

**CITY OF SAN MARCOS HUMAN SERVICES GRANT
FY 2026-2027 APPLICATION**

I. SUMMARY INFORMATION

Please spell out organization name and program name completely, without acronyms.

Applicant Organization: Blanco River Regional Recovery Team (BR3T)

Contact Name, Title: Elizabeth Wills, Executive Director

Telephone: ██████████

Contact E-Mail Address: Recovery@BR3T.org Website: https://br3t.org/

Mailing Address: 102 Wonder World Dr. Suite 304-162, San Marcos, TX 78666

Do you have a location in San Marcos where people can walk in and ask questions about the program? If so, what is the address? 215 S Reimer Ave #130 Office # 207A, San Marcos, TX 78666

Who is authorized to execute program documents? (Name, Title) Elizabeth Wills, Executive Director

Program Name: Housing Stability Services

Amount of Funds Requested: \$55,000

What percentage of the cost of this program is requested as funding through this application? 10%

II. SHORT ESSAY QUESTIONS

All questions must be answered. Please type your answers. Application evaluations will be based on, but not necessarily limited to the criteria stated in each section.

OVERVIEW

1. Summarize the program for which funding is being requested, the services it provides, and the clients it serves.

BR3T provides **Housing Stability Services (HSS)**, a specialized program designed to prevent homelessness and stabilize San Marcos residents experiencing a housing crisis. Originally established in 2020, HSS transitioned into a permanent core service in mid-2025. The program focuses on "gap-filling" interventions, combining professional case management with direct financial assistance to resolve immediate emergencies for households that demonstrate the capacity for long-term sustainability.

Services Provided:

- **Intensive Case Management & Housing Navigation:** A significant portion of this program is dedicated to professional case management. Our staff provides high-touch support to help residents navigate the local rental

market and identify sustainable housing options. Case managers provide ongoing advocacy to remove barriers to lease approval and ensure residents are connected to the specific resources needed to maintain their housing.

- **Financial Counseling & Sustainability:** Our Case Managers provide mandatory 1-on-1 financial counseling and budgeting workshops as a core component of the stabilization process. Recognizing that every housing crisis is unique, this counseling is specifically tailored to the individual needs and financial barriers of each household. We verify that clients have an existing income source to maintain their costs moving forward. This direct counseling ensures that the combination of professional guidance and financial assistance results in permanent stability.
- **Direct Financial Relief:** HSS provides essential third-party payments for security deposits, utility deposits, and rent assistance. Rent payments are specifically targeted toward households that have experienced a temporary financial hardship to prevent imminent eviction. Security and utility deposits are utilized to help households obtain and move into stable housing.
- **Emergency Hotel Bridge:** This program provides short-term hotel stays specifically for the City of San Marcos Neighborhood Enhancement Department, the San Marcos Police Department Homeless Outreach Team (HOT), and SMPD Victim Services to utilize for immediate emergency placement. This resource serves as a critical safety bridge in the absence of a local low-barrier shelter.

The program serves San Marcos residents who are literally homeless or at imminent risk of displacement. HSS specifically targets households at or below 50% AMI (Area Median Income) who possess an existing income source but lack the upfront capital or navigation skills to stabilize their housing.

We serve a diverse cross-section of the community, prioritizing those in an immediate housing crisis, including:

- **Eviction and Utility Prevention:** Households facing active eviction proceedings or utility disconnection that threaten their housing stability.
- **Literal Homelessness:** Families experiencing literal homelessness who require immediate stabilization and the deposit assistance necessary to move into stable housing.
- **Sustainable Transitions:** Low-income residents whose current housing is no longer affordable and who require professional navigation and financial assistance to transition to a sustainable home.

By focusing on these priority populations, BR3T provides a localized safety net that prevents long-term homelessness and reduces the strain on municipal emergency services.

In 2025, BR3T demonstrated the effectiveness of this model by helping 202 households obtain stable housing and preventing 59 evictions. This HSAB request will allow us to leverage our larger federal and state grants to provide deeper, localized support specifically for the San Marcos community in 2026-2027.

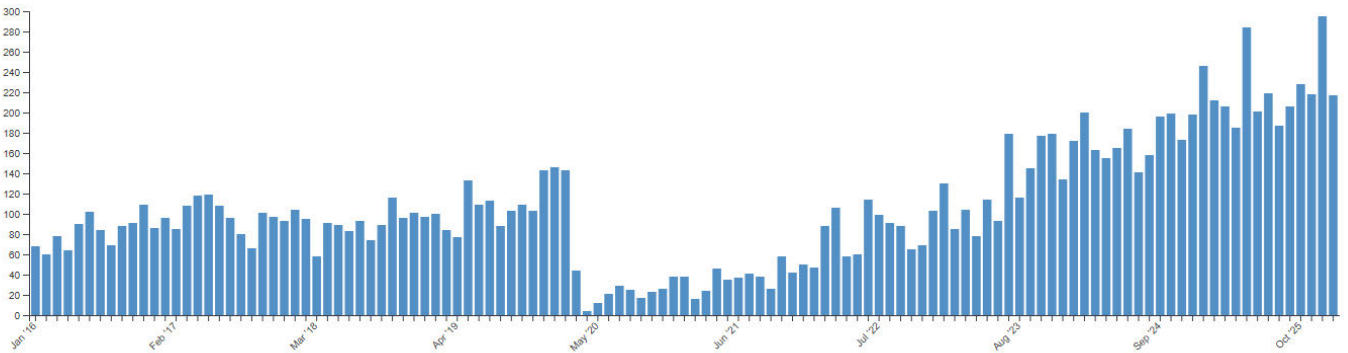
COMMUNITY NEED AND JUSTIFICATION –20 POINTS

Evaluation: documentation and justification of the need for the program in the City of San Marcos.

1. Describe in detail the need for this program in San Marcos.

The need for **Housing Stability Services (HSS)** in San Marcos is driven by a severe shortage of affordable units and rising housing instability for low-income residents. According to the City of San Marcos 2025-2029 Consolidated Plan Final Draft, addressing affordable housing and homelessness remains a top priority for municipal funding.

- **Eviction Filings Exceeding Pre-Pandemic Levels:** While the City of San Marcos 2025-2029 Consolidated Plan notes that historically nearly 1 in 5 (18.2%) San Marcos renters experienced displacement, data from the Civil Court Data Initiative indicates that current eviction filings have surpassed pre-pandemic levels. In 2025 alone, BR3T prevented 59 evictions for San Marcos families, demonstrating a critical and immediate demand for emergency rental intervention. As shown in the Graph below from the Civil Court Data Initiative, eviction filings in Hays County have not only returned to pre-pandemic levels but have consistently exceeded them throughout 2024 and 2025, creating an urgent need for the emergency rental intervention provided by BR3T.



- Severe Rent Burden at 50% AMI:** The City of San Marcos 2025-2029 Consolidated Plan highlights that rising rents and utility costs are primary drivers of displacement. For households at or below 50% AMI, these costs often exceed half of their monthly income, leaving no margin for temporary financial hardships like medical emergencies or job loss. This high cost-of-living makes it nearly impossible for low-income residents to recover from a single missed paycheck without intervention.
- The "Deposit Barrier" for High-Risk Tenants:** Upfront capital remains a prohibitive barrier to stable housing. Even for residents with a steady income, security deposits can equal one month’s rent, and for "riskier" tenants with previous instability—like many of the clients we serve—landlords may require as much as two months’ rent as a deposit. BR3T’s 2025 success in helping 202 households obtain stable housing through security and utility deposit assistance proves that removing this financial hurdle is essential to unlocking permanent placement.
- Gap in Specialized Navigation:** There is a documented need for more than just financial aid; families require the professional guidance provided by our Case Managers. By pairing professional advocacy and financial counseling with direct aid, BR3T addresses the specific gaps identified in the City of San Marcos 2025-2029 Consolidated Plan, ensuring that San Marcos residents achieve lasting stability rather than temporary relief.
- Emergency Bridge for Municipal Partners:** There is a critical gap in immediate emergency housing funds for city departments. Currently, the City Neighborhood Enhancement Department, SMPD Homeless Outreach Team (HOT), and Victim Services do not have dedicated budgets to provide emergency lodging. This creates a crisis when Victim Services is working with an individual fleeing domestic violence or human trafficking who needs a safe place to stay for a night or two while a long-term solution is found. BR3T fulfills this life-saving need by providing short-term hotel stays as a safety bridge that municipal agencies cannot currently fund.

By providing professional case management and financial counseling alongside direct financial aid, BR3T ensures that San Marcos residents can overcome these systemic barriers and achieve lasting stability, preventing the long-term cycle of homelessness and the associated strain on municipal services.

2. Has the need for this program been increasing in recent years?

Yes, the demand for **Housing Stability Services (HSS)** in San Marcos has grown significantly, driven by a persistent affordability gap and the expiration of temporary federal support systems.

- Surge in Recent Applications:** The most direct evidence of increasing need is seen in our current intake volume. Recently, BR3T opened the HSS application portal for just one week and received 75 applications from households in crisis. This surge confirms that the number of residents facing immediate housing emergencies far exceeds available regional resources.
- Internal Data and Program Evolution:** In mid-2025, as federal pandemic relief funds were nearing exhaustion, BR3T was scheduled to sunset the HSS program. However, our intake data revealed that the high

need for assistance among low-income San Marcos residents had not diminished. Recognizing that housing instability remained a persistent crisis rather than a temporary one, BR3T transitioned HSS into a permanent core service of our organization to meet this ongoing demand.

- **Eviction Filings Exceeding Pre-Pandemic Levels:** Regional data from the Civil Court Data Initiative shows that eviction filings have not only returned to pre-pandemic levels but have consistently exceeded them throughout 2024 and 2025. This indicates a heightened legal threat to housing stability for San Marcos families compared to five years ago.
- **Persistent Displacement Risks:** The City of San Marcos 2025-2029 Consolidated Plan reports that approximately 18.2% of San Marcos renters have experienced displacement due to rising housing costs. The combination of high market rents and utility costs continues to outpace income growth for low-income households, leaving them with no margin for financial setbacks.
- **Proven Impact:** In 2025 alone, BR3T prevented 59 evictions and helped 202 households obtain stable housing. The sheer volume of residents seeking support proves that the need for a localized safety net is essential and continues to escalate.

IMPLEMENTATION –15 POINTS

Evaluation:

- *The application demonstrates that resources needed to manage the proposed program are available and ready.*
- *Applicant has clearly defined objectives focusing on results and measurable outcomes vs. only program activities descriptions and numbers served.*
- *Past performance of programs funded by Human Services Grants has met expectations.*

1. Are all resources in place to be able to implement this program? If not, what is missing?

Yes. **BR3T** has the comprehensive organizational infrastructure, fiscal protocols, and strategic partnerships required to implement this program immediately upon award. Our Housing Stability Services (HSS) program transitioned from a temporary pandemic-relief program to a permanent core service in mid-2025, meaning we are sustaining a proven, fully operational model rather than launching a new one.

Resources Currently in Place:

- **Professional Case Management:** Our team provides high-touch support from initial intake through long-term stabilization. Case Managers manage the complete client pathway, capturing critical documentation and conducting 1-on-1 financial counseling. Once a household is determined eligible, our staff continues to track participant progress to ensure long-term housing stability and self-sufficiency.
- **Integrated Data Systems:** We utilize a fully configured Salesforce environment tailored specifically for housing stability and federal reporting standards. This system allows for real-time tracking of eligibility certifications, participant milestones, and long-term progress across the entire service duration. This infrastructure ensures 100% data integrity and allows the Program Manager to perform rigorous quality-control reviews on every file.
- **Fiscal Oversight & Internal Controls:** BR3T employs a rigorous project-based accounting system via QuickBooks. We utilize a two-step approval process—where the Program Manager conducts a secondary review of all eligibility files before the Executive Director processes payments—ensuring total transparency and audit readiness.
- **Established Partnerships:** We have active referral pathways and formal MOUs with key San Marcos entities, including the Southside Community Center and Breaking Bread Ministries. These linkages allow us to provide a holistic stabilization model that meets multiple client needs—such as food security and basic necessities—simultaneously. By coordinating these external supports, we leverage HSAB funds alongside community resources to ensure a comprehensive recovery plan for each household without a duplication of benefits.

- **Operational Readiness:** Because this is an existing program, our administrative and intake workflows are already refined. We are prepared to begin processing San Marcos applications and deploying stabilization funds on Day 1 of the contract period.

What is Missing:

- **Sustained Funding for Direct Assistance and Case Management:** While our systems and leadership are in place, the dedicated funding for our specialized Case Manager and direct client assistance (specifically security deposits to obtain housing, rent to prevent eviction, and the Emergency Hotel Bridge for municipal partners) reached a gap following the conclusion of pandemic-era surge funding in 2025. HSAB funding is the critical resource needed to fuel these established operations and provide the financial bridge for households to secure and maintain stable, affordable housing.

2. What specific, measurable outcomes or results do you hope to achieve with this program?

BR3T has designed the **Housing Stability Services (HSS)** program to achieve high-impact, measurable results for San Marcos residents. Our success is measured by the long-term housing retention and increased stability of each household. For the 2026-2027 program year, we aim to achieve the following:

- **Housing Stabilization:** 80% of households receiving HSS financial assistance and mandatory financial counseling will remain stably housed for at least six months following the final assistance payment.
- **Strategic Relocation:** 90% of households receiving security and utility deposits will be successfully placed in a rental unit that is affordable and sustainable based on their verified household income.
- **Targeted Financial Counseling:** 90% of participants receiving financial assistance will complete a mandatory financial counseling session with our Case Manager. Our goal is for these households to establish a formal budget to prevent future cost-burden crises.
- **Fiscal Integrity:** 100% of case files will pass our internal two step approval process, ensuring that all disbursed HSAB funds are used prudently and meet the City's strict eligibility and documentation standards.

These outcomes are tracked in real-time via Salesforce, allowing BR3T to provide the City of San Marcos with transparent, data-driven reports on the effectiveness of the program.

3. If funding is not available at the requested amount, what is the minimum Human Services Grant funding needed to be able to run this program?

The minimum Human Services Grant funding required to operate the Housing Stability Services (HSS) program effectively is **\$45,000**.

This threshold is necessary because it covers two critical areas that are currently underfunded or ineligible for support through our other grant sources:

- **Essential Case Management:** While BR3T manages larger federal and state grants (like TBRA) that provide significant direct relief, those programs often have restrictive caps on funding for staff time. HSAB funding is the essential component because it specifically supports the professional Case Management and mandatory financial counseling that ensure families achieve long-term sustainability rather than just temporary relief. We feel the Case Management is a key part of the program that provides the professional guidance necessary for permanent stability.
- **Emergency Hotel Bridge:** This minimum ensures a dedicated budget for the short-term hotel stays specifically requested by the City Neighborhood Enhancement Department, SMPD Homeless Outreach Team (HOT), and Victim Services. Other funding streams are often restricted to stable housing, leaving this vital municipal safety bridge without a reliable resource.

By providing at least \$45,000, the Human Services Advisory Board ensures that BR3T can maintain the specialized staff and emergency resources needed to provide a localized safety net for low-income households.

IMPACT AND COST EFFECTIVENESS –20 POINTS

Evaluation:

- *impact on the identified need*
- *implementation costs compared to impact*
- *use of available resources (financial, staff, volunteer)*
- *impact compared to other applicants*

1. Programs can provide value by deeply impacting the lives of a few, with effects that may ripple through generations, or by providing smaller but meaningful impact to a larger group. Describe in detail the impact this program will have on the identified need and on San Marcos residents.

Our **Housing Stability Services (HSS)** program provides value by combining immediate crisis relief with professional support. This model is designed to address the underlying drivers of housing instability, fostering long-term resilience and enhancing the overall stability of the San Marcos community.

- **Impact through Case Management:** While some programs provide only financial aid, BR3T provides a lasting impact by making professional Case Management the core of our intervention. By requiring financial counseling and budgeting with our staff, we provide residents with the skills to remain stable after the financial assistance ends. This helps prevent a cycle of homelessness and ensures that low-income San Marcos families have a foundation for long-term housing security.
- **Preserving Housing Eligibility:** Evictions create a permanent barrier to future housing. Our program's impact lies in prevention—intervening with strategic rent assistance and financial counseling *before* an eviction. This preserves the resident's "renter profile," ensuring they remain eligible for the city's limited affordable housing stock in the future.
- **Immediate Safety for Residents in Crisis:** Our Emergency Hotel Bridge has a direct impact on individuals in urgent situations. When SMPD Victim Services or the Homeless Outreach Team (HOT) refers someone fleeing domestic violence or human trafficking, our program provides the immediate safety that municipal budgets do not currently cover. This intervention provides the essential window needed to coordinate a permanent, safe solution.
- **High Impact-to-Cost Efficiency:** The HSS program is cost-effective because it leverages our existing federal and state grants (such as TBRA). A localized investment of \$55,000 helps "unlock" these larger pools of direct relief. By using HSAB funds to cover the specialized Case Management time that federal grants often restrict, we maximize the impact of every city dollar.
- **Broad Community Benefit:** By preventing 59 evictions and helping 202 households secure housing (2025 stats), we reduce the financial burden on the City of San Marcos. Stable housing correlates with lower utilization of emergency services and improved school attendance for local children. The impact of the HSS program extends to the stability of the entire municipal infrastructure.
- **Targeted Use of Resources:** We maximize available resources by utilizing a highly trained Case Manager supported by a "two-eyes" fiscal protocol. This ensures that funds are used prudently and directed toward San Marcos residents who have demonstrated the income and motivation to maintain their housing moving forward.

By focusing on households that have the means to stay housed but lack the upfront capital or navigation skills, BR3T delivers a solution that turns a temporary crisis into permanent stability for the San Marcos community.

2. Briefly describe other funding sources, volunteers, or in-kind donations that will be used with this program.

BR3T utilizes a diversified financial strategy to maximize the impact of the HSAB request, leveraging current awards alongside a proactive pipeline of additional resources.

Federal & State Grants:

- **TDHCA Tenant-Based Rental Assistance (TBRA):** We are in the final implementation phase for the TBRA program. While this federal award provides necessary long-term rental subsidies, it offers minimal support for the

intensive case management required for success. HSAB funds serve as the critical bridge to provide the high-touch housing navigation and personalized financial counseling necessary for long-term stability.

- **CSBG Reentry Discretionary Funds:** BR3T is currently the top-ranked applicant in the state for the 2026 TDHCA CSBG Reentry Activities grant, with final board approval scheduled for March 6, 2026. As one of only four projected awardees statewide, this grant provides significant direct housing assistance for residents transitioning from incarceration. By pairing these state funds with local HSAB support, we ensure that the "direct aid" from the state is backed by the "professional guidance" funded by the city.

Strategic & Local Funding:

- **City of San Marcos CDBG:** We have submitted a concurrent application for CDBG Public Service funds to support a portion of our staff costs. By braiding these resources, we leverage multiple streams to maintain high-intensity Case Management and Housing Navigation while maintaining rigorous accounting to prevent any duplication of benefits.
- **Strategic Grant Pipeline:** We currently have 10 grant applications pending across federal, state, local, and private foundation sources. This active pipeline is designed to sustain and expand our HSS infrastructure, ensuring the HSAB investment is part of a multi-layered funding strategy for the city.
- **Private Philanthropy and Donations:** BR3T receives support from local private donors and foundations. These unrestricted funds are used prudently to fill small but critical gaps that restrictive government grants cannot cover, providing the flexibility needed to address unique barriers to housing stability.

Partner Contributions, In-Kind Donations, and Volunteers

Our partners, referral networks, and volunteer board provide essential professional oversight and community reach:

- **Board of Directors:** Our volunteer Board provides professional governance, strategic planning, and fiscal oversight. This leadership is instrumental in maintaining our 100% audit readiness and ensuring that our program goals remain aligned with the evolving needs of the city.
- **Partner Contributions:** Through established MOUs with the Southside Community Center and Breaking Bread Ministries, our clients gain immediate access to essential nutritional support and basic needs. By leveraging these community-provided resources to cover daily living expenses, households can redirect their limited financial resources toward long-term housing costs. This collaborative approach ensures that our program's financial assistance is maximized, creating a sustainable path to stability for the residents we serve.
- **Referral Network:** Our active participation in the Homeless Coalition of Hays County ensures a "no-wrong-door" entry for San Marcos residents. Partners provide the initial outreach and warm hand-offs for low-income residents, ensuring that those in the most critical need are directed to BR3T for stabilization.

3. How many total annual unduplicated direct clients is this program expected to serve? What percentage will be San Marcos residents?

Total Annual Unduplicated Direct Clients: 100

Percentage of San Marcos Residents: 100%

Justification of Service Volume:

- **Direct Impact:** BR3T expects to provide high-intensity Housing Stability Services (HSS) to 100 clients during the 2026-2027 program year. This volume is based on the capacity of our dedicated Case Managers to provide the thorough financial counseling, unit navigation, and landlord mediation required for low-income households.
- **Exclusive San Marcos Focus:** 100% of the clients served through this HSAB grant will be San Marcos residents. While BR3T operates across a four-county region using other federal and state resources, this specific funding is strictly reserved to provide a localized safety net for those living within the San Marcos city limits.
- **Unduplicated Tracking:** We utilize a Salesforce case management system to ensure that each client is counted only once per program year, even if they receive multiple services (e.g., rent assistance followed by monthly financial counseling). This allows us to provide the City with an accurate, unduplicated count of residents stabilized through this investment.

- **Leveraging Capacity:** By focusing on 100 clients, we ensure that each family receives the "deep impact" of professional guidance rather than just a one-time check. This approach aligns with our 2025 success, where we helped 202 households obtain stable housing across our broader service area.
4. Please list the agencies with which you partner to provide this program's services.

BR3T leverages the following strategic partnerships to deliver the Housing Stability Services (HSS) program through a coordinated, community-wide approach:

Primary Partners and Referral Agencies:

- **Southside Community Center:** We maintain a formal MOU and coordinate closely on client referrals and stabilization. BR3T provides the Case Management for clients in Southside's transitional housing program, ensuring that residents in these units receive the professional financial counseling and housing navigation needed to successfully transition into permanent, stable housing.
- **Breaking Bread Ministries:** We collaborate with Breaking Bread as a localized referral source and partner in holistic client support. Their community outreach presence allows them to identify and connect with San Marcos residents seeking immediate basic needs and connect them with BR3T's specialized housing services. This partnership provides a seamless continuum of support; while BR3T leads intensive housing navigation and placement, Breaking Bread provides the essential wraparound care and emotional wellness support necessary for a household's long-term success.
- **City of San Marcos Neighborhood Enhancement Department:** We partner directly with this department to identify at risk residents facing imminent displacement and provide the short-term hotel stays.
- **San Marcos Police Department (SMPD):** We coordinate with both the **Homeless Outreach Team (HOT) and Victim Services** to provide immediate emergency lodging for individuals in crisis, including those fleeing domestic violence or human trafficking.
- **Community Action of Central Texas:** As an experienced administrator of Tenant-Based Rental Assistance (TBRA), Community Action has served as a primary mentor, guiding BR3T through the rigorous TDHCA application and approval process. This collaboration has effectively doubled the community's TBRA capacity by establishing BR3T as an additional provider to process clients for state funding. Beyond technical guidance, we complement their services by aligning our rent assistance with their utility programs to address total housing cost-burdens, while also linking families to their Adult Education and Head Start resources to foster long-term economic mobility.
- **Hays County Veteran Services Office (VSO):** We maintain a referral partnership to support veterans who have fully utilized available federal VA resources yet still face a remaining gap in housing costs. Our collaboration ensures these households receive the localized financial counseling and security deposit assistance necessary to secure stable housing and prevent a return to crisis.
- **Homeless Coalition of Hays County:** As an active member, we participate in regional case conferencing to troubleshoot barriers for high-need San Marcos households and stay aligned with the local crisis response system. This active participation ensures our staff maintains up-to-date knowledge of the full spectrum of supportive services available in the community, allowing us to serve as a comprehensive resource hub and prevent service gaps for the residents we serve.

By utilizing these established partnerships, BR3T ensures that the \$55,000 HSAB investment is integrated into the existing city-wide safety net.

COMMUNITY SUPPORT – 15 POINTS

Evaluation:

- *A minimum of three letters of reference that indicate strong local support for the program and the agency's ability to implement it as described in the application. Letters must be in support of the specific program*

requesting funding, not the agency as a whole. Letters will preferably be from San Marcos residents as well as direct clients of the program.

- *Evidence that volunteers play a vital role in the program or agency's operation.*
- *Evidence that board members are actively involved in and supportive of the agency*

1. What actions do Board members take to support the programs of the agency?

The BR3T Board of Directors provides the specialized professional governance and strategic leadership necessary to sustain the Housing Stability Services (HSS) program. Their actions ensure BR3T remains a stable, permanent resource for San Marcos residents.

- **Fiscal Governance and Audit Oversight:** The Board maintains direct accountability for the agency's financial health through the rigorous review of annual budgets and independent audits. By enforcing high standards for project-based accounting, the Board ensures BR3T remains 100% audit-ready, managing all public funds with maximum transparency and fiscal integrity.
- **Strategic Program Development:** Board members provided the critical strategic direction in mid-2025 to transition the HSS program from a temporary pandemic-relief program into a permanent core service. This decision was based on their analysis of persistent housing gaps in San Marcos and the need for a long-term local safety net.
- **Diversified Resource Development:** The Board actively oversees an aggressive funding strategy, including the management of a diversified grant portfolio. Their leadership ensures BR3T secures the flexible funding necessary to provide the high-intensity case management that standard categorical grants often do not fully cover.
- **Policy and Mission Alignment:** Board members regularly review program performance data and regional trends to ensure all service delivery directly advances our mission of strengthening community resilience. By analyzing shifts in the local rental market, the Board ensures our housing stability initiatives effectively transition low-income families from crisis into safe, secure, and stable homes.
- **Community Advocacy:** As leaders within the region, Board members serve as advocates for the agency's mission, facilitating the high-level community connections and referral networks that allow BR3T to coordinate effectively with our partners.

2. Briefly describe the number and role of volunteers in the program or agency's operation.

BR3T maintains a specialized volunteer network of approximately 15 to 25 individuals annually who provide professional oversight, direct recovery labor, and resource development for the San Marcos community.

Roles of Volunteers:

- **Board of Directors (Professional Governance):** Our volunteer Board of Directors provides foundational leadership and fiscal oversight. These professionals are responsible for approving annual budgets, reviewing independent financial audits, and providing the strategic direction that transitioned the HSS program into a permanent core service in mid-2025. Their oversight ensures 100% audit readiness for all public funds.
- **Disaster Recovery Operations (Direct Recovery Labor):** As the regional Long-Term Recovery Group, BR3T coordinates volunteers who are activated following local disasters. These volunteers provide essential hands-on labor for debris clean-up and home rebuilding efforts. This work is critical because it directly reduces the financial burden on affected families, preventing disaster-related displacement.
- **Fundraising and Resource Development:** Volunteers play a vital role in our fundraising initiatives, assisting with event coordination and community appeals. Their efforts help secure the private donations and philanthropic support necessary to cover administrative overhead, ensuring that more of our grant funding—including the HSAB request—can be deployed directly to client stabilization and security deposits.
- **Community Advocacy:** Volunteers serve as ambassadors for BR3T's mission, helping strengthen our referral pathways with partners like Southside Community Center and Community Action. This ensures that low-income residents of San Marcos are directed to the specialized housing support they need.

COUNCIL PRIORITIES - 20 POINTS

1. How long has this program served San Marcos residents? (10 points if at least 2 years)

Our Housing Stability Services (HSS) program has been actively serving San Marcos residents for over **five years**, maintaining a deep and consistent focus on local impact.

Program Timeline and Evolution:

- **Establishment (2020):** The program was launched as a direct disaster response to the COVID-19 housing crisis. During this initial phase, BR3T built the specialized infrastructure necessary to deploy large-scale rent and utility relief to San Marcos residents in immediate distress.
- **Operational Growth (2021–2024):** Over the following four years, the program matured into a high-intensity model, successfully administering over \$7.5 million in city, county, and state relief funds. This phase solidified our expertise in rent assistance, housing navigation, security deposit assistance, and financial counseling, helping hundreds of local households achieve long-term stabilization.
- **Proven Local Impact (2025 Data):** Our internal records confirm that 83% of the unduplicated households we serve reside within the San Marcos city limits. This high concentration of local service ensures that city funds are directly reinvested into the stabilization of our own neighborhoods and residents.
- **Permanent Transition (Mid-2025):** In mid-2025, BR3T made the strategic decision to transition HSS into a permanent core service. This shift was driven by data proving that the need for sustainable housing stabilization in San Marcos remains a persistent, long-term challenge rather than a temporary emergency.
- **Current Operations (2025–Present):** Today, the HSS program remains a fully operational, permanent resource for the City of San Marcos. Our ongoing commitment ensures that the systems developed over the last five years continue to provide a vital, localized safety net for the community's most vulnerable populations.

2. In what ways does your agency actively conduct outreach to engage San Marcos residents in its programs and services? How will San Marcos residents access those services? (up to 10 points)

BR3T utilizes a proactive, multi-channel outreach strategy to ensure that low-income residents in crisis are identified and connected to Housing Stability Services (HSS). The effectiveness of this localized approach is evidenced by our current program data, which confirms that 83% of the unduplicated households we serve reside within the San Marcos city limits.

Outreach Strategies:

- **Coordinated Referral Pathways:** Our primary outreach occurs through an established network of local nonprofit partners and community stakeholders. These agencies serve as frontline access points, providing referrals to BR3T for residents who require intensive housing stabilization and financial counseling.
- **Coalition Visibility:** BR3T is an active member of the Homeless Coalition of Hays County. This involvement ensures that our program remains a recognized resource for community advocates and first responders who encounter residents in need of immediate stabilization.
- **Information and Referral Listings:** We maintain active listings on 2-1-1 Texas and findhelp.org. These platforms ensure that San Marcos residents searching independently for rent or deposit assistance can locate our services.
- **Digital Presence:** Our agency maintains a professional website and active social media presence to share program updates and eligibility requirements directly with the San Marcos community.

Accessing Services:

- **Centralized Online Application:** San Marcos residents can access our Housing Stability Services through a centralized, secure application portal. To ensure fiduciary integrity and avoid the overcommitment of community resources, our application intake remains open in direct accordance with current funding availability. This digital

system allows for the secure electronic submission of essential documents—such as income verification and eviction notices—enabling our Case Managers to begin the review and verification process promptly.

- **Eliminating Barriers to Access:** Recognizing the digital divide, we provide full intake support via phone and schedule in-person appointments for residents with technology or transportation challenges. This hybrid approach ensures that our services remain equitable and accessible to all San Marcos households.
- **Case Manager Navigation:** Once a resident makes initial contact through an application or referral, they are assigned to our Case Manager. This staff member guides the household through the entire process—from initial eligibility to mandatory financial counseling and the final deployment of stabilization funds.
- **Expedited Emergency Access:** For urgent situations referred by crisis teams, we have internal protocols to expedite the intake process, ensuring that immediate housing needs are met while long-term stabilization plans are developed.

RISK - 10 POINTS

1. How many years' experience does the agency have in implementing a program of this size and complexity? (5 points if more than 5 years)

BR3T has **over five years** of direct experience implementing housing stabilization programs of this magnitude. Our operational history demonstrates a consistent ability to manage high-volume financial assistance while maintaining the rigorous fiduciary standards required by municipal, state, and federal funders.

- **Proven Operational History:** Since 2020, BR3T has operated as a frontline provider of housing stabilization services. While originally established to meet the surge in demand for pandemic-related housing relief, the program formally transitioned into a permanent core service in mid-2025. This evolution has resulted in a mature, battle-tested system of intake, case management, and fiscal protocols.
- **Scale and Fiscal Management:** Over the last five years, BR3T has successfully managed and deployed more than \$7.5 million in relief funds from various city, county, and state sources. Managing a portfolio of this magnitude demonstrates our capacity to handle the \$55,000 HSAB request with precision and 100% audit readiness.
- **Case Management Expertise:** We have over five years of experience providing high-intensity support to low-income households. Our lead Case Manager is an expert in conducting financial counseling, housing navigation, and mediation, ensuring that our services lead to permanent housing stability rather than temporary relief.
- **Demonstrated Community Impact:** To date, our agency has served 2,126 households across the region. In 2025 alone, we successfully helped 202 households obtain stable housing and prevented 59 evictions, proving our ability to deliver measurable results in the local rental market.
- **Infrastructure for Complexity:** For over five years, we have utilized professional-grade systems like Salesforce and QuickBooks to manage client data and project-based accounting. These tools ensure we can track every dollar and every participant milestone across our entire four-county service area.

2. What percentage of the program's funding is non-City? (5 points if at least 50%)

Percentage of Non-City Funding: 83%

Justification of Leveraged Resources:

- **Substantial Diversification:** In 2025, 83% of the funding for our housing stabilization efforts was derived from non-City sources, including federal and state grants, private foundations, and philanthropic donations. This exceeds the 50% threshold for maximum points and demonstrates that BR3T is not solely reliant on municipal support.

- **High Leverage Ratio:** The requested \$55,000 from the City of San Marcos HSAB acts as a strategic local investment that leverages a much larger, state-and-federal-funded infrastructure. This allows the City’s contribution to tap into a fully operational system with established Case Management and fiscal protocols.
- **Strategic Gap-Filling:** While the majority of our funding is non-City, those larger resources are often restricted to specific populations or provide limited support for staff time. The HSAB portion is critical because it fills these specific gaps, allowing our Case Manager to provide the high-intensity financial counseling and emergency hotel stays that other grants may not cover.
- **Long-Term Sustainability:** By maintaining 83% non-City funding, BR3T ensures the long-term sustainability of the HSS program. This diversified portfolio protects the program from shifts in any single funding stream, ensuring a stable safety net for low-income San Marcos residents.

III. FUNDING RESTRICTIONS

By signing this application I certify the following to be true:

1. All Human Services Grant funding will be spent on San Marcos residents, except for school-based programs, in which case it may be spent within the San Marcos Consolidated Independent School District boundary.
2. Funding requested is not more than 50% of the total funding for the agency.
3. Funding will not be used to fund more than 20% of a full time position.
4. Agency has been in existence for at least 2 years. (This can include serving communities other than San Marcos.)

SUBMITTAL APPROVED BY:

Elizabeth Wills

Signature

Date

2/28/2026

Elizabeth Wills
Printed Name

Executive Director
Title

BR3T Housing Stability Services 2026 Budget

BR3T Housing Stability Service 2026 Budget	HSS Program 2026
Personnel	
Case Managers Salaries	\$ 100,000.00
Fringe	\$ 25,000.00
Direct Assistance	
Rental Application Fees	\$ 3,000.00
Rental Deposits	\$ 42,000.00
Utility Deposits	\$ 10,000.00
Short-term payments for hotel/motel	\$ 15,000.00
Rent	\$ 184,000.00
Utilities	\$ 500.00
Other Expenses	
Office Rent and other overhead (Insurance, ED salary, audit, accounting, outreach)	\$ 20,000.00
Supplies for Program Administration	
Office Supplies	\$ 500.00
BUDGET TOTAL	\$ 400,000.00

BR3T Housing Stability Services Proposed 2027 Budget

BR3T Housing Stability Service Proposed 2027 Budget	HSS Program 2027
Personnel	
Case Managers Salaries	\$ 140,000
Fringe	\$ 30,000
Direct Assistance	
Rental Application Fees	\$ 6,000
Rental Deposits	\$ 100,000
Utility Deposits	\$ 36,000
Short-term payments for hotel/motel	\$ 12,000
Rent	\$ 175,000
Utilities	\$ 3,000
Other Expenses	
Office Rent and other overhead	\$ 96,000
Supplies for Program Administration	
Office Supplies	\$ 2,000
BUDGET TOTAL	\$ 600,000.00

BR3T Housing Stability Services Proposed 2027 Budget - HSAB Portion

BR3T Housing Stability Service Proposed 2026 Budget	HSAB Funding Portion
Personnel	
Case Managers Salaries (Max 20% per FTE)	\$ 24,000
Fringe	\$ 6,000
Direct Assistance	
Rental Application Fees	
Rental Deposits	\$ 5,000
Utility Deposits	\$ 2,000
Short-term payments for hotel/motel	\$ 10,000
Rent	\$ 5,000
Utilities	
Other Expenses	
Office Rent and other overhead	\$ 3,000
Supplies for Program Administration	
Office Supplies	
BUDGET TOTAL	\$ 55,000

Board of Directors BR3T 2026

1. Board President: Earl Bolls, Austin
 - a. Represents Blanco County
2. Vice-President: Rowe Ray, San Marcos
 - a. Represents Hays County
3. Treasurer: Simone Sanborn, San Marcos
 - a. Represents Guadalupe County
4. Jordan Russo, San Marcos
 - a. Represents Caldwell County
5. Contributing (non-voting) Member: Mike Jones, San Marcos

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form 990

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

2024

Open to Public Inspection

A For the 2024 calendar year, or tax year beginning and ending

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization BLANCO RIVER REGIONAL RECOVERY TEAM		D Employer identification number 47-4930663
	Doing business as		E Telephone number (512) 677-9701
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	
	102 WONDER WORLD DR		G Gross receipts \$ 1,771,091.
	City or town, state or province, country, and ZIP or foreign postal code SAN MARCOS, TX 78666		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
F Name and address of principal officer: ELIZABETH WILLS SAME AS C ABOVE		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		If "No," attach a list. See instructions	
J Website: WWW.BR3T.ORG		H(c) Group exemption number	
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		L Year of formation: 2015	M State of legal domicile: TX

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: TO STRENGTHEN AREA-WIDE DISASTER COORDINATION, MITIGATION, AND RECOVERY IN BLANCO, CALDWELL, HAYS,		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	5
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	5
	5 Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	7
	6 Total number of volunteers (estimate if necessary)	6	10
	7 a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	2,143,059.	1,770,891.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0.	0.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	0.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	300.	200.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	2,143,359.	1,771,091.
	14 Benefits paid to or for members (Part IX, column (A), line 4)	1,582,525.	1,280,527.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0.	0.
	16a Professional fundraising fees (Part IX, column (A), line 11e)	434,755.	226,159.
	b Total fundraising expenses (Part IX, column (D), line 25)	0.	0.
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	88,590.	217,536.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	2,105,870.	1,724,222.
19 Revenue less expenses. Subtract line 18 from line 12	37,489.	46,869.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	229,403.	268,264.
	22 Net assets or fund balances. Subtract line 21 from line 20	77,604.	69,596.
		151,799.	198,668.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer		Date		
	ELIZABETH WILLS, EXECUTIVE DIRECTOR				
Paid Preparer Use Only	Preparer's name	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN
	KIMIKO BACA				P01268795
Preparer Use Only	Firm's name	Firm's EIN		Phone no.	
	CALVETTI FERGUSON	13-425527		210-536-3200	
Firm's address					
250 W NOTTINGHAM DR., SUITE 100					
SAN ANTONIO, TX 78209					

May the IRS discuss this return with the preparer shown above? See instructions Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: TO STRENGTHEN AREA-WIDE DISASTER COORDINATION, MITIGATION, AND RECOVERY IN BLANCO, CALDWELL, HAYS, AND GUADALUPE COUNTIES BY SHARING INFORMATION, SUPPORTING PREPARATION AND EDUCATION, SIMPLIFYING RESIDENT ACCESS TO RESOURCES, AND ASSISTING AFFECTED RESIDENTS WITH

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 1,688,159. including grants of \$ 1,280,527.) (Revenue \$) PANDEMIC RECOVERY BLANCO RIVER REGIONAL RECOVERY TEAM [BR3T] ADMINISTERED 3 DIFFERENT HOUSING STABILITY SERVICES GRANTS WITH THE GOAL OF HELPING ITS RESIDENTS, WHO HAVE HOUSING INSTABILITY AND FINANCIAL HARDSHIPS, TO OBTAIN OR MAINTAIN STABLE HOUSING. THE STATE GRANT WITH TDHCA HELPS RESIDENTS GET INTO PERMANENT HOUSING; THIS GRANT CAN PAY FOR RENTAL APPLICATION FEES, SECURITY AND UTILITY DEPOSITS, AND SHORT-TERM HOTEL STAYS. THE CITY OF SAN MARCOS GRANT AND THE COUNTY OF HAYS GRANT HELP RESIDENTS MAINTAIN STABLE HOUSING; THESE GRANTS CAN PAY FOR RENTAL AND UTILITY ASSISTANCE FOR QUALIFIED RESIDENTS. ASSISTING OUR RESIDENTS WITH STABLE HOUSING HELPS THEM TO BE BETTER PREPARED FOR THE NEXT DISASTER.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$) STORM RECOVERY BR3T PROVIDED ASSISTANCE WITH STORM RECOVERY FOR RESIDENTS IN OUR COUNTIES.

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 1,688,159.



BLANCO RIVER
Regional Recovery Team

Recover • Rebuild • Restore

BR3T Nondiscrimination Policy

BR3T is committed to providing an inclusive and welcoming environment for all members of our staff, volunteers, program participants, and the communities we serve.

BR3T is an Equal Opportunity Provider. In accordance with Federal civil rights law and U.S. Department of Housing and Urban Development (HUD) civil rights regulations, this institution is prohibited from discriminating on the basis of race, color, national origin, sex (including gender identity and sexual orientation), age, or disability. You can file a complaint with Recovery@BR3T.org or call (512) 677-9701.

We do not and shall not discriminate based on race, color, religion (creed), gender, gender identity or expression, age, national origin (ancestry), disability, marital status, sexual orientation, military status, political affiliation, or any other characteristic protected by applicable federal, state, or local law, in any of our activities or operations.

These activities include, but are not limited to, appointment and termination of Board of Directors members, hiring and firing of staff and contractors, selection of volunteers and vendors, and provision of services.

We are committed to providing an inclusive and respectful environment where everyone is treated with dignity and fairness.



HSS Program Policies and Procedures

Housing Stability Services

Housing Stability Services (HSS) Policies and Procedures Manual

This manual establishes the operational framework for BR3T's Housing Stability Services (HSS) program, sustaining a proven, fully operational model designed to prevent homelessness and stabilize residents.

1. Program Overview

- **Mission:** To provide essential housing stability services that ensure residents have a safe, secure place to call home by converting immediate crises into long-term stability.
- **Target Population:** Low-income residents who are literally homeless or at imminent risk of displacement.
- **Service Area:** Primarily residents within the **San Marcos City Limits** for municipal grants, with broader regional support for Blanco, Caldwell, Hays, and Guadalupe counties.

2. Eligibility and Enrollment

To receive assistance, applicants must meet the following income and residency requirements:

1. **Residency:** Must provide proof of residency within the **San Marcos City Limits** (for HSAB/CDBG funds address can be checked at <https://experience.arcgis.com/experience/dc64878cbe4f4764b0255d964bde5ad1> or the relevant regional service area.
2. **Income Limits:**
 - **Standard HSS/HSAB:** Total household income must be verified at or below **50% AMI**.
 - **TBRA (Tenant-Based Rental Assistance):** Households must be verified at or below **80% AMI** per state/federal guidelines.
2. **Housing Status:** Must be experiencing literal homelessness or facing a **temporary financial hardship** resulting in an active eviction or utility disconnection notice at the primary residence of the household.
3. **Duplication of Benefits:** Assistance provided to an eligible household should not be duplicative of any other funding provided by another organization to such household.
4. **Future Sustainability:** Must demonstrate an existing income source and the ability to maintain future rent and utilities once one-time assistance is provided.
5. **Lease Terms:** Assistance is prioritized for households with a formal lease agreement.
 - **Minimum Term:** For security deposit assistance, the lease term must be a **minimum of 12 months**; month-to-month leases are ineligible for deposit support.
 - **Assistance Cap:** Security deposit assistance provided by **BR3T** can be **no more than the equivalent of 2 months' rent**.

3. Rent Ceiling and Sustainability Standards

To ensure the prudent use of grant funds and the long-term success of the household, the following rent standards apply:

1. **Fair Market Rent (FMR):** Rental units with a monthly rent exceeding the **Fair Market Rent** (as defined by the **HUD Fair Market Rent Documentation System** for the current fiscal year) will not be supported.

FY2026 SAFMRs By Unit Bedrooms 78666					
ZIP Code	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
78666	\$1,170	\$1,250	\$1,480	\$1,880	\$2,200

2. **Rent-to-Income Ratio:** To ensure ongoing affordability, rental units where the monthly rent exceeds **50% of the gross household income** will not be supported.

4. Emergency Short-Term Hotel Stays

A dedicated resource exists for immediate emergency placement when a resident's safety or shelter is at risk.



HSS Program Policies and Procedures

Housing Stability Services

- **Referral Sources:** Stays are provided specifically for referrals from the **City Neighborhood Enhancement (Code Compliance) Department**, **SMPD Homeless Outreach Team (HOT)**, and **SMPD Victim Services**.
- **Eligibility Waiver:** Standard eligibility requirements (including income and residency verification) are **waived for the first 5 days** for clients placed by these departments. This allows for immediate stabilization while the **Case Manager** works with the client to gather documentation for long-term housing navigation.

5. Income Eligibility and Household Composition

A household is defined as all persons occupying the same housing unit, regardless of their relationship to each other.

- **Income Calculation:** Reported income for 30-60 days is annualized based on documentation. Income documentation will not be accepted if more than 120 days old.
- **Minor Children:** Considered members; earned income is **not** counted.
- **Shared Custody:** Children counted if residing in the home at least **50% of the time**.
- **Temporarily Absent Members:** Included in income calculations regardless of contribution level.
- **Live-in Aides:** Paid, non-related aides are **not** considered household members.
- **Permanently Absent Members:** Inclusion is at the discretion of the head of household.

6. Core Services and Operational Procedures

- **Direct Financial Relief:** Includes **Past-Due Rent** to prevent eviction and **Application Fees/Security and Pet Deposits/Utility Deposits** (requires **12-month lease**, SD capped at **2 months' rent**, and must meet **Rent Ceiling**) to obtain stable housing.
- **Professional Support:** Mandatory **Intensive Case Management** and **Financial Counseling** with the **Case Manager**.
- **Eligibility Documentation:** Case Managers/Caseworkers work with clients to collect all necessary eligibility documentation. Clients who have not provided all necessary documentation within 2 weeks may have their cases marked as incomplete.
- **Tracking:** All requirements and approvals are tracked in our case management system (Salesforce). Once all requirements have been completed, Case Managers submit the case for approval.
- **Two Step Approval Process:** The **Program Manager** or designated supervisor reviews and approves all eligibility requirements submitted by case managers before the **Executive Director** authorizes payment.
- **Third-Party Payments:** Checks are issued directly to verified landlords, utility companies, or hotel vendors.

7. Compliance and Oversight

- **Data Integrity:** Real-time tracking via **Salesforce** and **QuickBooks** ensures **100% audit readiness**.
 - **Board Oversight:** The **Volunteer Board of Directors** performs monthly fiscal reviews.
 - **Appeal Process:** Clients can appeal decisions made by BR3T and must submit additional documentation.
-



Community Action, Inc. of Central Texas

— DEVELOPING OPPORTUNITIES —

215 S. Reimer Avenue, Suite 130 – P.O. Box 748 San Marcos, TX 78667-0748
(512) 392-1161 – FAX (512) 396-4255
www.communityaction.com

February 24, 2026

Dear Members of the Human Services Advisory Board,

On behalf of Community Action, Inc. of Central Texas, I am pleased to express our strong support for the Blanco River Regional Recovery Team (BR3T) Housing Stability Services program, which provides both long-term Tenant-Based Rental Assistance (TBRA) and short-term rent relief paired with case management for San Marcos households experiencing housing instability.

For more than a decade, BR3T has been a trusted and reliable partner in addressing homelessness and housing crises in our community. As the need for housing assistance has far exceeded available resources, our organizations have deepened collaboration to expand solutions for vulnerable families. This partnership has led to innovative approaches, including the expansion of long-term TBRA through BR3T's participation as a TDHCA grantee, effectively doubling the regional capacity to deliver two-year rental assistance to households most at risk of homelessness.

The need for these services continues to intensify. The City of San Marcos and Hays County are facing a severe and worsening housing affordability crisis, reflected in rapidly rising rents, escalating home prices, and increasing homelessness. Today, 57% of renter households in Hays County are cost-burdened, and 33.5% are severely cost-burdened, spending at least half of their income on housing. Households at this level of burden face a high risk of eviction and homelessness.

These conditions demonstrate a clear and growing need for a variety of housing solutions including short-term rent relief and TBRA paired with case management. Rental assistance alone addresses immediate affordability gaps, but sustained housing stability requires support to increase income, access benefits, and navigate barriers. BR3T's program directly meets this need by ensuring that San Marcos households receiving rental assistance also receive the case management necessary to achieve and maintain long-term housing stability.

BR3T's work does more than prevent eviction. It preserves family stability, protects children from the trauma of displacement, and sustains the social and economic fabric of our community. When a family remains housed, children stay in school, parents remain employed, and the community retains its workforce and neighborhood stability. The Human Services Advisory Board's investment in BR3T's Housing Stability Services is an investment in the dignity, safety, and future of San Marcos residents.

We respectfully urge you to fund BR3T's Housing Stability Services program so that our community can continue responding effectively to the growing housing crisis and ensure that our most vulnerable neighbors have a pathway to stable, permanent housing.

Sincerely,

Doug Mudd

Executive Director

Community Action, Inc. of Central Texas



February 23, 2026

City of San Marcos Human Services Advisory Board (HSAB)

RE: Letter of Support for Blanco River Regional Recovery Team (BR3T)

To the Grant Committee,

On behalf of Southside Community Center, I am writing to express our deepest support for the Blanco River Regional Recovery Team's (BR3T) application to the City of San Marcos Human Services Grant. They are a crucial part of our community's housing safety net.

Southside's Housing Stability Program includes Transitional Housing, of which BR3T is a key partner. Clients have often been unhoused for months or years prior to entering this program. Southside provides temporary shelter and food for these clients while BR3T provides case management and deposit assistance. This helps set outgoing shelter clients on a path to long-term, stable housing.


BR3T and Southside share a goal of stopping the growth of homelessness in San Marcos. Stable housing is a key aspect of healthy living. Without secure habitation, individuals are unable to even think about the best ways to care for their mind, body, and spirit. BR3T works to address this reality by helping individuals and families enter and remain in stable housing. Southside's Transitional Housing Program would not have long-term success without this partnership.

Through our partnership in Transitional Housing as well as years of experience working together during emergency and long-term challenges, we have confidence that BR3T will use granted money with integrity. We strongly urge your support of their application.


Sincerely,


Deborah Villalpando, EP

Deborah Villalpando
Executive Director
Southside Community Center

 512-392-6694

 office@southsidecenter.org

 Southsidecommunitycenter.org

 518 S. Guadalupe St
San Marcos, TX 78666



February 20, 2026

City of San Marcos
630 East Hopkins
San Marcos, TX 78666

RE: Letter of Support for BR3T – HSAB Grant Application

To the Human Services Advisory Board and City of San Marcos Review Committee,

I am writing to express my strong support for the Blanco River Regional Recovery Team (BR3T) and their application to the City of San Marcos Human Services Advisory Board for funding through the Housing Stability Services program.

BR3T plays a critical role in advancing housing stability for vulnerable residents across San Marcos. In a community where rising housing costs, fixed incomes, and unexpected financial crises threaten displacement, BR3T provides structured, case-managed support that helps households remain safely housed and move toward long-term stability.

What distinguishes BR3T is not simply the assistance they provide, but the way they provide it. I have seen this firsthand with a local resident needing assistance getting into an apartment.

Their team utilizes thoughtful case management practices that assess each household's full situation—income stability, housing risk factors, recovery needs, and available resources—before implementing a plan of support. This approach ensures that assistance is strategic, accountable, and designed to reduce recurring crises rather than create dependency.

Through rental and utility assistance, coordinated referrals, and ongoing case engagement, BR3T directly supports the City's goals of preventing homelessness, reducing housing instability, and strengthening community resilience. Their work helps prevent costly downstream outcomes such as eviction, displacement, and emergency service utilization.

Additionally, BR3T operates as a collaborative partner within the San Marcos nonprofit network. They communicate effectively, coordinate with service providers, and contribute to a system of care that maximizes the impact of public resources. Their presence strengthens the overall housing support infrastructure in our city.

I respectfully encourage the Human Services Advisory Board to give strong consideration to BR3T's application. Their work is impactful and essential to maintaining housing stability for some of our most vulnerable neighbors.

Sincerely,

Monica Followell
Executive Director of Mission Able

FEBUARY 17, 2026

To Whom It May Concern:

Greetings! My name is Jennifer B. and I am 44 years young. I have 2 grown children(23,26) and a teenage kiddo(15) who's still at home and attending San Marcos High School. I have lived in San Marcos off and on since 2005. In late 2023 I moved from New York back to San Marcos and proceeded to try and find work. Due to a toxic family environment in 2024 I became homeless and ended up at a women's shelter with my daughter. I was deeply struggling to find work as well as desperately seeking stable housing. After my time at the shelter was complete I was able to rely on the BR3T program for their housing services. I was under the motel stay program for approximately 3 months where, through the assistance of the lovely workers at BR3T, I was able to find a job and also locate a nice and affordable apartment. Kylie and everyone at BR3T was encouraging, insightful and also helped with my deposit fee for my home. I was able to get a decent start to 2025 because of this crucial assistance.

Unfortunately later in fall of 2025 I became unemployed because of cuts and once again sought help from the BR3T program. This time the program help keep me in my apartment, shielding me and my daughter from winter homelessness. I was able to have some peace of mind through a very rough time in my life. Without the assistance of programs like BR3T I would have had no where to turn in San Marcos as I do not have a reliable circle or support system here. The program is very beneficial for not only monetary assistance but also with financial literacy and various avenues of job hunting assistance.

I feel the need to stress the importance of programs like the BR3T office has to offer as being a literal lifesaver to people in desperate situations. Many times local programs help keep families together and offer real safety to vulnerable people. I really don't know where my life would be without the important intervention of the BR3T program. I appreciate everyone within the program and sincerely hope that critical programs like BR3T can continue to serve the residence of San Marcos and be the heroes we need!

Warm Regards,

Jennifer B
San Marcos TX 78666

j [REDACTED]

I come from a domestic violence home and have 3 children from my abuser and 1 child from a relationship after. When I left my abuser I didn't know how to function and work I had been a stay-at-home mother for many years while I was with him. Leaving him had a huge impact on me, I had to get away, move out and find a way to survive. Fast forward to years later he ended up with primary custody of my 3 older kids because I wasn't stable enough to have them. I had moved into a 2 bedroom apartment struggled to pay the bills ended up pregnant with my youngest child and did by my self with her. Her father wasn't any better then my ex husband he as in out of jail so I had to make a decision to have a better life for my kids. After my lease was up I was struggling to make ends meet because I was then paying child support and take care of a yet another baby so I lived with friends for about a year and then got in to the DV program and got an apartment thru the HCWC I lived there for about 2 years but still was struggling to make ends meet because I had to pay bills child support gas food etc. because I didn't qualify for any government help only WIC. Anyway, the time had come that it was time for me to transition out but because of my apartment history I had it on my credit and struggled finding a place that would except me. When I finally did I was told that I needed to pay double the deposit plus first months and deposit for utility to get turned on well when I had applied for BR3T I had gotten approved thru them and man let me tell you that program helped me so much I got my apartment for my family they covered my deposit and utility deposit I moved was able to buy beds for me and my kids and everything fell into place after that the relief I felt to be able to finally get the help to have a better life my kids and to have roof over our heads and the feeling when my kids walked and started saying they loved there new place and saying they need these bed sheets and whatnot was the best filling. BR3T is such an awesome program for families who are trying to better for there kids and that need that extra help to be able to move forward form there traumatic experiences to give them a chance to provide for there children again.



BR3T Office <office@br3t.org>

City of San Marcos HSAB Grant

1 message

Fri, Feb 27, 2026 at 2:25 PM

To: Human Services Advisory Board and City of San Marcos Review Committee.
From: George M Sweeney
Date: February 27, 2026
Subject: City of San Marcos HSAB Grant

Good afternoon,

Through a series of events beyond my control, I found myself homeless from 2024 through the end of 2025. In fact, I was one of the last BR3T clients to move out of the Best Budget Inn, located at [903 S I-35 South Frontage Rd, San Marcos, TX 78666](#) prior to BR3T's funding coming to an end.

I tried 211, Community Action Group out of Austin, the Austin Area on Aging Council, St. Vincent De Paul, and various other organizations seeking help to climb my way out of homelessness. None of them were able to assist me. Finally, I found Southside Community Center located at [518 S Guadalupe St, San Marcos, TX 78666](#). Someone at Southside suggested I reach out to BR3T who were working out of the Best Budget Inn.

I was apprehensive at first but am so glad I made contact with BR3T.

Kylie was the first person I met. Later, I also had the privilege of working with Avery and Broderick as well. They were non judgemental and incredibly supportive. Not once did they ever make me feel like I was less than human. They always treated me with respect., were patient, and provided me with the resources needed to finally escape homelessness.

There is a stigma surrounding the homeless. We are, and have been, frowned upon by society, ignored, often looked at with disdain, and almost always made to feel like we have no worth. Not once, at any given time, did I experience any of that from the BR3T staff.

They are fine individuals dealing with issues no one else wants to tackle with a level of grace and professionalism I had not been able to find elsewhere.

I stayed in a room provided by BR3T on two separate occasions in 2025 with the second being the most difficult. I had sustained a head wound, was not really in decent enough condition to go back on the streets or live in my car, and felt I was, perhaps, at the lowest point in my life. It was humiliating for me to have to ask them for assistance a second time. They immediately took action and, once again, provided shelter for me. If it had not been for BR3T, I honestly don't know what would have become of me. They saved my life. Its as simple as that.

BR3T provides these services free of charge, often going above and beyond anyone's expectations, never expecting anything in return...not even a "Thanks."

They provide an essential service in ways no other organization can and it would be a disservice to not just the homeless in San Marcos but the entire populous as well.

I literally owe BR3T my life and implore you to provide them with a new City of San Marcos HSAB Grant. Your Return on Investment when weighed in human life will be exponentially greater than the grant itself.

Thank you for your time and consideration.



BR3T Office <office@br3t.org>

BR3T Letter of Support Request

YAHUAHS WILL BE DONE <alyeshua37@gmail.com>
To: BR3T Office <office@br3t.org>

Fri, Feb 27, 2026 at 10:22 AM

To Whom It May Concern,

I would like to sincerely thank BR3T for the incredible support they have shown me. I had traveled from the other side of the country and initially missed the opportunity for assistance. However, when I was given a second chance, the team encouraged me, supported me, and went above and beyond to help.

They provided helpful information about the surrounding area and made sure I had everything I needed. During a very difficult season in my life, their care, respect, and encouragement meant more than I can express. They reminded me that I matter and that I am capable of becoming someone.

I am truly grateful for BR3T and the role they have played in my journey.
Thank you again, BR3T, for all the help and kindness you have given me.

Sincerely, Amanda Lemon

2/26/2026

[Quoted text hidden]

BR3T Board Attendance 2025-2026

Board Meeting Attendance	10/8/2025	11/11/2025	12/10/2025	1/21/2026	2/11/2026
Board Members:	Teams	Teams	Teams		
Earl Bolls	Y	Y	Y	Y	Y
Rowe Ray	Y	Y	Y	Y	Y
Simone Sanborn	Y	Y	Y	Y	N
Jordan Russo				Y	Y
Mike Jones					Y
Executive Director					
Elizabeth Wills	Y		Y	Y	Y
Guests:					
Marissa Brazil		Y	Y	Y	N



BR3T Board Member Criteria

Governance & Authority

The Board of Directors is the governing body of the Blanco River Regional Recovery Team (BR3T). Vested with the management of the organization's business and affairs under the Texas Business Organizations Code, the Board ensures strategic direction, fiscal stewardship, and legal compliance. BR3T endeavors to maintain a Board that reflects the geographic diversity of our four-county service area (Hays, Blanco, Caldwell, and Guadalupe) and possesses the varied professional expertise required to support regional housing stability.

Individual Fiduciary Duties

In accordance with Texas law, every Board Member must act in good faith and in the best interest of the organization:

- **Duty of Care:** Remaining informed and exercising prudent judgment in all Board deliberations and oversight.
- **Duty of Loyalty:** Placing the interests of BR3T above personal or professional gain and transparently disclosing all potential conflicts of interest.
- **Duty of Obedience:** Ensuring the organization remains faithful to its mission and complies with all federal and state reporting requirements.

Engagement & Participation

Active service on the BR3T Board requires a commitment of time and talent, including:

- **Consistent Attendance:** Participating in regular Board meetings and the annual meeting to ensure organizational progress.
- **Active Contribution:** Reviewing materials in advance and providing expertise to support the Board's collective decision-making.
- **Mission Advocacy:** Serving as a community ambassador for BR3T's housing stability and disaster recovery programs.

Election & Eligibility

- **Nomination & Election:** Prospective directors may be nominated by current members, staff, emergency managers, or community partners. The Board of Directors conducts interviews and elects new members by a majority vote.
- **Eligibility:** Board Members serve as unpaid volunteers and shall not receive a salary or compensation. Employees of BR3T are ineligible for Board service.
- **Inclusion:** Membership shall not be denied to any person on the basis of race, creed, gender, religion, sexual identity, or national origin.



Strategic Funding & Operational Capacity Note

To: City of San Marcos CDBG Review Committee & Human Services Advisory Board (HSAB)

From: Elizabeth Wills, Executive Director, BR3T

Subject: Essential Case Management Funding for Housing Stability Programs

As an ongoing partner in the City of San Marcos's housing stability efforts, BR3T has submitted these concurrent applications specifically to fund the case managers required to provide housing navigation, financial counseling, and intensive housing case management. While we have been successful in securing significant direct financial assistance for our residents, existing grant structures often leave a critical gap in the funding required to pay the staff who deliver these services.

Proven Stewardship of City Funds

At the direct request of the City, BR3T has successfully administered \$409,000 in CDBG-CV and ARPA funding dedicated to Housing Stability Services including rent and utility assistance. Furthermore, we partnered with Community Action, Inc. of Central Texas to administer an additional \$740,000 CDBG-CV program. Beyond these specific city-led efforts, BR3T proactively solicited funding throughout the COVID-19 pandemic, successfully managing over \$7.5 million in grants for housing stability services.

The Funding Gap: Case Management vs. Direct Aid

While BR3T has been successful at bringing high-value grants into the community, these awards often prioritize direct aid over the staffing support required to execute them effectively:

- **TDHCA CSBG Reentry Grant:** BR3T was recently awarded \$100,000 for reentry housing services. However, this grant provides only \$8,000 for case management—an insufficient amount to meet the intensive housing navigation mandated by program guidelines.
- **TBRA (Tenant-Based Rental Assistance):** Per program standards, TBRA caps administration and case management at **10%**, requiring **90%** of funds to go toward direct services. This allocation does not cover the actual cost of the mandatory case management required for compliance and client success.

The Necessity of Local Support

The requested funding from HSAB and CDBG is vital to our operations and will directly support the case management for the grants BR3T has recently received and those we are currently proactively seeking. Quite simply, without grant funding from sources like HSAB and CDBG, we would be unable to bring the TBRA and CSBG grants to our community. Local investment in our case managers is what allows us to leverage these larger state and federal resources, ensuring that San Marcos residents receive the professional support necessary to achieve long-term housing stability.

Additionally, the HSAB request includes direct relief funding to provide essential flexibility. These funds allow us to assist vulnerable clients who may not qualify for the larger state or federal grants, ensuring no one falls through the cracks. Local investment in our case managers and flexible relief funds is what allows us to leverage larger resources while ensuring all San Marcos residents receive the support necessary to achieve long-term housing stability.