

# Texas State Affordable Housing Corporation

## Peoples El Shaddai Village and St James Manor

2836 E. Overton Road & 3119 Easter Ave, Dallas, TX 75216

**Owner:** Steele St James Peoples LLC

**Date Built:** 1969 (St James) 1970 (Peoples)

**Management Company:** Monroe Group Ltd.

**Property Manager:** DeWana Morris & Dana Brown

**Inspection Date & Time:** September 26, 2019 at 8:30 a.m.

**Inspector's Name:** Celina Mizcles Stubbs

<b>Occupancy at Time of Report:</b>	94% (Peoples) 97% (St James)	<b>Average Occupancy Over Last 12 Months:</b>	99% (Peoples) 100% (St James)
<b>Number of Units: 200 (100 units at each facility)</b>			
<b>Number of One Bedrooms:</b>	20 (Peoples) 20 (St James)	<b>Number of Two Bedrooms:</b>	20 (Peoples) 40 (St James)
<b>Number of Three Bedrooms:</b>	31 (Peoples) 30 (St James)	<b>Number of Four Bedrooms:</b>	29 (Peoples) 10 (St James)

PHYSICAL INSPECTION	YES	NO	N/A
1) Are the access gates in operable condition?		X	
2) Is the community monument sign in acceptable condition?	X		
3) Is the perimeter fence surrounding the property in acceptable condition?	X		
4) Are the grounds and landscaping in acceptable condition?	X		
5) Are trees and shrubs properly trimmed?	X		
6) Are the grounds free of erosion, foot paths and tree root elevation?	X		
7) Are sidewalks clean and in good repair?	X		
8) Is parking lot clean and in good repair with handicap parking clearly marked?	X (see comment)		
9) Are recreational/common areas clean, maintained and accessible?	X		
10) Are laundry facilities clean, maintained and accessible?	X		
11) Is facility equipment operable and in acceptable condition?	X		
12) Is the area around the waste receptacles clean and are the enclosures in good repair?	X (see comment)		
13) Is the exterior of the buildings in acceptable condition?	X (see comment)		
14) Are hallways clean and maintained?			X
15) Are storage/maintenance areas clean, maintained and organized?	X		
16) Are building foundations in good repair?	X		
17) Are the gutters, downspouts and fascia boards on the buildings in good repair?	X		
18) Do the building roofs appear to be in good condition?	X		
19) Do balconies and upper level walkways appear to be in good condition?	X		
20) Do windows, blinds, doors, and trim appear to be in good condition?	X		
21) Is Management addressing all health, fire or safety concerns on the property?	X		
22) Have repairs or corrections recommended or required from the last physical inspection been satisfactorily completed?		X (see comment)	

**COMMENTS:** The property was found in overall good condition on the day of the onsite visit. The landscaping is maintained, the grounds were clean, and the common areas were accessible. There were no pot holes observed during the review however the parking lot has not been coated or restriped as mentioned in previous reports (see observation). The building exteriors appear to be in good condition (i.e., fascia boards, windows, doors, etc.). For St James Manor, there were a couple of entryways that were dingy or that had writing on them with pen or crayon. At Peoples El Shaddai, there were a few damaged widow screens (units 102, 185, and 193) and bulk items in the trash bins. The laundry room was clean but had a chirping smoke alarm. Management was advised of the observation made; all necessary corrections were completed prior to the end of the onsite visit. The reviewer was informed that they have a scheduled bulk trash pick-up day, however they still issue lease violation to tenants that leave bulk items near the bin on non-bulk pick-up days.

**Observation:**

- The overall observation of the properties is good however management must conduct thorough property inspection to ensure the property maintains its curb appeal. Items to consider are the coating and restriping of the parking lots, routine power washing of the building entry ways, and replacing/repairing damaged items like window screens.

### SECURITY PROGRAM Part I

1) After review of the prior 3 months of police reports, the following incidents were noted and includes the number of times incidents occurred:		
<b>Incident Type</b>	<b># of Occurrences</b>	<b>Comments:</b>

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Burglary		
Theft	4	
Criminal Mischief	1	
Personal Assault		
Drug Related Activity		
Gun Related Activity	10	Shooting – 1, Random gun fire – 3, Armed on foot – 6
Domestic Violence		
Disturbance	36	Dist. Violence - 30, Dist. Active shooter 2, Dist. Minor 1, Dist. Loud Music - 3
Other	8	Robbery - 1, Suspicious Person – 2, Unauthorized use of a vehicle - 5

	YES	NO	N/A
2) Does the property utilize a crime prevention agreement?	X		
3) Does the property take pro-active measures to address crime on property? If so, add comment	X		
4) Are light checks conducted by management staff on a weekly basis? If not, add comment.	X		

**COMMENTS:** According to the local police department's call logs, there was an increase in criminal incidents reported (see chart above). There were 159 calls, of those 59 incidents are noted above. Management continues their efforts in deterring activity at the property by doing the following. Management executed a contact with Texas Patrol to provide nightly services to both properties. They patrol Peoples El Shaddai 7 days a week for 7 hours and patrol St. James Manor 3 days a week for 5 hours and provide site staff with incident reports. Management plans to install Silver Track which creates check points throughout the property. Patrol staff will be required to check-in at the various check -points to ensure the entire property is being monitored as well as conducting light checks. The Management staff also monitors the community via surveillance cameras and hosts monthly crime-watch meeting. Per management, issues are addresses as they are identified or reported.

SECURITY PROGRAM Part II	YES	NO	N/A
1) Is the Staff trained to address crime on the property?	X		
2) Is the property free of graffiti and/or vandalism?	X (see comment)		
3) Are criminal background checks being conducted on all residents over 18 years of age?	X		
➤ Are criminal background checks being conducted on residents as they age to be 18 while living in the unit?	X		
4) Has a risk assessment been conducted to determine risk liabilities at the property? If yes, when?	X		

**COMMENTS:** Graffiti was noted on building #3125 at St James Manor. Prior to the completion of the visit, maintenance staff had successfully removed the graffiti. Risk assessments are conducted quarterly by the Regional Manager and a risk assessment was completed in 2018 by an insurance representative.

OFFICE	YES	NO	N/A
1) Is the office neat, the desk uncluttered?	X		
2) Are accurate office hours posted?	X		
3) Are emergency phone numbers posted?	X		
4) Are the EHO logos clearly posted?	X		
5) Are the following displayed in full view in the leasing office?			
➤ Fair Housing Poster	X		
➤ Occupancy Qualifications	X		
6) Is there a compliance department that ensures the set aside and eligibility requirements are being maintained?	X		
7) Does the property require licenses or permits?		X	
➤ (Describe)			
8) Are property licenses and permits renewed as required?			X
9) Are vendor insurance records/binders properly maintained?	X		
10) Are vendors properly screened to ensure proper insurance documents are being maintained?	X		
11) Which of the following community amenities are provided for resident use?			
➤ Playground	X		
➤ Community Room	X		
➤ BBQ/Picnic Area	X		
➤ Laundry Facility	X		
➤ Business Center	X		
➤ Pool		X	
➤ Other (Libraries and Police Sub-Station)	X		

**COMMENTS:** The Police Sub-station is a fully equipped office with wi-fi capabilities located in the community room at each property. The sub-station

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allows local police officers to visit the property during their break to eat, take a nap, complete paperwork, etc. Management said the presence of the police officer and the marked vehicles bring a sense of community to the tenants.

KEY CONTROL	YES	NO	N/A
1) Does the property use an electronic key tracking system? If not, answer questions 2-5.		X	
2) Are all property keys properly coded?	X		
3) Is key box locked and secured?	X		
4) Is the key code list kept separate from the key box?	X		
5) Are locks being changed during unit turnovers?	X		
<b>COMMENTS:</b> The reviewer monitored the key controls systems during the day of the onsite visit. The keys are properly locked and coded.			

MAINTENANCE PROGRAM	YES	NO	N/A
1) Does the property have a preventative maintenance program?	X		
2) Is the preventative maintenance schedule being implemented?	X (see comment)		
3) Is the maintenance shop clean and organized?	X		
4) Does the maintenance area have properly documented MSDS material and chemicals labeled properly?	X		
5) How often are Pest Control services provided? ➤ Services are provided weekly. A quarter of the units are treated weekly and each unit will be treated annually unless additional services are requested.			
6) What is the policy for following up on completed service requests? Management utilizes completed work order slips to solicit feedback. Management will also conduct call-backs at random to ensure work was completed satisfactorily.			
7) What is the property's after-hours emergency policy? ➤ All after hour calls are forwarded to the manager.			
8) What capital improvements have been scheduled or completed for this budget year? ➤ There are no major capital improvements being scheduled or completed this budget year. The reviewer was informed that 11 flooring upgrades are budgeted per year.			

## Detail of Ongoing Repairs and Replacements Completed in Last Budget Year

9) Unit Interior and Appliance upgrades ➤ Interior and appliance upgrades are completed as needed. There were 11 flooring upgrades completed last budget year.			
10) Building Exterior and Curb Appeal repairs ➤ None			
11) Amenity upgrades ➤ None			
12) Other repairs or replacements ➤ None			
Number of service requests received:	59		
Number of requests open from prior periods:	0		
Number of service requests completed:	59		
Number of service requests completed within 24 hours:	15		
Number of outstanding service requests:	0		
13) On average, how many days does it take to complete a work order? ➤ Based on the service request activity report, it appears it takes 11 days to complete a work order. See observation below.			

**COMMENTS:** It appears that the property is being maintained adequately considering they are short staffed. However, the properties have been short staffed from some time now and there are areas that are starting to be affected, like the work order completion time.

**Observation:** It appears that management is not properly updating the service request activity report. More specifically, it appears that work orders are not being opened and closed daily. Based on a review of the Service Request Activity Report dated 9/1/19 through 9/29/2019, there were 59 work orders opened. Of those, 40 were closed on 9/26/19 and 16 were closed on 9/17/19. TSHAC recommends the report be updated at least weekly if not daily. Daily entries will allow management staff and maintenance staff to prioritize work (i.e., make-readies, preventive maintenance, work orders, etc.), ensure timely completion of work orders and monitor tenant satisfactions.

## MARKETING

1) Complete the table below with the most recent information available.
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SOURCE	COST	# of Prospects	# of Leases
Drive-By/Word of Mouth	\$0	0	0
Flyers	\$0	0	0
Resident Referral	\$0	0	0
Locator Service	\$0	0	0
Printed/Internet Advertising	\$0	0	0
Other Source: Wait list	\$0	6	4
<b>TOTAL</b>	<b>\$0</b>	<b>6</b>	<b>4</b>
<b>The rental activity reflected in the above table was from</b>			
	<b>YES</b>	<b>NO</b>	<b>N/A</b>
2) Is the property doing bilingual advertising?	X		
3) Does the property have any competitors nearby?	X		
4) Does the property "shop" their competitors?		X	
5) Does the property complete a market survey at least monthly?	X		
<b>COMMENTS:</b> The marketing chart seen above was completed using the Primary Advertising Source Evaluation report dated 9/1/19 – 9/30/19. Management confirmed that the properties traffic is driven by word of mouth and the wait list.			

LEASE RENEWAL	YES	NO	N/A
1) Does it appear that an effective lease renewal program is in place? If no, please comment below.	X		
2) What percentage of residents renewed last month, past 6 months, and past 12 months?	Current: NA	6 months: NA	12 months: 82%
3) What percentage of move-outs in the last 12 months were due to eviction/non-payment of rent or "skip"?	44%		
4) Are lease renewal/rent increase notices sent to residents at the 120-day, 90-day, 60-day and 30-day timeframes prior the end of the lease contract? If not, comment below.	X		
5) Are rent increase notices sent to residents at least 30-days prior to the rent increase implementation?	X		
6) Are individual files being reviewed to determine renewal/non-renewal status?	X		
7) Are renewals and re-certifications tracked and monitored with property management software? I.e., Yadri, Onesite, or Owner/Agent created software?	X		
8) Are rent increases being implemented?	X		
9) When was the last rent increase implemented? What was the average rent increase? ➢ The last gross rent change was in August 2018 with an average increase of \$25.			
10) How many households are currently on month-to-month leases? ➢ Tenant execute HUD leases, which includes an initial 12-month term that rolls into month-to-month terms.			
11) What is the charge for month-to-month leases? ➢ NA			
<b>COMMENTS:</b> According to the Resident Activity Report, 44% of move-outs were due to eviction/non-payment of rent or skips (31% due to skips and 12% due to non-payment of rent). The percentage dramatically increased compared to the 2018 Asset Oversight report. Management stated there were several tenants who skipped when management discover unreported income through the EIV system.			

VACANT/MAKE READY UNITS	
1) Number of vacant units at time of activity report:	8
2) Number of completed made ready units at time of activity report:	0
3) Number of completed one bedroom units at time of activity report:	0
4) Number of completed two bedroom units at time of activity report:	0
5) Number of completed three bedroom units at time of activity report:	0
6) Number of completed four bedroom units at time of activity report:	0
7) Number of uncompleted made ready units at time of activity report:	8
8) Number of uncompleted one bedroom units at time of activity report:	0
9) Number of uncompleted two bedroom units at time of activity report:	2
10) Number of uncompleted three bedroom units at time of activity report:	3
11) Number of uncompleted four bedroom units at time of activity report:	3
<b>Units Walked</b>	
<b>Unit #</b>	<b>Brief Description</b>
104-A1	(4x1) Vacant 57 days: Full turn needed.

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128-A7	(4x1) Vacant 38 days: Full turn needed. This unit has a roach infestation and the smoke alarms were chirping. The smoke alarm was corrected prior to the end of the onsite visit. See Finding.
190-A22	(3x1) Vacant 57 days: Full turn needed.
140-B15	(1x1) Occupied: Unit in good condition.
210-B5	(3x1) Occupied: Unit in good condition.
220-B10	(4x1) Occupied: Unit in good condition. Smoke alarm was chirping, guest bedroom door frame was damaged, and the fire extinguisher was missing from the breezeway in front of her unit. All items were corrected prior to the end of the onsite visit.
246-B17	(2x1) Vacant 111 days: Final stages of make-ready, touch up cleaning needed. Smoke alarms were off but replaced prior to end of the onsite visit. See observation.

## Down Units Walked (units vacant and unready for extended period of time and all down units)

Unit #	Brief Description			
NA				
		YES	NO	N/A
1)	Does the Unit Availability Report match the make ready board?			X
2)	Are units being turned in a timely manner?		X (see comment)	
3)	Are there any down units?		X	
4)	Are there vacant units that have been vacant for an extended period of time? If so, please comment below.	X		
5)	Is management utilizing property software (i.e., Yardi, Onesite, or an owner/agent created) to monitor the timely preparation of units? If not, comment.	X		
6)	How often are occupied units inspected? ➤ Occupied units are inspected: Quarterly			
7)	How often are vacant units inspected? ➤ Vacant units are inspected: Weekly, or daily if needed.			
8)	How many vacant units are in progress of being made ready? ➤ There are 8 vacant units in the process of being made-ready.			
9)	What is the company policy on the number of days to turn vacant units? Per policy, units should be made-ready within 5 business days.			

### COMMENTS:

Seven units were inspected on the day of the onsite, 4 of the 7 were vacant for an average of 65 days. Management policy is to turn vacant units within 5 business days which is not being met (see observation). In addition, issues were identified in 3 of the units. All of the issue were corrected on the day of the visit except for one, unit 128-A7. Management disclosed that the unit has had three roach infestation treatments (bomb-treatments) yet there was still activity. See Finding. Finally, unit 246-B17 has been vacant for 111days and is not ready. Management was advised that the unit will lose its unit designating status if the unit remains vacant and not made-ready for more than 180 days. According to management, it has taken staff longer to finish make-readies and complete work orders because they are short-staffed, and they took time to prepared for a REAC inspection. They are currently working on hiring maintenance staff however until then the current staff is splitting maintenance duties between both properties.

### Observation:

- The company policy of turning vacant units is 5 business days is not being met. There are fewer vacant units than the number noted in the previous year's report however it is still taking the same amount of time to turn units (65 days). TSAHC recommends management and maintenance staff reevaluate the process and create an action plan for turning units. If the vacant maintenance positions are not filled in the next 30 days, management should consider hiring a contractor to complete some of the maintenance responsibilities to help complete duties timely.

### Finding:

- Unit 128-A7:** Management must create a plan of action to remedy the pest infestation in this unit. The plan of action or completion documentation that verifies the issue has been addresses must be provided to TSAHC no later than 11/15/2019.

## BUDGET MANAGEMENT

1)	Are three bids solicited in order to obtain materials, supplies, and services? ➤ Three bids are solicited in order to obtain materials, supplies, and services.
2)	Have there been any large unexpected repairs or purchases that have negatively affected the current budget? ➤ There have not been any large unexpected repairs or purchases that have negatively affected the current budget.
3)	Explain YTD variances of 10% or greater.

### Expense Items that Varied by 10% or Greater from the Budget for Year to Date Operations Ending

(Please note that a positive variance is under budget and a negative variance is over budget.)

EXPENSE ITEM	ACTUAL	BUDGET	VARIANCE	%	EXPLANATION
Administrative	\$316,445	\$279,375	\$37,070	13%	Admin Contract Labor Bad Debt, IT Support, Meals E-submission fees, Travel expenses, Mics Admin

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					Exp.
<b>COMMENTS:</b> The reviewer found it odd that Bad Debt was listed as an Administrative Expense however management stated that there were strong efforts in enforcing the lease and the house rules including, including meeting with households who signed a repayment agreement and failed to pay. Management stated there have been several evictions processed which results in large bad debt balances.					

REVENUE			
FOR THE MONTH ENDING: July 2019		YEAR TO DATE AS OF: July 2019	
Gross Potential	\$202,690	Gross Potential	\$1,418,830
Budgeted Rental Income	\$202,690	Budgeted Rental Income	\$1,418,830
Actual Rental Income Collected	\$204,086	Actual Rental Income Collected	\$1,424,596
Variance + (-)	\$1,396	Variance + (-)	\$5,766
Other Revenue	-\$18,266	Other Revenue	-\$57,096
Total Collected	\$185,819	Total Collected	\$1,367,499
Budgeted	\$197,589	Budgeted	\$1,369,089
Variance + (-)	-\$13,1685	Variance + (-)	-\$1,589

**COMMENTS:** Based on a review of the Income Statement by Location, the "Other Revenue" collected negative because of the loss of income due to vacancies. As mentioned in the Vacant/Make Ready Units section above, it is imperative to turn units in a reasonable timeframe to ensure revenue for the property. This will be closely monitored during next year's onsite visit.

ACCOUNTS PAYABLE	YES	NO	N/A
1) Is the payable report up to date?	X		
2) Is the property in good standing with all vendors?	X		
3) Are invoices processed weekly?	X		
<b>COMMENTS:</b> Invoices are processed daily. According to the payable report, 91% (\$131,382) of the balance is due to deferred management company payments to Monroe Groups, Ltd.	0-30 Days:	\$44,078	
	30-60 Days:	\$28,376	
	60 Days and Over:	\$71,202	
	TOTAL	\$143,656	

DELINQUENCIES	YES	NO	N/A
1) Is the delinquency report up to date?	X		
2) What is the rent collection policy?			
➤ Rent is due on the 1 <sup>st</sup> and considered late on the 6 <sup>th</sup> . Residents receive a \$5 late fee on the 5 <sup>th</sup> and \$1 daily fee thereafter. 10 Day Notices are sent on the 10 <sup>th</sup> and on the 13 <sup>th</sup> a 3 Day Notice to Vacate is posted.			
3) When is legal action taken against delinquent accounts?			
➤ Evictions are filed around the 21 <sup>st</sup> of each month.			
4) Does the property currently have any resident(s) under eviction?	X (see observation)		
5) Does Housing have any outstanding balances?	X		
<b>COMMENTS:</b> <b>Observation:</b> <ul style="list-style-type: none"> <li>Management is still waiting for the payment of interim certifications (HUD programs) that were not completed timely. Additionally, the property experienced is system-wide glitch that affected some tenant ledgers. Management is working hastily to get these issues fixed in order to provide accurate reporting on rent collection. The balances listed on the chart to the right are based on the Delinquent and Prepaid report dated 9/25/19.</li> </ul> Management is executing re-payment agreements with tenants who have late rent balances as well as processing evictions for those that have not entered into an agreement and have not paid. They are a total of 12 eviction in progress due to delinquent rent, 3 of which are being enforced.	0-30 Days:	\$383	
	30-60 Days:	\$20,882	
	60 Days and Over:	\$23,445	
	TOTAL	\$44,710	

RETURNED CHECKS	YES	NO	N/A
1) Total number of returned checks in the past 3 months:		0	

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2) Has the manager collected and deposited all returned checks?	X		
3) Is the manager following company policy on returned checks?	X		
<b>COMMENTS:</b>			

PERSONNEL	YES	NO	N/A
1) Does owner/agent have a system/procedure for providing field supervision of on-site personnel?	X		
2) Does the property appear to be adequately staffed?		X – see comment	
3) Is overtime being controlled?	X		
4) Were requested pre-audit reports submitted on time?	X		
5) Does it appear that personnel are team oriented?	X		
6) Are name tags/photo IDs being worn by the maintenance personnel?		X	
7) Was management staff prepared for the site visit?	X		
8) Has staff turnover occurred since the last site review?	X		
9) Are weekly staff meetings held?	X		
10) Have personnel been trained in Fair Housing?	X		
11) List training staff has received in the past year. ➤ Site staff is required to complete Monroe corporate training, tax credit training, and industry training (i.e., budget, compliance, and EIV training).			

**COMMENTS:** The property has been short staffed for a little over 3 months. Unfortunately, this has affected the amount of time spent on preventive maintenance and make-readies as previously mentioned. Each property has three vacancies to fill; an assistant manager and two maintenance positions at Peoples El Shaddai and a property manager and two maintenance position at St James Manor. It is imperative to have these vacancies staffed to ensure both tenant files and maintenance duties are handled timely.

OWNER PARTICIPATION	YES	NO	N/A
1) Does the owner have access to the software system utilized to manage the property?	X		
2) How often are reports submitted to the owner? ➤ Weekly summary reports are provided to the owner.			
3) What is the dollar amount of an unbudgeted or over budget expense that requires owner approval for the release of funds? ➤ Owner approval is required for amounts over \$500 for the property manager and \$5,000 for the Reginal Manager.			
4) Are the funds for needed capital improvement items, turning of units, and marketing campaigns released by the owner according to what has been budgeted?	X		

**COMMENTS:**

SUMMARY OF OBSERVATIONS AND FINDINGS
<p><b>Finding:</b></p> <ul style="list-style-type: none"> <li><b>Unit 128-A7:</b> Management must create a plan of action to remedy the pest infestation in this unit. The plan of action or completion documentation that verifies the issue has been addresses must be provided to TSAHC no later than 11/15/2019.</li> </ul> <p><b>Observations:</b></p> <ul style="list-style-type: none"> <li>The overall observation of the properties is good however management must conduct thorough property inspection to ensure the property maintains its curb appeal. Items to consider are the coating and restriping of the parking lots, routine power washing of the building entry ways, and replacing/repairing damaged items like window screens.</li> <li>It appears that management is not properly updating the service request activity report. More specifically, it appears that work orders are not being opened and closed daily. Based on a review of the Service Request Activity Report dated 9/1/19 through 9/29/2019, there were 59 work orders opened. Of those, 40 were closed on 9/26/19 and 16 were closed on 9/17/19. TSHAC recommends the report be updated at least weekly if not daily. Daily entries will allow management staff and maintenance staff to prioritize work (i.e., make-readies, preventive maintenance, work orders, etc.), ensure timely completion of work orders and monitor tenant satisfactions.</li> <li>The company policy of turning vacant units is 5 business days is not being met. There are fewer vacant units than the number noted in the previous year's report however it is still taking the same amount of time to turn units (65 days). TSAHC recommends management and maintenance staff reevaluate the process and create an action plan for turning units. If the vacant maintenance positions are not filled in the next 30 days, management should consider hiring a contractor to complete some of the maintenance responsibilities to help complete duties timely.</li> <li>Management is still waiting for the payment of interim certifications (HUD programs) that were not completed timely. Additionally, the property experienced is system-wide glitch that affected some tenant ledgers. Management is working hastily to get these issues fixed in order to provide accurate reporting on rent collection. The balances listed on the chart to the right are based on the Delinquent and Prepaid report dated 9/25/19. Management is executing re-payment agreements with tenants who have late rent balances as well as processing evictions for those that have not entered into an agreement and have not paid. They are a total of 12 eviction in progress due to delinquent rent, 3 of which are being enforced.</li> </ul>



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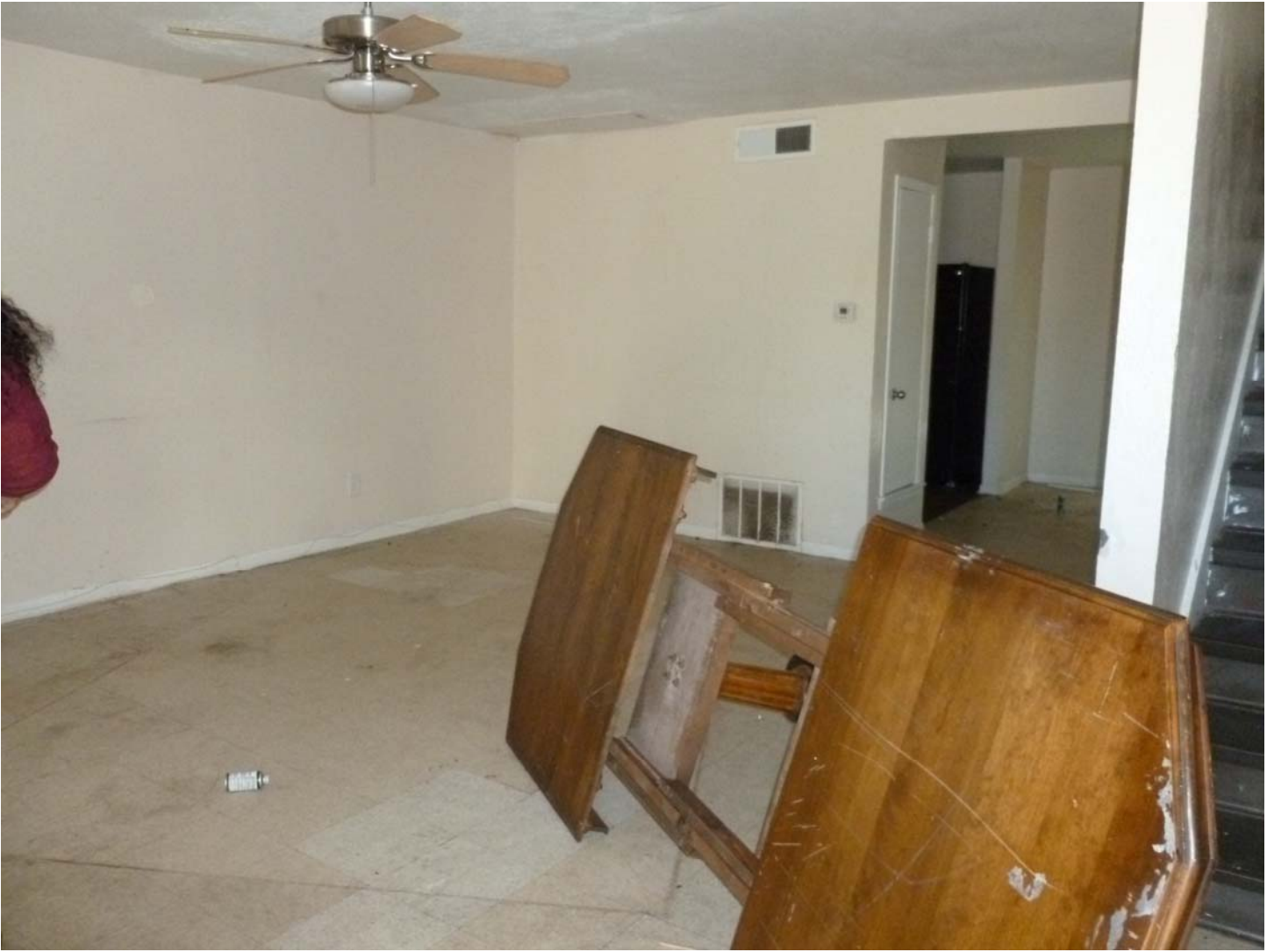






Unit 128-A7

















**Unit 190-A22**

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