, do hereby certify that the information above is true and correct to the best of my ability, according to the documents filed with this office.

  
Tony Castro



## City of Austin

Communications and Technology Management

### Overlays & Neighborhood Plans relative to parcel number 02-2021-1421 (5711 Manor Rd)

#### Overlays

##### **Residential Design Standards**

Referenced in the Land Development Code of the City of Austin Chapter 25-2-Subchapter F

#### Neighborhood Plans

##### **Pecan Springs-Springdale Neighborhood Planning Area**

Referenced in City of Austin Ordinance Number 021107-Z-12a

Attached is information regarding the City of Austin Neighborhood Plans and their status to date. For information concerning these Neighborhood Plans and their current status and relativity to development, please contact the necessary personnel on the form attached with the City of Austin Neighborhood Planning Areas map.

##### **\*Zoning Subcategory: N/A**

\*For information regarding Zoning Subcategories and their relativity to development, contact the Development Assistance Center at (512) 974-6370 and ask to speak to a Land Use Planner.

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505 Barton Springs Rd.  
Austin, Texas  
78704

**Attachment F:  
S.M.A.R.T. Housing Letter**



## City of Austin

P.O. Box 1088, Austin, TX 78767  
[www.cityofaustin.org/housing](http://www.cityofaustin.org/housing)

### Neighborhood Housing and Community Development Department

Gina Copic, S.M.A.R.T. Housing Program Manager  
(512) 974-3180, Fax: (512) 974-3112, [rgina.copic@ci.austin.tx.us](mailto:rgina.copic@ci.austin.tx.us)

April 28, 2009

S.M.A.R.T. Housing Certification- Project ID # 61964  
Community Partnership for the Homeless -Sweeney & Manor

#### TO WHOM IT MAY CONCERN:

Community Partnership for the Homeless (Frank Fernandez, [ffernandez@austinhomelss.org](mailto:ffernandez@austinhomelss.org); 469-9130), is planning to develop a 46-unit multi-family development at the following abutting properties: 5800 Sweeney Circle & 5711 Manor Road. Both properties are located within the Pecan Spring-Springdale Neighborhood Plan area.

NHCD certifies that the proposed construction meets the S.M.A.R.T. Housing standards at the pre-submittal stage. Since all the units will serve families at 50% Median Family Income (MFI) or below, the construction will be eligible for 100% waiver of the fees listed in Exhibit A of the S.M.A.R.T. Housing Resolution adopted by the City Council. Expected fee waivers include but are not limited to the following:

Capital Recovery Fees	Concrete Permit	Mechanical Permit
Building Permit	Electrical Permit	Plumbing Permit
Site Plan Review	Subdivision Plan Review	Building Plan Review
Construction Inspection	Regular Zoning Fee	
Parkland Dedication (P.D. Ord.)	Zoning Verification	
	Land Status Determination	

#### Prior to filing of building permit applications and starting construction, the developer must:

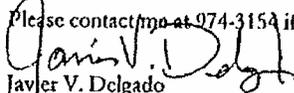
- ◆ Obtain a signed Conditional Approval from the Austin Energy Green Building Program stating that the plans and specifications for the proposed development meet the criteria for a Green Building Rating. (Austin Energy: Katie Jensen at 482-5407).
- ◆ Submit the S.M.A.R.T. Housing Residential Completeness Check, Permit Application, and plans demonstrating compliance with visitability and transit-oriented standards to single-family permit intake staff at One Texas Center, 505 Barton Springs Road.

#### Before a Certificate of Occupancy will be granted, the development must:

- ◆ Pass a final inspection and obtain a signed Final Approval from the Green Building Program. (Separate from any other inspections required by the City of Austin or Austin Energy).
- ◆ Pass a final inspection to certify that Visitability standards have been met.

The applicant must demonstrate compliance with the reasonably-priced standard after the completion of the homes, or repay the City of Austin in full the fees waived for this S.M.A.R.T. Housing certification.

Please contact me at 974-3154 if you need additional information.

  
Javier V. Delgado

Neighborhood Housing and Community Development Office

Cc: Jennifer Golech, Cap Metro  
Katie Jensen, Austin Energy  
Robby McArthur, WWV Taps  
Wendy Rhoades, NP/ID

Deborah Fonseca, WPDR  
Danny McNabb, WPDR  
Dick Peterson, Austin Energy  
Maneesh Chaku, NHCD

Chris Yanez, PARID  
Guy Brown, WPDR  
George Zapalac, WPDR  
Yolanda Parada, WPDR

Attachment G:  
Detailed Project Budget

**Green Doors**  
**Pecan Springs Commons - Phase II**  
**Development Budget - As of 08/29/11**



SOURCES OF FUNDS	Funding (\$)
HUD Supportive Housing Program Grant	\$0
City of Austin GO Bond Funds	\$2,000,000
Proposed AHFC RHDA Funds	\$295,000
City of Austin HTF Funds	\$200,000
Private Bank Financing (Prospective Wells Fargo Loan, taking out Texas Mezzanine Fund: \$250K)	\$1,200,000
Green Doors Private Fundraising*	\$95,557
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$3,790,557</b>

\* Green Doors Private Fundraising is comprised of grants from various private entities, including banks, foundations, and individuals, and owner equity.

USES OF FUNDS	Inception to Date		Total Cost (\$)	Cost/Sq Ft (\$)	Cost/Unit (\$)
	Cost	Balance Available (\$)			
<b>Predevelopment</b>					
Engineering	\$0	\$0	\$0	\$0.00	\$0
Survey & Environmental	\$6,645	\$0	\$6,645	\$0.29	\$138
Demolition	\$0	\$0	\$0	\$0.00	\$0
Market Study/Appraisal	\$4,900	\$0	\$4,900	\$0.21	\$102
Architectural	\$0	\$0	\$0	\$0.00	\$0
Fees	\$0	\$0	\$0	\$0.00	\$0
<b>Total Predevelopment</b>	<b>\$11,545</b>	<b>\$0</b>	<b>\$11,545</b>	<b>\$0.50</b>	<b>\$241</b>
<b>Acquisition</b>					
Site and/or Land	\$1,305,000	\$0	\$1,305,000	\$56.37	\$27,188
Closing Costs/Legal	\$4,095	\$0	\$4,095	\$0.18	\$85
<b>Total Acquisition * AHFC Funds used for Acquisition = \$1.3M</b>	<b>\$1,309,095</b>	<b>\$0</b>	<b>\$1,309,095</b>	<b>\$56.54</b>	<b>\$27,273</b>
<b>Hard Costs - Construction</b>					
GC Rehab Work * AHFC Funds used for rehab at 5800 SC = \$700K	\$890,000	\$861,400	\$1,751,400	\$75.65	\$38,488
Hard Cost Contingency	\$29,447	\$114,638	\$144,085	\$8.22	\$3,002
Work by Owner	\$169,668	\$106,215	\$275,883	\$11.92	\$5,748
<b>Total Hard Costs</b>	<b>\$1,089,115</b>	<b>\$1,082,253</b>	<b>\$2,171,368</b>	<b>\$93.79</b>	<b>\$45,237</b>
<b>Soft Costs/Other</b>					
<b>Professional Fees</b>					
Architect - Design/Construction	\$58,631	\$6,369	\$65,000	\$2.81	\$1,354
Engineering	\$28,832	\$0	\$28,832	\$1.16	\$559
Construction Management	\$0	\$0	\$0	\$0.00	\$0
Legal (including syndication)	\$0	\$0	\$0	\$0.00	\$0
Accounting/Audit	\$0	\$0	\$0	\$0.00	\$0
Material Testing	\$0	\$0	\$0	\$0.00	\$0
<b>Total Professional Fees</b>	<b>\$85,463</b>	<b>\$6,369</b>	<b>\$91,832</b>	<b>\$3.97</b>	<b>\$1,913</b>
<b>Developer-Related Costs</b>					
General Liability Insurance	\$0	\$0	\$0	\$0.00	\$0
Real Estate Taxes	\$0	\$0	\$0	\$0.00	\$0
Permits, Inspections, Impact Fees	\$75	\$3,300	\$3,375	\$0.15	\$70
Advertising/Marketing/Outreach	\$0	\$0	\$0	\$0.00	\$0
Furnishings	\$0	\$0	\$0	\$0.00	\$0
Equipment	\$0	\$0	\$0	\$0.00	\$0
Replacement Reserve	\$0	\$9,200	\$9,200	\$0.40	\$192
Development Fee	\$0	\$44,947	\$44,947	\$1.94	\$938
Construction Interest	\$1,322	\$16,192	\$17,514	\$0.76	\$365
Construction Period Insurance	\$0	\$2,500	\$2,500	\$0.11	\$52
Financing Fees - Permanent	\$6,797	\$7,980	\$14,757	\$0.64	\$307
LIHTC Monitoring/Compliance/Fees	\$0	\$0	\$0	\$0.00	\$0
Operating Reserve	\$28,698	\$30,030	\$58,728	\$2.54	\$1,224
Rent-Up Reserve	\$15,000	\$39,446	\$54,446	\$2.35	\$1,134
Soft Cost Contingency	\$1,250	\$0	\$1,250	\$0.05	\$26
<b>Total Developer-Related Costs</b>	<b>\$53,142</b>	<b>\$153,575</b>	<b>\$206,717</b>	<b>\$8.93</b>	<b>\$4,307</b>
<b>Total Soft Costs</b>	<b>\$138,605</b>	<b>\$159,944</b>	<b>\$298,549</b>	<b>\$12.90</b>	<b>\$6,220</b>
<b>TOTAL USES OF FUNDS</b>	<b>\$2,548,360</b>	<b>\$1,242,197</b>	<b>\$3,790,557</b>	<b>\$163.72</b>	<b>\$78,970</b>

Attachment H:  
Wells Fargo Commitment Letter



Business Banking  
MAC T5618-020  
10900-B Research Boulevard  
Austin, TX 78759

Wells Fargo Bank, N.A.

September 2, 2011

Mr. Frank Fernandez  
Executive Director  
Green Doors  
P. O. Box 685065  
Austin, TX 78768

RE: Financing request for apartments – Sweeney Circle and Manor Road

Dear Frank,

This letter is to confirm our interest in providing up to \$1,200,000 financing for Green Doors to refinance and rehab the 48 unit apartments located at 5800 Sweeney Circle and 5715 Manor Road Austin, TX 78723.

We have reviewed your package and are excited about this opportunity.

Our \$1.2mm loan would be a 1<sup>st</sup> lien loan, maximum LTV of 50%. Any other funding sources, such as Austin Housing Finance Corp., would have to be subordinate and inferior to our 1<sup>st</sup> lien.

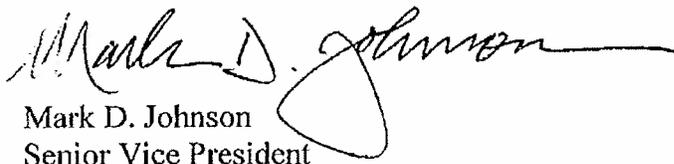
This request is subject to our normal underwriting for these types of transaction and subject to final credit approval.

This letter is not a commitment to lend. It is subject to final credit approval.

Thank you for allowing us the opportunity to help with this project.

Please contact me with any questions.

Sincerely,

A handwritten signature in black ink that reads "Mark D. Johnson". The signature is fluid and cursive, with a large loop at the end of the last name.  
Mark D. Johnson  
Senior Vice President

Attachment I:  
Detailed Operational Pro-Forma

Green Doors  
Pecan Springs Commons - Phase II  
Operating Pro-Forma



	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 10	YEAR 15	YEAR 20	YEAR 25	YEAR 30
<b>INCOME</b>										
Gross Annual Rental Income	\$388,680	\$400,340	\$412,351	\$424,721	\$437,463	\$507,139	\$587,913	\$681,553	\$790,106	\$915,950
Secondary Income (Laundry, Vending, etc.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Potential Gross Annual Income	\$388,680	\$400,340	\$412,351	\$424,721	\$437,463	\$507,139	\$587,913	\$681,553	\$790,106	\$915,950
Vacancy & Collection Loss	(\$29,151)	(\$30,026)	(\$30,926)	(\$31,954)	(\$32,810)	(\$38,035)	(\$44,094)	(\$51,116)	(\$59,258)	(\$68,695)
Rental Concessions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Effective Gross Annual Income	\$359,529	\$370,315	\$381,424	\$392,767	\$404,653	\$469,104	\$543,820	\$630,436	\$730,848	\$847,254
<b>EXPENSES</b>										
General & Administrative Expenses	\$8,000	\$8,320	\$8,653	\$8,999	\$9,359	\$11,386	\$13,853	\$16,855	\$20,506	\$24,949
Management Fee	\$11,660	\$12,010	\$12,371	\$12,742	\$13,124	\$15,214	\$17,637	\$20,447	\$23,703	\$27,478
Partnership Management Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payroll, Payroll Tax & Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resident Services Coordinator	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Desk Auditors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Manager	\$23,100	\$24,024	\$24,985	\$25,984	\$27,024	\$32,879	\$40,002	\$48,668	\$59,212	\$72,041
Maintenance Staff	\$14,000	\$14,560	\$15,142	\$15,748	\$16,378	\$19,926	\$24,243	\$29,496	\$35,886	\$43,651
Assistant Property Manager	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payroll Taxes	\$2,838	\$2,992	\$3,070	\$3,193	\$3,320	\$4,040	\$4,915	\$5,980	\$7,275	\$8,851
Employee Benefits	\$5,568	\$5,791	\$6,022	\$6,263	\$6,514	\$7,925	\$9,642	\$11,731	\$14,272	\$17,365
Janitorial Services & Supplies	\$1,000	\$1,040	\$1,082	\$1,125	\$1,170	\$1,423	\$1,732	\$2,107	\$2,563	\$3,119
Repairs & Maintenance	\$40,800	\$42,432	\$44,129	\$45,894	\$47,730	\$58,071	\$70,652	\$85,959	\$104,583	\$127,241
Utilities (Electric & Gas, Water, Sewer, & Trash)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telephone	\$40,320	\$41,933	\$43,610	\$45,355	\$47,169	\$57,388	\$69,821	\$84,946	\$103,352	\$125,744
Electricity	\$11,520	\$11,981	\$12,460	\$12,958	\$13,477	\$16,397	\$19,949	\$24,271	\$29,529	\$35,927
Water & Sewer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gas	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Extermination & Supplies	\$2,400	\$2,496	\$2,596	\$2,700	\$2,808	\$3,416	\$4,155	\$5,056	\$6,152	\$7,485
Trash Removal	\$1,000	\$1,040	\$1,082	\$1,125	\$1,170	\$1,423	\$1,732	\$2,107	\$2,563	\$3,119
Landscaping	\$3,000	\$3,120	\$3,245	\$3,375	\$3,510	\$4,270	\$5,195	\$6,321	\$7,690	\$9,356
Elevator Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising/Marketing	\$1,500	\$1,560	\$1,622	\$1,687	\$1,755	\$2,135	\$2,598	\$3,160	\$3,845	\$4,678
Property Insurance	\$27,936	\$29,054	\$30,216	\$31,424	\$32,681	\$39,762	\$48,376	\$58,857	\$71,609	\$87,123
Property Tax	\$15,000	\$15,600	\$16,224	\$16,873	\$17,548	\$21,350	\$25,975	\$31,603	\$38,450	\$46,760
Replacement Reserve	\$7,200	\$7,488	\$7,788	\$8,099	\$8,423	\$10,248	\$12,468	\$15,169	\$18,456	\$22,454
Legal & Accounting	\$2,500	\$2,600	\$2,704	\$2,812	\$2,925	\$3,558	\$4,329	\$5,267	\$6,408	\$7,797
Supportive Services Assistance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$219,343</b>	<b>\$228,000</b>	<b>\$237,000</b>	<b>\$246,356</b>	<b>\$256,083</b>	<b>\$310,811</b>	<b>\$377,276</b>	<b>\$458,002</b>	<b>\$556,056</b>	<b>\$675,167</b>
<b>Net Operating Income</b>	<b>\$140,186</b>	<b>\$142,315</b>	<b>\$144,425</b>	<b>\$146,511</b>	<b>\$148,570</b>	<b>\$158,293</b>	<b>\$166,544</b>	<b>\$172,435</b>	<b>\$174,793</b>	<b>\$172,087</b>
<b>DEBT SERVICE</b>										
First Debt of Trust Annual Loan Payment	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$0
Total Debt Service	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$111,643	\$0
Operating Surplus/(Deficit)	\$28,543	\$30,672	\$32,782	\$34,868	\$36,927	\$46,650	\$54,901	\$60,792	\$174,793	\$172,087
Net Cash Flow	\$105,030	\$145,291	\$188,766	\$235,508	\$285,569					
<b>Debt Coverage Ratio</b>	<b>1.26</b>	<b>1.27</b>	<b>1.29</b>	<b>1.31</b>	<b>1.33</b>	<b>1.42</b>	<b>1.49</b>	<b>1.54</b>		

**Green Doors  
 Pecan Springs Commons - Phase II  
 Rental Income Projection Assumptions**



**Unit Demographics**

Targeted Population	# of Units	% AMI	# of Bdrms	# of Bthrms	Monthly Gross Rent Allowed	Expected Tenant Payment	Expected Subsidy Payment	Utility Allowance	Monthly Net Rent Payment*	Annual Net Rent Payment	Vacancy Allowance	Annual Total Rent Payment
1 5800 Sweeney Circle	11	< 50%	1	1	\$685	\$685	\$0	NA	\$7,535	\$90,420	7.50%	\$83,639
2 5800 Sweeney Circle	11	< 50%	1	1	\$685	\$685	\$0	NA	\$7,535	\$90,420	7.50%	\$83,639
3 5711 Manor Road	16	< 50%	1	1	\$685	\$685	\$0	NA	\$10,960	\$131,520	7.50%	\$121,666
4 5711 Manor Road	8	< 50%	2	1	\$795	\$795	\$0	NA	\$6,360	\$76,320	7.50%	\$70,596
5												
6												
7												
8												
9												
10												
<b>Total</b>	<b>46</b>								<b>\$32,390</b>	<b>\$388,680</b>		<b>\$359,529</b>
									\$26,030			

**Rent Roll Calculation**

\* - Unsubsidized unit rents (i.e., private pay) are limited by maximum amounts affordable to households at respective 2009 income levels. Rents may be lower than max allowed.

**Notes:**

2009 FMR for Austin-Round-Rock MSA  
 - Efficiency \$658  
 - One Bedroom \$749  
 - Two Bedroom \$912  
 - Three Bedroom \$1,228  
 - Four Bedroom \$1,398

	Efficiency	1-BR	2-BR	3-BR	4-BR
< 30% of AMI		\$385	\$440	\$495	\$550
Rent		\$15,400	\$17,600	\$19,800	\$22,000
Income		\$641	\$733	\$825	\$916
< 50% of AMI	\$601	\$25,650	\$29,300	\$33,000	\$36,650
Rent		\$770	\$880	\$990	\$1,100
Income		\$30,800	\$35,200	\$39,600	\$44,000
< 60% of AMI					

Data Source: <http://www.huduser.org/datasets/fmr.html>

Data Source: [http://www.ci.austin.tx.us/housing/downloads/mfi\\_chart\\_revised\\_031909.pdf](http://www.ci.austin.tx.us/housing/downloads/mfi_chart_revised_031909.pdf)

Attachment J:  
Neighborhood Support Letter



Austin  
Community  
Foundation

GRANT TRANSMITTAL

December 13, 2010

Community Partnership for the Homeless dba Green Doors  
P.O. Box 685065  
Austin, TX 78768

RE: Grant from Pecan Springs - Springdale Hills Neighborhood Association  
Fund of the Austin Community Foundation for the Capital Area.

AMOUNT: \$1,000.00

PURPOSE: Pecan Springs Commons Project

ACKNOWLEDGE TO: Mr. DeWayne Lofton  
P. O. Box 14206  
Austin, TX 78761

Please be advised that Community Partnership for the Homeless dba Green Doors's endorsement of the enclosed check constitutes an acknowledgment that this check represents a charitable contribution and does not represent payment for goods, services or other value provided by Community Partnership for the Homeless dba Green Doors to any person or organization. Additionally, the tax receipt letter should be sent only to the Austin Community Foundation and not to any other person.

It is our pleasure to assist you in your endeavors through the generosity of this donor.

Sincerely,

A handwritten signature in cursive script that reads "MariBen Ramsey".

MariBen Ramsey  
Vice President & General Counsel

Enclosure

**Austin Community Foundation**  
4315 Guadalupe St., Suite 300  
Austin, Texas 78751  
512-472-4483

Bank of America  
ACH R/T 111000026

15799  
32/2/1110 TX  
2386

**PAY** \* One Thousand and no/100 \*  
**TO THE**  
**ORDER OF**

**DATE**  
12/14/2010

**AMOUNT**  
\$\*\*\*\*\*1,000.00

Community Partnership for the Homeless dba Green  
P.O. Box 685065  
Austin, TX 78768

NON-NEGOTIABLE AFTER 120 DAYS

*Maibee Ramsey*

AUTHORIZED SIGNATURE



Austin Community Foundation

7046 Community Partnership for the Homeless dba Green

12/14/2010 015799

15799

12/09/2010 Pecan Springs Commons Project  
PEC01 Pecan Springs - Springdale Hills Neighborhood

1,000.00

1,000.00

CHECK TOTAL: \$\*\*\*\*\*1,000.00

Details on Back  
Security Features included



3026 S. 1st St.  
Suite 200  
Austin, TX 78704

tel: 512-447-2026  
fax: 512-447-0288

[www.foundcom.org](http://www.foundcom.org)

April 14, 2009

Gary Adrian  
Neighborhood Housing and Community Development  
The Street-Jones Building  
1000 East 11<sup>th</sup> Street - 2<sup>nd</sup> Floor  
Austin, TX 78702

Dear Gary:

I am writing to support Community Partnership for the Homeless in their effort to purchase an additional 46 units in Northeast Austin and convert them into quality affordable housing as part of Sweeney Circle Phase II. The proposed development will not only provide much-needed housing for working poor families in Austin, but will also help to revitalize an area of Austin with considerable urban blight.

As the nonprofit owner and manager of Vintage Creek Apartments in Northeast Austin, we know the positive impact that a revitalized property run by a responsible owner can make on a neighborhood. Since Foundation Communities acquired Vintage Creek, a new, on-site, state-of-the-art community center has been developed that provides over 200 children and adults access to an after-school program, as well as programs in teen technology and summer job training, and adult programs including ESL, GED, computer skills, money management and home buying. The property has become a hub of positive activity for the surrounding neighborhood.

Foundation Communities fully supports Community Partnership in their endeavor to expand the Sweeney Circle development by an additional 46 units. As a responsible and committed nonprofit, we are assured that Community Partnership will create quality, affordable housing which will revitalize the surrounding area and become a source of neighborhood pride.

Foundation Communities highly commends the efforts of Community Partnership to grow the number of housing units available for working poor families in Austin and enhance the surrounding Northeast Austin neighborhood with a positive sense of community.

Sincerely,

Walter Moreau  
Executive Director



a Partner Agency of



United Way Capital Area



Attachment K:  
Service Plan

## **Supportive Housing Service Plan for Pecan Springs Commons, Phase II (A Green Doors Project in Austin, Texas)**

### **Project Overview**

#### ***Pecan Springs Commons, Phase II Overall Project Description***

Green Doors will acquire and rehabilitate a multi-family property (46 units). The project is targeted to working poor families and individuals whose household income does not exceed 50 percent median family income (MFI). This project will preserve existing affordable housing in a neighborhood that urgently needs quality, well-managed and well-maintained affordable housing.

#### ***Supportive Housing Aspect of the Project***

Supportive Housing Units will have extremely low-incomes, defined as household income no higher than 30% of Area Median Income. There will be 11 supportive housing units at Pecan Springs Commons, Phase II (the other units in the program will be affordable rental housing for individuals and families). Supportive housing residents will primarily be for homeless individuals, veterans or persons with disabilities, and over 50% of residents will have chronic health conditions that are at least episodically disabling, such as mental illness, HIV/AIDS, and/or substance use issues, and/or face other substantial barriers to housing stability (such as experiences of domestic violence or other trauma or have histories of out of home placements).

Supportive services will be tailored to the needs of the population served, but at a minimum will focus on ensuring stability and increasing independence, specifically focusing on housing stability and financial stability components. Service goals will include helping residents live more stable, productive lives. Services will be provided by Green Doors, the Department of Veteran Affairs, Front Steps, Safe Place, and Austin Travis County Integral Care, among others. The majority of services will be provided on-site, but services that are needed by specific residents not the majority of the program may require an off-site referral.

#### ***The supportive housing program will include the following crucial components:***

- The homes are available to, and intended for, an individual or family whose head of household is homeless, or at-risk of homelessness, and has multiple barriers to employment and housing stability, which might include mental illness, chemical dependency, and/or other disabling or chronic health conditions;
- All potential residents will be required to have a criminal background check, but there will be minimal limiting conditions for acceptance to residency. Sexual offenses and manufacturing of methamphetamine convictions will not be considered. Arson and multiple recent violent felonies will be considered on a case-by-case basis;

- The household will pay no more than 30% of adjusted gross household income towards rent and utilities;
- The household will have a lease with no limits on length of tenancy, as long as the terms and conditions of the lease or agreement are met;
- All households will receive a new tenant orientation with the benefits of the property, available support services and staff introductions;
- The program's operations will be managed through an effective partnership among Green Doors (owner/manager), collaborative supportive services providers, and the tenants;
- All members of the household will have easy, facilitated access to a flexible and comprehensive array of supportive services designed to assist the residents to achieve and sustain housing stability;
- Service and property management strategies include effective, coordinated approaches for addressing issues resulting from substance use, relapse, and mental health crises, with a focus on fostering housing stability;
- A minimum of twice a year, social/recreational activities for all residents will be held on the property;
- There will be informal and formal grievance procedures for residents. Each resident will have the procedure explained verbally at move-in and will also receive a written notification of their rights.
- Supportive housing residents' participation in the project will be confidential and all participants will have confidential case files (maintained under double locking systems by Green Doors staff).

### **Supportive Service/Project Modalities**

*Pecan Springs Commons, Phase II staff will receive training and be encouraged to use, at a minimum, the following three modalities in their work with residents:*

**Solution Focus:** Focuses on what residents want to achieve rather than on the problem(s) that caused them to be in their current situation or lack of stability. The approach does not focus on

the past, but instead, focuses on the present and future. The staff will use respectful curiosity to invite the resident to envision their preferred future and then start attending to any moves towards it whether these are small increments or large changes. To support this, questions are asked about the resident's story, strengths and resources, and about exceptions to the problem. Solution focused staff believe that change is constant. By helping people identify the things that they wish to have changed in their life and also to attend to those things that are currently happening that they wish to continue to have happen, staff help their residents to construct a concrete vision of a *preferred future* for themselves. The staff then helps the resident identify times in their current life that are closer to this future, and examines what is different on these occasions. By bringing these small successes to their awareness, and helping them to repeat these successful things they do when the problem is not there or less severe, the staff helps the resident move towards the preferred future they have identified.

Solution focused work can be seen as a way of working that focuses exclusively or predominantly at two things. 1) Supporting people to explore their preferred futures. 2) Exploring when, where, with whom and how pieces of that preferred future are already happening. While this is often done using a social constructionist perspective the approach is practical and can be achieved with no specific theoretical framework beyond the intention to keep as close as possible to these two things.

***Motivational Interviewing:*** A resident-centered, semi-directive method of engaging intrinsic motivation to change behavior by developing discrepancy and exploring and resolving ambivalence within the resident. Motivational interviewing recognizes and accepts the fact that residents who need to make changes in their lives approach services at different levels of readiness to change their behavior. Motivational interviewing is non-judgmental, non-confrontational and non-adversarial. The approach attempts to increase the client's awareness of the potential problems caused, consequences experienced, and risks faced as a result of the behavior in question. Alternately, staff help residents envision a better future, and become increasingly motivated to achieve it. Either way, the strategy seeks to help clients think differently about their behavior and ultimately to consider what might be gained through change. The main goals of motivational interviewing are to establish rapport, elicit change talk, and establish commitment language from the resident.

Motivational interviewing is based upon four general principles: 1) Express empathy, guides staff to share with residents their understanding of the resident's perspective. 2) Develop discrepancy, guides staff to help residents appreciate the value of change by exploring the discrepancy between how residents want their lives to be vs. how they currently are (or between their deeply-held values and their day-to-day behavior). 3) Roll with resistance, guides staff to accept resident reluctance to change as natural rather than pathological. 4) Support self-efficacy, guides staff to explicitly embrace resident autonomy (even when people choose to not change) and help residents move toward change successfully and with confidence.

***Strengths Based:*** A practice that emphasizes people's self determination and strengths. Strengths based practice is resident led, with a focus on future outcomes and strengths that the resident brings to a problem or crisis. Strengths based, solution focused approaches enhance the capacities of individuals, groups, families, neighborhoods and communities to deal with their own challenges. Empowerment results from being treated with respect and having strengths acknowledged and enhanced. This approach orients them to focus first on listening and identifying the person's strengths and resources, to understand clearly their goals and aspirations for the future and to then support them in addressing any barriers or blockages.

***Support Services (Accessible, Flexible, and Target Residential Stability)***

Supportive services will be reflective of the tenants' needs and goals and will continue to change/grow/adapt as the community evolves. Supportive services will be easily accessible, culturally respectful, bi-lingual (Spanish), available to all tenants and have an annual evaluation component. Supportive housing support services will be intended to help ensure stability and to maximize each tenant's ability to live independently.

***Supportive Service Framework & Services Provided***

A supportive housing program will be implemented to provide the greatest possible support for client and project success. Three major service components will comprise the supportive housing program: (1) case management, (2) training and effective community support utilization, and (3) housing stability support. These components are specifically outlined in the following sections.

***Case Management***

Service providers proactively seek to engage tenants in on-site and community-based supportive services. Case management for the project is characterized by:

- assessment of a participant's health, welfare, education, employment and, if applicable, children's needs;
- determination of individual goals;
- full participation of the participant in the process;
- development of an individualized action plan to help the participant meet his or her needs, solve problems or achieve goals;

- provision of support on-site or referral to community resources and services to achieve objectives in the action plan;
- ongoing interaction with the participant and outside resources in the coordination of action plan activities;
- periodic re-evaluation of the participants' needs and goals and modification of action plan to respond to the current situation;
- advocacy to help the participant obtain services or benefits to which he/she is entitled;
- intervention during a crisis (i.e., job loss, substance abuse, family violence) to prevent a problem from escalating;
- empowerment of the participant by helping him/her improve coping skills and increase knowledge of community resources and how to use them; and
- follow-up to ensure that the resident continues to progress toward meeting needs, solving problems or achieving goals that he/she has identified.

Following acceptance into the program, the resident and the Case Manager will develop a Plan of Service. The Plan of Service explicitly outlines the goals of the participant, the immediate and measurable steps to be taken, by whom and in what time frame and the role of the Case Manager in attainment of these goals. To ensure that plans are useful, the participant will actively participate in the development of the Plan of Service. The Plan will be updated as needed. Home visits may also be performed depending on specific resident needs. Changes in household income, household composition, positive drug test and/or unsuccessful completion of a drug/alcohol treatment program may result in more frequent home visits/meetings.

#### ***Supportive Service Team Members***

The resident, Case Manager, Program Director and other social service providers will be known as the Support Team. Team members will support the participant's efforts to achieve and maintain housing and increase self-sufficiency. Although the members of the Team will vary

with different participants, they will typically include representatives from: Green Doors, VA, Front Steps, Safe Place, ATCIC and Community Resource Coordination Groups.

- **Austin Independent School District (AISD)** AISD will provide educational support to students and families within the service area. Parents will be encouraged to participate in trainings provided through the Parent Support Program.
- **Workforce Solutions – Captial Area** Participants will have access to the services at the workforce center. Services include job search assistance, employment/career/vocational counseling services, educational/training sessions, a staffed center with computers, fax machines and copiers, employee screening and job placement. Educational sessions include academic training as well as sessions on resume writing, career exploration, job search and interviewing skills and professional development opportunities. Workforce Solutions also helps eligible low- to moderate-income families afford the cost of quality child care services in Travis County.
- **Capital Metro** Green Doors will work with Capital Metro (local transit provider) to provide schedule information and vouchers, pending availability, to residents. A bus stop on a major transit corridor is located on-site.
- **Caritas** Provides a service continuum for those experiencing poverty that begins with a safety net and links them to resources to achieve self-sufficiency. Some services that residents will utilize could include financial literacy, life skills, English as a Second Language (ESL) classes, community meals and utility assistance programs.
- **City of Austin** Green Doors will work with the City of Austin to determine appropriate referral sources for residents, which could include Housing Smarts – Home Counseling Service, Renter’s Rights Assistance Program and more.
- **Foundation Communities – Community Tax Centers** Provides free tax preparation to people with low incomes. Residents will be notified of the services annually and encouraged to participate.
- **Green Doors Food Pantry** Provides food and household items to residents. These items are provided at the initial move-in and available on a weekly basis throughout the year.

- **Green Doors Clothes Closet** Provides clothing and shoes to residents. These items are available at the initial move-in and monthly (as needed) throughout the year.
- **Manos de Cristo** The Manos de Cristo Dental Clinic is currently the only low-fee, full-service dental clinic in Austin. In addition to emergency care for people in pain, Manos offers a full range of restorative care, such as fillings, crowns, partials and periodontal treatment, as well as preventative care, including exams, x-rays, sealants, and regular cleanings. Information will be provided to residents regarding their services.
- **SafePlace** Provides services to anyone that is harmed by sexual or domestic violence, past and present. Services include advocacy, community education, crisis services, school based services and long-term support. Residents that have a history, or current situation of abuse, will be connected with SafePlace supportive services.
- **Veteran's Administration (VA)** Eligible residents will be encouraged to utilize medical services and other eligible benefits through the VA. Green Doors currently has a formal partnership with the VA and excellent relationships with the homeless assistance programs in the local area.
- **Austin Travis County Integral Care (ATCIC)** Eligible residents will be encouraged to utilize case management, medical services and other eligible benefits. Green Doors currently has a formal partnership with ATCIC.

All community partners and training providers will be evaluated annually for effectiveness and potential improvement areas for support of the project.

### ***Training & Community Support Utilization***

The basic services that may be provided, including leveraging local community resources, are:

- Money management
- Household management
- Welfare and legal advocacy
- Parenting education
- Job readiness counseling
- Job search assistance
- Enrollment in job training programs
- Enrollment in educational programs
- Assistance in obtaining child care

- Health care referrals and monitoring
- Mental health care referral and monitoring
- Intervention and prevention of family violence
- Intervention and prevention of substance abuse
- Ongoing support in response to special needs

Life skills trainings will be scheduled on a regular basis. The sessions will center on providing knowledge in basic living skills needed to become more independent. Training topics include: money management issues, landlord/tenant issues, food and nutrition, health care, basic home repair and how to access social services.

### ***Housing Stability Support***

Residents will be led through a housing stability process which will include:

- A sample household budget which will utilize existing sources of income such as employment, disability payments and other types of support.
- If additional income is required to attain self-sufficiency, a plan for attaining entitlement benefits, required education or training, or a job search plan will be initiated.
- The project will stress residential stability as a basic and primary goal. Components will include assisting tenants to meet their lease obligations, including paying rent, maintaining a safe and healthy living environment, allowing others the peaceful enjoyment of their homes, and complying with basic property rules.

### **Empowerment and Independence**

The supportive housing is intended for people who, at a minimum, can live independently with appropriate assistance. The role of the supportive housing staff is to provide the assistance and, whenever possible, help the tenant increase his or her level of independence. It is expected that some people will eventually be able to live independently without ongoing support, others will need help from time to time, and still others will require help in perpetuity. In general, however, most residents will benefit from services that are intended to further their independence. Examples of program efforts specifically intended to foster independence and empower residents include the following:

- Promoting a tenancy that is heterogeneous and integrates individuals with disabilities or other special needs;
- Providing tenants with property leases
- Allowing overnight guests

- Establishing and nurturing the support of tenant councils and advisory groups
- Involving residents in making and modifying project rules
- Involving residents directly in the management of the project
- Welcoming tenant or neighborhood representatives to Green Doors' Board of Directors

### **Safety and Comfort**

Every effort will be made to ensure tenants feel comfortable and safe in their homes. The local community manager will pay particular attention to safety issues and specifically to ensure tenants do not become prey and targets of intimidation and exploitation, since people who have been homeless have frequently been victims of or exposed to violence.

- In rehabilitation of the project, Green Doors will meet or exceeding building codes and providing added security and amenities;
- Green Doors will implement clear procedures for rent collection, building maintenance, enforcement of property rules, and opportunities for tenants to provide input on the safety and comfort of their living environment; and
- Green Doors will provide the support for a resident's council to be created for the project. The goal of this group will be to ensure residents feel they have some collective control over their environment and community. This group will also provide feedback related to project investments, priorities for enhanced services, creation of new partnerships, etc.

### **Community Space**

The on-site community space at Pecan Springs Commons, Phase II will include the following amenities:

- Computer lab with internet access and printers
- Offices for project staff and shared community collaborator office space
- Laundry facility
- Further, on-site community gardening programs will be implemented to build community, provide fresh vegetables and beautify the property.

### **Project Staffing**

Pecan Springs Commons, Phase II has a community manager that offices on-site at the property. Salary levels will be sufficient and appropriate. A Spanish bi-lingual staff will be available for the project and all staff will be culturally sensitive (over 50% of current Green Doors staff are people of color and closely mirror the populations served locally). There are continued training and mentorship plans for all Green Doors staff. Additional staff may be added, according to utilization and feedback, as the project grows/continues.

Case management and training functions will be provided in tandem between Green Doors staff and collaborative service providers. Veterans living in supportive housing will have a case manager through the Veterans Administration. Persons with mental health challenges will have a case manager through ATCIC, Front Steps, or Safe Place. Veterans or persons with disabilities, with tied rental subsidies, will have a Green Doors housing support specialist staff. Other populations included in the project in the future will have dedicated case management that will be designed for the best interest/support of the residents.

### **Organizational Experience/Capacity**

Green Doors, since inception in 1990, has served "hard to reach" homeless populations. Organizational programs have historically taken residents that other local housing providers would not consider/accept. Green Doors has a 74% transition to permanent housing within two years for the organization's transitional housing program (for formerly homeless veterans).

In 2008, the organization opened Glen Oaks Corner, a supportive housing project for disabled, single-parent, families (who primarily come from domestic violence backgrounds). Since inception, through a strong commitment to housing stability, 100% of residents have obtained and remained in housing or transitioned to safe and stable housing.

In 2009, Green Doors began acquisition and rehabilitation of Pecan Springs Commons, a 70 unit affordable housing community in Central Northeast Austin. Construction is complete on 24 units, an additional 22 will be completed in November 2010, and the final 24 units will be completed by early summer 2011.

In 2010, the organization began the provision of two scattered site transitional housing rental assistance programs for individuals and families, specifically persons with disabilities and veterans. To date, both programs are 100% utilized (contracts include rent, utility and deposit subsidies for 54 households) and a third contract has just been awarded which will serve an additional 30 households. This program currently serves residents in Austin, but in the coming three months will expand to include Williamson & Burnet counties.

In 2006, Green Doors owned 7 properties in Austin and served approximately 40 residents annually. In 2011, Green Doors owns/manages 25 properties throughout Austin, serving over 200 residents. The organization has grown housing options through establishing a continuum

which includes transitional housing, supportive housing, affordable rental housing and transitional voucher programs.

Pecan Springs Commons, Phase II furthers Green Doors' commitment to people struggling with homelessness and the local community. Upon completion, this project will provide quality, safe, affordable, green housing to 46 households.

### **Management/Staff/Board**

#### ***Management Team***

The Green Doors management team, and all staff, have a commitment to the premise that everyone deserves safe, quality, affordable housing. In an effort to pursue that goal locally, all Green Doors programs are resident-centered, collaborative and environmentally respectful.

Green Doors staff are managed in the same regard. Each individual is hired for their respective strengths, skills and perspectives, and is empowered to serve the communities and complete tasks in their scope. Ongoing mentorship, weekly meetings with a manager, monthly staff meetings, regular organizational plan reviews, and regular performance evaluations all support Green Doors' staff effectiveness and growth.

### **Building Management**

#### ***Philosophy***

All residents will sign a lease agreement to reside at the property. All residents will have the opportunity to be involved in the management of the property and program design through resident council participation and both formal and informal feedback processes.

Property rules will include items that nurture respect of the individuals and community as a whole. Due to the historical challenges of the neighborhood, they will initially be more prohibitive and then hopefully lessen over the life of the project. Due the historical influence of gang, drug, prostitution and violence on this block, an initial emphasis on safety will be included. The rules will initially be established by Green Doors staff, but will be reviewed regularly for appropriateness including feedback from current residents at the property. Rules will be enforced by Green Doors staff and/or Austin Police Department (minimal involvement on an as needed basis).

#### ***Building Services***

Property management services for the project will include the following areas:

- Rent Collection: Rent will be accepted by Green Doors through the mail or resident delivery.
- Evictions: Evictions will be initiated only at last resort due to resident non-compliance.

- Property Inspections: Formal inspections will be conducted at a minimum weekly by program staff. Quarterly inspections will be conducted by an off-site member of Green Doors' management team. Informal inspections will be conducted on a more frequent basis.
- Maintenance: Green Doors has a maintenance team that promptly and effectively addresses maintenance issues and utilizes outside contractors, as necessary, for specialty repairs.
- Security: Security will be a priority at this project as addressed in an earlier section above.
- Building Management: Building management functions will also be provided and evaluated by Green Doors (e.g. turnover, vacancy, retention rates, etc.)

***Although this document conveys an overall view of the supportive services, operational guidelines and community benefits, in no way is this a static plan. All components will be dynamic based on the specific needs of the residents served, feedback received and ongoing efforts to address the growth and effectiveness of Pecan Springs Commons, Phase II.***

Attachment L:  
Staff Resumes

## CHRISTA M. NOLAND

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### PROFESSIONAL EXPERIENCE

#### *GREEN DOORS (Austin, Texas)* *Deputy Director (Full-time)*

8/2008 – Present

Provide leadership to organization dedicated to ending homelessness by providing affordable housing and supportive services to individuals working to achieve independent living. Manage staff and programmatic functions for transitional, rental assistance voucher, permanent supportive housing and affordable rental housing programs. Oversee acquisition, rehabilitation, and construction of affordable housing units. Author program guidelines and other program materials, evaluate program effectiveness and program improvement (metrics). Responsible for government grant requests, reporting and contract compliance. Participate in marketing, re-branding and organizational change efforts. Provide supervision and leadership to volunteer engagement and community building activities. Collaborate with key social service partners, including Caritas, Safe Place and local Veteran Administration Homeless Program. Advocate for quality, safe, affordable housing for individuals and families at-risk or experiencing homelessness at the state and local levels.

#### *HISPANIC SCHOLARSHIP FUND (Austin, Texas)* *Regional Director, Texas (Full-time)*

2/2006 – 7/2008

Responsible for all HSF operations in the region – fundraising, public relations, outreach program delivery, relationship building, administration, marketing, budget management and donor stewardship; Enhanced the organization's visibility and reputation by creating meaningful links and relationships with influential corporate, foundation and individual leaders, as well as all sectors of the Hispanic community; Demonstrated the need for improving Latino higher education achievement; Forged productive partnerships and strategic alliances with community organizations; Planned and delivered a fundraising strategy for the region, targeted to a broad range of donors including individuals, corporations and foundations; Prepared grants, proposals, reports and other funding documents.

- Opened the Texas regional office, including hiring and maintaining a regional HSF Texas team, effectively establishing a strong team and local presence; achieving national recognition as Employee of the Quarter.
- Initiated a relationship with Marathon Oil which resulted in a \$1.7 million dollar diversity recruitment and scholarship program in Texas.
- Increased outreach program attendance in Texas by over 200% through improved utilization of existing resources.
- Cultivated new local relationships, including Hector Ruiz, AMD CEO, who was subsequently honored at the 2007 HSF Alumni Hall of Fame in Washington D.C.
- Built relationships nationally which resulted in a role serving as a Policy Advisor for Latino higher educational access issues with the Board of Hispanic Caucus Chairs.

#### *RECORDING FOR THE BLIND & DYSLEXIC – South Central States (Austin, Texas)* *Development Director (Full-time)*

1/2004 – 2/2006

Increased revenue for the organization by over 200% in the areas of individual, foundation, civic and employee workforce giving; Coordinated donors and logistics related to special events – including galas, informational events, volunteer recognition events and annual Record-A-Thon; Participated in budgeting, goal setting and strategic planning for the organization; Submitted required reporting to funding sources and ensured compliance; Represented RFB&D in the community – including public speaking.

- Designed and launched a holistic development program as the first Development Director for RFB&D in Texas. Resulted in increased revenue of over \$2.5 million dollars within two years.
- Represented RFB&D in Texas legislative activities – included successful lobbying for a direct allocation of \$2 million dollars for a statewide educational outreach program in the 2005 legislative session.
- Initiated and led strategies for positive public awareness – including print and broadcast media relationships, achieving a national “You’ve Got Style Award.”
- Established and performed donor acknowledgement and cultivation processes, database refinement and process improvements, monitored trends and implementing strategies increasing donor engagement and revenue by 300%.

*TWIN CITY MISSION (Bryan, Texas)*

*1/2004 – 3/2006*

*Part-time Development Consultant.*

Retained as part-time consultant: located and wrote new and renewal grants to numerous local, regional, state and federal sources; Conducted contractual reporting; Insured accuracy and compliance, by individual programs, related to tracking statistics and program reports; Provided Human Resource coordination.

*TWIN CITY MISSION (Bryan, Texas)*

*2/1999 – 1/2004*

*Director of Programs and Director of Planning, Research and Development*

Direct management of over ten grants and numerous contracts for regional programs, including: three shelters, housing programs, counseling, training/education, food pantry and community support programs (funds exceeded \$2 million dollars, annually); Directly responsible for the supervision of program directors, program implementation and program operation; Oversaw program budget compliance and monitored expenditures related to contract compliance; Provided oversight for land acquisition, family selection and construction of affordable housing projects; Conducted financial development activities, centered on a holistic system of care for the clients and communities served; Insured accuracy and compliance, by individual programs, related to tracking statistics and program reports; Represented Twin City Mission in the community – including public speaking.

- Achieved and successfully renewed local, state and federal grants and contracts which produced over \$15 million dollars in support of the mission and programs of Twin City Mission.
- Wrote a successfully funded grant which resulted in the construction of the first 100% homeless tax-credit property in the United States, The Haven (College Station, Texas).
- Led strategic planning, for the agency, to include brainstorming, priority determination, goal setting and implementation. Resulting in clear vision, organizational goals and accountability and increased organizational funding competitiveness and program accomplishments.
- Managed up to 50 regional employees, both in-house and field, effectively coordinating communication and service delivery of regional programs.

*BRAZOS VALLEY COUNCIL ON ALCOHOL & SUBSTANCE ABUSE (Bryan, Texas)*

*5/1997 – 2/1999*

*Education/Intervention Specialist*

Duties included: grant writing and preparation of statistical measures for grant reports/ renewals/ applications; providing professional presentations, for continuing education credit, to counselors, educators and other professionals and educational presentations on numerous topics in a variety of community settings; planning and implementation of special projects; facilitating educational and process groups in criminal justice settings, local shelters, treatment programs and other community locations; crisis intervention and emergency referrals; alcohol and drug screenings/assessments for adults and adolescents; challenge course facilitation with adolescent and adult groups; created newsletters and mailings to community professionals; agency representation, including public speaking, in community involvement activities and networking within the Brazos Valley Region.

## EDUCATION

*Master of Science (M.S.), Educational Psychology, Texas A&M University (College Station, TX)*

*Bachelor of Science (B.S.), Sociology, Texas A&M University (College Station, TX)*

## COMMUNITY INVOLVEMENT/AWARDS/RECOGNITION

*Christian Community Charities, Board Secretary/Treasurer (Statewide federated giving campaign)*

*Austin ISD Project Help, Advisory Committee member (Homeless student service coordination)*

*State Voucher Reentry Representative, State Reentry Roundtable (TDCJ Lead for pilot voucher program)*

*Texas Supportive Housing Coalition (Focuses on the creation/sustainment of Texas supportive housing programs)*

*City of Austin Continuum of Care – HMIS and COC committees (Homeless service collaboration groups)*

*“Volunteer of the Year” (Crestview Retirement Community – Volunteer Program)*

*“Student Contributing Greatest Amount of Campus Service” (Texas A&M A.P.O.)*

## ARLY-ASSYRIA DAVIS

14514 Varrelman Street  
Austin, TX 78725

Email [REDACTED]

### **PERSONAL QUALIFICATIONS**

Confident, hard worker who is personable, empathetic, and creates and maintains positive relationships with clients, staff, and service providers. Good listener and motivator. Detail-oriented, organized, and able to work independently and as a team member. Reliable. Completes assignments in a timely manner. Good problem solver and communicator who works effectively during routine as-well-as crisis situations. Extensive knowledge of local and regional resources for homeless and disabled individuals. Computer literate. Skilled in using American Sign-Language.

### **WORK EXPERIENCE**

#### **SAFEPLACE**

Austin, TX

11/2005 – Present

#### **RESOURCE ADVOCATE**

08/2009 – Present

- Committed to successfully screening clients requesting non-residential services from SafePlace, a non-profit organization serving the homeless and victims of Domestic Violence and Sexual Abuse, and guiding eligible clients with immediate and concrete needs through information and referral, advocacy, and case management.
- Listens intently to client's description of their personal situation and needs; partners with client to identify and set goals to address each area of concern; and assists them, long term, to achieve their chosen goals towards self-sufficiency and independence.
- Extensive experience working with collaborative partners from local social service agencies and agencies who refer clients to SafePlace to provide services and support including: housing, medical, legal, financial support, crisis services, education, employment, mental health, counseling, and childcare.
- Oversees clients in their residences, inspects facility conditions, makes recommendations to client and or landlord, with intent to keep resident in a safe, livable situation.
- Strong use and knowledge of: WISP, an education program offering scholarships; Rapid Re-housing, providing the homeless housing for one year; BSS—Best Single Source, a program to help the homeless in managing on their own with limited barriers; and SafePlace's in house financial assistance.
- Well practiced in: assisting quarterly and annual grant report preparation; tracking Good Will vouchers and bus passes; and supervising and providing training for program volunteers.
- Maintains accurate and current documentation of client activities and contacts in their files follows all policies and procedures of the agency, and strictly follows confidentiality protocols.

#### **FAMILY ADVOCATE**

11/2005 – 08/2009

- Effectively guided clients in a short-term shelter for victims of Domestic Violence and Sexual Abuse by researching and supplying clients with appropriate information, resources, contacts, and applications from large inventory of local and regional services to assist them in identifying, pursuing, and successfully reaching their stated goals.
- Assisted clients with coordinating services provided by other social service agencies and their representatives and attended court when necessary.
- Regularly monitored and documented client's activities and encouraged them to stay actively engaged in seeking needed services or ascertained whether alternative goals and resources need to be selected.
- Provided regular documents on client's activities and followed all policies and procedures of agency.

### **EDUCATION**

Huston-Tillotson University, Austin, TX Completed 3 years. Working towards BS degree in Biology  
American Red Cross: African-American HIV/AIDS Program: Trained and Registered HIV/AIDS Peer Educators  
Social Security SOAR training

MANDT System training – Building Healthy Relationships

Trained to assist with Crime Victims Compensation applications through The Office of Attorney General