

AMENDED NOI: April 23, 2012

HORSHAM TOWNSHIP AUTHORITY FOR NAS-JRB (HLRA) OFFICIAL NOTICE

INSTRUCTIONS FOR COMPLETING NOTICE OF INTEREST AVAILABILITY OF SURPLUS FEDERAL PROPERTY TO STATE AND LOCAL ELIGIBLE PARTIES, INCLUDING HOMELESS SERVICE PROVIDERS

A. NOTICE OF INTEREST CONTENTS

Notice of Interest should be made according to the specifications set forth in this section (as applicable), both for content and sequence.

Each Notice of Interest for Homeless Assistance or other Public Benefit Conveyances should include the following (as applicable):

I. ORGANIZATIONAL PROFILE

1. Legal name of government entity or nonprofit institution requesting use of buildings or property at the offsite housing of NAS JRB Willow Grove.

Bucks County Housing Group, Inc.
Genesis Housing Corporation
TRF Development Partners

MOU describing relationship between the parties is Attachment 14.

2. Address and telephone number of applicant.

Nancy Szamborski Executive Director Bucks County Housing Group 2324 2 nd Street Pike, Suite 17 Wrightstown, PA 18940 215-598-3566 nszamborski@bchg.org	Judith Memberg Executive Director Genesis Housing Corporation 208 DeKalb Street P.O. Box 1170 Norristown, PA 19404 610-275-4357 jmemberg@genesishousing.org	Sean Closkey President TRF Development Partners 718 Arch Street, 3N Philadelphia, PA 19146 215-574-5808 sean.closkey@trfund.com

3. Name and title of contact person.

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Nancy Szamborski Executive Director Bucks County Housing Group 2324 Second Street Pike, Suite 17 Wrightstown, PA 18940 215-598-3566 nszamborski@bchg.org	Judith Memberg Executive Director Genesis Housing Corporation 208 DeKalb Street P.O. Box 1170, Norristown, PA 19404 610-275-4357 jmemberg@genesishousing.org
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4. Name and title of person(s) authorized to complete purchase, and/or execute any lease or agreements. Attach a copy of the legal authority permitting these persons to complete such transactions.

Nancy Szamborski, Bucks County Housing Group - See Attachment 1
Judith Memberg, Genesis Housing Corporation - See Attachment 1
Sean Closkey, TRF DP - **See Attachment 1**

5. Statement regarding whether applicant is state, political sub-division of state or private nonprofit, tax exempt organization under Section 501(c)(3) of the 1986 Internal Revenue Code. If applicant is a private not-for-profit entity, attach a copy of the IRS recognition of its Section 501(c)(3) exemption status.

Bucks County Housing Group, Genesis Housing Corporation and TRF DP are 501(c)(3) organizations (See **Attachment 2**)

6. A copy of the document showing statutory or legal authority under which the applicant is authorized by law to acquire and hold title to property or to lease property.

See **Attachment 3**

7. For applicants other than public agencies:
a) A description of the organization, year founded and brief history, major accomplishments and organizational goals.

There are three organizations partnering on this NOI. : Bucks County Housing Group, Genesis Housing Corporation and TRF DP.

Bucks County Housing Group (BCHG)

BCHG is the largest homeless services provider in the NAS JRB Willow Grove area. BCHG advances the interests of people with low- to moderate-income and those in crisis by providing affordable housing and related social services. BCHG opened the first homeless shelter in Bucks County in 1979. BCHG now provides the largest number of homeless shelter beds in Bucks County, supplying 190 of the county's 367 family homeless beds (including emergency and transitional housing). In 2010, BCHG assisted 380 homeless individuals (240 children and 140 adults), including 120 families. During the past year, four

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babies were born in the homeless shelter facilities BCHG operates. In 2010, BCHG received HUD funding for a new **Rapid Re-Housing** program to assist homeless persons. During 2010, BCHG's three **Community Food Pantries** served over 1000 households each month, including 250-300 elderly. The food pantries are staffed by volunteers and supported by community food drives which collected over 300 tons of food to supplement government food purchases.

BCHG operates five **supportive housing programs**, in Doylestown, Morrisville, Penndel, Milford Square and Bensalem. (The Bensalem program represents the housing component of a collaborative partnership with St. Mary Medical Center's Family Resource Center.) BCHG also operates two **transitional housing programs** and three community Food Pantry programs. BCHG owns and manages three apartment complexes in Bristol, Fountainville, and Morrisville, and six other apartment sites scattered throughout Bucks County. In addition to the **Rapid Re-Housing Program**, the organization offers a **First-Time Homebuyer's Program** and a **Homeowner's Emergency Assistance Program (HEMAP)**. BCHG's executive director serves as co-chair of the Bucks Continuum of Care.

BCHG has demonstrated creativity and long-term viability in serving the homeless and low-income population in Bucks County. The cornerstone program of the organization is the **Supportive Housing 5 Shelter Program**. BCHG opened the first homeless shelter in 1979 in Penndel. At the program's inception, the goal was to provide short-term housing. BCHG founders quickly realized that the clients being served needed more assistance than a place to live short-term; in fact, staff recognized that clients would lapse back into homelessness unless five other contributing conditions were addressed. These conditions were and remain: living wage employment, reliable transportation, affordable childcare, access to education (in order to increase earning potential) and affordable housing. All of the work BCHG has done over the last 30 years has been to effectively and successfully address these needs so that clients can reach the goal of permanent housing and financial stability.

BCHG advocated for additional programming with other state agencies and the Department of Public Welfare. In 1984, BCHG was awarded a **Bridge Housing** contract to launch a cooperative venture with the County's Children and Youth agency. This early example of program collaboration was so innovative, it received the Public Welfare Foundation's national award for creativity in 1986. The BCHG Bridge Housing Program has since become the model for many bridge/transitional programs because of its ability to effectively combine the efforts of large, public agencies with those of small, private agencies. BCHG's Supportive Housing Program (SHP) is the foundation from which clients can begin to change the direction of their lives. BCHG operates four shelters, serving 32 families, and partners with St. Mary Medical Center in Langhorne to provide case management services to another 20 families. At the core of the Shelter Program is the extensive case management module. Clients while self-directed, meet with an on-site case manager bi-weekly to plan and implement steps to successfully meet the goal of finding and maintaining permanent housing. While residing at the shelters, both child and adult clients receive support from community members through well-developed volunteer programs. BCHG has an 83% client success rate; families are able to obtain and then maintain housing once they leave the shelter.

In conjunction with several organizations from Philadelphia and Pittsburgh, BCHG advocated for a state-assisted mortgage program that would respond to the increase in our region's foreclosures. The Homeowner's Emergency Mortgage Assistance Program (HEMAP) was developed in 1984 and is the only program focusing on foreclosure issues of its kind in the country. With the HEMAP program underway, BCHG advocated for the development of programs assisting first-time homebuyers to secure their mortgages. With the support of other advocacy groups and the Pennsylvania Low Income Housing Coalition, former U.S. Congressman Jim Greenwood and several other Philadelphia area officials passed

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legislation establishing a county housing trust fund for this purpose. Bucks County was the first county to implement the fund in the Commonwealth.

BCHG's proposal to develop its First-Time Homebuyer's Program has been supported by the county each year since the trust fund's implementation. The unique First-Time Homebuyers Boot Camp program is a 6-month support group session for people who need additional assistance in evaluating their credit, actively saving towards a home and learning the home purchase process. This program has been nominated for a national award through the National Association of Realtors® for promoting homeownership training for minorities. In 2010, the BCHG's housing counseling department provided counseling services to nearly 500 households and conducted 34 workshops and group training sessions.

The ability to innovatively respond to the complex needs of the homeless and low-income families of the county is BCHG's hallmark. BCHG responded to the lack of affordable rental housing in the county by developing rental housing. Since 1984, BCHG has purchased three rental properties, two located in the lower part of the county and one in central Bucks, for a total of 75 rental units. There are also six apartments scattered throughout Bucks County. BCHG provided services to 223 tenants – often families with Section 8 certificates. Additionally, special projects have been developed to respond to specific challenges. In 2008, the Wheelz2Work transportation program provided 21 donated vehicles, valued at \$42,060, to program clients pursuing education and employment who were struggling with reliable and accessible transportation. In 2010, BCHG created a shared living program for single individuals (including homeless persons) served by the behavioral health system. Currently there are nine participants at three rental sites. BCHG helped organize and coordinate the county's first Homeless Veterans Stand Down Event, and will provide services for a 40-unit low-income apartment complex for disabled veteran households, scheduled to be built in 2012 by a partner organization.

BCHG has identified several organizational goals:

Expand property ownership through real estate development. This would enable BCHG to provide more units of affordable housing, which has been a significant need in Bucks County for over five years. BCHG would also like to partner with other housing agencies such as Habitat for Humanity and Interfaith Housing Inc. to develop a mixed-use property.

Continue partnering with area mental health agencies providing housing counseling services for young people aging out of foster care and the developmentally handicapped.

Remain actively involved in the Bucks County 10 Year Plan to End Homelessness and committed to assisting in the production of a working document to be presented to the Department of Housing and Urban Development (HUD) in the near future.

Expand the financial counseling services offered, especially those directed at financial literacy learning modules, for low- to moderate-income families.

Genesis Housing Corporation

Genesis Housing Corporation is a 501(c)(3) nonprofit which has served as a community housing development organization (CHDO) in Montgomery County since 1994. Genesis Housing Corporation is dedicated to affordable housing development as well as consumer education on housing and personal

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finance. Genesis Housing Corporation has proven development experience with PHFA Low Income Housing Tax Credits and other affordable subsidy programs in the State and County. Additionally, Genesis Housing Corporation is the HUD-approved Homeless Prevention and Rapid Re-housing Program (HPRP) provider for Montgomery County and is eligible to receive these designated funds from the federal government. HPRP is a multi-agency effort to prevent homelessness in Montgomery County. Further, Genesis Housing Corporation works with other area organizations and providers, including the Salvation Army, to offer coordinated services to the homeless.

In addition to being a service provider, Genesis Housing Corporation has had significant experience directly developing affordable and homeless housing in coordination with other nonprofit and for-profit development partners. The programs implemented by Genesis Housing Corporation include:

- ❖ The **Housing Counseling Program** provides classes and individual counseling helping over 4,800 potential first-time homebuyers. Monthly classes focus on topics not traditionally taught in school: understanding credit, credit repair, money management, saving plans, grant programs and understanding the home buying process. Genesis Housing Corporation's award-winning counseling program is approved as a certified housing counseling agency by the PA Housing Finance Agency (PHFA), Fannie Mae and HUD. Genesis Housing Corporation is also an approved agency for Montgomery County's and Norristown's First-Time Home Buyers Programs.
- ❖ The **Homeless Prevention Rapid Re-Housing Program (HPRP)** is a multi-agency effort to prevent homelessness in Montgomery County, PA. Genesis Housing Corporation provides housing inspections and housing counseling services for the clients from participating organizations including the Salvation Army, Keystone Opportunity Center, Laurel House and Valley Youth House. Genesis Housing also serves on the Homeless Case Management Task Force (CTI – Critical Time Intervention) and the HPRP Discharge Committee.
- ❖ The **Neighborhood Stabilization Program** has acquired foreclosed and blighted vacant properties in Norristown and Pottstown, PA. Renovations are underway on nine properties that will be sold at affordable prices to first-time home buyers. The Neighborhood Stabilization Program is funded by a grant from the PA Department of Community and Economic Development (DCED) and is part of the Economic Stimulus Program. The rehab of two of the properties are part of the Montgomery County **Youth Build Program**, providing job training and GED classes to 30 at-risk youths.
- ❖ The **Washington Street Action Plan** is a community-based revitalization plan for the Washington Street neighborhood in Pottstown, PA. A comprehensive neighborhood plan was developed and is being implemented to improve the housing stock, reduce crime and revitalize this deteriorated section of Pottstown.
 - A. The **Targeted Owner-Occupied Property Rehab Program** provides grants and technical assistance to qualified lower income homeowners to improve their Washington Street neighborhood homes and eliminate housing code violations.
 - B. The **Washington Street Neighborhood Project** acquires and renovates vacant Washington Street properties to resell at affordable prices to improve the housing stock and revitalize the neighborhood. Genesis Housing Corporation is working with the Borough of Pottstown to condemn long-term vacant properties to continue the acquisition and rehabilitation of vacant deteriorated properties.

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- C. **Walnut Street Homes Development** - Little's Bar was a long-term severely deteriorated vacant bar and rooming house that was a blighting influence on the neighborhood and a corner hangout for drug dealers. The building was demolished to create the building lot for the construction of four new semi-attached homes. Construction is completed and the four new affordable homes have been sold to new homebuyers.
- D. **Warren Street Homes Development** - Four new homes were constructed on a vacant lot one block east of the Little's Bar site in cooperation with ACLAMO, the local Hispanic social service agency. Construction is completed and the four homes have been sold to new homebuyers.
- E. **Jefferson School Apartment Project** is a low income tax credit project that converted an old school in the Washington Street neighborhood to forty-six affordable apartments for senior citizens. In partnership with Pennrose Properties, Genesis Housing Corporation has received historic and low income tax credits for this project.
- ❖ The **May Street Crossing Development** built twenty-eight new homes for sale to first-time homebuyers in the neighborhood near the Jefferson School Apartments. In partnership with Pennrose Properties, Genesis Housing Corporation has received PA Housing Finance Agency (PHFA) Home Ownership Choice funds and Montgomery County Housing Trust funds. Construction of the new homes is completed and all of the homes have been sold.
 - ❖ The **Norristown Neighborhood Project** acquires and renovates homes to resell at affordable prices to help lower income families to purchase their first homes in the Norristown, PA. Nineteen vacant homes were rehabbed and sold to first-time homebuyers. A third phase is underway to acquire and rehab six properties.
 - ❖ The **Montgomery County Homeowner Rehab Program** provides grants and technical assistance to qualified lower income owners to improve their homes and eliminate housing code violations. Genesis Housing Corporation coordinates the program for the Montgomery County Department of Housing and Community Development. Genesis Housing Corporation also coordinates the **Handicapped Access Program** for Montgomery County.
 - ❖ Genesis Housing Corporation provides **Consulting Services** to nonprofit agencies to assist with building renovations and organizational development. Genesis Housing is currently working with **Laurel House** to develop three units of transitional housing for families who have experienced domestic violence and **Lower Merion Affordable Housing Corporation** to renovate four homes from first-time home buyers in Ardmore, PA. Genesis Housing Corporation is also working with **Ardmore House**, a 46 unit low income senior apartment development to develop expansion plans and to upgrade existing units.
 - ❖ The **Spring Avenue Condo Development** is a 10-unit development of semi-attached homes in Ardmore, PA completed in 2004. President George Bush honored this project with a visit in March, 2004. Genesis Housing Corporation continues to work as the staff for the Lower Merion Affordable Housing Corporation.

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- ❖ The **Cooperative Project** was a multi-agency effort to provide a two-year program of supportive transitional housing for women and children who have experienced domestic violence. Genesis Housing Corporation renovated three apartments and three single-family homes for the program.

Genesis Housing Corporation has been actively involved in providing affordable homes in Montgomery County, PA to stabilize housing values, promote home ownership and provide safe and decent housing for lower income families. Along with our partners, Genesis has developed over 350 units of affordable housing. Working cooperatively with other agencies, Genesis has developed rental housing, provided consulting services and organized housing counseling workshops. Upcoming projects focus on developing rental units for County and nonprofit agencies.

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TRF Development Partners (TRF DP)

TRF DP was established in 2006 to address the limitations of urban development and to increase investment in distressed communities. TRF DP is a nonprofit support corporation of The Reinvestment Fund (TRF). TRF is a national leader and innovator in neighborhood and economic development that has invested over \$1 billion to support the creation of wealth and opportunity for low- and moderate-income people and places. TRF DP is a regional nonprofit housing developer. As such, TRF DP has secured development rights to \$90 million worth of projects, and is in the process of building approximately 450 housing units throughout the mid-Atlantic region.

TRF DP's work seeks to reposition markets, capital and development to maximize the benefit to the communities in which we invest and advance the needs of low- and moderate-income families. TRF DP seeks to invest in places that have the potential to achieve and maintain sustainable growth. To identify proper investment areas TRF DP seeks places that are located in proximity to major economic assets while understanding the market, cultural, and community values of a place. Once a location is identified TRF DP (1) determines a discrete series of investment interventions that are significant enough to influence the values of the investment area and (2) plans real estate development sequences so the right investment makes the planned impact at the correct time and place.

TRF DP invests patient capital which is necessary to secure long-term growth and sustainable community reinvestment. We customize mixed financing packages for each investment by leveraging available public and private capital. The financing structures we create are specifically designed to expand community wealth and opportunity.

TRF DP seeks to determine the most appropriate physical design for each planned intervention thus securing successful investments that meet market and community needs. Whether it is new construction or adaptive reuse, we strive to build high quality, energy-efficient buildings that respect the community character and provide a strong sustainable base for market growth.

TRF DP's projects are funded by local, state and federal resources which include: HOME, NJ CHOICE, Community Development Block Grants, Neighborhood Stabilization Program, Low Income Housing Tax Credits, and MD Community Legacy.

TRF DP partners with leading public and private entities. A select list includes: City of Baltimore, MD, Neptune Township, NJ; City of Philadelphia, PA; NJ Housing and Mortgage Finance Agency; Maryland Department of Housing and Community Development; Homes for America, Inc.; St. Joseph's Carpenter Society; CityWorks; and MB Ingerman Development, Inc.

b) A listing of all principals in the organization and any proposed on-site program managers who would participate in management activities of any proposed program. Provide appropriate credentials, as well as a description of previous related experience.
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This Homeless Reuse proposal is based on the Housing First model of homeless intervention. The effort starts with permanent housing but the housing is part of a holistic housing/service model and requires interdisciplinary expertise (housing development, property management and homeless social services) and financial capacity. Fortunately, these organizations have the staff and experience that are complementary

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and necessary to implement the proposed Horsham reuse, which provides maximum benefit to the homeless population throughout Montgomery/Bucks County.

Development: Together, TRF DP and Genesis have developed /are developing over 750 housing units

Property Management: BCHG and Genesis currently manage 300 homeless rental units. BCHG's executive director, a licensed real estate broker, is a Certified Property Manager® and Real Property Administrator® with over 20 years experience managing military housing properties and programs, and over 5 years experience managing public housing and low-income housing.

Social Services: BCHG and Genesis currently serve 300 homeless individuals and families and are active members of the two Continuums of Care serving the area. Both organizations provide a full range of homeless and housing services either directly or in coordination with service partners. Each organization will be involved in direct services on site, but will also coordinate supportive services provided by others to ensure that all residents receive a wide spectrum of program services.

c) An organizational chart for the organization.

See **Attachment 4**

d) Guidelines of personnel procedures for recruiting, affirmative action and equal opportunity outreach, resident hiring, personnel selection, training, evaluation and discipline.

BCHG, Genesis and TRF DP are equal opportunity employers. To ensure outreach to broad candidate pools, the organizations utilize a variety of recruiting resources, such as internal company postings, professional recruiters, job boards, job fairs, websites, and industry networks when hiring for new or vacant positions. Specific policies and procedures are employed in the personnel selection process. These include resume review and telephone screening, interviews conducted by hiring managers, group interviews conducted by work teams, candidate job application submission, reference checking, offer letter issuance, and background check completion. Training is available to all employees at every level of the organizations for skill enhancement or new learning opportunities. Annual evaluations are conducted by managers for their direct reports. Adherence to an employee problem resolution process is followed as outlined in each organization's Personnel Policies. See **Attachment 5**

e) Provide organization's connection to the community and the community interest that will be served.

All organizations have long-standing connections in community service as evidenced by the letters of support for our collective work on this reuse plan. In addition, our work is supported by the continuum of care groups who are homeless service providers. See **Attachment 6**.

In terms of the individual organization's connection to the community it is as follows:

Genesis Housing Corporation

Genesis Housing Corporation is a Montgomery County Community Development Housing Organization that has effectively served low- and moderate-income residents for almost two decades. The CHDO designation requires that at least 1/3 of the Genesis Board of Directors are members of the local

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community who are or represent the low-income community. Genesis Housing Corporation's commitment to the community is visible in the 17 residential projects that they have developed which serve over 260 families and individuals. They have offered free housings counseling to over 4,800 residents and Genesis is actively managing Neighborhood Stabilization Program funds to serve two area communities. As part of the NSP work, Genesis is also utilizing the Youth Build program which serves the communities' at-risk youth.

Genesis is also a leader in the community's effort to end homelessness. Genesis is a member of the County's Homeless Prevention Rapid Re-Housing Program (HPRP) and the Homeless Case Management Task forces. In addition, Genesis is part of the Montgomery County Continuum of Care.

Bucks County Housing Group

BCHG is a key social service agency serving homeless and low-income families in the community. Since opening the first homeless shelter in the county in 1979, BCHG has provided necessary leadership around all issues pertaining to affordable housing for families with low- to low-moderate-income as well as those families who are homeless. BCHG has partnered or continues to partner with many social service agencies to serve the needs of the region's homeless population. Furthermore, BCHG enjoys excellent working relationships with the elected officials who serve BCHG service areas. BCHG has leadership, advocacy, and committee roles with Bucks County Association of Realtors (committees: Affordable Housing, Community Outreach, Equal Opportunity/Diversity), Pennsylvania Housing Finance Agency, Pennsylvania Housing Alliance, Bucks County Housing Coalition, Bucks County Women's Advocacy Coalition, Bucks County Fair Housing Committee, and Hunger and Nutrition Coalition.

TRF Development Partners

TRF DP is the nonprofit housing development subsidiary of The Reinvestment Fund (TRF). TRF's knowledge of and relationships in the community is strengthened by the fact that approximately twenty five percent of TRF's Board members and loan committee members live/work in Bucks or Montgomery Counties, which enables them to provide direct insight into the diverse needs of these communities. In addition, TRF has made nearly \$22.6 million in investments, loans and grants in these counties since 2000. These funds have supported projects totaling \$47.9 million across the two counties – creating or preserving 200 housing units and nearly 125,000 square feet of commercial space, and supporting community facilities serving more than 9,300 clients.

TRF grew from its early community organizing work into the permanent institution it is today because of its longstanding partnerships and its expertise in financing and applying data to investment strategies with community stakeholders. As an organization, TRF's relationship with communities is organic, a part of what it does, who it hires and what it encourages. Beyond TRF's own extensive work in low- and moderate-income communities, more than 80% of TRF's management, most lenders, and many other employees regularly engage with communities through volunteer work and professional affiliations. TRF's President, for example, is Board Chair for the foundation of a cluster of charter schools in Philadelphia. Other staff is active on boards such as the Urban League, City Parks Association, various CDCs, social service agencies, and neighborhood civic associations. Additionally, members of TRF's advisory and loan committees represent a variety of organizations that serve local communities. This broad range of community engagement has helped TRF to continue to identify potential opportunities that benefit low- and moderate-income communities

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Institutions as varied as state governments, national foundations and banks turn to TRF because it bridges their world and the communities they want to impact. Both NJ and PA governments have turned to TRF to execute programs because TRF's reach into the community makes programs effective. The Casey Foundation turned to TRF as the civic intermediary to connect low-income Philadelphians with work in its 7-year Jobs Initiative. Banks turn to TRF because it is on the ground, seeing and vetting projects long before other sources identify them. Every investment decision includes an analysis of the real benefits to low-and moderate income communities.

8. A copy of current – constitution/charter/by-laws or Articles of Incorporation as appropriate.

See Attachment 7

II. PROPOSED PROGRAM

1. A detailed narrative description of the proposed use of the property or building.

The scope of this proposal involves the request for a homeless assistance conveyance for the transfer of a portion of the site located at the Naval Air Station Joint Reserve Base Willow Grove. This program seeks to acquire a small portion of the site for the provision of permanently affordable units for families in need in Bucks and Montgomery Counties.

The proposed reuse plan is designed to create permanent supportive housing for McKinney / HEARTH eligible homeless families and individuals. Currently, there are no permanent supportive housing units for families in Bucks County and too few in Montgomery County. This proposal will satisfy a community need for affordable housing for the homeless in fulfillment of the McKinney Act and support redevelopment potential of the remainder of the site for ongoing county plans.

The development team consists of Bucks County Housing Group (BCHG), Genesis Housing (Genesis) and TRF Development Partners (TRF DP). Each team member will be responsible for a component of the reuse effort. Each team member brings skills that will support the expertise in development, affordable housing, and homeless assistance programs that will be required to successfully complete this development, as well as implement and operate on-site services. BCHG is a nonprofit homeless service provider and will assist in operating programs as part of the CoC network in Bucks and Montgomery Counties. Genesis is a nonprofit community housing development organization (CHDO) that serves Montgomery County. TRF DP will offer support with regard to project finance, site development and residential construction. The development team reserves the right to utilize related legal entities, which may represent the individual members or any combination of members to acquire, develop, construct and manage the proposed housing.

The partnership of BCHG, Genesis and TRF DP, to be referred to as “the Developers”, will develop, build, own and manage a permanent housing site for McKinney / HEARTH eligible residents. The site will be integrated into the larger NAS JRB redevelopment in a way to provide a specifically programed

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space for McKinney / HEARTH eligible residents without concentrating or isolating the residents. The site will benefit from quality affordable housing and on-site social service and management facility.

In general terms, the Developers have designed a program which will add to the Continuum of Care (CoC) network of local homeless assistance programs designated by the Department of Housing and Urban Development (HUD) in Montgomery and Bucks Counties. A new homeless assistance program for permanent, rental housing will connect with existing community plans to deliver housing services and move people who are homeless to maximum self-sufficiency. This program will involve local organizations and a coordinated effort to provide housing as well provide with supportive services to prevent a return to homelessness. This proposal will demonstrate the potential to leverage existing community plans for homeless assistance and to reuse the site to maximize its redevelopment potential.

The developers are specifically mindful of the housing and social service needs of veterans. Assuming veterans are eligible under McKinney/ HEARTH and it is acceptable, the developers will seek to provide social services and housing specifically designed to assist homeless veterans.

In terms of the reuse, the Developers are seeking less than 1% of the total land available at the Naval Air Station Joint Reserve Base (NASJRB) at Willow Grove. Specifically, the Developers are seeking a homeless conveyance to develop approximately 10 acres, to provide 70 residential units for the needs of McKinney / HEARTH defined homeless individuals and families. The site will also include community space for the McKinney / HEARTH defined residents of the project and a property management office and maintenance space.

These 70 units will be developed on a +/-10 acre single site in conjunction with the full redevelopment of the 862 total acres available at NASJRB Willow Grove. The redevelopment will utilize housing design that is consistent with the other residential elements contemplated in the reuse plan. Specifically the developments goal is to create apartment units in townhomes style buildings. These residential clusters seek to provide more intimate communities which do not concentrate families with need in any single building and mirror the other residential development so that this housing is integrated into the overall community design fabric. All 70 units will be located on a single site and served by a +/-2,000 square foot community, social service counseling support and property management building also located on the site. This development program will be realized utilizing a mixed financing structure. The developers will seek to finance the redevelopment utilizing LIHTC, HOME, PHFA soft debt, Shelter plus Care funds, Housing Trust funds, private rental based assistance, private debt and grants.

This plan serves five important goals that fit with the needs of the area's underserved as well as the redevelopment potential of NASJRB Willow Grove:

1. Preserve redevelopment potential of 99% of the site by creating a residential cluster that will not impact the greater redevelopment efforts.
2. Provide 70 permanent housing for McKinney / HEARTH Act defined homeless individuals and families in the region, where there is a lack of dedicated permanent supportive housing.
3. Create a cost efficient and centralized social service and management platform without concentrating homeless families in one large building

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4. Create housing in an area of wealth and opportunity. Moreover, the redevelopment of the surrounding site is likely to present residents with access to significant employment opportunities.
5. Take advantage of connectivity and regional accessibility for preserving opportunity for residents; the site is located within walking distance of SEPTA bus service on CR/611 Easton Road which in turn offers easy connection to regional commuter rail lines serving the larger metropolitan area.

The Developers recognize that this reuse of the Horsham base involves complex land use issues. Given this fact, if it is deemed necessary or helpful and it is permissible under the Base Relocation and Closure Act, the Developers are open to considering different locations on the Horsham site to construct permanent housing for homeless individuals. However, any alternative site location would need to be in keeping with the original purpose of the site selected by the developers. The Developers selected the proposed site because the location 1) do not isolate homeless families; 2) are within walking distance to major transportation routes; 3) are cost effective to develop as housing; 4) offer sufficient open space and buffering from other land uses while still close enough to one another for shared management, maintenance and social service facilities; and 5) is a site that have not been identified as environmental hazards or wetlands.

6. A detailed assessment of the need for the proposed program. In the case of homeless assistance programs, include an explanation of what homeless needs in the communities in the vicinity of the offsite housing you will be fulfilling.

Area homelessness affects both Montgomery and Bucks Counties in Pennsylvania. Both counties have substantial homeless populations. Just on the night of January 27, 2010, close to 1,000 homeless individuals were identified in the two counties, either in emergency shelters, transitional housing or living on the streets or other uninhabitable places¹. This number did not include the many families who are at risk of homelessness, living doubled up with friends or family members or in other temporary situations.

Responsive to the problem, both counties have taken advantage of available federal and state resources to develop an extensive network of housing and services for homeless families and individuals. Over the past decade, the two counties have garnered over to \$25 million in federal dollars for homeless services. Currently more than 110 agencies in the two counties participate in their respective Continuums of Care for the homeless, which are designed to prevent homelessness and to assist those who are homeless to become self-sufficient as well as obtain and remain in permanent housing. These agencies are providing services that include:

- Emergency, transitional and permanent supportive housing;
- Case management, mental health and substance abuse services; and
- A range of employment and life skills services.

However, despite these substantial resources, there remain significant gaps between the needs and resources. Unmet needs remain in a number of areas including:

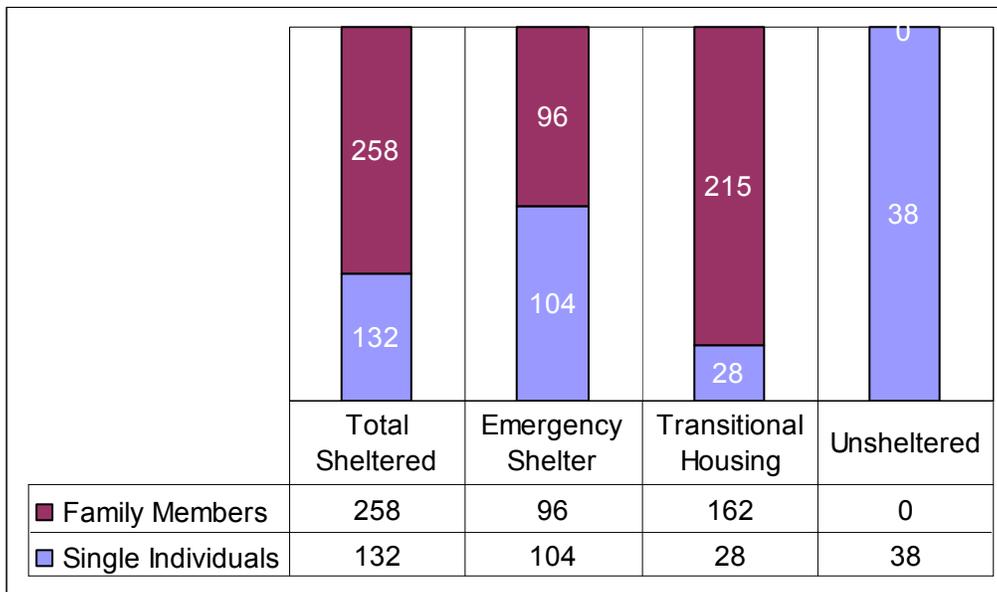
¹ Results from Montgomery and Bucks County's Annual Point-in-time Counts of the Homeless, conducted January 27, 2010 and January 28, 2010 respectively

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- Capital for the development of permanent housing for homeless and formerly homeless households
- Financial assistance to prevent homelessness and to rapidly re-house homeless families and individuals
- Funding for supportive services for homeless families and individuals

The proposed Homeless Reuse Plan directly addresses these critical needs through the creation of 70 units of permanent housing for homeless individuals and families in Bucks and Montgomery Counties. The inclusion of office space for supportive services and property management will help support these households in successfully remaining in their home.

Point in Time Count of the homeless conducted on January 28, 2010



See Attachment 8 for complete **Homelessness in Montgomery and Bucks Counties: Assessment of conditions, resources and programmatic needs March 2011**

Provide the following:

- a) The need to expand existing facilities.

The Homeless Assessment in Attachment 8 details the needs of individual and families in need of homelessness, special needs, and supportive housing services and determined the specific programmatic tools that are required to address these issues. As described in the Homeless Assessment, a wide gap currently exists in the Montgomery/Bucks County area between need and available resources that serve homeless families and individuals. The major areas of need include:

- assistance to prevent homelessness and to rapidly re-house homeless families and individuals;
- the development and operations of transitional and permanent housing for the homeless and formerly homeless;
- housing and supportive services for homeless families and individuals; and
- permanent housing units to support a Housing First strategy.

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- b) Identify any anticipated expansion of services that may result from improvement of facilities for the proposed program, as applicable.

By creating 70 new permanent housing units, the proposed reuse clearly anticipates expanding the homeless services in the community. The development and construction of the housing units will be managed by TRF DP and Genesis. This work will not be an increase in activity as each year both entities add new construction projects and close out finished projects.

In terms of the management of homeless housing and the related social services provided to support the residents, the proposed development will be an increase to the work managed by BCHG and Genesis. BCHG already manages a significant portfolio of homeless housing and provides these services. This project is an expansion of their activities but does not represent new activity.

For property management, the Developers are proposing utilizing a third party property manager. There are a number of skilled property managers capable of managing the proposed development. Genesis and BCGH will take a leadership role as the owner's representatives ensuring that the selected third party property manager operates the site consistent with best practices. Genesis and BCGH will have regular site visits with property manager to ensure property is operating according to plan. The Property manager is responsible for the following:

- a) Monthly financial monitoring, review and distribution of financial statements, analysis of operating budgets, occupancy trends, and reserve accounts;
- b) Monitoring and approval of certified rent rolls, state and federal tax returns, LIHTC compliance documents and project audits; coordinating property inspections by State and Investors; and overseeing and responding to inspection compliance work.
- c) Oversight and approval of capital improvements and budget
- d) Managing operations in crisis situations; building fires, domestic disputes, tenant on tenant altercations. In these cases the Developers will need to be involved and implement an agreed upon course of action.
- e) Oversee the implementation and ongoing provision of supportive services consistent with the LIHTC or other funding application

- c) Identify whether the need for the proposed program is a result of the requirement to meet or comply with established state standards.

There is a clear need to create permanent housing to service McKinney/HEARTH eligible individuals and households, but this program is not the result of a State requirement to provide this housing.

- d) Include statement that applicant does not currently possess real estate suitable for the proposed program.

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The surrounding area has extremely high real estate values and securing affordably priced property is very difficult. Based on the documented need and the total lack of permanent housing for McKinney/HEARTH eligible homeless households, there is a clear indication that the regional real estate is not providing suitable opportunities to build housing. The applicant does not currently possess real estate suitable for the proposed program.

7. In the case of a homeless assistance program, a description of how the program will be coordinated with other homeless assistance programs in the communities in the vicinity of the offsite housing.

Genesis Housing Corporation and BCHG are proposing a multi-agency effort to help the homelessness by providing permanent rental housing working with existing agencies in both counties, including Salvation Army, Keystone Opportunity Center, Laurel House, Valley Youth House and others. The coordination of these services will require additional staff on site. BCHG will provide and coordinate services under the direction of its Social Service Director, a licensed, master's level professional with experience managing homeless service programs.

8. A description of the time required to commence the proposed program.

The redevelopment of the property will commence once the property is available for transfer and the appropriate road, water and sewer infrastructure are available. The available project financing may require a 2 phase redevelopment plan. Regardless of the need for phasing, the initial development is estimated to seek financing 6-9 months following the completion of the previously mentioned infrastructure. The actual unit development will occur within 12 months of securing financing and construction will be completed and the units occupied within 12 months of the close of the project's financing.

1 BUILDINGS OR PROPERTY NECESSARY TO CARRY OUT PROGRAM

1. A narrative description of requested facilities, land, buildings, improvements, easements and related equipment (Describe by building number and include an illustrative map). In the case of homeless service providers describe the suitability of the buildings and property for the proposed homeless assistance program and needs of the homeless in the communities in the vicinity of the offsite housing.

The Developers are seeking a no cost conveyance of one site, which will be redeveloped to accommodate 70 permanent rental housing units, a community room and a social service offices for McKinney / HEARTH eligible individuals and household.

The site we are seeking is located fronting PA Route 611. See below photo

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2. Is the applicant requesting a deed transfer? Would the applicant agree to the Horsham Township Authority owning the property and building and leasing such properties to the applicant at no cost?

The applicant is requesting deed transfer. Based on the most appropriate financing structures to underwrite the cost of redevelopment, fee simple title in the name of the developer is required.

3. Indicate what land use and zoning requirements or entitlements are necessary for the applicant to implement its Proposed Program in and around the buildings and property requested.

The site will require zoning that allows for planned unit development of duplex style townhomes.

4. Indicate whether existing buildings will be used and describe any new construction or rehabilitation that is anticipated on the requested property necessary for program implementation.

We do not want to utilize the existing building located on the parcel. For the requested property to be utilized for our homeless submission, all existing structures will be demolished to allow for new construction. The proposed redevelopment seeks a townhouse style community. The individual buildings will include single story flats in two story buildings, with separate rear and front entrances. One additional townhouse style building will be used for office space for property management, community space and the social service needs of the residents.

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2 ORGANIZATIONAL CAPACITY

Evidence that the management team is capable of successfully operating any proposed program will be examined. The applicant must demonstrate a record of past performance and experience with similar programs, viability, and financial and administrative solvency and stability based on the following:

1. A general description of past performance and experience operating similar programs to those proposed.

TRF DP will be the lead builder developer for the housing. TRF DP has significant experience developing subsidized housing. In the past 4 years, TRF DP projects have secured approximately \$80 million of developing financing for 450 housing units. In total, TRF DP is currently working on 10 projects in 3 states. TRF DP is a nonprofit housing developer with two core residential development lines of business, community redevelopment and affordable housing. A representative list of TRF DP's work is as follows:

TRF DP COMMUNITY REDEVELOPMENT

TRF DP's projects are long-term community development investments. The investment goal is positively impacting local market conditions with housing investments which drive neighborhood improvement and change market dynamics. TRF DP's investment strategy identifies distressed areas that are near regional assets or market strength and leverages the existing asset by investing significant funding into the housing stock in the weaker area. This approach is known as building from strength. TRF DP has 5 active community development projects they are:

Preston Place: 125 residential units

TRF DP is developing a 125-unit residential infill project known as Preston Place. Preston Place is located in Baltimore City's Oliver neighborhood, adjacent to Johns Hopkins Medical Campus. With a total investment of \$25 million, Preston Place will create 75 new homes and rehab 50, for sale to families. TRF DP has completed the first 30-unit phase of Preston Place and is currently constructing a second 40-unit phase.

City Arts Apartments: 69 residential units

TRF DP identified Baltimore City's Greenmount West as an excellent community redevelopment area. Greenmount West suffers from vacancy and disinvestment, yet is walking distance to Penn Station and abuts a strong residential market. In 2007, TRF DP was awarded the redevelopment rights to Greenmount West's largest vacant and undeveloped parcels of land. TRF DP and two other nonprofit partners, Homes for America and Jubilee Housing, jointly developed the 69-unit City Arts building. City Arts is a Low Income Housing Tax Credit (LIHTC) financed apartment building representing an investment of \$13.5 million. Construction was completed in 2010, and the building is fully leased and operating.

Schoolhouse Square: 58 residential units

This is a 58 unit homeownership development on the former Ridge Avenue School site in Neptune NJ. TRF DP is partnering on the project with City Works, a nonprofit real estate developer. TRF DP was brought into the project as a means to salvage an important but failing redevelopment effort for Neptune Township. This is a \$16.2 million project which was closed in 2009. The first 24 homes are completed and construction is on-going.

In 2010, Schoolhouse Square was awarded the NJ Governor's Excellence in Housing Award for "Best Neighborhood Revitalization".

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Carpenter Square: 42 residential units

This is a \$10.5 million homeownership project in Camden, New Jersey, which TRF DP is co-developing with St. Joseph's Carpenter Society. The first 18 units are currently under construction.

AFFORDABLE HOUSING

TRF DP's affordable housing work seeks to create high-quality affordable rental housing. Our work focuses on utilizing LIHTC to create or preserve housing in stable communities with affordable rents for working families and retired senior citizens.

Scotland Run: 132 residential units

TRF DP is partnering with M. Brad Ingerman Development (MBI) to develop Scotland Run, a 132-unit rental housing project within Williamstown, New Jersey. For this development, TRF DP was awarded LIHTC from the New Jersey Housing and Mortgage Finance Agency. Scotland Run will create two- and three-bedroom affordable apartments for families just outside Atlantic City. Project construction began in 2010 and should be operational in 2011.

Wood Avenue Apartments: 80 residential units

TRF DP is partnering with M. Brad Ingerman Development (MBI) on an 80 unit rental housing development in Manalapan, NJ. This project will create two- and three-bedroom affordable apartments for families in Monmouth County, NJ. The project has been awarded funding and is in the process of closing its financing and starting construction.

Stella Vista Apartments- 57 residential units

Homes for America (HFA) and TRF DP have agreed to purchase the Infant Jesus Convent located at 2723 Holme Avenue, Philadelphia, from the Sisters of the Holy Family of Nazareth. TRF and HFA intend to convert the Convent into the Stella Vista Senior Apartments, a 57-unit income and age-restricted apartment building. All local land use and zoning approvals have been secured for Stella Vista; TRF DP is in the process of securing \$11.4 million in construction and permanent finance.

Although the housing development at this site is a key component of the Shelter First model that the Developers intend to utilize, the critical component is the delivery of homeless services at the residential developments. BCHG is a regional leader in homeless services. Our project development budgets are designed to generate long term social services as part of the project development. The full development of the site includes project based social service reserves and operating cash sufficient to staff the social service facility with 3 full time social workers, one supervisor and two case workers. All work performed by this staff will directly benefit McKinney/HEARTH eligible residents. All activity at this property will be limited to serving the McKinney/HEARTH eligible residents.

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| 2. A list of all projects/properties owned or managed (as applicable to the request) by the applicant including: |
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See Attachment 9

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| 3. Plans for the expansion of the organization to meet an increased demand for services from the proposed programs. Identify any organizational adjustments needed for proposed programs including number of employees needed and job descriptions. |
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BCHG and Genesis plans for expansion are limited to the needs of the proposed program. Location and size of project site will require an on-site office with space for at least seven employees. As part of the on-going property management function, a maintenance storage facility is also a requirement.

Staffing for expansion is as follows:

1. *Property Manager*: Responsible for all phases of property operations, including but not limited to the general administration and maintenance of the physical building; and to direct and control all personnel and resources to the end that the property is maintained at all times in good physical condition with a stabilized fiscal operation.
2. *Case Manager (2 persons)*: To assess and qualify families; enable client families economically and socially to gain and maintain a stable home environment; to address any and all issues that create barriers for clients; and to be proactive in assisting clients to resolve those barriers.
3. *Rental Specialist*: To manage local data for the PAHousingSearch statewide housing locator service including outreach to landlords, HMIS input and rental housing counseling.
4. *Maintenance*: (1-2 persons) To maintain buildings in good, safe, sound and sanitary conditions
5. *Fiscal Manager*: Responsible for performing multiple duties related to the accounting and reporting functions of the organization within established deadlines.

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| <ol style="list-style-type: none">4. Provide a list of management functions that will be staffed at the property or in buildings requested and whether those management functions will be provided by the applicant or contracted out to a third party. If contracted out, please provide information regarding the selection process for those management services and how often a site manager will visit the property. |
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The proposed reuse intends to create a central property management and social service office at the site. This property will be used exclusively to support the McKinney /HEARTH activities proposed in this reuse plan. It is anticipated that the following activities will be performed out of the office facility:

- Manager of on-site social services and other social service staff
- Manager of Housing Counseling and other housing counseling staff
- Property Manager and other property specialist staff including rental counselors
- Assuming specialized programs intended to assist with homeless veterans is allowable, these programs will be offered in the office facility

Genesis Housing Corporation and BCHG will use a management company to oversee the properties for services including annual income verification of tenants, financial reporting and property maintenance. The management company will be selected using a Request for Proposals from qualified companies. A legal notice will be placed in the local newspaper and a minimum of four firms will be sent the Request.

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Genesis Housing Corporation and BCHG will use several agencies for any supportive services that they will not provide. These agencies may be selected by Request for Proposals or selected from existing cooperative agreements with Montgomery/Bucks County in place for homeless people. For example, if a homeless individual has a case worker from a mental health or aging and adult services agency, this case worker would continue to provide the necessary services for their client. If a homeless individual or family does not have any ongoing relationship with a social service provider, an agency selected by the Request for Proposals process will be assigned to this client.

Genesis Housing Corporation and BCHG will provide housing counseling services including money management, budgeting and credit repair services to clients. Genesis Housing Corporation and BCHG will also coordinate client services and property management.

5. For other than public agencies, the following information must be provided:

a) A full detailed and audited financial statement for the last two years (including, copies of tax returns for the last two fiscal years) of the organization's assets/reserves, liability, balances, make-up of current assets accounts receivable, balance of revenues and expenses and net worth. This report must include a balance sheet and income statement. If the applicant is a partnership or joint venture, individual financial statements must be submitted for each general partner or joint venturer thereof. A full disclosure of whether any of the organization's officers, principals or partners have declared bankruptcy in the last five (5) years.

See Attachment 10

b) A disclosure as to whether any of the organization's officers, principals or partners have been convicted of a felony in the last five (5) years and the nature of the conviction.

N/A - None of the employees of TRF DP, Genesis Housing Corporation or Bucks County Housing Group have been convicted of a felony.

c) A minimum of five (5) business references including names, addresses, telephone numbers and the nature and magnitude of the business association in each instance. These references must be persons or firms with whom you have transacted business during the past five (5) years.

See Attachment 11

d) A minimum of five (5) financial references including names, addresses and telephone numbers in each instance. It is required that two (2) of the five (5) references be banks or savings and loan institutions; also indicate the type of relationship.

See Attachment 12

6. Homeless providers must attach a management plan demonstrating the experience and ability to manage the programs enumerated in the Notice of Interest.

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- a) **In the case of transitional housing programs**, applicants shall submit a proposed management plan that includes:

This Section is Not Applicable

- 1) An affirmative marketing strategy including examples of marketing materials prepared by the organization's personnel, dealing specifically with the mission to provide homeless families with a residential family environment where self-advancement and responsibility can be fostered within a prescribed program.
- 2) An application screening procedure to determine tenant eligibility and certification of income, including methods for maintaining and periodically purging the waiting list, as well as disqualifying factors, including requirements that clients be drug free and sober while in the facility, and not have been previously convicted of assault, battery, possession for sale of controlled substances, burglary or weapons charges, or any other crimes against persons in the last five (5) years.
- 3) Orientation procedures for new residents to the mission goals established.
- 4) A method for linking specific social services and resources must be established.
- 5) Copy of a typical lease that would reflect the transitional aspects of the program.
- 6) A procedure for enforcing the rules of the lease and any additional program standards of conduct including an eviction procedure.
- 7) Where the homeless assistance program is based upon a charge to the individuals who-use the facility, please provide the following:
 - (a) Rent collection procedures including policies regarding late payments and damage charges.
 - (b) Vacancy turnaround procedures.
- 8) Procedures for complete financial accounting and periodic reports.
- 9) A property maintenance inspection program for buildings and units as applicable and grounds including a capital improvement program, purchasing, and inventory procedures.
- 10) Provisions for a security program.
- 11) A reporting system that will enable the community to evaluate the progress of the program on an annual basis.
- 12) Indicate whether resident support services will be provided both on-site and off-site.

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b) **In the case of emergency shelter programs**, applicants shall submit a proposed management plan that includes:

This Section is Not Applicable

- 1) A screening procedure for acceptance of individuals into the program including eligibility criteria and disqualifying factors including the requirement for clients to be drug free and sober while in the facility and not previously convicted of assault, battery, possession for sale of controlled substance, burglary or weapon charges and all crimes against persons in last five (5) years.
- 2) A typical agreement that would be signed by program client's setting forth standards of conduct and behavior including eviction procedures.
- 3) Specific support services to be provided on-site and methods for creating linkages with other existing programs off-site.
- 4) Same submittal requests as identified for transitional housing program in subsection (a) as follows 4), 6), 8), 9), 10), 11), and 12).

In the case of other non-housing programs, a proposed management plan that also includes the same submittal requests listed under transitional housing programs in subsection (a), items (4), (8), (9), (10), and (11).

FINANCIAL PLAN

Information in this section will not be released to the public without the written consent of the applicant, unless otherwise required under the Pennsylvania Open Records Law.

See attachment 13 for full development which assumes a single 70 unit site developed in one or two phases. The attached budget includes all costs assumptions and sources and uses information.

Prepare a financial plan for the specific building, property and/or program requested which shall include:

- a) A development proforma that identifies estimated costs associated with ensuring buildings and property that can be used for the proposed program. These costs shall include the cost of any needed construction to comply with local building codes, ADA requirements and to bring properties into conformance with design standards envisioned in the Reuse Plan. The costs of any proposed improvement and costs associated with securing needed utility services. Soft costs such as architectural/engineering services, survey work, title services, legal services and government permit fees shall also be identified. In addition, any financing costs for said improvements shall be identified. A schedule for completion and financing of all improvements shall be provided.
- b) A five (5) year projected operating cash-flow analysis for the program which shall include: annual gross income (with sources of all income and revenue producing operations for the program identified), a complete breakdown of expenses (including, as applicable, vacancy costs, utility costs, maintenance costs, management fees, security costs, capital and operating reserves, salaries and benefits, insurance, real estate taxes, other expenses (postage, collections, training, supplies, etc.), net operating income before debt service and depreciation, debt service, net operating income after debt service and depreciation.
- c) Provide a detailed statement of the source of anticipated funding to establish the program operations, including a statement that funds are currently available for expenditure to carry out the proposed

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program. If the proposed program contemplates major development costs and funds are not currently available, identify plans and sources of funds to carry out the proposed program and development.

d) Indicate whether the applicant is receiving federal, state or local grants or subsidies for programs they provide. If so, what percentage of total organization revenues relies on these grants?

BCHG receives federal, state and local fund, which represent approximately 50% of its program budgets. Genesis receives federal and state fund, which represent approximately 50% of its program budgets. TRFDP receives federal but no state or local, this is less than 10% of it annual budget

The reuses plan contemplates utilizing PHFA allocated LIHTC and PHFA Penn Homes funding. Private funds from the Pittsburgh FHLB Affordable Housing Program are also contemplated. Lastly it is anticipated that 1/3 of the units through public or private donations will be able to support fair market rents all other unit rents are assumed to be at or below 30% AMI.