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Exhibit A to RFA 2014-107 FOR THE FINANCING OF PERMANENT SUPPORTIVE HOUSING WITH A PRIORITY TO ASSIST VETERANS WITH A DISABLING CONDITION THAT LACK PERMANENT AND STABLE HOUSING

1. Demographic Commitment:

a. Population to be Served:

(1) Access to VA Medical Center/VA Outpatient Clinic:

The Applicant must indicate one or more of the following VA Medical Centers and/or VA Outpatient Clinics that the intended residents will be able to access:

VA Medical Centers:

- Tampa Polytrauma Rehabilitation Center (Hillsborough County - 13000 Bruce B. Downs Blvd., Tampa, FL 33612);
- West Palm Beach VA Medical Center (Palm Beach County - 7305 N. Military Trail, West Palm Beach, FL 33410);
- Orlando VA Medical Center (Orange County - 5201 Raymond Street, Orlando, FL 32803);
- James A. Haley Veterans Hospital (Hillsborough County - 13000 Bruce B. Downs Blvd., Tampa, FL 33612);
- Bay Pines VA Healthcare System (Pinellas County - 10000 Bay Pines Blvd., Bay Pines, FL 33744);
- Malcom Randall VA Medical Center (Alachua County - 1601 SW Archer Road Gainesville, FL 32608);
- Lake City VA Medical Center (Columbia County - 619 South Marion Avenue, Lake City, FL 32025);
- Miami VA Healthcare System (Miami-Dade County - 1201 N.W. 16th Street, Miami, FL 33125).

VA Outpatient Clinics:

- Jacksonville Outpatient Clinic (Duval County- 1536 N. Jefferson Street, Jacksonville, FL 32209);
- Lee County VA Healthcare Center (Lee County - 2489 Diplomat Parkway East Cape Coral, FL 33909);
- New Port Richey Outpatient Clinic (Pasco County - 9912 Little Road, New Port Richey, FL 34654);
- Southpoint Clinic (Duval County- 6900 Southpoint Drive North, Jacksonville, FL 32209);
- Tallahassee Outpatient Clinic (Leon County - 1607 St. James Court Tallahassee, FL 32308);
- The Villages Outpatient Clinic (Sumter County - 8900 S.E. 165th Mulberry Lane, The Villages, FL 32162);
- Viera Outpatient Clinic (Brevard County - 2900 Veterans Way, Viera, FL 32940);
- William V. Chappell, Jr., VA Outpatient Clinic (Volusia County - 551 National Health Care Drive, Daytona Beach, FL 32114-1495).

(2) Description of Intended Residents:

The Applicant must provide, in the text box below, the required description of the subpopulation(s) of the individuals and/or families intended to reside in the proposed development. This must include a detailed description of the resident household characteristics, needs, and preferences of the focus population(s) the Applicant is proposing to serve. The Applicant's description is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages).

Liberty Village will contain 60 apartments of which 48 will be set-aside for formerly homeless Veterans, 30 of which will have a disabling condition. As the largest provider of Department of Veteran Affairs' Supportive Services for Veteran Families ("SSVF") services in Florida, Carrfour has served 3,572 Veterans since 2011. In addition, Carrfour currently services 206 Veterans with disabling conditions in its supportive housing communities and has 186 Veterans with disability conditions on its waiting list for supportive housing. Carrfour has collected demographics on the 3,572 Veterans served by Carrfour since 2011, the Veterans currently in Carrfour's supportive housing, and the Veterans in Carrfour's waiting list. These demographics include the following:

- 93% of the Veterans are male and 7% are female
- 36% are dually diagnosed with PTSD as the primary diagnosis and substance abuse as the secondary diagnosis

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- 58% have a history of substance abuse
- 32% have a history of severe and persistent mental illness
- 18% have Traumatic Brain Injuries ("TBI")
- 8% have a cognitive impairment
- 21% have mobility issues with 9% being wheelchair bound
- The average age is 49

Carrfour anticipates that the Veterans served at Liberty Village will have similar backgrounds and developed the supportive services program based on the experiences gained from serving this demographic. Furthermore, Carrfour assembled a focus group composed of current Veteran residents of existing supportive housing to provide staff with feedback on design, operations and supportive services. The focus group identified the following as the most important services they accessed while in supportive housing: SOAR entitlement benefits, assistance accessing VA benefits, recovery support, and reintegration services. The group unanimously listed securing gainful employment as their top concern. All of the recommendations from the group have been incorporated into the services proposed in this application.

Demographics and needs will change over time, but a critical factor in meeting these shifting demographics and needs is a mission driven, experienced developer and operator that has a proven track record over time of meeting the ever changing needs of its residents. As described in the developer and management experience sections, Carrfour Supportive Housing has a twenty year history of developing and operating supportive housing communities. Guided by a mission of permanently ending homelessness for populations with special needs, Carrfour has a well-defined quality improvement process that regularly looks at services provided, outcomes and resident feedback and then uses this information to modify programming to ensure that services stay relevant to the current needs of its residents.

b. Outreach, Marketing and Tenant Selection:

The Applicant may receive points by describing, in the text box below, outreach and other activities, beyond those required by this RFA, that will be conducted initially and on a continuing basis to market the Development to the focus populations and general public and used to develop and retain an applicant pool of prospective residents. Specify any community organizations or agencies that the Development will work with to establish and manage a system of referring persons served by these entities to the Development for tenancy. Describe the persons to be referred, the system or process of referring these persons, and related Best Practices to be used in implementation. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 1, up to 3 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Carrfour has a 20-year history developing and operating supportive housing in Miami-Dade County for the community's most vulnerable populations, including Veterans with special needs and the chronically homeless. As the leading developer and operator of supportive housing in the Miami-Dade County Homeless Continuum of Care (See letter from the Homeless Trust in Attachment 7), Carrfour receives hundreds of referrals for supportive housing each year for individuals and families with special needs. Carrfour is deeply entrenched in the local homeless Continuum of Care and is well-known among the service providers and the homeless themselves. Due to this history of providing quality supportive housing, Carrfour's supportive housing communities are regularly at full capacity and have long wait lists. Therefore, little outreach and marketing is necessary to keep Carrfour's current inventory of supportive housing at full capacity.

Carrfour, as one of only two Department of Veteran Affairs' ("VA") Supportive Services for Veteran Families ("SSVF") grantees in Miami, has also become very well known within the Veteran community. Through a highly competitive national application cycle, the VA granted Carrfour \$1,000,000 per year in SSVF funding to serve 1,000 Veterans in South Florida in 2011. In its third year of operation, Carrfour's SSVF program, called Operation Sacred Trust ("OST"), is a comprehensive case management program with the goal of preventing homelessness in the Veteran population. In addition to a full range of

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supportive services. Carrfour's OST program provides significant financial assistance to promote residential stability. The financial assistance can be used to pay for moving costs, security deposits, rent, utilities and other emergency items necessary to keep Veterans housed. Through OST, Carrfour has served 3,572 Veterans and family members since October 2011. While Carrfour placed some of these Veterans in their supportive housing developments, many of these Veterans were placed in affordable housing in the community with the financial assistance provided by the OST program.

In order to reach these large numbers of Veterans, Carrfour's OST program has a significant outreach program funded by the SSVF grant, including an outreach team consisting of an Outreach Director (who is a Veteran) and two Outreach Specialists. The outreach team works closely with the VA social workers throughout the Miami VA system, meeting with them on a regular basis. In addition, Carrfour's OST outreach team conducts on-site outreach and intake at the VA's Healthcare for Homeless Veterans Program and the VA's Outpatient Substance Abuse Clinic on a weekly basis. The OST outreach team also participates in the local Veteran's Stand Down and conducts regular outreach throughout the community at religious institutions, civic group meetings, community organizations (such as food banks, mental health centers, employment agencies, and head start programs), courts (including the Veteran's Court program) schools, and community events. A unique aspect of Carrfour's OST outreach program has also been non-traditional cyber outreach which uses key word search optimization to direct Veterans, family members, and caregivers to the OST website where they can learn about services and reach out for personal, real-time assistance.

Due to these outreach efforts and the successes of the OST program, Carrfour has become very well known within the Veteran community in South Florida. While Carrfour has always served Veterans throughout its 20 year history (and has been a VA Grant and Per Diem grantee since 2006) the OST program has moved Carrfour to the forefront of Veterans services in the South Florida community. Carrfour has become the "go to" agency for Veteran housing among Veterans themselves and within the social workers in the Miami VA system. According to the City of Miami's Director of Veteran Services, "...Carrfour has led the way to ending chronic homelessness within the community." (See letters from the Miami VA and the City of Miami in Attachment 1).

Unfortunately, since Carrfour's existing supportive housing rarely has vacancies, the OST staff struggles to find other appropriate housing in the community for Veterans with disabling conditions while they wait on Carrfour's waiting list. Often, they end up either staying on the streets, in a shelter, at a VA facility (at a high cost and in a more restrictive environment than necessary), go to an Assisted Living Facility (not because they need this level of care, but because there is no other housing option) or end up in substandard housing in the community without services often cycling back into a VA facility. As a result of hearing these stories from Veterans and a current waitlist of 186 homeless Veterans with disabling conditions, Carrfour will be able to fill Liberty Village without any additional marketing or outreach.

Tenant selection for any supportive housing community is of paramount importance. Through its 20 year history operating supportive housing, Carrfour has learned that proper tenant selection is critical to the success of the program and the individual success of each person served. Placing an individual with special needs into supportive housing when they are not ready to live independently within a supportive community can contribute to dangerous decompensation. While there is often the request to transition into supportive housing within the community due to the desire to be independent and free of the rules often found in restrictive rehabilitation programs, it is critical to make sure the prospective resident is ready for the transition.

Carrfour has established a protocol for selecting and screening tenants for all their supportive housing communities and will use this process at Liberty Village. Upon referral, the Veteran will come in for an interview with one of Carrfour's Intake Specialists (Carrfour currently has two Intake Specialists, one for their single adult supportive housing communities and one for their family supportive housing communities). At the interview, the Veteran is given a list of documents they must provide to establish eligibility, including a DD-214 to establish their

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Veteran status, income information to ensure they income qualify for the program, and a Disability Verification Form. Carrfour's Disability Verification Form, completed by the applicant's treating physician, is one of the most important documents in the tenant selection process. The form requires the treating physician to certify that the applicant meets the special needs definition, that the applicant is compliant with treatment, and that the applicant is ready to live independently within a supportive housing community. Carrfour has found that the requirement of having the treating physician certify that the applicant is ready to transition to living in the community is critical to ensuring the individual's safety and long-term success.

A strong working relationship with the VA social workers involved with the applicant is also critical to the tenant selection process. Carrfour will work hand-in-hand with the VA social workers in selecting the tenants for Liberty Village and they will be regarded as members of the team making selection decisions. This team approach is important for several reasons. Primarily, the team approach reduces the number of inappropriate referrals since the VA social workers see themselves as part of the selection process. Secondly, with the applicant's consent, it simplifies the process for the Veteran as the social worker is able to provide most of the eligibility documentation to Carrfour on their behalf. Lastly, and perhaps most importantly, this team approach creates a seamless transition for the Veteran with a warm hand-off from the VA to the supportive housing community.

Three months before Liberty Village is ready for occupancy, Carrfour will notify the local VA and the Homeless Continuum of Care providers that the waiting list for Liberty Village is opening and begin to distribute the applications. Following the Corporation for Supportive Housing's ("CSH") recommendations, the application process will be streamlined, clearly stated and separate from any assessment for services. The application and screening process will be fully accessible to persons with disabilities and appropriate accommodations and necessary supports will be provided during the process. Also, there will be a timely and clearly stated process for approval or denial of the housing application and appeals. The entire application process is designed to ensure that applicants with diverse cultures and backgrounds fully comprehend the information being requested. All application materials are written in plain, easy to understand language. Also, all applications are available in Spanish and Creole (and can be translated into other languages upon request) and can be completed orally if the applicant prefers (CSH Dimensions of Quality Supportive Housing 2013).

Carrfour will then begin to compile a list based on the date and time the initial application is received. Then, 60 days before occupancy, Carrfour will begin the interviewing process and eligibility verification process mentioned above. Carrfour will continue this process until all the Veteran units at Liberty Village are filled. At that point, Carrfour will maintain the remaining names on a waiting list.

Carrfour believes strongly that applicant choice and self-determination are critical to individual success. Since Carrfour has numerous supportive housing communities that offer varied service modalities (including scattered-site housing) and varying building designs (from urban high rises to townhomes in a more rural setting), applicants can also choose another supportive housing community from Carrfour's inventory if they feel Liberty Village is not a good fit. This ability to choose one's home and neighborhood is an important factor in creating a cooperative and supportive environment where all residents make an intentional decision to join the community.

For the affordable, non-supportive housing units at Liberty Village, Carrfour will draw from its existing affordable housing wait list. Since Carrfour also develops regular affordable housing, Carrfour currently has a waiting list of 1,312 households in need of affordable housing. Carrfour also gives priority in its affordable housing units to its supportive housing residents that are ready to move on thereby freeing up units for those in need of supportive housing. Sixty (60) days before occupancy,

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Carrfour will begin to call the households on the affordable housing waitlist and schedule them for an interview to determine eligibility. Once eligibility is determined, residents will be given a move-in date. Carrfour anticipates filling the twelve (12) non-Veteran affordable units within 45 days of receiving the Certificate of Occupancy.

c. Certification of Inclusion in Local Homeless Continuum of Care Program:

If the proposed Development is located within a county served by a Continuum of Care Designated Lead Agency, the Applicant must provide the properly completed Verification by the State Designated Lead Agency of Inclusion in Local Homeless Continuum of Care Program form (Form Rev. 01-14) as Attachment 2 to Exhibit A.

2. Applicant Information:

- a. The Applicant must state the name of the Applicant: Osprey Apartments, LLC
- b. The Applicant must provide the required documentation to demonstrate that the Applicant is a legally formed entity qualified to do business in the state of Florida as of the Application Deadline as Attachment 3.
- c. To be eligible to be considered for funding under this RFA, the Applicant must meet the Non-Profit criteria outlined in Section Four A.2.c. of the RFA, as well as provide the following information and answer the following questions:

(1) Provide the following information for each Non-Profit entity as Attachment 4:

- (a) The IRS determination letter;
- (b) The description/explanation of the role of the Non-Profit entity;
- (c) The names and addresses of the members of the governing board of the Non-Profit entity; and
- (d) The articles of incorporation demonstrating that one of the purposes of the Non-Profit entity is to foster low-income housing.

(2) Answer the following questions:

- (a) Is the Applicant or one of its general partners or managing members incorporated as a Non-Profit entity pursuant to Chapter 617, Florida Statutes, or similar state statute if incorporated outside Florida?

Yes

No

If "No", is the Applicant or one of its general partners or managing members a wholly-owned subsidiary of a Non-Profit entity formed pursuant to Chapter 617, Florida Statutes, or similar state statute if incorporated outside Florida?

Yes

No

- (b) Is the Applicant or one of its general partners or managing members a 501(c)(3) or 501(c)(4) Non-Profit entity or is the Applicant or one of its general partners or managing members a wholly-owned subsidiary of a 501(c)(3) or 501(c)(4) Non-Profit entity?

Yes

No

- (c) Does the Non-Profit entity have an ownership interest, either directly or indirectly, in the general partner or general partnership interest or in the managing member or the managing member's interest in the Applicant?

Yes

No

If "Yes", state the percentage owned in the general partnership or managing member interest: 100 %

- (d) Percentage of Developer's fee that will go to the Non-Profit entity: 100 %

(e) Year Non-Profit entity was incorporated: 1993 (yyyy)

- (f) Is the Non-Profit entity affiliated with or controlled by a for-profit entity within the meaning of Section 42(h), Internal Revenue Code?

Yes

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No

If "Yes", state name of
the for-profit entity:

d. Principals for the Applicant and for each Developer:

Provide the required information for the Applicant and for each Developer as Attachment 5.

e. Contact Person for this Application:

First Name: Stephanie

Middle Initial:

Last Name: Berman

Street Address: 1398 SW 1st Street, 12th Floor

City: Miami

State: FL

Zip: 33135

Telephone: 305-371-8300

Facsimile:

E-Mail Address: sberman@carrfour.org

Relationship to Applicant: President/CEO of Managing Member

3. Developer and Management Company Information:

a. Developer:

(1) State the name of each Developer (include all co-Developers):

Carrfour Supportive Housing, Inc

(2) For each Developer entity listed in question 3.a.(1) above (that is not a natural person) provide, as Attachment 6, the required documentation demonstrating that it is a legally formed entity qualified to do business in the state of Florida as of the Application Deadline.

(3) Developer Experience with Permanent Supportive Housing:

Describe, in the text box below, the experience of the Developer, co-Developer, and/or Principal in developing and operating Permanent Supportive Housing, and more specifically, housing for the households the Applicant is proposing to serve. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 7, up to 3 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Carrfour Supportive Housing, Inc., ("Carrfour") is a not-for-profit organization founded in 1993 by the Greater Miami Chamber of Commerce with the mission of developing permanent supportive housing to end homelessness. Carrfour has grown into one of Florida's largest not-for-profit developer and operator of supportive housing, having provided homes for over 10,000 men, women and children. Carrfour will be the sole developer for Liberty Village and its commitment to the development will be maintained for the duration of the ownership of the development by the Applicant.

Carrfour has developed 16 housing communities in South Florida with 1,312 units of housing, including 744 units of permanent supportive housing for households with special needs. Within these 744 supportive housing units, Carrfour currently houses 1,189 individuals with special needs, including 206 Veterans with special needs. In addition, Carrfour operates several scattered-site supportive housing programs where Carrfour provides a leasing subsidy to the household for them to rent housing of their choice in the community and Operation Sacred Trust, a case management and housing assistance program for Veterans. Within these programs, Carrfour is currently serving an additional 327 Veterans.

With a full-time staff of 63 and an operating budget of \$10.5 million, Carrfour has the in-house sophistication, competence,

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and capacity to develop and operate quality, client-centered, supportive housing communities. Over its history, Carrfour's experience has included development of several very challenging supportive housing communities, including successfully overcoming development difficulties such as intense neighborhood opposition leading to litigation, zoning issues, variance requests, complex lease structures, relocation of tenants during construction, and environmental remediation.

Carrfour has also been successful cobbling together multiple layers of capital sources (including unique capital sources such as Department of Veteran Affairs Grant and Per Diem, Housing Opportunities for People with AIDS- HOPWA, and private foundation funding such as the Citibank Foundation and the Home Depot Foundation) and operating subsidies. Since residents pay just 30% of their income as rent, operating subsidies are critical for long-term project feasibility. Carrfour has successfully gone through the underwriting process to secure these varied sources and has the capacity to sign guarantees without a co-guarantor.

Carrfour has a highly experienced development team led by Stephanie Berman, Carrfour's President/CEO, who has 18 years of experience working with homeless families, and earned her Master's Degree in Administration, Planning and Social Policy from Harvard University. Paola Roman, Carrfour's Vice President of Development, has more than a decade of experience in community and affordable housing development. Tony Rey, Carrfour's Construction Consultant, is a certified general contractor with over 20 years experience in all phases of construction.

Following is a description of housing communities developed by Carrfour:

Rivemont (Miami, FL), which opened in 1998, contains 76 units of supportive housing for formerly homeless individuals impacted by disabilities, including a set-aside of 36 units for the elderly. Rivemont today houses 13 Veterans with special needs. Development amenities include a gym, meeting and game rooms, library, community garden, and full array of supportive services. Rivemont was a total rehabilitation with five capital sources including tax credits, U.S. HUD Supportive Housing Program ("SHP"), CDBG, Federal Home Loan Bank of Atlanta AHP ("AHP"), and a private mortgage. Rivemont also has SHP operating subsidy. This development was a recipient of the MetLife Award for Excellence in Affordable Housing.

Del Prado (Miami Gardens, FL), a new construction townhome community, is a 32-unit supportive housing program for large, formerly homeless families with special needs. Del Prado today serves 5 Veterans with special needs. Townhomes are three and four-bedrooms and the development includes a playground, computer lab, on-site supportive services, and a children's afterschool program. Del Prado had five capital sources including tax credits, SHP, SURTAX, SAIL and a private mortgage. Del Prado receives HOME rental assistance as operating subsidy.

Little Haiti Gateway (Miami, FL) is an 80-unit community with 70 units reserved as supportive housing for formerly homeless individuals with special needs. This development, which currently houses 12 Veterans with special needs, has an exercise and community room, library, barbeque pavilion and offers a full array of on-site supportive services. Little Haiti Gateway was a total rehabilitation with four capital sources, including SAIL, SURTAX, and a private mortgage. It also has Project Based Section 8 as an operating subsidy.

Little River Bend (Miami, FL) is a 66-unit supportive housing community for individuals impacted by disabilities and currently houses 8 Veterans with special needs. This development, which was a total rehabilitation, had six capital sources, including a FHFC Demonstration Loan, HOME, AHP, SHP and Homeless Housing Assistance Grant. Little River Bend has three operating subsidies: SHP, Section 8, and Shelter Plus Care.

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Harding Village (Miami Beach, FL) contains 74 units of supportive housing for formerly homeless individuals and 18 units of affordable housing. Harding Village currently houses 40 Veterans with special needs and is a Department of Veteran Affairs Grant and Per Diem ("GPD") awardee, which provides both capital funding and ongoing operating subsidy. Harding Village also received the following capital sources: tax credits, SAIL, SHP, SURTAX, AHP, and HOPWA. In addition to GPD, operating subsidies include SHP, HOPWA, and Section 8.

Royalton (Miami, FL) is a historic rehabilitation in downtown Miami developed in partnership with Carlisle Development. Royalton contains 80 units of supportive housing for formerly homeless individuals impacted by disabilities (currently serving 12 Veterans with special needs) and 20 units of affordable housing. Royalton had five capital sources: tax credits, SAIL, SURTAX, HOME, and HHAG. Royalton also receives Shelter Plus Care operating subsidy.

Villa Aurora (Miami, FL) is a new construction mixed-use development that contains a public library on the ground floor, 39 units of supportive housing for families impacted by disabilities (including 9 Veterans with special needs) and 37 units of affordable housing. Villa Aurora's capital sources included tax credits, SAIL, HOME, SHP, and an Enterprise Foundation grant. Villa Aurora also receives Shelter Plus Care and SHP operating subsidies.

Dr. Barbara Carey Shuler Manor (Miami, FL) contains 50 units of supportive housing for formerly homeless households (currently including 42 Veterans with special needs), 50 units of affordable housing, a state-of-the-art gym, computer lab, and a community services space that is leased to the Key Clubhouse. Capital sources included TCEP, FHFC Supplemental Loan, SAIL and SURTAX.

Bonita Cove (Miami, FL), developed in partnership with Biscayne Housing, contains 30 units of supportive housing for formerly homeless households (currently including 20 Veterans with special needs) and 30 units of affordable housing. Capital funding sources included tax credits, TCEP and HOME. Bonita Cove also receives ongoing SHP operating subsidy.

Casa Matias (Naranja, FL), developed in partnership with Biscayne Housing, contains 40 units for supportive housing for chronically homeless families (currently including 11 Veteran households) and 40 affordable housing units. Capital funding sources included tax credits, ARRA, HOME, SURTAX and SHP. Casa Matias also receives ongoing SHP operating subsidy.

Verde Gardens (Homestead, FL) is an award winning, innovative community that contains 145 units of supportive housing for formerly homeless families impacted by disabilities (including 13 Veterans with special needs), a 22-acre organic farm and a Farmers Market. Developed as new construction by Carrfour on land leased by Miami-Dade County, Verde Gardens is LEED certified. Verde Garden's capital sources included funding from local General Obligation Bonds, the Miami-Dade County Homeless Trust, HHAG, HOME and Citibank Foundation. Verde Gardens also receives SHP operating subsidy.

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In addition to the supportive housing communities detailed above, Carrfour has developed three other affordable housing communities in Miami-Dade County: Parkview Gardens (a 60-unit new construction, garden style development), Tequesta Knoll (a 100-unit rehabilitation) and Harvard House (a 56-unit rehabilitation).

The above list is important because it demonstrates Carrfour's ability to develop a wide variety of developments (both new construction and rehabilitation) of varying sizes (from 6 units to 145 units) and construction styles (including high rises, garden style apartments and townhomes). In addition, since no two developments have the same sources, the list demonstrates Carrfour's ability to cobble together different capital funding sources as well as operating subsidies. The ability to secure these additional sources and subsidies is critical to making a supportive housing development feasible.

In developing supportive housing, Carrfour utilizes the Corporation for Supportive Housing's ("CHS") model of quality design, project administration and community dialogue found in their Dimensions of Quality Supportive Housing. As detailed in response to questions #6 .a. and .b., Carrfour incorporates CSH recommendations on design, privacy (each resident has their own private living space), accessibility and visitability. Further following the CSH model, Carrfour involves both existing residents (who represent the target tenant of the new development) and the surrounding neighborhood during the development process. Carrfour's Board has a Construction Committee composed of experienced developers who meet regularly and oversee all aspects of project development. Carrfour residents sit on this Committee and provide important insight as the end user. Carrfour currently has one resident who is a Veteran, Alvin Romer, sitting on the Construction Committee.

Carrfour regularly seeks input from the surrounding neighbors regarding design, development and operating plans. Carrfour also provides the neighbors with regular updates on the development process and ongoing operations. Carrfour has found that including the neighbors early on leads to buy-in from the neighborhood and often leads to suggestions from the neighbors that leads to a better development. Carrfour has already initiated dialogue with the neighbors surrounding Liberty Village.

Carrfour is different from other developers for several reasons. Carrfour is a mission driven, client-centered, not-for-profit; revenues generated are reinvested into developing new housing. In addition, Carrfour is involved in all aspects of supportive housing – from development to operations and delivery of supportive services. From the very beginning of predevelopment through the duration of useful life, Carrfour stays committed. This is unique and also very important as Carrfour always has the end user and operations in mind when designing and constructing a supportive housing community.

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b. Management Company Experience with Permanent Supportive

Housing:

- (1) State the name of the Management Company: Crossroads Management, LLC
- (2) Describe, in the text box below, the Management Company's experience in managing Permanent Supportive Housing, specifically, the households the Applicant is proposing to serve. The Applicant's description is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 8, up to 3 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description.

Crossroads Management, LLC ("Crossroads"), a not-for-profit subsidiary of Carrfour Supportive Housing ("Carrfour"), will serve as Liberty Village's management company. Prior to creating Crossroads in 2007, Carrfour contracted property management to several different for-profit third-party management companies and struggled with this arrangement for several reasons. Firstly, operating subsidies in supportive housing developments are difficult to manage. They require regular monitoring visits, unit inspections, approval of applicants prior to occupancy, and most importantly, submission of monthly billing packages to funding sources for reimbursement. Carrfour found that traditional property management companies did not have the capacity to navigate these complex operating subsidies, often leaving subsidies under billed and properties operating at a deficit. In addition, Carrfour was dissatisfied with the manner in which contracted third-party management companies treated special needs residents, often receiving complaints from residents that staff lacked sensitivity to their circumstances. There was not a unified focus on housing stability as property managers often moved straight to eviction when issues arose. Furthermore, Carrfour found that the contracted managers were often not appropriately trained to deal with the unique issues that arise in supportive housing communities, including the ability to competently deescalate volatile incidents between residents or how to appropriately deal with mentally ill residents in violation of lease terms. Frustrated by frequent incidents, Carrfour created Crossroads.

Crossroads, which has grown into a strong full-service property company with 55 employees, is a niche property management company specializing in the management of special needs communities. Led by President/CEO Stephanie Berman, Crossroads' leadership team has extensive experience managing affordable housing communities. Francisco Rodriguez, Crossroad's Director of Operations, has over thirty years of experience in property management, accounting and asset management. Gladys Estrada, Crossroad's Operations Manager, has over twenty years of experience managing affordable housing and has a real estate license, CAM license and is a HUD certified Occupancy Specialist and Maintenance Specialist. Gustavo Bonilla, Crossroad's Accountant, has over twenty years of experience in accounting and financial management.

In all, Crossroads currently manages 18 properties which include a total of 1,423 units. Of the units managed by Crossroads, 760 are supportive housing units for households with special needs -- including 165 units of supportive housing for Veterans with disabling conditions. Following is a list of properties developed by Carrfour and managed by Crossroads (a more detailed description is included in the "Developer Experience with Permanent Supportive Housing" section):

Rivermont: Located at 789 Northwest 13th Avenue, Miami, Florida, contains 76 units of supportive housing and currently serves 13 Veterans with special needs.

Del Prado: Located at 18018 Northwest 39th Court, Miami Gardens, Florida, contains 32 units of supportive housing and currently serves 5 Veterans with special needs.

Dr. Barbara Carey Shuler Manor: Located at 1400 Northwest 54th Street, Miami, Florida, contains 50 units of affordable housing, 50 units of supportive housing, and currently serves 42 Veterans with special needs.

Harding Village: Located at 8520 Harding Avenue, Miami, Florida, contains 18 units of affordable housing, 74 units of supportive housing, and currently serves 40 Veterans with special needs.

Little Haiti Gateway: Located at 207 Northeast 62nd Street, Miami, Florida, contains 10 units of affordable housing, 70 units of supportive housing, and currently serves 12 Veterans with special needs.

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Little River Bend: Located at 8250 Northeast 4th Place, Miami, Florida, contains 66 units of supportive housing and currently serves 8 Veterans with special needs.

Royalton Apartments: Located at 131 Southeast 1st Street, Miami, Florida, contains 20 units of affordable housing, 80 units of supportive housing, and currently serves 12 Veterans with special needs.

Verde Gardens: Located at 12550 Southwest 282nd Street, Homestead, Florida, contains 145 units of supportive housing, a 22 acre organic farm and farmer's market (all of which Carrfour/ Crossroad's manage) and currently serves 13 Veterans with special needs.

Villa Aurora: Located at 1398 Southwest 1st Street, Miami, Florida, contains 37 units of affordable housing, 39 units of supportive housing, a Miami-Dade County Public Library and currently serves 9 Veterans with special needs.

Shepherd's House: Located at 1206 -1216 Northwest 12th Street, Homestead, Florida, contains 6 units of supportive housing.

Amistad: Located at 828 Southwest 5th Avenue, Miami, Florida, contains 44 units of affordable housing, 45 units of supportive housing and currently serves 11 Veterans with special needs.

Parkview Gardens: Located at 1421 Northwest 61st Street, Miami, Florida, contains 60 units of affordable housing.

Harvard House: Located at 2020 Northeast Northeast 169th Street, North Miami Beach, Florida, contains 56 units of affordable housing.

Tequesta Knoll: Located at 1629 Northwest 14th Street, Miami, Florida, contains 100 units of affordable housing.

Hampton Village: Located at 2740 Northwest 43rd Terrace, Miami, Florida, contains 100 units of affordable housing.

In addition to the properties listed above, Crossroads provides third party management for three non-Carrfour communities: Rio Palma (owned by not-for-profit Neighborhood Housing Services and contains 18 units of affordable housing), Shepherd's Court (owned by not-for-profit Camillus House and contains 80 units of supportive housing for chronically homeless, disabled adults), Town Park (a cooperative owned by the residents of Town Park containing 145 units of affordable housing).

The developments listed above represent a variety of different sized developments and housing styles- including high-rises, garden style apartments and town homes- giving Crossroads broad experience managing a variety of different building types.

Over the past year, Crossroads has averaged 94% occupancy rates and 92% collection rates across all developments. In addition to providing day-to-day management of properties to ensure they are always well-maintained, Crossroads develops preventive maintenance plans and manages capital improvement projects. Crossroads also oversees compliance with all monitoring agencies and funding sources. In supportive housing and affordable housing communities with multiple layers of capital and operating subsidies, compliance is a critical function of property management. Crossroads has developed comprehensive procedures to ensure compliance at each property.

Staff training is key to successfully managing supportive housing communities serving special needs populations. Carrfour's clinical staff provide all front line property management staff (including leasing agents, maintenance staff, housekeepers and security staff) with specialized training on topics such as deescalating volatile interactions

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between residents, deescalating violent behaviors, maintaining proper boundaries with residents, symptoms of various mental illnesses, and identifying signs of suicidal behavior. In addition to arming the property management staff with the tools they need to treat residents with empathy and respect, these trainings help ensure that potentially dangerous situations are identified early and handled appropriately.

Crossroads utilizes the model developed by Corporation for Supportive Housing's ("CSH") for quality property management in supportive housing. The model stresses the importance of tenant education (the property manager provides tenants with an orientation of the building/neighborhood at move-in, explains the role of property management, reviews the lease in easy to understand language, and explains their rights/responsibilities as leaseholders), tenant communication (property management clearly communicates to residents the process for making repair requests and information on who to call in case of an emergency) and tenant feedback (property management actively solicits feedback to ensure the living environment helps residents achieve their goals and supports residents in creating a Tenant Council).

Unlike most property management companies where property managers see themselves primarily as lease enforcers, Crossroad's property managers share Carrfour's mission of promoting housing stability. Crossroads has a comprehensive written eviction prevention policy that promotes housing stability and where eviction proceedings only begin as a last resort. Similarly, if a resident falls behind in rent, the property manager works with the resident to create a repayment plan and then involves the case manager to ensure the resident has the proper supports to fulfill its terms.

Carrfour firmly believes that close coordination between the services staff and the on-site property manager is one of the most important factors in keeping special needs populations housed. When Carrfour used third-party property management, Carrfour's average success rate (percentage of households that remain successfully housed) was 84%. Since the creation of Crossroads, the success rate average has been 94%. Having Carrfour and Crossroads operate as totally separate entities united by the same overarching mission of keeping residents housed is the perfect method of achieving separation of functions and a united effort simultaneously. At Liberty Village, Carrfour's services staff will meet weekly with Crossroad's property manager to discuss any issues that have arisen that could potentially lead to loss of housing and then develop an action plan. This ability to keep functions separate, yet clearly working together in a collaborative fashion is critical to promoting housing stability in a supportive housing community.

4. General Development Information:

a. The Applicant must state the name of the proposed Development: Liberty Village

b. Location of Development Site:

(1) The Applicant must indicate the County: Miami-Dade

(2) Address of Development Site:

The Applicant must state (i) the address number, street name, and name of city and/or (ii) the street name, closest designated intersection, and either name of city or unincorporated area of county:

5329 NW 17th Avenue & 1620 NW 54th Street, Miami, FL 33142

c. Number of Units in Proposed Development:

(1) The Applicant must state the total number of units: 60

(2) The Applicant must select the one applicable item below:

(a) Proposed Development consists of 100% new construction units

(b) Proposed Development consists of 100% rehabilitation units

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(c) Proposed Development consists of a combination of new construction units and rehabilitation units. State the quantity of each type:

new construction units
rehabilitation units

d. State the total number of buildings with dwelling units in the proposed Development: 1

e. Development Category / Concrete Construction:

(1) Development Category:

(a) The Applicant must select one applicable Development Category New Construction

Note: The Applicant should refer to Section Four A.4.e.(1) of the RFA before making a selection.

(b) If Redevelopment or Acquisition and Redevelopment was selected at (a) above, does the proposed Development meet the definition of Redevelopment?

Yes
 No

(2) Does the proposed Development meet the requirements to be considered to be concrete construction?

Yes
 No

f. The Applicant must select one applicable Development Type: High Rise

Note: The Applicant should refer to Section Four A.4.f. of the RFA before making a selection.

5. Set-Aside Commitments:

a. Minimum Income Set-Aside per Section 42 of the IRC:

Select one of the following: 40% of units at 60% AMI or lower

b. Total Set-Aside Breakdown Chart:

All Applicants must complete the following Total Set-Aside Breakdown Chart to reflect the percentage of total units that will be set aside, including the required ELI Set-Aside units and any additional ELI Set-Aside units, if applicable, as well as all other set-aside commitments, and the total set-aside percentage. The Applicant must indicate on the chart the percentage of residential units, stated in whole numbers, to be set aside at each selected AMI level. Where reasonably possible, Applicants will be required to keep the unit mix consistent across each committed AMI level.

Total Set-Aside Breakdown Chart	
Percentage of Residential Units	AMI Level
%	At or Below 25%
%	At or Below 28%
%	At or Below 30%
<u>25</u> %	At or Below 33%
%	At or Below 35%
%	At or Below 40%
%	At or Below 45%
%	At or Below 50%
<u>75</u> %	At or Below 60%
Total Set-Aside Percentage:	<u>100</u> %

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6. Optional Construction Features:

All Applicants may be awarded points for providing one or more of the following optional features. These optional features are in addition to the required features outlined in Item 5 of Exhibit C of the RFA. Provide the descriptions for optional features listed below that meet the objectives explained in Section Four A.8.b. of the RFA.

- a. Optional Green Building / Energy Efficiency, as outlined at Section Four A.6.b.(1) of the RFA – describe in the text box below the additional green building features that promote energy efficiency, occupant health and resource conservation. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 9, up to 3 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Over Carrfour's 20 year history of developing supportive housing, Carrfour has integrated green building elements and energy conservation strategies into all of its supportive housing communities. In earlier developments, Carrfour incorporated elements such as low volume water fixtures, tankless water heaters, high efficiency air conditioning units, energy efficient appliances, daylight sensors on exterior lighting, and native landscaping. In recent years, Carrfour has fully incorporated green building features that promote efficiency, occupant health and resource conservation into all new developments.

For example, Carrfour developed Verde Gardens, a supportive housing community with 145 units of supportive housing for formerly homeless families impacted by disabilities, a 22-acre organic farm and a Farmer's Market. The vision behind Verde Gardens was to create a development where green, healthy living permeates all aspects of the residents' lives. Residents were trained to work on the farm and are now able to grow fruits and vegetables to feed their families and also to sell at the Farmer's Market to increase their income. Residents also participate in cooking classes held at the Farmer's Market and can use their food stamp benefits to purchase nutritious, organic food at the Farmer's Market. In addition, Carrfour fully incorporated green building features into the design of the development and received LEED Gold certification for the residential units and LEED Silver certification for the Farmer's Market and Community Center.

In addition to Verde Garden's LEED Certification, Carrfour received Enterprise Green Communities certification for Harvard House, a recently completed 56 unit affordable housing rehabilitation. Carrfour has also achieved certification for two new developments: LEED Gold certification for Amistad (a new construction 89 unit development with 45 units of supportive housing) and National Green Building Standard Silver for Hampton Village (a new construction 100 unit affordable housing community).

At the start of each new development, Carrfour selects and hires an experienced consultant that prepares a Green Certification Plan for the development. The consultant becomes an integral part of the design team and helps guide the efficiency of the design and select the materials. Once construction begins, the consultant provides project oversight, including on-site inspections, to ensure that the Green Certification Plan is properly implemented. Carrfour's design professionals and contractors are accustomed to this working collaboration and appreciate the upfront guidance they receive from the consultant and the Plan. Carrfour will follow this process at Liberty Village and will retain Jason Biondi from ECSG Energy Cost Solutions Group, LLC (Resume Included in Attachment 9).

Carrfour will pursue certification from the National Green Building Standard ("NGBS") for Liberty Village. NGBS is an ANSI-approved, consensus-based rating system. To be certified, Liberty Village will follow green building practices in six NGBS categories: Lot Design, Preparation, and Development; Resource Efficiency; Energy Efficiency; Water Efficiency; Indoor Environmental Quality; and Operation, Maintenance, and Building Owner Education.

The following is a list of green building features that Carrfour has successfully used in previous developments and that will be used at Liberty Village:

1. Commercial grade metal frames, doors and hardware which are more durable than other materials and require less overall maintenance/replacement thereby conserving resources.

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2. Tankless water heaters in all residential units that provide a high efficiency method of heating water on demand rather than re-heating water stored in the tank. In addition to the energy efficiency and power consumption reduction/resource conservation, tankless water heaters are also less expensive to maintain.

3. Naturally ventilated corridors achieved by implementing an energy efficient design which promotes cross ventilation in lieu of having to air condition the corridors thereby conserving energy and reducing ongoing operating costs and exceeding minimum indoor air quality.

4. Interior corridors will include 8" masonry block walls as demising partitions between corridors and units with stucco finish which will provide a durable and washable surface that requires little maintenance and does not require frequent repainting. This will also increase the thermal mass of the building which will reduce energy consumption due to thermal fluctuation.

5. Eco-Friendly Cabinets – formaldehyde free, material certified by the Forest Stewardship Council with all cabinet boxes constructed of plywood with 1/32" plastic laminate thickness in lieu of standard cabinet construction with pressed board and 1/64" plastic laminate. This construction is more durable and will therefore conserve resources as they will not need to be replaced regularly.

6. A minimum corridor lighting system to distinguish between daytime and nighttime. This type of system allows for the reduction of unnecessary lighting during daylight hours and significantly reduces building power consumption, light bulb replacement and fixture life.

7. Occupancy sensors on all common area lighting. This allows for lighting in common spaces to be on only when there is movement. This feature ensures that lights are on only when necessary.

8. Daylight sensors on all exterior lighting allows for lighting only during necessary conditions which significantly reduce building power consumption, light bulb replacement and fixture life.

9. The design of the exterior walls will maximize the ratio of the massing (masonry/stucco) and the fenestration (window openings) to facilitate an equilibrium between natural lighting and the insulated wall area. The ability to maximize the insulated wall area will in turn reduce air conditioning usage and increase equipment life. The importance of the fenestration is not only the reduced energy consumption from natural lighting but also the health benefits of natural sunlight. Sunshine increases the hormone serotonin, which is connected with feelings of happiness and wakefulness and it also regulates the chemical melatonin, which is associated with sleep.

10. Insulation that exceeds the 2004 International Energy Conservation Code's R-value requirements by 5%, and meets the National Home Energy Rating Standards' Grade I specifications will be utilized.

11. The exterior walls will be insulated with 2" thermally efficient polyisocyanurate rigid foam core currently R-13 rated and the roof shall have R-19 minimum insulation and the ductwork shall be R-10 insulation with advanced air sealing techniques endorsed by EnergyStar and ResNet.

12. Miami-Dade, Broward and Monroe Counties are the only places in the continental United States that are in the ASHRAE Climate Zone 1, very hot and humid while at the same time Miami-Dade and Broward counties must also comply with High Velocity Hurricane Zone (HVHZ) regulations. These design criteria's require significant differences from all other communities. In Climate Zone 1 the radiant solar heat gain is the critical variable and this is addressed by providing windows with a Solar Heat Gain Coefficient (SHGC) of 0.27 or less. Energy Star minimum requirement. All windows will have a maximum SHGC of 0.27 to increase the energy efficiency and reduce heat gain to the unit which reduces air conditioning usage and equipment replacement.

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13. Thermostats will be programmable and will also incorporate humidity control to ensure cooling efficiency during peak and off-peak times to ensure maximum energy efficiency and if available will be an Energy Star rated. In addition the humidistat will maintain an environment that will deter the growth of mold further enhancing indoor air quality and the wellness of the inhabitants.
14. Florida Yards and Neighborhood certification on all landscaping and low-volume irrigation design which will include native species and drought tolerant plants to reduce water consumption.
15. Single ply Thermoplastic PolyOlefin (TPO) white-reflective roofing which will reduce building heat and reflection from the sun's rays providing for less cooling requirements of the upper floor and therefore minimizing air conditioning usage and reducing the urban heat island effect.
16. Water Sense certified dual flush toilets or high efficiency toilets with average flush rate of 1.28 gpf (thereby exceeding the requirement of 1.6 gallons/flush) in all bathrooms will help reduce common area and resident utility expenses, along with conserving water.
17. Average flow rate for lavatory faucets to be 1.0 gallons per minute (gpm) (exceeding the requirement of 1.5 gallons/minute).
18. Average flow rate for showers to be 1.5 gpm per stall (exceeding the requirement of 2.2 gallons/minute).
19. Finishes (paints, adhesives, sealants) shall be all low or no VOC (volatile organic compounds) which promote longterm indoor air quality.
20. Building materials will be purchased from local sources whenever possible this promotes jobs and economy in close proximity to the project.
21. Many materials for construction will have significant percentage of recycled content.
22. Demo/Construction waste will be recycled locally for reuse as opposed to landfill dumping.
23. Installation of insulation will be inspected by a third party to ensure uniformity and quality installation.
24. Erosion and sedimentation of site and municipal receiving streams will be minimized by site drainage design.
25. Eco-friendly flooring for entire unit – Carpet and Rug Institute Green Label certified carpet and pad, bamboo, cork, 100% recycled content tile, and/or natural linoleum.
26. Photovoltaic panels will be used to produce renewable electricity on site to reduce building operating expenses and conserve natural resources.
27. Insulation that exceeds the 2004 International Energy Conservation Code's R-Value requirement by 5% and meets the National Home Energy Rating Standards grade I specifications.
28. Energy Star labeled light fixtures and compact fluorescent light bulbs or high efficiency LED fixtures, (both energy efficient and no mercury content) in all common areas.

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29. Energy Star labeled ceiling fans in all units.

30. Minimum SEER 15 for all unit air conditioners.

31. Building operation manuals for tenants, property managers and owners will be created, specific to each aspect of the project, to educate building participants about the sustainable features of the project and to encourage ongoing operations and maintenance programs which will support the sustainable initiatives designed into the project.

32. On site recycling made available to residents and encouraged by property management staff.

Resident health is of paramount importance and a key consideration when designing supportive housing. While clean air is a critical component of healthy living, Carrfour has struggled with creating totally smoke free supportive housing developments. Primarily for residents that are in recovery, smoking is very prevalent during the early stages recovery. While Carrfour prohibits smoking in its supportive housing developments, residents continue to smoke inside their units. Preventing smoking inside of the units is difficult to enforce and a health hazard not only for the smoker, but for all residents living in the building that breathe the second hand smoke. In an attempt to reduce smoking inside the units, Carrfour has created small outside smoking areas in its developments and will do so at Liberty Village. Carrfour has found that creating a small outside smoking area does not in fact promote smoking for residents who do smoke, but significantly reduces smoking inside the building thereby creating cleaner air and a healthier environment for the residents.

- b. Optional Accessibility and Universal Design, as outlined at Section Four A.6.b.(2) of the RFA – describe in the text box below the additional features that promote accessibility, universal design or visitability features that promote accessible and/or adaptable design elements. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 10, up to 3 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Carrfour is committed to providing accessibility, universal design and visibility for all residents of Liberty Village. Although the Uniform Federal Accessibility Standard ("UFAS") requires only that five percent of the units be fully accessible and compliant with the Americans with Disabilities Act ("ADA"), Carrfour is committing to make all 60 units 100% compliant. Carrfour is making this commitment because of the importance these features have on the day-to-day quality of life for populations with special needs.

Liberty Village will be designed to incorporate efficient access to and from the parking lot, apartments, common space, and street in order to encourage residents to be mobile, use building amenities, and visit with neighbors. The design will also provide for ease of access to the building from the public sidewalk.

Following is a partial list of the features that will be included at Liberty Village:

1. Keyless unit entry doors which eliminates need for assistance in entering or exiting the unit for residents with conditions that limit manual dexterity.
2. All interior doorways will be in excess of the minimum of 32" clear opening.
3. All hallways within the living units shall be a minimum of 40" (which exceeds the 36" minimum requirement).
4. Smooth transitions from the street to the sidewalks and from the sidewalk to the property will be achieved utilizing curb cuts, ramps and low profile thresholds transitioning from one area to another.

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5. Broom finish or similar non-slip surface treatments in exterior spaces.
6. Tread surfaces shall be a minimum of 12" to allow full foot placement when utilizing stairs
7. Small or mosaic tiles on the shower floors to increase the traction provided by grout lines to increase slip resistance and to provide greater control in establishing proper drainage slopes for floor drains.
8. Covered bike racks within the parking garage to promote visibility (visitors don't need to leave their bicycles outside).
9. Install a minimum 40" wide work surface in the kitchen (in excess of the 30" required) at 34" high.
10. Public entrances to the building shall include power assisted opening devices for ease of accessibility and visibility.
11. Two peepholes will be installed on all entry doors. The first at 60" above the finished floor and the lower one between 36" and 42" above the finished floor or ground.
12. Laundry will include counter space at 34" as well as other seating for those utilizing the laundry.
13. The building will have a total of two (2) elevators (which is in excess of the required single elevator) that will be stretcher compliant and have a 3,500 pound capacity. This will ensure minimal wait time for use of elevators.
14. Showers will be provided in all units (provided a funding source does not require otherwise). In addition, roll-in showers will be provided in a minimum of 10% of the units.
15. Shower controls will be placed closer to the outer wall to ensure ease of operation and accessibility.
16. Showers will have hand held, adjustable shower heads, grab bars and shower seats.
17. Telephone entry system so that visitors can call the resident they are visiting and be let into the building via telephone without the resident having to come downstairs. Carrfour has found this to be one of the most important visitability features in other buildings they have developed.
18. Contrasting colors and/ or textures to mark transitions on countertops, cabinet faces, walls, floors, etc. throughout the house. Also contrasting colors to wall light switches and power outlets.
19. Reinforced ceilings to allow future installation of lifts or devices with 600 pound capacity in master bedroom and path to the bathroom.
20. Emphasis on natural light, as previously stated, whenever possible will be a design consideration.
21. Because it is expected that a number of residents will be wheelchair-bound, Carrfour will construct 30% of the units to a higher standard of accessibility. Carrfour commits that 30% of the units will have the following extra features:
 - a. 5' turning radius in bathrooms and kitchens which will provide full wheelchair accessibility.
 - b. Open shelf in foyer and outside front door which will provide a place for residents to place a package while they open the door.

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c. Open bathroom with open roll-in shower which will provide maximum accessibility for ease of use by severely disabled residents.

d. Hand-held bidet which will aid in the resident's ability to maintain personal hygiene.

e. Pot filler at stove which is a small articulated faucet which eliminates the requirement that a resident move a heavy pot on his/her knees.

f. Angled reflective surface behind range which provides the resident the ability to easily see food while it is cooking, which improves results. It is also safer as residents can more easily prevent spillovers.

g. Under cabinet lighting which enhances visibility at lower eye levels of wheelchair-bound residents.

22. Finishes (paints, adhesives, sealants) shall all be low or no VOC (volatile organic compounds) which promote long term indoor air quality.

23. Building operation manuals for tenants, property managers and owners will be created, specific to each aspect of the project, to educate building participants about the accessibility and visitability features.

24. The insulation will exceed the 2004 International Energy Conservation Code's R-Value requirement by 5% or more and meets the National Home Energy Rating Standards grade I specifications, this insulation will also provide a greater sound intenuation enhancing the quality of life.

While Carrfour intends to incorporate all of these features during the design and construction of the Liberty Village, Carrfour has found that unexpected accessibility issues surface once residents begin occupancy. Since Carrfour stays on as the operator of the development Carrfour has been able to make accessibility and design accommodations after construction. For example, Carrfour has had several deaf households move into its supportive housing communities. To accommodate these families, Carrfour has installed fire alarms that have strobe lighting, pulsating tactile stimulators that residents can keep in their pockets that vibrate if the fire alarm rings, and door bells that flash lights in the home when someone is at the door. Carrfour has also accommodated resident requests to add additional grab bars, elevate toilets for residents that have difficulties kneeling down and purchased specialized kitchen appliances for blind households. Once Liberty Village is operational, Carrfour will make any accommodations necessary to ensure the individual needs of each resident are met.

With two decades of experience operating supportive housing for special needs populations, Carrfour also recognizes the importance of making modifications in the day-to-day operations of the building to encourage full inclusion of all residents. For example, to accommodate residents with vision loss, Carrfour has the ability to distribute written materials in alternative formats such as electronically (so residents can enlarge on their computers with specialized software), in large print, in audio format or in Braille. Further, Carrfour has purchased voice-activated computers in the computer labs and installed programs such as JAWS Screen Reader and Zoom Text. For residents with hearing loss (which include many recently returning Veterans who experienced hearing loss from exposure to explosive devises), televisions in the common areas and movies shown during resident activities will have captioning. While these accommodations are minor, they have a huge impact on an individual's

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ability to fully participate in all aspects of the community and have a profound impact on quality of life. Once Liberty Village is operational and Carrfour assesses the needs of the residents, similar accommodations will be made for the residents of Liberty Village.

7. Optional Resident Services:

All Applicants may be awarded points for providing one or more of the following optional resident services. These optional services are in addition to the required resident services outlined in Item 6 of Exhibit C of the RFA. Provide the descriptions for optional resident services listed below that meet the objectives explained in Section Four A.7.b. of the RFA.

- a. Supported Employment Services, as outlined at Section Four A.7.b.(1) of the RFA. Provide the required description(s) in the text box below. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 11, up to 6 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Employment services are central to Carrfour's supportive services program. Carrfour provides employment services in-house and has employment coordinators and job developers on staff, working with residents on a day-to-day basis to promote employment. While Carrfour works in close collaboration with Career Source South Florida (the local workforce Board) and other employment organizations in the community, Carrfour has found that integrating employment services directly into its own supportive services program creates a culture where the benefits of work are encouraged and supported with a unified voice. Creating a community culture that promotes work, where work is always encouraged and expected, is the cornerstone of a successful program. Creating a culture that promotes work involves integrating employment into all case planning, arranging staff schedules to accommodate residents who work during the day, organizational celebrations of employment-related milestones, and engaging residents in employment conversations soon after move-in. This creates an environment that places employment at the forefront and not as an afterthought. Creating this culture is difficult when employment services are provided by an outside entity. As it does in each of its supportive housing communities, Carrfour will provide direct employment services for Liberty Village residents.

In providing employment services, Carrfour abides by the principles developed by the Corporation for Supportive Housing:

- Employment services must be multi-faceted. Integrated support services paired with the offer of a job is most effective.
- Employment is an integral, stabilizing part of the recovery process. Service staff should not assume that a person with special needs cannot work and understand that employment can help recovery and motivate positive new habits and relationships.
- Work opportunities should be numerous and varied, with opportunities to start right away, as well as to advance in a job.
- Placement into a job is just the beginning; individualized, on-going employment support for retention and advancement is an essential element of successful employment services.

Carrfour's employment program at Liberty Village will include:

Assessment and Planning: As part of the needs assessment, each Liberty Village resident will receive an assessment that identifies their motivation to work, talents, interests, and skills developed through work and training (including military service). This information will then be used to create employment goals with each resident on their Housing Stability Plan ("HSP") plan. The HSP plan will include both short and long-term goals, as well as identification of employment barriers (such as transportation, need for follow-up medical appointments during the workday, or lack of appropriate work clothing) and action steps to address the obstacles.

Soft Skills Acquisition Sessions: Soon after move-in, residents will be offered on-site soft skills training and life skills training. Recognizing that employment is frequently terminated due to a lack of life skills and/or poor soft skills, Carrfour has found that many individuals who have been out of the workforce for an extended duration have diminished skills necessary to maintaining employment- skills such as time management, stress management, conflict resolution, paycheck budgeting, responding appropriately to supervisors, and working as a team.

While the employment coordinator will conduct frequent small group soft skills acquisition sessions (using the Florida Works model) at Liberty Village, the case manager will provide in-home, one-on-one life skills training to each resident based on their individual needs. This "tag team" approach of addressing life skills and soft skills simultaneously in both small group and one-on-one sessions

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has proven very successful in Carrfour's other supportive housing communities. Liberty Village residents will also receive coaching on how to deal with their individualized special need in the workplace. For example, for residents with mental illness, staff will teach residents techniques to retain information and manage stimulation. Staff will also provide guidance on how to respond to unique issues such as self-disclosure regarding disability in the workplace.

Job Placement: The employment coordinator will work with Liberty Village residents to secure a job by providing job leads. Carrfour is part of several employment networks that regularly distribute job leads, including opportunities with employers who prioritize hiring of Veterans. Staff will make these leads available to residents and also build a strong bridge between the residents and the Veterans Coordinator at Career Source South Florida to connect them with special hiring programs with employers such as Lowes, Home Depot, and Wal-Mart. Carrfour works very closely with Career Source South Florida's Veteran's Coordinator (See letter in Attachment 11) and will have their Mobile Workforce Assistance Center come to Liberty Village on a regular basis.

Carrfour understands that individuals with special needs and multiple barriers to employment require additional support. Carrfour staff are unique in that they provide hands-on support, not just "leads" and referrals. These supports include assistance with resumes and letters of recommendation, accompanying a resident to purchase attire for an interview, video taping mock interviews, accompanying a resident to an interview, assistance completing applications, or accompanying the resident on a "practice run" of taking public transportation prior to an interview or first work day. Research has shown that many service providers assume clients have the knowledge and skills to follow through on tasks that appear basic to the service provider. Then, when the client does not follow through, the service provider assumes that it is because the client is unmotivated. Therefore, by initially having a very "hands-on" approach (if the resident chooses this level of assistance), Carrfour will help ensure the residents of Liberty Village have the skills and knowledge necessary to accomplish their employment goals.

Carrfour also provides residents with tangible assistance during the job search and placement process. When necessary to achieve or sustain employment, Carrfour will provide Liberty Village residents with items such as uniforms, tools, and clothing for interviews.

Carrfour always celebrates job placements and promotions and will do so at Liberty Village in ways that are inclusive of other residents and staff. In addition to boosting the morale of the employed resident, these celebrations serve as positive motivators for their peers.

Retention/Follow-up Services: Recognizing that job retention is as important as securing a job, the employment coordinator will meet with residents daily during the first week of employment and weekly thereafter for the first three months. During these meetings, staff troubleshoot problems at the worksite and develop a plan with the resident to resolve the identified problems prior to escalation. As necessary, staff will provide on-site job coaching. Residents who are employed are also encouraged to continue participating in the soft skills acquisition sessions, which are scheduled at times that are convenient given their work schedules. In addition to providing the newly employed resident with continued peer support and the opportunity to continue developing skills, the employed residents are an ongoing source of motivation and example for their neighbors who are not yet employed.

Job Development: Successful employment programs have shown that a credible, standing offer of employment is needed to capitalize on a participant's engagement and motivation. Carrfour has an in-house hiring program for residents, which currently employs 26 residents. Carrfour has also created a paid internship program with a small pool of mission-driven employers. Lastly, Carrfour requires general contractors and subcontractors to hire qualified residents when they have open employment opportunities. This requirement is written into their contracts. Before starting construction on a new development, Carrfour has job fairs to connect contractors with residents. Carrfour also assists employers in securing financial incentives for hiring residents.

Most of the service techniques described in the "Additional Resident Services" section #7.c. and the "Best Practices"

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section #8.c., are critical to supporting the employment program. Both Motivational Interviewing ("MI") and Trauma Informed Care (described in detail in #8.c.), have been successful in engaging clients with severe and persistent mental health histories into employment services. By increasing motivation for change, resolving ambivalence, strengthening commitment, and carrying through with behavior change, MI is an important tool in getting residents motivated and employment ready. Similarly, the ACT team model described in #7.c., works to stabilize residents with histories of severe and persistent mental illness so that they can eventually be successful in an employment setting. Citrus' CCST described in #8.c. includes an employment coordinator who works with the residents assigned to the CCST on securing competitive employment. The PAIRS program described in detail in #8.c., also provides residents with important tools necessary to succeed in the workplace. The PAIRS curriculum, provides residents soft skills such as how to strengthen relationships with co-workers, how to interact with supervisors, and how to navigate workplace challenges.

Although Carrfour provides in-house employment services, Carrfour recognizes the importance of working in collaboration with other organizations. As mentioned previously, Carrfour works very closely with Career Source South Florida. For residents needing sheltered employment, Carrfour works closely with the VA's Supported Employment Program, Goodwill Industries and Key Clubhouse. The Key Clubhouse recently moved their program into the ground floor of Carrfour's Barbara Carey Shuler Manor supportive housing community (which is 3 blocks from Liberty Village) and has agreed to prioritize residents referred from Liberty Village. Carrfour has found the Clubhouse model of the "work ordered day" to be very successful for special needs individuals who would have difficulty maintaining traditional employment, including Veterans with severe PTSD.

- b. Approaches to Assist Households with Problem Credit and/or Other Problems Affecting Housing, as outlined at Section Four A.7.b.(2) of the RFA. Provide the required description(s) in the text box below. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 12, up to 3 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Housing stability is the driving force behind Carrfour's supportive services program. All services – case management, employment services, recovery support, recreational services, PAIRS resiliency training, and life skills training – have the primary goal of keeping the resident housed as long as they choose to stay. Every interaction and service is guided by this principle.

Carrfour's goal of residential stability is evident from as early as the initial application process. Based on the Housing First model of housing homeless individuals as quickly as possible, Carrfour has worked to minimize barriers to quick placement. Carrfour has created a simple, straight-forward application process that minimizes common barriers that often prevent individuals with special needs from moving into a rental community. For example, Carrfour will not charge application or background check fees at Liberty Village. Furthermore, Carrfour will not conduct credit checks. Carrfour's philosophy is to "screen in" people with significant challenges who would be screened out of traditional housing because of issues such as poor credit, prior evictions or lack of resources to pay for fees or large deposits.

More importantly, through its VA funded Operation Sacred Trust ("OST") grant, Carrfour will be able to provide financial assistance to the special needs Veterans moving into Liberty Village. If eligible for the program, Liberty Village Veterans can receive financial assistance for first month's rent, utility deposits, moving and storage costs, and purchase of basic household supplies. This initial upfront financial assistance will help reduce the costly front-end financial barriers that prevent many Veterans from moving into housing.

Once the resident moves into Liberty Village they will receive a range of services that will assist them in financially maintaining their housing. For example, residents will receive income maximization services which include both maximizing employment income and access to entitlement benefits. As discussed in detail in section #7.c., Liberty Village residents will receive a full array of employment services to assist them in maximizing their employment income potential.

Simultaneously, staff will work with residents to ensure that they are receiving all possible entitlement benefits. Carrfour has been licensed and trained as an ACCESS provider by the State of Florida Department of Children and Families. As an ACCESS provider, Carrfour staff is able to complete on-line public benefit applications for food stamps, Medicaid and emergency cash

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assistance on-site and will do so for all Liberty Village residents. Carrfour staff will also assist Veterans in applying for all VA benefits for which they may be eligible. When necessary, Carrfour will refer Veterans to the Legal Services of Greater Miami Military Legal Advocacy Project for assistance with appeals and discharge upgrades.

Carrfour also has several case managers that are SOAR trained. SOAR is a national project funded by the Substance Abuse and Mental Health Services Administration that is designed to increase access to SSI/SSDI for eligible adults who are homeless and have a mental illness and/or a co-occurring substance use disorder. Carrfour has been very successful at expediting the application and approval process for SSI/SSDI for its residents. SOAR services are critical for maximizing income for individuals with special needs.

Although credit checks are not part of the application process, Carrfour does recognize the importance of assisting residents with repairing their credit and becoming aware of sound financial management after they are housed. Through its relationship with Neighborhood Housing Services of South Florida ("NHSSF") and the United Way, Carrfour will provide on-site credit repair services and regular financial fitness training sessions at Liberty Village on topics such as budgeting, balancing a checkbook, reducing debt and fraud prevention. In addition to regular group sessions, NHSSF will work individually with the Veterans on repairing their credit. Carrfour currently has a contract with NHSSF to provide these services to all Veterans served by Carrfour's OST program and will expand this contract to include the Veterans of Liberty Village.

Carrfour's experience has been that a close working relationship between service staff and the on-site property manager is one of the most important factors in keeping special needs populations housed. This balance can be challenging given that the supportive housing model encourages property management and supportive services to be handled separately. Having Carrfour and Crossroads (Carrfour's management subsidiary) operate as separate entities united by the same overarching mission of keeping residents housed is the perfect method of achieving separation of functions and a united effort simultaneously.

The supportive housing model discourages the combining of these functions for several reasons. Firstly, it is not good practice to have a resident's service provider also collecting their rent. Secondly, it is not good practice to have a service provider enforcing the terms of the lease. The resident should see their service provider as their advocate and someone they can confide in who is there to assist them. This becomes difficult when the service provider is also wearing the landlord hat. Therefore, Carrfour and Crossroads function as completely separate entities and residents clearly see the separation of functions. Property files are kept separate from service case files and office spaces are not shared.

However, residents also receive the benefit of having staff of the two entities work together collaboratively on a daily basis. For example, if a resident falls behind on their rent, the Crossroad's property manager notifies the Carrfour case manager immediately so that the case manager can troubleshoot the problem with the resident and develop a plan of action to ensure the resident does not lose their housing. Carrfour has a comprehensive eviction prevention policy that details everyone's role in promoting housing stability.

At Liberty Village, Carrfour's service staff will meet weekly with Crossroad's property manager to discuss any issues that have arisen that could potentially lead to loss of housing. This ability to keep functions separate, yet clearly working together in a collaborative fashion is critical to promoting housing stability in a supportive housing community.

- c. Additional resident services which will be provided to meet the needs and preferences of the intended residents, promote integration with the broader community, and facilitate competitive employment, as outlined at Section Four A.7.b.(3) of the RFA. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 13, up to 6 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Carrfour utilizes the model of supportive housing developed by the Corporation for Supportive Housing ("CSH"). When Carrfour began developing its first supportive housing community in 1993, Carrfour staff received specialized, one-on-one training from CSH. CSH assisted Carrfour in developing its program design, training manual for staff, and policies and procedures for developing

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and operating quality supportive housing. Over the years, CSH has further developed their supportive housing model as a result of their on-going research on what works and what doesn't work and to align with best practices in the field of supportive housing. Carrfour's programming and service provision has also evolved, but continues to stay true to the CSH model. Carrfour utilizes CSH's Dimensions of Quality Supportive Housing (the full document is posted on the CSH website at csh.org) as the overarching guide for providing quality supportive housing in its communities throughout Miami-Dade County.

All residents of Liberty Village will have access to a full array of supportive services that are voluntary, customized, comprehensive and reflective of their individual needs. Residents will be actively involved in choosing the services they would like to receive with the type of services and intensity changing over time based on the individual's changing needs. At move-in, residents will be provided with a menu that includes a description of all the available services and information on how to access the services. The services available on-site to Liberty Village residents will include the following provided directly by Carrfour staff, intensive case management, coordination of VA services (described in more detail in response to #8.b.), coordination of mainstream benefits (Carrfour staff are ACCESS and SOAR trained), coordination of community services (including referral and coordination with mental health and substance abuse treatment), life skills training, community integration services (described below) disability advocacy, employment/training services, and peer recovery support. The following services will also be available on-site to Liberty Village residents and will be provided by partner organizations that have worked collaboratively with Carrfour for years: PAIRS resiliency and community integration training (fully described in the best practices section #8.c.), Assertive Community Treatment ("ACT") services (described in detail below and provided by service partner Citrus Health Network), credit repair and financial literacy (provided by Neighborhood Housing Services and the United Way), therapeutic urban gardening (provided by Urban Oasis), and a mentoring program (coordinated by Empowered Youth).

Upon move-in, each Liberty Village resident will be assigned a case manager that will assist them in navigating the menu of services. The case manager will conduct a needs assessment soon after move-in. The assessment will be used to develop an individualized Housing Stability Plan ("HSP") for each resident. Each resident will be involved in the design, development and implementation of their HSP. The HSP will contain goals that are realistic, achievable, and measurable and tailored to the residents' preferences. The HSP is totally resident driven, if the resident doesn't want something on the HSP, it doesn't go on the HSP. The HSP then details what services are necessary to achieve the goals on the HSP and action steps to access the necessary services. The HSP becomes the services road map for both the resident and the case manager and is regularly reviewed during home visits to troubleshoot any barriers and to celebrate successes. Further, if the resident requires services not listed in the menu of services at Liberty Village, the case manager will locate the service in the community and connect the resident. The HSP is updated regularly to reflect the residents' changing service needs and goals. Carrfour currently uses this same service model with similar menus of services in its existing seventeen supportive housing programs and has achieved a success rate (percent of residents who remain successfully housed) of over 94% every year over the past five years.

True to the CSH model, services at Liberty Village will be voluntary and residents can select the services they would like to participate in. Staff will be trained in a variety of proactive and creative strategies to encourage engagement in services. Staff will also be trained on techniques that engage and support residents in changing their behavior, such as Motivational Interviewing ("MI")/Motivational Enhancement Therapy ("MET"). MI is an evidence-based practice for helping people engage and maintain behavioral change. It combines client-centered counseling with directive psychological methods to help clients increase motivation for change, resolve ambivalence, strengthen commitment, and carry through with behavior change. Introduced by William Miller and Stephen Rollnick in 1983, the MI model has been refined significantly over the past 30 years. While the practice was first implemented in the substance abuse treatment field, it has since expanded into the treatment of other behavioral health disorders and beyond. The practice is well researched and is identified as an evidenced-based practice by the Substance Abuse and Mental Health Services Administration's National Registry of Evidence-Based Programs and Practices ("Motivational Interviewing," 2013)(Rio and Kirkman 2013).

MI has been very effective in engaging the chronically homeless and Veterans. MI can be effective in encouraging

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Veterans, especially those living with PTSD, to seek out and participate in treatment and has even been found to be successful in preventing suicide (Britton et al. 2012). A study conducted by Syracuse University Institute for Veterans and Military Families found that MI is instrumental in building a Veteran's self-esteem, improving their attitudes about themselves and their capabilities and improving their ability to become gainfully employed. MI includes affirmation of the client's freedom of choice and self-direction, thereby proving particularly effective in engaging clients who are homeless and traditionally resistant to treatment. SAMHA's Homelessness Resource Center notes that because MI is rooted in an understanding of how hard it is to change learned behaviors, many of which have been essential to survival on the streets, MI offers homeless providers a useful framework for interacting with people who are homeless and struggling with substance use, mental illness, and traumatic experiences.

Carrfour staff is also trained in Trauma Informed Care ("TIC") and will utilize this evidenced-based best practice at Liberty Village. TIC is an approach to engaging people with histories of trauma that recognizes the presence of trauma symptoms and acknowledges the role that trauma has played in their lives. TIC seeks to change the paradigm from one that asks, "What's wrong with you?" to one that asks, "What has happened to you?". Research shows that individuals who are chronically homeless are more likely to have experienced some form of previous trauma and being homeless increases the risk of further victimization and retraumatization (Hopper, Bassuk, and Olivet 2010). In addition, the loss of place, safety, stability, and community associated with homelessness is, in and of itself, traumatic. By integrating TIC into all aspects of service delivery, staff constantly keep in mind how traumatic experiences impact the resident and avoid engaging in practices that may cause additional harm. Given the trauma experienced by wounded Veterans, TIC has been particularly effective in helping Veterans. One TIC model, Seeking Safety, has been recognized by SAMSHA for its success with Veterans (particularly Veterans with co-occurring PTSD and substance abuse). Several Carrfour staff have been trained in the Seeking Safety TIC model and will train the Liberty Village staff to fully implement the model at Liberty Village.

Further, Carrfour is partnering with long-time collaborator, Citrus Health Network, to bring their Comprehensive Community Services Team ("CCST") to serve the residents of Liberty Village (See executed Services Agreement in Attachment 13). Citrus' team, influenced and based on the Assertive Community Treatment ("ACT") model (adapted from the National Program Standards for ACT Teams, written by Deborah Altness, M.S.S.W. and William Knoedler, M.D., the Assertive Community Treatment Implementation Resource Kit from the SAMHSA's Center for Mental Health Services, and the Robert Wood Johnson Foundation initiated Evidence-Based Practices website), is a mobile, multi-disciplinary team that serves persons with serious mental illness and dual diagnoses. It is a client-centered, recovery-oriented mental health service delivery model for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most severe and persistent mental illnesses, have severe symptoms and impairments, and have not benefited from traditional outpatient programs. The ACT model has been found to be very effective in serving both the chronically homeless and Veterans with serious mental illness and dual diagnosis. The Department of Veteran Affairs ("VA") has recognized the ACT model as an effective modality and numerous VA across the country have their own ACT teams. Since the Miami VA does not have an ACT team, Carrfour partnered with Citrus to deliver this service.

The services provided by Citrus' CCST team at Liberty Village (the team comes to the resident's home) will be delivered by a group of multidisciplinary mental health staff who work as a team and provide the majority of the case management, treatment, rehabilitation, and support services residents need to achieve their goals. These services include: psychiatry, case management, mental health and substance abuse counseling, employment assistance with the goal of helping the resident secure competitive employment, and assistance in applying for disability (a member of the team is SOAR trained) and other public benefits. Since most Liberty Village residents won't need this intense level of intervention, Carrfour will only refer residents that meet the criteria for ACT services (and who choose to receive the services) to Citrus' CCST. For these residents, Citrus will become their primary service provider and the Liberty Village case manager will provide additional support as needed.

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True to the CSH model, Carrfour staff recognize the importance of supporting residents in developing and strengthening connections in their community. Liberty Village staff will work with residents to identify community opportunities and relationships of interest and ensure that they have the support needed to pursue them. Case managers (as do all Carrfour case managers) will follow the recommendations for community integration in CSH's Dimensions of Quality, which include: providing residents with information about community resources and activities upon move-in (which includes an orientation to the neighborhood), supporting residents in identifying and accessing community activities of interest (such as Veterans of Foreign Wars ("VFW"), faith communities, and peer associations), providing residents with opportunities to connect with peers, ensuring residents have opportunities to interact with diverse individuals, and supporting residents in establishing and strengthening positive relationships with friends, family and social supports (Carrfour utilizes the PAIRS program described in #8.c. to assist with relationship strengthening and community integration). Since community integration is critical to residential stability, the case manager and the resident will work together to include community integration goals in each resident's Housing Stability Plan.

8. Access to Community-Based Services:

All Applicants may be awarded points for providing access to one or more of the following community-based services. Provide the descriptions for the services listed below that meet the objectives explained in Section Four A.8. of the RFA.

- a. Describe in the text box below the community-based services that will be accessible to residents, such as shopping for groceries, medicine, clothing, and other household and personal items, as outlined at Section Four A.8.a. of the RFA. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 14, up to 3 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Carrfour's site selection criteria for Liberty Village, as with each Carrfour supportive housing community, included a commitment to ensure residents' convenient access to community services, educational institutions, employment opportunities, medical services and recreational amenities. Liberty Village is located directly on 54th Street in the Liberty City community. This street is a major thoroughfare in the Liberty City community and also an important commercial corridor for the community.

Carrfour will purchase a van to provide transportation exclusively to the residents of Liberty Village. The van will have a scheduled route from Monday to Friday from 8:00 am to 6:00 pm, starting at Liberty Village every hour on the hour and go directly to the Miami VA Medical Center, the VA Healthcare for the Homeless Outpatient Clinic and the VA Outpatient Substance Abuse Clinic. After these three stops, the van will stop anywhere requested by the residents until it needs to return to Liberty Village for the next hourly stop. Once residents are ready for pick-up, they can call the driver to pick them up. Once residents move-in and the specific transportation needs of the residents are determined, staff will work with the Tenant Council to adjust the route if necessary to make sure it is meeting the needs of the residents. This private transportation service will be provided at no cost to the residents.

Transportation for residents with special needs will also be available through Miami-Dade County's Advanced Transportation Solutions ("ATS"). ATS is a complimentary transit service established in 1976 to meet the special transportation needs of disabled Miami-Dade County residents. These privately owned vehicles include sedans, vans and vans with lifts to provide door-to-door service for residents with special needs. Services staff will assist residents in accessing ATS transportation if necessary.

Residents of Liberty Village will also have convenient access to reliable public transportation. Miami-Dade Transit provides regular and continuous public transportation via Bus Routes 17, 54 and 246 that stop every 15-30 minutes daily and Metrorail transportation via the Earlington Heights station in Brownsville. The bus stop for Route 17 is located at Northwest 17th Avenue and Northwest 54th Street which is .02 miles from the property. The bus stop for Routes 54 and 246 are located at Northwest 54 Street and Northwest 17th Avenue which is .05 miles from Liberty Village.

The Earlington Heights/ Brownsville Metrorail Station is located at 2100 Northwest 41st Street which is .89 miles from the

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property and is accessible via a direct 9 minute bus drive on Miami Dade Transit Route 17, or via a direct 3 minute drive by private transportation.

Miami-Dade County provides free access to public transportation via a Patriot Passport for honorably discharged, low-income (earning less than \$22,000 per year) Veterans who are permanent residents of Miami-Dade County. Carrfour staff will assist residents in obtaining bus passes.

Liberty Village residents will have easy access to a wide variety of community-based services and amenities from which to choose:

Groceries:

Black Eagle Family Market: located at 5105 Northwest 17th Avenue which is .17 miles from Liberty Village and is accessible to the residents via a direct 3 minute walk. This store provides groceries, personal and household items.

Deco Drive Supermarket: located at 5182 Northwest 17th Avenue which is .10 miles from the Liberty Village is accessible to the residents via a direct 3 minute walk. This store provides groceries, personal and household items.

Winn Dixie: located at the Shoppes of Liberty Plaza, at 1100 Northwest 54th Street, which is .6 miles from Liberty Village and is accessible via a direct three minute bus ride on Miami Dade Transit Route 54 or via a direct one minute drive by Carrfour's private transportation. This large store provides groceries, household and personal items.

Liberty Market: located at 5820 Northwest 12th Avenue which is .59 miles from Liberty Village and easily accessible via a direct 11 minute bus ride on Miami Dade Transit Route 54 or via a direct two minute drive by Carrfour's private transportation. This store provides groceries and other personal and household items.

Publix: located at 4870 Biscayne Boulevard which is 2.26 miles from Liberty Village and is accessible via a direct 26 minute bus ride on Miami Dade Transit Route 54 or via a direct seven minute drive by Carrfour's private transportation. This store provides groceries and other personal and household items.

Target: located at the Shops at Midtown at 3401 North Miami Avenue which is 3.1 miles from the Liberty Village and is accessible to the residents via a 34 minute bus ride on Miami Dade Transit Route 54 and Route 10 or via a direct 8 minute drive provided by private transportation. This store provides groceries, medicine, clothing, personal and household items

Medicine:

Winn Dixie Pharmacy: located at the Shoppes of Liberty Plaza, at 1100 Northwest 54th Street, which is .6 miles from Liberty Village and is accessible via a direct three minute bus ride on Miami Dade Transit Route 54 or via a direct one minute drive by Carrfour's private transportation. This large store provides groceries, household and personal items.

Walgreens: located at 6200 Northwest 7th Avenue which is 1.11 miles from the property and is accessible via a direct 19 minute bus ride on Miami Dade Transit Route 54 or via a direct 4 minute ride by private transportation. This location has a drive thru pharmacy. There is another Walgreens located at 1695 Northwest 20th Street (which is 2.3 miles from Liberty Village) which contains a 24 hour pharmacy.

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Navarro Discount Pharmacy: located at 5959 Northwest 37th Avenue which is 2.4 miles from the Liberty Village and is accessible via a direct 19 minute bus drive on Miami Dade Transit Route 54 or via a direct 6 minute drive by private transportation. This store provides medicine and other personal items.

Shopping:

Payless Shoes: located at the Shoppes of Liberty Plaza at 1100 Northwest 54th Street which is .6 miles from Liberty Village and is accessible to the residents via a direct three minute bus ride on Miami Dade Transit Route 54 or via a direct one minute drive provided by Carrfour's private transportation. This store provides shoes and accessories.

Worth It: located at the Shoppes of Liberty Plaza at 1100 Northwest 54th Street which is .6 miles from Liberty Village and is accessible to the residents via a direct three minute bus ride on Miami Dade Transit Route 54 or via a direct one minute drive provided by Carrfour's private transportation. This large store provides shoes and accessories.

Target, Marshalls, Ross Dress for Less, Toy's R Us, Foot Locker, Payless Shoes, PetSmart, Visionworks, Super Cuts, and Sports Authority: located at the Shops at Midtown at 3401 North Miami Avenue which is only 3.1 miles from Liberty Village and is accessible to the residents via a 28 minute bus ride on Miami Dade Transit Route 54 and Route 10 or via a direct 8 minute drive provided by Carrfour's private transportation. The Shops at Midtown also contains 17 restaurants and 31 other small businesses including beauty salons, furniture stores, cellular phone stores, and specialty clothing shops. Occupying 26 acres of urban space in the midst of Miami's art district, the 633,754 square foot outside shopping center has become a popular destination with large green spaces and outside seating.

In addition to the large businesses and institutions mentioned above, 54th Street (the street Liberty Village is on) has numerous small "mom and pop" shops and restaurants within walking distance of Liberty Village. In addition to utilizing these commercial establishments as consumers, Liberty Village residents will have extensive employment opportunities available to them on this busy commercial street.

Education, Recreation and Other Amenities:

Caleb Center: located at 5400 Northwest 22nd Avenue which is .50 miles from Liberty Village is accessible to the residents via a direct 5 minute bus ride on Miami Dade Transit Route 54 or via a direct 2 minute drive provided by Carrfour's private transportation. The Caleb Center is a one-of-a-kind, multi-purpose service center that contains the Miami-Dade's Community Action Agency (where residents can receive a full array of financial and supportive services), a satellite office of the Miami-Dade County Clerk's Office, a satellite office of the State Attorney's Office, a satellite office of the Miami-Dade Water and Sewer Department, the Miami Children's Initiative, the Black Archives, a Head Start Center, Farm Share, immigration services, elderly services, a full service library, a tag agency, and a large auditorium with regularly scheduled events.

Miami-Dade Community College: located at 6300 Northwest 7th Avenue which is 1.15 miles from Liberty Village and accessible to the residents via a direct 20 minute bus ride on Miami Dade Transit Route 54 or via a direct 4 minute drive provided by Carrfour's private transportation. This full service public college provides degree and certification programs. This college has a Veteran's services office and offers special incentives for Veterans.

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Miami-Dade County Public School's Miami Jackson Adult Education Center: located at 1751 Northwest 36th Street which is 1.07 miles from Liberty Village and accessible to the residents via a direct 17 minute bus ride on Miami Dade Transit Route 17 or via a direct 3 minute drive provided by Carrfour's private transportation. This full service adult education center offers a wide-range of adult education classes, GED preparation and vocational training programs.

The Carrie P. Meek Cultural Center: located at 1350 Northwest 50th Street which is .6 miles from Liberty Village and accessible to the residents via a direct 9 minute bus ride on Miami Dade Transit Route 17 or via a direct 2 minute drive provided by Carrfour's private transportation. This center provides free classes to the public including arts and crafts, dancing, art exhibits and cultural events.

Miami-Dade County's Model City Public Library: located at 2211 Northwest 54th Street which is .6 miles from Liberty Village is accessible via a direct 4 minute bus ride on Miami Dade Transit Route 54. This is a full service public library that also has a full calendar of cultural and educational events.

Liberty Village residents will also enjoy easy access to many area parks and recreational facilities that are available within walking distance and via direct public transit on bus rides less than 5 minutes in duration, including Simonhoff Floral Park located at 1850 Northwest 54th Street (.2 miles), Partners Park located at 5536 Northwest 22nd Avenue (.4 miles), and Olinda Park located at 2101 NW 51st (.6 miles).

When a veteran first moves into Liberty Village, the case manager assigned will develop a Housing Stability Plan with short term and long term goals in the areas of housing, employment/education, physical health, mental health and family life. Staff will work with the participants on identifying a transportation method to achieve each goal. This will ensure that transportation is never a barrier for the participant.

- b. Describe in the text box below the access to community-based services and resources to address the specific healthcare and/or supportive services needs of the intended residents, as outlined at Section Four A.8.b. of the RFA. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 15, up to 3 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Carrfour's site selection criteria for Liberty Village, as with each Carrfour supportive housing community, included a commitment to ensure residents' convenient access to necessary supportive services, medical services, mental health services, drug treatment services and educational institutions. Carrfour recognizes that ensuring Veterans regularly access healthcare and supportive services through the Miami VA Medical Center, located at 1500 Northwest 12th Avenue, Miami, 33136, is vital to their health, well-being and long-term housing stability. Carrfour selected the Liberty Village site due to its close proximity and easy access to the Miami VA Medical Center and its outpatient clinics. Liberty Village is only three miles from the Miami VA Medical Center.

Significant experience serving Veterans has also helped Carrfour recognize the importance of their staff continuously encouraging residents to access VA programs and services. Carrfour has a strong collaborative relationship with the Miami VA (See letter from the Miami VA's Medical Director in Attachment 1). Carrfour is in regular contact with the VA social workers and has their Operation Sacred Trust outreach team working out of several of the outpatient clinics every week. This close collaboration leads to seamless service delivery for the Veterans.

As described in detail in response to #7, residents will receive a full array of supportive services and employment services on-

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site at Liberty Village. The services available on-site to Liberty Village residents will include the following provided directly by Carrfour staff: intensive case management, coordination of VA services, coordination of mainstream benefits (Carrfour staff are ACCESS and SOAR trained), coordination of community services (including referral and coordination with mental health and substance abuse treatment), life skills training, community integration services, disability advocacy, employment/training services, and peer recovery support. The following services will also be available on-site to Liberty Village residents and will be provided by partner organizations that have worked collaboratively with Carrfour for years: PAIRS resiliency and community integration training (fully described in the best practices section #8.c.), Assertive Community Treatment ("ACT") services (provided by service partner Citrus Health Network), credit repair and financial literacy (provided by Neighborhood Housing Services and the United Way), therapeutic urban gardening (provided by Urban Oasis), and a mentoring program (coordinated by Empowered Youth).

Upon move-in, each Liberty Village resident will be assigned a case manager that will assist them in navigating the menu of services. The case manager will conduct a needs assessment soon after move-in. The assessment will be used to develop an individualized Housing Stability Plan ("HSP") for each resident. Each resident will be involved in the design, development and implementation of their HSP. The HSP details what services are necessary to achieve the goals on the HSP and action steps to access the necessary services. The HSP becomes the services road map for both the resident and the case manager and is regularly reviewed during home visits to troubleshoot any barriers and to celebrate successes. For each goal identified, staff will work with the resident on identifying a transportation method to achieve the goal. This will ensure that transportation is never a barrier for the resident.

While most services will be provided on-site as described above, Carrfour recognizes that residents will need to access services in the community and will assist them in accessing these services. Carrfour will purchase a van to provide transportation exclusively to the residents of Liberty Village. The van will have a scheduled route from Monday to Friday from 8:00 am to 6:00 pm, starting at Liberty Village every hour on the hour and go directly to the Miami VA Medical Center, the VA Healthcare for the Homeless Outpatient Clinic and the VA Outpatient Substance Abuse Clinic. After these three stops, the van will stop anywhere requested by the residents until it needs to return to Liberty Village for the next hourly stop. Once residents are ready for pick-up, they can call the driver to pick them up. Once residents move-in and the specific transportation needs of the residents are determined, staff will work with the Tenant Council to adjust the route if necessary to make sure it is meeting the needs of the residents. This private transportation service will be provided at no cost to the residents.

Transportation for residents with special needs will also be available through Miami-Dade County's Advanced Transportation Solutions ("ATS"). ATS is a complimentary transit service established in 1976 to meet the special transportation needs of disabled Miami-Dade County residents. These privately owned vehicles include sedans, vans and vans with lifts to provide door-to-door service for residents with special needs. Services staff will assist residents in accessing ATS transportation if necessary.

Residents of Liberty Village will also have convenient access to reliable public transportation. Miami-Dade Transit provides regular and continuous public transportation via Bus Routes 17, 54 and 246 that stop every 15-30 minutes daily and Metrorail transportation via the Earlington Hts. Station in Brownsville. The bus stop for Route 17 is located at Northwest 17th Avenue and Northwest 54th Street which is .02 miles from the property. The bus stop for Routes 54 and 246 is located at Northwest 54 Street and Northwest 17th Avenue which is .05 miles from Liberty Village. The Earlington Heights/ Brownsville Metrorail Station is located at 2100 Northwest 41st Street which is .89 miles from the property and is accessible via a direct 9 minute bus drive on Miami Dade Transit Route 17, or via a direct 3 minute drive by private transportation.

Miami-Dade County provides free access to public transportation via a Patriot Passport for honorably discharged, low-income (earning less than \$22,000 per year) Veterans who are permanent residents of Miami-Dade County.

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Carfour staff will also assist residents in obtaining bus passes.

Liberty Village residents will have easy access to the following community based services, VA service and medical services:

Miami VA Healthcare System located at 1201 Northwest 16 Street, is 2.32 miles from Liberty Village and accessible to the residents via a direct 25 minute bus drive on Miami Dade Transit Route 17 or via a direct 8 minute drive provided by Carfour's private transportation. As mentioned above, Carfour will provide direct transportation to the Veterans at Liberty Village leaving the development every hour on the hour. This is the main VA medical facility and hospital for Veterans in Miami. In addition to regular medical services and emergency room care, the facility also provides the following services: audiology and speech pathology, dental services, geriatric care, women's care, psychiatric services, psychological services, rehabilitative services, prosthetic and sensory aids treatment center, and a specialized spinal cord injury program.

The Miami VA also has a Telecare Urban Home Healthcare Program ("T-CARE") that Liberty Village residents will be able to participate in. The T-CARE program is able to monitor participant's health remotely using secure technology and determine when extra attention is needed. This T-CARE program allows the VA to monitor participants with chronic conditions such as diabetes, hypertension and heart disease from the comfort of the Veteran's home.

VA Healthcare for Homeless Veterans Outpatient Clinic located at 1492 West Flagler is 3.57 miles from Liberty Village and accessible to the residents via a direct 38 minute bus drive on Miami Dade Transit Route 54 or via a direct 11 minute drive provided by Carfour's private transportation. This VA clinic provides specialized health care, mental health services and supportive services to homeless Veterans.

VA Outpatient Substance Abuse Clinic located at 1492 West Flagler is 3.57 miles from Liberty Village and accessible to the residents via a direct 38 minute bus drive on Miami Dade Transit Route 54 or via a direct 11 minute drive provided by Carfour's private transportation. This VA clinic provides outpatient substance abuse treatment and recovery support groups specifically for Veterans.

Volunteers of America located at 1492 West Flagler is 3.57 miles from the property and accessible to the residents via a direct 38 minute bus drive on Miami Dade Transit Route 54 or via a direct 11 minute drive provided by Carfour's private transportation. This organization provides a full array of supportive services and employment services to Veterans.

Veterans and Community Resource Center and VFW located at 6660 Biscayne Boulevard is 2.64 miles from the property and accessible to the residents via a direct 35 minute bus drive on Miami Dade Transit Route 54 or via a direct 8 minute drive provided by Carfour's private transportation. This organization promotes charitable, civic, cultural, educational, social and athletic activities for Veterans.

Caleb Center located at 5400 Northwest 22nd Avenue is .50 miles from the property and accessible to the residents via a direct 5 minute bus drive on Miami Dade Transit Route 54 or via a direct 2 minute drive provided by Carfour's private transportation. Operated by Miami-Dade County, the Caleb Center is a one-of-a-kind, multi-purpose center that provides the following services: food and clothing distribution, employment and training services, ESOL classes, elderly services, immigration services and emergency financial assistance. The Center also contains an office of Farm Share, the Miami Children's Initiative, and a Head Start Center.

Jesse Trice Community Health Center located at 5607 Northwest 27th Avenue is 1.2 miles from the Liberty Village and accessible to the residents via a direct 11 minute bus drive on Miami Dade Transit

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Route 54 or via a direct 4 minute drive provided by Carrfour transportation. The Center, which is one of Miami's preeminent federally qualified community healthcare centers, offers the following services: family medicine, dentistry, nutrition, HIV/AIDS services, behavioral health, OB/GYN care, pediatric medicine and a health and wellness center.

Jackson Memorial Hospital located at 1611 Northwest 12th Avenue is 2.33 miles from the property and accessible to the residents via a direct 23 minute bus drive on Miami Dade Transit Route 17 or via a direct 8 minute drive provided by Carrfour's private transportation. This full service public hospital provides a full array of medical services.

Betterway of Miami located at 800 Northwest 28th Street is 2.4 miles from Liberty Village and accessible to the residents via a direct 24 minute bus drive on Miami Dade Transit Route 54 or via a direct 6 minute drive by Carrfour's private transportation. Betterway is one of the most respected recovery agencies in South Florida and provides a full array of substance abuse recovery services including outpatient services and peer recovery groups.

While residents of Liberty Village will be encouraged to develop their own Narcotics Anonymous/Alcoholics Anonymous recovery support meetings on-site, there are also 4 locations within 5 miles of Liberty Village that have regular NA/AA meetings if a resident prefers to attend off-site.

Liberty Village is also easily accessible to several educational institutions that are detailed in response to #8.a.

- c. Describe in the text box below information regarding any other innovative or Best Practices, not described in a. or b. above, that will be implemented by the Applicant, as well as services to be provided by the Development that address unmet needs of the intended residents, as outlined at Section Four A.8.c. of the RFA. The Applicant's description(s) is limited to this text box which is limited to 12,000 characters (the equivalent of approximately 3 typed pages). The Applicant may provide, as Attachment 16, up to 6 additional pages of appropriate exhibits, not created by the Applicant, to supplement the description(s).

Liberty Village's residents will be offered the opportunity, on a voluntary basis, to participate in the PAIRS program, which has been designated as a Department of Veteran Affairs ("VA") National Best Practice Program and is being piloted as a national model to address Veteran relationships impacted by their military service. As endorsed by Thomas Mattice, Director of the Richard L. Roudebush VA Medical Center that serves 60,000 Veterans annually and widely recognized by VA leadership, PAIRS evidence-based skills training classes strengthen Veterans' health, safety, stability, education and employment capacities, and quality of life. Carrfour's multi-year experience widely implementing PAIRS training for residents and staff has demonstrated a measurable, positive impact boosting relationship resiliency and, for Veterans particularly, contributing to the their ability to live with independence, productivity, and stability.

Established in 1983, the nonprofit PAIRS Foundation, headquartered just 20 minutes from the Liberty Village site, is an industry leader in relationship skills trainings that strengthen emotional literacy. Classes deliver research-validated skills for improving interpersonal communication, emotional understanding and expression, and constructive conflict resolution, which are critical personal assets that support long-term housing stability, health, safety and employability. These skills are especially vital for Veterans who have returned from combat as they often have difficulty reintegrating back into their community and re-establishing relationships with family members, co-workers, supervisors and other vital social supports. Often the skills the Veterans needed to survive while in combat are very different from the interpersonal skills they need to reintegrate back into civilian life within the community. Through a series of experiential, curriculum-driven, group classes, Veterans learn skills to reconnect with their families, community and co-workers if they are returning to a job they held prior to deployment or are seeking to maintain new employment. PAIRS training gives Veterans skills to deal with day-to-day stressors and conflicts in a non-combative manner, improves their ability to collaborate and serve others, and provides both training and certification that gives employers greater confidence in the Veterans' employability.

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PAIRS is effective as a brief, strength-based educational approach that focuses on developing emotional competency through evidence-based, usable skills that have been shown to provide sustained benefits helping Veterans increase self-esteem, self-worth, promoting positive interactions within households and communities, increasing employability and improving their ability to restore connections with family members. Specifically, PAIRS classes help residents learn tools to reduce symptoms of stress, anxiety, and strengthen empathy, connection and overall relationship quality. Veterans are given communication and problem solving tools that encourage them to live productively, independently and interdependently within the general community and within their supportive housing community.

The nine-hour PAIRS Essentials curriculum has been delivered to thousands of active-duty military, reserve, guard and Veteran participants nationwide. More than 500 VA Chaplains and VA Behavioral Health Professionals have been trained and certified as PAIRS Instructors through multi-year, multi-million dollar funding provided by the VA's National Office of Patient Centered Care and Cultural Transformation. In addition to being recognized as a "Best Practice" by the VA, PAIRS approach to skills training to improve connections between family, friends, co-workers and social supports was recognized with the prestigious 2012 Spirit of Planetree Award as one of the nation's most innovative and effective practices in patient-centered care.

All Liberty Village staff (from the services staff to the property management staff including maintenance and housekeeping staff) will be trained at no cost by the PAIRS Foundation to ensure that every point-of-contact with residents is client-centered and exemplifies empathy, rapport, and respect. All Liberty Village residents will be encouraged to complete the nine-hour PAIRS Essentials curriculum, which will be offered on-site at no cost on a quarterly basis. Residents will also have the ability to participate in 90-minute monthly curriculum refresher sessions that will also be delivered on-site.

Carrfour has designed two other innovative resident programs that will build on Liberty Village's urban setting- an urban gardening program and a mentoring program. A particularly important lesson that emerged from Carrfour's multi-year experience serving Veterans is the value of providing opportunities for Veteran residents to contribute to others, both within the supportive housing community and neighborhood at large. Carrfour will promote volunteer initiatives to invite Liberty Village Veterans to become mentors through Empowered Youth, a Miami-based initiative that helps youngsters referred through the court system connect with positive role models and develop skills to become productive members of the community.

The goal of Empowered Youth is to help turn young men from disadvantaged neighborhoods into productive citizens who will make a meaningful contribution to their families, communities and the workforce. The multi-phase program, which has an 87% success rate, strives to help mold participants into community leaders, positive male role models, and entrepreneurs/small business owners who create jobs in communities hallmarked by poverty and unemployment.

Liberty Village Veterans who want to volunteer and meet the requirements of the Empowered Youth program will be trained to lead or assist in weekly life-skill/character development classes, tutoring, field trips, sports activities, and/or youth-mentor retreats. A similar program in Carrfour's Barbara Shuler Manor has played a valuable role in contributing to the well-being of the Veteran residents as they reconnect with their commitment to service, build self-worth and self-esteem, improve job skills, and strengthen networks of friends and social supports.

Carrfour will also develop an urban community garden at Liberty Village. Carrfour has created community gardens in several of its supportive housing communities and also operates a 22 acre organic farm in its Verde Gardens supportive housing community. In addition to the therapeutic benefits of gardening, community gardening is a proven best practice to promote positive social interaction. In its other supportive housing communities, Carrfour has found that gardening brings people together, invites socialization and promotes cooperation.

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Carrfour will bring urban gardening to Liberty Village through a partnership with the not-for-profit organization, Urban Oasis Project. Urban Oasis' mission is to make fresh, healthy and local food accessible to everyone. Carrfour has a strong partnership with Urban Oasis and contracts with them to operate the 22-acre organic farm at Carrfour's Verde Garden's supportive housing community. For the limited outdoor space available at Liberty Village, Urban Oasis will design a vertical gardening system. Using a combination of hydroponic towers and raised planters using soil-based organic methods, Veterans will be able to grow a variety of herbs and vegetable crops. Staff from the Urban Oasis Project will teach the Veterans how to design, build and maintain the vertical garden. In addition to being therapeutic, the Veterans will learn a new skill and also produce healthy food that they can incorporate into their meals. Gardening is an act of community- sharing tips and tricks with other gardeners, sharing plants, seeds, food and recipes. Urban Oasis has found that in urban areas, gardens become places of refuge and friendship among fellow gardeners. They have also found that vertical hydroponic gardens are often embraced by men who have been resistant to traditional soil-based gardening which in many cultures is the domain of women. Hydroponics uses water with nutrients dissolved therein to nourish plants, and a soilless growing medium to support the plants. Since watering is automated, the vertical gardens require little physical labor to maintain. To encourage participation from residents with mobility issues, vertical gardens can be hung at a height convenient for Veterans in a wheelchair.

For those who graduate beyond casual gardeners, entrepreneurial opportunities exist not only in food production, but also in production of starter plants for sale. Also, Carrfour's Verde Gardens farm operates a farmer's apprenticeship program. Veterans living in Liberty Village that are interested in exploring additional farming training will be able to participate in the apprenticeship program at Verde Gardens.

Another best practice recommended by GSH and fully embraced by Carrfour is giving residents meaningful opportunities for leadership through avenues such as the creation of a Tenant Council and serving on Carrfour's Board of Directors. At each site, Carrfour staff guide and support the residents in developing a Tenant Council. Although supported by staff, the Tenant Council at each supportive housing site is fully run by the residents. They elect their own officers, set their own by-laws and establish the agenda for each meeting. The President of the Council meets with the on-site property manager and Program Director on at least a quarterly basis to troubleshoot any concerns raised by the Council. Once fully occupied, staff will assist the residents of Liberty Gateway in establishing a Tenant Council.

Carrfour also includes supportive housing residents on its Board of Directors. As full voting Board members, resident representatives have meaningful input into all aspects of the organization's governance and operations. As members of the Board, resident representatives provide feedback and direction to staff on resident services. The resident representatives provide the Board with valuable insight from the perspective of a consumer and have had a significant impact over the years on decisions made by the Board. They make suggestions to the full Board regarding what works and what doesn't work and service provision is often redesigned based on their recommendations.

Currently, Carrfour has 11 resident representatives on their Board of Directors, including one Veteran. Once operational, residents of Liberty Village will elect a resident representative to represent them on Carrfour's Board of Directors.

9. Site Control:

The Applicant must demonstrate site control by providing the following documentation as Attachment 17, as outlined at Section Four A.9. of the RFA:

- a. A fully executed eligible contract for purchase and sale for the subject property; and/or
- b. A recorded deed or recorded certificate of title; and/or
- c. A copy of the fully executed long-term lease.

10. Funding:

a. Corporation Funding Amounts:

(1) Applicant's Housing Credit Request Amount (annual amount): \$ 1,310,000

Is the proposed Development the first phase of a multiphase Development?

- Yes
- No

(2) Applicant's SAIL Request Amount: 2,400,000

(3) ELI Gap Funding:

- (a) Total number of units in proposed Development: 60[as stated by the Applicant at question 4.c.(1) above]
- (b) 20% of total units (required minimum number of ELI Set-Aside units): 12 [(3)(a) times 20%, rounded up to next whole number]
- (c) 25 Percent of the total units: 15 [(3)(a) times 25%, round up to next whole number]
- (d) Maximum number of ELI Set-Aside units that would be eligible for the ELI Gap Loan funding: 3 [(3)(c) minus (3)(b)]
- (e) Percentage of units set aside as ELI Set-Aside units per Total Set-Aside Breakdown Chart at question 5.b. above: 25 %
- (f) Total number of ELI Set-Aside units: 15 [(3)(a) times (3)(e) rounded up to next whole number]
- (g) Additional ELI units (above the 20% minimum): 3 [(3)(f) minus (3)(b)]
- (h) Enter (3)(d) or (3)(g), whichever is less: 3
- (i) ELI Gap Loan amount based on the number of ELI Set-Aside units eligible for the ELI Gap Loan funding: \$ 225,000 [(3)(h) times \$75,000]

(4) If a PLP loan has been awarded for this Development, provide the following information:

Corporation File #	Amount of Funding
	\$

b. Finance Documents:

All Applicants must complete the Development Cost Pro-Forma, the Detail/Explanation Sheet, if applicable, the Construction or Rehab Analysis, and the Permanent Analysis.

c. Non-Corporation Funding Proposals:

The Applicant must attach all funding proposals executed by the lender(s) or other source(s). Insert the documentation for each source as a separate attachment to Exhibit A beginning with Attachment 18 and continuing with sequentially numbered attachments for each additional funding source.

d. Per Unit Construction Funding Preference:

Does the proposed Development qualify for the Per Unit Construction Funding Preference, as outlined at Section Four A.10.d. of the RFA?

- Yes
- No

11. Applicant Certification and Acknowledgement:

- a. The Applicant certifies that the proposed Development can be completed and operating within the development schedule and budget submitted to the Corporation.
- b.

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The Applicant acknowledges and certifies that the following information will be provided by the date outlined below, or as otherwise outlined in the invitation to enter credit underwriting. Failure to provide the required information by the stated deadline shall result in the withdrawal of the invitation to enter credit underwriting.

(1) Within 7 Calendar Days of the date of the invitation to enter credit underwriting:

- (a) Identity of the remaining members of the Development Team (i.e., inexperienced co-Developer(s), Management Company, General Contractor, Architect, Attorney, and Accountant), as outlined in Item 12 of Exhibit C of the RFA. The team members so identified, and any future replacement thereof, must be acceptable to the Corporation and the Credit Underwriter;
- (b) Name and address of the chief elected official of the local jurisdiction where the proposed Development is located;
- (c) The unit mix for the proposed Development (number of bedrooms per unit, number of baths per unit, and number of units per bedroom type);
- (d) Notification of the Applicant's eligibility for acquisition credits per Section 42 of the IRC, if applicable; and
- (e) A letter from a licensed surveyor stating latitude and longitude coordinates for the proposed Development site. If the proposed Development consists of Scattered Sites, the letter must state latitude and longitude coordinates for each Scattered Site in order to confirm that all Scattered Sites requirements of the RFA, including the applicable radius requirement outlined in Part Four A.4.b., have been met.

(2) Within 21 Calendar Days of the date of the invitation to enter credit underwriting:

- (a) Certification of the status of site plan approval as of Application Deadline and certification that as of Application Deadline the site is appropriately zoned for the proposed Development, as outlined in Item 13 of Exhibit C of the RFA;
- (b) Certification confirming the availability of the following for the entire Development site, including confirmation that these items were in place as of the Application Deadline: electricity, water, sewer service, and roads for the proposed Development, as outlined in Item 13 of Exhibit C of the RFA;
- (c) Certification from a licensed environmental provider confirming that a Phase I environmental site assessment has been performed for the entire Development site, and, if applicable, a Phase II environmental site assessment has been performed, as outlined in Item 13 of Exhibit C of the RFA;
- (d) Confirmation that the proposed Development is Permanent Supportive Housing and meets the unit mix and community space requirements outlined in Item 3 of Exhibit C of the RFA and the minimum total set-aside requirements outlined in Section Four A.5.a.(1) of the RFA; and
- (e) Confirmation that the proposed equity amount to be paid prior to or simultaneous with the closing of construction financing is at least 15 percent of the total proposed equity to be provided (the 15 percent criteria), subject to the following:
 - (i) If syndicating/selling the Housing Credits, there are two exceptions to the preceding sentence. First, if there is a bridge loan proposal within the equity proposal that provides for bridge loan proceeds that equal at least 15 percent of the amount of total proposed equity to be provided to be made available prior to or simultaneous with closing of construction financing, the 15 percent criteria will be met. Second, if there is a separate bridge loan proposal from either the equity provider, any entity that is controlled directly or indirectly by the equity provider, or a subsidiary of the equity provider's parent holding company, and the proposal explicitly proposes an amount to be made available prior to or simultaneous with the closing of construction financing that equals at least 15 percent of the total proposed equity to be paid stated in the equity proposal, the 15 percent criteria is met. Bridge loan proposals that are not within the equity proposal, though, must meet the criteria previously stated for debt financing with the exception that evidence of ability to fund does not have to be provided. The Applicant may include the proposed amount of the bridge loan as equity proceeds on the Construction or Rehabilitation Analysis and on the Permanent Analysis (Note: this 15 percent criteria must be reflected in the limited partnership agreement or limited liability company operating agreement); or
 - (ii) If not syndicating/selling the Housing Credits, proceeds from a bridge loan will not count toward meeting the 15 percent criteria.
- (f) Confirmation that all features committed to and proposed by the Applicant shall be located on the Development site; and
- (g) Notification of the percentage of ownership of the Principals of the Applicant.

c. By submitting the Application, the Applicant acknowledges and certifies that:

(1)

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- The proposed Development will meet all state building codes, including the 2012 Florida Accessibility Code for Building Construction, adopted pursuant to Section 553.503, F.S., the Fair Housing Act as implemented by 24 CFR Part 100, Section 504 of the Rehabilitation Act of 1973 pursuant to Exhibit C of the RFA and Rule Chapter 67-48, F.A.C., and the Americans with Disabilities Act of 1990 as implemented by 28 CFR Part 35, incorporating the most recent amendments, regulations and rules;
- (2) The proposed Development will include all required construction features, as outlined in Item 5 of Exhibit C of the RFA. The quality of the features committed to by the Applicant is subject to approval of the Board of Directors;
 - (3) The proposed Development will include all required resident programs, as outlined in Item 6 of Exhibit C of the RFA. The quality of the resident programs committed to by the Applicant is subject to approval of the Board of Directors;
 - (4) If the Development Category selected at question 4.e.(1) is Rehabilitation/Moderate Rehabilitation/Substantial Rehabilitation or Redevelopment (with or without Acquisition) and any of the existing units are currently occupied, the Applicant will be required to provide to the Credit Underwriter a plan for relocation of existing tenants;
 - (5) The name of the Applicant entity stated in the Application may be changed only by written request of an Applicant to Corporation staff and approval of the Board after the Carryover Allocation Agreement is in effect. In addition, the Applicant entity shall be the recipient of the Housing Credits and the borrowing entity for the SAIL loan and any change must meet the requirements outlined in Item 1 of Exhibit C of the RFA;
 - (6) The success of an Applicant in being selected for funding is not an indication that the Applicant will receive a positive recommendation from the Credit Underwriter or that the Development Team's experience, past performance or financial capacity is satisfactory. The past performance record, financial capacity, and any and all other matters relating to the Development Team, which consists of Developer, Management Company, General Contractor, Architect, Attorney and Accountant, will be reviewed during credit underwriting. The Credit Underwriter may require additional information from any member of the Development Team including, without limitation, documentation on other past projects and financials. Development Teams with an unsatisfactory past performance record, inadequate financial capacity or any other unsatisfactory matters relating to their suitability may result in a negative recommendation from the Credit Underwriter. The replacement of any Development Team member identified in the Application or during the credit underwriting process must be approved by the Corporation and such replacement must meet the requirements that were met by the original Development Team member;
 - (7) The Principals of each Developer identified in the Application, including all co-Developers, may be changed only by written request of an Applicant to Corporation staff and approval of the Board after the Applicant has been invited to enter credit underwriting. In addition, any allowable replacement of an experienced Principal of a Developer entity must meet the experience requirements that were met by the original Principal;
 - (8) The total number of units stated in the Application may be increased after the Applicant has been invited to enter credit underwriting, subject to written request of an Applicant to Corporation staff and approval of the Corporation;
 - (9) The invitation to enter credit underwriting will be rescinded if it is determined that the proposed Development was placed in service prior to the year in which it received its allocation;
 - (10) The proposed Development will include the required set-aside units (for ELI Households and Total Set-Aside Percentage). The Total Set-Aside Percentage stated in the Application may be increased after the Applicant has been invited to enter credit underwriting, subject to written request of an Applicant to Corporation staff and approval of the Corporation. Commitments to set aside residential units made by those Applicants that receive funding will become the minimum set-aside requirements for any other Corporation funds that the Applicant may receive in the future for the same Development;
 - (11) The Applicant irrevocably commits to set aside units in the proposed Development for a total of 50 years. Note: in submitting its Application, the Applicant knowingly, voluntarily and irrevocably commits to waive, and does hereby waive, for the duration of the 50-year set aside period the option to convert to market, including any option or right to submit a request for a qualified contract, after year fourteen (14), and any other option, right or process available to the Applicant to terminate (or that would result in the termination of) the 50-year set aside period at any time prior to the expiration of its full term;
 - (12) The Applicant's commitments will be included in the Extended Use and Land Use Restriction Agreements and must be maintained in order for the Development to remain in compliance, unless the Board approves a change;

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- (13) The Applicant agrees and acknowledges that the Application will be subject to the Total Development Cost Per Unit Limitation during the scoring, credit underwriting, and final allocation process, as outlined in Item 8 of Exhibit C of the RFA;
- (14) Regardless of the population that will be the focus of the proposed Development, the Applicant shall adhere to applicable outreach, marketing and tenant selection laws and regulations and commit to a viable plan for tenant outreach, marketing, referral and selection as approved by the Corporation in credit underwriting;
- (15) The applicable fees outlined in Exhibit C of the RFA will be due as outlined in this RFA, Rule Chapter 67-48, F.A.C., and/or as otherwise prescribed by the Corporation and/or the Credit Underwriter; and
- (16) The Applicant commits to submit a Resident Community-Based Services Coordination plan during credit underwriting. The service coordination plan shall adhere to guidelines developed by the Corporation, in conjunction with State Agencies, or their designee(s) that administer publicly funded supportive services for the focus households. In addition, the Applicant commits to provide an annual service coordination status report to the Corporation providing information and data regarding the provision of service coordination pursuant to the service coordination plan.
- d. The Applicant acknowledges that any funding preliminarily secured by the Applicant is expressly conditioned upon any independent review, analysis and verification that may be conducted by the Corporation of all information contained in this Application and/or subsequently provided during the credit underwriting process, the successful completion of credit underwriting, and all necessary approvals by the Board of Directors, Corporation or other legal counsel, the Credit Underwriter, and Corporation Staff.
- e. If preliminary funding is approved, the Applicant will promptly furnish such other supporting information, documents, and fees as may be requested or required. The Applicant understands and agrees that the Corporation is not responsible for actions taken by the undersigned in reliance on a preliminary commitment by the Corporation. The Applicant commits that no qualified residents will be refused occupancy because they have Section 8 vouchers or certificates. The Applicant further commits to actively seek tenants from public housing waiting lists and tenants who are participating in and/or have successfully completed the training provided by welfare to work or self-sufficiency type programs.
- f. By Certificate of Occupancy, the Applicant commits to participate in the statewide housing locator system, as required by the Corporation.
- g. As a condition of the acceptance of funding under RFA 2014-107, all awardees will be required to cooperate with the Corporation or any contractors affiliated with the Corporation in the evaluation of the effectiveness of Permanent Supportive Housing provided through this RFA. The Corporation is interested in collecting evidence to demonstrate the extent to which these Developments meet expected outcomes, including but not limited to:
- The public cost savings of housing linked with coordinated supportive services as alternatives to chronic homelessness, more expensive services, or institutionalization; and
 - Whether access to education, training and employment opportunities, as well as other supports, along with affordable housing, leads to better health, improved social relationships and stability in the family and community.
- The Corporation may pursue the option to direct an independent evaluation, and in the course of the evaluation, may require awardees to submit administrative and other data to assess the effectiveness of the RFA.
- h. The Applicant and all Financial Beneficiaries have read all applicable Corporation rules and provisions governing this RFA and have read the instructions for completing this RFA and will abide by the applicable Florida Statutes and the credit underwriting and program provisions outlined in Rule Chapter 67-48, F.A.C., and Exhibit D of the RFA. The Applicant and all Financial Beneficiaries have read, understand and will comply with section 42 of the Internal Revenue Code, as amended, and all related federal regulations.
- i. In eliciting information from third parties required or included in this Application, the Applicant has provided such parties information that accurately describes the Development as proposed in this Application. The Applicant has reviewed the third party information included in this Application and the information provided by any such party is based upon, and accurate with respect to, the Development as proposed in this Application.
- j. The undersigned understands and agrees that in the event that the Applicant is invited into credit underwriting, the Applicant must submit IRS Forms 8821 for all Financial Beneficiaries in order to obtain a recommendation for a Housing Credit Allocation.
- k. The undersigned is authorized to bind all Financial Beneficiaries to this certification and warranty of truthfulness and completeness of the Application.

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Under the penalties of perjury, I declare and certify that I have read the foregoing and that the information is true, correct and complete.

Signature of Applicant: _____

Name (typed or printed): Stephanie Berman

Title (typed or printed): President/CEO

Addenda

The Applicant may use the space below to provide any additional information or explanatory addendum for items in the Application except for the following: Description of Intended Residents; Outreach, Marketing and Tenant Selection; Developer Experience with Permanent Supportive Housing; Management Company Experience with Permanent Supportive Housing; Optional Features; Optional Resident Services; and Access to Community-Based Services. Please specify the particular Item to which the additional information or explanatory addendum applies.

Development Cost Pro Forma

NOTES:

- (1) Developer fee may not exceed the limits established in Rule Chapter 67-48, F.A.C. Any portion of the fee that has been deferred must be included in Total Development Cost.
- (2) If Housing Credit equity is being used as a source of financing, complete Columns 1 and 2. Otherwise, only complete Column 2.
- (3) General Contractor's fee is limited to 14% of actual construction cost (A.1.1. Column 3). The General Contractor's fee must be disclosed. The General Contractor's fee includes General Conditions, Overhead, and Profit.
- (4) In reference to impact fees, a tax professional's advice should be sought regarding eligibility of these fees.
- (5) Except as otherwise provided in Rule Chapter 67-48, F.A.C., the maximum hard and soft cost contingencies (Contingency Reserves) allowed cannot exceed (i) 5% for Development Categories of New Construction or Redevelopment, with or without Acquisition or (ii) 15% for Development Categories of Rehabilitation/Moderate Rehabilitation/Substantial Rehabilitation, with or without Acquisition. The determination of the Contingency Reserve is limited to the maximum stated percentage of the combined total of A1.3. TOTAL ACTUAL CONSTRUCTION COSTS and A2. TOTAL GENERAL DEVELOPMENT COST. Operating Deficit Reserves (ODR) are not to be included in C. DEVELOPMENT COST and cannot be used in determining the maximum Developer fee. Operating Deficit Reserves or any other reserves other than the Contingency Reserves provided herein are not permitted in the Application. An Operating Deficit Reserve, if necessary, will be reviewed and sized in credit underwriting.
- (6) Applicants using HC equity funding should list an estimated compliance fee amount in column 2.
- (7) Although the Corporation acknowledges that the costs listed on the Development Cost Pro Forma, Detail/Explanation Sheet, Construction or Rehab Analysis and Permanent Analysis are subject to change during credit underwriting, such costs are subject to the Total Development Cost Per Unit Limitation as provided in the RFA as well as the other cost limitations provided in Rule Chapter 67-48, F.A.C., as applicable.

USE THE DETAIL/EXPLANATION SHEET FOR EXPLANATION OF * ITEMS. IF ADDITIONAL SPACE IS REQUIRED, ENTER THE INFORMATION ON THE ADDENDA LOCATED AT THE END OF THE APPLICATION.

	1 HC ELIGIBLE (HC ONLY)	2 HC INELIGIBLE/ SAIL	3 Total
DEVELOPMENT COSTS			
Actual Construction Costs			
Accessory Buildings	\$0.00		\$0.00
Demolition	\$0.00	\$75,000.00	\$75,000.00
New Rental Units	\$6,663,938.00	\$0.00	\$6,663,938.00
*Off-site Work (explain in detail)			\$0.00
Recreational Amenities	\$225,000.00		\$225,000.00
Rehab of Existing Common Areas			\$0.00
Rehab of Existing Rental Units			\$0.00

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Site Work	<u>\$300,000.00</u>	<u>\$200,000.00</u>	<u>\$500,000.00</u>
*Other (explain in detail)	<u></u>	<u></u>	<u>\$0.00</u>
A1.1. Actual Construction Cost	<u>\$7,188,938.00</u>	<u>\$275,000.00</u>	<u>\$7,463,938.00</u>
A1.2. General Contractor Fee ^{See Note (3)} (Max. 14% of A1.1., column 3)	<u>\$716,394.00</u>	<u></u>	<u>\$716,394.00</u>
A1.3. Total Actual Construction Costs	<u>\$7,905,332.00</u>	<u>\$275,000.00</u>	<u>\$8,180,332.00</u>
General Development Costs			
Accounting Fees	<u>\$20,000.00</u>	<u>\$10,000.00</u>	<u>\$30,000.00</u>
Appraisal	<u>\$10,000.00</u>	<u></u>	<u>\$10,000.00</u>
Architect's Fee - Site/Building Design	<u>\$298,197.00</u>	<u></u>	<u>\$298,197.00</u>
Architect's Fee - Supervision	<u>\$35,000.00</u>	<u></u>	<u>\$35,000.00</u>
Builder's Risk Insurance	<u>\$50,000.00</u>	<u></u>	<u>\$50,000.00</u>
Building Permit	<u>\$171,000.00</u>	<u></u>	<u>\$171,000.00</u>
Brokerage Fees - Land / Buildings	<u></u>	<u></u>	<u>\$0.00</u>
Capital Needs Assessment	<u></u>	<u></u>	<u>\$0.00</u>
Engineering Fees	<u>\$65,000.00</u>	<u></u>	<u>\$65,000.00</u>
Environmental Report	<u>\$125,000.00</u>	<u></u>	<u>\$125,000.00</u>
FHFC Administrative Fee	<u></u>	<u>\$65,500.00</u>	<u>\$65,500.00</u>
FHFC Application Fee	<u></u>	<u>\$3,000.00</u>	<u>\$3,000.00</u>
FHFC Compliance Fee ^{See Note (6)}	<u></u>	<u>\$219,586.00</u>	<u>\$219,586.00</u>
FHFC Credit Underwriting Fees	<u></u>	<u>\$16,886.00</u>	<u>\$16,886.00</u>
Green Building Certification/ HERS Inspection Costs	<u>\$120,000.00</u>	<u></u>	<u>\$120,000.00</u>
*Impact Fees (list in detail)	<u>\$126,280.00</u>	<u></u>	<u>\$126,280.00</u>
Inspection Fees	<u>\$250,000.00</u>	<u>\$19,075.00</u>	<u>\$269,075.00</u>
Insurance	<u>\$100,000.00</u>	<u></u>	<u>\$100,000.00</u>
Legal Fees	<u>\$160,000.00</u>	<u>\$105,000.00</u>	<u>\$265,000.00</u>
Market Study	<u>\$10,000.00</u>	<u></u>	<u>\$10,000.00</u>
Marketing/Advertising	<u></u>	<u></u>	<u></u>

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		<u>\$125,000.00</u>	<u>\$125,000.00</u>
Property Taxes	<u>\$50,000.00</u>	<u>\$30,000.00</u>	<u>\$80,000.00</u>
Soil Test Report	<u>\$25,000.00</u>		<u>\$25,000.00</u>
Survey	<u>\$25,000.00</u>		<u>\$25,000.00</u>
Title Insurance & Recording Fees	<u>\$71,075.00</u>		<u>\$71,075.00</u>
Utility Connection Fee	<u>\$117,000.00</u>		<u>\$117,000.00</u>
*Other (explain in detail)			<u>\$0.00</u>
A2. TOTAL GENERAL DEVELOPMENT COST	<u>\$1,828,552.00</u>	<u>\$594,047.00</u>	<u>\$2,422,599.00</u>
Financial Costs			
Construction Loan Origination/ Commitment Fee(s)	<u>\$57,500.00</u>		<u>\$57,500.00</u>
Construction Loan Credit Enhancement Fee(s)			<u>\$0.00</u>
Construction Loan Interest	<u>\$177,000.00</u>	<u>\$226,000.00</u>	<u>\$403,000.00</u>
Permanent Loan Origination/ Commitment Fee(s)			<u>\$0.00</u>
Permanent Loan Credit Enhancement Fee(s)			<u>\$0.00</u>
Permanent Loan Closing Costs			<u>\$0.00</u>
Bridge Loan Origination/ Commitment Fee(s)			<u>\$0.00</u>
Bridge Loan Interest			<u>\$0.00</u>
Non-Permanent Loan(s) Closing Costs			<u>\$0.00</u>
*Other (explain in detail)			<u>\$0.00</u>
A3. Total Financial Costs	<u>\$234,500.00</u>	<u>\$226,000.00</u>	<u>\$460,500.00</u>
B1. Contingency Reserves ^{See Note (5)}	<u>\$404,615.00</u>	<u>\$89,402.00</u>	<u>\$494,017.00</u>
B2. Acquisition Cost of Existing Developments (Excluding Land) Existing Buildings			<u>\$0.00</u>
B3. * Other (explain in detail)		<u>\$225,000.00</u>	<u>\$225,000.00</u>
C. Development Cost (A1.3+A2+A3+B1+B2+B3)	<u>\$10,372,999.00</u>	<u>\$1,409,449.00</u>	<u>\$11,782,448.00</u>
D. Developer's Fee ^{See Note (1)}	<u>\$2,427,063.00</u>		<u>\$2,427,063.00</u>
E. Operating Deficit Reserves ^{See Note (5)}			
F. Total Land Cost		<u>\$150,000.00</u>	<u>\$150,000.00</u>

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G. Total Development Cost (C+D+E+F) \$12,800,062.00 \$1,559,449.00 \$14,359,511.00

Detail/Explanation Sheet

Totals must agree with Pro Forma. Provide description and amount for each item that has been completed on the Pro Forma.

Development Costs
Actual Construction Cost
(as listed at Item A1.)

Off-site work: N/A

Other:
General Development Costs
(as listed at Item A2.)

Impact Fees: Includes school impact fee of \$120,814 and transportation fee of \$5,465.

Other: \$225,000 Operating Deficit Reserve (up to amount of ELI Loan Request)

Financial Costs
(as listed at Item A3.)

Other:
Acquisition Cost of Existing Developments
(as listed at Item B2.)

Other: N/A

NOTE: Neither brokerage fees nor syndication fees can be included in eligible basis. Consulting fees, if any, and any financial or other guarantees required for the financing must be paid out of the Developer fee. Consulting fees include, but are not limited to, payments for Application consultants, construction management or supervision consultants, or local government consultants.

CONSTRUCTION or REHAB ANALYSIS	Amount	Location of Documentation
A. Total Development Costs:	<u>\$14,359,511.00</u>	
B. Construction or Rehab Funding Sources:		
1. HC Equity Proceeds Paid Prior to Completion of Construction which is Prior to Receipt of Final Certificate of Occupancy or in the case of Rehabilitation, prior to placed-in service date as determined by the Applicant.	<u>\$5,763,214.03</u>	Attachment <u>19</u>
2. FHFC's SAIL Loan	<u>\$2,400,000.00</u>	
3. FHFC's ELI Gap Loan	<u>\$225,000.00</u>	
4. First Mortgage Financing	<u>\$5,750,000.00</u>	Attachment <u>18</u>
5. Second Mortgage Financing	_____	Attachment _____
6. Third Mortgage Financing	_____	Attachment _____

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7 . Grants	_____	Attachment _____
8 . HC Equity - Partner's Contribution	_____	Attachment _____
9 . HC Equity Bridge Loan	_____	Attachment _____
10 . Other:	_____	Attachment _____
_____	_____	Attachment _____
11 . Other:	_____	Attachment _____
_____	_____	Attachment _____
12 . Deferred Developer Fee	<u>2427063.00</u>	
13 . Total Sources	<u>\$16,565,277.03</u>	

C. Construction or Rehab Funding Shortfall:
(A. - B.13.)

(\$2,205,766.03)

(A positive number here represents a funding shortfall. A value of zero or a negative value here is needed.)

Each Attachment must be listed behind its own Tab. DO NOT INCLUDE ALL ATTACHMENTS BEHIND ONE TAB.

PERMANENT ANALYSIS	Amount	Location of Documentation
A. Total Development Costs:	<u>\$14,359,511.00</u>	
B. Permanent Funding Sources:		
1 . HC Syndication/HC Equity Proceeds	<u>\$11,526,847.20</u>	Attachment <u>19</u>
2 . FHFC's SAIL Loan	<u>\$2,400,000.00</u>	
3 . FHFC's ELI Gap Loan	<u>\$225,000.00</u>	
4 . First Mortgage Financing	_____	Attachment _____
5 . Second Mortgage Financing	_____	Attachment _____
6 . Third Mortgage Financing	_____	Attachment _____
7 . Grants	_____	Attachment _____
8 . HC Equity - Partner's Contribution	_____	Attachment _____
9 . Other:	_____	Attachment _____
_____	_____	Attachment _____
10 . Other:	_____	Attachment _____
_____	_____	Attachment _____
11 . Deferred Developer Fee	<u>2427063.00</u>	
12 . Total Sources	<u>\$16,578,910.20</u>	

C. Permanent Funding Shortfall:
(A. - B.12.)

(\$2,219,399.20)

(A positive number here represents a funding shortfall. A value of zero or a negative value here is needed.)

Each Attachment must be listed behind its own Tab. DO NOT INCLUDE ALL ATTACHMENTS BEHIND ONE TAB.