

PLUS



We Earned It: Great Place to Work Certification™

Avanath is proud to announce our company has become a Certified™ Great Place to Work®. The prestigious award is based entirely on what current team members say about their experience working at a firm. This year, 87% of Avanath team members said the company is a great place to work – 30 points higher than the average U.S. company.

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Patricia Gaudin
Executive Vice President,
Human Resources

Great Place to Work® is the global authority on workplace culture, employee experience, and increased innovation. According to Great Place to Work's Vice President of Global Recognition Sarah Lewis-Kulin, "Great Place to Work Certification is a highly coveted achievement that requires consistent and intentional dedication to the overall employee experience. By successfully earning this recognition, it is evident that Avanath stands out as one of the top companies to work for, providing a great workplace

environment for its employees." She emphasizes that Certification is the sole official recognition earned by the real-time feedback of employees regarding their company culture.

"We are extremely excited about this Certification, and we credit Patricia (Pat) Gaudin, Avanath's Executive Vice President of Human Resources, and her team for bringing this honor to fruition," says Carly Stevenson, Executive Vice President of Property Management for Avanath. "We are thrilled to become Great Place To Work-Certified™ as we consider employee experience a top priority every day. We owe our continued success to our team of dedicated team members – we celebrate and thank them for all they have done to earn this incredible recognition."

The award is emblematic of Avanath's excellent culture, which has consistently exemplified a commitment to our communities, residents, and each other. Our Founder, Chairman and CEO Daryl J. Carter's vision of creating "lifestyles within reach" is a message that is

embraced by our team and inspires our workforce to deliver exceptional results and an overall commitment to our team. The Avanath team comes together to create a great place to work because we have an incredible visionary as our leader, and this is the beacon that drives our culture.

According to Great Place To Work research, job seekers are 4.5 times more likely to find a great boss at a Certified great workplace. Additionally, employees at Certified workplaces are 93% more likely to look forward to coming to work, and are twice as likely to be paid fairly, earn a fair share of the company's profits and have a fair chance at promotion.

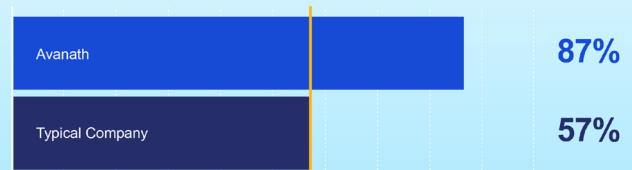
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We're Great Place to Work-Certified™!



Avanath

87% of employees at Avanath say it is a great place to work compared to 57% of employees at a typical U.S.-based company*



Source: Great Place To Work® 2021 U.S. National Employee Engagement Study*



Avanath's Integrated Operations Teams Drive Us Toward the Common Goal

By Kat Flowers, Vice President, Education and Program Development, and Scott Gordy, Vice President, Applications

In every organization, it's important to develop systems that foster efficiency and streamline initiatives, making everyone's job easier and more effective in the process. Avanath has created numerous systems like this, which allow us to achieve our mission of providing *Lifestyle Within Reach* for our residents and deliver strong ROI for our investors.

One of the systems we've developed that has dramatically driven us toward our company's common goal is the integration of our operations teams. Real estate and affordable housing typically involve several teams, each with their own processes. Integrated operations means simply removing the barriers between teams to develop one plan instead of several different plans. This saves time, money, effort, and frustration, and unites us as we work toward our goals.

Removing the barriers is achieved through communication, which can be difficult because it forces us to work with a diverse group of people and bring in all their voices. From technology to education to compliance to acquisition to disposition – none of it works without everyone's input; otherwise, after we implement a new system, we spend a lot of time shifting and nothing gets done. We have found that the shifting must be done from the beginning, before implementation, which requires getting everyone involved early. This is the biggest piece to success in integrating operations.

For Avanath, the process of integrating our operations teams started about a year ago, when we began to examine how we could centralize our change management system and if we were using technology to the fullest for this. Our operations teams began to have a weekly meeting to discuss completed, current, and future projects – but we did more than just discuss them. We built into the process a standard whereby each task has an owner who is responsible for making sure communication about that task happens. Individual teams hold a specialized meeting during the week regarding the function they are trying to complete – a goal that everyone has agreed upon – and each team member provides

their input on that topic. If needed, team members working on a particular task or project may meet separately during the week as well. Notes are taken, next steps are decided upon, and everything is discussed during the weekly change management update call.

Simply put, this weekly meeting of relevant stakeholders, roughly 15 to 20 of us, has changed the direction of our company. It has created accountability and spurred action to move us forward in a way Avanath had previously never experienced.

Allowing people to disagree during these meetings has been a critical part of the collaboration process. It is imperative to get buy-in from everyone – not just four out of five of us – because the thinking of those who disagree is tied to the project's success. Having an open-minded perspective is necessary to make the process work, and this requires putting the company over the individual. We must be able to hear each other and, instead of focusing on who is wrong, focus on finding a better path. It's about respect; respect breeds trust, and trust moves everyone forward.

By integrating operations through a system that promotes collaboration, invites everyone's input, requires accountability, and allows for conflict, we have enabled Avanath to grow and improve, driving us faster and more efficiently toward our common goal.

15 to 20

*stakeholders have
changed the direction of
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Avanath Partners with Vessel Technologies to Address U.S. Housing Shortage; Concurrently Launches AvID Division Focused on Development in Core Cities

Avanath and Vessel Technologies, Inc., a mission-driven housing product company, have formed a strategic partnership that will involve the acquisition, entitlement, development, and operations of multifamily communities in markets throughout the United States, with the goal of addressing the country's housing shortage and affordability gap.

According to Daryl J. Carter, Founder, Chairman, and CEO of Avanath, Vessel's innovative solutions allow for the development of appealing, sustainable multifamily communities at a fraction of the cost and time compared to traditional apartment construction, leading to an opportunity to make a significant impact through the cost- and time-efficient delivery of new homes.

"In addition to rising construction costs, as we face a current shortage of 600,000 units and need to develop more than 4 million over the next 10 years, it becomes abundantly clear that the industry must look beyond the status quo and consider outside-the-box, technology-driven solutions," says Daryl. "Vessel's goal to revolutionize how apartments are constructed in order to dramatically increase the supply of housing – and deliver it at a price that the working class can comfortably afford – aligns with Avanath's mission of providing as many Americans as possible with quality housing that helps them achieve their desired lifestyles, without leaving them cost burdened."

Through Vessel's process, key components of the properties are delivered already completed through an industrial manufacturing process. One of Vessel's points of difference is its design method, which is maximally efficient and can be replicated quickly and at scale, adds Daryl.

"This design and construction process enables the development of communities at under \$200,000 per unit, compared with costs of \$400,000 to upwards of \$800,000 per unit with traditional practices," says Daryl. "The efficiency of design, production, and assembly also facilitates the delivery of communities in one-half to one-third of the timeline of traditional development."

The first phase of Avanath's collaboration with Vessel will be the acquisition of two communities, totaling 166 units, that are currently under development in Connecticut. From there, the firm will identify development opportunities in markets throughout the country and obtain necessary entitlements. The communities will then be designed and constructed using Vessel's process with the goal of building a pipeline of 10 more properties, which will be managed by Avanath, by the end of 2025 and a total of 5,000 units over the next five years.

New AvID Division to be Led by EVP Keith Harris

The partnership coincides with the launch of a new division of Avanath, named Avanath Investment & Development (AvID), which will be focused on development in core cities throughout the country. Keith Harris, Executive Vice President of the firm's Investment Group, will serve as President of AvID.

"As owners and operators of over 15,000 affordable and workforce housing units located in markets across the U.S., we are uniquely positioned to draw upon our team's knowledge and experience in local requirements, approvals, and compliance, and existing

relationships with municipalities, government entities, and non-profit organizations," explains Keith. "This provides an advantage in not only identifying and securing development opportunities quickly, but in the eventual ongoing operations and management of the communities. This partnership provides clear scalability for Avanath as a whole and produces an end product that generates long-term, accretive returns to our investors."

Vessel and Avanath will also work together to potentially locate new Vessel manufacturing facilities in some of the target markets for AvID. Additionally, AvID is exploring other development opportunities aside from its partnership with Vessel, and is currently involved with a project in Detroit breaking ground later this year, Keith adds.

According to Avanath's CIO, COO, and President John R. Williams, Vessel's mission also aligns with Avanath's commitment to the environmental, social, and governance (ESG) aspects of its investments.

"We look forward to developing housing that delivers much improved energy efficiency and reduced carbon output," says John. "One of the most exciting and unique aspects of Vessel's product is its onboard, proprietary operating system, vOS. It is linked to the property's hardware, energy, and water systems, allowing residents to monitor and regulate their own utility usage. The system also offers feedback to residents on how they can more efficiently manage energy consumption from an app on their phones. Additionally, residents at all communities developed in partnership with Vessel will benefit from Avanath's signature, tailored resident services that include financial education, healthcare resources, afterschool activities, and many more programs."

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Community Managers are Pivotal to Avanath's Success: A Q&A with Nancy Estrada, Community Manager, Renwick Square



Nancy Estrada
Community Manager

When an affordable housing community in Avanath's portfolio performs particularly well, we always credit that property's community manager. We recognize that strong community managers are the backbone of top-performing affordable housing developments, and their guidance is critical to resident satisfaction and investor returns.

Renwick Square, a 150-unit affordable senior housing community in Elk Grove, California, is a consistently top-performing Avanath property. With Nancy Estrada at the helm as community manager, the asset continues to boast remarkable occupancy and low resident turnover rates. We sat down with Nancy to chat about her role at Renwick Square and how community managers can help affordable housing owners and operators achieve success at their communities.

Q: What is required of community managers today to help affordable housing owners and operators excel?

Nancy: I believe community managers need to nurture their relationships with residents—especially in senior affordable housing. That's what makes residents feel comfortable and cared for and want to stay. Here at Renwick Square, I really listen to the residents. Most of them love to talk, and they love it when someone takes the time to engage with them. Even though having these personal conversations can make an exchange that should only take a few minutes last for a half hour, it goes to building their trust in me.

Q: How is the role of community manager tied directly to resident satisfaction and investor returns?

Nancy: Community managers can communicate with residents in a way that helps them understand how affordable housing works. When they have this understanding, they are more likely to be accepting of changes and happy with the services and amenities we provide, which increases their level of satisfaction.

For example, this morning a resident came to talk to me because she was very concerned about an upcoming rental rate increase. Once I showed her how our rents are determined, and the differences between market rate, affordable, and low-income housing, she realized how affordable her apartment really is. I took the time to explain to her how it works, and she left happier than when she came in.

At Renwick Square, I have seniors who have been here since 1999. This is their last stop, and they're not planning to go anywhere else. This means steady rental income for Avanath, which translates into strong returns for investors.

Q: What should community managers avoid doing?

Nancy: When residents come in with a problem or complaint or want to voice an opinion, listen—don't just say no and that's it. You need to speak kindly and explain why the answer is no. It's all about customer service. Also, at all costs community managers should avoid getting involved in personal conflicts or disagreements between residents.

Q: What distinguishes Avanath's community managers from others in affordable housing?

Nancy: We have a great team that offers strong support. Everyone from Avanath I talk to is very helpful and responsive. Our Executive Vice President, Human Resources [Patricia] "Pat" Gaudin is wonderful—she will always answer my questions or tell me whom to contact. My Regional Manager Melissa Wilson and Vice President, Operations Sarah Saldivar are also tremendously supportive. Being surrounded by such a strong support team makes us strong as managers.





Carly Stevenson Wins GlobeSt.com's Women of Influence Award

Avanath's Executive Vice President of Property Management Carly Stevenson has been honored by GlobeSt.com with a Women of Influence in Commercial Real Estate Award for 2024 in the category of Property/Facility Manager. Carly brings more than 20 years of experience to her role, where she is responsible for ensuring the quality of property management across Avanath's 77 managed communities. Congratulations on this well-deserved award, Carly!

View the full article at
<https://shorturl.at/k7zzy>
or scan QR code



John R. Williams Joins Bisnow Public-Private Partnerships Panel

Bisnow recently hosted a Southern California Public-Private Partnerships (P3) panel event in Culver City, California, which Avanath's President and COO John R. Williams participated. John spoke about how P3s have been able to speed up delivery of affordable units, and more.

View the full article at
<https://shorturl.at/qiGs8>
or scan QR code

