

Texas Balance of State Continuum of Care

2025-26 CoC Board Nominee Information— Seats 1, 11, 13, and 18

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Seat 1: Persons with Lived Experience of Homelessness

Ronette Boyd

President of Safe Haven for Women

TX BoS CoC County Represented: Gregg

1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

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I have extensive hands-on experience serving women, families, and veterans experiencing homelessness, housing instability, domestic violence, and economic hardship through my leadership with Safe Haven for Women, a 501(c)(3) nonprofit organization. My work includes developing and implementing transitional housing programs, coordinating supportive services, and advocating for individuals facing barriers such as trauma, mental health challenges, substance use recovery, and lack of access to stable housing and employment. I have worked directly with under-resourced populations to connect them with housing, healthcare, benefits, workforce development, and community-based supports. This experience has given me a strong understanding of the systemic gaps impacting vulnerable populations and the importance of trauma-informed, client-centered, and collaborative approaches to ending homelessness.

2. Please describe how you have participated in the TX BoS CoC in the past.

I have participated in the Texas Balance of State Continuum of Care by engaging in CoC meetings, reviewing policies and funding priorities, and aligning Safe Haven for Women's programs with TX BoS CoC standards and best practices. My involvement includes learning and applying CoC requirements related to coordinated entry, HMIS participation, housing stability outcomes, and compliance with HUD and CoC regulations. I have also collaborated with local service providers, housing partners, and community stakeholders within the TX BoS region to strengthen referral networks and improve access to housing and supportive services. Through this participation, I have gained a working understanding of the TX BoS CoC structure, governance, and the collaborative role CoC members play in addressing homelessness statewide.

3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

I have experience working within the HUD Continuum of Care framework and similar homelessness-focused programs through nonprofit program development, compliance alignment, and community collaboration. My work includes designing transitional housing and supportive service models that align with CoC principles such as Housing First, coordinated entry, HMIS participation, and performance-based outcomes. I am familiar with ESG and SSVF program goals, including rapid rehousing, homelessness prevention, case management, and stabilization services, and have worked to align organizational policies and procedures with these standards. Additionally, I have engaged in learning and applying best practices related to PATH-informed outreach and RHY principles when serving individuals impacted by trauma, mental health challenges, and housing instability. This experience has strengthened my understanding of how federal, state, and local partners collaborate to reduce and end homelessness.

4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

I have experience serving in nonprofit leadership and governance through my role as Executive Director and founder of Safe Haven for Women, a 501(c)(3) nonprofit organization. In this capacity, I work closely with the organization's board to support governance responsibilities, strategic planning, policy development, financial oversight, and regulatory compliance. My leadership experience includes establishing organizational bylaws, ensuring adherence to fiduciary duties, guiding program development, and fostering partnerships with community stakeholders. I regularly engage in board-level

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decision-making, reporting, and accountability practices that support mission alignment, transparency, and long-term sustainability. This experience has equipped me with a strong understanding of effective board service, collaborative leadership, and ethical governance.

5. Please describe your experience, if any, with managing grants.

I have experience managing grants and grant-funded activities within a nonprofit setting, including program planning, budget development, compliance alignment, and reporting preparation. My work includes tracking allowable costs, monitoring expenditures, maintaining documentation, and ensuring program activities align with funder requirements and performance outcomes. I have been involved in preparing grant applications, supporting grant implementation, and coordinating with partners to meet reporting and accountability standards. This experience has strengthened my understanding of fiscal responsibility, compliance, and the importance of data-driven outcomes in grant management. I am committed to maintaining transparency, accuracy, and stewardship of public and private funding to support effective homelessness and housing stability programs.

6. Please describe your specific skills that can benefit the CoC.

I bring a combination of strategic, operational, and collaborative skills that can benefit the Continuum of Care. My strengths include nonprofit leadership, strategic planning, and policy alignment with HUD and CoC requirements. I have strong skills in collaboration and relationship-building across service providers, housing partners, and community stakeholders. I am experienced in program development, trauma-informed and client-centered service design, and aligning services with Housing First principles. Additional skills include grant readiness, fiscal oversight, data-informed decision-making, and clear communication. I am also skilled in listening to diverse perspectives, identifying system gaps, and supporting solutions that strengthen coordination, equity, and accountability across the CoC.

7. Why do you want to serve on the CoC Board?

I want to serve on the Continuum of Care Board to contribute to collaborative, system-level solutions that prevent and end homelessness. Through my work with Safe Haven for Women, I have seen firsthand how coordinated planning, strong governance, and equitable resource allocation can improve outcomes for individuals and families experiencing housing instability. Serving on the CoC Board would allow me to share practitioner insight, advocate for trauma-informed and client-centered approaches, and support data-driven decision-making that strengthens the entire system of care. I am committed to upholding CoC values, fostering collaboration among diverse stakeholders, and helping ensure that programs are effective, compliant, and responsive to community needs.

8. If you are elected to the board, what do you plan to work on and accomplish?

If elected to the CoC Board, I plan to focus on strengthening collaboration, accountability, and equity across the system. I would work to support effective coordinated entry, improve communication between providers, and encourage alignment with Housing First and trauma-informed best practices. I am particularly interested in helping identify service gaps and supporting strategies that expand access to housing and supportive services for underserved populations, including women, families, and veterans. I also plan to contribute to data-informed decision-making, support grant readiness and compliance efforts, and promote policies that improve program performance and outcomes. My goal is

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to help advance a responsive, efficient, and collaborative CoC that delivers measurable progress toward ending homelessness.

9. What else would you like the CoC members to know about you?

I am deeply committed to collaborative leadership and service grounded in respect, accountability, and compassion. I value listening to diverse perspectives and working toward solutions that balance system requirements with the real needs of people experiencing homelessness. I approach this work with integrity, transparency, and a willingness to learn. I am dedicated to continuous improvement, compliance with CoC and HUD standards, and building partnerships that strengthen outcomes across the continuum. If elected, I will bring a thoughtful, solutions-oriented approach and a strong commitment to advancing the shared mission of ending homelessness in our communities.

Courtney Horton

Executive Director at Abilene Hope Haven and HUD Program Administrator at Betty Hardwick Center

TX BoS CoC County Represented: Taylor

1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

From 2021 until currently, I served in several roles within the West Texas Homeless Network (WTHN), Abilene's local homeless coalition. My lived experience has been instrumental in promoting the coordinated entry system within Abilene and application of HUD Housing programs. My experience of homelessness was from 2014-2017 in Abilene, Texas. Understanding the importance of having a voice for those with lived experience has helped to shape the homeless response system for the entire city of Abilene. With gaining my LMSW in 2022, I have been able to help develop systematic approaches within my community to bring a functional end to veteran and chronic homelessness.

2. Please describe how you have participated in the TX BoS CoC in the past.

For the past two years, I have served on the TX BoS CoC Board in Seat 1- Person with lived experience of homelessness. I am seeking election of a second term. I have also participated within the LHC committee meetings. Most recently, I have participated within the TX BoS CoC with recent administration of HUD Housing Grants.

3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

I currently am the HUD Program Administrator for three HUD CoC programs in Abilene to include two permanent supportive housing programs and one rapid rehousing programs. Having these programs at the local mental health authority, Betty Hardwick Center, has been vital to the programs success of supportive services while addressing disabling conditions.

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4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

I have served in several executive leadership roles to include most recently holding Seat 1 on the TX BoS CoC Board. I am seeking re-election so that I am able to continue to serve at the CoC level. I also serve in leadership roles for Abilene at the local homeless coalition level, Systems Lead and with Community Solutions, Systems Lead for Abilene.

5. Please describe your experience, if any, with managing grants.

As previously stated, I currently am the HUD Program Administrator for HUD Housing Programs of Permanent Supportive Housing (PSH), Permanent Supportive Housing Plus (PSH Plus), and Rapid Rehousing (RRH) at the Betty Hardwick Center. I also am the Executive Director of Abilene Hope Haven, which is used as the coordinated entry shelter for Abilene's coordinated entry system. I currently manage the shelter through the Community Mental Health Grant (CMHG) from Health & Human Services Commission (HHSC). I also oversee matching funding grants through local foundations and philanthropic organizations.

6. Please describe your specific skills that can benefit the CoC.

I believe the roles I serve in my community promote the systemic efforts for sustainability solutions for homelessness in Abilene. My purpose is seen in my passion to promote data-driven systems that not only work on preventing homelessness but to bring a functional end to homelessness within my community.

7. Why do you want to serve on the CoC Board?

I have served over the past two years, and I am seeking re-election so that we are able to work in these most uncertain times to drive data-driven, evidence based practices at the CoC level. I believe Abilene has much to teach but learn from other communities across the TX BoS.

8. If you are elected to the board, what do you plan to work on and accomplish?

I am most looking forward to modernization and having more boots on the ground support across the entire CoC. I believe that through uncertain times, it is important to have a strong CoC board to work towards sustainability no matter the times. I believe that the TX BoS CoC is strong and would love to continue to work on the initiatives set forth in my first term.

9. What else would you like the CoC members to know about you?

I would like the CoC members know that I am deeply committed to the work of making homelessness rare, brief, and nonrecurring. I am invested in enhancing systems that promote sustainability. I believe in housing for those experiencing homelessness as I am an example of how it works.

Robert Washington

Founder/CEO of Shelter Share

TX BoS CoC County Represented: Bell

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1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

In 2002, I experienced homelessness firsthand and spent time living on the streets. That experience shaped my commitment to serving individuals who are unhoused or at risk. Today, I work directly with low-income and unhoused community members to help them access critical resources, navigate services, and find pathways to stability. My lived experience, combined with my professional work supporting vulnerable populations, allows me to bring both empathy and practical insight to the board.

2. Please describe how you have participated in the TX BoS CoC in the past.

I have participated in the TX BoS CoC through ongoing volunteer efforts and community engagement in Brazos County. Over the years, I've supported local organizations, assisted with resource distribution, and helped connect individuals and families to services. I continue to collaborate with partners across the region to strengthen access to housing, support programs, and essential resources. My commitment has been focused on expanding awareness, building relationships, and ensuring that those in need can better navigate the systems designed to support them.

3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

I have worked with HUD and SSVF programs to support individuals experiencing homelessness and help them access stable housing and essential services. In addition, I have operated group homes that provided safe, supportive environments for community members in transition. Through these efforts, I have gained experience navigating federal guidelines, collaborating with service providers, and supporting programs focused on housing stability and long-term success. This background helps me understand both the operational and community-level needs within the CoC system.

4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

Yes, I have experience serving on boards of directors and currently serve as a board member with responsibilities focused on treasury and program oversight. In these roles, I help guide financial decisions, support program development, and ensure strong organizational governance. My board experience has strengthened my understanding of strategic planning, accountability, and collaboration — all skills I would bring to the CoC board.

5. Please describe your experience, if any, with managing grants.

Yes, I am currently managing a grant that supports youth programming in Killeen, TX. This work includes overseeing budgets, tracking outcomes, ensuring compliance, and coordinating program activities so that young people have access to meaningful opportunities and resources. Through this experience, I've gained a strong understanding of grant management, reporting requirements, and delivering measurable impact — skills that translate well to supporting CoC-funded initiatives.

6. Please describe your specific skills that can benefit the CoC.

I bring strong project management and outreach skills that can directly benefit the CoC. I have experience coordinating multi-partner initiatives, organizing resources, and ensuring programs move

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from planning to execution effectively. My outreach work involves engaging directly with individuals experiencing homelessness, community organizations, and local stakeholders to strengthen connections and improve access to services. These skills help bridge gaps, support collaboration, and ensure that the needs of the community are clearly represented.

7. Why do you want to serve on the CoC Board?

I want to serve on the CoC Board to continue uplifting communities and helping shape a stronger future for my fellow Texans. I believe every person deserves access to safe housing, supportive services, and real pathways to stability. By serving on the board, I hope to use my lived experience, community involvement, and collaborative approach to strengthen our regional response to homelessness and ensure that the voices of those most impacted are represented in our decisions.

8. If you are elected to the board, what do you plan to work on and accomplish?

If elected, I plan to focus on improving the speed and ease of access to resources for communities across Texas. Many individuals and families still struggle to navigate complex systems during moments of crisis. I want to help streamline connections between service providers, strengthen coordination across regions, and support solutions that make it easier for people to find the help they need in real time. My goal is to contribute to a more responsive, accessible, and equitable CoC for all Texans.

9. What else would you like the CoC members to know about you?

I founded my own company dedicated to helping low- to moderate-income individuals and those experiencing homelessness access the resources they need. My work is driven by lived experience, community connection, and a commitment to creating practical solutions that make life easier for people in crisis. I am passionate about collaboration, innovation, and building systems that meet people where they are. I would bring that same dedication and perspective to the CoC Board.

Seat 11: Public Housing Agency

Benjamin Davis

Executive Director at the Housing Authority of the City of Texas City

TX BoS CoC County Represented: Galveston

1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

My agency currently assists approximately 1,000 families with low-income rental assistance via the Housing Choice Voucher Program in Texas City, La Marque, Hitchcock, San Leon, Bacliff, and Dickinson.

2. Please describe how you have participated in the TX BoS CoC in the past.

No experience

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3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

No experience

4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

I am the current CEO of the Housing Authority of Texas City. This also includes serving as President/CEO of the Housing Authority's 3 Public Facility Corporations. I also am currently serving as President of Texas state chapter of NAHRO which represents all Texas Housing Authorities.

5. Please describe your experience, if any, with managing grants.

I have managed the following grants at the TCHA: Public Housing Operating Subsidy Public Housing Capital Funds Grant Public Housing Drug Elimination Grant The Housing Choice Voucher Program

6. Please describe your specific skills that can benefit the CoC.

I am dedicated to my community in which I grew up in. Growing up in a low-income family I understand what it takes to survive and grow. My skills include problem solving, organized, and very much detail oriented.

7. Why do you want to serve on the CoC Board?

I would like to involve our agency in more community partnerships.

8. If you are elected to the board, what do you plan to work on and accomplish?

Same as question 7. I believe our agency can play a bigger part in offering community services with the goal of providing affordable housing to all residents in the area.

9. What else would you like the CoC members to know about you?

(No response)

Lee Norton

Executive Director of Galveston Housing Plus

TX BoS CoC County Represented: Galveston

1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

I currently serve as the Executive Director of Galveston Housing Plus, a low-barrier transitional housing program serving individuals experiencing homelessness across the TX BoS CoC. My work centers on Housing First, trauma-informed care, and evidence-based case management to support residents in achieving long-term stability. I oversee program operations, funding, compliance, and strategic partnerships with hospitals, workforce systems, faith communities, and local service providers. I have direct lived and professional experience with the population, including individuals impacted by chronic

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homelessness, reentry, behavioral health challenges, and poverty. I collaborate regularly with funders and state and federal programs, ensuring compliance and effective use of resources. My commitment is to elevate the voices of those we serve and strengthen coordinated community responses to end homelessness.

2. Please describe how you have participated in the TX BoS CoC in the past.

I have actively participated in the TX BoS CoC through regular engagement in CoC general meetings, trainings, and strategic initiatives facilitated by Texas Homeless Network. As Executive Director of Galveston Housing Plus, I ensure full compliance with CoC requirements, including Coordinated Entry participation, HMIS data entry and reporting, and alignment with Housing First and trauma-informed practices. I have collaborated with local partners to improve referral pathways, support PIT Count efforts, and expand access to services for individuals experiencing homelessness in our region. I frequently provide program data, feedback, and stakeholder input to support CoC planning, funding priorities, and system improvement efforts. My participation has focused on strengthening collaboration, enhancing system performance, and ensuring that the needs and voices of those we serve are represented within the CoC.

3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

I have extensive experience working within HUD CoC frameworks through my role as Executive Director of Galveston Housing Plus, a low-barrier transitional housing program aligned with CoC Program standards. In my previous roles I worked with compliance with HUD CoC requirements, including Coordinated Entry participation, HMIS data quality and reporting, Housing First implementation, and performance measures related to housing stability, income growth, and service engagement. I also collaborate with agencies funded through ESG, SSVF, PATH, and RHY programs to streamline referrals, support veteran services, and strengthen outreach and crisis response. My work includes grant management, monitoring, reporting, and ensuring adherence to federal and state regulations.

4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

I have significant experience working with Boards of Directors through my role as Executive Director of Galveston Housing Plus, where I collaborate closely with our Board on governance, strategic planning, budgeting, policy development, and organizational oversight. I currently chair the University of Houston–Downtown Social Work Program advisory group, providing leadership on curriculum relevance, community partnerships, and workforce development needs. I regularly prepare and present reports on program performance, financials, compliance, and funding, and support Board committees in decision-making and risk management. My board-related work includes developing bylaws, strengthening governance practices, guiding organizational growth, and ensuring alignment with mission and regulatory requirements. I am skilled in board engagement, transparent communication, and fostering collaborative, high-functioning leadership teams that support long-term sustainability and impact.

5. Please describe your experience, if any, with managing grants.

I have extensive experience managing grants at the federal, state, and foundation levels through my role as Executive Director of Galveston Housing Plus. In previous roles I oversaw the full grant lifecycle,

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including proposal development, budgeting, contract execution, reporting, monitoring, and compliance with HUD CoC and ESG-funded partner requirements. I manage multi-year grants, reimbursement-based funding, and restricted gifts, ensuring accurate financial tracking, documentation, and alignment with allowable costs. I am able to prepare performance and financial reports, track outcome metrics, and ensure HMIS data accuracy to meet funder expectations. I work directly with funders on monitoring visits, audits, and risk management. Under my leadership, we have secured and successfully managed grants supporting staffing, operations, housing stability, and workforce development, demonstrating strong fiscal stewardship and measurable impact.

6. Please describe your specific skills that can benefit the CoC.

I bring strong skills in strategic planning, program development, and system coordination that directly support CoC priorities. As Executive Director of Galveston Housing Plus, I lead Housing First, trauma-informed, and data-driven service models that improve housing stability and workforce outcomes. My expertise includes grant management, budgeting, compliance with HUD CoC, ESG, and partner requirements, and maintaining high-quality HMIS data and Coordinated Entry participation. I excel in building cross-sector partnerships with healthcare systems, workforce agencies, and community organizations to expand services and streamline referrals. I am skilled in board governance, policy development, performance measurement, and continuous quality improvement. I also have strong communication and stakeholder engagement skills, ensuring that the voices of people with lived experience inform decision-making and system improvement.

7. Why do you want to serve on the CoC Board?

I want to serve on the CoC Board to strengthen coordinated, data-driven efforts to end homelessness across the TX BoS CoC. As Executive Director of Galveston Housing Plus and chair of the UH–Downtown Social Work Program advisory group, I see firsthand the gaps and opportunities within our system, especially in rural and underserved areas. I am committed to advancing Housing First, improving Coordinated Entry access, strengthening HMIS data quality, and expanding partnerships that increase housing stability, workforce outcomes, and service coordination. Serving on the Board would allow me to elevate the voices of individuals with lived experience, contribute to strategic planning and policy development, and support equitable resource distribution across the CoC. I am passionate about advancing effective, collaborative solutions that reduce homelessness and improve outcomes for our communities.

8. If you are elected to the board, what do you plan to work on and accomplish?

If elected to the CoC Board, I plan to focus on strengthening Coordinated Entry access, improving HMIS data quality, and expanding housing and service options in underserved and rural areas of the TX BoS CoC. I will work to enhance collaboration between providers, healthcare systems, workforce partners, and funders to improve housing stability and employment outcomes. I aim to support equitable resource distribution, streamline referral pathways, and promote best practices in Housing First and trauma-informed care. I will also prioritize elevating the voices of people with lived experience in decision-making and system planning. My goal is to help improve performance measures, increase successful exits to permanent housing, and support policies that reduce barriers and promote long-term sustainability and impact across the CoC.

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9. What else would you like the CoC members to know about you?

I am deeply committed to strengthening the TX BoS CoC and advancing coordinated, data-driven solutions to end homelessness. In addition to serving as Executive Director of Galveston Housing Plus, I chair the University of Houston–Downtown Social Work Program advisory group, helping shape workforce development and community partnerships. I bring both lived and professional experience, strong ethical leadership, and a proven record of increasing housing stability, employment outcomes, and program performance through Housing First and trauma-informed practices. I am collaborative, transparent, and dedicated to elevating the voices of people with lived experience in system planning. I value accountability, equitable resource distribution, and building strong provider networks. I want CoC members to know that I will actively listen, engage, and work hard to support meaningful, sustainable progress across our communities

Seat 13: Business

Jason Denny

Executive Chairman at BOLD Management and Chief Executive Officer and President at Military Veterans Empowerment Network (MVEN)

TX BoS CoC County Represented: Bastrop

1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

I have spent years working directly with individuals and families experiencing homelessness through cross-sector partnerships that connect business, housing, and community resources. In my roles leading BOLD Management and the Military Veterans Empowerment Network (MVEN), I collaborate with local governments, service providers, and nonprofit partners to expand access to housing, workforce pathways, and supportive services, particularly in rural and underserved communities across Texas. My work includes supporting emergency shelter operations, coordinating with housing navigators and case managers, assisting veterans transitioning from homelessness to stability, and strengthening public-private partnerships that increase system capacity. I regularly engage with Continuum of Care partners, outreach teams, behavioral health providers, property managers, and employers to ensure people experiencing homelessness have clear pathways to long-term stability.

2. Please describe how you have participated in the TX BoS CoC in the past.

My participation in the TX BoS CoC has focused on strengthening collaboration between the business sector and housing/service providers across rural and underserved counties. I have engaged with BoS CoC partners through cross-sector discussions, statewide convenings, and community coordination efforts aimed at expanding housing access and improving outcomes for individuals and families experiencing homelessness. Through my leadership at BOLD MVEN, Inc., dba Military Veterans Empowerment Network, I have supported initiatives aligned with CoC priorities, including veteran-focused housing navigation, workforce development connections, emergency shelter coordination, and

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partnerships with local governments, outreach teams, and service providers. I have also contributed to conversations around resource alignment, system gaps, and opportunities to integrate private-sector tools into community solutions.

3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

I have extensive experience collaborating with programs that align with HUD's Continuum of Care framework, particularly through veteran-focused and community-based initiatives designed to prevent and end homelessness. Through the Military Veterans Empowerment Network (MVEN), I have worked alongside SSVF providers, VA Grant & Per Diem (GPD) programs, and local outreach teams to support housing navigation, stabilization, and workforce development for veterans experiencing homelessness. This has included coordinating with case managers, shelter teams, and housing providers to assist individuals in transitioning from crisis to stable housing. Additionally, my partnerships with local governments, nonprofits, and regional homeless response systems have involved participation in efforts connected to CoC priorities, such as coordinated entry, emergency shelter operations, data-informed planning, and strengthening landlord and business relationships to expand housing opportunities.

4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

I have extensive experience serving on boards of directors and in executive leadership roles across several organizations focused on housing, veteran services, economic mobility, and community development. I currently serve as the CEO & President of the Military Veterans Empowerment Network (MVEN) and as Executive Chairman of BOLD Management, L.L.C., where I work closely with advisory boards, partner councils, and cross-sector leadership teams to guide strategy, governance, and organizational growth. My board service includes leading multi-stakeholder initiatives, overseeing program development, establishing governance frameworks, and supporting fiscal stewardship and compliance. I have chaired committees, facilitated strategic planning processes, and collaborated with governmental, nonprofit, and business leaders to align resources and advance mission-driven outcomes.

5. Please describe your experience, if any, with managing grants.

I have significant experience managing grants, particularly within veteran-serving and community development initiatives. Through my leadership with the Military Veterans Empowerment Network (MVEN) and BOLD Management, Inc., I have overseen the development, administration, and reporting of grants that support housing navigation, workforce programs, mental health initiatives, and community-based services. My experience includes coordinating with funders, ensuring compliance with federal and state requirements, supporting data collection and HMIS-aligned reporting, managing budgets, and monitoring program outcomes. I have worked with grants from various agencies, including the U.S. Department of Veterans Affairs, the Texas Veterans Commission, and local municipalities, as well as philanthropic and corporate sources.

6. Please describe your specific skills that can benefit the CoC.

I bring a blend of business, strategic planning, housing, and community-focused skills that directly support the goals of the TX BoS CoC. My background in business development and project management equips me with the ability to analyze complex systems, identify opportunities for improvement, and

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implement practical solutions that strengthen community capacity. I have experience building cross-sector partnerships, engaging private-sector stakeholders, and leveraging business tools to address public challenges—skills that help expand housing opportunities and strengthen collaboration across rural and underserved counties. My work in real estate provides expertise in landlord engagement, property acquisition, market analysis, and identifying pathways to increase available housing inventory. I also bring strong communication and negotiation skills that help build trust, resolve barriers, and support meaningful partnerships between housing providers, businesses, service organizations...

7. Why do you want to serve on the CoC Board?

I want to serve on the CoC Board because I am deeply committed to strengthening the systems that prevent and end homelessness across Texas, especially in rural and underserved communities. My work has shown me the critical importance of the business sector's active engagement in housing solutions, economic mobility strategies, and cross-sector collaboration. Serving on the Board enables me to leverage my experience in business development, housing, and community partnerships to help achieve sustainable and equitable outcomes for individuals and families experiencing homelessness. I believe the Balance of State CoC plays a vital role in shaping policy, guiding resources, and supporting local communities. By serving, I hope to help bridge gaps between public, private, and nonprofit partners; elevate strategies that expand housing access; and support innovative approaches that create long-term stability and resilience.

8. If you are elected to the board, what do you plan to work on and accomplish?

If elected to the Board, I plan to focus on strengthening cross-sector collaboration, expanding housing access, and supporting sustainable strategies that improve outcomes across the Balance of State. One of my key goals is to help bridge the gap between the business community and the homeless response system by engaging employers, property owners, financial partners, and private-sector stakeholders in coordinated solutions. I will work to advance initiatives that increase housing options, such as landlord engagement, private-market partnerships, and innovative approaches that expand inventory in rural and underserved areas. I also intend to support efforts that enhance workforce pathways and economic mobility, ensuring individuals and families exiting homelessness have the tools needed to achieve long-term stability.

9. What else would you like the CoC members to know about you?

I want CoC members to know that I approach this work with deep respect for the individuals and communities we serve, and with a genuine commitment to building practical, sustainable solutions. My background as a U.S. Marine Corps veteran, business leader, and community advocate informs the way I approach my role—grounded in service, collaboration, and accountability. I believe in creating strong partnerships, listening to local voices, and ensuring that rural and underserved communities have the support they need to succeed. I am dedicated to bridging public, private, and nonprofit sectors, and I bring a problem-solving mindset that focuses on actionable strategies, measurable results, and long-term stability. Above all, I am committed to being a reliable, engaged, and collaborative member of the Board, someone who leans in, does the work, and helps strengthen our collective impact across the Balance of State.

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Antoinette Smith

Executive Director at 4:13 Ladies, Inc.

TX BoS CoC County Represented: Brazoria

1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

My lived experience gives me a deep understanding of the challenges faced by individuals experiencing homelessness. After losing my mother at age 12, I spent formative years living in unstable environments due to family addiction and displacement. This personal history informs the compassion and commitment I bring to this work. Professionally, I serve in Continuing Education and Workforce Development, where I work directly with students who are housing-insecure or experiencing homelessness and support pathways toward stability through education and career training. Additionally, through my nonprofit, 4:13 Ladies, I am developing a transitional living program that will provide supportive services, leadership development, and economic mobility for young women aging out of foster care or facing housing instability. I aim to bring both insight and strategic leadership to the CLC Board.

2. Please describe how you have participated in the TX BoS CoC in the past.

I have not previously participated in the Texas Balance of State Continuum of Care; however, my work in Higher Ed Continuing Education, workforce development, and emerging transitional services has positioned me to engage meaningfully with the BOSCoC. I am now seeking to formally participate and contribute my experience, leadership, and systems-focused perspective to advance its mission.

3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

I do not currently have direct experience working with the HUD Continuum of Care Program or related programs such as ESG, SSVF, PATH, or RHY. However, my lived experience with housing instability and my professional work in Continuing Education and workforce development have given me a strong understanding of the barriers faced by individuals experiencing homelessness. I am in a season of intentionally aligning my personal history, professional expertise, and leadership capacity to make a meaningful impact in systems that address housing insecurity. This has motivated me to engage in the CoC's work at a deeper level and to contribute to long-term solutions that support stability, education, and economic mobility.

4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

I have served on a Board of Directors, multiple leadership and advisory capacities, including my role as Executive Director of 4:13 Ladies, where I provide strategic oversight, program development, and organizational governance. I have also served on advisory boards in education and community-focused initiatives, contributing to planning, decision-making, and stakeholder engagement. These experiences have strengthened my ability to evaluate policy, guide program implementation, and collaborate with diverse partners—skills I am prepared to bring to the CoC Board.

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5. Please describe your experience, if any, with managing grants.

I have experience applying for and managing grants within Higher Ed Continuing Education and Workforce Development. I research funding opportunities, prepare competitive proposals, and develop program plans aligned with institutional and community needs. Once awarded, I oversee grant implementation, including budgeting, compliance, reporting, performance tracking, and coordination with internal teams and external partners. I ensure all activities meet funder requirements and audit standards while supporting measurable outcomes for students and employers. This combined experience in grant acquisition and administration equips me to steward resources effectively and contribute to data-driven decision-making on the CLC Board.

6. Please describe your specific skills that can benefit the CoC.

I bring a combination of strategic leadership, program development, and systems-thinking that can benefit the CoC. My background in both secondary and post secondary education and workforce development equips me with skills in partnership building, community engagement, and developing pathways that support economic mobility for vulnerable populations. I have strong competencies in grant writing, grant management, data-informed decision-making, and aligning programs with state and federal requirements. Additionally, my nonprofit leadership experience strengthens my ability to design supportive services, collaborate across sectors, and contribute to policies that improve access to housing, education, and stability. I bring a reform-minded, solution-oriented perspective that supports long-term, sustainable impact.

7. Why do you want to serve on the CoC Board?

I want to serve on the CoC Board because I believe my lived experience, professional work, and emerging leadership in systems impacting housing stability uniquely position me to contribute to meaningful change. Having experienced instability in my youth and now working in education, workforce development, and transitional services, I understand both the human impact of homelessness and the structural barriers that must be addressed. I am committed to using my insight, strategic thinking, and collaborative leadership to strengthen the Continuum of Care, support equitable access to resources, and advance solutions that promote long-term stability for individuals and families across Texas.

8. If you are elected to the board, what do you plan to work on and accomplish?

If elected, I plan to focus on strengthening pathways for youth and young adults who are at high risk of homelessness, including those who age out of foster care. Many leave care without stable housing, employment readiness, or essential life skills. Because I experienced similar instability in my youth, I am committed to helping close these gaps. I aim to support CoC strategies that expand transitional services, build cross-sector partnerships, and increase access to education, workforce training, and supportive programs that lead to stable employment and long-term housing. My goal is to help the CoC develop more integrated, sustainable solutions that equip vulnerable populations with the skills, stability, and support needed to thrive.

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9. What else would you like the CoC members to know about you?

I want CoC members to know that my commitment to this work is both personal and professional. I experienced housing instability as a youth and understand the barriers faced by individuals who lack stable support systems. That lived experience has shaped my dedication to creating pathways to stability through education, workforce training, and transitional services. I am building a transitional living initiative for young women aging out of foster care to help them gain life skills, employment readiness, and long-term stability. I bring a systems-thinking mindset, strong collaboration skills, and a deep belief that strategic, community-driven solutions can transform lives. I am fully committed to contributing my experience, insight, and leadership to advance the mission of the CoC.

Seat 18: Community Action Agency

Crystal Narviz

Housing and Veterans Program Director at the Concho Valley Community Action Agency

TX BoS CoC County Represented: Tom Green

1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

As the Housing and Veteran Program Director for CVCAA, I am dedicated to moving households from crisis to stability. My foundation in this work began as a SNAP/Choices Coordinator, where I saw firsthand how a small pay raise could actually make a family poorer by causing them to lose more in food or childcare benefits than they gained in wages, a challenge known as the "benefits cliff." Today, I use that knowledge to help clients navigate the transition from homelessness to long-term independence. Through the Housing Authority of San Angelo's FSS Committee and our local homeless coalition, I advocate for "warm transitions" rather than abrupt endings to support. Whether I am conducting HQS inspections or providing oversight on the CVCAA Monitoring Committee, I focus on the whole person. My background allows me to represent the CAA seat with a deep understanding of the full spectrum of poverty, from immediate unsheltered crisis to the goal of true economic self-sufficiency.

2. Please describe how you have participated in the TX BoS CoC in the past.

I have been deeply engaged with the TX BoS CoC at both the regional and state levels. For the past year, I have served on the Coordinated Entry (CE) Steering Committee, where I contribute to the design and oversight of the access and referral systems used across the Balance of State. Locally, I am a member of the Concho Valley Homeless Planning Coalition and involved in our agency's monthly Homeless Navigation Days. I also actively participate in the annual Point-in-Time (PIT) Count, ensuring our region's data is accurately reflected. My participation is rooted in a commitment to ensuring that the unique challenges of the Concho Valley are heard within the broader CoC framework.

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3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

In my current role, I implement and manage several critical housing grants, previously the Emergency Solutions Grant (ESG) for Homelessness Prevention and Rapid Re-Housing. I am responsible for ensuring 100% compliance with these program-specific government contracts, creating implementation plans and executing contracts that provide direct assistance to Concho Valley clients. My work involves daily navigation of HUD requirements, from data entry to performance reporting. Additionally, my oversight of veteran-specific programs has given me extensive experience in the specialized requirements of serving those who have served, aligning our local efforts with the broader HUD CoC goal of making homelessness rare, brief and non-recurring.

4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

While my primary leadership is in program management, I serve on the CVCAA Board's Oversight & Monitoring Committee. In this role, I provide critical internal review of agency performance, fiscal health and contract adherence, ensuring our organization meets the highest standards of accountability. I am also an active member of the 43rd Leadership San Angelo class and the Housing Authority of San Angelo's FSS Program Coordinating Committee. These roles have honed my ability to function within a governing body, engage in strategic oversight and collaborate with diverse stakeholders to drive organizational goals. I understand the importance of board transparency and am prepared to bring this rigorous oversight experience to the CoC Board.

5. Please describe your experience, if any, with managing grants.

I have extensive experience in the full lifecycle of grant management. My duties include applying for new funding opportunities, developing implementation plans and ensuring adherence to all federal and state regulations for multiple housing, veteran and CED contracts. I produce accurate weekly and monthly performance reports and manage budget compliance to ensure funds are used effectively. I have a proven track record of maintaining high audit standards while meeting the performance targets required by our funders. My experience with SNAP and TANF (Choices) also involved high-stakes data monitoring and performance outcomes, which has made me a detail-oriented manager capable of handling complex, multi-stream funding environments.

6. Please describe your specific skills that can benefit the CoC.

I bring a unique combination of technical compliance expertise and front-line case management experience. My skills include: Contract Compliance: Expert knowledge of HUD/ESG regulations and eligibility determination. Systems Leadership: Active experience in the Coordinated Entry Steering Committee, helping shape BoS policy. Collaboration: Proven ability to network with local agencies to create warm referrals and follow-up systems. Performance Analysis: Proficiency in producing and analyzing data-driven reports to track program success. Holistic Approach: The ability to integrate housing with workforce development and food security, a perspective vital for the new CAA Board Seat.

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7. Why do you want to serve on the CoC Board?

I want to serve on the CoC Board to ensure that Community Action Agencies (CAAs) have a strong, informed voice in the governance of the Balance of State. CAAs are uniquely positioned to address homelessness because we manage a broad spectrum of services beyond just housing. I am passionate about bridging the gap between state-level policy and local implementation. I want to use my 3 years of experience as a Director to advocate for policies that are practical for rural and mid-sized regions, ensuring that the CoC remains responsive to the administrative realities of the agencies doing the work on the ground.

8. If you are elected to the board, what do you plan to work on and accomplish?

My goal is to champion cross-system integration. Having served on the San Angelo Housing Authority's FSS Committee and the local homeless coalition workgroup, I have seen how much more we accomplish when PHAs, CAAs, and Coalitions are aligned. On the Board, I will work to streamline communication between these entities within the Balance of State. I also plan to use my experience from the CVCAA Oversight & Monitoring Committee to help the Board refine its monitoring processes, making them more supportive and less burdensome for rural providers. I aim to ensure that our regional crisis response systems are not just compliant, but are actively moving households toward the "Self-Sufficiency" goals I advocate for daily.

9. What else would you like the CoC members to know about you?

I am a dedicated advocate for the Concho Valley who believes that the best solutions come from collaboration, not silos. My journey from a SNAP/Choices Coordinator to a Housing & Veterans Program Director has given me a deep "people-first" perspective; I never forget that behind every contract and data point is a person or a family seeking stability. I am hardworking, transparent and ready to put in the time necessary to help the TX BoS CoC lead the state in innovative homelessness solutions. I would be honored to represent the CAA sector and work alongside you all to serve our most vulnerable neighbors.

Audra Rea

Director of Family Services at Panhandle Community Services

TX BoS CoC County Represented: Potter

1. Please describe your personal and/or work experience with the population you would be representing in the designated seat, if elected.

I am the Director of Family Services for Panhandle Community Services, a Community Action Agency. We administer multiple programs across the top 26 counties of the Texas Panhandle with the goal of alleviating the causes and conditions of poverty. Rural Homelessness has been an increasing challenge over the past decade, and we strive to be part of the solution every day.

2. Please describe how you have participated in the TX BoS CoC in the past.

For the past two years, I have represented Seat 11 (Public Housing Authority) on the TX BoS CoC Board. Prior to being elected, I actively attended annual conferences and participated in general membership meetings. Last year, I led my team in supporting Homeless Awareness Day, and we remain committed to

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advocacy efforts. I encourage my team to stay engaged, and we consistently attend the annual conference to strengthen collaboration, foster networking, and share knowledge.

3. Please describe your experience, if any, working with the HUD Continuum of Care (CoC) Program or similar programs focused on ending homelessness (ESG, SSVF, PATH, and RHY).

Currently, we are the only agency in Texas funded under the special Rural Homeless funding set aside by HUD several years ago. We just completed year one of this special funding and housed more individuals than anticipated. We received ESG funding under the CARES Act and were so successful that TDHCA provided us with extra funding twice. We have continued to apply for ESG funding, but have not been successful in obtaining the funding.

4. Please describe your experience, if any, serving on a board of directors, including any leadership roles.

Over the years, I have served on various boards, including the National Multiple Sclerosis Leadership (Panhandle Chapter), Walk MS including the chair for several years, PTA as well as church committees. Currently, I have also served on the Amarillo CoC Board since 2022. I also serve as the proxy for Executive Director York for the TACAA (Texas Association of Community Action Agencies) Board of Directors.

5. Please describe your experience, if any, with managing grants.

There are many grant-funded programs under the Family Services umbrella: HUD - Housing Choice Vouchers HUD - CoC, Rural Rapid Rehousing CSBG - While we receive one main CSBG allocation, there are also smaller discretionary grants each year TVC, VITA, and RSVP Community grants, such as the hygiene closets. Additionally, we have been awarded a few foundation grants to fill in gaps that I am responsible for compliance and reporting. I am also the director who works closely with the grant writers to develop new funding streams and seek out additional funding opportunities.

6. Please describe your specific skills that can benefit the CoC.

I am passionate about being part of the solution and committed to driving progress. I'm not afraid to speak up, ask questions, and challenge ideas to ensure the best outcomes. I bring a valuable rural perspective to conversations and approach challenges with an attitude of resilience—always focused on moving forward. My strengths include motivating people, fostering team cohesion, and leading with integrity. I believe in admitting when I'm wrong, learning from mistakes, and modeling accountability. These qualities help me build trust, inspire collaboration, and create solutions that make a lasting impact.

7. Why do you want to serve on the CoC Board?

The Texas Panhandle is often a “forgotten” part of the state, yet we have so much to offer. Homelessness is becoming an increasingly urgent issue in our region, and if we don't have a seat at the right table, how can we be part of the solution? I am committed to being that voice—advocating for those who are too often invisible or ignored and ensuring the Panhandle is represented in conversations that drive meaningful change.

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8. If you are elected to the board, what do you plan to work on and accomplish?

During my last term, we faced unprecedeted challenges that required a significant amount of time and energy. While I'm proud of how we navigated those situations, I want the opportunity to focus on creating systematic change—rather than simply reacting to unexpected issues. My goal is to help build sustainable solutions that strengthen the CoC and improve outcomes for those we serve. There is so much to do that it is hard to pinpoint a starting point. But I definitely think modernization of the CoC needs to be a priority - we need to move forward into the future with purpose!

9. What else would you like the CoC members to know about you?

I want my life to have purpose. I envision a future where my grandchildren, and their children, live in a world free from the same 'stained" pieces we face now. I want them to encounter new challenges, not inherit the unresolved issues we left behind. That is why I am passionate about creating lasting solutions and systemic change.