

Citizen Participation Report
South Maple Apartments
1110/1132 S. Maple, Ann Arbor, MI 48103

Submitted by Avalon Housing, Inc.
August 10, 2016

Meeting details

A public meeting was held in conjunction with the proposed site plan, annexation and zoning of 1110/1132 S Maple. The meeting was held on Thursday, July 7, 2016 from 7:00 p.m.- 8:30 p.m. at the Children's Creative Center, located at 1600 Pauline.

Mailing

A postcard notifying neighbors of the meeting was mailed out on June 22, 2016. It was sent to 1019 addresses, as per the list provided by the City of Ann Arbor Planning Department staff. A copy of this notice is included.

Attendance

In addition to the Avalon staff, board and interns at the meeting, there were seven members of the community in attendance. A copy of the sign-in sheet is attached.

Meeting format

Avalon had six different interest areas set up at tables around the room. Interest areas highlighted the following topics: All About Avalon Housing; Green Features; Site Plan and Building Design; Property Operations; Supportive Housing Services and Resident Involvement; and Financing and Timeline. Each table had Avalon staff members to provide information and answer questions. Avalon also assigned staff or interns as note takers at each table. One of the handouts outlined the meeting format, and identified each interest area. Another handout included a summary of development highlights, including proposed number of units, rents, financing, timing, development team and other highlights. Both handouts are attached.

The following handouts were provided at the meeting:

- Welcome to the Citizen Participation Meeting for South Maple Apartments
- South Maple Apartments—Proposed Development Highlights
- Blank Comment Cards
- Sign-in Sheet

Copies of the following were displayed at the meeting with some items also available as handouts

- Preliminary Site Development Plan
- Site Survey, with aerial and zoning maps of site and surrounding area
- Preliminary Building Elevation and Building Plan

- Avalon display board showing current properties
- Map of location of Avalon's Housing Stock
- 2016 Income and Rent comparisons
- Avalon Housing Information Sheet
- Housing as Health Care in Michigan—article about Pauline Apartments
- Enterprise Green Considerations information sheet, including Integrative Design

Summary of Comments/Questions/Concerns and Responses

All About Avalon Housing

Avalon's Community Relations Coordinator, Andrea Wilkerson, described how Avalon Housing was formed and community members were given an overview of our 20 properties, learned of ways to get involved with Avalon through events and volunteer opportunities, and were directed on to the specific area of interest they were hoping to learn more about. Various informational handouts were available at this table for citizens to learn more about Avalon.

Green Features

Avalon's Asset Manager Project Manager, James Scarletta, described some of the green commitments being made for this development under the Enterprise Green Communities Certification.

Q: Concern was expressed about trees that would be removed from the site.

A: There will be some tree replacement. Please see the Table #3 Site Plan, for additional details.

Q: What sort of green features will be included?

A: This development will incorporate many green features, including community gardens, low flow toilets and faucets, energy efficient lighting and energy efficient heating and cooling systems.

Q: How many trees is the City going to make you plant?

A: We are not sure at this point, but we will meet whatever the City requirements are.

Site Plan and Building Design

The project architect for this property, David Esau of Cornerstone Design, along with Avalon's Associate Director, Larry Catrinar, provided information on the concept plan for this property. Concept plans showed a single building with 69 units, 62 1-br and 7 2br; with an on-site community center and management offices.

Q: Will there be a fence between this property and Pine Lake Cooperative? If so, what type? It would be nice to have a solid fence, about six feet high, in order to screen residences at Pine Lake from car headlights and to provide separation between the families and kids at Pine Lake and the parking areas of the new development.

A: Yes, we can put a fence there. We are open to suggestions as to the type. Wood or PVC would be some material options.

Q: How many units?

A: 69.

Representatives of Pine Lake were shown and given a copy of a concept plan for this site as overlaid on an aerial of the site, including the neighboring Pine Lake to provide some scale.

Q: Why are these parcels still considered part of Scio Township

A: The map was shown and the two properties that are part of this application were identified—they are currently in Scio Township, and are being proposed to be annexed into the City of Ann Arbor as part of this application. It was also noted that there is a third parcel, adjacent, that is located in Scio Township, but is not part of this application.

Q: When will construction take place?

A: If we are awarded funding, construction could begin in 2018.

Property Operations

Avalon's Executive Director, Carole McCabe; Property Management Team Leader, Tara Tarbox; and Facilities Manager, Dave Schrottenboer; provided information on Avalon property operations.

Q: Are there any screening criteria that Avalon uses, such as prior convictions, to screen people out of tenancy?

A: We conduct criminal background checks on all applicants, and evaluate each situation on a case-by-case basis

Comment: I am going to miss the trees.

Supportive Housing & Resident Involvement

Avalon's Director of Clinical Services, Aubrey Patino; Community Building and Engagement Lead, Ashley Blake; Former Avalon tenant/former Board member and current Resident Support Specialist, Melvin Parson; and current Avalon Tenant, Linda Rama; provided information on the services Avalon provides at its properties.

Q: Are you part of the development?

A (by Melvin): Yes, I am part of the development in that my lived experience as not only a former tenant (5 years) along with being a former board member and current employee is viewed by Avalon Housing as a valuable tool in promoting "buy-in" from the tenants to actively participate in their tenant community along with ideally raising some people's "Hope Bubble".

Q: What's going on at Maple?

A: Avalon is proposing to develop 69 units of affordable housing at this site.

Q: What other properties are there?

A: Avalon operates 260 units located at 20 properties scattered throughout the City of Ann Arbor. We provide support services to our tenants, and to residents of public housing and private landlords – a total of about 500 households, 650 people, including 150 children. Both individualized and community supports are available to all supportive housing residents on a voluntary basis to help them maintain housing stability, increase self-determination, and build community.

Comment: Glad to hear Avalon is coming.

Q: What is Supportive Housing?

A: Supportive Housing is the combination of affordable housing and support services that help people live more stable and productive lives.

Q: Are there supportive services you should be providing but aren't?

A: Avalon conducts an annual tenant satisfaction survey. The survey results have highlighted a desire for more structured programming and workshops, including around employment. While Avalon currently works to link households with employment services, we are continually working to enhance this as we refine our Empowerment Initiatives. Avalon also has a goal of creating a supported employment program that is as client-centered as possible.

Avalon is also working to formalize volunteer roles. Some areas are under development, but are not fully implemented yet. Avalon is also continually evaluating service needs of our households compared with the services available and has been active in conversations about ways to increase services to our households.

Q: Are tenants good about keeping up their apartments?

A: It varies from tenant to tenant.

Financing and Timeline

Avalon's Director of Real Estate Development, Wendy Carty-Saxon, described the anticipated timing for site plan, zoning and annexation submission and approval; funding submission and approval; and anticipated construction and lease up dates.

Q: Where is the annexation process?

A: The plan is to submit our request by the end of the month. We submit to the city, they send it to Scio Township. City council needs the state to sign off before they can vote. This could take up to 6 months.

Q: How many houses would be demolished for this development?

A: Two. They are located at 1110 and 1132 S. Maple.

Comment: I was pleased to find out that it was Avalon.

Q: Did you talk to the people from Pine Lake Cooperative?

A: Yes. We asked them how we could best provide them with information on our proposed development and were scheduled to attend a Board meeting. They decided they would prefer to have their representatives come to this community meeting. Pine Lake representatives were here tonight.

Q: Will there be a fence between this property and Pine Lake?

A: Yes, we will plan to include a fence between the two properties.

Q: What is your projection for timing of this development?

A: We are hoping to submit for site plan approval by the end of this month. We are anticipating submission for tax credits, our largest projected funder, in April of 2017. We would learn in July 2017 if we are awarded. That would have construction projected for 2018, with lease up in early 2019.

Q: How did the wetland visit go?

A: Our environmental consultant identified two small wetlands on the site that they thought would not be regulated. DEQ came out to review the delineation and determine whether or not they are regulated. We have not yet received the DEQ report back. Our current plans do not call for any buildings or drives being built in the wetland area.

Attachments:

- Postcard notice of meeting
- Sign-in sheet
- Welcome to the Citizen Participation Meeting for South Maple Apartments
- South Maple Apartments—Proposed Development Highlights
- Blank Comment Cards (no cards were completed or returned to us)
- Preliminary Site Development Plan
- Site Survey, with aerial and zoning maps of site and surrounding area
- Preliminary Building Elevation and Building Plan
- Map of location of Avalon's Housing Stock
- 2016 Income and Rent comparisons
- Avalon Housing Information Sheet
- Housing as Health Care in Michigan—article about Pauline Apartments
- Enterprise Green Considerations information sheet, including Integrative Design

NOTICE OF CITIZEN PARTICIPATION MEETING: S. Maple Apartments

Citizen Participation Meeting

Postcards are being sent to all property owners within 1,000 ft of the project site to give notice that a development petition will be submitted to the City of Ann Arbor on 07/25/16. A citizen participation meeting will be held to give you an opportunity to review plans, ask questions, and provide comments that will be considered by the developer to finalize plans and then incorporated into a report for the City Planning Commission.

Project Description

The site includes 4.81 acres at 1110/1132 S. Maple. Proposal includes demolition of existing structures and new construction of 69 units (63 1-bedroom and 6 2-bedroom units) in one 3-story building with an elevator and community space. We are seeking annexation, site plan, R4B zoning.

Meeting Logistics

Date: Thursday, July 7, 2016

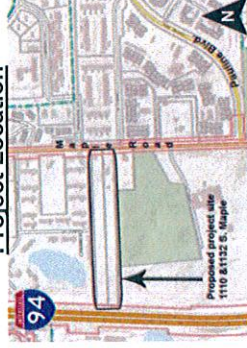
Time: 7:00 pm

Questions or Comments

Questions or comments may be directed *Wendy Carty-Saxon, Director of Real Estate Development* at wcarty-saxon@avalonhousing.org or during business hours at 734-663-5858 ext.211.

Persons with disabilities are encouraged to participate. Accommodations may be arranged by contacting Avalon Housing, Inc. Requests need to be received at least 24 hours in advance of the meeting.

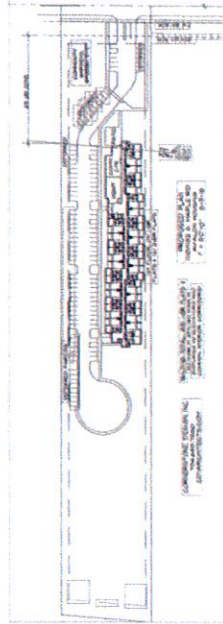
Project Location

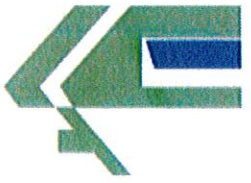


Return Address
Avalon Housing, Inc.
1327 Jones Dr., Suite 102
Ann Arbor, MI 48105

Proposed S. Maple Apts: Site Plan, Zoning, Annexation
In accordance with the City of Ann Arbor's Citizen Participation Ordinance, you are being notified that a proposal for *S. Maple Apts* will be submitted to the City of Ann Arbor's Planning Department. Details about a citizen participation meeting designed for you to learn about this project are described on the opposite side of this card. Visit www.a2gov.org/participation for more information about citizen participation in Ann Arbor.

Place address label here





Avalon Housing

Opening Doors. Ending Homelessness.

| Community Meeting Sign In South Maple Apartments – July 7, 2016 | | | |
|--|---------------------------------|--------------|------------------------|
| Name | Address | Phone | Email |
| Sandra Sipkin | 1235 S. Maple Rd #302 | 734-747-8785 | ssipkin@comcast.net |
| Harry Gable | 1110 S. Maple | 734 330-5771 | gableharry@yahoo.com |
| Tony Bryan | 2108 ^{APT 208} Bayliss | 840 241 8246 | |
| Charles C. Willard | 2730 Adrienne Dr | 734-686-8418 | cwillard1954@gmail.com |
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Avalon Housing

Opening Doors. Ending Homelessness.

| Community Meeting Sign In South Maple Apartments – July 7, 2016 | | | |
|--|-------------------------|----------------|---------------------------------|
| Name | Address | Phone | Email |
| Charlotte Turner | 2791 Adrienne Drive | 734 678-5034 | psmall@huntingtonmanagement.com |
| Paula Small | 2680 Adrienne Drive | 734-994-9177 | psmall@huntingtonmanagement.com |
| Vesonique Liem | 2751 Byington | 734 - 769-3472 | vliem@sls.com |
| Erik Hansen | 1132 S. Maple Rd A2M | 734 249 3768 | |
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Avalon Housing

Opening Doors. Ending Homelessness.

| Community Meeting Sign In South Maple Apartments – July 7, 2016 | | | |
|--|-------------------|-------------------------|-------------------------------|
| Name | Address | Phone | Email |
| LARRY CATRINAR | Avalon Housing | 734 663-5858 X219 | LCATRINAR@AVALONHOUSING.ORG |
| Carole McCah | Avalon Housing | 734 663-5858 x214 | cmccah@avalonhousing.org |
| Brett Jones | Avalon Housing | 734-325-3559 | bjones@avalonhousing.org |
| TARA TORBOX | Avalon Housing | 734-663-5858 x.217 | ttorbox@avalonhousing.org |
| Andrea Wilkerson | Avalon Housing | 2789538446 | awilkerson@avalonhousing.org |
| David Esau | 2011 Brampton Ct. | 734-929-0668 | desau@cdiarchitects.com |
| Wendy Cary-Sloan | Avalon Housing | 734 663 5858 | wcary-sloan@avalonhousing.org |
| Trevor Verrier | 117 E. Davis | 586-817-6742 | tverrier@avalonhousing.org |
| Essence Gray | Avalon Housing | 734 663 5858 EXT 503 | esgray@avalonhousing.org |



Avalon Housing

Opening Doors. Ending Homelessness.

| Community Meeting Sign In South Maple Apartments - July 7, 2016 | | | |
|--|---------------------------|--------------|----------------------------------|
| Name | Address | Phone | Email |
| Michael Appel | 1127 Clair Creek 48103 | 734 260 0331 | appel.michael@gmail.com |
| JAMES SCARLETTA | 2658 PAULINE, #2=48103 | 734-678-9564 | JSCARLETTA@GMAIL.COM |
| DANE SCHROEDER | 230 Adams St C 48118 | 734-323-5297 | dschrotenboer@a.valonhousing.org |
| Linda Rama | 201 W William #4 48104 | 734 741 0643 | rama.l@washington.org |
| Ashley Blake | 1992 Pauline Blvd #10 | 734-945-1672 | ashur-blake@gmail.com |
| Arlene Patisno | 1327 Jones Dr 12 48105 | 734 355 4426 | apatisno@valonhousing.org |
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Welcome to the Citizen Participation Meeting for South Maple Apartments!

July 7, 2016

Please visit the following interest areas this evening to learn more about Avalon and this proposed development:

All About Avalon Housing

Learn about Avalon's history, who we are today, our existing properties located throughout Ann Arbor and how you can participate to help us make a difference in our community.

Green Features

We are pleased to share information with you about the green features that will be included in our South Maple Apartment community. Products used in our construction, from Energy Star roofing materials to water conserving fixtures, are selected using strict specifications so that all of our South Maple apartment homes will be Energy Star Certified. South Maple Apartments will also include gardens managed by the Avalon Housing Edible Avalon program that will provide access to fresh, local foods for those who will call South Maple Apartments their home.

Site plan and building design

We are excited to show you concept and site plan drawings for South Maple Apartments and demonstrate how we plan to provide 69 apartment homes with interior and exterior community space. Please stop by and meet a principal from Cornerstone Design, Inc., our architect, who can answer your design and site plan questions.

Property Operations

Avalon currently owns and manages 260 units throughout Ann Arbor using our Enhanced Property Management model that includes 24 hour on-call property management, maintenance and services staff. Come and learn how we will apply our expertise to South Maple Apartments with dedicated on-site staffing. We also have information available regarding the anticipated affordable rents that will be offered at South Maple Apartments to help meet the need for affordable workforce and permanent supportive housing in Ann Arbor.

Supportive Housing Services and Resident Involvement

Avalon has developed our nationally recognized Supportive Housing Services program over our 24 year history and we look forward to applying our experience, knowledge and efforts to helping individuals succeed and build community at South Maple Apartments. Learn about our Supportive Housing Services, Community Building Activities and Edible Avalon.

Financing and Timeline

South Maple Apartments is expected to be financed with the use of private equity raised through the use of Low Income Housing Tax Credits, FHLB funds, County HOME funds and a conventional mortgage loan. Questions regarding funding timelines and our anticipated construction timeline can be discussed with Avalon staff.



South Maple Apartments—Proposed Development Highlights

July 7, 2016

Development Team

Sponsor/Owner/Developer: Avalon Housing, Inc.
Architect: Cornerstone Design, Inc.
Civil Engineer: Perimeter Engineering
Property Manager: Avalon Housing, Inc.
Supportive Services Provider: Avalon Housing, Inc.

Apartments

69 total apartments in a three-story building with proposed R4B zoning

62 One-bedroom apartments

7 Two-bedroom apartments

All visitable flats with no-step entry. At least four apartments to be barrier free.

Fully Accessible Community Center; computer and internet access; on-site laundry and garden.

Rents

43 units Workforce Housing apartments with affordable rents below area fair market rents

One-bedroom: \$664/month (*area fair market rent is \$851*)

Two-bedroom: \$797/month (*area fair market rent is \$1019*)

26 Permanent Supportive Housing apartments subsidized with project-based rental assistance.

Tenant rent to be 30% of their income.

Permanent Financing

Private Equity through Low Income Housing Tax Credits

FHLB Affordable Housing Program Funds

Washtenaw County HOME funds

Conventional Note and Mortgage

Timing

July 2016 Site Plan submission

2016/2017 Funding submissions

2018 Construction

2019 Lease up

Highlights

- On-Site Enhanced Property Management
- Enterprise Green Communities Certification
- All apartments to be Energy Star Certified
- Energy Star roofing and appliances
- Water Conserving features throughout
- Access to fresh local foods through on-site Edible Avalon gardens

*As this development proposal continues through the site plan and funding processes, there may be changes to what is currently anticipated.

Comments and Ideas: Community Meeting July 7, 2016

Your comments and ideas regarding the development of South Maple Apartments are important to us. Please write your comments or ideas in the space below, or contact Wendy Carty-Saxon at: Avalon Housing, Inc., 1327 Jones Dr., Suite 102, Ann Arbor, MI 48105. Phone: 734-663-5858. Email: wcarty-saxon@avalonhousing.org

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Owner/Client:

Avalon
Housing

1327 Jones Dr., Suite 102
Ann Arbor, MI 48105
PH 734.963.5858

Project:

S. Maple
Apartment
Development

11101132 S. Maple Rd.
Ann Arbor, MI

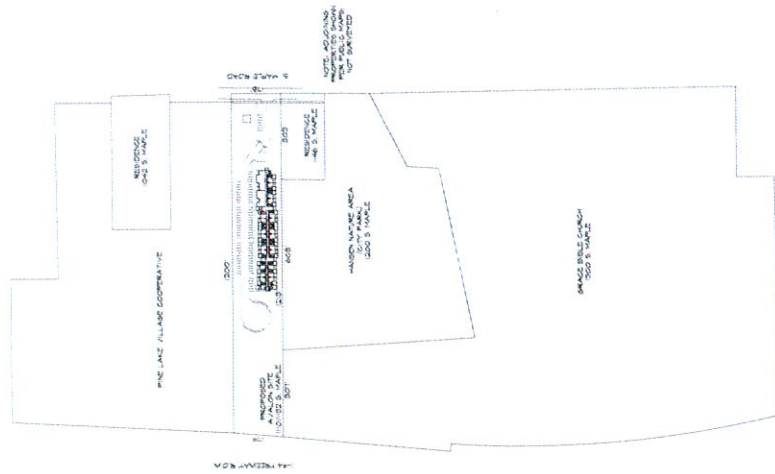
Revisions:

Date: 7/7/16
Drawn: DUE
Project No: 201614
Scale: AS SHOWN
Approved: AS SHOWN
Detailed design accepted
2/16 by Comerstone Design Inc.
Final design accepted
7/16 by Comerstone Design Inc.
Final design approved
7/16 by Comerstone Design Inc.
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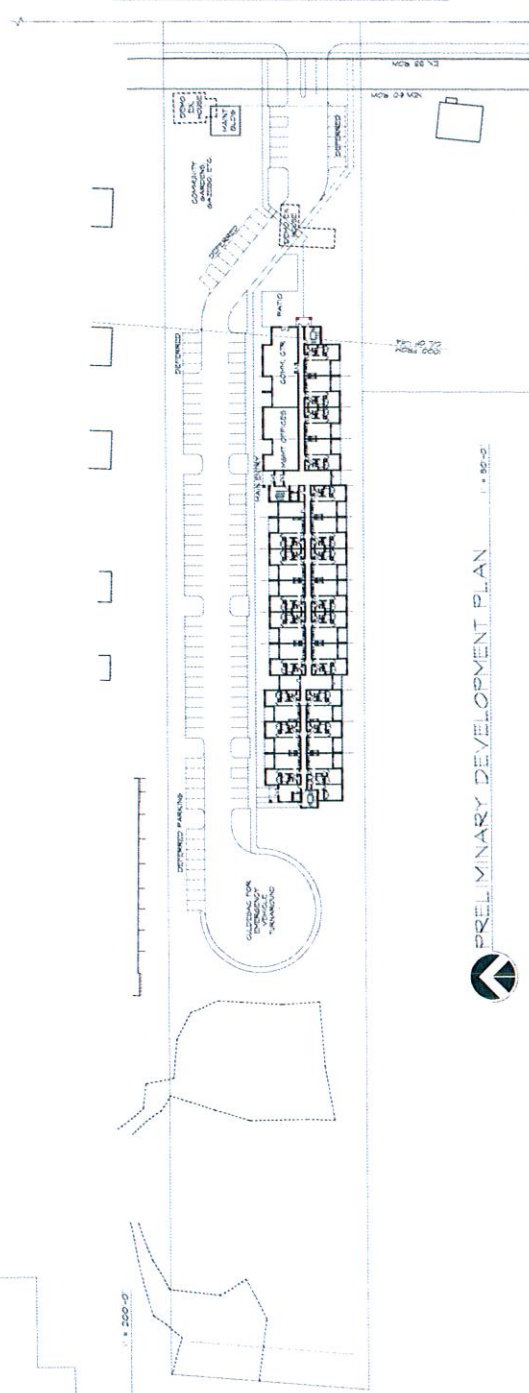
Preliminary
Site
Development
Plan

Sheet No:

SP-1



CONTEXT PLAN



PRELIMINARY DEVELOPMENT PLAN



1/250'



Owner/Client:

Avalon
Housing

1327 Jones Dr., Suite 102
Ann Arbor, MI 48109
ph 734.663.5858

Project:

S. Maple
Apartment
Development

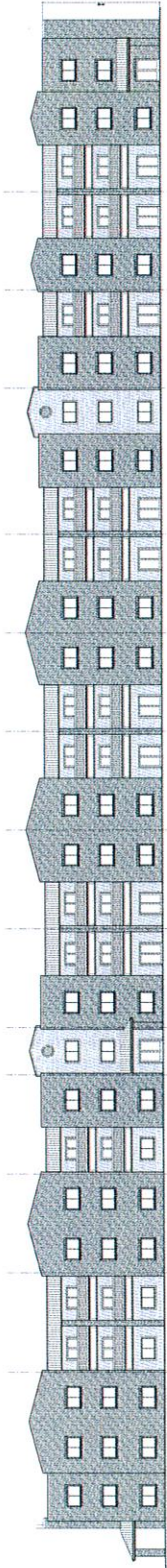
11101132 S. Maple Rd.
Ann Arbor, MI
Revisions:

Date: 7/7/16
Drawn: DJE
Project No.: 201614
Scale: AS SHOWN
Approved: AS SHOWN
2016 by Comerstone Design Inc.
All rights reserved. No part of this document may be reproduced without the prior written permission of Comerstone Design Inc.
Drawing Title:

Building
Preliminary
Plans

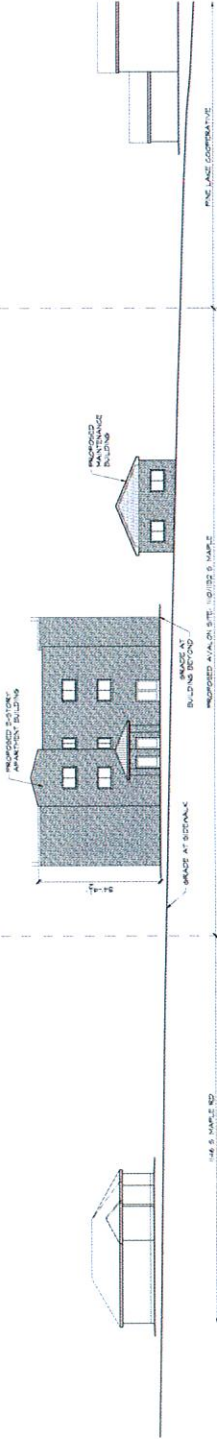
Sheet No.

A-1



NORTH ELEVATION (PRELIMINARY)

1/8" = 1'-0"



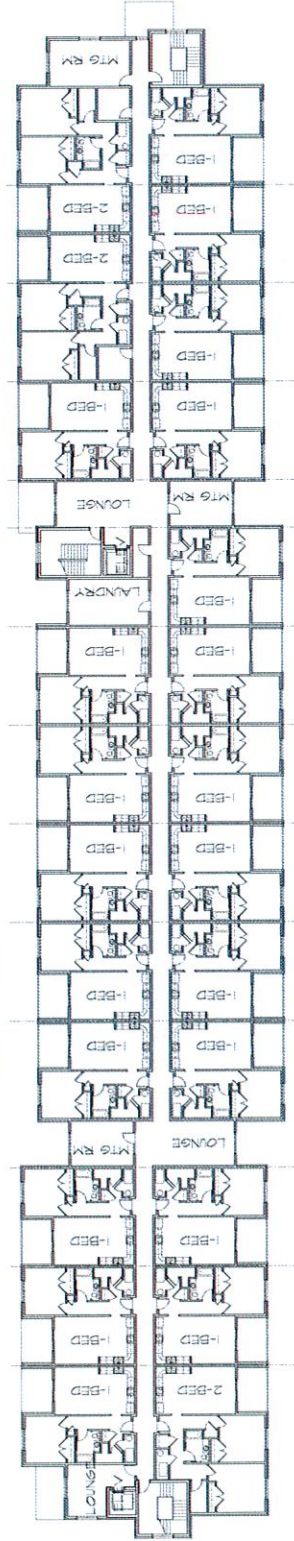
1/4" = 5' MAPLE RD

1/8" = 1'-0"

1/8" = 1'-0"

EAST ELEVATION (PRELIMINARY)

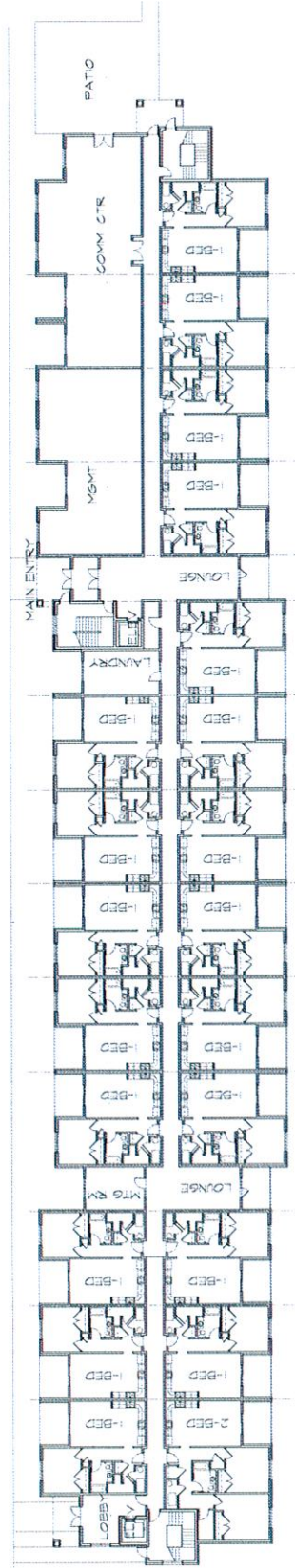
1/8" = 1'-0"



SECOND FLOOR PLAN (PRELIMINARY)

1/8" = 1'-0"

1/8" = 1'-0" PLAN 1 & 2 DOOR PLANS THIRD FLOOR BUILDING



FIRST FLOOR PLAN (PRELIMINARY)

1/8" = 1'-0"

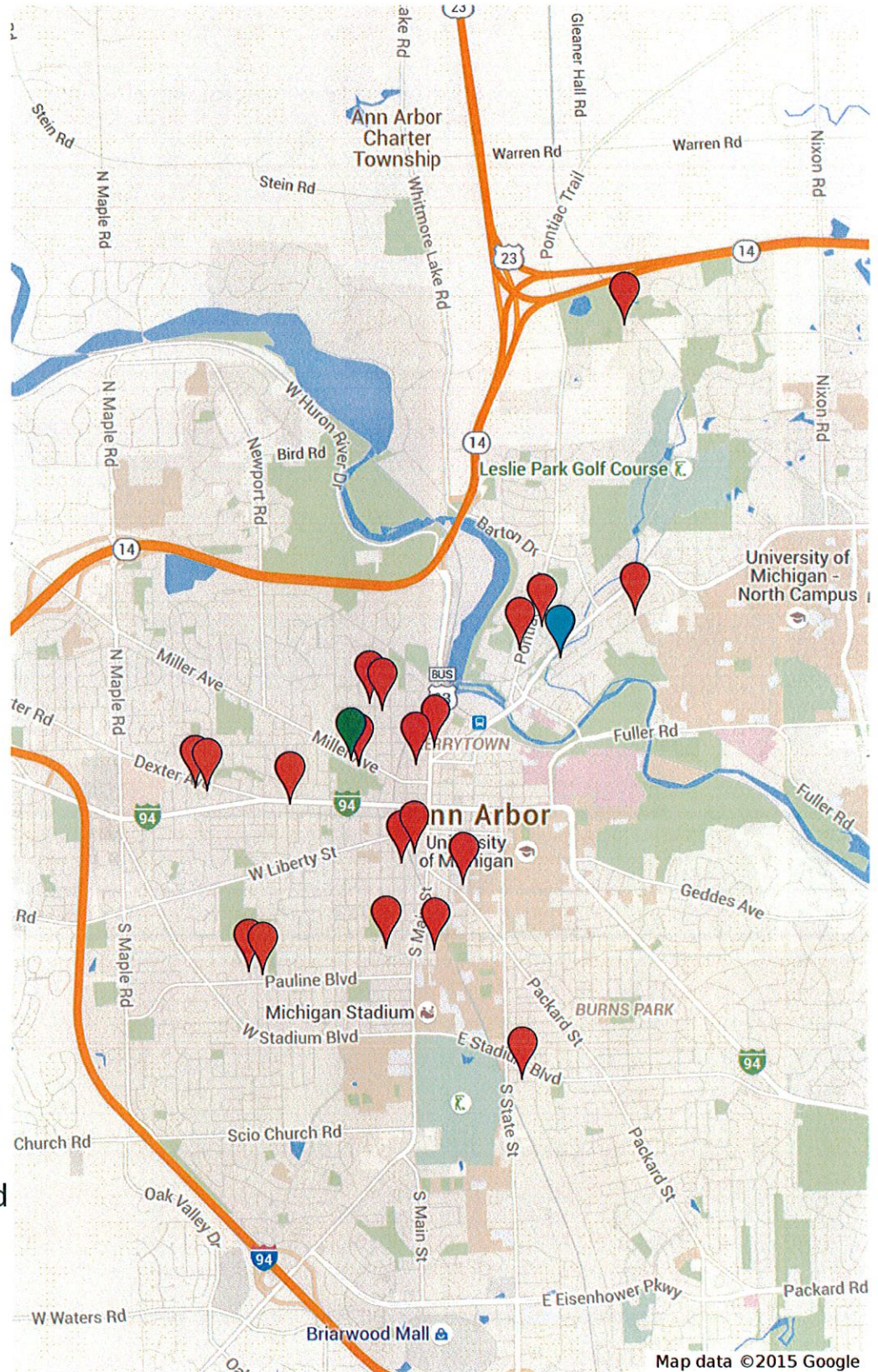
1/8" = 1'-0" PLAN 1 & 2 DOOR PLAN



Avalon's Housing Stock

Untitled layer

- 📍 1327 Jones Dr.
- 📍 1675/77 Broadway St
- 📍 Pear St. Apartments
- 📍 Carrot Way Apartments
- 📍 1305 - 1311 Pontiac Trail
- 📍 701 Miller Ave.
- 📍 Miller Manor
- 📍 532 N Main St.
- 📍 610 W Summit St.
- 📍 517 W Summit St.
- 📍 426 S 1st St.
- 📍 Arbordale Apartments
- 📍 Pauline Apartments
- 📍 819 3rd St.
- 📍 211 E Davis Ave.
- 📍 Stimson Apartments
- 📍 518/520/522 S. Division St.
- 📍 201 W William St.
- 📍 411 N Ashley St.
- 📍 1217 W Huron St.
- 📍 125/127 Allen Dr.
- 📍 115/119 N. Glendale Dr.



Avalon's housing stock includes 260 units at 20 locations (red). Also included on the map are Avalon's main offices on Jones Dr. (blue) and Miller Manor, where Avalon staff provide 24/7 services coverage (green).

Map data ©2015 Google

Washtenaw County Fair Market Rents and Income Limits (2016)
 (as published by the U.S. Department of Housing and Urban Development)

HUD calculated annual income and affordable monthly rent levels in Washtenaw County (2016)

| | 1-person household | | 4-person household | |
|--------------------------------|--------------------|-----------------|--------------------|-----------------|
| | Annual Income | Affordable Rent | Annual Income | Affordable Rent |
| Area Median Income (AMI) | \$62,000 | \$1,550 | \$84,300 | \$2,108 |
| Low Income (80% AMI) * | \$46,000 | \$1,150 | \$65,700 | \$1,643 |
| Very Low Income (50% AMI) * | \$31,000 | \$775 | \$44,250 | \$1,106 |
| Extremely Low Income (30% AMI) | \$18,600 | \$465 | \$26,550 | \$664 |
| 15% of AMI | \$9,300 | \$233 | \$12,645 | \$316 |

Annual income and affordable monthly rent levels for Avalon Housing target population

| | Annual Income | Affordable Rent |
|-------------------------------------|---------------|-----------------|
| \$10.00/hour work | \$20,800 | \$520 |
| Michigan Minimum Wage (\$8.15/hour) | \$16,952 | \$424 |
| SSI (base Disability benefits) | \$8,796 | \$220 |

Avalon monthly rents compared to Fair Market Rents (2016)

| Apartment size | Fair Market Rents | Avalon Base Rents*** |
|----------------|-------------------|----------------------|
| SRO | \$577 | \$287 |
| Efficiency | \$769 | \$322 |
| 1-bedroom | \$851 | ** \$288 - \$361 |
| 2-bedroom | \$1,019 | ** \$365 - \$626 |
| 3-bedroom | \$1,396 | \$626 |

* 80% and 50% AMI capped at national median income per HUD.
 ** Lowest 1- and 2-bedroom rents and all 3-bedroom rents do not include utilities.
 *** Avalon Base Rents are the rent amounts that a tenant with no other subsidies will pay





What is Avalon Housing?

Avalon Housing is a nonprofit housing developer, property manager, and service provider created in 1992 as a long-term solution to homelessness. We provide **Supportive Housing** for people who are homeless, and who have behavioral and physical health challenges, including mental illness and substance use disorders.

Supportive Housing is the combination of affordable housing and support services that help people live more stable and productive lives. Today Avalon owns and operates 260 apartments at 20 sites throughout Ann Arbor. We provide support services to our tenants, and to residents of public housing and private landlords throughout the County – serving a total of about 500 households/650 people, including 150 children.

Who do we serve?

Avalon serves the lowest income residents of our community – people with incomes at or below 30% of the area median income. More than half of our clients live on less than \$800/month. Most have experienced long-term poverty and trauma. We serve individuals, families with children, youth and seniors - prioritizing those who need both affordable housing and support to move beyond homelessness. We screen-in households that are screened-out by other landlords.

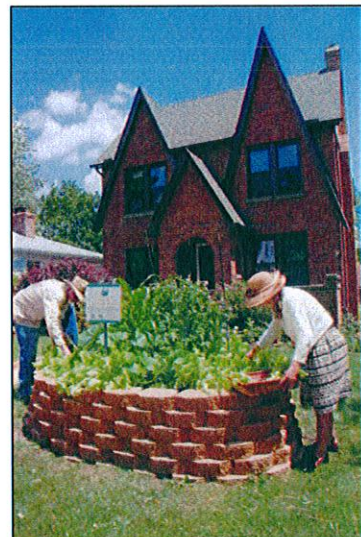
The Housing:

Avalon properties are financed with a complex mix of non-traditional sources, including Low Income Housing Tax Credits, grant programs and rent subsidies in order to reduce debt and guarantee **permanent affordability**.

As a nonprofit, mission-driven landlord, Avalon's Property Management and Maintenance Teams work to support tenants by building positive relationships and creating eviction prevention plans for at-risk tenants. Examples of this **Enhanced Property Management** model include weekly unit inspections, payment plans, community meetings, and close coordination with support services.

The Services:

All Supportive Housing residents are eligible to receive a wide variety of creative one-on-one supports and to participate in our community programs. We work with tenants in their home, in community centers, and throughout the community. Services are individualized, flexible and vary in intensity as needed.



Individualized Supports help tenants address behaviors and challenges that may lead to eviction and a return to homelessness. Including:

- Case Management: assessment, goal setting, and action plans
- 24/7 on-call crisis response
- Assistance with basic needs and with maintaining a safe and healthy household
- Advocacy and support with health care, substance abuse and mental health systems
- Medication management and transportation to critical appointments
- Support and advocacy around parenting and child welfare issues

Youth and Community Programs that provide resources, help build community and support at-risk and vulnerable youth, including:

- On-site Community Resource Centers
- Employment and Education support
- After-School and Summer Youth Programs
- Edible Avalon Community Gardens
- Food Pantries
- Resident Leadership Programs
- Recovery groups, parenting support, financial management, neighborhood safety, yoga classes, health fairs and more!



Our Guiding Principles

1. Housing First and Harm Reduction

We believe housing is a basic human right. Without safe, decent affordable housing, it is extremely difficult to maintain stability and live productively in our community. If you are faced with managing a disability, it's even harder. We offer housing to anyone in need, with no pre-conditions or requirements and then provide the supports they need to keep it. All services are voluntary. This is a harm reduction model that strives to keep people safe while on their individual path to recovery.

2. Property Management and Services working together makes the difference

At Avalon, the “landlords” and the “social workers” have the same goal – preventing eviction. These two teams engage in regular communication and coordination about how best to assist high-risk tenants. Together they craft eviction prevention plans, creative engagement strategies, and look for ways to accommodate our tenants’ special needs.

3. Build Trust, Peer Support and Community

More than 20 years of experience has taught us that building community is one of the most important parts of our work. Our tenants have experienced long term poverty, homelessness, disability, trauma and family violence – all of which can lead to despair and distrust. Being part of a healthy and productive community reduces isolation and stigma, and fosters a sense of hope and a belief that things can change. We are committed to tenant leadership and peer support as one of the most important paths to self-determination.

Housing as Healthcare in Michigan

Providing permanent supportive housing for the most high-risk residents



Pauline Apartments

Already the owner and manager of 20 affordable housing communities in the State of Michigan, Avalon Housing, Inc. continues to grow—more than doubling its staff over the past year alone.

But the overall impact of the organization cannot be quantified in these terms alone, as it uses Permanent Supportive Housing (PSH) to ensure a brighter long-term future for its residents.

“PSH is basically the combination of housing that is permanently affordable and the support services that help people live more stable and productive lives,” says Carol McCabe, Executive Director. “The housing and services are linked, and that is the essence



Avalon Housing, Inc.

Executive Director :: Carol McCabe | Location :: Ann Arbor, Michigan



PSH IS ONE OF THE MOST INNOVATIVE AND SUCCESSFUL SOLUTIONS TO HOMELESSNESS, BUT THERE IS NO DEDICATED FUNDING STREAM FOR IT.

Carole McCabe



of how it works. Both are necessary for families who want to move beyond homelessness.”

Avalon Housing’s efforts are part of a growing national PSH movement, but securing funding for its development efforts and supportive services remains a big challenge.

FROM SHELTER TO CASE STUDY

Although Avalon Housing now has a large portfolio as a property manager, the nonprofit started out as part of an emergency shelter. After seeing repeat clients who could secure but not maintain affordable housing, its team pivoted to embrace PSH practices.

“Our work to become a developer and property manager came out of knowing that we wanted to screen-in people who were basically being screened-out everywhere else,” McCabe says. “That included a lot of folks with behavioral health issues, whether that’s related to mental illness or substance-use disorders. There are a lot of challenges around managing those behaviors, but we find that our tenants are much more vulnerable than they are predatory.”

Roughly 55 percent of Avalon Housing’s tenants have a monthly income of \$800 or less, and most have been chronically homeless. Beyond behavioral issues related to addiction and/or mental illness, many of these individuals suffer from long-term physical ailments.

In fact, Avalon Housing is taking part in a national study on the potential effectiveness of PHS for residents who frequently need intense medical services.

“The decisions we make as a property manager and the services we offer are really key to managing and helping those high-risk tenants,” McCabe says. “They are also the highest cost folks, and we are constantly trying to demonstrate the cost efficiency of serving people in permanent supportive housing rather than just paying larger amounts to ‘warehouse’ people

in institutional settings like hospitals or jails.”

Avalon’s PSH model offers housing to anyone in need, with no preconditions or requirements, and then provides the supports residents need to keep it. This overall approach differs starkly from the traditional affordable housing model, which required residents to achieve a certain degree of stability before they receive access to permanent housing.

“PSH is grounded in a ‘housing first’ philosophy,” McCabe says. “You are not waiting for people to get themselves together or overcome their clinical issues before earning the right to housing. It is our belief that housing is a basic human right, and the housing first model allows people to address other health challenges more easily. Helping people stay in their housing is our primary goal, and then our support services step in to help people achieve other goals around employment, healthcare and other issues.”

THE SEARCH FOR FUNDING

Because the organization offers both housing and social services, its team must procure funding for two separate purposes—which can present some unique challenges.

“PSH is one of the most innovative and successful solutions to homelessness, but there is no dedicated funding stream for it,” McCabe says.

For the housing side of the equation, Avalon Housing typically uses Low Income Housing Tax Credits, vouchers, Department of Housing and Urban Development subsidies and other common funding sources for affordable housing on both the federal and state levels. The social services are a bit harder to fund, however.

“We are trying to increase our capacity for using Medicaid funding for the social services side of our operation,” McCabe says. “In fact, across the country, supportive housing facilities are trying to secure more Medicaid funding be-



cause it is really behavioral health services we are providing. It varies state by state, so we are part of a statewide effort to try and improve or broaden the Medicaid funding for supportive housing. I think people are finally realizing that supportive housing is one of the key determinants of behavior, and that in fact housing is healthcare."

According to McCabe, that realization includes a broader recognition of PSH across the country, thanks largely to newly emerging data based on two decades of research that demonstrates the model's potential for reducing costs.

For the team at Avalon Housing, the benefits of PSH can be explained in both compassionate and practical terms. McCabe is hopeful that this will help the organization and the broader movement continue to grow.

"PSH is definitely the best long-term solution to homelessness, and everybody across the country is able to benefit from the cost savings that come from it," she says. 📍



Youth participating in Edible Avalon Organic Gardening Program at Carrot Way Apartments.

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