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CITY SECRETARY  
DALLAS, TEXAS

## City of Dallas

1500 Marilla Street, Room 6ES  
Dallas, Texas 75201

## Public Notice

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POSTED CITY SECRETARY  
DALLAS, TX



### Housing and Homelessness Solutions Committee

May 26, 2020

9:00 AM

## **2020 CITY COUNCIL APPOINTMENTS**

<b>COUNCIL COMMITTEE</b>	
<b>ECONOMIC DEVELOPMENT</b> Atkins (C), Blewett (VC), Gates, McGough, Narvaez, Resendez, West	<b>ENVIRONMENT AND SUSTAINABILITY</b> Narvaez (C), Atkins (VC), Blackmon, Blewett, Gates
<b>GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT</b> Gates (C), Mendelsohn (VC), Arnold, Bazaldua, Kleinman, Narvaez, Thomas	<b>HOUSING AND HOMELESSNESS SOLUTIONS</b> West (C), Thomas (VC), Arnold, Blackmon, Kleinman, Mendelsohn, Resendez
<b>PUBLIC SAFETY</b> McGough (C), Arnold (VC), Bazaldua, Blewett, Medrano, Mendelsohn, Thomas	<b>QUALITY OF LIFE, ARTS, AND CULTURE</b> Arnold (C), Gates (VC), Atkins, Narvaez, West
<b>TRANSPORTATION AND INFRASTRUCTURE</b> Kleinman (C), Medrano, (VC), Atkins, Bazaldua, Blewett, McGough, West	<b>WORKFORCE, EDUCATION, AND EQUITY</b> Thomas (C), Resendez (VC), Blackmon, Kleinman, Medrano
<b>AD HOC JUDICIAL NOMINATING COMMITTEE</b> McGough (C), Blewett, Mendelsohn, Narvaez, West	<b>AD HOC LEGISLATIVE AFFAIRS</b> Johnson (C), Blackmon (VC), Atkins, Gates, Mendelsohn
<b>AD HOC COMMITTEE ON COVID-19 ECONOMIC RECOVERY AND ASSISTANCE</b> Thomas (C), Blackmon, Atkins, Bazaldua, Kleinman, Medrano, West	<b>AD HOC COMMITTEE ON COVID-19 HUMAN AND SOCIAL RECOVERY AND ASSISTANCE</b> McGough (C), Mendelsohn, Arnold, Blewett, Gates, Narvaez, Resendez

(C) – Chair, (VC) – Vice Chair

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

This Housing and Homelessness Solutions Committee meeting will be held by videoconference. The meeting will be broadcast live on Spectrum Cable Channel 95 and online at [bit.ly/cityofdallas.tv](https://cityofdallas.tv).

The public may also listen to the meeting as an attendee at the following videoconference link: <https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=eb4ad3e583d4d7bab606181d42a6387e0>

## Call to Order

## MINUTES

1. [20-964](#) Approval of the March 23, 2020 Housing and Homelessness Solutions Committee Meeting Minutes

**Attachments:** [Minutes](#)

## BRIEFING ITEMS WITHOUT ACTION

- A. [20-965](#) Strategic Planning to End Homelessness  
[Kevin Oden, Interim Director, Office of Homeless Solutions, Mandy Chapman Semple, CEO, Clutch Consulting, Carl Falconer, President and CEO, Metro Dallas Homeless Alliance]

**Attachments:** [Presentation](#)

- B. [20-966](#) Office of Homeless Solutions Rapid Rehousing Program Overview and Status Update  
[Kevin Oden, Interim Director, Office of Homeless Solutions]

**Attachments:** [Presentation](#)

- C. [20-963](#) Department of Housing and Neighborhood Revitalization Performance Report Update  
[David Noguera, Director, Department of Housing and Neighborhood Revitalization]

**Attachments:** [Presentation](#)

## BRIEFING ITEMS WITH ACTION

- D. [20-967](#) Request for a Resolution of No Objection for 4% Non-Competitive Housing Tax Credits Allocated Through the Texas Department of Housing and Community Affairs and Proposed Recommendations for the renovation of Ridgecrest Terrace Apartments, a 250-unit affordable multifamily property located at 526 South Walton Walker Boulevard  
[Kyle Hines, Manager, Office of Economic Development]

**Attachments:** [Presentation](#)

**BRIEFINGS BY MEMORANDUM WITH ACTION**

- E.     [20-992](#)       Amendments to Chapter 51A and Chapter 45 of the Dallas City Code to Allow for Temporary Inclement Weather Shelters  
[Kevin Oden, Interim Director, Office of Homeless Solutions]

**Attachments:**   [Memo](#)

- F.     [20-968](#)       2019 Single Family Notice of Funding Availability Project - The Golden S.E.E.D.S. Foundation  
[David Noguera, Director, Department of Housing and Neighborhood Revitalization  
T. Daniel Kalubi, Area Redevelopment Manager, Department of Housing and Neighborhood Revitalization]

**Attachments:**   [Memo](#)

- G.     [20-969](#)       Amendments to the East Dallas Community Organization - Scattered Sites Loan Agreement to Reduce the Loan Amount and Number of Single-Family Homes to Close Out the Project  
[Cynthia Rogers-Ellickson, Assistant Director, Department of Housing and Neighborhood Revitalization  
Reese Collins, Area Redevelopment Manager, Department of Housing and Neighborhood Revitalization]

**Attachments:**   [Memo](#)

- H.     [20-848](#)       Acceptance of Four Grants from Preservation Dallas as a Match to City Funds for a Contract for a Historic Survey and Contextual Statements  
[Murray G. Miller, Historic Preservation Officer, Office of Historic Preservation]

**Attachments:**   [Memo](#)

**BRIEFING BY MEMORANDUM WITHOUT ACTION**

- I.     [20-1080](#)       Response to Questions Regarding Low Income Housing Tax Credit Developments and the Urban Design Peer Review Panel  
[Eric A. Johnson, Chief of Economic Development and Neighborhood Services, City Manager's Office]

**Attachments:**   [Memo](#)

**ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]



# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-964

**Item #:** 1.

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Approval of the March 23, 2020 Housing and Homelessness Solutions Committee Meeting Minutes

# Housing and Homelessness Solutions Committee

## Meeting Record

The Mobility Solutions, Infrastructure & Sustainability Committee meetings are recorded. Agenda materials are available online at [www.dallascityhall.com](http://www.dallascityhall.com). Recordings may be reviewed/copied by contacting the Mobility Solutions, Infrastructure & Sustainability Committee Coordinator at 214-671-9465.

**Meeting Date:** March 23, 2020

**Convened:** 9:36 a.m.

**Adjourned:** 12:18 p.m.

**Committee Members Present:**

Chad West, Chair  
Casey Thomas II, Vice Chair  
Carolyn King Arnold  
Paula Blackmon  
Lee Kleinman  
Cara Mendelsohn  
Jaime Resendez

**Committee Members Absent:**

N/A

**Other Council Members Present:**

N/A

### AGENDA

Call to Order (2:01 p.m.)

**1. Approval of the February 24, 2020 Meeting Minutes**

**Presenter(s):** Cha West, Chair

**Action Taken/Committee Recommendation(s):** A motion was made to approve the minutes for the February 24, 2020 Housing and Homelessness Solutions Committee Meeting

Motion made by: Lee Kleinman  
Item passed unanimously: X  
Item failed unanimously:

Motion seconded by: Paula Blackmon  
Item passed on a divided vote:  
Item failed on a divided vote:

**2. Introduction to the Department of Housing & Neighborhood Revitalization Performance Reports**

**Presenter(s):** David Noguera, Director, Department of Housing and Neighborhood Revitalization

**Action Taken/Committee Recommendation(s):** Councilmembers were briefed on the overview of the Department of Housing and Neighborhood Revitalization performance reports. Information only.

**Briefings with Action**

**3. Overview of the 2019 Single Family Notice of Funding Availability Projects**

**Presenter(s):** T. Daniel Kalubi, Area Redevelopment Manager, Department of Housing and Neighborhood Revitalization

**Action Taken/Committee Recommendation(s):** Councilmembers were briefed on the Overview of the 2019 Single Family Notice of Funding Availability Projects. Projects received by department to be considered by full Council. A motion was made to move items to the Full Council with the exception of Golden S.E.E.D.S Foundation and the Good Urban Development. Good Urban Development to be brought back to Committee in April and Golden S.E.E.D.S Foundation to come back to Committee in May.

Motion made by: Lee Kleinman  
Item passed unanimously: X  
Item failed unanimously:

Motion seconded by: Paula Blackmon  
Item passed on a divided vote:  
Item failed on a divided vote:

**Briefing By Memorandum with Action****4. Amendment to the Conditional Grant Agreement with Dallas Area Habitat for Humanity to Reduce Funding and the Number of Units in the Joppa Neighborhood Project**

**Presenter(s):** David Noguera, Director, Department of Housing and Neighborhood Revitalization

**Action Taken/Committee Recommendation(s):** Councilmembers were briefed on the Amendment to the Conditional Grant Agreement with Dallas Area Habitat for Humanity to Reduce Funding and the Number of Units in the Joppa Neighborhood Project. A motion was made to move all agenda items forward to the full City Council for consideration.

Motion made by: Lee Kleinman

Item passed unanimously: X

Item failed unanimously:

Motion seconded by: Paula Blackmon

Item passed on a divided vote:

Item failed on a divided vote:

**5. Consideration and Approval of the Sale of Land Banks Lots to FOCIS Holding Group, L.L.C., Open Midframe Ventures LLC., and Marcer Construction Company, LLC.**

**Presenter(s):** David Noguera, Director, Department of Housing and Neighborhood Revitalization

**Action Taken/Committee Recommendation(s):** Councilmembers were briefed on the Consideration and Approval of the Sale of Land Banks Lots to FOCIS Holding Group, L.L.C., Open Midframe Ventures LLC., and Marcer Construction Company, LLC. A motion was made to move all agenda items forward to Council with recommendation from the Committee.

Motion made by: Lee Kleinman

Item passed unanimously: X

Item failed unanimously:

Motion seconded by: Carolyn King Arnold

Item passed on a divided vote:

Item failed on a divided vote:

**6. Consideration and Approval of the Sale and Swap of Land Bank Lots to Camden Homes, LLC and Confia Homes, LLC**

**Presenter(s):** David Noguera, Director, Department of Housing and Neighborhood Revitalization

**Action Taken/Committee Recommendation(s):** Councilmembers were briefed on the Consideration and Approval of the Sale and Swap of Land Bank Lots to Camden Homes, LLC and Confia Homes, LLC. A motion was made to move all agenda items forward to the full City Council for consideration.

Motion made by: Lee Kleinman

Item passed unanimously: X

Item failed unanimously:

Motion seconded by: Paula Blackmon

Item passed on a divided vote:

Item failed on a divided vote:

**Briefing By Memorandum without Action****7. Citizen Homelessness Commission Subcommittees**

**Presenter(s):** Kevin Odem, Interim Director, Office of Homeless Solutions

**Action Taken/Committee Recommendation(s):** Councilmembers were briefed on the overview of the Citizen Homelessness Commission Subcommittees. Information only.

Adjourn (12:18 p.m.)



**APPROVED BY:**

**ATTESTED BY:**

**Chad West, Chair  
Housing and Homelessness Solutions  
Committee**

**Gabriela Castillo, Coordinator  
Housing and Homelessness Solutions  
Committee**



# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

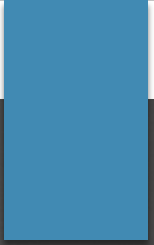
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**File #:** 20-965

**Item #:** A.

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Strategic Planning to End Homelessness  
[Kevin Oden, Interim Director, Office of Homeless Solutions  
Mandy Samples, CEO, Clutch Consulting]



# Dallas Homeless Response System Transformation: *An Overview of Strategies to Amplify and Accelerate Our Impact*

KEVIN ODEN, CITY OF DALLAS OHS

CARL FALCONER, MDHA

MANDY CHAPMAN SEMPLE, CLUTCH CONSULTING

# ALL HOMELESS INDIVIDUALS

## 2020 POINT IN TIME COUNT

	Unsheltered UN	Emergency Sheltered ES	Safe Haven SH	Transitional Housing TH	Total	Change Year to Year
<b>2020</b>	<b>1,619</b>	<b>1,938</b>	<b>50</b>	<b>864</b>	<b>4,471</b>	<b>-1.4%</b>
2019	1,452	2,313	49	724	4,538	+9%
2018	1,341	1,991	23	785	4,140	+9%
2017	1,087	1,861	19	822	3,789	-.5%

**16.2% decrease in Emergency Sheltered homelessness**

**11.5% increase in Unsheltered homelessness**

# UNSHELTERED HOMELESS BY CITY IN DALLAS COUNTY

City	2020 PIT	Proportion of all UN	2019 PIT	Change
Dallas	1,275	78.75%	1,153	+122
Grand Prairie	57	3.52%	27	+30
Garland	12	.74%	130	-118
Irving	43	2.67%	22	+21
Mesquite/Balch Springs	21	1.29%	12	+9
Farmers Branch	7	0.43%	8	-1
Carrollton	10	0.62%	14	-4
Addison	1	0.06%	6	-5
Coppell (0), University Park (0), Farmersville (0), Duncanville (4),	4	0.24%	5	-1
Total Dallas County:	1,430	88.32%	1,377	+44
Total Unsheltered:	1,619		1,452	

# What the Data is Revealing...

- Overall homelessness decreased – *Some services are working.*
- Family homelessness decreased – *Diversion is working.*
- Veteran homelessness decreased – *Focusing efforts on this population is working.*
- Chronic homelessness increased – *We still don't have enough Permanent Supportive Housing units or turnover in those units.*
- Unsheltered homelessness increased and moved around, even while outreach teams made more referrals to housing – *Outreach is not solving the problem community wide.*
- Homelessness decreased for those ages 25 - 34 and 45 - 54 – *Adding Rapid ReHousing services is working for these age ranges.*
- Earned incomes are not increasing – *The CoC has not figured out how to do this yet.*



## **Team with Distinct Expertise in Planning, Leading and Executing Large-Scale Social System Transformations**

### **Mandy Chapman Semple**

System Planning and Governance, Political Alignment, Collective Impact and Transformative Leadership

### **Heather Muller**

Operational Design, Implementation Planning and Execution

### **Samantha Maggiani**

Implementation Planning and Execution

### **Tammy McGhee**

System and Lead Agency Leadership, Collective Impact Governance and Accountability Systems

# Our Engagement

## Help Dallas Leadership and Stakeholders Organize into a Collective Impact System to Dramatically Reduce Homelessness in Dallas

- ▶ System Mapping, Visioning, & Design
- ▶ Harnessing Governance and Implementation Support Structures to support real-time performance and design improvements
- ▶ Data quality, data analytics, predictive modeling, and system performance dashboards
- ▶ Enhance the capacity of lead agencies

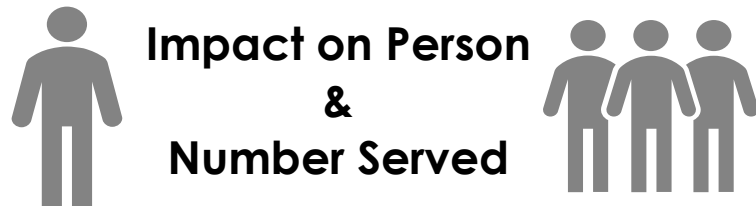


# Collective Mission

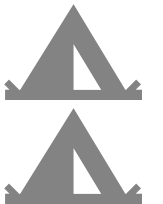
## Achieve Measurable Reductions in Homelessness



Comprehensive Coordinated  
Rehousing System



Impact on Issue  
&  
Reduction in unsheltered  
homelessness



# What's the Difference?

## Impact on Person

- ▶ Program-Focused
- ▶ Convene around programs/Initiatives
- ▶ Proving the model has value to the person
- ▶ Any coordination is in addition to programmatic work
- ▶ Forces agencies to define different models to compete for funding

## Impact on Issue

- ▶ System-Focused
- ▶ Work together to move outcomes through performance and design improvement
- ▶ Seeking the model(s) that work to achieve a specific system result
- ▶ Coordination supports the programmatic work - Work together to improve performance in real time
- ▶ Collectively advocate for what works and what is needed to achieve the collective results

# Roadmap to Build Collective Impact

## Shared Purpose

- ▶ Collective Vision
- ▶ Collective Mission
- ▶ Collective Values
- ▶ Shared Accountability
- ▶ Shared Success

## System Action Plan

- ▶ Desired Collective Outcomes
  - ▶ Areas of Impact
    - ▶ Goals in each area
      - ▶ Activities for each goal
      - ▶ Measures for each goal

## System Infrastructure

- ▶ Backbone Agency(s)
- ▶ Continuous Communication among funders, leads, providers
- ▶ Shared Measurement

# Collective Mission, Values

## Shared Mission: Achieve Measurable Reductions in Homelessness



## Shared Values

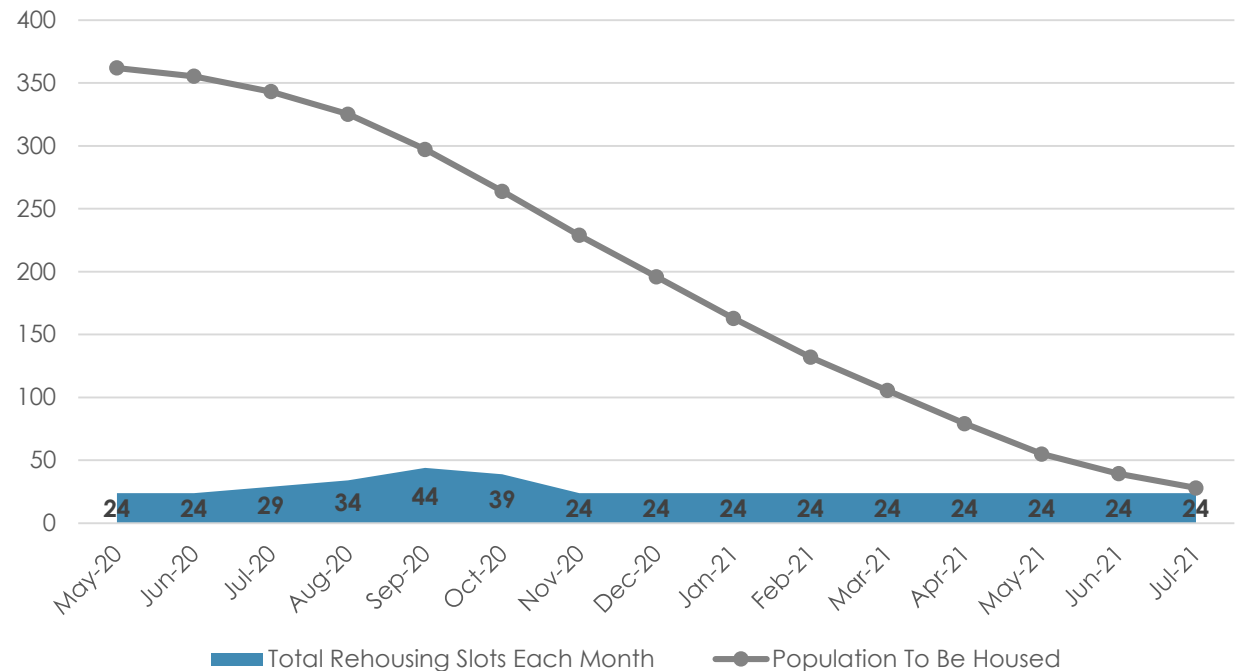
- Every person Experiencing Homelessness Has Access to an Appropriate Exit Pathway
- Exit Pathways are Scaled to Meet Demand and Targeted to Meet the Needs of Specific Populations
- Accountability and Success is Demonstrated Using Data
- Engagement and Transparency are Central Behaviors in All Collective Efforts

# Data Analysis to Support Shared System Goals & Action Planning

## Goal: Effectively End Homelessness Among Veterans

- ▶ Current PIT - 368
- ▶ 100 Day Challenges – Collective Impact Efforts that focus on impacting the issue using interventions across the system that work
- ▶ Huge Success in the Fall – 140 in 100 Days
- ▶ Current Challenge Housed 36 since starting on 2.20.20
  - ▶ 2.20.20 until COVID-19 (3.17.20) = 15 housed in 27 days or 1 every 1.8 days
  - ▶ 3.18.20 to present = 21 housed in 63 days or 1 every 3 days
- ▶ COVID-19 has not substantially slowed housing but did slow referrals – will see an accordion effect as a result

Time and Pace to Reach a Steady State System



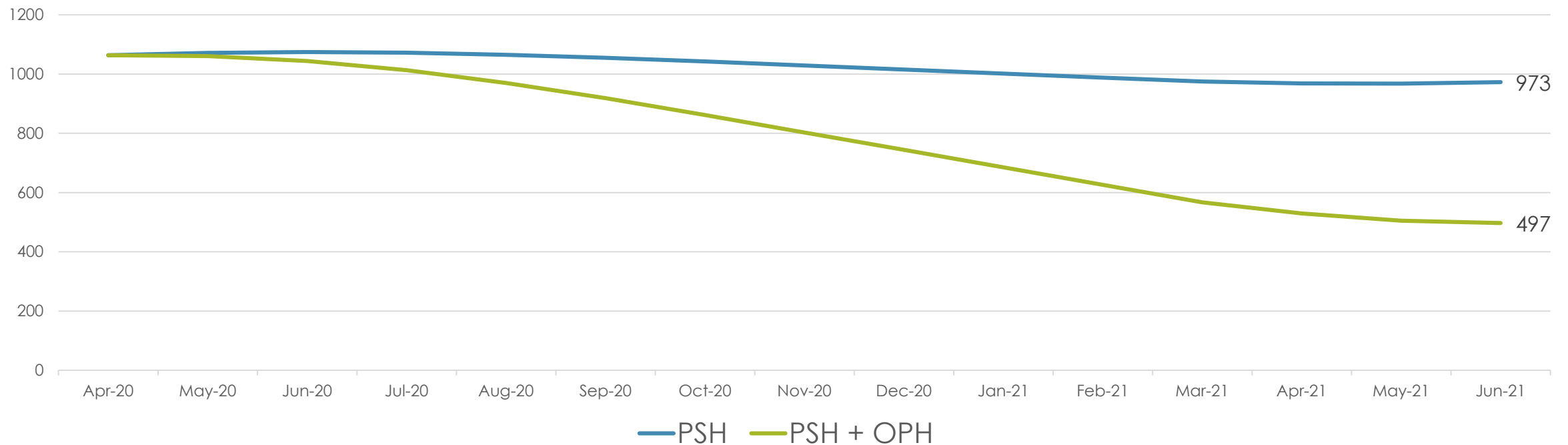
# Data Analysis to Support Shared System Goals & Action Planning

## Goal: Reduce the Unsheltered Homeless Population

- ▶ Unsheltered population increased by 11.5% while those sheltered decreased by 16.2%
- ▶ Signals current sheltering practices and unsheltered response is not producing the desired collective results
- ▶ Encampment resolution is not pushing individuals into shelter
- ▶ COVID Convention Center has not yielded substantial uptake from unsheltered individuals
- ▶ Primary intervention for the most vulnerable is supportive housing.
- ▶ Dallas currently has 802 of supportive housing units for singles
- ▶ Another 837 units operate outside the control of the system and thus are not always targeted to the most vulnerable
- ▶ Harnessing these resources and targeting them could have a substantial effect on this population

# Reducing the Unsheltered Population

Impact of Targeted Resources on Chronically Homeless



# What to Expect in the Future

- ▶ More data on performance and impact
- ▶ More predictive modelling and measurement of progress against the models
- ▶ Improved data quality
- ▶ Recommendations on how to align City resources to achieve maximum collective impact results
- ▶ Recommendations on how to align governance tables and create a collective impact infrastructure
- ▶ Transparency about implementation challenges and real-time lessons and adjustments to system design and operations



# What We Need from HHSC Going Forward

- ▶ Leadership for the Shared Mission and Values
- ▶ Alignment of investments to amplify impact and achieve shared goals
- ▶ Reimagining of the relationship with the CHC and the CoC Board
- ▶ Empower OHS as it leads with MDHA and works to achieve collective impact
- ▶ More investment to scale rehousing options and reduce the unsheltered population



# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-966

**Item #:** B.

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Office of Homeless Solutions Rapid Rehousing Program Overview and Status Update  
[Kevin Oden, Interim Director, Office of Homeless Solutions]

# **OHS Rapid Rehousing Project Update**

**Housing and Homelessness  
Solutions Committee**



**May 26, 2020**

**Kevin Oden  
Director (I)  
Office of Homeless Solutions**



# Overview

- Purpose
- Background
- Current Status
- Next Steps
- Discussion

# Purpose

- Update the HHS Committee on efforts to:
  - Implement a strategy to rapidly rehouse 300 individuals and families by October 1, 2020

# Background

- Housing Priority List Eligible
- Income up to 50% AMI
- Agree to case management
- No prior violent felony convictions
- Priority is for guests of:
  - KBHCCD Shelter
  - Dallas Love Field Area Hotel

# Background

## Conceptual Framework:

- Different than Status Quo
- Similar to a Mortgage Application
- Providers bring clients for review/approval
- OHS serves as underwriter for application and primary funder
- OHS serves as lead housing navigator where necessary

# Background

## Conceptual Framework:

- Service Provider receives funding for case management, move-in costs and administrative costs
- OHS pays monthly rent and utilities
- Service Provider delivers required reports monthly to OHS for continued rent and utility subsidy



# Background

## Conceptual Framework:

- Requirements for Contracting:
  - Past Performance Review (RRH)
  - Ability to serve Clients
  - Case Manager to Client Ratio
  - Ability to meet Local, State and Federal Requirements

# Background

## Conceptual Framework:

<u>Project Component</u>	<u>Cost Per Unit/Person</u>	<u>Total Projected Cost</u>
Case Management	\$3,000	\$900,000
Move-in Assistance	\$3,000	\$900,000
Flex Account (Incentives & Support)	\$3,000	\$900,000
Contract Admin Costs	\$300	\$90,000
Total Release	\$9,300	\$2,790,000

# Rapid Rehousing Project

## Next Steps:

- Release of RFP on May 26<sup>th</sup>
- Application Deadline June 2<sup>nd</sup>
- Council Approval June 24<sup>th</sup>

# Discussion



# **OHS Projects Status Update**

## **Housing and Homelessness Solutions Committee**



**May 26, 2020**

**Kevin Oden  
Director (I)  
Office of Homeless Solutions**



# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-963

**Item #:** C.

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Department of Housing and Neighborhood Revitalization Performance Report Update  
[David Noguera, Director, Department of Housing and Neighborhood Revitalization]

# **Department of Housing Performance Measure Update**

**Housing and  
Homelessness Solutions**

**May 26, 2020**

**David Noguera, Director**

**Department of Housing &  
Neighborhood Revitalization**



# Overview

- Housing Program Production Numbers
- Budget
- Assigned Full Time Employees
- COVID-19 Impacts



# Housing Production Numbers

## **HIPP**

*Units Approved:* 24 units complete of 100 projected

*Units Repaired:* 7 units complete of 25 projected

## **DHAP**

*Loans Approved:* 21 units complete of 25 projected

*Loans Provided:* 5 loans complete of 10 projected

## **Development**

*Units Supported:* 783 units complete of 590 projected

*Units Permitted:* 1,297 units complete of 880 projected

*Units Completed:* 40 units complete of 50 projected

## **Mortgage/Rental Assistance**

*Prequal Surveys Complete:* 13,336

*Assigned to be Called:* 1,600

*Placed in Program:* 138

# Budget

## HIPP

*CDBG: \$3.2 million*

## DHAP

*CDBG: \$1.7 million*

*HOME: \$374,000*

## Development (NOFA)

*HOME: \$4,052,783*

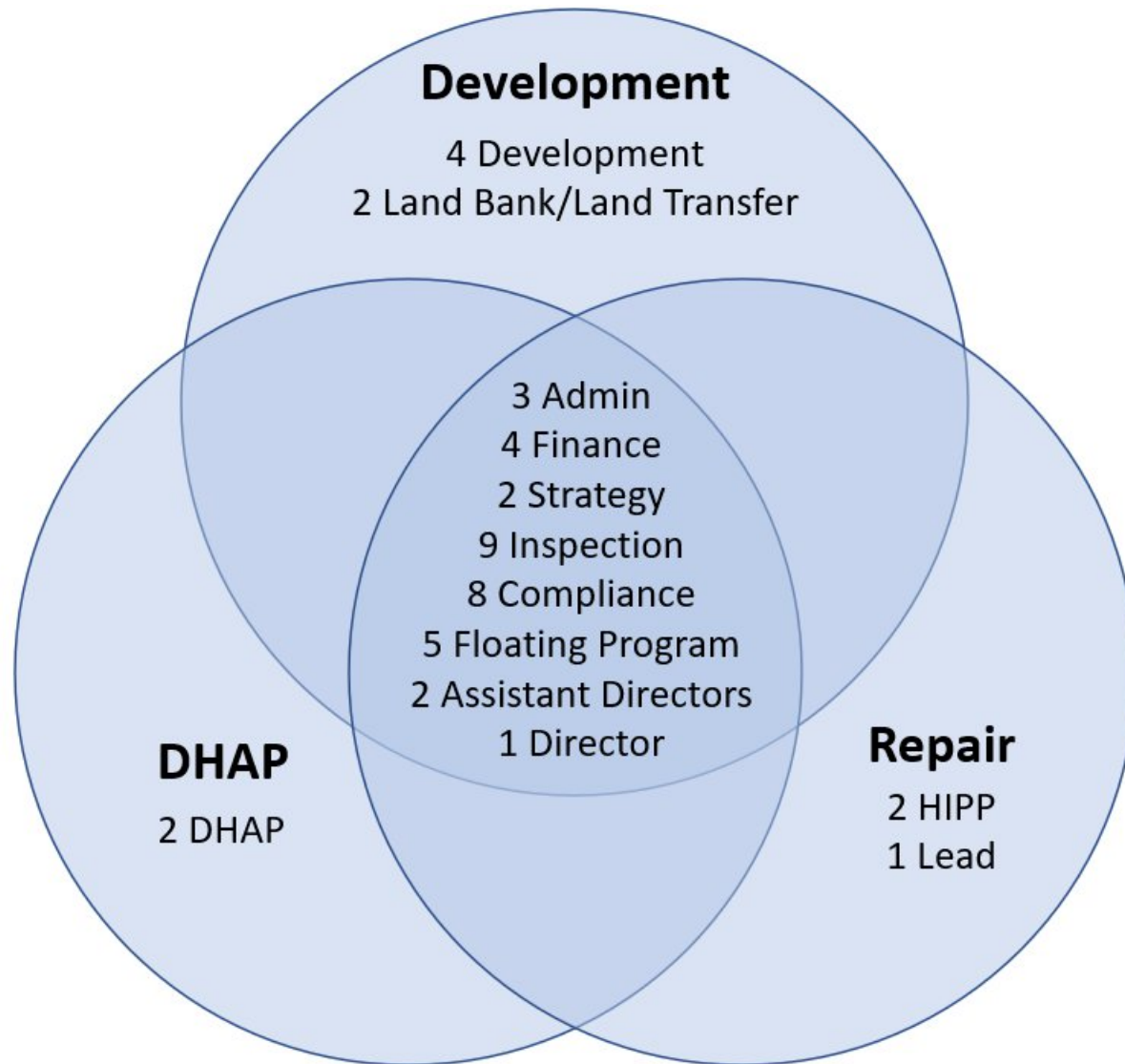
*CHDO Set Aside: \$965,000*

## Mortgage/Rental Assistance

*CDBG: \$4.5 million*

*HOME TBRA: \$1.6 million*

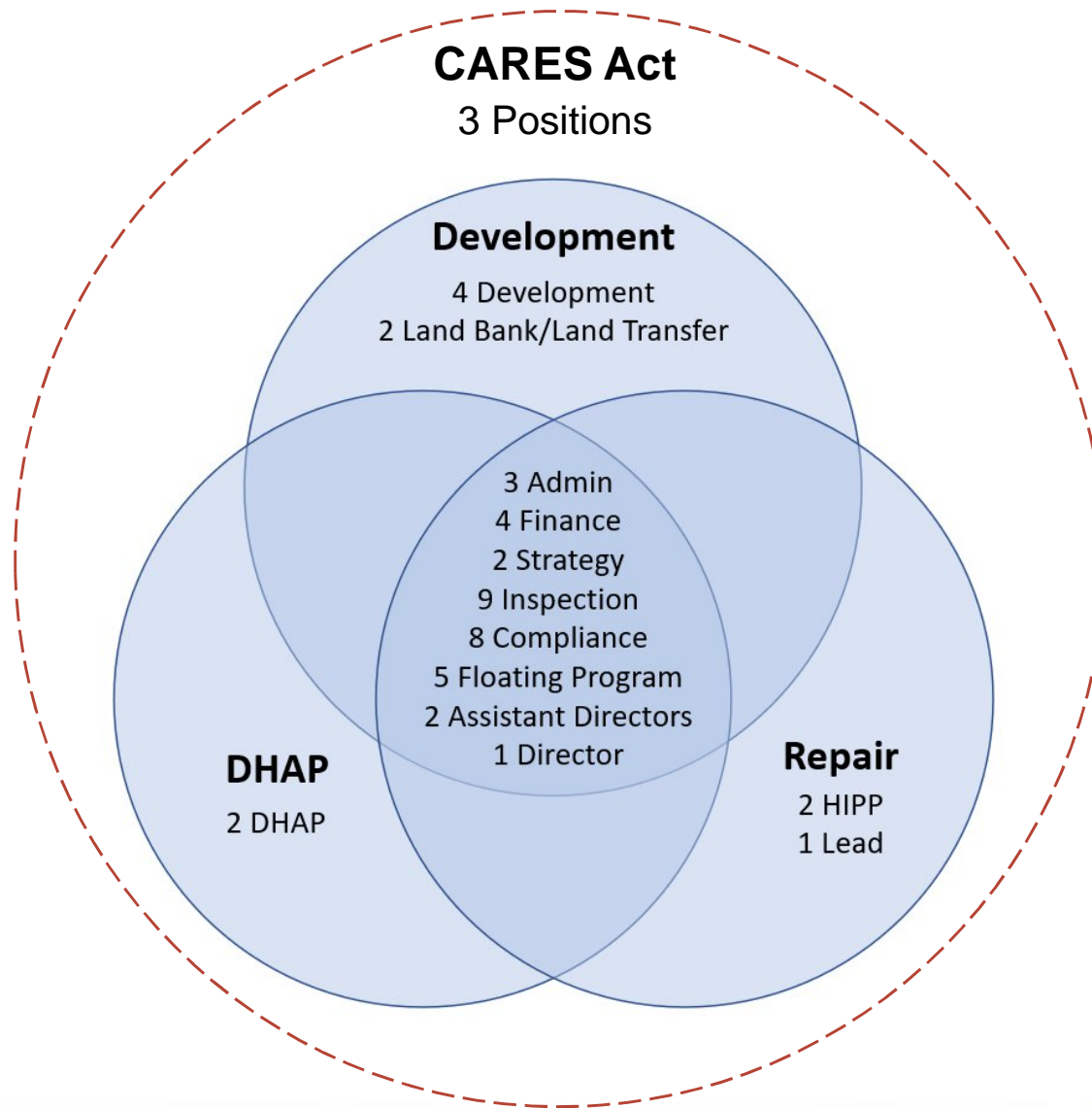
# Assigned Full Time Employees



# COVID-19 Impacts

- Safety measures in place for COVID-19 prevention has effectively shut down programs
  - Can not proceed with land bank foreclosures
  - Can not repair occupied homes of HIPP clients, limited ability to inspect HIPP homes
  - Reduction in housing market, fewer closings on DHAP homes
- Most housing staff fully or partially redeployed to Mortgage/Rental Assistance Program

# COVID-19 Impacts: Full Time Employees



# **Department of Housing Performance Measure Update**

**Housing and  
Homelessness Solutions**

**May 26, 2020**

**David Noguera, Director**

**Department of Housing &  
Neighborhood Revitalization**





# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-967

**Item #:** D.

---

Request for a Resolution of No Objection for 4% Non-Competitive Housing Tax Credits Allocated Through the Texas Department of Housing and Community Affairs and Proposed Recommendations for the renovation of Ridgecrest Terrace Apartments, a 250-unit affordable multifamily property located at 526 South Walton Walker Boulevard

[Kyle Hines, Manager, Office of Economic Development]



# **Request for a Resolution of No Objection for 4% Housing Tax Credits Allocated through Texas Department of Housing and Community Affairs for Ridgcrest Terrace Apartments**

**Housing & Homelessness Solutions Committee**  
**May 26, 2020**

**Kyle Hines, Economic Development Manager**  
**Office of Economic Development**  
**City of Dallas**





# Presentation Overview

- Background
- Application Summary
- Application History
- Application Improvements
- Accountability
- Recommendation and Next Steps

# Background

- **May 9, 2018:** City Council adopted the Comprehensive Housing Policy (CHP), Resolution No. 18-0704 and 18-1680, as amended on November 28, 2018
- CHP contains scoring criteria and a timeframe for reviewing housing developments seeking Housing Tax Credits (HTCs) through Texas Department of Housing and Community Affairs (TDHCA)
- **June 12, 2019:** City Council adopted an amendment to the CHP updating the terms by which the City will receive, score, and approve HTC developments
- **No** City funds required for HTC developments

# Background

- Ridgecrest Terrace Apartments is requesting a Resolution of No Objection for their application to TDHCA for non-competitive 4% housing tax credits
- CHP outlines the City's timeline and process for authorizing Resolutions of No Objection:
  - Request for Applications (RFA) deadlines spread quarterly throughout the calendar year
  - Staff reviews applications for completion, threshold requirements, and fair housing
  - Provides recommendation to Committee/Council based on application completion, threshold requirements, and fair housing review
  - TDHCA provides HTC allocations using criteria listed in its Qualified Action Plan and formal underwriting of the application
- Threshold requirements outlined in the CHP, as amended

# Background

- **Application Threshold Requirements**
  - Submission of a complete application
  - Must have site control
  - If rezoning is required, Applicant must complete consultation with City Planning Staff
  - Must meet TDHCA minimum site and development requirements or provide a mitigation plan to meet requirements
  - Must meet TDHCA underwriting standards
  - Must meet Fair Housing requirements

# Background

- **Application Threshold Requirements**

- Any affected residents must be notified within 45 days of application
  - If relocation is required, subject to Uniform Relocation Act (URA)
- Any renovation of existing space must submit a plan and cost review
  - Housing & Neighborhood Revitalization Inspectors visit site to confirm project scope
- Applicant not eligible if they are a) in debt to the City, b) is currently in litigation with the City, or c) in violation of Fair Housing or Human Rights and Sexual Orientation sections of the Dallas City Code

# Application Summary

- **526 South Walton Walker Boulevard**
- **Council District: 3**
- **Applicant:** Ridgecrest Terrace, LP
- **Co-Developers:** Steele Properties III, LLC and the Dallas Housing Finance Corporation (DHFC)
  - Steele has developed/acquired over 70 affordable properties totaling over 6,000 units (over \$1B in investments)
  - Specializes in acquisition and renovation of affordable multifamily properties
- **Property Manager:** Monroe Group
  - Manages over 70 affordable housing properties for a total of 6,600 units
  - REAC Portfolio Score: 91 (HUD Real Estate Assessment Center)

# Application Summary

- **Total Units:** 250 affordable units
  - 225 Units @ 31%-60% AMI
  - 25 Units @ 0%-30% AMI
    - 18 One-Bedroom
    - 184 Two-Bedroom
    - 48 Three-Bedroom
  - 98% of the units are covered by a Section 8 Project Based Voucher HAP Contract
- **Site Information**
  - 16.27 Acres / MF-2
  - Year built: 1969
- **Total Renovation Budget: \$16,750,000 (\$67,000/unit)**

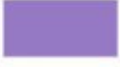




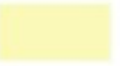






# Market Value Analysis

G MVA Market Type

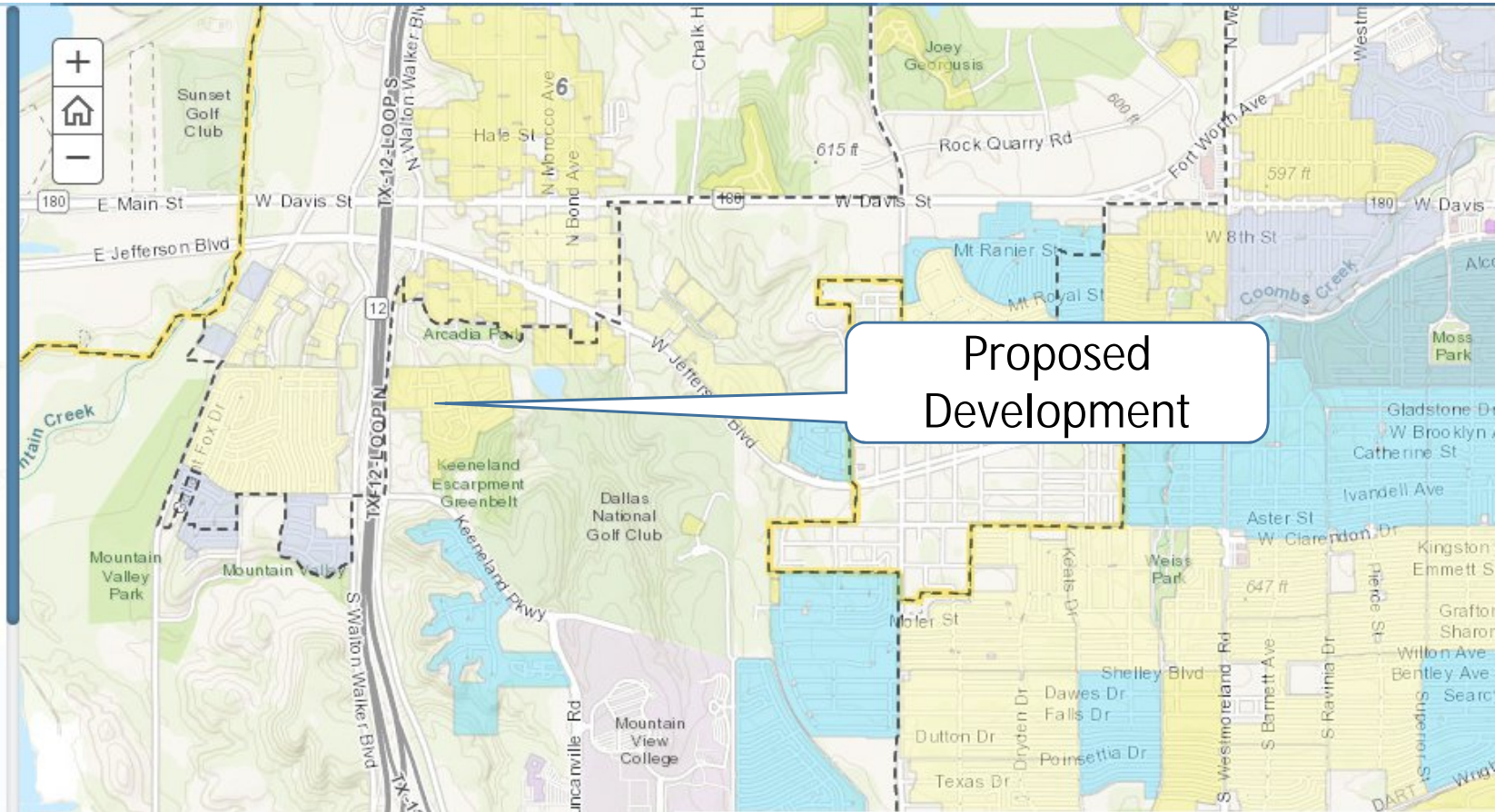
Near E, F, G MVA Market Types

## MVA Legend

	A		F
	B		G
	C		H
	D		I
	E		NA

## Dallas MVA

The Market Value Analysis (MVA) is a tool to assist residents and policy-makers identify and understand the elements of their local real estate markets. Similarly colored area represent neighborhood areas of similar market type. Because this analysis is for residential market



*Housing & Homelessness Solutions*



# Ridgecrest Terrace Apartments



*Housing & Homelessness Solutions*

# Project History

- Ridgecrest has long been neglected by the current owner
  - History of code violations
  - Lawsuit filed by Community Prosecution to make repairs of all violations
- **September 2018**, Steele applied to the City for a resolution of no objection which was denied due to Fair Housing concerns
- **January 2020**, revised application with increased budget, additional resident services, and robust security improvements submitted
- **March 2020**, application passed Fair Housing review
- **May 5, 2020**, Economic Development Committee briefed
- **May 12, 2020**, DHFC Board of Directors unanimously approves partnership with Steele

# Substantial Renovation Scope

- **Budget increased from \$46,000/unit to \$67,000/unit**
- **Interior Renovations will include:**
  - New kitchens and bathrooms
  - New flooring, interior drywall and paint
  - Cabinets and countertops
  - Energy efficient appliances
- **Exterior Renovations will include:**
  - New playgrounds and sports court
  - Upgrades to the building envelope
  - New roofs, siding, insulation
  - HVAC system
- **Construction** of a community center to include space for after school tutoring, arts and crafts room, game room, community dining and gathering spaces, and a First Responders Resource and Break Room

# Security Improvements

- **Security upgrades to be implemented based on Dallas Police Department recommendations:**
  - Increased security patrols during construction and after stabilization
    - Intend to utilize DPD's off-duty officer patrol program
    - \$228,000 annual security budget
  - New modern security camera system with DPD access
  - New LED lighting throughout the Property
  - First Responders Resource and Break Room in new community building
  - Perimeter fencing repairs and full replacement of unit exterior doors



# Resident Services

- **70 hours per month of resident services will be provided including:**
  - After-school tutoring and computer training for kids
  - Arts & crafts programs
  - Financial literacy programs
  - Addiction recovery resources
  - Healthy eating habits on a budget
  - Legal assistance resources
  - Organized team sports
  - Health screening services

# Dedicated Staff

- **Management will include:**
  - Full-time staff includes:
    - Qualified Property Manager
    - Assistant Property Manager
    - Compliance Specialist
    - Three Maintenance Staff
  - District and regional management staff who are well versed in managing large multifamily communities similar to the Property
  - Housing and Urban Development (HUD) file review by third-party specialists to ensure tenant compliance
  - Relocation Specialist

# Workforce/Economic Development

- **Office of Economic Development** to work with employers to connect City/DHFC partnered affordable housing with job opportunities
- Job opportunities and employment centers exist near Ridgecrest:
  - Dallas Global Industrial Center
    - Home Depot e-commerce center (2 million SF)
  - Mountain Creek Industrial Park
- Workforce Development Partnerships with Dallas Community College District and Workforce Solutions
- Per capita income for 75211 is \$16,000 – City of Dallas is \$33,000
  - Job placement key to higher opportunity in the area

# Accountability

- **Agreements will be drafted to ensure developer and property manager provide the specified renovations and services**
  - Master Agreement between Steele Properties and DHFC to define the roles and responsibilities of the participants
  - Limited Partnership Agreement
    - Steele will act as the Special Administrative Partner and DHFC will serve as the General Partner
  - Land Use Restrictive Agreement (LURA)
    - Recorded on property – TDHCA requires resident services be included in the LURA
  - TDHCA and the Department of Housing & Neighborhood Revitalization will monitor for compliance
- Council must approve the to be formed partnership prior to the issuance of private activity bonds and tax credit allocation
  - Project specifications, services and enforceability can be confirmed by staff and Council prior to close
- Quarterly performance reports will be made to the DHFC Board of Directors



# Recommendations

- **Staff reviewed other redevelopment options for Ridgecrest**
  - Other options were either not economically feasible or would result in the displacement of a majority of the existing residents
  - Section 8 Project Based Voucher HAP contract provides subsidies to most residents (many pay as low as \$25/month in rent)
    - There are not enough available vouchers or deeply affordable units in the City relocate residents after converted to a mixed-income property
- In the event the City does not authorize a resolution of no objection, the current property owner will continue to neglect the property and make the minimal improvements mandated by the City's lawsuit against the property
  - The currently structured proposal and DHFC partnership provides one of the only opportunities to deliver the safe, decent affordable housing and services the current residents deserve

# Recommendations

Staff recommends the Housing and Homelessness Solutions Committee recommend approval of the following items for Council consideration at the **May 27, 2020** meeting:

- Conduct a public hearing and adopt a Resolution of No Objection related to the applications to TDHCA for 4% Non-Competitive Housing Tax Credits for Ridgecrest Terrace Apartments

# **Request for a Resolution of No Objection for 4% Housing Tax Credits Allocated through Texas Department of Housing and Community Affairs for Ridgcrest Terrace Apartments**

**Housing & Homelessness Solutions Committee**  
**May 26, 2020**

**Kyle Hines, Economic Development Manager**  
**Office of Economic Development**  
**City of Dallas**



# **Appendix**

## **Additional Project Information**



# Ridgecrest Terrace Apartments

Proposed Financing Sources	Amount
Private Activity Bonds	\$34,200,000
Housing Tax Credits Equity	\$18,211,373
Deferred Developer Fee	\$3,403,995
NOI During Renovation	\$1,545,855
<b>Total</b>	<b>\$57,361,223</b>

Proposed Uses	Costs
Acquisition	\$22,640,000
Construction Costs	\$20,177,535
Cost of Financing	\$5,434,842
Fees, Reserves, Soft Costs	\$9,108,846
<b>Total</b>	<b>\$57,361,223</b>



# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-992

**Item #:** E.

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Amendments to Chapter 51A and Chapter 45 of the Dallas City Code to Allow for Temporary Inclement Weather Shelters  
[Kevin Oden, Interim Director, Office of Homeless Solutions]

# Memorandum



CITY OF DALLAS

DATE May 26, 2020

TO Honorable Members of the Housing and Homeless Solutions Committee

SUBJECT **Amendments to Chapter 51A and Chapter 45 of the Dallas City Code to Allow for Temporary Inclement Weather Shelters**

## **Purpose:**

Staff will provide an update to the Temporary Inclement Weather Shelter Program (TIWS) and related Municipal Code amendments. This was briefed to the Housing and Homelessness Solutions Council Committee on January 14, 2020. The Committee recommended the item be forwarded to City Council for consideration and possible action pending the additional outreach to faith-based communities and service providers. This item is scheduled for the City Council voting agenda on June 24, 2020.

## **Background:**

According to the National Coalition for the Homeless, inclement weather accounts for the deaths of approximately 700 people experiencing homeless or persons who are at-risk of homelessness every year across the United States. Every day, street outreach workers in cities across the nation go out into communities to encourage people on the street to take shelter, but many people refuse, for a variety of personal and social reasons. The same remains true in Dallas.

On January 23, 2020, the Point in Time Count showed the number of unsheltered people in Dallas increased by 122 people from 1,452 to 1,619. That night, the temperature was in the 50s. The average overnight low temperature in January is in the mid-30s. Establishing predictable inclement weather shelters decreases the chances that a Dallas resident will die while experiencing homelessness. It also increases the chances of connecting a person experiencing homelessness with the services and shelter they need. These are the primary arguments that catalyzed staff's efforts to develop the Office of Homeless Solutions Strategy, which was approved by the City Council in August of 2018 and formalize temporary inclement weather shelters through the establishment of Chapters 45 and amendment of 51A of the Dallas City Code. These two Code revisions are intended to operate concurrently.

## **Why people choose street sleeping over shelter:**

The reasons people choose to sleep on the street rather than going into shelters are as varied as the people themselves. For some, it is that they have had a bad experience in a shelter or have heard about the bad experiences of others. Many who experience homelessness are not alone but have pet companions that may not be allowed. As a loyal pet owner, these individuals will not leave their pet, and refuse to surrender to a shelter. They are afraid that shelters are dangerous places, and may risk having their personal

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belongings stolen. Unfortunately, none of these beliefs have to be true to convince someone to stay out of shelter.

For some people, a mental health condition magnifies the fear of going into shelter. It's a fear of the unknown, crowds, or the lack of ability to control their surroundings. Substance use disorders, criminal history, an unwillingness or inability to follow rules, and many other reasons contribute to the list of reasons that people choose to sleep outside. On the street, they may know where to find a blanket or a hot meal, but they don't necessarily know what they will find in shelter. Their space on a grassy area by the highway or under an overpass feels safer than a shelter, even when it is freezing outside. The street has become their home.

Establishing temporary inclement weather shelters provides immediate, potentially life-saving comfort to people who are resistant to staying inside, but it can also have a potentially much larger impact. Convincing an unsheltered person to come in from the cold, for even one night, can start them down a path to permanent housing. An unsheltered person can be shown that moving inside can be safe and that fears can be unfounded. Connections can begin to form that lead that unsheltered person to additional services and case management that are designed to lead to permanent housing. Inclement weather shelters are a critical piece of the overall strategy for ending chronic homelessness in Dallas.

### **City of Dallas Operations of Inclement Weather Shelters:**

In 2019 and early 2020, while Chapters 45 and 51A were in development, it became clear that a gap in services needed to be filled. The Office of Homeless Solutions (OHS) was tasked with operating inclement weather shelters on three occasions, which include November 11 – 16, 2019, December 10, 2019, and February 4 – 5, 2020. The first two shelters were staged at the Kay Bailey Hutchison Convention Center and the third was staged at the J. Erik Jonsson Central Library.

These efforts were supported by the Office of Emergency Management, Convention and Event Services, Dallas Police, Dallas Fire and Rescue, Animal Services, Parkland Health System, Dallas Right Care, volunteers from City staff, homeless service providers, and the faith-based community.

Over the eight-night period, 1,300 people were served. 605 of those were unduplicated. As is generally the case with the City's unsheltered population, the overwhelming majority of people served were adult men of color. 98% of them has a last known address in Dallas and 22% of them were in shelter for the first time.

### **Issue:**

OHS learned several important lessons while operating these temporary shelters. First, and most importantly, coordination with other service providers is critical. Temporary



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Inclement Weather Shelters (TIWS) are designed to function as overflow facilities. It is imperative that IWS operators communicate with traditional overnight shelters to ensure temporary shelter options are provided in areas where there is the most need and the ability to link guests to longer term shelters and services.

OHS also learned that there are organizations that are willing to donate services, food, other supplies, and volunteers but that coordination must be established well in advance of the need and deployable with little notice.

It became clear that a successful TIWS must be truly low barrier. Intake must be simple and fast. Many of the people who will come into an Inclement Weather Shelter may have been banned from a traditional overnight shelter. Creating barriers to entry will increase the chances that an unsheltered person will decide to take a chance on sleeping on the street.

The final lesson was that Temporary Inclement Weather Shelters are a significant unmet need in Dallas. Passage of Chapters 45 and 51A will allow external organizations to legally and effectively operate these shelters and fill the need in a way that does not deplete City resources.

### **Components of Chapter 51A Proposal:**

Chapter 51A is amended to include specific accessory uses of facilities to operate as Temporary Inclement Weather Shelters. The revised Chapter 51A allows for the operation of a site as a Temporary Inclement Weather Shelter provided that the site operates under the policy established in the Chapter 45. Chapter 51A is clear that the provisions and definition of a Temporary Inclement Weather Shelter is not allowed in single family, duplex, townhouse, or disabled group dwelling units.

### **Components of Chapter 45 Proposal:**

Chapter 45 is designed to work in conjunction with proposed changes to Chapter 51A. It establishes an inclement weather shelter program which will be administered by Office of Homeless Solutions.

Chapter 45 contains the process and procedure allowing in which interested parties may participate, operate, and be permitted. Definition of inclement weather, periods of operation, temperature and other weather conditions, required coordinated intake and assessment, and any potential spacing requirements from other temporary inclement weather shelters and overnight general-purpose shelters.

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### **Inclement Weather Definitions:**

- **Cold weather advisory (CWA)** - means an advisory issued when the minimum nighttime temperature is forecast by the National Oceanic and Atmospheric Administration's National Weather Service to be 32 degrees Fahrenheit or below at any point from 4PM CST to 8AM CST (next day). A cold weather advisory is issued for any amount of freezing rain, ice or when two to four inches of snow (alone or in combination with sleet and freezing rain).
- **Heat weather advisory (HWA)** - means an advisory issued when the minimum nighttime temperature is forecast by the National Oceanic and Atmospheric Administration's National Weather Service to be 90 degrees Fahrenheit or higher at any point from 4PM CST to 8AM CST (next day).

### **Permit Process** *(new information included related to COVID 19 And infection control policies)*

- Provisions are cumulative of all city ordinances, building, electrical, food establishment, fire safety, and all other permits and licenses required by ordinance or other law.
- Applicant must submit permit to shelter coordinator at least 45 days prior to operation along with following:
  - Valid Certificate of Occupancy
  - Project Plan (including site and floor plan for shelter operations)
  - Operation Plan in compliance with Section 45-7
  - Community notification and outreach- operator's outreach and notification strategies to nearby residents, businesses, shelter participants, governmental agencies, stakeholders, and service providers. (email, social media post, signs, etc.).
  - Supportive services (if applicable) – supportive services, programs, and case management services offered to shelter participants.
  - Emergency management and fire evaluation- procedures for medical and other emergency events, including illness, injury, fire, flood, and other natural disasters. Procedures must include staff training log with first aid, CPR, and any additional medical training.
  - **NEW:** Infection control policies - policies and plans that comply with the guidelines of the Centers for Disease Control. (COVID-19, TB, etc.).
  - Privacy measures for vulnerable subpopulations- Privacy measures for shelter participants who are deemed a vulnerable sub-population or require supportive equipment, such as a wheelchair, lift equipment, or service animals.

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- Passed building and safety inspection required prior to issuance of final permit
- DFR and DPD notified of approved permit at least 10 days prior to operation and provided with approved site and floor plans (OHS will notify).
- Permits are valid for a twelve-month period and expires on September 1 each year.

### **Permit Revocation**

Under the proposed program, the Office of Homeless Solutions may deny or revoke for the following:

- Falsified information or incomplete application
- Operator fails to maintain public order in or around shelter location
- DFR or DPD declares structure or property a threat to public's health, safety, and welfare
- History of noncompliance or previous revocations
- Noncompliance regarding city ordinance, state, or federal law
- Noncompliance with Chapter 46 "Unlawful Discriminatory Practices" relating to sexual orientation and gender identity and expression
- Any violation of city ordinance, state, or federal law by shelter guests while on shelter premises

### **Community Input:**

Community input is critical to the success of all OHS efforts. OHS staff presented the plan to the Citizen Homeless Commission at several monthly meetings. Staff also held public meetings with homeless services partners and providers, members of the Continuum of Care, and the general public. The final meeting was held on March 6<sup>th</sup> and largely included members of the faith-based community.

Each of these meetings resulted in valuable improvements to the creation of Chapter 45. Some examples of those improvements include:

- The initial draft of Chapter 45 did not specify that the qualifying temperature applied to the nighttime forecast. Given that most days between the beginning of June and mid-September will reach 90 degrees, it was important to clarify that the *nighttime* temperature must be forecast to reach at least 90 days and that daytime temperatures are not applicable.
- The temperature threshold for a heat advisory was lowered from 100 degrees to 90 degrees.
- Language was added that gives the OHS Coordinator the discretion to prioritize applications and permits based on unmet need in geographic locations. As was pointed out in the lessons learned section, effective management of this program

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to Allow for Temporary Inclement Weather Shelters**

will involve ensuring the Inclement Weather Shelters are staged in areas of Dallas where they are most needed. Adding this provision means OHS can prioritize approval of applications in areas where there is truly unmet need.

- Language was added requiring volunteer to guest ratios and training methods for volunteers to be based on best practices.
- The initial draft of Chapter 45 did not require operators to consider privacy and security of guests when setting spacing requirements and there was no consideration for provision of additional spacing for guests who were experiencing trauma. The CHC Subcommittee suggested adding this language to the proposal.

**Previous Committee Actions and Next Steps:**

On January 14, 2020, the Housing and Homelessness Solutions Committee recommended this item be forwarded to full City Council for consideration and possible action following the conclusion of the additional community outreach requested by service providers. Both Chapters 45 and 51A will be referred to the full City Council for consideration on the June 24<sup>th</sup> City Council voting agenda.

Should you have any questions or concerns, please contact myself and Nadia Chandler Hardy, Assistant City Manager.



Kevin Oden, Director (I)  
Office of Homeless Solutions

c:	Dallas City Council Chris Caso, City Attorney (Interim) Mark Swann, City Auditor Biliera Johnson, City Secretary Preston Robinson, Administrative Judge Kimberly Bizer Tolbert, Chief of Staff to the City Manager Majed A. Al-Ghafry, Assistant City Manager Jon Fortune, Assistant City Manager	Joey Zapata, Assistant City Manager Nadia Chandler Hardy, Assistant City Manager Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services M. Elizabeth Reich, Chief Financial Officer Laila Alequresh, Chief Innovation Officer M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion Directors and Assistant Directors
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# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-968

**Item #:** F.

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2019 Single Family Notice of Funding Availability Project - The Golden S.E.E.D.S. Foundation  
[David Noguera, Director, Department of Housing and Neighborhood Revitalization  
T. Daniel Kalubi, Area Redevelopment Manager, Department of Housing and Neighborhood  
Revitalization]

# Memorandum



CITY OF DALLAS

DATE May 26, 2020

The Honorable Members of the Housing and Homeless Solutions Committee:  
TO Chad West, Chair, Casey Thomas, Vice-Chair, Carolyn King Arnold, Lee M. Kleinman,  
Paula Blackmon, Cara Mendelsohn, Jaime Resendez

SUBJECT **Upcoming Agenda Item: 2019 Single Family Notice of Funding Availability  
Project - The Golden S.E.E.D.S. Foundation (Follow-Up from March 23, 2020 HHS  
Committee Meeting)**

## Summary

On March 23, 2020, the Housing and Homeless Solutions Committee was briefed on a proposed project from The Golden S.E.E.D.S. Foundation (Developer) and additional information was requested before it was submitted for City Council consideration.

## Background

On July 5, 2019, The Golden S.E.E.D.S. Foundation submitted a NOFA proposal for the construction of up to 21 single-family homes on 24 Land Transfer lots. As outlined in the 2019 Single Family NOFA, lots were to be sold in complete clusters in an effort to maximize redevelopment efforts in City of Dallas neighborhoods. The proposed *Bottom Single-Family Infill Development Project* included new construction of for-sale housing for households between 80-100% of the Area Median Income (AMI). Total project costs exceeded \$4.8 million and the Developer requested \$1.4 million in General Obligation Bond funds to support the project. The proposal received 103.50 points (minimum fundable score was 100 points) out of a possible 140 points from the evaluation committee—thus making it eligible for underwriting and consideration for funding. The underwriting memo is attached.

Additional analysis of buyer profiles and existing residents targeted in the proposed necessitated an adjustment in the scope of the project. The resulting proposal includes the construction of twenty-two (22) single-family homes for households between 60-80% of the AMI. The adjusted AMI targets expand the market for residents currently residing in the neighborhood.

The Developer proposes to build several distinct model types based on lot size and offer price points accessible to homebuyers between 60-80% of the AMI. Each home will range from 1,275 square feet to 1,700 square feet. Each model offers a minimum of 2 bedrooms

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SUBJECT **Upcoming Agenda Item: 2019 Single Family Notice of Funding Availability Project –  
The Golden S.E.E.D.S. Foundation (Follow-Up from March 23, 2020 HHS Committee Meeting)**

and 2 baths with off street parking. Price points will range from \$165,000.00 for a 1,275 square foot model to \$195,000.00 for a home with a 1,700 square foot layout. All units built on Land Transfer lots will remain affordable for a minimum of 10 years.

The Developer seeks \$1,400,000.00 in District 4 General Obligation Bond funds for the construction of the units. This represents an investment of \$63,636.36 per unit and will be used as construction subsidy to bring the homes into congruence with the affordability standards for the targeted homebuyers. Provision of bond funds allows for high-quality housing to be purchased by households between 60-80% of the AMI. Project will be divided into two phases, both of which include the construction of 11 units. As outlined in the proposed by City staff and as outlined in the underwriting report, developer will have access to purchase Phase I lots. Upon successful completion of Phase I, developer will have right of first refusal to purchase Phase II lots. Bond funds will be allocated for each phase of the project. If either phase is not completed, City funding will not be released to developer. The start of each phase is contingent upon the successful completion of the Phases I & II of The Bottoms Infrastructure installation project.

### **Underwriting & Market Study**

As part of the NOFA process, the original submission of the project was underwritten by a 3<sup>rd</sup> party. Several important conclusions can be drawn from the underwriting report. Those conclusions are as follows:

- The projected development costs and price points appear reasonable and are consistent with existing market data;
- A market for infill housing, specifically new construction, exists in the development area;
- Two-Phased approach (as recommended for approval by City staff) allows City to hold the developer to performance standards for development of all lots;
- The development team has demonstrated adequate management and financial capacity to complete both phases of the project

Cash flow modeling for the project assumes the following:

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SUBJECT **Upcoming Agenda Item: 2019 Single Family Notice of Funding Availability Project –  
The Golden S.E.E.D.S. Foundation (Follow-Up from March 23, 2020 HHS Committee Meeting)**

### **Phase I**

Sq. Ft.	Beds	Baths	Sales Price	No. of Models
1275	2	2	\$165,000.00	7
1425	3	2	\$175,000.00	1
1700	3	2	\$180,000.00	3

- Total development costs for Phase I are anticipated to be \$2.1 million;
- 6-month construction period per home with a 1-month absorption rate/sell time;
- Anticipated 11 housing starts in the first month resulting in a 6-month build-out of the project;
- 4% sales expense per home;
- The \$560,000.00 subsidy to be used to pay eligible constructions costs
- The resulting profit and loss analysis of the project indicates that with \$2.1 million in total project costs and homes priced as outlined above, there is a total estimated revenue of \$1.6 million. As such, the City's contribution of \$560,000.00 for Phase I allows the developer to **a)** close the gap (which is necessary because development costs outpace revenue based on the price points) and **b)** potentially secure a developer fee of approximately 13% on the initial phase of the project.

### **Phase II**

Sq. Ft.	Beds	Baths	Sales Price	No. of Models
1350	3	2	\$185,000.00	4
1700	3	2	\$195,000.00	7

- Total development costs for Phase II are anticipated to be \$2.7 million;
- 6-month construction period per home with a 1-month absorption rate/sell time;
- Anticipated 11 housing starts in the first month resulting in a 6-month build-out of the project;
- 4% sales expense per home;
- The \$840,000.00 subsidy to be used to pay eligible constructions costs
- The resulting profit and loss analysis of the project indicates that with \$2.8 million in total project costs and homes priced as outlined above, there is a total estimated



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SUBJECT **Upcoming Agenda Item: 2019 Single Family Notice of Funding Availability Project –  
The Golden S.E.E.D.S. Foundation (Follow-Up from March 23, 2020 HHS Committee Meeting)**

revenue of \$2 million. As such, the City's contribution of \$840,000.00 for Phase I allows the developer to **a)** close the gap (which is necessary because development costs outpace revenue based on the price points) and **b)** potentially secure a developer fee of approximately 13% on the initial phase of the project.

### **Issue**

At present, the City controls 24 vacant lots in The Bottom. Vacant lots do not provide tax revenue for the City and require regular maintenance. Maintaining a single vacant lot requires the City to spend approximately \$1,404 per year.

### **Fiscal Impact**

As proposed, the Developer seeks \$1,400,000.00 in District 4 General Obligation Bond funding for construction costs. The resulting capital stack is as follows:

Sources			Uses	
Developer Equity	\$ 199,030.00	4.1%	Acquisition + construction	\$ 199,030.00
City of Dallas D4 GO Bond Funds	\$ 1,400,000.00	29%	Unit Construction	\$ 1,400,000.00
TBD	\$3,222,393.00	66.8%	Unit Construction	\$3,222,393.00
	<b>\$ 4,821,423.00</b>			<b>\$ 4,821,423.00</b>

The anticipated developer fee for the project is approximately \$634,915.00 which represents approximately 13% of the total development costs.

As proposed, the development will generate approximately \$108,659.81 in annual property taxes of which \$30,870.25 will be captured as revenue by the City of Dallas. Sale of the Land Transfer lots will result in approximately \$25,000.00 in revenue for the City of Dallas. Lastly, the City of Dallas will save approximately \$33,696.00 in annual maintenance costs for the Land Transfer lots.

### **Staff Recommendation**

- Staff recommends Council approval of the item as detailed herein. Passage of the item will help the City achieve its affordable housing production goals.
- As indicated in the underwriting report, development team has the experience to successfully complete the proposed project. Staff will continue to work with the Developer to address any outstanding due diligence items prior to entering into any agreements.

DATE May 18, 2020

SUBJECT **Upcoming Agenda Item: 2019 Single Family Notice of Funding Availability Project –  
The Golden S.E.E.D.S. Foundation (Follow-Up from March 23, 2020 HHS Committee Meeting)**

Please feel free to contact David Noguera, Director of Housing & Neighborhood Revitalization at 214-670-5988, or [David.Noguera@dallascityhall.com](mailto:David.Noguera@dallascityhall.com) if you have any questions or need additional information.



Dr. Eric Johnson  
Chief of Economic Development & Neighborhood Services

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney (Interim)  
Mark Swann, City Auditor  
Billieae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager  
Jon Fortune, Assistant City Manager

Joey Zapata, Assistant City Manager  
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer  
M. Elizabeth Reich, Chief Financial Officer  
Laila Alequresh, Chief Innovation Officer  
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion  
Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-969

**Item #:** G.

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Amendments to the East Dallas Community Organization - Scattered Sites Loan Agreement to Reduce the Loan Amount and Number of Single-Family Homes to Close Out the Project [Cynthia Rogers-Ellickson, Assistant Director, Department of Housing and Neighborhood Revitalization  
Reese Collins, Area Redevelopment Manager, Department of Housing and Neighborhood Revitalization]

# Memorandum



DATE May 27, 2020

TO Members of the Housing and Homelessness Solutions Committee:  
Chad West, Chair, Casey Thomas, Vice-Chair, Carolyn King Arnold, Paula Blackmon, Lee Kleinman, Cara Mendelsohn, Jaime Resendez

SUBJECT **Upcoming Agenda Item – EDCO Scattered Sites Amendment**

This briefing memo is to inform you that this item will be on the May 27<sup>th</sup> Agenda for council approval.

## **Summary**

On November 1, 2019, HUD informed the City that it is no longer authorized to expend federal funds on the EDCO Scattered Sites Project as a result of the Office of Inspector General Audit Report Number 2019-FW-1004. The Department of Housing and Neighborhood Revitalization (Housing) is **(1)** reducing the HOME Investment Partnerships Program (HOME) loan amount from \$652,188.00 to \$424,677.34; and **(2)** reduce the number of HOME-funded single-family homes from nine to six **(3)** reduce the Neighborhood Stabilization Program (NSP) amount from \$55,020.00 to \$47,520.00; the combined total funds allocated will be \$472,197.44. Financing: No cost consideration to the City

Staff recommends an amendment to the loan agreement, as follows:

1. Reduce the loan amount to \$472,197.44; and
2. Reduce the number of HOME-funded single-family homes to be developed from nine to six.

FUND	Contract Amounts	Amount Paid/Drawn	Reduce Remaining Funds
HOME Funds (9 Units)	\$652,188.00	\$424,677.44	\$227,510.56
NSP Funds (1 unit)	\$55,020.00	\$47,520.00	\$7,500.00
Total Funds (total 10 units)	\$707,208.00	\$472,197.44	\$235,010.56

DATE May 27, 2020

SUBJECT **Upcoming Agenda Item – EDCO Scattered Sites Amendment**

These changes will close out the project and the City will no longer participate in or provide additional funding for the remaining homes.

For additional details, please contact David Noguera, Director of Housing and Neighborhood Revitalization, at [david.noguera@dallascityhall.com](mailto:david.noguera@dallascityhall.com) or 214-670-3619.



Dr. Eric Anthony Johnson  
Chief of Economic Development and Neighborhood Services

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
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Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-848

**Item #:** H.

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Acceptance of Four Grants from Preservation Dallas as a Match to City Funds for a Contract for a Historic Survey and Contextual Statements  
[Murray G. Miller, Historic Preservation Officer, Office of Historic Preservation]

# Memorandum



CITY OF DALLAS

DATE April 29, 2020

The Honorable Members of the Economic Development Committee:

TO Tennell Atkins (Chair), David Blewett (Vice-Chair), Jennifer Staubach Gates, Adam McGough, Omar Narvaez, Jaime Resendez, Chad West

SUBJECT **Acceptance of four grants from Preservation Dallas as a match for City funds for a contract for a Historic Survey and Contextual Statements**

On May 27, 2020, City Council will consider the acceptance of a financial contribution from Preservation Dallas in the amount of \$95,000. The funding aims to match the City's contribution of \$100,000 for a total of \$195,000 for the purpose of undertaking a historic thematic context assessment and survey of Greater Downtown Dallas. The contract for undertaking this work is also scheduled to be considered at the May 27, 2020, Council hearing.

## **Background Information**

In 2015, the Mayor's appointed Downtown Historic Preservation Task Force identified nine recommendations to improve the preservation program in Dallas. One of the recommendations was to conduct a downtown survey to provide a "base-layer for direction, to establish preservation priorities, and to provide a tool for existing and future planning." The Task Force encouraged exploring sources other than general funds to finance the survey.

Preservation Dallas, a nonprofit organization based in Dallas, participated on the Downtown Historic Preservation Task Force and the subsequent Preservation Solutions Committee. Preservation Dallas has accepted four grants in the amount of \$95,000 to help fund the survey as follows:

1. The Summerlee Foundation \$50,000;
2. Downtown Dallas, Inc. \$15,000;
3. The Hoblitzelle Foundation \$25,000; and
4. The National Trust for Historic Preservation \$5,000.

## **Scope of Survey Work to be Undertaken**

The Survey will provide a historic thematic context assessment and survey of Greater Downtown Dallas. The work will include undertaking a comprehensive reconnaissance field survey of the Downtown area and provide thematic context statements. Context statements provide the framework for evaluating the historic significance and integrity of a property and describe historic events, trends and people that are important to the physical development of an area. These themes may include early settlement; forms of

DATE April 29, 2020

SUBJECT **Acceptance of four grants from Preservation Dallas as a match for  
City funds for a contract for a Historic Survey and Contextual  
Statements**

development; transportation networks including railroads, street cars, and motor trolleys; architecture and engineering or tourism development.

The historic thematic context assessment and survey will also provide updated National Register information regarding contributing structures within City historic districts, assist with building identification as part of the City's demolition delay districts, and be a starting point towards an updated City of Dallas preservation plan.

### **Public Consultation**

The consultant will host an informational presentation to inform the public of the survey efforts and gather oral histories and historical documents that may inform the context statements. The consultant will submit a final report and copies of photographs, database files, maps, and research supporting the final report.

### **Schedule**

It is anticipated that the work on the survey and historic thematic context assessment will take up to 24 months to complete. The consultant will work with staff, historic preservation stakeholders, and the community throughout the process.

If you have questions about the grants or the historic thematic context assessment and survey, please contact Murray G. Miller, Historic Preservation Officer, Office of Historic Preservation at (214) 671-9260



**Dr. Eric Anthony Johnson**  
**Chief of Economic Development & Neighborhood Services**

c: Honorable Mayor and Members of the City Council T.C. Broadnax, City Manager Chris Caso, City Attorney Mark Swann, City Auditor Billerae Johnson, City Secretary Preston Robinson, Administrative Judge Kimberly Bizer Tolbert, Chief of Staff to the City Manager Majed A. Al-Ghafry, Assistant City Manager	Jon Fortune, Assistant City Manager Joey Zapata, Assistant City Manager Nadia Chandler Hardy, Assistant City Manager M. Elizabeth Reich, Chief Financial Officer Laila Alequresh, Chief Innovation Officer M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion Directors and Assistant Directors
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# City of Dallas

1500 Marilla Street  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 20-1080

**Item #:** I.

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Response to Questions Regarding Low Income Housing Tax Credit Developments and the Urban Design Peer Review Panel

[Eric A. Johnson, Chief of Economic Development and Neighborhood Services, City Manager's Office]

# Memorandum



CITY OF DALLAS

DATE May 21, 2020

TO The Honorable Members of the Housing and Homeless Solutions Committee:  
Chad West, Chair, Casey Thomas, Vice-Chair, Carolyn King Arnold,  
Lee M. Kleinman, Paula Blackmon, Cara Mendelsohn, Jaime Resendez

SUBJECT **Response to Questions Regarding Low Income Housing Tax Credit Developments and the Urban Design Peer Review Panel**

This memorandum is intended to summarize staff response to why Low-Income Housing Tax Credits (LIHTC) developments are not required to go through the Urban Design Peer Review Panel (UDPRP) and how to procedurally make this a requirement.

## **Summary**

After a request for information on requiring LIHTC developments to go through the UDPRP process was made, the City Manager's Office (CMO), Office of Economic Development (OED), Department of Planning & Urban Design (PUD), and the Department of Housing & Neighborhood Revitalization (HOU) all provided feedback to this question in relation to their specific service goals and developed the interdepartmental response below.

## **Background**

On May 4, 2020, the Economic Development Committee was briefed on four LIHTC applications requesting Resolutions of No Objection from the City for their application to the Texas Department of Housing and Community Affairs (TDHCA) for 4% non-competitive housing tax credits (HTC). Questions about why one of the applicants, Gateway Oak Cliff, is preparing to go through UDPRP review process, and another applicant, The Oaks, is not were raised. There were concerns with the design of The Oaks including the site layout, pedestrian access, lighting, and other design factors that could result in recommended changes by the UDPRP.

The Comprehensive Housing Policy (CHP) does not require Applicants to undergo UDPRP review or any other formal design review. Per the CHP, 4% non-competitive HTC applications are reviewed and recommended by staff based solely on completion, threshold requirements, and fair housing review. A 4% non-competitive HTC application meeting all requirements is then presented to Council for a Resolution of No Objection. LIHTC applications are required to provide maps and list the development's proximity to amenities such as high-frequency transit, public parks, full-service grocery stores, etc. If the applicant requires a zoning change, the applicant must apply for rezoning with the department of Sustainable Development and Construction. As a part of the development review process, multiple departments are routed applications to provide comments, including PUD. The departments work together to ensure appropriate design language is included in the rezoning, if applicable. This process can involve meeting with the applicant.

The UDPRP was initially set up to raise the bar on urban design expectations for private projects that receive City incentives and public projects in key areas where urban design guidelines have been established. This approach was taken with the knowledge that UDPRP review would result in design expectations that would go above and beyond existing zoning

DATE May 21, 2020  
SUBJECT **Response to Questions Regarding Low Income Housing Tax Credit Developments and the Urban Design Peer Review Panel**

requirements and could entail increased project costs. The City's current written policy regarding projects that require design review by the UDPRP is as follows:

- Projects that are applying for TIF funds;
- Municipal Projects within existing or previous TIF Districts or designated area plans;
- Projects at the applicant's request; and
- Other projects as designated by the City Manager or by the Director of Sustainable Development, Director of Housing, or Director of Economic Development with the approval of the City Manager.

OED has required real estate development projects applying for TIF funds to undergo UDPRP review since UDPRP was initially established in 2013. For many other real estate development projects located outside of TIF districts and requesting non-TIF incentives (i.e. grants, loans, or abatements), the Director of the Office of Economic Development has required UDPRP review. The recommendations of the UDPRP are considered advisory (not regulatory) but are in the vast majority of cases successfully and amicably incorporated into development agreements through subsequent board and council action. The recommendations are ultimately enforced by OED through their contract management process. These design expectations are unrelated to zoning and are not enforced by Building Inspection.

The Gateway Oak Cliff applicants have discussed with OED staff a potential need for gap financing from TIF funding or non-TIF incentives and it was recommended the applicants start the UDPRP process. While The Oaks application included a line item in their proposed sources labeled "Gap Funding," The Oaks applicants have not discussed the incentive application requirements with OED staff and have not commenced the UDPRP process at this time.

### **Issue**

Why all LIHTC applications are not required to go through the UDPRP process has been questioned and staff has identified several issues with implementing such a requirement. LIHTC developments generally do not receive City funding and only seek Resolutions of No Objection from the City. In most instances there would not be a development agreement between the City and the developer in which to include specific design recommendations to enforce any design expectations.

It is also important that LIHTC developments are not arbitrarily subjected to special City requirements that would not apply to other non-LIHTC housing development in similar circumstances, thus appearing to discriminate against affordable housing development. Higher urban design standards may add project costs that could be seen to render the project unviable. However, some LIHTC applicants do seek and receive City funding. In these instances, depending on whether the funding request is handled through OED or HOU, the respective department Directors or the City Manager could certainly require that the UDPRP process takes place. In these instances, there would also be a development agreement that could serve as an effective mechanism to enforce compliance, and City funding would be seen to help offset any added project costs.

Due to the lengthy development schedule of the LIHTC application process, most applicants requesting Resolutions of No Objection have not completed the high level of design work needed to begin the UDPRP process. Applicants generally have a basic site plan and elevations to determine the project's estimated construction costs and tax credit requirements but are

DATE May 21, 2020  
SUBJECT **Response to Questions Regarding Low Income Housing Tax Credit Developments  
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reluctant to commit resources to significant design work without receiving a Resolution of No Objection. Once an applicant receives a Resolution of No Objection from the City, they must then apply for and obtain a Certificate of Reservation (CAR) from the Texas Bond Review Board (TBRB) before applying for an award of HTC. Applications for a CAR must be submitted at least two weeks before a TBRB meeting. Once a project receives a CAR, it must submit its application for HTC at least 75 days prior to one of the monthly meetings of the TDHCA board. For the past two years, the State of Texas private activity bond allocation has been oversubscribed so it is crucial that applicants are able to apply for a CAR as soon as possible. Significant design work is typically completed after a CAR is submitted to the TBRB. A design review could potentially take place during this time period, but as stated above, non-LIHTC developments would not be subject to such requirements.

It should be noted that LIHTC developments must go through the City's development process where standard zoning requirements will be enforced. Applicants are also required to receive building permits from the City in order to close on the bond financing so standard building codes will also be enforced.

### **Recommendation**

Staff does not recommend a requirement that LIHTC developments go through the UDPRP process as the potential design changes cannot be properly enforced, non- LIHTC development is not subjected to the same requirements, and most applicants have not completed the level of design work necessary to participate in a UDPRP review and requirement of such design work could significantly delay the application schedule. However, the City should continue requiring LIHTC applicants requesting City funding go through the UDPRP process.

If the City wishes to establish additional urban design expectations for projects that do not receive City funding/incentives, it should do so consistently and proactively through tools such as form-based zoning. Through the proposed citywide comprehensive land use plan update, there will be policy conversations along these lines and opportunities for the Council to pursue such objectives strategically if desired.



Dr. Eric A. Johnson  
Chief of Economic Development and Neighborhood Services

c: Honorable Mayor and City Council  
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