

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, APRIL 25, 2022

22-0013

HOUSING AND HOMELESSNESS SOLUTIONS  
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE  
COUNCILMEMBER CASEY THOMAS, PRESIDING

PRESENT: [7] Thomas, Moreno, \*Arnold (\*\*9:27 a.m.), \*Blackmon, Mendelsohn,  
\*Ridley, Schultz

ABSENT: [0]

The meeting was called to order at 9:07 a.m. with a quorum of the committee present.

The meeting agenda, posted in accordance with Chapter 551, "OPEN MEETINGS," of the Texas Government Code, was presented.

After all business properly brought before the committee had been considered, the meeting adjourned at 11:35 a.m.

\_\_\_\_\_  
Chair

ATTEST:

\_\_\_\_\_  
City Secretary Staff

\_\_\_\_\_  
Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials are attached to the minutes of this meeting as EXHIBIT C.

**\*Note: Members of the Committee participated in this meeting by video conference.**

**\*\* Note: Indicates arrival time after meeting called to order/reconvened.**

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, APRIL 25, 2022

EXHIBIT A

**RECEIVED**

**2022 APR 21 PM 4: 13**

**CITY SECRETARY  
DALLAS, TEXAS**

## **City of Dallas**

*1500 Marilla Street,  
Council Chambers, 6th Floor  
Dallas, Texas 75201*

## **Public Notice**

**220427**

**POSTED** CITY SECRETARY  
DALLAS, TX



### **Housing and Homelessness Solutions Committee**

**April 25, 2022**

**9:00 AM**

## 2021 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
<b>ECONOMIC DEVELOPMENT</b> Atkins (C), Arnold (VC), McGough, Narvaez, Resendez, West, Willis	<b>ENVIRONMENT AND SUSTAINABILITY</b> Blackmon(C), Ridley (VC), Arnold, Bazaldua, Resendez, Schultz, West
<b>GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT</b> Mendelsohn (C), Willis (VC), Atkins, Bazaldua, McGough, Ridley, West	<b>HOUSING AND HOMELESSNESS SOLUTIONS</b> Thomas (C), Moreno (VC), Arnold, Blackmon, Mendelsohn, Ridley, Schultz
<b>PUBLIC SAFETY</b> McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	<b>QUALITY OF LIFE, ARTS, AND CULTURE</b> Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
<b>TRANSPORTATION AND INFRASTRUCTURE</b> Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	<b>WORKFORCE, EDUCATION, AND EQUITY</b> Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
<b>AD HOC JUDICIAL NOMINATING COMMITTEE</b> Resendez (C), Arnold, Bazaldua, Ridley, Thomas, West, Willis	<b>AD HOC LEGISLATIVE AFFAIRS</b> Atkins (C), McGough, Mendelsohn, Narvaez, Willis
<b>AD HOC COMMITTEE ON COVID-19 RECOVERY AND ASSISTANCE</b> Thomas (C), Atkins, Mendelsohn, Moreno, Ridley	<b>AD HOC COMMITTEE ON GENERAL INVESTIGATING &amp; ETHICS</b> Mendelsohn (C), Atkins, Blackmon, McGough, Schultz

(C) – Chair, (VC) – Vice Chair

### Handgun Prohibition Notice for Meetings of Governmental Entities

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

*"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."*

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

*"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."*

"Pursuant to Section 46.03, Penal Code (places weapons prohibited), a person may not carry a firearm or other weapon into any open meeting on this property."

*"De conformidad con la Sección 46.03, Código Penal (coloca armas prohibidas), una persona no puede llevar un arma de fuego u otra arma a ninguna reunión abierta en esta propiedad."*



This Council Committee meeting will be held by videoconference and in the Council Chambers, 6th Floor at City Hall.

The public is encourage to attend the meeting virtually, however, City Hall is available for those wishing to attend the meeting in person following all current pandemic-related public health protocols.

The meeting will be broadcast live on Spectrum Cable Channel 16 and online at [bit.ly/cityofdallastv](https://bit.ly/cityofdallastv).

The public may also listen to the meeting as an attendee at the following videoconference link:

<https://dallascityhall.webex.com/dallascityhall/onstage/g.phpMTID=e465f04659bdfd9c0b149544098aff643>

### **Call to Order**

### **MINUTES**

1.     [22-1035](#)     Approval of the March 28, 2022 Housing and Homelessness Solutions Committee Meeting Minutes

### **BRIEFING ITEMS**

- A.     22-1036     State of the Department of Housing and Neighborhood Revitalization  
[David Noguera, Director, Department of Housing & Neighborhood Revitalization]
- B.     22-1037     Dallas REAL Time Rapid Rehousing (DRTRR) Deep Dive Presentation  
[Christine Crossley, Director, Office of Homeless Solutions  
Joli Robinson (MDHA)]

### **REPORTS**

- C.     22-1049     Department of Housing & Neighborhood Revitalization Performance Measures  
[Jessica MacKinnon, Department of Housing & Neighborhood Revitalization]

### **UPCOMING AGENDA ITEMS**

- D.     22-1039     Upcoming Agenda Item: The Sale of 10 Land Transfer Program Lots to Masa Design Build, LLC for the Development of 10 Single Family Homes
- E.     22-1041     Upcoming Agenda Item: The Sale of 5 Land Transfer Program Lots to SG Provision LLC for the Development of 5 Single Family Homes

- F. 22-1042 Upcoming Agenda Item: Tax Equity and Fiscal Responsibility Act Approval for Bond Issuance by the City of Dallas Housing Finance Corporation (DHFC) to Issue Tax-exempt Bonds for Ash Creek Apartments Project (Located at 2605 John West Road)
- G. 22-1043 Upcoming Agenda Item: Approval of Development Loan Agreements with Terrace at Southern Oaks (3300 Southern Oaks Boulevard) in an Amount up to \$7,900,000.00 in HOME/CDBG Funds for the Development of 300 Units
- H. 22-1044 Upcoming Agenda Item: Homeless Shelter Facility Management Services Contract for The Bridge, located at 1818 Corsicana Street
- I. 22-1046 Upcoming Agenda Item: Tax Equity and Fiscal Responsibility Act Approval for Bond Issuance by the City of Dallas Housing Finance Corporation (DHFC) to Issue Tax-Exempt Bonds for Highpoint at Wynnewood Project (Located at 1911 Pratt Street)
- J. 22-1047 Upcoming Agenda Item: Adoption of the Comprehensive Housing Policy Racial Equity Assessment Recommendations  
[David Noguera, Director, Department of Housing & Neighborhood Revitalization]
- K. 22-1058 Upcoming Agenda Items: Authorization of Acceptance, Receipt, and Deposit of Additional Federal Grant Funding for the Emergency Rental Assistance Program  
[Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office; Jessica Galleshaw, Director, Office of Community Care]

**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]

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, APRIL 25, 2022

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

Item 1: Approval of the March 28, 2022 Housing and Homelessness Solutions Committee Meeting Minutes

Councilmember Mendelsohn moved to adopt the minutes with the following correction:

[March 28, 2022 – Briefing 2.]

**Adoption of the Comprehensive Housing Policy Racial Equity Assessment Recommendations:** A motion was made to approve the minutes for the February 15, 2022 Housing and Homelessness Solutions Committee. The motion passed unanimously.

[Corrected to read as follows]

- A motion was made to approve the Adoption of the Comprehensive Housing Policy Racial Equity Assessment Recommendation. The motion passed unanimously.

Motion seconded by Councilmember Schultz and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

BRIEFING ITEMS

Item A: State of the Department of Housing and Neighborhood Revitalization

The following individuals briefed the committee on the item:

- David Noguera, Director, Department of Housing & Neighborhood Revitalization;
- Thor Erickson, Manager – Area Redevelopment, Department of Housing & Neighborhood Revitalization; and
- Albert Gonzalez, Manager – Real Property, Department of Housing & Neighborhood Revitalization

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

BRIEFING ITEMS

Item B: Dallas REAL Time Rapid Rehousing (DRTRR) Deep Dive Presentation

The following individuals briefed the committee on the item:

- Christine Crossley, Director, Office of Homeless Solutions;
- Joli Robinson, Metro Dallas Homeless Alliance (MDHA); and
- David Woody III, President and CEO, The Bridge Homeless Recovery Center

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

REPORTS

Item C: Department of Housing & Neighborhood Revitalization Performance Measures

The committee discussed the item.



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

UPCOMING AGENDA ITEMS – MAY 11, 2022

Item D: Upcoming Agenda Item: The Sale of 10 Land Transfer Program Lots to Masa Design Build, LLC for the Development of 10 Single Family Homes

Councilmember Mendelsohn moved to forward Item D to city council.

Motion seconded by Councilmember Schultz and unanimously adopted.

Item E: Upcoming Agenda Item: The Sale of 5 Land Transfer Program Lots to SG Provision LLC for the Development of 5 Single Family Homes

Councilmember Schultz moved to forward Item E to city council.

Motion seconded by Councilmember Mendelsohn and unanimously adopted.

Item F: Upcoming Agenda Item: Tax Equity and Fiscal Responsibility Act Approval for Bond Issuance by the City of Dallas Housing Finance Corporation (DHFC) to Issue Tax-exempt Bonds for Ash Creek Apartments Project (Located at 2605 John West Road)

Councilmember Schultz moved to forward Item F to city council.

Motion seconded by Councilmember Mendelsohn and unanimously adopted.

Item G: Upcoming Agenda Item: Approval of Development Loan Agreements with Terrace at Southern Oaks (3300 Southern Oaks Boulevard) in an Amount up to \$7,900,000.00 in HOME/CDBG Funds for the Development of 300 Units

Councilmember Schultz moved to forward Item G to city council.

Motion seconded by Councilmember Moreno and unanimously adopted.

Item H: Upcoming Agenda Item: Homeless Shelter Facility Management Services Contract for The Bridge, located at 1818 Corsicana Street

Councilmember Mendelsohn moved to forward Item H to city council.

Motion seconded by Councilmember Schultz and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

UPCOMING AGENDA ITEMS – MAY 11, 2022

Page 2

Item I: Upcoming Agenda Item: Tax Equity and Fiscal Responsibility Act Approval for Bond Issuance by the City of Dallas Housing Finance Corporation (DHFC) to Issue Tax-Exempt Bonds for Highpoint at Wynnewood Project (Located at 1911 Pratt Street)

Councilmember Mendelsohn moved to forward Item I to city council.

Motion seconded by Councilmember Schultz and unanimously adopted.

Item J: Upcoming Agenda Item: Adoption of the Comprehensive Housing Policy Racial Equity Assessment Recommendations

Item J was pulled by Councilmember Thomas.

Item K: Upcoming Agenda Items: Authorization of Acceptance, Receipt, and Deposit of Additional Federal Grant Funding for the Emergency Rental Assistance Program

Councilmember Schultz moved to forward Item K to city council.

Motion seconded by Councilmember Mendelsohn and unanimously adopted.

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, APRIL 25, 2022

EXHIBIT C

# Housing and Homelessness Solutions Committee Meeting Record

The Housing and Homelessness Solutions Committee meetings are recorded. Agenda materials are available online at [www.dallascityhall.com](http://www.dallascityhall.com). Recordings may be reviewed online at <https://dallastx.swagit.com/ad-hoc-committees>.  
**Note: This meeting was conducted via videoconference to comply with a social distancing mandate during a declared state of disaster.**

**Meeting Date:** March 28, 2022

**Convened:** 9:32 a.m.

**Adjourned:** 11:38 a.m.

**Committee Members Present:**

Casey Thomas II, Chair  
Jesse Moreno, Vice Chair  
Carolyn King Arnold  
Paula Blackmon  
Cara Mendelsohn  
Paul E. Ridley  
Jaynie Schultz

**Committee Members Absent:**

**Other Council Members Present:**

## **AGENDA**

### **CALL TO ORDER**

### **BRIEFINGS**

1. **Approval of the February 28, 2022 Housing and Homelessness Solutions Special Called Committee Meeting Minutes Action Taken/Committee Recommendation(s):** A motion was made to approve the minutes for the February 28, 2022 Housing and Homelessness Solutions Committee. The motion passed unanimously.

Motion made by: Jaynie Schultz

Motion seconded by: Cara Mendelsohn

2. **Adoption of the Comprehensive Housing Policy Racial Equity Assessment Recommendations:** A motion was made to approve the minutes for the February 15, 2022 Housing and Homelessness Solutions Committee. The motion passed unanimously.

Motion made by: Jaynie Schultz

Motion seconded by: Jesse Moreno

3. **Authorize a Resolution Approving the Dallas Public Facility Corporation's Acquisition, Development, and Ownership of the Standard on Standard West Commerce Apartments, to be located at 1400 West Commerce Street:** A motion was made to authorize a resolution approving the Dallas Public Facility Corporation's Acquisition, Development, and Ownership of the Standard on Standard West Commerce Apartments, to be located at 1400 West. The motion passed unanimously.

Motion made by: Jaynie Schultz

Motion seconded by: Jesse Moreno

4. **Authorize a Resolution Approving the Dallas Public Facility Corporation's Acquisition, Development, and Ownership of the Standard at Royal Lane Apartments, to be located at 2737 Royal Lane:** A motion was made to authorize a resolution approving the Dallas Public Facility Corporation's Acquisition Development, and Ownership of the Standard at Royal Lane Apartments, to be located at 2737 Royal Lane with the directive to highlight the importance of particular year markers. The motion passed unanimously.

Motion made by: Jaynie Schultz

Motion seconded by: Paul E. Ridley

**ADJOURN (11:15 a.m.)**

**APPROVED BY:**

**ATTESTED BY:**

**Casey Thomas II, Chair**  
**Housing and Homelessness Solutions Committee**

**Taylor Moody, Coordinator**  
**Housing and Homelessness Solutions Committee**

DRAFT



**City of Dallas**

# **State of the Department of Housing and Neighborhood Revitalization**

**Housing and Homelessness Solutions  
April 25, 2022**

David Noguera, Director  
Department of Housing & Neighborhood Revitalization

# Presentation Overview



- Purpose
- General Administration
- Home Repair
- Development
- PFC-HFC
- Land Bank/Transfer
- Homebuyer Assistance
- Strategy
- Portfolio Management



# Purpose

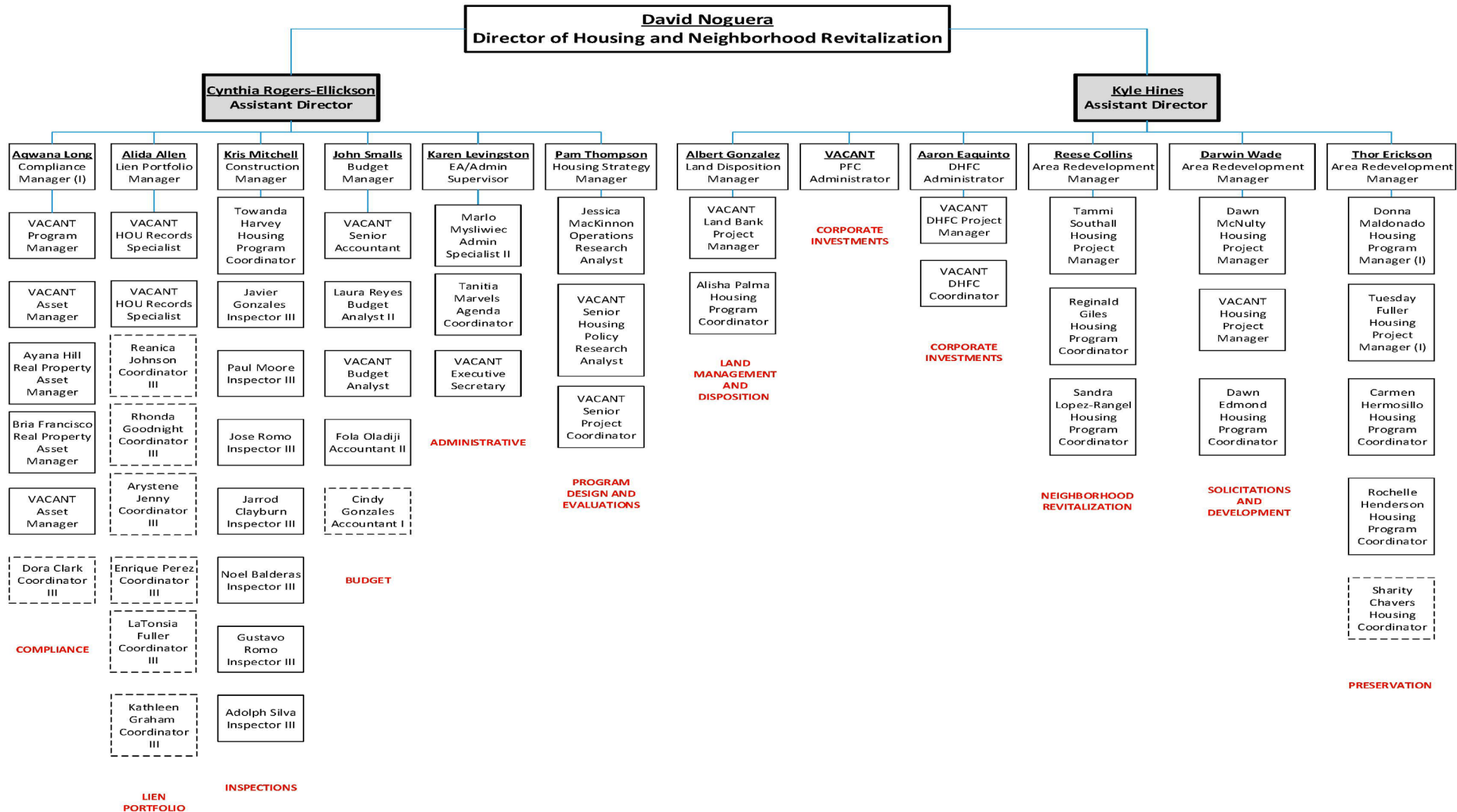


- Provide updates on:
  - Historical transformation of the Department
  - Status of each Division/Program within the Department
  - Accomplishments to-date
  - Ongoing challenges





# Department Organizational Chart



# General Administration



## Historical

Designed to provide

- General administration for Executive Team
- Central management of City Council agenda items
- Department oversight for hiring and onboarding
- Responses to Open Record Requests and 311 correspondence
- Department-wide coordination for meetings, communications, training, office management, etc.

## Accomplishments

- Redesigned Department website
- Standardized tools for onboarding, newsletters, SOPs, agenda forecasting
- Raised compliance with all required training

## Ongoing Challenge

- Staff of 4; turn-over is continuous; talented staff promotes out of group and possibly department; work is intense which deters many



# Home Repair



## Historical

- Home Improvement and Preservation Program (HIPP) was created in 2018 with adoption of the Comprehensive Housing Policy (CHP)
- Targeted Repair Program (TRP) was launched in January 2021
- Dallas Tomorrow Fund is a Dallas Code Compliance program administered by Housing and was re-launched in January 2021
- Healthy Homes Lead Reduction was launched in 2019
- American Rescue Plan Act Neighborhood Repair Program was created in December 2021
- 8 staff members work on this team with 1 vacancy



# Home Repair - Continued



## Accomplishments

- Year over year production increased from 11 home repairs in '19-20 to 189 in '20 -21, and as of today 210 in the pipeline are to be completed by end of FY22
- All programs managed by same team with similar processes
- Common Paper Application in English and Spanish
- Neighborly – Applicant process, draw request, and lien tracking

## Ongoing Challenges

- Contractor capacity; time to execute contracts; permits time for reconstruction; cost and availability of construction material; keeping up with the demand across all programs



# Home Repair



	2018-2019	2019-2020	2020-2021	2021-2022	Under Construction	Agreement Stage
HIPP Rehab	12	11	31	6	25	31
HIPP Recon	7	0	0	2	22	4
HHLR	n/a	0	0	0	0	0
DTF	0	0	5	3	12	2
West Dallas	n/a	n/a	0	13	22	8
Tenth Street	n/a	n/a	0	0	0	0
Minor/ Emergency	0	0	153	0	0	4
ARPA NRP	n/a	n/a	n/a	0	0	0





# Development



## Historical

Created a standing Development Notice of Funding Availability to better align with developer needs

- Adopted mixed-income development philosophy to break down Racial Ethnic Concentrated Areas of Poverty (RECAP)
- Established monthly pre-submission meetings to market and inform developers of NOFAs process

## Accomplishments

- Allocated almost \$40M to rental housing
- Developed a pipeline of 1,547 mixed-income rental units
- Allocated \$10.5 to for sale housing
- Developed a pipeline of 449 mixed-income for sale units

## Ongoing Challenges

- Rising cost of land and construction, increasing gap financing requests, limited city funding sources, developer capacity, permitting delays, staff turnover and contract execution



## Historical

- 1984: Dallas Housing Finance Corporation created
- 2020: Dallas Public Facility Corporation created
- Powerful tools for development of affordable, mixed-income, and workforce housing
- DHFC owns properties in partnership with developers, issues private activity bonds to fund affordable housing
- DPFC owns properties, but primarily funds project through property tax exemptions
- DHFC and DPFC governed by separate 15-person Boards with Housing staff managing the day-to-day management of the Corporations

## Accomplishments

- Completions: DHFC 6 properties/1,219 units complete
- DHFC 8 properties/1,891 units under construction
- Entire LIHTC/DHFC program has over \$500M in affordable housing development under construction
- DPFC approved 4 projects/1,139 units since its first Board meeting in November 2022
- DPFC represents approximately \$250M in workforce/mixed-income housing development throughout the City

## Ongoing Challenge

- Issues remain due to an oversubscription of private activity bonds at the State level and NIMBYism



# Land Bank/Land Transfer



## Historical

- In 2004, the City of Dallas designated the Dallas Housing Acquisition and Development Corporation (DHADC) to administer the Land Bank Program
- Program allows City to 1) reclaim vacant real property from tax delinquency status and 2) use such land to develop affordable housing for low-income households or for commercial purposes
- In 2019, City Council adopted an amendment to the Comprehensive Housing Policy to add the Land Transfer Program. In FY 2020-2021, the Housing Department activated the Land Transfer Program
- Land Transfer Program allows the City to sell qualifying city-owned real property and resell tax-foreclosed real property to for-profit, non-profit and/or religious organizations in a direct sale at less than fair market value of the land, consistent with the authorizing state statute or city ordinance
- The sale of real property pursuant to the Land Transfer Program will enable the City to facilitate the development of housing units that will be offered for sale, lease or lease-purchase to low and moderate-income households and, on appropriate parcels of land, enable the City to facilitate the development of commercial uses such as neighborhood retail



# Land Bank/Land Transfer



## Accomplishments

- To date, the Land Bank Program has sold 785 vacant lots for the construction of affordable housing
- In FY 2021-2022, 11 permits issued to start construction, 38 units are under construction, 17 units complete, and 8 units sold to income eligible homeowners
- Land Transfer Program approved the sale of 244 vacant lots to eligible developers for the construction of affordable housing
- In FY 2021-2022, 35 permits issued to start construction, 18 units are under construction, 2 units complete, and 2 units pending sale to income eligible homeowners

## Ongoing Challenge

- A significant challenge to the Land Bank Program is funding to acquire additional property. A significant challenge to the Land Transfer Program is availability of inventory in the Real Estate Division to utilize for the Program
- Both programs are re-zoning properties to be used for residential use and increased costs in residential construction



# Homebuyer Assistance (DHAP)



## Historical

- DHAP activity has increased significantly with the most recent changes to the CHP. Specifically with adjusting the program to mimic HUD applicant status, as well as more competitive loan terms
- Staff continues to underwrite loans to ensure success, create equity, and prevent predatory lending within the Real Estate market

## Accomplishments

- 11 Loans have been Closed to date, exceeding the annual goal
- 13 Loans have been pre-approved, allowing potential homebuyers to locate a home they would like to purchase
- Staff income qualifies all Homebuyers for Development Projects approved through the NOFA - Notice of Funding Available



# Homebuyer Assistance (DHAP)



## Ongoing challenges

- Potential Homebuyers do not have many options to purchase homes at or below \$250k, resulting in withdrawal from the program
- With increased Sale Prices, many Homebuyers need more subsidy to obtain Housing within City Limits



# Strategy Team



## Historical

- Created in 2019 to develop and amend policies and programs, track accomplishments, improve operations, and perform data analysis for the department

## Accomplishments

- Created/refined Mixed Income Housing Development Bonus, Neighborhood Empowerment Zones, Title and Property Assistance, Targeted Repair, DHAP, and others
- Continued implementation and management of databases for case management, data collection, and reporting for all programs
- Provide mapping and data support for Housing policies and programs, interdepartmental efforts, and City Council/Committee requests

## Ongoing Challenge

- Lack of staff, workload demands cause delays in long-range projects and stifle innovation





# Portfolio Management



## Historical

- Department operated on a reactive basis by responding to requests for lien releases as the public brought them forward
- Releasing and revising liens per the December 2021 City Council approved initiative

## Accomplishments

Request Type	In Process (Pipeline)	CAO	Cancelled	On Hold	Complete	Grand Total
ROL	49	36	19	11	79	194
Partial Release		1				1
Payoff/ROL	6	5	2	2	5	20
Assumption		1				1
Subordination		2			1	3
Grand Total	55	45	21	13	85	219

## Ongoing challenges

- Releases take 30-45 days to complete



# Asset Management



## Historical

- Compliance division is responsible for prevention, monitoring and resolution, and advisory services. Implements controls to protect the City of Dallas from all risks

## Accomplishments

- Currently monitoring over 300 units, to be completed by September 30
  - CDBG- 10
  - HOME- 16
  - BOND- 5
  - Davis-Bacon-3
- CDBG Training completed for all new employees in March 2022
- HOME Training scheduled for April 2022
- Internal Audits for all Housing Programs underway

## Ongoing Challenges

- Ongoing training needed for Developers and Property Managers to ensure compliance with funding is met
- Monitoring Davis- Bacon for current development projects
- Ensuring environmental reviews are completed prior to funding being issued





**City of Dallas**

# **State of the Department of Housing and Neighborhood Revitalization**

**Housing and Homelessness Solutions  
April 25, 2022**

David Noguera, Director  
Department of Housing & Neighborhood Revitalization



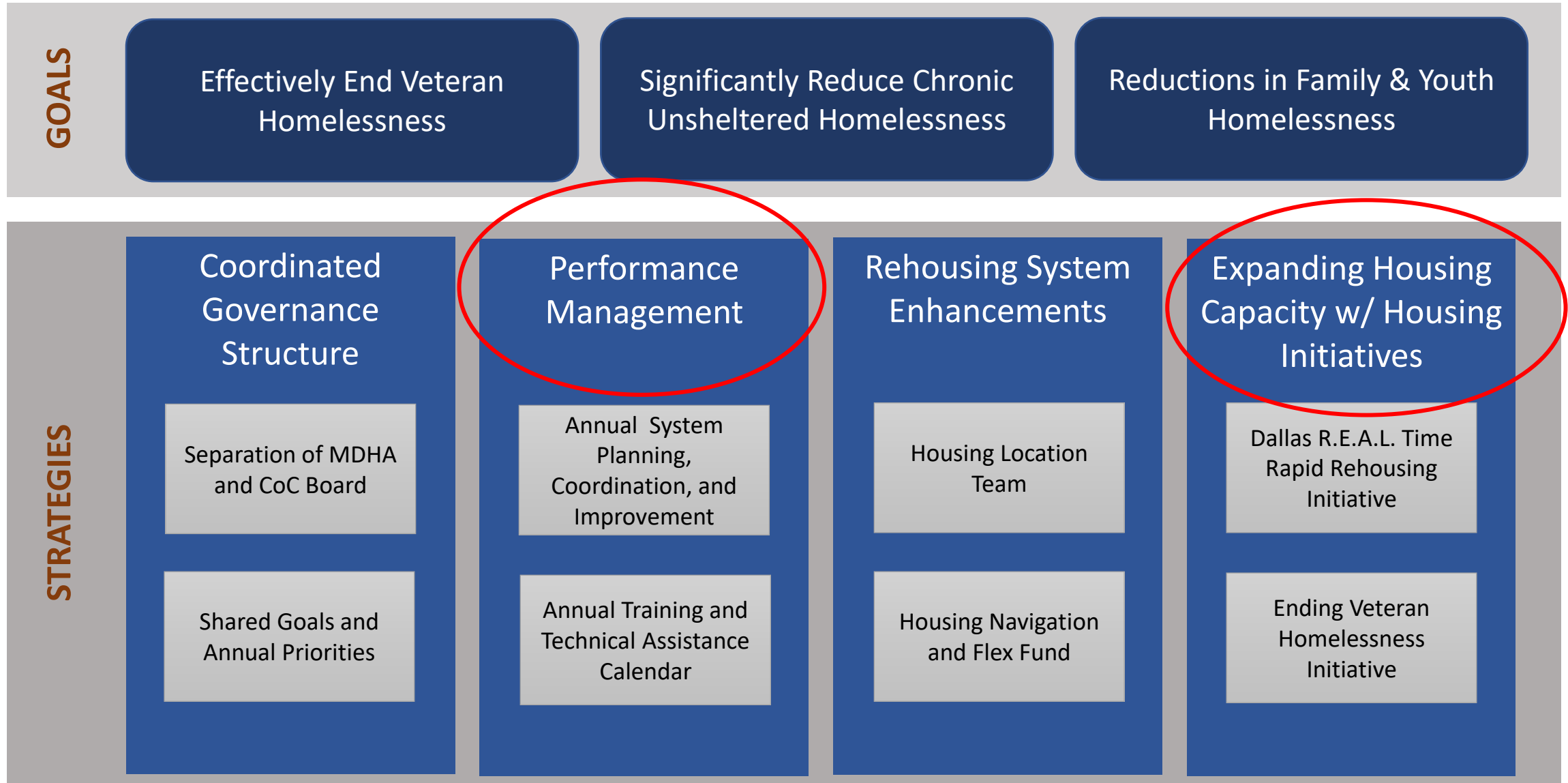


# Dallas R.E.A.L. Time Rapid Rehousing Updates

April 2022

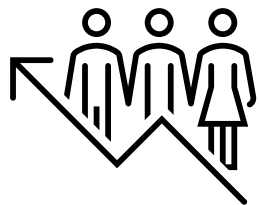
# Homeless Collaborative Goals

## *Achieving Measurable Results in Five Years*



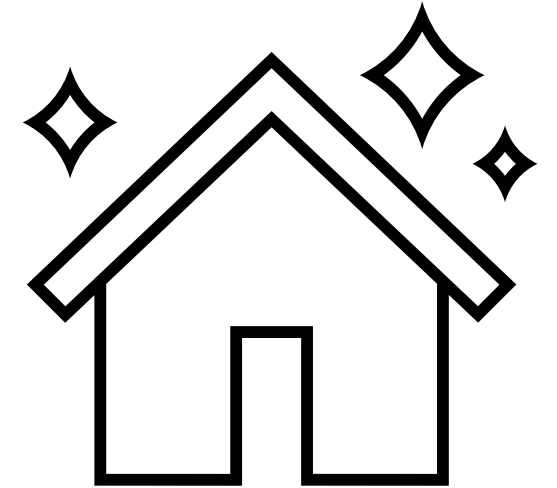
# Building a Performance Culture

## Annual Data to Action Cycle



# Core System Performance Measures (SPM)

## Helping People Become Quickly and Stably Housed



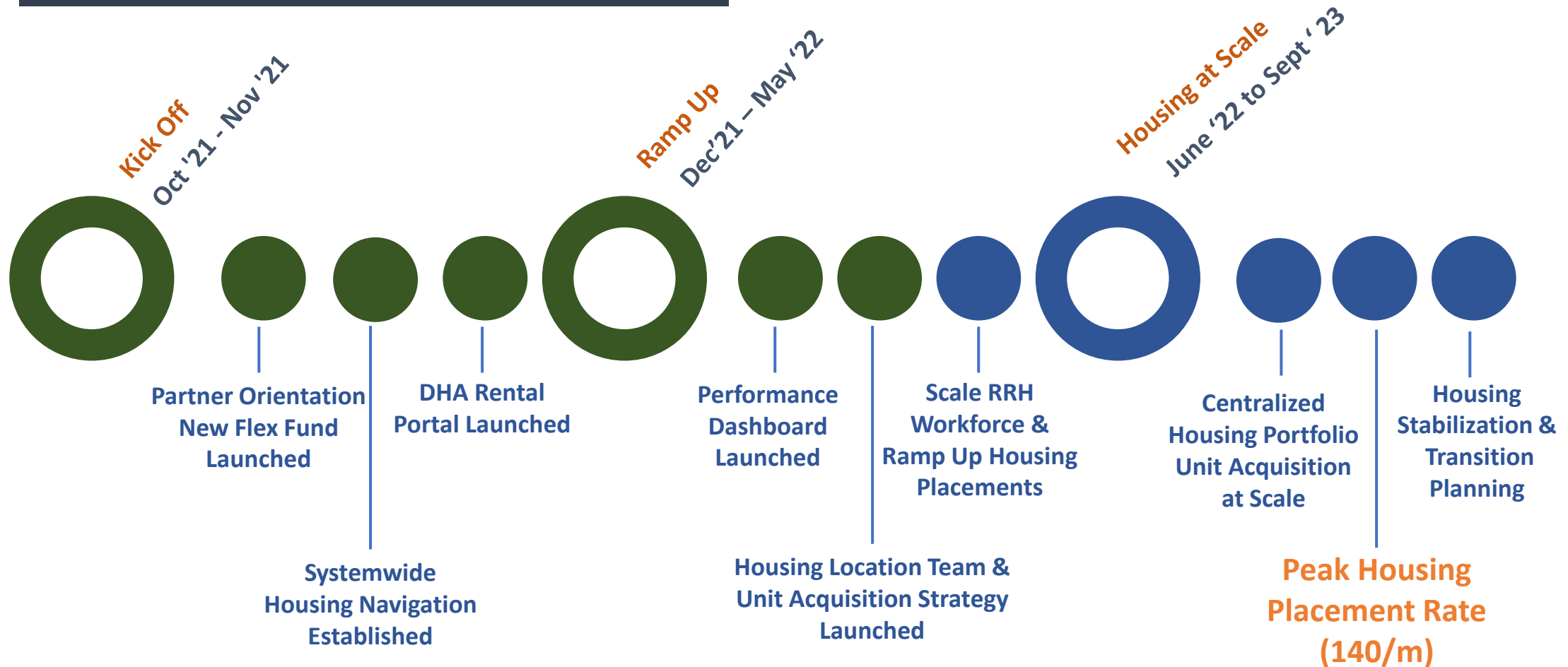
# Dallas R.E.A.L. Time Rapid Rehousing Initiative

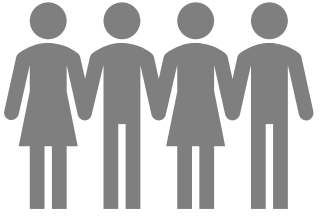


**Ending Homelessness with Public and Private Partnerships**

# Ramping Up Dallas R.E.A.L Time Rapid Rehousing Initiative

GOAL: 2,762+ Individuals or Families Housed  
Oct 2021 to Sept 2023





# Who are we Serving?

Data from October 2021-Present

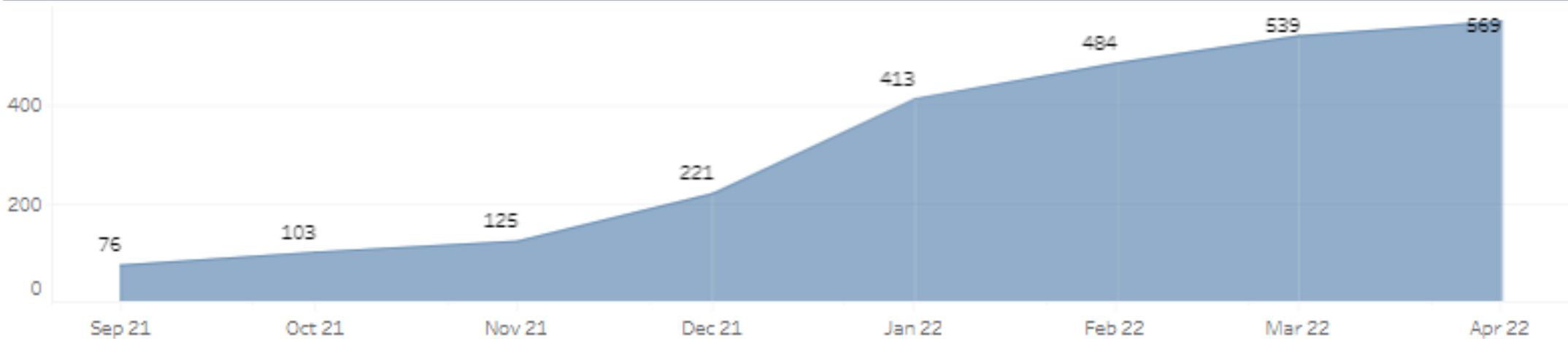
Who has been enrolled?

Domestic violence survivors served by specialized housing projects are excluded from this data set.

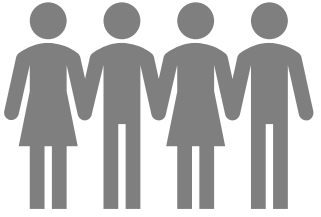
Intervention  
All

Count Level  
Households

Total Enrollments (All - Households)



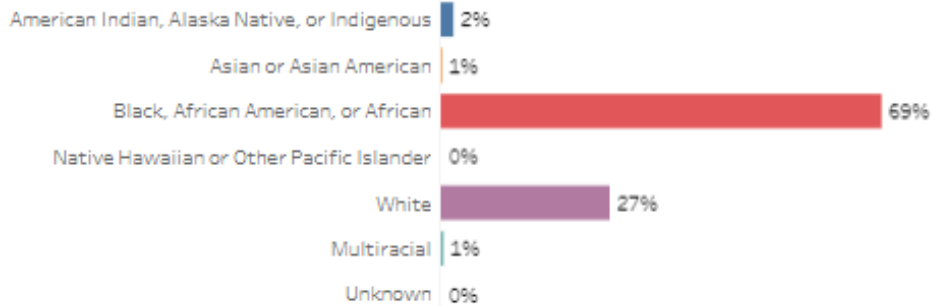
**591** households are enrolled in Dallas R.E.A.L. Time and on a pathway to permanent housing; dashboard does not reflect data from DV providers who are required to restrict data sharing in HMIS.



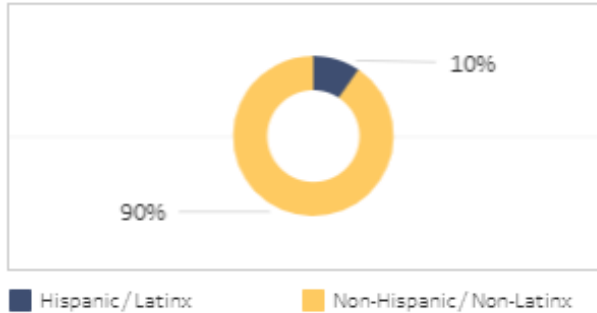
# Who are we Serving?

## Demographic Breakdown of Enrolled Households (All)

### Race



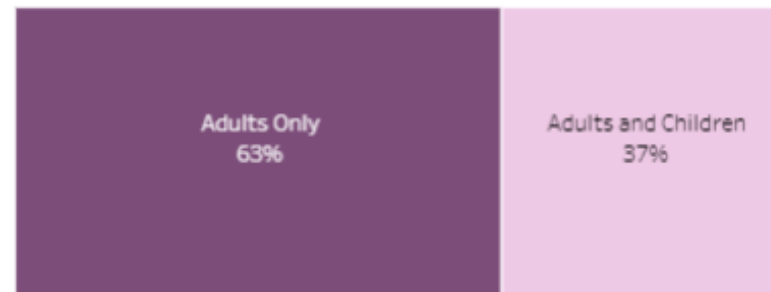
### Ethnicity



### Gender



### Household Type



Black/African American households make up **69 %** to the total population of households enrolled in Dallas R.E.A.L. Time.

**63%** of household enrolled are singles and **37%** are families with children; **57%** of households are females as Dallas REAL Time targeted families first

A total of **405** Black/African American males have been enrolled in the program





# Who has been housed?

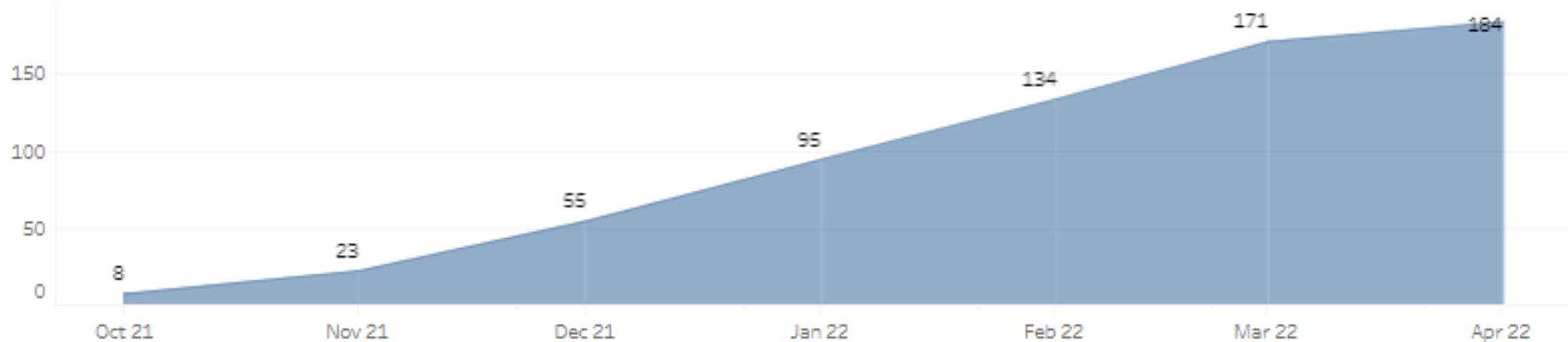
Data from October 2021-Present

Who has been housed?

Domestic violence survivors served by specialized housing projects are excluded from this data set.

Intervention	Count Level
All	Households

Total Placements (All - Households)



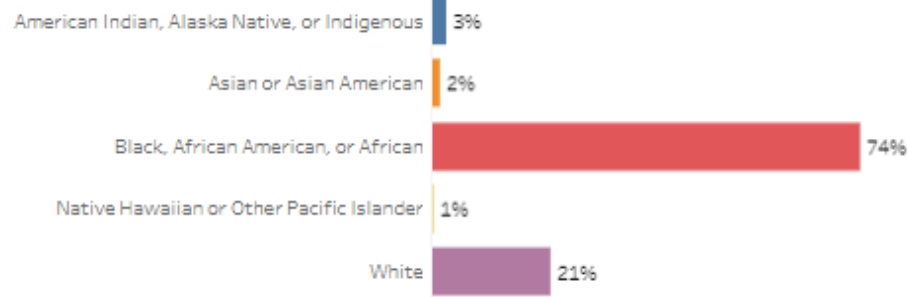
**206** households have moved into permanent housing, dashboard does not reflect data from DV providers who are required to restrict data sharing in HMIS



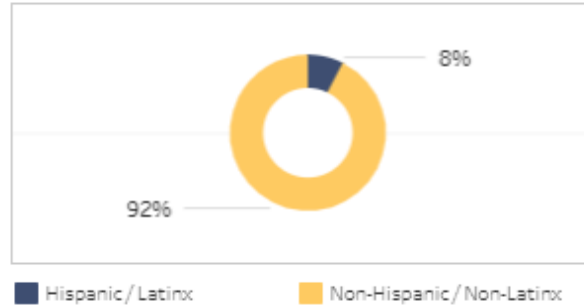
# Who has been housed?

## Demographic Breakdown of Placed Households (All)

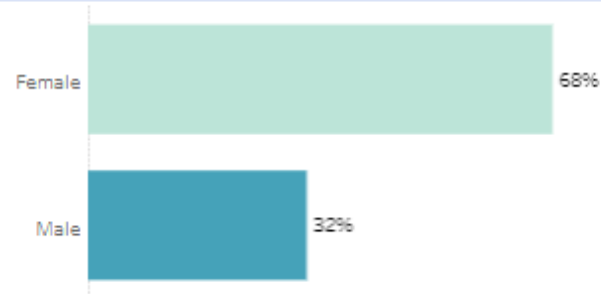
### Race



### Ethnicity



### Gender



### Household Type



Of those who have been housed through Dallas R.E.A.L. Time, **74%** are Black/African American, **49%** are singles; **51%** are females

A total of **147** Black/African American males have been housed through the program

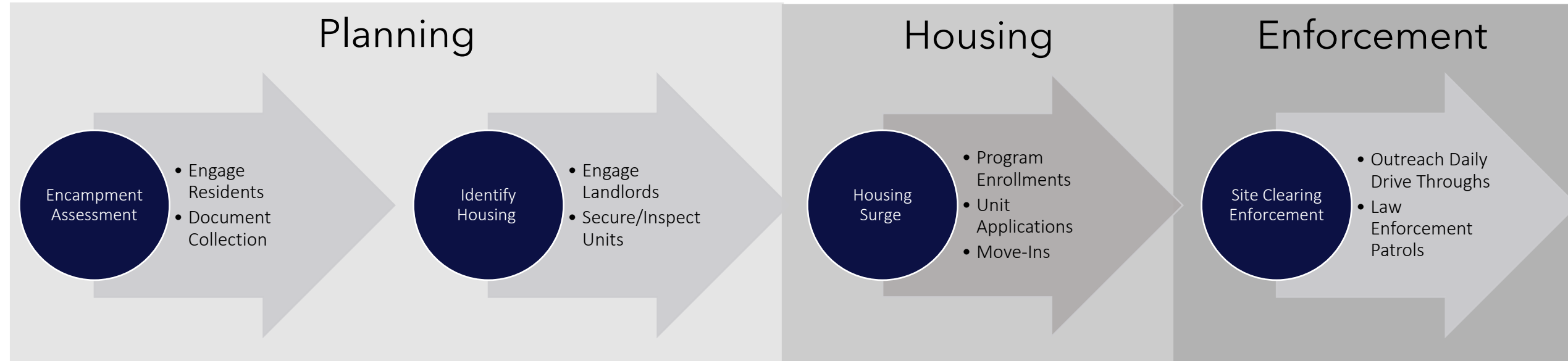


# Examining Racial Equity

- Black/African American households are being enrolled and housed through Dallas REAL Time at higher rates than other groups
  - Black/African American households make up 55 % of the total homeless population but 69 % of those enrolled in Dallas R.E.A.L. Time and 74% of those housed through the program
- It's taking on average 88 days from the point of referrals for Black households to move into housing vs 68 days for white households
  - Further research and analysis will be conducted to evaluate why this disparity exists

# Encampment Decommissioning

*Creating pathways to housing for people living unsheltered*



*Bringing together several partners with a common mission to end homelessness and resolve public health risks and community challenges caused by encampments*

- Metro Dallas Homeless Alliance
- Dallas Housing Authority
- Outreach & Housing Providers
- Code Compliance
- Law Enforcement
- Office of Homeless Solutions



## Encampment Decommissioning Testing & Refining Our Approach



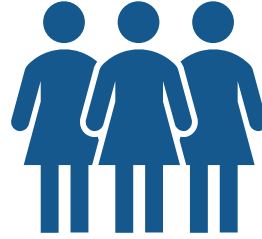
- 6 small encampments cleared + rehousing surge to practice and refine the approach
- New, larger site currently underway



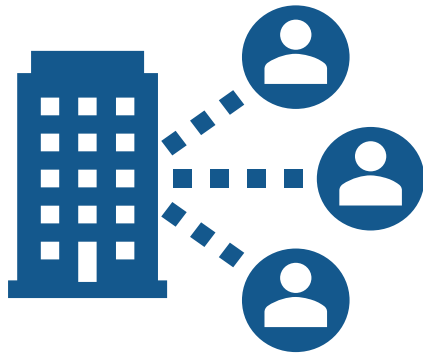
Scaling Housing Options



Promoting Racial  
Equity



Leveraging Collective  
Strengths



Building Workforce Capacity

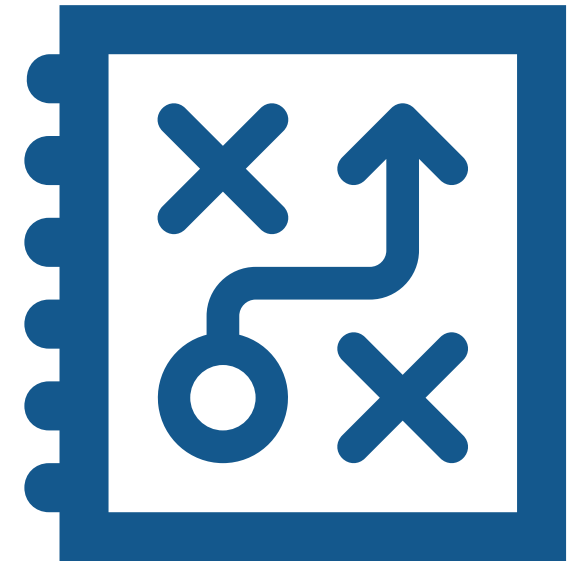


Leading Model  
Showcased Nationally

# What's Next for Dallas

## R.E.A.L. Time

### Transformation In Action



Continuous Performance  
Management and Improvement





# Dallas R.E.A.L. Time Rapid Rehousing Updates

March 2022

# Memorandum



CITY OF DALLAS

DATE April 22, 2022

Honorable members of the Housing and Homelessness Solutions Committee: Casey Thomas (Chair), Jesse Moreno (Vice Chair), Carolyn King Arnold, Paula Blackmon, Cara Mendelsohn, Paul Ridley, Jaynie Schultz

SUBJECT **Department of Housing Performance Measure Update**

The Department of Housing and Neighborhood Revitalization (Housing) reports monthly project information and accomplishments to the Housing & Homelessness Solutions Committee. This memo will summarize accomplishment that occurred in March 2022. The updated attachments are included, and more details are listed below:

## Development

This month's memo includes the newest version of the development project pipeline which includes more detailed information about developments that are being reviewed and prepared for City Council review, have been approved by City Council and are in other predevelopment phases, are under construction, or have been completed or cancelled this fiscal year. Details include property information, location information, funding information, and key dates regarding the project's status.

The pipeline saw the following major changes in March:

- Housing received four (4) Notice of Funding Availability (NOFA) applications for a total of 356 units. Two (2) of these applications were Low-Income Housing Tax Credit (LIHTC) projects approved by the City Council this year that require additional gap funding to complete the development. Housing staff will review these applications and bring to the City Council for approval at a later date.
- The Land Transfer Program received applications for the sale of 16 lots to Covenant Homes, which staff will review and bring to the City Council at a later date.
- The City Council approved the sale of 15 Land Transfer lots to Affluency homes for the development of affordable housing. Staff will process and close this sale in the coming months.
- Three (3) land bank homes and three land transfer homes received build permits, and three (3) land bank homes and one single-family NOFA home were completed.



DATE April 22, 2022  
SUBJECT **Department of Housing Performance Measure Update**

- The City Council approved Oakhouse at Colorado through the Dallas Public Facilities Corporation (DPFC) including 215 units, of which 51% are reserved for families earning at or below 80% AMI. Construction should commence in late 2022.
- The DPFC Board gave preliminary approval to Standard Shoreline, a 300-unit development in Council District 9 that is 51% workforce at 80% AMI and 49% market rate.

## **Repair**

Housing staff manages a handful of repair programs suited to different needs and different funding sources. In general, the home repair programs continue to move forward with a significant number of home repairs in the progress pipeline.

The Home Improvement and Preservation Program (HIPP) saw noticeable accomplishments in March 2022 with seven (7) homes completing initial inspection, 10 new agreements signed so construction can begin, and three (3) home repairs reaching completion. There are currently 41 HIPP homes under construction.

The West Dallas Targeted Repair Program (TRP) is also moving forward. In March 2022, 13 home repairs were completed and additional 10 homes were inspected and may move forward into contracting if all qualifications were met. There are currently 12 West Dallas TRP homes under construction.

The Dallas Tomorrow Fund (DTF) has been a popular program despite its limited funding and applications. Housing logged 13 new applications in March, one (1) home inspection, and one (1) completed home repair. Two (2) DTF homes are currently under construction.

Preparations for the new freedman's town ARPA repair programs are progressing, with new dedicated staff being hired to be prepared to work within the targeted communities. Housing anticipates opening applications for 10<sup>th</sup> Street, Joppa, and Five Mile soon.

## **DHAP**

The Dallas Homebuyer Assistance Program (DHAP) is progressing much faster this year due to recent changes in the Comprehensive Housing Policy (CHP) allowing for more competitive loan terms and requirements. In March 2022, Housing received four (4) new applications, prequalified three (3) new homebuyers, and closed one (1) new loan. So far this year, Housing staff has closed 10 loans compared to only two (2) at this same point last year, already reaching its annual goal.

DATE April 22, 2022  
SUBJECT **Department of Housing Performance Measure Update**

## Other

In March, The City of Dallas (City) issued new construction permits on 1,276 new housing units for a total of 4,985 new units. This fiscal year to date, 1,592 units supported by Housing have received a permit, meaning that more than 30% of housing units permitted in Dallas so far this year have received support from the City.

Should you have any questions or require any additional information, please contact me or David Noguera, Director, Department of Housing & Neighborhood Revitalization at [David.Noguera@DallasCityHall.com](mailto:David.Noguera@DallasCityHall.com) or 214-670-3619.



Majed A. Al-Ghafry, P.E.  
Assistant City Manager

Attachments: Council Approved Development Pipeline, Home Repair Pipeline, Homebuyer Assistance Pipeline

c:	T.C. Broadnax, City Manager Chris Caso, City Attorney Mark Swann, City Auditor Billerae Johnson, City Secretary Preston Robinson, Administrative Judge Kimberly Bizer Tolbert, Deputy City Manager Jon Fortune, Deputy City Manager	M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager Robert Perez, Interim Assistant City Manager Carl Simpson, Interim Assistant City Manager M. Elizabeth Reich, Chief Financial Officer Genesis D. Gavino, Chief of Staff to the City Manager Directors and Assistant Directors
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Phase	Project	Council District	Developer	City Involvement	Financial Structure	Property Address	Development Cost	Reserved Units	Market Units	Total # of Units
Completed	Palladium Redbird	8	Palladium	DHFC, HOU, MIHDB	4% Tax Credit	7202 South Westmoreland Road	\$ 60,806,749	210	90	300
	Darby Knox District	14	Alliance	MIHDB	MIHDB Zoning	4444 Cole Ave	NA	34	299	333
	Land Bank Program	4	Hedgestone Investments	DHADC	Private	4744 Burma Road	\$ 195,000	1	0	1
	Land Bank Program	7	Confia Homes	DHADC	Private	4002 Marshall Drive	\$ 185,000	1	0	1
	Land Bank Program	7	Confia Homes	DHADC	Private	2723 Choice Street	\$ 175,000	1	0	1
	Land Bank Program	7	Focis Holdings	DHADC	Private	4535 Frank Street	\$ 170,000	1	0	1
	Land Bank Program	7	Builders of Hope	DHADC	Private	4105 Hamilton Avenue	\$ 180,000	1	0	1
	Land Bank Program	7	Builders of Hope	DHADC	Private	4321 Hamilton Avenue	\$ 180,000	1	0	1
	Land Bank Program	7	Builders of Hope	DHADC	Private	3925 Hamilton Avenue	\$ 170,000	1	0	1
	Land Bank Program	4	Marcer Construction	DHADC	Private	1423 E. Louisiana Avenue	\$ 190,000	1	0	1
	Land Bank Program	4	Marcer Construction	DHADC	Private	2763 Prosperity Avenue	\$ 190,000	1	0	1
	Land Bank Program	4	Marcer Construction	DHADC	Private	1707 Sicily Street	\$ 165,000	1	0	1
	Land Bank Program	7	Marcer Construction	DHADC	Private	2239 Anderson Street	\$ 190,000	1	0	1
	Land Bank Program	7	Marcer Construction	DHADC	Private	2241 Anderson Street	\$ 190,000	1	0	1
	Land Bank Program	7	Marcer Construction	DHADC	Private	3907 Cauthorn Drive	\$ 165,000	1	0	1
	Land Bank Program	7	Marcer Construction	DHADC	Private	3501 Roberts Avenue	\$ 190,000	1	0	1
	Land Bank Program	7	Marcer Construction	DHADC	Private	2331 Starks Avenue	\$ 165,000	1	0	1
							<b>\$ 63,506,749</b>	<b>259</b>	<b>389</b>	<b>648</b>
Under Construction/ Contract Executed	2400 Bryan	14	Matthews Southwest	DHFC, HOU, OED	9% Tax Credit	2400 Bryan Street	\$ 77,746,799	111	106	217
	Estates at Shiloh (Senior)	9	Generation Housing	DHFC, HOU	4% Tax Credit	2649 Centerville Road	\$ 40,781,976	239	25	264
	Ridgecrest Terrace Apartments (Rehab)	3	Steele Properties	DHFC	4% Tax Credit	526 S. Walton Walker Blvd.	\$ 57,361,222	250	0	250
	The Ridge at Lancaster	8	LDG Development	DHFC, MIHDB	4% Tax Credit	5995 Crouch Road	\$ 59,560,307	270	30	300
	Gateway Oak Cliff	1	St. Margaret, Inc.	DHFC, MIHDB	4% Tax Credit	400 S. Beckley	\$ 47,131,511	184	46	230
	Midpark Towers (Rehab)	11	Elizabeth Property Group	DHFC	4% Tax Credit	8550 Midpark Road	\$ 29,255,004	202	0	202
	Dallas Stemmons Apartments	6	Palladium	ROS	9% Tax Credit	11070 N. Stemmons Freeway	\$ 20,020,169	87	0	87
	Juliette Fowler Residences	2	Juliette Fowler Communities	ROS	9% Tax Credit	South Fulton Str and Eastside Ave	\$ 23,483,750	144	0	144
	Villas @ Western Heights	6	MREC Companies	ROS, CRP, OED	9% Tax Credit	1515 Fort Worth Avenue	\$ 32,888,449	104	26	130
	The Oaks	1	DHA/VOA	RONO, HOU	4% Tax Credit	630 S. Llewellyn Ave	\$ 44,053,609	243	17	260
	Meadowbrook Apartments	8	LDG Development	DHFC/RONO, MIHDB	4% Tax Credit	15251 Seagoville Road	\$ 42,195,523	162	18	180
	Westmoreland Station	3	Generation Housing	DHFC, HOU	4% Tax Credit	2700 S. Westmoreland Road	\$ 51,561,000	223	25	248
	West Dallas - Scattered Sites	6	Builders of Hope	NOFA	Single Family	Scattered Sites	\$ 3,879,663	20	0	20
	Joppa I	7	Dallas Habitat for Humanity	NOFA	Single Family	Scattered Sites	\$ 4,050,455	33	0	33
	Cedar Crest	4	Confia Homes	NOFA	Single Family	Scattered Sites	\$ 3,600,000	19	0	19
	Five Mile	8	Notre Dame Place Inc	NOFA	Single Family	Scattered Sites	\$ 20,965,000	86	0	86
	Jeffries Meyers #1/ #3	7	Dallas Housing Foundation	NOFA	Single Family	Scattered Sites	\$ 6,367,368	0	0	34
	Jeffries Meyers #2	7	Texas Community Builders	NOFA	Single Family	Scattered Sites	\$ 2,380,852	0	0	11
	The Bottoms - Golden S.E.E.D.S	4	Golden S.E.E.D.S	NOFA	Single Family	Scattered Sites	\$ 4,821,423	0	0	22
	St Jude - Park Central	11	Catholic Housing Initiative	NOFA	PSH	8102 LBJ Freeway	\$ 15,050,000	180	0	180
	Ideal/Joppa	7	Dallas Habitat for Humanity	NOFA	Single Family	Scattered Sites	\$ 7,129,217	33	0	33
	Aster at Uptown	14	Toll Brothers	MIHDB	MIHDB Zoning	3611 Congress	NA	9	261	270
	Lenox Oak Lawn	2	Oden Hughes	MIHDB	MIHDB Zoning	2929 Oak Lawn	NA	12	273	285
	Provident McKinney (Vidorra)	14	Provident Realty	MIHDB	MIHDB Zoning	4700 McKinney	NA	20	178	198
	9343/9353 Garland Road	9	Slate Properties	MIHDB	MIHDB Zoning	9343 Garland Road BU1 & BU2	NA	11	208	219
	Capitol Flats	2	Larkspur Capital	MIHDB	MIHDB Zoning	5215 Capitol	NA	3	57	60
	5050 Keeneland Project	3	AHS Residential	MIHDB	MIHDB Zoning	5050 Keeneland Pkwy	NA	17	319	336
	Enclave Frankford	12	Integrated Real Estate Group	MIHDB	MIHDB Zoning	3301 Pres George Bush Tpke	NA	27	353	380
	Modera Trinity	6	Mill Creek	MIHDB	MIHDB Zoning	2350 N Beckley Ave	NA	10	194	204
	Alexan Arts III	2	Trammell Crow Residential	MIHDB	MIHDB By Right	5088 Ross & 1601 N Henderson	NA	46	340	386
	Land Transfer Program	7	Beharry Homes	HOU, PW	Private	4503 Electra Street	\$ 175,000	0	1	1
	Land Transfer Program	7	Beharry Homes	HOU, PW	Private	4712 Baldwin Street	\$ 175,000	0	1	1
	Land Transfer Program	7	Beharry Homes	HOU, PW	Private	2818 Le Clerc Avenue	\$ 175,000	0	1	1
	Land Transfer Program	7	Beharry Homes	HOU, PW	Private	4006 Carpenter Avenue	\$ 175,000	0	1	1
	Land Transfer Program	7	Beharry Homes	HOU, PW	Private	4007 Carpenter Avenue	\$ 175,000	0	1	1
	Land Transfer Program	7	Beharry Homes	HOU, PW	Private	4229 Carpenter Avenue	\$ 159,000	1	0	1
	Land Transfer Program	7	Beharry Homes	HOU, PW	Private	4233 Carpenter Avenue	\$ 159,000	1	0	1
	Land Transfer Program	7	Beharry Homes	HOU, PW	Private	3817 Pine Street	\$ 159,000	1	0	1
	Land Transfer Program	4	Black Island	HOU, PW	Private	2969 Cummings Street	\$ 180,000	0	1	1
	Land Transfer Program	4	Black Island	HOU, PW	Private	4207 Opal Avenue	\$ 158,000	1	0	1
	Land Transfer Program	7	CTE Homes	HOU, PW	Private	2473 Wells Street	\$ 160,000	0	1	1
	Land Transfer Program	7	CTE Homes	HOU, PW	Private	2517 Wells Street	\$ 160,000	0	1	1
	Land Transfer Program	7	CTE Homes	HOU, PW	Private	3435 Beall Street	\$ 160,000	0	1	1
	Land Transfer Program	7	CTE Homes	HOU, PW	Private	3411 Detonte Street	\$ 160,000	0	1	1
	Land Transfer Program	7	CTE Homes	HOU, PW	Private	3315 Detonte Street	\$ 145,000	1	0	1
	Land Transfer Program	7	CTE Homes	HOU, PW	Private	4822 Owenwood Avenue	\$ 145,000	1	0	1
	Land Transfer Program	7	CTE Homes	HOU, PW	Private	4609 Silver Avenue	\$ 145,000	1	0	1
	Land Bank Program	7	Dallas Area Habitat	DHADC	Private	4744 Burma Road	\$ 180,000	1	0	1
	Land Bank Program	7	Dallas Area Habitat	DHADC	Private	4726 Burma Road	\$ 180,000	1	0	1
	Land Bank Program	7	Dallas Area Habitat	DHADC	Private	4636 Cherbourg Street	\$ 180,000	1	0	1

Phase	Project	Council District	Developer	City Involvement	Financial Structure	Property Address	Development Cost	Reserved Units	Market Units	Total # of Units
	Land Bank Program	7	Dallas Area Habitat	DHADC	Private	4538 Cherbourg Street	\$ 180,000	1	0	1
	Land Bank Program	7	Dallas Area Habitat	DHADC	Private	4534 Cherbourg Street	\$ 180,000	1	0	1
	Land Bank Program	7	Dallas Area Habitat	DHADC	Private	4820 Zealand Street	\$ 180,000	1	0	1
	Land Bank Program	7	Dallas Area Habitat	DHADC	Private	7903 Trojan Street	\$ 180,000	1	0	1
	Land Bank Program	4	Hedgestone Investments	DHADC	Private	1116 Brock Street	\$ 195,000	1	0	1
	Land Bank Program	7	Confia Homes	DHADC	Private	2711 Rochester Street	\$ 185,000	1	0	1
	Land Bank Program	7	Confia Homes	DHADC	Private	4103 Marshall Drive	\$ 185,000	1	0	1
	Land Bank Program	7	Confia Homes	DHADC	Private	2726 Valentine Street	\$ 175,000	1	0	1
	Land Bank Program	7	Confia Homes	DHADC	Private	2926 Valentine Street	\$ 175,000	1	0	1
	Land Bank Program	7	Focis Holdings	DHADC	Private	4711 Frank Street	\$ 170,000	1	0	1
	Land Bank Program	7	Focis Holdings	DHADC	Private	2538 Starks Avenue	\$ 170,000	1	0	1
	Land Bank Program	6	Builders of Hope	DHADC	Private	2020 Morris Street	\$ 170,000	1	0	1
	Land Bank Program	7	Builders of Hope	DHADC	Private	3425 Pondrom Street	\$ 180,000	1	0	1
	Land Bank Program	7	Open Mindframe Ventures	DHADC	Private	4010 Roberts Avenue	\$ 180,000	1	0	1
	Land Bank Program	7	Focis Holdings	DHADC	Private	3807 Frank Street	\$ 170,000	1	0	1
	Land Bank Program	7	Focis Holdings	DHADC	Private	4806 Silver Avenue	\$ 185,000	1	0	1
							\$ 600,448,297	2771	2486	5324
Prelim Inducement/ Council Approved	parCHAUS	8	Provident Realty Advisors	DHFC/RONO	4% Tax Credit	9101 Old Hickory Trail	\$ 84,545,786	291	33	324
	Ash Creek	7	DevCo	DHFC/RONO	4% Tax Credit	2605 John West Rd	\$ 54,892,942	280	0	280
	Estelle Village	8	Community Preservation Partners	DHFC/RONO	4% Tax Credit	5969 Highland Drive	\$ 73,453,904	291	0	291
	Parmore Univ. Hills (Senior)	3	JPI	RONO	4% Tax Credit	University Hills & Camp Wisdom	\$ 43,480,458	200	0	200
	Terrace at Southern Oaks	4	LDG Development	DHFC/RONO/NOFA, MIHDB	Conventional MF	3300 Southern Oaks Blvd.	\$ 60,538,517	151	149	300
	Jaipur Lofts	2	Saigebrook	ROS	9% Tax Credit	2203 N. Fitzhugh & 2102 Annex Ave.	\$ 28,214,074	71	0	71
	Blakely, The	2	Saigebrook	ROS	9% Tax Credit	1607 Carrol Ave. & 1407 Garrett Ave.	\$ 28,292,888	86	6	92
	Cypress Creek at Montfort	11	Sycamore Strategies	ROS	9% Tax Credit	NWC of Montfort & Spring Valley	\$ 44,655,796	116	52	168
	Malcom's Point Scholar House	7	Brinshore & South Fair CDC	ROS, 1,000 UC	9% Tax Credit	3015 Al Lipscomb Way	\$ 27,821,451	68	12	80
	Patriot Pointe at Markville	10	Generation Housing	ROS, DHFC	9% Tax Credit	9222 Markville Road	\$ 44,721,303	100	68	168
	Kiva East	2	Saigebrook	ROS, CRP, MIHDB	9% Tax Credit	4724 East Side Ave.	\$ 21,587,420	71	15	86
	Sadler Circle Senior Apartments	2	Resource Center of Dallas	ROS, CRP	9% Tax Credit	5717 Sadler Circle	\$ 20,416,324	84	0	84
	Skyline at Cedar Crest	4	Brompton CHDO (Houston)	ROS, MIHDB	9% Tax Credit	2720 E. Kiest Blvd.	\$ 22,587,127	87	22	109
	Cypress Creek at Forest Lane	10	Sycamore Strategies	ROS, CRP	9% Tax Credit	11520 N Central Expressway	\$ 47,589,846	107	93	200
	Notre Dame - Bonton Rental	7	Notre Dame Place Inc	NOFA	Single Family	6000 Block of Bexar St.	\$ 3,406,500	21	13	34
	Dolphin Heights	7	EDCO	NOFA	Single Family	Scattered Sites	\$ 1,039,433	5	0	5
	St. Philips Catalyst	7	St Philips	NOFA	Single Family	Scattered Sites	\$ 1,781,815	7	0	7
	Armonia Apts	6	Dallas City Homes	NOFA	Conventional MF	3115 Topeka Ave	\$ 2,857,004	11	4	15
	Greenleaf Lake June	5	Greenleaf Ventures	NOFA	Single Family	NEC Lake June & St. Augustine	\$ 6,317,000	125	0	125
	Mountain Creek Apartments	3	NRP Group	DPFC	Conventional MF	NWC of I-20 & TX-480	\$ 59,246,341	162	162	324
	Oakhouse at Colorado	1	Mintwood Real Estate	DPFC	Conventional MF	900 E. Colorado Blvd.	\$ 48,230,230	113	102	215
	Standard at Royal	6	LDG Development	DPFC	Conventional MF	2737 Royal Lane	\$ 69,245,305	150	150	300
	Standard West Commerce	6	Ojala Partners	DPFC	Conventional MF	1400 West Commerce	\$ 64,763,980	153	147	300
	HighPoint at Wynnewood	1	MVAH Partners	DHFC/RONO	4% Tax Credit	1911 Pratt Street	\$ 46,845,856	220	0	220
	Saint Michael's and All Angels mixed use	13	Episcopal Diocese	MIHDB	MIHDB Zoning	8111 Douglas	NA	NA	NA	NA
	Fairfield Manderville	13	Fairfield	MIHDB	MIHDB Zoning	7735 & 7777 Manderville	NA	36	439	475
	Maple/Kimsey	2	Urban Genesis	MIHDB	MIHDB Zoning	5908 Maple	NA	4	69	73
	Maple/Kimsey	2	Urban Genesis	MIHDB	MIHDB Zoning	5901 Maple Ave	NA	3	56	59
	2811 Maple Ave	14	Crescent	MIHDB	MIHDB Zoning	2811 Maple	NA	6	174	180
	The Lyle	12	Toll Brothers	MIHDB	MIHDB By Right	17727 Addison Rd	NA	17	317	334
	4931 Live Oak et al	2	Conor Commercial	MIHDB	MIHDB By Right	4931 Live Oak et al	NA	33	294	327
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5914 Carlton Garrett Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	6302 Carlton Garrett Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2334 Bethurum Avenue	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2324 Bethurum Avenue	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2305 Bethurum Avenue	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2334 Dyson Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2313 Dyson Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2316 Dyson Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2517 Lowery Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2503 Lowery Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2510 Lowery Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2504 Lowery Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2512 Wells Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5007 Malcolm X Boulevard	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5023 Malcolm X Boulevard	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5215 Malcolm X Boulevard	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5031 Malcolm X Boulevard	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5041 Malcolm X Boulevard	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2723 Council Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2710 Council Street	\$ 173,000	1	0	1



Phase	Project	Council District	Developer	City Involvement	Financial Structure	Property Address	Development Cost	Reserved Units	Market Units	Total # of Units
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5107 Echo Avenue	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5122 Echo Avenue	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5018 Echo Avenue	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5015 Echo Avenue	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	4930 Echo Avenue	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5102 Marne Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5021 Marne Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	5006 Marne Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2815 Marder Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2708 Brigham Lane	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2461 Starks Avenue	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2457 Starks Avenue	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2415 Starks Avenue	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2404 Starks Avenue	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2402 Starks Avenue	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2429 Starks Avenue	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2334 Macon Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2230 Macon Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2254 Macon Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2210 Garden Drive	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2246 Garden Drive	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2238 Garden Drive	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2411 Garden Drive	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2407 Garden Drive	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2335 Harding Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2700 Lawrence Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2227 Lawrence Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2218 Lawrence Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2318 Lawrence Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2410 Lawrence Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2530 Lawrence Street	\$ 173,000	1	0	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	4930 Crozier Street	\$ 208,000	0	1	1
	Land Transfer Program	7	Camden Homes	HOU, PW	Private	2506 Elsie Faye Heggins Street	\$ 173,000	1	0	1
	Land Transfer Program	2	Camden Homes	HOU, PW	Private	1610 Kinmore Street	\$ 208,000	0	1	1
	Land Transfer Program	2	Camden Homes	HOU, PW	Private	1632 Kinmore Street	\$ 208,000	0	1	1
	Land Transfer Program	2	Camden Homes	HOU, PW	Private	5238 Beeman Avenue	\$ 208,000	0	1	1
	Land Transfer Program	2	Camden Homes	HOU, PW	Private	3239 Reynolds Avenue	\$ 208,000	0	1	1
	Land Transfer Program	8	Camden Homes	HOU, PW	Private	5714 Bon Air Drive	\$ 208,000	0	1	1
	Land Transfer Program	8	Camden Homes	HOU, PW	Private	5662 Bon Air Drive	\$ 208,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4614 Metropolitan Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4607 Metropolitan Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4523 Metropolitan Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4606 Metropolitan Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4415 Metropolitan Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4422 Metropolitan Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4863 Baldwin Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4869 Baldwin Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4806 Baldwin Street	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4423 Baldwin Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4507 Baldwin Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4726 Frank Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4531 Frank Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4606 Frank Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4410 Hamilton Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4343 Hamilton Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4211 Hamilton Avenue	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4309 Hamilton Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4318 Hamilton Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	3706 Hamilton Avenue	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	2906 Lagow Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	2814 Lagow Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	2820 Lagow Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	2902 Lagow Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4346 Jamaica Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4406 Jamaica Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	4431 Jamaica Street	\$ 184,000	1	0	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1611 Hudspeth Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1607 Hudspeth Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1714 Hudspeth Avenue	\$ 215,000	0	1	1

Phase	Project	Council District	Developer	City Involvement	Financial Structure	Property Address	Development Cost	Reserved Units	Market Units	Total # of Units
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1619 E Overton Road	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1607 E Overton Road	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1502 Marfa Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1527 Marfa Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1523 Garza Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	1823 Garza Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	4402 Landrum Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	4217 Landrum Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Hedgestone Investments	HOU, PW	Private	4221 Landrum Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	2908 Pennsylvania Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	3004 Warren Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	3021 Warren Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	2625 Peabody Avenue	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	2627 Peabody Avenue	\$ 184,000	1	0	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	1423 Rowan Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	Hedgestone Investments	HOU, PW	Private	1554 Caldwell Avenue	\$ 184,000	1	0	1
	Land Transfer Program	2	Hedgestone Investments	HOU, PW	Private	1423 Caldwell Avenue	\$ 184,000	1	0	1
	Land Transfer Program	2	Hedgestone Investments	HOU, PW	Private	1217 Caldwell Avenue	\$ 215,000	0	1	1
	Land Transfer Program	2	Hedgestone Investments	HOU, PW	Private	1530 Caldwell Avenue	\$ 184,000	1	0	1
	Land Transfer Program	2	Hedgestone Investments	HOU, PW	Private	4415 Rose Street	\$ 184,000	1	0	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	1502 Hortense Avenue	\$ 225,000	0	1	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	3317 Biglow Drive	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2727 Maurine F Bailey Way	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2807 Farragut Street	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2850 Farragut Street	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2459 Macon Street	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2455 Macon Street	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2303 Starks Avenue	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2344 Starks Avenue	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2223 Garden Drive	\$ 194,000	1	0	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	2615 Birdsong Drive	\$ 225,000	0	1	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	1222 Noah Street	\$ 225,000	0	1	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	819 Lambert Street	\$ 225,000	0	1	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	210 Cottonwood Parkway	\$ 225,000	0	1	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	530 Woodbine Avenue	\$ 225,000	0	1	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	612 S Moore Street	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2819 Troy Street	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	4226 Canal Street	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	4235 Canal Street	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	4233 Canal Street	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	4335 Spring Avenue	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	2719 Frazier Street	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	4230 Carl Street	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	3635 Carl Street	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	3802 Carl Street	\$ 225,000	0	1	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	3642 Carl Street	\$ 194,000	1	0	1
	Land Transfer Program	7	Marcer Construction	HOU, PW	Private	4319 Elsie Faye Heggins Street	\$ 225,000	0	1	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	511 N Moore Street	\$ 194,000	1	0	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	507 N Moore Street	\$ 194,000	1	0	1
	Land Transfer Program	4	Marcer Construction	HOU, PW	Private	511 N Denley Drive	\$ 194,000	1	0	1
	Land Transfer Program	4	Confia Homes	HOU, PW	Private	1356 S Denley Drive	\$ 184,000	1	0	1
	Land Transfer Program	4	Confia Homes	HOU, PW	Private	1806 Morrell Avenue	\$ 244,000	0	1	1
	Land Transfer Program	4	Confia Homes	HOU, PW	Private	2722 E Overton Road	\$ 244,000	0	1	1
	Land Transfer Program	4	Confia Homes	HOU, PW	Private	1619 E Woodin Boulevard	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	5504 Bexar Street	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	5502 Bexar Street	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2604 Brigham Lane	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2718 Council Street	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2424 Garden Drive	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2425 Garden Drive	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2615 Hooper Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2726 Lawrence Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	5006 Linder Avenue	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	5002 Linder Avenue	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2711 Maurine F Bailey Way	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	7735 Brownsville Avenue	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	7736 Brownsville Avenue	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	7721 Brownsville Avenue	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	4549 Cherbourg Street	\$ 184,000	1	0	1

Phase	Project	Council District	Developer	City Involvement	Financial Structure	Property Address	Development Cost	Reserved Units	Market Units	Total # of Units
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	4632 Corregidor Street	\$ 244,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	7944 Hull Avenue	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	7935 Hull Avenue	\$ 184,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	4720 Stokes Street	\$ 184,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	4331 Copeland Avenue	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	4518 Jamaica Street	\$ 184,000	0	1	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	4226 York Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2245 Anderson Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	5814 Carlton Garrett Street	\$ 184,000	1	0	1
	Land Transfer Program	7	Confia Homes	HOU, PW	Private	2732 Keeler Street	\$ 184,000	0	1	1
	Land Transfer Program	7	Titan & Associates	HOU, PW	Private	3331 Beall Street	\$ 205,000	1	0	1
	Land Transfer Program	7	Titan & Associates	HOU, PW	Private	3322 Beall Street	\$ 205,000	1	0	1
	Land Transfer Program	7	Titan & Associates	HOU, PW	Private	3327 Beall Street	\$ 205,000	1	0	1
	Land Transfer Program	7	Titan & Associates	HOU, PW	Private	3310 Detonte Street	\$ 205,000	1	0	1
	Land Transfer Program	7	Titan & Associates	HOU, PW	Private	4714 Dolphin Road	\$ 215,000	0	1	1
	Land Transfer Program	4	Titan & Associates	HOU, PW	Private	1522 E Ann Arbor Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Titan & Associates	HOU, PW	Private	1506 Presidio Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Titan & Associates	HOU, PW	Private	1403 Maywood Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Titan & Associates	HOU, PW	Private	2524 Marjorie Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	Titan & Associates	HOU, PW	Private	2436 Hudspeth Avenue	\$ 215,000	0	1	1
	Land Transfer Program	4	KH Solutions	HOU, PW	Private	426 Bonnie View Road	\$ 215,000	0	1	1
	Land Transfer Program	4	KH Solutions	HOU, PW	Private	1204 Claude Street	\$ 215,000	0	1	1
	Land Transfer Program	4	KH Solutions	HOU, PW	Private	216 Landis Street	\$ 215,000	0	1	1
	Land Transfer Program	4	KH Solutions	HOU, PW	Private	112 N Cliff Street	\$ 215,000	0	1	1
	Land Transfer Program	4	KH Solutions	HOU, PW	Private	623 Woodbine Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	KH Solutions	HOU, PW	Private	4210 Copeland Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	KH Solutions	HOU, PW	Private	4227 Copeland Avenue	\$ 215,000	0	1	1
	Land Transfer Program	7	KH Solutions	HOU, PW	Private	4302 Copeland Avenue	\$ 206,000	1	0	1
	Land Transfer Program	7	KH Solutions	HOU, PW	Private	4302 Marshall Street	\$ 206,000	1	0	1
	Land Transfer Program	7	KH Solutions	HOU, PW	Private	4335 Marshall Street	\$ 206,000	1	0	1
	Land Transfer Program	7	KH Solutions	HOU, PW	Private	4615 Canal Street	\$ 206,000	1	0	1
							<b>\$ 944,807,300</b>	<b>3151</b>	<b>2484</b>	<b>5635</b>

## Department of Housing and Neighborhood Revitalization

Status	Program	Council District	Contractor	Funding Source	Repair Cost	Remaining Funds	Number of Units	AMI	Age
Completed FY 21-22	DTF	District 7	REKJ Builders, LLC	DTF	\$ 5,575	\$ -	1	20%	72
	DTF	District 7	REKJ Builders, LLC	DTF	\$ 19,521	\$ -	1	27%	88
	DTF	District 4	REKJ Builders, LLC	DTF	\$ 17,940	\$ -	1	16%	60
	DTF	District 5	REKJ Builders, LLC	DTF	\$ 19,930	\$ -	1	65%	63
	HIPP	District 6	Symone Construction Services, LLC	CDBG	\$ 159,999	\$ -	1	20%	89
	HIPP	District 7	Ever Green Constructions LLC	CDBG	\$ 49,960	\$ -	1	20%	60
	HIPP	District 8	Scott-King Group, LLC	CDBG	\$ 29,750	\$ -	1	39%	58
	HIPP	District 4	Scott-King Group, LLC	CDBG	\$ 49,999	\$ -	1	53%	60
	HIPP	District 7	Torres Construction	CDBG	\$ 47,632	\$ -	1	17%	80
	HIPP	District 5	J A Construction	CDBG	\$ 19,780	\$ -	1	48%	66
	HIPP	District 6	Scott-King Group, LLC	CDBG	\$ 49,399	\$ -	1	56%	42
	HIPP	District 9	ANGEL AC & REFRIGERATION, J A	CDBG	\$ 47,620	\$ -	1	53%	64
	HIPP	District 9	REKJ Builders, LLC	CDBG	\$ 49,900	\$ -	1	27%	68
	HIPP	District 4	Ever Green Constructions LLC	CDBG	\$ 49,991	\$ -	1	30%	60
	HIPP	District 3	Scott-King Group, LLC	CDBG	\$ 49,999	\$ -	1	57%	82
	HIPP	District 9	Torres Construction	CDBG	\$ 45,607	\$ -	1	19%	77
	HIPP	District 7	Dallas Finest Construction LLC	CDBG	\$ -	\$ -	1	24%	89
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,700	\$ -	1	32%	56
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,900	\$ -	1	59%	51
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 8,500	\$ -	1	75%	33
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,985	\$ -	1	25%	35
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,885	\$ -	1	23%	72
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,675	\$ -	1	32%	65
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,980	\$ -	1	55%	63
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,600	\$ -	1	50%	68
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,940	\$ -	1	75%	33
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,895	\$ -	1	51%	41
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 8,700	\$ -	1	9%	62
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,650	\$ -	1	67%	69
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 4,935	\$ -	1	71%	27
					<b>\$ 832,946</b>	<b>\$ -</b>	<b>30</b>	<b>40%</b>	<b>62</b>
Under Construction	DTF	District 5		DTF	\$ 19,990	\$ 19,990	1	49%	74
	HIPP	District 7	Opportunity Construction, LLC	CDBG	\$ 156,415	\$ 43,744	1	27%	70
	HIPP	District 7	DFW Renovation Solutions	CDBG	\$ 158,900	\$ 144,050	1	36%	94
	HIPP	District 4	Opportunity Construction, LLC	CDBG	\$ 158,540	\$ 45,757	1	28%	67
	HIPP	District 4	Dallas Finest Construction LLC	CDBG	\$ 49,910	\$ 20,210	1	23%	94
	HIPP	District 6	Opportunity Construction, LLC	CDBG	\$ 150,750	\$ 105,907	1	17%	62
	HIPP	District 6	Opportunity Construction, LLC	CDBG	\$ 156,040	\$ 137,118	1	17%	75
	HIPP	District 4	J A Construction	CDBG	\$ 49,950	\$ 13,095	1	23%	65
	HIPP	District 3	Legacy RED Group	CDBG	\$ 28,763	\$ -	1	22%	59
	HIPP	District 8	REKJ Builders, LLC, Opportunity Cons	CDBG	\$ 160,000	\$ 139,278	1	74%	77
	HIPP	District 6	Opportunity Construction, LLC	CDBG	\$ 158,240	\$ 42,937	1	26%	78
	HIPP	District 7	DFW Renovation Solutions	CDBG	\$ 147,000	\$ 132,150	1	34%	68



Status	Program	Council District	Contractor	Funding Source	Repair Cost	Remaining Funds	Number of Units	AMI	Age
	HIPP	District 8	Legacy RED Group	CDBG	\$ 41,053	\$ 41,053	1	61%	38
	HIPP	District 4	Opportunity Construction, LLC	CDBG	\$ 152,130	\$ 24,866	1	47%	59
	HIPP	District 4	Opportunity Construction, LLC	CDBG	\$ 157,950	\$ 42,908	1	26%	77
	HIPP	District 4	Opportunity Construction, LLC	CDBG	\$ 157,450	\$ 129,167	1	32%	85
	HIPP	District 7	Opportunity Construction, LLC	CDBG	\$ 154,450	\$ 133,840	1	33%	72
	HIPP	District 4	Opportunity Construction, LLC	CDBG	\$ 154,450	\$ 128,372	1	26%	84
	HIPP	District 4	DFW Renovation Solutions	CDBG	\$ 157,000	\$ 142,150	1	12%	52
	HIPP	District 1	ANGEL AC & REFRIGERATION	CDBG	\$ 48,685	\$ 17,662	1	62%	33
	HIPP	District 8	Opportunity Construction, LLC	CDBG	\$ 154,450	\$ 154,450	1	40%	90
	HIPP	District 4	Symone Construction Services, LLC	CDBG	\$ 164,800	\$ 164,800	1	46%	62
	HIPP	District 2	Torres Construction	CDBG	\$ 49,921	\$ -	1	45%	67
	HIPP	District 9	Torres Construction	CDBG	\$ 49,915	\$ 49,915	1	47%	70
	HIPP	District 14	Scott-King Group, LLC	CDBG	\$ 49,350	\$ 10,020	1	74%	47
	HIPP	District 7	Symone Construction Services, LLC	CDBG	\$ 160,000	\$ 48,549	1	24%	60
	HIPP	District 6	Hinton Services LLC	CDBG	\$ 34,676	\$ 21,513	1	59%	52
	HIPP	District 6	Torres Construction	CDBG	\$ 43,226	\$ -	1	67%	48
	HIPP	District 4	Symone Construction Services, LLC	CDBG	\$ 160,000	\$ 160,000	1	16%	46
	HIPP	District 3	ANGEL AC & REFRIGERATION	CDBG	\$ 43,430	\$ 43,430	1	44%	67
	HIPP	District 7	Symone Construction Services, LLC	CDBG	\$ 160,000	\$ 110,068	1	15%	61
	HIPP	District 7	Symone Construction Services, LLC	CDBG	\$ 160,000	\$ 143,832	1	21%	77
	HIPP	District 3	Ever Green Constructions LLC	CDBG	\$ 49,990	\$ 28,030	1	48%	61
	HIPP	District 7	ANGEL AC & REFRIGERATION	CDBG	\$ 43,545	\$ 43,545	1	79%	57
	HIPP	District 10	Scott-King Group, LLC	CDBG	\$ 48,900	\$ 48,900	1	40%	69
	HIPP	District 9	ANGEL AC & REFRIGERATION	CDBG	\$ 41,003	\$ 41,003	1	37%	78
	HIPP	District 7	Hatley II Roofing Inc, Torres Construct	CDBG	\$ 37,778	\$ 37,778	1	18%	67
	HIPP	District 8	DFW Renovation Solutions	CDBG	\$ 152,575	\$ -	1	22%	80
	HIPP	District 7	Opportunity Construction, LLC	CDBG	\$ 152,680	\$ 128,897	1	26%	82
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 8,553	\$ 8,553	1	22%	80
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 7,205	\$ 7,205	1	46%	60
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 7,370	\$ 7,370	1	47%	55
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 10,000	\$ 10,000	1	19%	57
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 10,000	\$ 10,000	1	14%	69
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 5,225	\$ 5,225	1	19%	55
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,785	\$ 9,785	1	29%	67
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 3,620	\$ 3,620	1	24%	62
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,865	\$ 9,865	1	40%	50
	West Dallas	District 6	MIKO trucking	Equity Fund	\$ 9,975	\$ 9,975	1	18%	65
					<b>\$ 4,255,500</b>	<b>\$ 2,820,576</b>	<b>49</b>	<b>35%</b>	<b>66</b>
<b>Preconstruction</b>	DTF	District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	2%	65
	DTF	District 13	REKJ Builders, LLC	DTF	\$ -	\$ -	1	18%	62
	DTF	District 3	REKJ Builders, LLC	DTF	\$ -	\$ -	1	27%	66
	DTF	District 8	REKJ Builders, LLC	DTF	\$ -	\$ -	1	33%	74
	DTF	District 4	REKJ Builders, LLC	DTF	\$ 8,550	\$ 8,550	1	60%	69

Status	Program	Council District	Contractor	Funding Source	Repair Cost	Remaining Funds	Number of Units	AMI	Age
DTF		District 5	REKJ Builders, LLC	DTF	\$ -	\$ -	1	76%	75
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1		58
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	34%	57
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	36%	51
DTF		District 2	REKJ Builders, LLC	DTF	\$ -	\$ -	1	21%	72
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	78%	66
DTF		District 7	REKJ Builders, LLC	DTF	\$ 11,800	\$ 11,800	1	25%	75
DTF		District 5	REKJ Builders, LLC	DTF	\$ -	\$ -	1	14%	70
DTF		District 4	REKJ Builders, LLC	DTF	\$ -	\$ -	1	46%	67
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	31%	69
DTF		District 5	REKJ Builders, LLC	DTF	\$ -	\$ -	1	29%	85
DTF		District 5	REKJ Builders, LLC	DTF	\$ -	\$ -	1	28%	60
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	27%	59
DTF		District 4	REKJ Builders, LLC	DTF	\$ -	\$ -	1	33%	82
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1		55
DTF		District 5	REKJ Builders, LLC	DTF	\$ 19,325	\$ 19,325	1	71%	55
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	12%	53
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	28%	79
DTF		District 3	REKJ Builders, LLC	DTF	\$ -	\$ -	1	21%	79
DTF		District 12	REKJ Builders, LLC	DTF	\$ -	\$ -	1	9%	69
DTF		District 8	REKJ Builders, LLC	DTF	\$ 7,810	\$ 7,810	1	45%	71
DTF		District 11	REKJ Builders, LLC	DTF	\$ 5,260	\$ 5,260	1	11%	47
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	66%	54
DTF		District 5	REKJ Builders, LLC	DTF	\$ -	\$ -	1	41%	64
DTF		District 4	REKJ Builders, LLC	DTF	\$ -	\$ -	1	31%	64
DTF		District 5	REKJ Builders, LLC	DTF	\$ -	\$ -	1	29%	76
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	26%	57
DTF		District 3	REKJ Builders, LLC	DTF	\$ -	\$ -	1	73%	48
DTF		District 6	REKJ Builders, LLC	DTF	\$ -	\$ -	1	48%	70
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	16%	58
DTF		District 7	REKJ Builders, LLC	DTF	\$ -	\$ -	1	17%	44
HIPP		District 8	Torres Construction,Legacy RED Groi	CDBG	\$ 29,593	\$ 29,593	1	21%	71
HIPP		District 1	Torres Construction,J A Construction	CDBG	\$ 44,323	\$ 44,323	1	59%	38
HIPP		District 5	Torres Construction,J A Construction	CDBG	\$ 49,779	\$ 49,779	1	66%	80
HIPP		District 5	Scott-King Group, LLC,Agape Contrac	CDBG	\$ 49,999	\$ 49,999	1	42%	76
HIPP		District 8	Titan & Associates Construction, LLC	CDBG	\$ 49,145	\$ 49,145	1	69%	61
HIPP		District 7	Torres Construction	CDBG	\$ 33,707	\$ 33,707	1	63%	44
HIPP		District 13	REKJ Builders, LLC	CDBG	\$ 48,050	\$ 48,050	1	58%	78
HIPP		District 5	Symone Construction Services, LLC	CDBG	\$ 169,114	\$ 169,114	1	12%	71
HIPP		District 6		CDBG	\$ -	\$ -	1	62%	59
HIPP		District 8	Titan & Associates Construction, LLC	CDBG	\$ 57,700	\$ 57,700	1	25%	82
HIPP		District 5	ANGEL AC & REFRIGERATION	CDBG	\$ 39,775	\$ 39,775	1	38%	79
HIPP		District 5	ANGEL AC & REFRIGERATION	CDBG	\$ 55,975	\$ 55,975	1	49%	68
HIPP		District 5	Torres Construction	CDBG	\$ 30,258	\$ 30,258	1	84%	1

## Department of Housing and Neighborhood Revitalization

Status	Program	Council District	Contractor	Funding Source	Repair Cost	Remaining Funds	Number of Units	AMI	Age
HIPP		District 5	Torres Construction	CDBG	\$ 54,349	\$ 54,349	1	67%	59
HIPP		District 7	Opportunity Construction, LLC	CDBG	\$ -	\$ -	1	54%	93
HIPP		District 7	ANGEL AC & REFRIGERATION	CDBG	\$ -	\$ -	1	62%	50
HIPP		District 7	Opportunity Construction, LLC	CDBG	\$ -	\$ -	1	16%	
HIPP		District 2	ANGEL AC & REFRIGERATION	CDBG	\$ 63,599	\$ 63,599	1	25%	79
HIPP		District 2	Torres Construction	CDBG	\$ 53,478	\$ 53,478	1	66%	30
HIPP		District 14	ANGEL AC & REFRIGERATION	CDBG	\$ 59,920	\$ 59,920	1	81%	46
HIPP		District 2	Titan & Associates Construction, LLC	CDBG	\$ 56,100	\$ 56,100	1	42%	59
HIPP		District 6	Titan & Associates Construction, LLC	CDBG	\$ 58,850	\$ 58,850	1	24%	69
HIPP		District 4	NCN Constructions LLC	CDBG	\$ 59,793	\$ 59,793	1	17%	68
HIPP		District 8	Torres Construction	CDBG	\$ 56,182	\$ 56,182	1	28%	76
HIPP		District 3	C.A.B. Customs Homes Inc. DBA CL/	CDBG	\$ 58,535	\$ 58,535	1	36%	62
HIPP		District 2	NCN Constructions LLC	CDBG	\$ 59,650	\$ 59,650	1	65%	49
HIPP		District 7	Titan & Associates Construction, LLC	CDBG	\$ 51,000	\$ 51,000	1	43%	66
HIPP		District 4	ANGEL AC & REFRIGERATION	CDBG	\$ 48,005	\$ 48,005	1	16%	65
HIPP		District 5	Dallas Finest Construction LLC	CDBG	\$ 58,825	\$ 58,825	1	66%	70
HIPP		District 5	Scott-King Group, LLC	CDBG	\$ 58,500	\$ 58,500	1	21%	72
HIPP		District 7		CDBG	\$ -	\$ -	1	72%	69
HIPP		District 5	Torres Construction	CDBG	\$ 26,472	\$ 26,472	1	71%	65
HIPP		District 5		CDBG	\$ -	\$ -	1	33%	69
HIPP		District 5		CDBG	\$ -	\$ -	1	32%	68
HIPP		District 7	NCN Constructions LLC	CDBG	\$ -	\$ -	1	56%	75
HIPP		District 4		CDBG	\$ -	\$ -	1	25%	77
HIPP		District 8	Titan & Associates Construction, LLC	CDBG	\$ 35,900	\$ 35,900	1	54%	60
HIPP		District 4		CDBG	\$ -	\$ -	1	53%	75
HIPP		District 1	Scott-King Group, LLC	CDBG	\$ 59,455	\$ 59,455	1	24%	81
HIPP		District 3	Torres Construction	CDBG	\$ 58,621	\$ 58,621	1	37%	78
HIPP		District 7		CDBG	\$ -	\$ -	1	32%	66
HIPP		District 5	ANGEL AC & REFRIGERATION	CDBG	\$ 37,425	\$ 37,425	1	26%	66
HIPP		District 4	Torres Construction	CDBG	\$ 54,914	\$ 54,914	1	17%	63
HIPP		District 9	Dallas Finest Construction LLC	CDBG	\$ 23,000	\$ 23,000	1	57%	69
HIPP		District 6	Scott-King Group, LLC	CDBG	\$ 55,656	\$ 55,656	1	10%	58
HIPP		District 5	ANGEL AC & REFRIGERATION	CDBG	\$ 28,513	\$ 28,513	1	64%	62
HIPP		District 9	Torres Construction	CDBG	\$ 51,682	\$ 51,682	1	35%	50
HIPP		District 12	Scott-King Group, LLC	CDBG	\$ 39,300	\$ 39,300	1	71%	73
Lead		District 6	REKJ Builders, LLC	Lead	\$ -	\$ -	1		
Lead		District 3		Lead	\$ -	\$ -	1		
Lead		District 1		Lead	\$ -	\$ -	1		
Lead		District 2		Lead	\$ -	\$ -	1		
Lead		District 1		Lead	\$ -	\$ -	1		
Lead		District 9		Lead	\$ -	\$ -	1		
Lead		District 4		Lead	\$ -	\$ -	1		
Lead		District 6		Lead	\$ -	\$ -	1	69%	28
Lead		District 4		Lead	\$ -	\$ -	1		53

Status	Program	Council District	Contractor	Funding Source	Repair Cost	Remaining Funds	Number of Units	AMI	Age
	Lead	District 3	Lead	Lead	\$ -	\$ -	1	35%	38
	Tenth Street	District 4	Equity Fund	Equity Fund	\$ -	\$ -	1	77%	62
	Tenth Street	District 4	Equity Fund	Equity Fund	\$ -	\$ -	1	32%	75
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	58%	70
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	30%	84
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	62%	79
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	21%	81
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	27%	55
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	20%	75
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	37%	44
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	25%	59
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	63%	60
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	54%	49
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	31%	53
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	23%	69
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	69%	52
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	18%	74
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	32%	50
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	16%	55
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	32%	74
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	32%	71
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	36%	63
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	54%	77
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	18%	80
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	23%	66
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	48%	60
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	21%	78
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	28%	61
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	26%	47
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	42%	80
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	27%	47
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1		2
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	20%	67
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	21%	67
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	44%	43
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	34%	70
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	67%	77
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	60%	34
	West Dallas	District 4	Equity Fund	Equity Fund	\$ -	\$ -	1	18%	68
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	70%	57
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	28%	51
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	37%	44
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	24%	85
	West Dallas	District 6	Equity Fund	Equity Fund	\$ -	\$ -	1	30%	61

## Department of Housing and Neighborhood Revitalization

Status	Program	Council District	Contractor	Funding Source	Repair Cost	Remaining Funds	Number of Units	AMI	Age
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	24%	63
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	38%	69
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	61%	57
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	69%	59
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	28%	65
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	28%	80
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	23%	38
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	56%	45
	West Dallas	District 6		Equity Fund	\$ -	\$ -	1	17%	67
					<b>\$ 1,977,886</b>	<b>\$ 1,977,886</b>	<b>146</b>	<b>39%</b>	<b>63</b>

Phase	City Involvement	Council District	Primary Lender	Funding Source	Sales Price	City Assistance	AMI	Age	Households Served
Closed FY 21-22	DHAP	1	Everett financial Inc dba Supreme Ler	CDBG, HOME	\$ 145,000	\$ 30,000	71%	33	1
	DHAP	8	Gold Financial	CDBG, HOME	\$ 215,000	\$ 40,000	74%	35	1
	DHAP	8	Origin Bank Home Lending	CDBG, HOME	\$ 205,000	\$ 40,000	73%	24	1
	DHAP	8	Origin Bank Home Lending	CDBG, HOME	\$ 185,000	\$ 40,000	67%	27	1
	DHAP	7	Gold Financial Services	CDBG, HOME	\$ 170,000	\$ 40,000	66%	57	1
	DHAP	8	Origin Bank Home Lending	CDBG, HOME	\$ 225,000	\$ 40,000	74%	25	1
	DHAP	8	Origin Bank Home Lending	CDBG, HOME	\$ 205,000	\$ 40,000	62%	33	1
	DHAP	8	Origin Bank Home Lending	CDBG, HOME	\$ 215,000	\$ 40,000	62%	30	1
	DHAP	8		CDBG, HOME	\$ 215,000	\$ 15,800	76%	45	1
	DHAP	8	Cadence Bank (BancorpSouth)	CDBG, HOME	\$ 230,000	\$ 40,000	72%	33	1
	DHAP	8	Origin Bank Home Lending	CDBG, HOME	\$ 215,000	\$ 40,000	60%	37	1
	DHAP	7	Inwood National Bank	CDBG, HOME	\$ 225,000	\$ 37,986	62%	40	1
					<b>\$ 204,167</b>	<b>\$ 443,786</b>	<b>68%</b>	<b>35</b>	<b>12</b>
Prequalified	DHAP			CDBG, HOME	\$ -		75%	34	1
	DHAP		Fairway Independent Mortgage Corpo	CDBG, HOME	\$ -		78%	52	1
	DHAP		Bank of America	CDBG, HOME	\$ -		67%	40	1
	DHAP			CDBG, HOME	\$ -				1
	DHAP		AmCap Mortgage dba Gold Financial	CDBG, HOME	\$ -		67%	2	1
	DHAP		Paramount Residential Mortgage Gro	CDBG, HOME	\$ -		64%	50	1
	DHAP			CDBG, HOME	\$ -		60%	30	1
	DHAP		Town Square Mortgage & Investment	CDBG, HOME	\$ -		64%	27	1
	DHAP			CDBG, HOME	\$ -		64%	27	1
	DHAP			CDBG, HOME	\$ -		72%	38	1
	DHAP		Gold Financial	CDBG, HOME	\$ -		75%	42	1
	DHAP			CDBG, HOME	\$ -		79%	44	1
	DHAP		Amegy Bank	CDBG, HOME	\$ -		73%	32	1
	DHAP			CDBG, HOME	\$ -		68%	28	1
	DHAP, Targeted Occupation			CDBG, HOME, GF	\$ -		109%	34	1
	DHAP			CDBG, HOME	\$ -		74%	40	1
	DHAP	8	Origin Bank Home Lending	CDBG, HOME	\$ 205,000		67%	31	1
	DHAP		Origin Bank Home Lending	CDBG, HOME	\$ -		73%	27	1
	DHAP			CDBG, HOME	\$ -		76%	22	1
	DHAP, Targeted Occupation			CDBG, HOME, GF	\$ -		111%	27	1
	DHAP			CDBG, HOME	\$ -		57%	30	1
	DHAP		Simmons Bank	CDBG, HOME	\$ -		78%	48	1
	DHAP			CDBG, HOME	\$ -		76%	58	1
	DHAP			CDBG, HOME	\$ -		66%	48	1
	DHAP			CDBG, HOME	\$ -		66%	25	1
	DHAP	7	Simmons Bank	CDBG, HOME	\$ 201,000		67%	30	1
	DHAP			CDBG, HOME	\$ -		71%	26	1
	DHAP			CDBG, HOME	\$ -		53%	54	1
	DHAP		Supreme Lending	CDBG, HOME	\$ -		69%	37	1
	DHAP, Targeted Occupation			CDBG, HOME, GF	\$ -		83%	42	1
					<b>\$ 13,533</b>	<b>\$ -</b>	<b>72%</b>	<b>35</b>	<b>30</b>

# Memorandum



CITY OF DALLAS

DATE April 22, 2022

TO Honorable members of the Housing and Homeless Solutions Committee: Casey Thomas (Chair), Jesse Moreno (Vice Chair), Carolyn King Arnold, Paula Blackmon, Cara Mendelsohn, Paul Ridley, Jaynie Schultz

SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a Qualified Participating Developer

On Monday, April 25, 2022, the Housing and Homelessness Solutions Committee will be briefed on the proposed sale of Land Transfer Program lots to a qualified participating developer.

## **Summary**

The City of Dallas Land Transfer Program, which was established by the City Council in 2019 and is administered by the Department of Housing & Neighborhood Revitalization, currently has an inventory of 57 lots that are offered for sale.

Lots in the Land Transfer Program are sold to eligible developers via an application process for the purpose of constructing affordable housing units and sale to income eligible homebuyers. Recently, staff received and reviewed an application from an eligible developer, Masa Design Build LLC for the purchase of ten (10) Land Transfer Program lots. This memorandum provides an overview of the application submitted by Masa Design Build LLC for HHS committee consideration.

## **Background**

On May 22, 2019, the City Council adopted the Land Transfer Program via Resolution No. 19-0824. The purpose of the Land Transfer Program is to incentivize: 1) the development of quality, sustainable housing that is affordable to the residents of the City and 2) the development of other uses that complement the City's Comprehensive Housing Policy, economic development policy, or redevelopment policy. Specifically, the Land Transfer Program authorizes the City to sell qualifying city-owned real property and resell tax-foreclosed real property to for-profit, non-profit, and/or religious organizations in a direct sale at less than fair market value of the land, consistent with the authorizing state statute or city ordinance.

DATE April 22, 2022  
SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a Qualified Participating Developer

In March 2022, an eligible developer submitted an application (proposal) to purchase a total of 10 Land Transfer Program lots. Housing Department staff evaluated the application pursuant to the standards set forth in the Land Transfer Program guidelines, which included determining whether the developer met the eligibility standards to be deemed a “Qualified Participating Developer” and underwriting the proposal. The application was determined to be “complete” and was assigned a score by Housing Department staff. Housing Department staff collaborated with the qualified participating developer regarding the terms of sale of the vacant lots as well as the terms related to the construction and subsequent sale of single-family housing units to income eligible homebuyers.

The Developer being considered for the sale of 10 lots is Masa Design-Build LLC, based in Dallas, Texas. The Developer is a limited liability corporation formed in Texas in 2012 and is licensed with the City of Dallas as a General Contractor and is M/WBE certified. The company has ten years of home building experience. To date, the applicant has constructed and sold market rate homes and affordable housing in Dallas and the surrounding area. The company has experience constructing and selling in southern Dallas to homebuyers in the income range as the Land Transfer Program. The applicant has a current line of credit of 1.05 times the total project cost in order to support this project. The Managing Partner of the company is Nishad Kolothody.

The proposal indicates the construction of 10 single family units ranging from 1,350 square feet to 1,525 square feet with a minimum of three bedrooms and two baths. The price range of the proposed units will be \$179,000.00 - \$198,500.00 targeting homebuyers in an income range of 60 - 120% AMI, of which 4 units will be used to target homebuyers in an income range of 60 - 80% AMI. The developer intends to market the City of Dallas Homebuyer Assistance Program to those homebuyers categorized in the 60 - 80% AMI range.

The development terms applicable to each lot are as follows:

- **Vacant Lot Sales Price:** Attached as **Exhibit A**.
- **Single-Family Home Sales Price:** The sales price of the home cannot exceed the 2021 HUD HOME homeownership sales price for the Dallas, TX HUD Metro FMR Area and must be affordable based on the income of the targeted homebuyer.
- **Targeted Income of Homebuyer:** Six (6) units will target homebuyers in an income range of 80%-120% AMI, and four (4) units will target homebuyers in an income range of 60%-80% AMI.



DATE April 22, 2022  
SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a Qualified Participating Developer

- **Construction Timeframe:** Developer must apply for a construction permit and close on any construction financing within 60 days of purchase from the City. In addition, Developer should complete construction and sale of each affordable housing unit to an income eligible homebuyer within two years of the date of acquisition of the vacant lot utilized for construction of the unit.
- **Restrictive Covenants:** Developer must: 1) sell each lot to an income eligible household and 2) prior to the sale, must provide to Department of Housing and Neighborhood Revitalization staff written documentation of the income of the proposed purchaser and the sales price. After sale of the home, the property must be occupied as an income eligible household's principal residence during the entire term of the affordability period.
- **Affordability Period:** Once the property is sold to an income eligible household, it must be occupied as the household's principal place of residence for at least five years. If the original purchaser re-sells the property during the affordability period, the property may only be sold to another income eligible household.
- **Right of Reverter:** Title to the property may revert to the City of Dallas if Developer has (1) failed to take possession of the land within 90 calendar days after receiving the deed to the parcels of real property; 2) failed to complete construction of all required housing units or other required development on the real property, or failed to ensure occupancy by eligible households within the development timeframe set forth in the development agreement; 3) incurred a lien on the property because of violations of City ordinances and failed to fully pay off the lien within 180 days of the City's recording of the lien; or 4) sold, conveyed, or transferred the land without the consent of the City.

## **Issues**

The City incurs costs related to maintaining lots in its inventory. If the Committee does not approve forwarding the proposed development to City Council to consider for approval of the sale of the 10 vacant lots to the Qualified Developer, the City will be required to continue expending funds to maintain the unsold inventory.

## **Fiscal Impact**

The City of Dallas will receive revenue from the sale of the lots, see attached Exhibit A, in the amount of \$12,996.49. The sales price for each lot is a minimum of \$1,000 for lots up to 7,500 square feet and an additional \$0.133 per square foot for lots which exceed 7,500 square feet. Upon completion of the proposed 10 housing units the expected property tax revenue for the City of Dallas is expected to be approximately \$14,804.04 annually. In addition, Exhibit A details the Estimated Foregone Revenues from the release of non-tax City liens: \$73,003.82. The City will also collect recording fees upfront to ensure property legal documents are recorded properly.

DATE April 22, 2022  
SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a  
Qualified Participating Developer

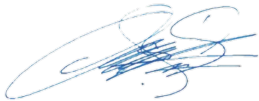
### **Staff Recommendation**

Staff recommends that the Housing and Homelessness Solutions Committee move this item forward to City Council so that it may consider and approve of the sale of 10 vacant lots held by the City to the Qualified Participating Developer pursuant to the terms of development set forth in this memorandum.

### **Next Steps**

Upon receiving Committee approval, staff will place this item on the next available City Council agenda.

Should you have any questions or require any additional information, please contact me or David Noguera, Director, Department of Housing & Neighborhood Revitalization at [David.Noguera@DallasCityHall.com](mailto:David.Noguera@DallasCityHall.com) or 214-670-3619.



Majed A. Al-Ghafry, P.E.  
Assistant City Manager

Attachment: Project Map

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billieae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Deputy City Manager  
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Directors and Assistant Directors

DATE April 22, 2022

SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a  
Qualified Participating Developer

**Exhibit A**  
**Masa Design-Build, LLC**

Lot #	Street #	Street Name	Neighborhood	CD	Area (SF)	Purchase Price	Type	Proposed Homebuyer AMI	Non- Tax Lien Amount
1	2631	WARREN AVE	Bertrand	7	7059	\$ 1,000.00	tax foreclosed	60-80%	\$ 16,354.48
2	2424	BIRMINGHAM AVE	Bertrand	7	6517	\$ 1,000.00	tax foreclosed	60-80%	\$ 2,070.46
3	2734	EXLINE ST	Bertrand	7	7670	\$ 1,022.61	tax foreclosed	60-80%	\$ 20,919.30
4	2730	EXLINE ST	Bertrand	7	8020	\$ 1,069.16	tax foreclosed	60-80%	\$ 18,940.76
5	1918	E OVERTON RD	Oak Cliff	4	6572	\$ 1,000.00	tax foreclosed	80-120%	\$ -
6	3135	HARLANDALE AVE	Oak Cliff	4	7418	\$ 1,000.00	tax foreclosed	80-120%	\$ 4,176.61
7	3735	HUMPHREY DR	Oak Cliff	4	18234	\$ 2,427.62	tax foreclosed	80-120%	\$ 8,368.33
8	3607	HUMPHREY DR	Oak Cliff	4	11863	\$ 1,580.28	tax foreclosed	80-120%	\$ 668.42
9	1530	FORDHAM RD	Oak Cliff	4	10131	\$ 1,349.92	tax foreclosed	80-120%	\$ -
10	4611	BONNIE VIEW RD	Oak Cliff	4	11612	\$ 1,546.90	tax foreclosed	80-120%	\$ 1,505.46
TTL Purchase Price						\$12,996.49	TTL Non-Tax Lien Amount	\$ 73,003.82	

# Memorandum



CITY OF DALLAS

DATE April 22, 2022

TO Honorable members of the Housing and Homeless Solutions Committee: Casey Thomas (Chair), Jesse Moreno (Vice Chair), Carolyn King Arnold, Paula Blackmon, Cara Mendelsohn, Paul Ridley, Jaynie Schultz

SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a Qualified Participating Developer

On Monday, April 25, 2022, the Housing and Homelessness Solutions Committee will be briefed on the proposed sale of Land Transfer Program lots to a qualified participating developer.

## **Summary**

The City of Dallas Land Transfer Program, which was established by the City Council in 2019 and is administered by the Department of Housing & Neighborhood Revitalization, currently has an inventory of 57 lots that are offered for sale.

Lots in the Land Transfer Program are sold to eligible developers via an application process for the purpose of constructing affordable housing units and sale to income eligible homebuyers. Recently, staff received and reviewed an application from an eligible developer, SG Provision LLC for the purchase of five (5) Land Transfer Program lots. This memorandum provides an overview of the application submitted by SG Provision LLC for HHS committee consideration.

## **Background**

On May 22, 2019, the City Council adopted the Land Transfer Program via Resolution No. 19-0824. The purpose of the Land Transfer Program is to incentivize: 1) the development of quality, sustainable housing that is affordable to the residents of the City and 2) the development of other uses that complement the City's Comprehensive Housing Policy, economic development policy, or redevelopment policy. Specifically, the Land Transfer Program authorizes the City to sell qualifying city-owned real property and resell tax-foreclosed real property to for-profit, non-profit and/or religious organizations in a direct sale at less than fair market value of the land, consistent with the authorizing state statute or city ordinance.

DATE April 22, 2022  
SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a Qualified Participating Developer

In March 2022, an eligible developer, submitted an application (proposal) to purchase a total of 5 Land Transfer Program lots. Housing Department staff evaluated the application pursuant to the standards set forth in the Land Transfer Program guidelines, which included determining whether the developer met the eligibility standards to be deemed a “Qualified Participating Developer” and underwriting the proposal. The application was determined to be “complete” and was assigned a score by Housing Department staff. Housing Department staff collaborated with the qualified participating developer regarding the terms of sale of the vacant lots as well as the terms related to the construction and subsequent sale of single-family housing units to income eligible homebuyers.

The Developer being considered for the sale of 5 lots is SG Provision LLC, based in Dallas, Texas. The Developer is a limited liability corporation formed in Texas in 2021. The Developer is partnered with Greenwell Homes which is licensed with the City of Dallas as a General Contractor and also based in Dallas. The owners of SG Provision are Stephanie Greenwell and Steve Greenwell who also are the owners of Greenwell Homes. Greenwell Homes has thirteen years of home building experience as well as home renovation experience and was voted D Best Builder in 2019, 2020, 2021 and 2022. To date, the applicant has constructed and sold market rate homes in Dallas and the surrounding area. SG Provision was created to be the division of Greenwell Homes focusing on affordable housing in Dallas. The applicant has a current line of credit of 1.02 times the total project cost to support this project.

The proposal indicates the construction of 5 single family units ranging from 1,235 square feet to 1,757 square feet with a minimum of three bedrooms and two baths. The price range of the proposed units will be \$180,000.00 - \$205,000.00 targeting homebuyers in an income range of 60 - 120% AMI, of which 2 units will be used to target homebuyers in an income range of 60 - 80% AMI. The developer intends to market the City of Dallas Homebuyer Assistance Program to those homebuyers categorized in the 60 - 80% AMI range.

The development terms applicable to each lot are as follows:

- **Vacant Lot Sales Price:** Attached as **Exhibit A**.
- **Single-Family Home Sales Price:** The sales price of the home cannot exceed the 2021 HUD HOME homeownership sales price for the Dallas, TX HUD Metro FMR Area and must be affordable based on the income of the targeted homebuyer.
- **Targeted Income of Homebuyer:** Three (3) units will target homebuyers in an income range of 80%-120% AMI, and two (2) units will target homebuyers in an income range of 60%-80% AMI.

DATE April 22, 2022  
SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a Qualified Participating Developer

- **Construction Timeframe:** Developer must apply for a construction permit and close on any construction financing within 60 days of purchase from the City. In addition, Developer should complete construction and sale of each affordable housing unit to an income eligible homebuyer within two years of the date of acquisition of the vacant lot utilized for construction of the unit.
- **Restrictive Covenants:** Developer must: 1) sell each lot to an income eligible household and 2) prior to the sale, must provide to Department of Housing and Neighborhood Revitalization staff written documentation of the income of the proposed purchaser and the sales price. After sale of the home, the property must be occupied as an income eligible household's principal residence during the entire term of the affordability period.
- **Affordability Period:** Once the property is sold to an income eligible household, it must be occupied as the household's principal place of residence for at least five years. If the original purchaser re-sells the property during the affordability period, the property may only be sold to another income eligible household.
- **Right of Reverter:** Title to the property may revert to the City of Dallas if Developer has 1) failed to take possession of the land within 90 calendar days after receiving the deed to the parcels of real property; 2) failed to complete construction of all required housing units or other required development on the real property, or failed to ensure occupancy by eligible households within the development timeframe set forth in the development agreement; 3) incurred a lien on the property because of violations of city ordinances and failed to fully pay off the lien within 180 days of the City's recording of the lien; or 4) sold, conveyed, or transferred the land without the consent of the City.

## **Issues**

The City incurs costs related to maintaining lots in its inventory. If the Committee does not approve forwarding the proposed development to City Council to consider for approval of the sale of the 5 vacant lots to the Qualified Developer, the City will be required to continue expending funds to maintain the unsold inventory.

## **Fiscal Impact**

The City of Dallas will receive revenue from the sale of the lots, see attached Exhibit A, in the amount of \$5,000.00. The sales price for each lot is a minimum of \$1,000 for lots up to 7,500 square feet and an additional \$0.133 per square foot for lots which exceed 7,500 square feet. Upon completion of the proposed 5 housing units the expected property tax revenue for the City of Dallas is expected to be approximately \$7,568.93 annually. In addition, Exhibit A details the Estimated Foregone Revenues from the release of non-tax City liens: \$0.00. The City will also collect recording fees upfront to ensure property legal documents are recorded properly.

DATE April 22, 2022  
SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a  
Qualified Participating Developer

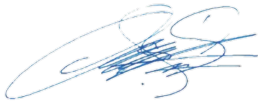
### **Staff Recommendation**

Staff recommends that the Housing and Homelessness Solutions Committee move this item forward to City Council so that it may consider and approve of the sale of 5 vacant lots held by the City to the Qualified Participating Developer pursuant to the terms of development set forth in this memorandum.

### **Next Steps**

Upon receiving Committee approval, staff will place this item on the next available City Council agenda.

Should you have any questions or require any additional information, please contact me or David Noguera, Director, Department of Housing & Neighborhood Revitalization at [David.Noguera@DallasCityHall.com](mailto:David.Noguera@DallasCityHall.com) or 214-670-3619.



Majed A. Al-Ghafery, P.E.  
Assistant City Manager

### **Attachment: Project Map**

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
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DATE April 22, 2022

SUBJECT Consideration and Approval of the Sale of Land Transfer Program Lots to a  
Qualified Participating Developer

**Exhibit A**  
**SG Provision, LLC**

Lot #	Street #	Street Name	Neighborhood	CD	Area (SF)	Purchase Price	Type	Proposed Homebuyer AMI	Non- Tax Lien Amount
1	6214	CARLTON GARRETT ST	Bonton	7	2587	\$ 1,000.00	tax foreclosed	60-80%	\$ -
2	2418	EASLEY ST	Bonton	7	6222	\$ 1,000.00	tax foreclosed	60-80%	\$ -
3	2414	EASLEY ST	Bonton	7	5000	\$ 1,000.00	tax foreclosed	80-120%	\$ -
4	2529	WELLS ST	Bonton	7	2524	\$ 1,000.00	tax foreclosed	80-120%	\$ -
5	2524	WELLS ST	Bonton	7	2551	\$ 1,000.00	tax foreclosed	80-120%	\$ -
TTL Purchase Price						\$ 5,000.00	TTL Non-Tax Lien Amount		\$ -



# Memorandum



CITY OF DALLAS

DATE April 22, 2022

Honorable members of the Housing and Homelessness Solutions Committee: Casey Thomas II (Chair), Jesse Moreno (Vice Chair), Carolyn King Arnold, Paula Blackmon, Cara Mendelsohn, Paul Ridley, Jaynie Schultz

SUBJECT **Upcoming Agenda Item: Ash Creek TEFRA Approval**

This memorandum is to inform you of an upcoming agenda item on May 25, 2022 to authorize approval by the City Council of the City of Dallas, acting as the applicable elected representative, as defined by Section 147(f)(2)(E) of the Internal Revenue Code of 1986, as amended (Code), of the issuance of multifamily residential mortgage revenue bonds (Bonds) by the City of Dallas Housing Finance Corporation (DHFC or Issuer) in one or more series of tax-exempt bonds in an amount not to exceed \$35,000,000.00; proceeds of the Bonds will be loaned to Ash Creek Preservation Apartments, LLC (Developer) to finance a portion of the cost for the renovation of units for an affordable multifamily complex to be known as the Rosemont at Ash Creek and located at 2605 John West Road, Dallas, Texas (Development); a public hearing with respect to the Bonds and the Development was held on March 28, 2022, after reasonable public notice was published in a newspaper of general circulation in the City of Dallas, in compliance with Section 147(f) of the Code.

## **Background:**

For the DHFC to issue tax-exempt bonds for a project, a Tax Equity and Fiscal Responsibility Act (TEFRA) public hearing must be held where individuals can voice their opinions or concerns regarding the issuance of such bonds for the project to be financed. This requirement originated under the Tax Equity and Fiscal Responsibility Act of 1982; the industry term for this requirement is “TEFRA.”

Since the Development is located within the City of Dallas, Section 147 (f) of the Code requires that for the bonds to be tax exempt, the City Council, the applicable elected representative of the City of Dallas, must approve the issuance of the bonds by the Issuer following a public hearing. The City of Dallas is not asked to issue bonds. The bonds shall not be a debt, liability, or an obligation of the City nor shall any of the City’s assets be pledged for payment of the bonds. The City’s name will not appear on the bonds. The approval being requested is only for the purpose of complying with federal law and regarding tax exempt debt.

Per the requirements of TEFRA, a hearing was published in the Dallas Morning News on March 21, 2022. On March 28, 2022, the public hearing was held, and comments received, if any, were provided to the City Council of the City of Dallas. Under applicable federal income tax law, the TEFRA approval may only be valid for a one-year term.

DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: Ash Creek TEFRA Approval**

Therefore, the public hearing for the Development may have a validity date through March 28, 2023. It is anticipated that the tax-exempt bonds to fund a portion of the costs for the Development will close on or about June 30, 2022.

On September 14, 2021, the DHFC authorized an inducement in an amount not to exceed \$35,000,000.00. An application for the allocation of \$35,000,000.00 in private activity bonds was submitted to the Texas Bond Review Board (TBRB) and a bond reservation was received in January 2022.

**Project Summary:**

Developer proposes that the DHFC or its affiliate acquire the property at 2605 John West Road and subsequently enter a long-term lease for the Development. The Developer proposes to renovate all 280 units of the Development. The 280 units are comprised of 136 2-bedroom and 144 3-bedroom units. The renovation is focused on the following: (1) life safety including security, (2) energy efficiency, (3) physical and functional obsolescence, (4) neighborhood stabilization, (5) accessibility. On December 8, 2021, following a public hearing, the City Council adopted a Resolution of No Objection related to the Development and Developer's 4% Non-Competitive Low Income Housing Tax Credits application to TDHCA, by Resolution No. 21-2046. But for the investment of 4% non-competitive housing tax credits, this property would continue to deteriorate, add blight to the neighborhood, and provide substandard housing to the existing residents.

The Applicant proposes to provide on-site resident services including:

1. 12 hours per week of after school tutoring;
2. 4 hours per week of adult financial literacy courses;
3. Health screening and mobile immunizations;
4. Family counseling/family crisis intervention;
5. Coordination with local social services agencies;
6. Computer lab/computer training;
7. Emergency assistance and relief;
8. Community outreach programs;
9. Vocational guidance;
10. Social/recreational activities;
11. State workforce development and Welfare program assistance; and
12. Individual Development Account program.

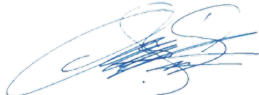
**Timeline:**

On September 14, 2021, the DHFC authorized an inducement in an amount not to exceed \$35,000,000. On December 14, 2021, the DHFC also authorized 1) the negotiation of a master agreement with Devco Preservation, LLC, 2) an ownership interest as the general partner of Ash Creek Preservation Apartments, LLC, 3) serving as the co-developer of the project, 4) the acquisition of the land, and 5) entering a long-term ground lease with Ash Creek Preservation Apartments, LLC.

DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: Ash Creek TEFRA Approval**

On December 8, 2021, following a public hearing, City Council adopted a Resolution of No Objection related to the Development and Developer's 4% Non-Competitive Low Income Housing Tax Credits application to TDHCA by Resolution No. 21-2046.

Should you have any questions or require any additional information, please contact me or David Noguera, Director, Department of Housing & Neighborhood Revitalization at [David.Noguera@DallasCityHall.com](mailto:David.Noguera@DallasCityHall.com) or 214-670-3619.



**Majed A. Al-Ghafry, P.E.**  
**Assistant City Manager**

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Directors and Assistant Directors

# Memorandum



DATE April 22, 2022

CITY OF DALLAS

Honorable members of the Housing and Homelessness Solutions Committee: Casey Thomas (Chair), Jesse Moreno (Vice Chair), Carolyn King Arnold, Paula Blackmon, Cara Mendelsohn, Paul Ridley, Jaynie Schultz

SUBJECT **Upcoming Agenda Item: NOFA Development Project – Terrace at Southern Oaks**

This memorandum is to inform the Housing and Homelessness Solutions Committee of an upcoming agenda item on May 11, 2022 to authorize the execution of a conditional grant agreement in an amount not to exceed \$7,900,000.00 in HOME Investment Partnerships Program (HOME) and Community Development Block Grant (CDBG) funds with LDG The Terrace at Southern Oaks, LP or its affiliate (Developer), for the development of The Terrace at Southern Oaks, a 300-unit mixed-income multifamily complex located at 3300 Southern Oaks Boulevard, Dallas, Texas 75216 (Project). Staff recommend approval of the item as the Project received a fundable score through the Notice of Funding Availability (NOFA) application process and a third-party underwrite of the Project was completed to confirm the funding gap associated with the development.

## BACKGROUND

LDG The Terrace at Southern Oaks, LP (Applicant), a to be formed Texas limited partnership, submitted a Proposal under the City's Notice of Funding Availability (NOFA), as amended, to receive gap financing in the form of a loan to support the construction of a 300-unit affordable multifamily complex located within the City limits. The NOFA was issued by the Department of Housing & Neighborhood Revitalization (Housing) in accordance with the City's Comprehensive Housing Policy (CHP).

Housing administers programs to appropriately incentivize private investment for the development of quality, sustainable housing that is affordable to the residents of the City. Specifically, Housing administers the New Construction and Substantial Rehabilitation Program which, where necessary, seeks to provide financial assistance to new developments or substantially rehabilitate existing developments. All projects seeking financial assistance are required to submit a Notice of Intent to apply for financial assistance through NOFA to Develop Affordable Homeownership and Rental Housing. As outlined in the NOFA, multiple sources of funding are available, however, proposed projects must meet specific thresholds to qualify for the use of a specific funding source. At minimum, each proposed project must be composed of at least five affordable units and must achieve a fundable score as outlined in the NOFA solicitation. LDG The Terrace at Southern Oaks, LP received a fundable score of 96 points.

DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: NOFA Development Project – Terrace at Southern Oaks**

On September 22, 2021, the City Council authorized a Resolution of No Objection for 4% housing tax credits for the Project; however, the Project did not receive a bond reservation from the Texas Bond Review Board and will subsequently no longer qualify for 4% housing tax credits. The State allocation of bonds is oversubscribed by about \$2 billion, so it is not surprising the Applicant did not receive an allocation for this project this year. Bond reservations are given via lottery and the fact that the Project did not receive a bond reservation is not indicative of its quality or economic viability. The Applicant will now fund the Project using conventional debt and equity sources in conjunction with the NOFA funding.

The general partner of the Applicant will be LDG The Terrace at Southern Oaks, GP, LLC, a to be formed single asset entity with the Dallas Housing Finance Corporation (DHFC) as 100.00% owner. LDG The Terrace at Southern Oaks, SLP, LLC, a to be formed limited liability company or its affiliate with Texas Quad, LLC, a Texas limited liability company as 100.00% owner, will be the special limited partner. An amended and restated agreement of limited partnership will be executed to admit an equity investor once identified.

LDG Development, LLC (LDG), or its affiliate, will serve as the developer and guarantor of the project. LDG has successfully completed over 77 multifamily properties totaling 13,673 units and is currently developing two other workforce housing developments in partnership with the City and the Dallas Housing Finance Corporation (DHFC) totaling 480 units. The proposed property manager is Capstone Real Estate Services, Inc. (Capstone). Capstone is a professional management company based in Austin, TX that currently manages 35,000 multifamily units including over 21,000 affordable units.

The Applicant proposes to develop 300 mixed-income multi-family units on 22 acres. The 300 units are comprised of 36 1-bedroom, 132 2-bedroom, 120 3-bedroom units, and 12 4-bedroom units. The units will include energy efficient appliances, washer/dryer hookups, covered entries/patios, and other Class A features. The Project will also include controlled gate access, a multipurpose community room, swimming pool, fitness center, theater room, children's playscape, full perimeter fencing a gazebo area, picnic areas with grills, and landscaped walking paths.

The Applicant proposes to provide on-site resident services including:

1. 12 hours per week of after school tutoring;
2. 4 hours per week of adult financial literacy courses;
3. Food pantry;
4. Annual health fair and flu shots;
5. Notary services;
6. Arts and crafts programming twice a month;
7. Organized social gatherings twice a month; and
8. Weekly chore and preventative maintenance for elderly and disabled residents.

DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: NOFA Development Project – Terrace at Southern Oaks**

The Applicant has consulted with the Office of Innovative Public Safety Solutions (OIPSS) for security input, community activities and the Crime Prevention Through Environmental Design (CPTED). The Applicant and OIPSS will continue to work together to ensure the community is secure and take proactive measures to ensure the safety of the residents. The site is situated conveniently near the intersection of Interstate Highway 45 and East Illinois Avenue, roughly 4 miles south of Downtown Dallas. There are nine different DART stops within 1/4 mile that surround the development, making it easy to access via transit. In addition to the ease of access via transit, the site is located directly across the street from John C. Phelps Community Park, a 20-plus acre park and is within walking distance to J.P. Phelps Math Science and Technology elementary school (Great Schools rated 8). The site does not require a zoning change as it is currently zoned MU-2 (Multifamily and Retail).

The Market Value Analysis (MVA) market type is uncategorizable as it is vacant land. The MVA market types of the adjacent neighborhoods are 'G', 'H', and 'I' ranging from 26.00% to 60.00% owner-occupied housing. The nearby multifamily developments have MVA market types of 'H' and 'G'. The introduction of a new, Class A mixed-income multifamily development will provide significant market pressure on the existing housing stock to provide substantial renovations and services to remain competitive. Because the site is already zoned as multifamily, addition of quality mixed-income housing units on that site will ensure affordability as the surrounding area continues to be developed.

Total development costs are anticipated to be approximately \$70,406,743.00 which includes the acquisition price for the land. The construction budget is anticipated to be approximately \$51,167,527.00 which is \$170,558.42 per unit.

The unit mix and rental rates are as follows:

Unit Type	AMI	Units	Rent
1BR	50% Low HOME	0	\$834.00
1BR	65% High HOME	2	\$1,065.00
1BR	80%	17	\$1,335.00
1BR	Market	17	\$1,134.00
2BR	50% Low HOME	2	\$1,001.00
2BR	65% High HOME	6	\$1,281.00
2BR	80%	59	\$1,602.00
2BR	Market	65	\$1,352.00
3BR	50% Low HOME	2	\$1,157.00
3BR	65% High HOME	6	\$1,470.00
3BR	80%	53	\$1,852.00
3BR	Market	59	\$1,746.00
4BR	50% Low HOME	0	\$1,291.00
4BR	65% High HOME	2	\$1,621.00
4BR	80%	4	\$2,066.00
4BR	Market	6	\$2,309.00

DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: NOFA Development Project – Terrace at Southern Oaks**

The 80% AMI rents are meant to provide housing to the “missing middle” of the market: residents that earn above 60% AMI but would be cost burdened by market rents. These incomes range from approximately \$49,840.00 to \$71,200.00 in the City based on family size. These incomes represent a wide variety of employment sectors including, but not limited to, teachers, first responders, government employees, etc. The economics of this development also allows for the inclusion of 20 HOME-assisted units to be reserved for residents earning at or below 60% AMI (annual incomes of \$37,380.00 to \$53,400.00), for a minimum of twenty (20) years, to provide deeper affordability and serve a broader mix of incomes. In addition, 40% of the market rate units will serve residents at 140% AMI (annual income of \$106,800.00).

<b>Proposed Financing Sources</b>	<b>Amount</b>
<b>Construction Loan Financing</b>	\$53,148,000.00
<b>Investor Equity</b>	\$ 9,358,743.00
<b>City of Dallas CDBG Loan</b>	\$ 4,400,000.00
<b>City of Dallas HOME Loan</b>	\$ 3,500,000.00
<b>Total</b>	<b>\$70,406,743.00</b>

<b>Proposed Uses</b>	<b>Costs</b>
<b>Acquisition</b>	\$ 3,626,370.00
<b>Total Const. Costs</b>	\$51,167,527.00
<b>Financing Fees, Soft Costs</b>	\$12,042,509.00
<b>Developer Fee</b>	\$ 3,520,337.00
<b>Total</b>	<b>\$70,406,743.00</b>

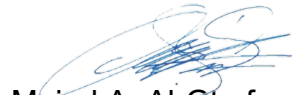
After the development is complete, 153 of the 300 units will be made available to households earning 0.00%-80.00% of Area Median Income (AMI), of which twenty (20) will be HOME-assisted units for a minimum of twenty (20) years, and 40% of the market rate units will be made available to households at 140% AMI (annual income of \$106,800.00), and the remaining market rate units will not be income restricted.

The Development has been found to affirmatively further fair housing by the Office of Fair Housing. Staff recommend approval of this item as it furthers the mixed-income housing goals of the CHP, meets the threshold requirements of the NOFA, and the financial gap has been confirmed by third-party underwriting.

Staff confirmed that this Project would not be feasible but for the City’s participation and that the Project furthers the goals of the CHP. Staff recommend approval of this item to allow this mixed-income housing development to move forward.

DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: NOFA Development Project – Terrace at Southern Oaks**

Should you have any questions or require any additional information, please contact me or David Noguera, Director, Department of Housing & Neighborhood Revitalization at [David.Noguera@DallasCityHall.com](mailto:David.Noguera@DallasCityHall.com) or 214-670-3619.



**Majed A. Al-Ghafry, P.E.**  
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**City of Dallas**

# **Homeless Shelter Facility Management Services Contract**

**Housing and Homelessness  
Solutions Committee**

**April 25, 2022**

Christine Crossley, Director  
Office of Homeless Solutions  
City of Dallas

# Presentation Overview



- Purpose
- Background/History
- Cost of Current Operations at The Bridge
- Current Operations at The Bridge
- Contract Budget (FY23)
- Bridge Steps Additional Funding Sources
- Contract Performance Measures
- Staff Recommendation
- Next Steps



# Purpose



- Provide an overview of the April 27, 2022 agenda item
- Agenda item requests City Council authorization to award Homeless Shelter Facility Management Services contract to Bridge Steps d/b/a The Bridge
  - Provide funding in the amount of \$4,519,000 (offset by \$1,000,000 in County revenue, for a net cost to the City of Dallas General Fund of \$3,519,000)
    - Dallas County has supported the Bridge since FY 2007-08
  - One year term with four one-year renewal options, subject to appropriations



# Background/History



Dallas voters approve a \$3 million bond referendum to begin planning for the development of a multi-service campus to serve persons experiencing homelessness

The Bridge opens on May 20, 2008, at 1818 Corsicana Street

The Bridge receives the Rudy Bruner Award for Urban Excellence

The Bridge is selected as the featured charity for the 38<sup>th</sup> Annual Taste of the South Gala

2003

2005

2008

2009

2011

2014

2021

Dallas voters approve a \$23.8 bond referendum for construction of The Bridge

Working with the City, Dallas County and The Bridge, the State of Texas establishes the Homeless Housing and Services Program (HHSP)

The State recognizes the Bridge as an exemplary Recovery-Oriented System of Care (ROSC) and provides grant funding for service expansion through the establishment of the Healthy Community Collaborative (HCC) program





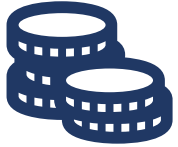
# Background/History



- City of Dallas owns 1818 Corsicana Street
- Management, programming and operations are contracted to a third party
  - **December 12, 2007:** Management contract first awarded to Metro Dallas Homeless Alliance (MDHA)
    - **On September 20, 2011:** MDHA spun off operation of The Bridge into a newly formed 501(c)(3) corporation named Bridge Steps
    - **October 1, 2011:** Bridge Steps assumes all of MDHA's obligations under their contract with the City
    - **October 1, 2011 to Present:** Various amendments related to contract terms, renewal options, service, cost and performance
    - **September 30, 2022:** Bridge Steps' current contract ends



# Cost of Current Operations at The Bridge



**\$15.2 million:** Total cost in FY 23 to operate the Bridge, including programs and services



City funding in FY 23 is projected to be **30% (\$4,219,000)** of The Bridge's operating budget



**103** Staff at The Bridge  
**800** Guests access services daily  
**300** Guests access nightly shelter

- ❖ **100** Transitional Shelter Beds
- ❖ **150** Emergency Shelter Beds
- ❖ **50** Pay to Stay Mats



**David Woody, III, Ph.D., LCSW-S**  
**President and CEO of The Bridge**

Dr. Woody is the 2021 recipient of the Dallas Business Journal Most Inspiring Leader Award



# Current Operations at The Bridge



## • Night Shelter Programs and Services Summary

Service	Description
Overnight emergency shelter services	Overnight sleeping accommodations to provide temporary shelter and access to supportive services leading to housing to those who are experiencing homelessness
Transitional shelter	For guests participating in campus shelter and programs for a minimum of 30 consecutive days
Pay-to-Stay Program	Program participants receive targeted wrap-around services to mainstream guests into shelter programs or housing within 90 days

Services	October 1, 2021 – March 31, 2022
Individuals entered the Bridge intake building to receive day shelter and homeless recovery services	<b>2,000</b>
Guests actively engaged in homeless recovery	<b>1,163</b>
Care management sessions held with an average of 6 sessions per guest	<b>7,624</b>
Guests in active homeless recovery	<b>58%</b>
Guests connected to some type of mental health and/or substance use services	<b>24%</b>
Pay To Stay Program additional spaces per night	<b>50</b>

## • Day Shelter Programs and Services Summary

Service	Description
Personal Hygiene	Personal hygiene kits and access to shower and restroom facilities
Laundry Services	On-campus laundry room
Storage	Self-accessible storage lockers for night shelter guests



# Current Operations at The Bridge



## • Day Shelter Programs and Services Summary (continued)

Service	Description
Meals	Three nutritious meals per day, every day of the year (including holidays)
Case Management	One-to-one care management and peer support services
Health Care	Onsite access to behavioral and mental health care (Metrocare), physical healthcare (Parkland) and emergency medical services (Dallas Fire Rescue)
Barbershop and Hair Salon	Mack's Barbershop at The Bridge provides 90 haircuts weekly
Employment and Income Services	Job preparedness, job search activities and Medicaid and Social Security Disability Program enrollment assistance
Educational and Recreational Activities	Activities organized by volunteers include Bingo, Karaoke and art classes
Library and Computer Lab	Available for guests to continue their education and search for job opportunities
Dog Kennel	The Bridge is the only homeless shelter with an onsite dog kennel for guests' canine companions





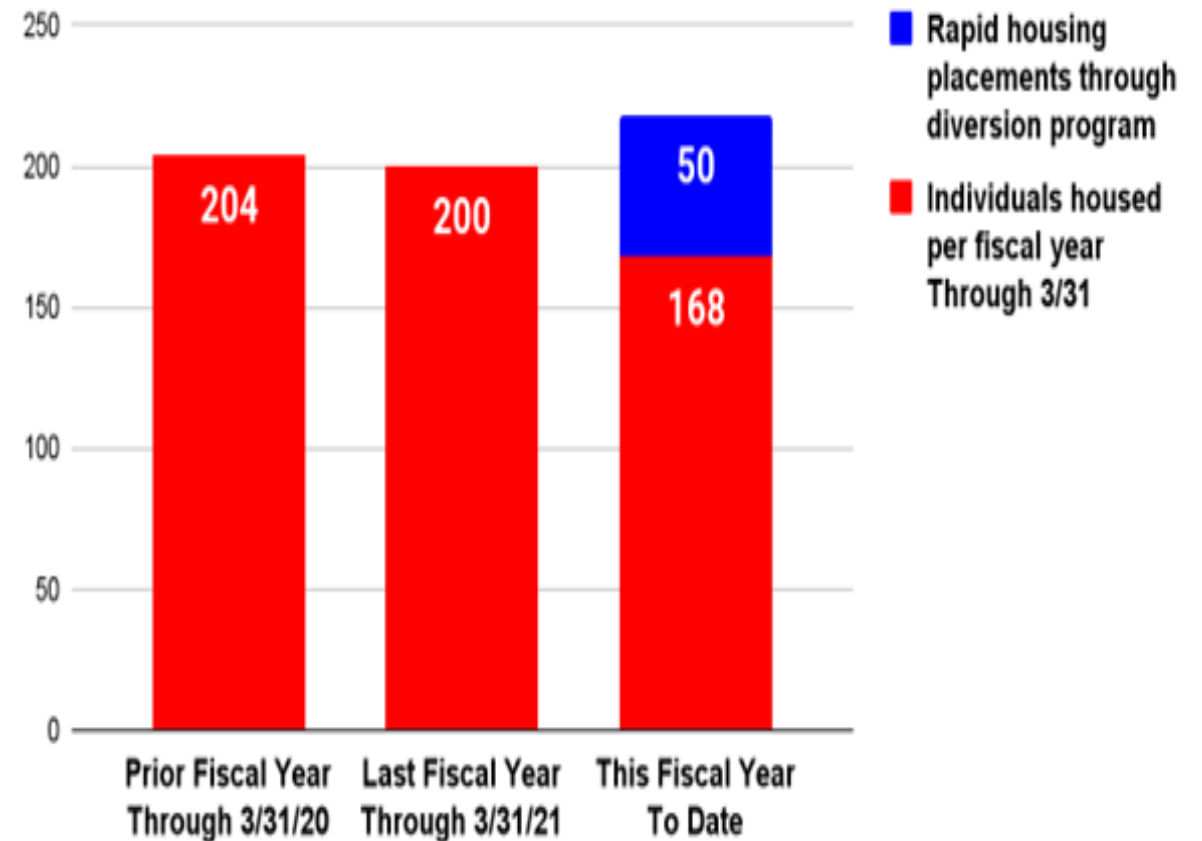
# Current Operations at The Bridge



## HOUSING PLACEMENT

- A housing plan is created for all guests upon entry to The Bridge
- The care management team helps guests identify and secure housing
- The Bridge has established relationships with landlords
- Housing follow up for guests to develop their social network is provided by The Bridge staff for up to 6 months to help guests develop their social networks

The Bridge Housing Program: Individuals Housed Per Fiscal Year

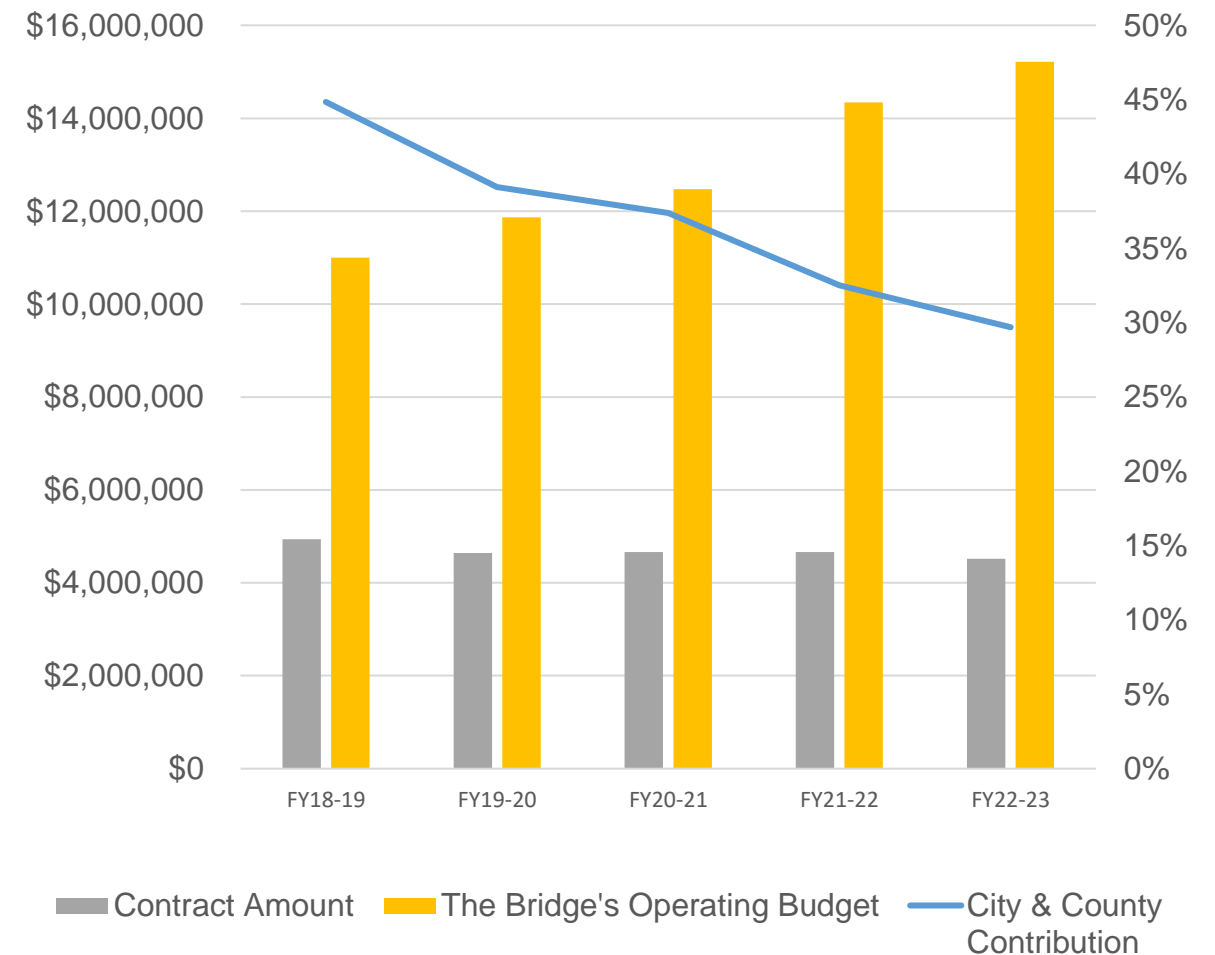


# Contract Budget (FY 23)



Category	Amount	Activity Type
Supportive Services	\$ 368,013	Care Management
Administrative Costs	\$ 599,342	Administration
Operations	\$3,034,604	Shelter Operating Costs
Data Costs	\$ 207,249	Data Reporting and Information Technology
Pay-to-Stay Program	\$ 219,000	
<b>Contract Budget</b>	<b>\$4,519,000</b>	
<b>Net cost to the City of Dallas General Fund</b>	<b>\$3,519,000</b>	

## The Bridge Operating Budget History



# Bridge Steps Additional Funding Sources



Category	Amount (FY22)
Local Government Contracts and Grants	\$ 4,777,204
State Grants	\$ 1,378,996
Federal Grants	\$ 3,115,102
Private Foundations	\$ 1,250,000
Corporations	\$ 485,342
Individuals	\$ 375,000
Special Event and Other Income	\$ 200,000
In-Kind Contributions	\$ 2,735,859
<b>TOTAL REVENUE</b>	<b>\$14,317,503</b>



# Contract Performance Measures



Performance Measure	FY22 YTD As of 03/31/22	FY23 Target
Number of individuals receiving day shelter services (Unduplicated guests)	2,009	3,792
Number of individuals receiving night shelter services (Unduplicated guests)	799	1,660
Total Shelter Bed Nights Provided	44,431	84,304
Housing Care Coordination	1,727	2,984
Housing Attainment Services – Housing Plans and CAS	376	680
Housing Attainment Services – Housing Placements	168	330
Housing Attainment Services – Move-in Assistance Provided	107	300
Pay-to-Stay Night Shelter Services – Average Number of Guests Per Night	29	50
Number of Engagement Encounters within Good Neighbor Boundaries	3,763	5,000
Number of community collaboratives needed to serve individuals experiencing homelessness, mental illness and substance abuse	8	8



# Staff Recommendation



- Staff recommends the Housing and Homelessness Solutions Committee forward the following to City Council for consideration and approval:
  - ❖ Award homeless shelter facility services contract in the amount of \$4,519,000 to Bridge Steps d/b/a The Bridge





# Next Steps



- Council Action

- **April 27, 2022** – City Council consideration and action to award contract to Bridge Steps d/b/a The Bridge in the amount of \$4,519,000 effective October 1, 2022
- **August 10, 2022 (tentative)** – City Council consideration and action to amend contract with Bridge Steps to add the Homeless Housing Services Program (HHSP) from the State (amount pending)
- **August 24, 2022 (tentative)** – City Council authorization of Interlocal Agreement with Dallas County to accept \$1,000,000 (in quarterly installments) for the operation of the Bridge





**City of Dallas**

# **Homeless Shelter Facility Management Services Contract**

**Housing and Homelessness  
Solutions Committee**

**April 25, 2022**

Christine Crossley, Director  
Office of Homeless Solutions  
City of Dallas

# Memorandum



CITY OF DALLAS

DATE April 22, 2022

Honorable members of the Housing and Homelessness Solutions Committee: Casey Thomas II (Chair), Jesse Moreno (Vice Chair), Carolyn King Arnold, Paula Blackmon, Cara Mendelsohn, Paul Ridley, Jaynie Schultz

SUBJECT **Upcoming Agenda Item: Highpoint at Wynnewood TEFRA Approval**

This memorandum is to inform you of an upcoming agenda item on May 25, 2022 to authorize approval by the City Council of the City of Dallas, acting as the applicable elected representative, as defined by Section 147(f)(2)(E) of the Internal Revenue Code of 1986, as amended (Code), of the issuance of multifamily residential mortgage revenue bonds (Bonds) by the City of Dallas Housing Finance Corporation (DHFC or Issuer) in one or more series of tax-exempt bonds in an amount not to exceed \$30,000,000.00; proceeds of the Bonds will be loaned to S Zang, LP (Developer) to finance a portion of the cost for the acquisition of land and new construction of units for an affordable multifamily complex to be known as the Highpoint at Wynnewood and located at 1911 Pratt Street, Dallas, Texas (Development); a public hearing with respect to the Bonds and the Development was held on March 14, 2022, after reasonable public notice was published in a newspaper of general circulation in the City of Dallas, all in compliance with Section 147(f) of the Code.

## **Background:**

For the DHFC to issue tax-exempt bonds for a project, a Tax Equity and Fiscal Responsibility Act (TEFRA) public hearing must be held where individuals can voice their opinions or concerns regarding the issuance of such bonds for the project to be financed. This requirement originated under the Tax Equity and Fiscal Responsibility Act of 1982; the industry term for this requirement is “TEFRA.”

Since the Development is located within the City of Dallas, Section 147 (f) of the Code requires that for the bonds to be tax exempt, the City Council, the applicable elected representative of the City of Dallas, must approve the issuance of the bonds by the Issuer following a public hearing. The City of Dallas is not asked to issue bonds. The bonds shall not be a debt, liability, or an obligation of the City nor shall any of the City's assets be pledged for payment of the bonds. The City's name will not appear on the bonds. The approval being requested is only for the purpose of complying with federal law and regarding tax exempt debt.



DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: Westmoreland Station TEFRA Approval**

Per the requirements of TEFRA, a hearing was published in the Dallas Morning News on March 21, 2022. On March 14, 2022, the public hearing was held, and comments received, if any, were provided to the City Council of the City of Dallas. Under applicable federal income tax law, the TEFRA approval may only be valid for a one-year term. Therefore, the public hearing for the Development may have a validity date through March 14, 2023. It is anticipated that the tax-exempt bonds to fund a portion of the costs for the Development will close on or about June 30, 2022.

On September 14, 2021, the DHFC authorized an inducement in an amount not to exceed \$30,000,000.00. An application for the allocation of \$30,000,000.00 in private activity bonds was submitted to the Texas Bond Review Board (TBRB) and a bond reservation was received in January 2022.

### **Project Summary:**

Developer proposes that the DHFC or its affiliate acquire the site at 1911 Pratt Street and subsequently enter a long-term lease for the Development. The Development includes construction of 220 new affordable units. The units will include energy efficient appliances, washer/dryer hookups, covered entries/patios, and other TDHCA-required features. Planned amenities feature a swimming pool, fitness center, business center, and on-site offices.

Developer proposes to provide on-site resident services including:

1. 12 hours per week of after school tutoring;
2. 4 hours per week of adult financial literacy courses;
3. Annual income tax preparation;
4. Career training and placement services;
5. Food pantry accessible to residents;
6. Annual health fair and flu shots;
7. Notary services;
8. Arts and crafts programming twice a month;
9. Organized social gatherings twice a month
10. Case management for elderly, disabled, or special needs tenants;
11. Weekly home chore and quarterly preventative maintenance for elderly or disabled tenants;
12. Social Security Act Title IV-A programming; and
13. Part time resident services coordinator.

### **Timeline:**

On September 14, 2021, the DHFC authorized an inducement in an amount not to exceed \$30,000,000. On February 8, 2022, the DHFC also authorized 1) the negotiation of a master agreement with MVAH Development, LLC, 2) an ownership interest as the general partner of S Zang, LP, 3) serving as the co-developer of the project, 4) the acquisition of the land, and 5) entering a long-term ground lease with S Zang, LP.

DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: Westmoreland Station TEFRA Approval**

On December 8, 2021, following a public hearing, City Council adopted a Resolution of No Objection related to the Development and Developer's 4% Non-Competitive Low Income Housing Tax Credits application to TDHCA by Resolution No. 21-2047.

Should you have any questions or require any additional information, please contact me or David Noguera, Director, Department of Housing & Neighborhood Revitalization at [David.Noguera@DallasCityHall.com](mailto:David.Noguera@DallasCityHall.com) or 214-670-3619



**Majed A. Al-Ghafry, P.E.**  
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# Memorandum



CITY OF DALLAS

DATE March 25, 2022

TO Honorable members of the Housing and Homelessness Solutions Committee: Casey Thomas (Chair), Jesse Moreno (Vice Chair), Carolyn King Arnold, Paula Blackmon, Cara Mendelsohn, Paul Ridley, Jaynie Schultz

SUBJECT **Consideration and Approval of the Comprehensive Housing Policy Racial Equity Assessment Recommendations**

On Monday, March 28, 2022, the Housing and Homelessness Solutions Committee is scheduled to be briefed on the proposed recommendations from the Comprehensive Housing Policy Racial Equity Assessment. Formal adoption of the recommendations is scheduled for the April 27, 2022, City Council Agenda.

## SUMMARY

The Comprehensive Housing Policy (CHP) was adopted in 2018 in response to compliance challenges, concerns with the growth of Racially/Ethnically Concentrated Areas of Poverty (RECAP) and the need for more affordable housing. The Racial Equity Assessment highlighted deficiencies of the CHP and offered policy enhancement recommendations, which will be used as the foundation for the next generation of housing policies.

## BACKGROUND

In 2018, the U.S. Department of Housing and Urban Development (HUD) had frozen the City's HOME Investment and Partnership Program grant because of historic non-compliance with program rules. The City Auditor had open findings with the Housing Department, and the HUD Office of Inspector General was embarking on two audits of the Housing Department. At the same time, former elected officials and property developers were being indicted on bribery charges related to housing activities. The University of Texas Arlington released a poverty study which showed the growth of RECAPs in Dallas, and Texas A&M Real Estate Center released a housing report that showed Dallas had a shortage of housing units. These were the circumstances confronting the City when City Council unanimously adopted the Comprehensive Housing Policy.

DATE March 28, 2022  
SUBJECT **Consideration and Approval of the Comprehensive Housing Policy Racial Equity Recommendations**

Over the past four years, the CHP has created structure, transparency, and accountability for housing projects with city investments. Development proposals seeking city subsidies are self-scored by applicants, verified by staff and underwritten by third parties. Low Income Housing Tax Credit Projects are evaluated by staff for compliance with the tax credit policy and assessed for fair housing before the City Council deliberates on granting resolutions of support or no objection. Mixed-Income Housing Development Bonuses are driving investment decisions on affordable housing and the Land Transfer Program is nearly sold out of inventory. These programs combined have produced a pipeline of nearly 10,000 housing units.

## **ISSUE**

While staff and the City Council are proud of these accomplishments, it is premature for us to take a victory lap because there is so much more that needs to be done as pointed out in the Racial Equity Assessment of the CHP (See Appendix for complete Assessment). The Racial Equity Assessment found that the CHP is devoted to detailed descriptions of housing programs and administrative rules and regulations. Housing policy goals and strategies have limited coverage in the CHP, while racial equity was not covered at all. The Assessment identified the following equity blind spots:

DATE  
SUBJECT

March 28, 2022

**Consideration and Approval of the Comprehensive Housing Policy Racial Equity Recommendations**

CHP Section	Equity Blind Spots
Goals <ol style="list-style-type: none"><li>1. Create and maintain available and affordable housing throughout Dallas,</li><li>2. Promote greater fair housing choices, and</li><li>3. Overcome patterns of segregation and concentrations of poverty through incentives and requirements.</li></ol>	Goals do not demonstrate the overall desired state of an equitable Dallas with a level playing field for accessing safe, quality, affordable housing. Without making this desired state clear in the initial goals, the Council, staff, and public are not pushed to consider CHP programs through an equity lens. Further, the strategy of using incentives and requirements does not adequately reflect or address the historical policies and practices that made the current playing field so tilted to the disadvantage of Black and Brown residents.
References to Existing Plans	The CHP lists the three plans: ForwardDallas! Neighborhood Plus, and The Consolidated Plan. However, the CHP does not discuss how these plans should work together or how they connect to the CHP. Further, there is no outline of who is accountable for ensuring the interdepartmental collaboration to integrate related plans and policies. The CHP has no apparent connection to the Dallas Equity Indicators Report (2019). A connection to this report could help gauge how well the policy is moving Dallas toward the Council's equity goals.
Reinvestment Strategy Areas	The CHP lists the Reinvestment Strategy Areas: <ul style="list-style-type: none"><li>• Redevelopment Areas</li><li>• Stabilization Areas</li><li>• Emerging Market Areas</li></ul> These areas are described and defined. The gap is that there are no descriptions on how reinvesting in these areas addresses the historic racist policies or patterns of segregation. Nor are there connections made that outline how certain prioritized work or development in these areas will help achieve the CHP's goals. The CHP should include explanations of how different reinvestment strategies will specifically increase equity and decrease segregation.
Production Goals	In the absence of a whole-city vision for increased equitable affordable housing and revitalized neighborhoods, the production goals are a set of numbers with no connection to strategies that could lead Dallas toward the desired state. When production goals are established that align with the desired equitable impact, resources should be identified from multiple funding streams that will allow for those production goals to be achieved.
List of Programs <ul style="list-style-type: none"><li>• Homeowner Programs</li><li>• Landlord Programs</li><li>• Tenant Programs</li><li>• Developer Programs</li><li>• Preserving Affordability</li></ul>	The CHP lists these programs and their requirements. The listing of these programs is not policy. Many programs are under-resourced and difficult to access. City Council management of city approval processes politicizes implementation, often to the detriment of progress toward the desired state of increased equity. These programs should be tools for an overall plan approved by the Council and managed by the staff.
Neighborhood Investment	The CHP defines Neighborhood Empowerment Zones and what they can be used for. NEZs could be used as a tool to build equity in the context of a broader strategic road map. This section, however, does not describe how NEZ are to be used strategically or with an eye to advancing equity.
Funding and Supporting Actions	This section lists the various federal, state, and local funding sources available to support the city's housing programs. Again, there is no description of how these funding sources should be used to achieve the desired state. Every CHP goal needs a developed strategy that includes how achieving the goal will be funded. Rather than just a list of funding sources, the CHP requires an outline of how each funding source will be leveraged and combined with other sources to achieve each goal. Each strategy must also include a timeframe.
Strategies, Tools, and Programs that will Require Additional Action	This section lists areas that require further exploration, but it provides no connection to the current CHP goals nor to needed goals around creating greater equity in Dallas's affordable housing landscape.

DATE March 28, 2022

SUBJECT **Consideration and Approval of the Comprehensive Housing Policy Racial Equity Recommendations**

## RECOMMENDATIONS

TDA Consulting offered recommendations on how the CHP can be improved to address the equity blind spots. The 11 recommendations offered were based on listening sessions with community stakeholders, tours of underserved areas and reviews of the CHP. The recommendations were further refined through town hall meetings with community stakeholders and follow up interviews. The attached Appendices includes a summary of their work. The table below shows how the recommendations have evolved since TDA Consulting first introduced them and community stakeholders influenced them:

Original Recommendations	Recommendations Influenced by Stakeholder Feedback	Recommendation Type
1. Create a CHP vision statement articulating how the affordable housing playing field will be leveled for all racial groups and across the North/South Divide	Craft a Vision Statement	Foundational
2. Create a comprehensive, city-wide strategic road map for coordinating the CHP's array of tools while also leveraging community partnerships to address the very different needs for change from one area of the city to another	*Comprehensive, Whole-City Strategic Roadmap	Strategic
3. Establish SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goals for the CHP that point to the desired state	SMART Goals	Strategic
4. Strengthen linkages between the CHP and neighborhood revitalization strategies that leverage infrastructure improvements, economic revitalization, and mixed-use master planning to build a foundation for increasing generational wealth in historically Black and Brown communities	Linked planning initiatives	Tactical
5. Add a CHP goal around remedying the enormous infrastructure deficit that has persisted in Southern Dallas for generations	*Comprehensive, Whole-City Strategic Roadmap	Strategic
6. Utilize an "All 14 Districts" model to combat ubiquitous NIMBYism across all areas of Dallas	All 14 Districts" Strategy	Tactical
7. Create a dedicated revenue stream that is scaled to the magnitude of Dallas' affordable housing shortage	Dedicated Funding and Resources	Strategic
8. Expand and refine existing CHP programs to create a comprehensive, integrated strategy for preventing displacement during neighborhood revitalization	Displacement Prevention	Strategic
9. Use the CHP to mandate education for the city staff, policymakers, and the public about what racial equity means in the context of affordable housing and community development	Invest in intensive community education	Foundational
	Invest in Robust Community Outreach and Engagement	Foundational
10. Strategically utilize Low Income Housing Tax Credit (LIHTC) financing in both high opportunity areas with low poverty rates and distressed areas with higher rates	Strategic use of Financing Toolbox	Tactical
11. The CHP should help dispel myths about affordable housing that fuel NIMBYism	Myth Busting Campaign	Tactical

\*The Comprehensive, Whole-City Strategic Roadmap encompasses both recommendations

DATE March 28, 2022  
SUBJECT **Consideration and Approval of the Comprehensive Housing Policy Racial Equity Recommendations**

## **NEXT STEPS**

The recommendations provided address more than the production of housing. They encompass overall neighborhood revitalization, thereby improving the quality of life for all Dallas residents regardless of racial ethnicity or zip code. Staff is working across Departments to coordinate efforts on infrastructure improvements, public safety, economic development, transportation, and budget allocations. By end of calendar year, staff and consultants will lay out a housing plan with measurable goals and requests for resources that are not currently available. The 11 recommendations will serve as the policy direction for implementing the next housing plan.

Should you have any questions or require any additional information, please contact David Noguera, Director, Department of Housing & Neighborhood Revitalization at [David.Noguera@DallasCityHall.com](mailto:David.Noguera@DallasCityHall.com) or 214-670-3619.



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**City of Dallas  
Department of Housing  
and Neighborhood  
Revitalization**

**Comprehensive Housing Policy  
Racial Equity Assessment**

**October 25, 2021**

**TDA Consulting, Inc.**



# City of Dallas Comprehensive Housing Policy Racial Equity Assessment

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# Introduction

## Background

The Comprehensive Housing Policy (CHP) represents the City of Dallas’s primary tool for combatting the [local affordable housing crisis](#). The City Council adopted the CHP and created the Dallas Housing Policy Task Force to (1) create and maintain available and affordable housing throughout Dallas; (2) promote greater fair housing choices; and (3) overcome patterns of segregation and concentrations of poverty through incentives and requirements (Resolution No. 18- 0704, May 9, 2018). The policy outlines 13 discrete housing programs administered by the City of Dallas: the Home Improvement and Preservation Program, Dallas Homebuyer Assistance Program, DHAP Targeted Homebuyer Incentive Program, Accessory Dwelling Units, Home Improvement and Preservation Rental Program, Tenant-Based Rental Assistance, New Construction and Substantial Rehabilitation Program, Mixed-Income Housing Development Bonus, Land Transfer Program, Title Clearing and Clouded Title Prevention Program, Community Land Trust Program, Targeted Rehabilitation Program, and Neighborhood Empowerment Zones.

In the three years since the CHP’s adoption, city officials and community partners have committed to tackling persistent racial inequities by taking aim at the higher barriers Black and Brown residents face in meeting a variety of basic needs, including affordable, safe, quality housing. The [2018 North Texas Regional Housing Assessment](#) and the [2019 Analysis of Impediments to Fair Housing Choice](#) (a.k.a. *The 2019 Fair Housing Study*) outline numerous disparities in housing outcomes that continue to impact Black and Brown Dallas residents. These disparities include significantly lower homeownership rates, much higher housing cost burden, much lower median property value, higher likelihood of living in substandard housing, and greater exposure to airborne toxins and other environmental hazards associated with industrial operations abutting residential neighborhoods. The *2019 Fair Housing Study* described “*stark patterns of neighborhood inequities...within Dallas*” and called for “*coordinated and geographically targeted actions across City departments and agencies*” to “*address... this inequitable landscape of opportunity.*”

Southern Methodist University Economics Professor J.H. Collum Clark specifically flagged the ongoing challenges of Southern Dallas<sup>1</sup> in a [recent white paper about the Dallas Collaborative for Equitable Development](#), a mixed-income housing, and small business support initiative developed by the Texas Real Estate Council, Dallas College, Lift Fund, and Texas Mezzanine Fund. The paper describes these Southern Dallas challenges as the “elephant in the room” within discussions about how Dallas’s race-based policy legacy continues to limit opportunities to

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<sup>1</sup> Dr. Clark defines Southern Dallas as “9 of the city’s city council districts, mostly south of Interstate 30, but including several low- to moderate-income areas just north of I-30 (including West Dallas / Census Tract 205).”

Black and Brown residents some 50 years after Congress passed laws outlawing segregation and discriminatory housing practices. Professor Clark’s analysis suggests that these challenges are part and parcel of what many historians have termed [Dallas’s North-South Divide](#). He notes, for example, that present-day Southern Dallas is home to more Black and Hispanic people than the total population of Washington, D.C., yet contains only 10% of Dallas’s total property tax value as assessed for tax purposes. This large geographic area with 64% of Dallas’s total population but only 10% of its property tax value evidences an inequitable landscape indeed.

The City Council, the City Manager, the city’s Office of Equity, and many local partners continue to reckon with the historical policies that created this landscape. For example, the Council has adopted a process to increase equity in budgeting as part of a broad initiative codified on May 22, 2019, authorizing “a resolution in furtherance of the City of Dallas’ efforts to support diverse racial, ethnic, cultural, and socio-economic backgrounds and to promote equity in the Dallas community.” These efforts also include the [Dallas Equity Indicators Project](#), which the city developed as a tool to support a “sustained commitment by multiple agencies” to “address disparities in social and economic outcomes for many groups” that have resulted from “decades of institutionalized policies and practices.”

In early summer 2021, the City of Dallas Department of Housing and Neighborhood Revitalization contracted with TDA Consulting to analyze the ways that the CHP helps or hinders the city in meeting its racial equity goals. A team of consultants, Christine Campbell, John Gilvar, and Michele Williams, conducted the racial equity assessment outlined below from July through October 2021.

## **Assessment Approach and Research Questions**

The consultant team approached this assignment using a root cause analysis lens. In other words, it started with analyzing the long-term root causes of the higher barriers to safe, quality, affordable housing experienced by Black and Brown residents of present-day Dallas. Research questions were informed by extensive discussions with a wide range of community stakeholders who provided a range of perspectives on the contours of the “landscape of inequitable opportunity” cited by the *2019 Fair Housing Study*. This stakeholder input provided a critical local perspective on current racial disparities in housing outcomes and helped the team understand the policy history in which these disparities are rooted.

The team’s primary research questions were:

1. What are the current barriers to safe, quality, affordable housing disproportionately experienced by Black and Brown Dallas residents?

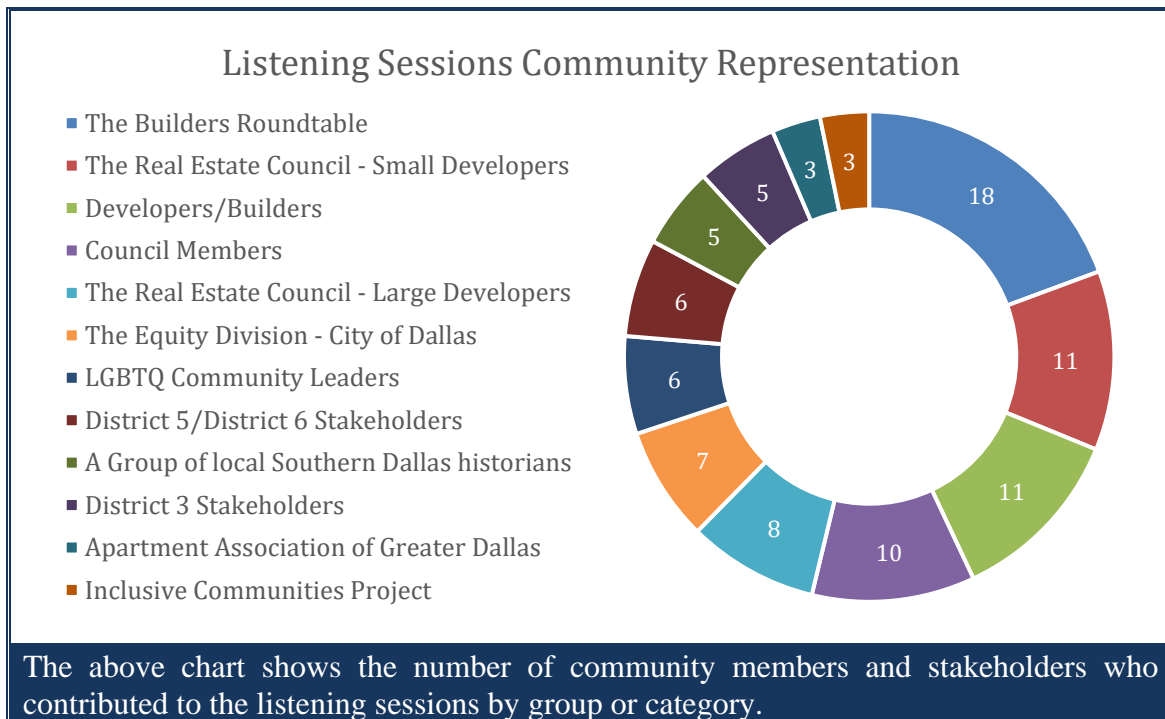
2. What are the historical root causes of these barriers, and how do these causes continue to shape the landscape of Dallas's affordable housing crisis?
3. How does the CHP empower or disempower city leaders to address these root causes by accelerating access to safe, quality, affordable housing in a way that reduces racial disparities and ameliorates Dallas's North/South Divide?

## **Assessment Process Outline**

Using the [Race Forward Framework](#) as a guide, the team utilized a variety of methods to gather the information necessary to complete the assessment. These methods included:

- Interviews/listening sessions with relevant community stakeholders
- Tours of neighborhoods, including historically African American communities in Southern Dallas as well as recently redeveloped areas
  - Historic 10th Street District
  - The Bottom
  - The Forest District
  - South Dallas
  - West Dallas
  - Joppa
- Review of existing research on affordable housing challenges and local plans with affordable housing components
- Review of local historical accounts of race relations and race-based housing policies and practices
- Review of existing City of Dallas Housing Department data
- An in-depth interrogative review of the Comprehensive Housing Policy as currently written.

The community engagement process consisted of over twenty stakeholder listening sessions. The 93 participants included current and former City Council members, neighborhood activists, local historians, large and small developers and building contractors, a landlord association, the director and staff of the City of Dallas Office of Equity, and advocates for housing fairness and inclusion as well as LGBTQ rights. Participants were demographically representative of the diversity of the city in terms of race/ethnicity, age, gender, and sexual orientation. They represented communities across Northern and Southern Dallas, including areas most directly impacted by racial disparities in housing outcomes. Current Council members interviewed include Mayor Pro Tem West (D1), Council Member Moreno (D2), Council Member Casey Thomas (D3), Deputy Mayor Pro Team Resendez (D5), Council Member Atkins (D8), Council Member Blackmon (D9), Council Member Schultz (D11), Council Member Mendelsohn (D12), Council Member Willis (D13), and Council Member Ridley (D14).



Local plans, studies, and other documents reviewed include:

- *Dallas 5-Year Comprehensive Plan*
- *forwardDallas!* plan
- *Neighborhood Plus* plan
- *2019 Analysis of Impediments to Fair Housing Choice (2019 Fair Housing Study)*
- *2018 North Texas Regional Housing Assessment*
- *Budgeting for Equity* presentation to the Dallas City Council and evaluation tool
- Various reports, articles, and other research about Dallas housing issues referenced throughout this report.

## Content and Structure of the CHP

The lion's share of the CHP (131 out of 148 total pages) is devoted to detailed descriptions of 13 housing programs, including an accounting of the rules and regulations that city staff use in administering these programs and 20 technical appendices. The CHP introduces this program-level administrative and technical information with a brief background section, starting with the City's goals of creating and maintaining available and affordable housing throughout Dallas, promoting greater fair housing choices, and overcoming patterns of segregation and concentrations of poverty. Additional background includes a brief description of the most recent Market Value Analysis (MVA), an outline of reinvestment strategy areas as defined by the MVA, affordable housing production goals, a high-level summary of the work of the Housing Policy Task Force, and a list of plans providing related information, including the *forwardDallas! Comprehensive Plan*, the *Neighborhood Plus Plan*, and *Consolidated Plan*.

## Gaps in the CHP

As currently written and structured, the CHP represents a better guide to compliance with federal, state, and local regulations than it does an outline of strategies for changing the affordable housing status quo. To use a sports analogy, the document contains a great deal of detailed material about Defense (for example, avoidance of federal audit findings and lawsuits) and almost nothing about Offense (for example, how to coordinate strategies and build partnerships to maximize opportunities within the parts of the city where development costs are relatively low and affordable housing needs are off the charts).

The assessment team identified the following specific gaps in the CHP:

- No vision or strategies for how to reach either the high-level goals or the production targets
- No reference to how to coordinate the 13 discrete programs or leverage them with other local public or private housing initiatives
- No road map for comprehensive planning that addresses localized impediments to affordable housing development, for example, the significant differences, from one area of the city to another, in land acquisition costs, infrastructure needs, and zoning issues
- No evaluation framework with which the Council and public can measure progress in reaching overarching CHP goals
- No guidance on how city staff should nimbly adjust subsidy terms as market dynamics evolve and rapidly impact the viability of affordable housing development projects
- No goals tied directly to increasing equity by reducing racial disparities
- No acknowledgment of policies that have promoted segregation and inequality
- No specific strategies for redressing deep-rooted inequities by leveling the playing field for Black and Brown residents and historically Black and Brown communities
- Insufficient funding to achieve affordable housing production targets and advance equity in affordable housing access, as compared to cities such as Austin, Atlanta, and Seattle.<sup>2</sup>

These gaps result in numerous blind spots—approaches to increasing affordable housing that make it difficult for the City Council, city staff, and the public to focus on the elephant in the room and how to address it. These blind spots are outlined in detail later in the [Advancing Equitable Impacts](#) of this report.

## Structure of this Report

The sections of this report that provide the analysis behind our recommendations are as follows:

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<sup>2</sup> The section of this report titled [Ensuring Viability and Sustainability](#) provides detailed information pertaining to this gap.

- [Racial Disparities in Housing Outcomes](#)
- [The Historic Root Causes of Current Racial Disparities](#)
- [Advancing Equitable Impacts](#)
- [Examining Alternatives and Improvements](#)
- [Success Factors](#)
- [Ensuring Viability and Sustainability](#)

The analysis outlined in these sections underpins the [consulting team's recommendations](#) for how the CHP could be improved to better empower the City Council to:

1. Reduce stark racial disparities in Dallas's housing outcomes
2. Strategically address the root causes of these disparities, and
3. Accelerate access to safe, quality, affordable housing in a way that ameliorates Dallas's profound North/South Divide.

## Using the Recommendations

Ultimately, the city's success will boil down to a limited number of critical choices its leaders must make if they are authentically committed to tackling its daunting array of housing disparities. The following three questions can best express these choices:

- **Will city leaders create a strategic road map that sets a course toward redressing the vast North/South divide?**
- **Will they acknowledge that a 150-year-old legacy of race-based policy choices has saddled Southern Dallas with an enormous deficit in the basic infrastructure upon which the development of mixed-income neighborhoods depends?**
- **Will they hold themselves accountable for leveling the playing field that has been tilted in favor of predominantly White areas to the North by making significant investments in Southern Dallas?**

These choices are necessary because moving forward in an equitable way will not come from tweaking the current policy document. Rather it requires expanding Dallas's affordable housing goals, making these goals measurable, and tying them to a comprehensive strategic roadmap toward the desired state.

*This desired state will occur when neither the color of a person's skin nor their zip code predicts the chances of their living in safe, quality, affordable housing.* The desired state reflects the [Government Alliance on Race and Equity's](#) definition of racial equity that the City of Dallas has employed for its [Budgeting for Equity](#) process. Progress will be made only when the Council can use its equity goals and a corresponding affordable housing strategic roadmap as oversight tools-- and when the public can use these same tools to hold the Council and city staff accountable.

## Recommendations

The recommendations below address different ways to re-craft the CHP to make it a more powerful tool, not just for accelerating the production of affordable housing units, but for advancing racial equity in alignment with the City’s overarching equity goals. These recommendations are oriented toward building the public will and accountability needed to eliminate dramatic racial disparities in access to safe, quality, affordable housing.

After each recommendation, a brief summary ties it to the consultant team’s analysis. The summaries contain hyperlinks that connect to the parts of this report offering more detailed descriptions of our findings, including background information, analysis, and descriptions of success factors from other communities.

### **1. Create a CHP vision statement articulating how the affordable housing playing field will be leveled for all racial groups and across the North/South Divide**

This level playing field represents the desired state and is aligned with the city’s [overarching vision for increasing equity](#). As such, it needs to be front and center in the CHP, guiding the various strategies at the city’s disposal for accelerating the production of affordable housing. This desired state will not be reached by merely avoiding public investment that risks exacerbating the concentration of poverty within historically redlined Southern and Western Dallas areas that has persisted over the decades since desegregation. It requires employing an array of proactive strategies guided by a vision for public investment in these marginalized areas to create vibrant, mixed-income neighborhoods. The vision statement would articulate a radical reversal of the [broad policy patterns](#) that over many decades promoted northward development while creating a Southern Dallas landscape marked by under-investment and neglect. It would also provide avenues for addressing [the limitations of current strategies](#) to move households struggling with housing affordability from historically segregated, high-poverty areas to areas that the MVA deems “high opportunity zones” with lower poverty rates, superior schools, transit options, and other infrastructure.

### **2. Create a comprehensive, whole-city strategic road map for coordinating the CHP’s array of tools while also leveraging community partnerships to address the very different needs for change from one area of the city to another**

City staff currently lack a strategic road map guiding how it should leverage CHP programs in partnership with community-based and private developers to affect the different types of change needed in different areas of the city. The [City of Austin’s](#)



[Strategic Housing Blueprint](#) may provide a model for addressing this issue. Adopted by the Austin City Council in 2017, the blueprint represents a 10-year plan to help align resources and facilitate community partnerships around a single, strategic vision to create 60,000 affordable housing units for those making less than 80% of the median family income and ensure that there is affordable housing throughout the city. It outlines a multifaceted set of coordinated strategies to leverage different resources to maximize the production of new affordable units while [mitigating the displacement of residents as neighborhoods gentrify](#).

A similar approach could prove critical to outlining different approaches for addressing the very different challenges to increasing access to safe, quality, affordable housing in Southern versus Northern Dallas. For example, Southern neighborhoods are much more susceptible than Northern neighborhoods to gentrification that displaces long-time Black and Brown residents. Southern Dallas, therefore, requires proactive and highly targeted strategies to induce mixed-income development at sufficient scale and speed to create a hedge against displacement. It also requires the flexibility to expand and refine successful CHP programs developed to assist long-time residents of Southern neighborhoods in remaining in their houses despite rising property taxes. Likewise, Northern Dallas's much higher land prices necessitate different area-specific targeted strategies, such as higher subsidies and other methods of inducing private developers to create more affordable housing, including workforce housing.

### **3. Establish SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goals for the CHP that point to the desired state**

The CHP's goals of creating and maintaining available and affordable housing throughout Dallas, promoting greater fair housing choices, and overcoming patterns of segregation and concentrations of poverty all point *in the general direction* of the increased equity. Yet, as currently written, they offer no framework for measuring concrete progress. Without greater specificity and a connection to measurable outcomes, how can the City Council hold city staff accountable? Further, how can the public hold the Council accountable?

In other communities, SMART goals grounded in a clear vision statement have proven instrumental in increasing accountability to produce concrete results. SMART goals have also increased accountability to agreed-upon equity-based strategies. In Dallas, the City Council might establish a SMART goal calling for specific, measurable, time-bound progress on bringing the median property value of Black and Brown homeowners in line with the median property value of White homeowners. Another might specify targets and timelines for subsidized workforce housing units within Northern and other areas of the

city where median rents and house prices are currently beyond the reach of working people. These or other SMART goals would provide elected officials with:

- A. A mechanism with which to align affordable housing planning with equity-based planning in other city departments/divisions, such as the Office of Equity and the Office of Environmental Quality, and other public agencies, such the DART or DISD
  - B. A framework to guide continuous community engagement, thus helping to ensure that the evolution of the recommended strategic road map reflects input from a wide array of community stakeholders, including the private developer community and people who live and work in historically marginalized areas
  - C. A way to hold city staff accountable for results without micromanaging the way it administers programs or leverages external resources and partnerships to meet the Council's goals
  - D. A clear basis for voting to approve proposed projects and initiatives that align with the Council's affordable housing strategic road map but meet with constituent opposition grounded in NIMBYism.
- 4. Strengthen linkages between the CHP and neighborhood revitalization strategies that leverage infrastructure improvements, economic revitalization, and mixed-use master planning to build a foundation for increasing generational wealth in historically Black and Brown communities**

Strategically developing mixed-income neighborhoods can [promote the health and wellbeing](#) of residents in various ways and can also [help improve economic opportunities in historically marginalized areas](#). Leveraging various public and private initiatives can facilitate such development by increasing workforce housing stock and attracting grocery stores to areas that are currently [food deserts](#). This approach lies at the heart of the [Dallas Collaborative for Economic Development](#), which brings for-profit and nonprofit organizations together to facilitate mixed-income housing development and provide small business support in targeted areas of Southern and Western Dallas. The [current redevelopment work in The Bottom](#) provides an example of how public investment in infrastructures like flood mitigation and street lighting can be creatively combined with support to small developers and contractors with roots in historically marginalized areas.

Stakeholder input from multiple listening sessions suggests that the city has barely scratched the surface in tapping the expertise, capacity, and motivation of both nonprofits

and private contractors to increase infill and rehab development in areas sorely in need of high-quality workforce housing options. The CHP should outline a flexible role for staff in leveraging a variety of incentives and supports to accelerate such development across Southern Dallas. In addition, the CHP should guide staff in supporting master-planned mixed-use projects in historically marginalized areas. The recent [Redbird Mall revitalization](#) illustrates how development can succeed in attracting employers, new retail, and housing to areas of Southern Dallas that the Market Value Analysis all but writes off.

**5. Add a CHP goal around remedying the enormous infrastructure deficit that has persisted in Southern Dallas for generations**

Dallas's legacy of race-based policies and practices, which date back to the post-Civil War era, has left wide swaths of Southern Dallas without the necessary infrastructural foundation for mixed-income neighborhood development. In listening sessions, the assessment team learned that in one Council district alone, there are over 25 areas that have yet to be connected to the city sewer system and where all dwellings remain on septic tanks. Many areas have completely inadequate roads, insufficient flood control measures, and poor or non-existent street lighting. No equity-centered affordable housing strategy will succeed without a sufficient investment of public funds to remedy this situation and thereby create market conditions that make mixed-income development more viable. Investing in Southern Dallas at the necessary scale will require the City Council to recognize the need for greater investment in some districts than in others in its budget-setting process. In other words, it will require utilizing an equity-based, rather than an equality-based paradigm, as outlined in the section of this report titled [Advancing Equitable Impacts](#).

**6. Utilize an “All 14 Districts” model to combat ubiquitous NIMBYism across all areas of Dallas**

The District of Columbia developed a successful model for ensuring that all 8 of the Council wards within the city hit specific benchmarks specified in the city's homelessness strategic road map. As outlined in the section of this report titled [Examining Alternatives and Improvement Section](#), this model can be adapted in formulating Dallas's affordable housing strategic roadmap.

**7. Create a dedicated revenue stream that is scaled to the magnitude of Dallas's affordable housing shortage**

From Atlanta to Seattle, cities facing growing affordable housing crises have linked comprehensive strategic housing plans with new mechanisms for generating local revenue to follow through on these plans. In early 2021, the Atlanta City Council approved legislation that will enable the city to deploy \$100 million in new housing opportunity bond funding. In 2016, [Seattle voters signed on to a \\$290 million property-tax levy](#) for low-income housing, with 68% voting in favor. Closer to home, [Austin, Texas approved a \\$250 Million Affordable Housing Bond](#) in 2018, with approval from 73% of residents who voted.

These funding initiatives and others across the country centered the goal of increasing affordable housing equity. Like Dallas, these cities have seen greater and greater numbers of working people, particularly people of color, priced out of neighborhoods within reasonable commuting distance of employers paying a living wage. They've also seen the widespread displacement of Black and Brown residents from neighborhoods experiencing rapid gentrification. The level of local public funding dedicated to affordable housing development in these communities now dwarfs the level in Dallas, however. While Dallas has many tools in its CHP toolkit, it will be unable to reverse its own worsening housing crisis without the investment of dedicated local funds at a scale that matches the enormity of the problem.

#### **8. Expand and refine existing CHP programs to create a comprehensive, integrated strategy for preventing displacement during neighborhood revitalization**

CHP programs such as Home Improvement and Preservation have proven effective in allowing long-time residents of neighborhoods threatened by gentrification to maintain their homes while mitigating the higher tax burden that comes with home improvements and rising property values. Yet the scale and capacity of these programs must be increased significantly to meet the level of unmet need. For example, city staff reports that the level of demand for assistance with home repairs by far exceeds the number of households assisted. This and other CHP programs offering some protection from displacement have proven inadequate to address the scope of the problem. The capacity of rehabilitation assistance programs should be expanded, and the CHP should expand its displacement strategies altogether to better address needs such as:

- A. Tax relief related to the school district and other taxes not currently addressed
- B. Increased employment opportunities
- C. Public transportation
- D. Food security
- E. Quality education
- F. Green and recreational space

**9. Use the CHP to mandate education for the city staff, policymakers, and the public about what racial equity means in the context of affordable housing and community development**

For the CHP to move Dallas toward more racially equitable outcomes, it must be amended to remove its many equity blind spots, as outlined in the section of this report titled [Advancing Equitable Impacts](#). The process for eliminating these blind spots requires policymakers to be grounded in the meaning and benefits of equity. This grounding will help them to build public trust in the authenticity of their efforts to increase affordable housing equity. In turn, this trust will prove critical to overcoming widespread skepticism stemming from the number of past plans that have called for extensive community input yet have not progressed to implementation. Developers and neighborhood advocates alike need greater transparency. They also need a framework for understanding the Return-on-Investment for the entire community of increasing equity across the affordable housing landscape.

**10. Strategically utilize Low Income Housing Tax Credit (LIHTC) financing in both high opportunity areas with low poverty rates and distressed areas with higher rates**

Lawsuits, court orders, and federal findings about Dallas's history of concentrating subsidized affordable housing development in historically marginalized low-income areas with large Black and Brown populations explain why the city takes such a careful approach to approving LIHTC proposals.<sup>3</sup> The CHP's approach to increasing affordable housing stock while minimizing further concentrations of poverty entails placing subsidized affordable housing development in areas of the city classified by as "high opportunity areas" where the poverty rate is less than 20%. As the CHP was being developed, many argued that it should direct the city to use LIHTC to help people living in historically segregated areas with high poverty to move to these high opportunity areas.

Yet the scale of the housing affordability barriers for Black and Brown Dallas residents is massive; 80% of African American households and 74% of Hispanic households in Dallas earn below \$75,000, and thus, depending on household size, may qualify for City of Dallas housing programs<sup>4</sup>. The scale of the problem demands a more nuanced, whole-city LIHTC strategy. Writing off wide swaths of Southern Dallas because of higher poverty rates ignores the leverage LIHTC can provide to help catalyze broader

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<sup>3</sup> The Walker Consent Decree, the Inclusive Communities lawsuit, HUD findings, and ongoing criticism about the siting of affordable housing developments all contribute to this caution.

<sup>4</sup> These statistics were provided to the consultant team by the City of Dallas Housing Department

development of workforce housing, retail, office and other uses that can revitalize neighborhoods. Moreover, market forces, such as the high cost of land, make the placement of sufficient numbers of affordable units in high opportunity areas challenging, as the Housing Department has indicated to the City Council.

While the CHP must guard against using LIHTC to further concentrate poverty and encourage siting viable LIHTC projects in Northern Dallas and other areas with lower poverty rates, it should also provide city staff with greater flexibility to nimbly support the leveraging of LIHTC funds throughout Dallas, regardless of the MVA. Otherwise, the city's rejections of LIHTC proposals in Southern and Western Dallas will continue to sow confusion within the developer community about how to gain support for proposals in these areas that could help the city achieve the goals of the CHP.

## **11. The CHP should help dispel myths about affordable housing that fuel NIMBYism**

NIMBYism often has its roots in myths about what affordable housing means and what it does to neighborhoods and communities. The CHP should include myth-busting strategies that will help boost the approval rate for worthy affordable housing proposals that align with the goals of the CHP. Examples of common myths and myth-busting strategies include:

Myth: Affordable housing only benefits the very poor; everyone else pays.

Reality: Affordable housing in Dallas should address the needs of those earning less than 80% of AMI. For a family of four, this amount equates to \$70,000 per year. Some people impacted by a lack of affordable housing include employers, seniors, low-income people, immigrants, low-wage or entry-level workers, firefighters, police officers, military personnel, and teachers. The lack of affordable housing depresses the tax revenues needed to improve roads, schools, or air quality. It means businesses struggle to retain qualified workers and lowers the amount of money available to spend in those businesses. Affordable housing isn't about doing something to help the poor; it's about improving business and raising the standards of working- and middle-class families and the nation at large.<sup>5</sup>

Myth: Affordable housing drives down property values

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<sup>5</sup> **MythsStereotypes even more improved:**  
[http://www.bpichicago.org/documents/MythsStereotypesevenmoreimproved.pdf?fun\\_cid=15777222901657857800](http://www.bpichicago.org/documents/MythsStereotypesevenmoreimproved.pdf?fun_cid=15777222901657857800)

Reality: According to the National Low Income Housing Coalition, 85% of affordable housing meets or exceeds federal quality standards, and over 40% of this housing is considered “excellent.” That means affordable housing is likely either on-par with its surrounding neighborhood or in even better condition than its neighbors.

Myth: Affordable housing brings increased crime

Reality: There are no studies that show affordable housing brings crime to neighborhoods. In fact, increasing the number of families who own their own homes adds stability to a neighborhood and lowers the crime rate. In addition, increasing homeownership increases neighborhood cohesion and encourages cooperation in ridding communities of criminal activity. Families who live in affordable housing seek the same thing every family does – a safe place to raise children and the opportunity to enhance the value of what they own.

## **Racial Disparities in Housing Outcomes**

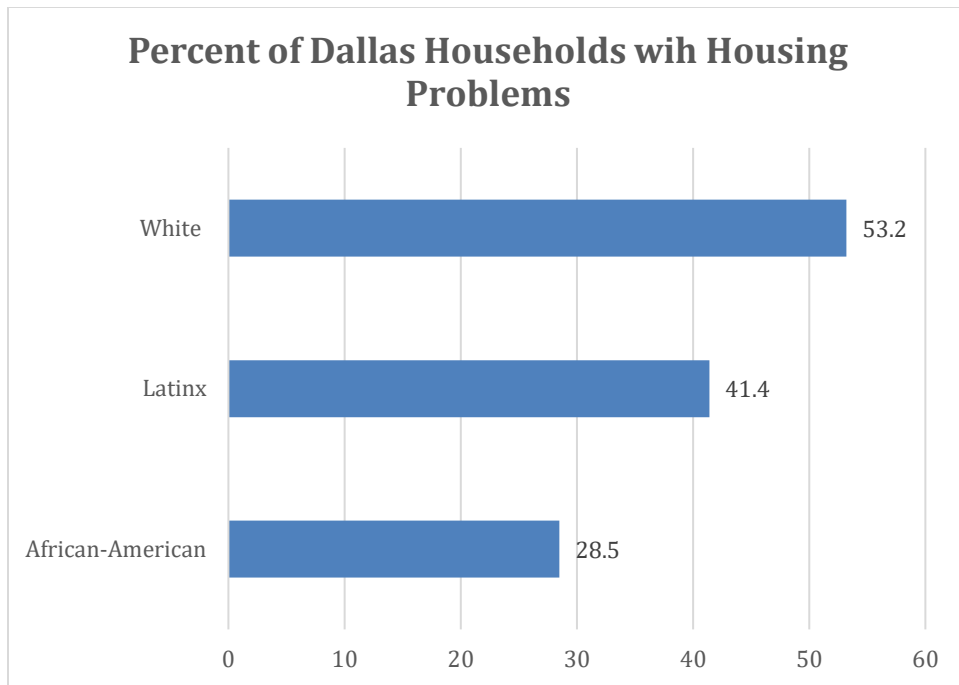
The most glaring disparities most pertinent to this equity assessment mirror those experienced by Black and Brown people in urban communities across the nation, from Boston to San Diego. These disparities directly connect to increased household vulnerability to rapidly escalating rents and home prices. They include:

- Significantly higher rates of housing problems, defined as households experiencing one or more of the following: housing cost burden (paying more than 30% of income for monthly housing costs, including utilities), overcrowding (more than one person per room), lacking a complete kitchen, or lacking plumbing<sup>6</sup>

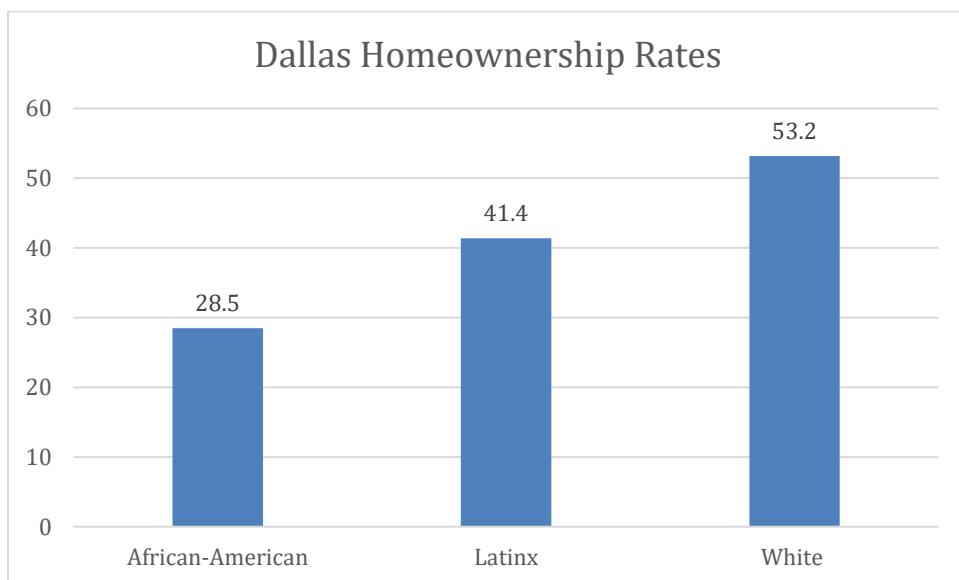
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<sup>6</sup> <https://dhantx.com/wp-content/uploads/2019/03/North-Texas-Regional-Housing-Assessment-2018.pdf>



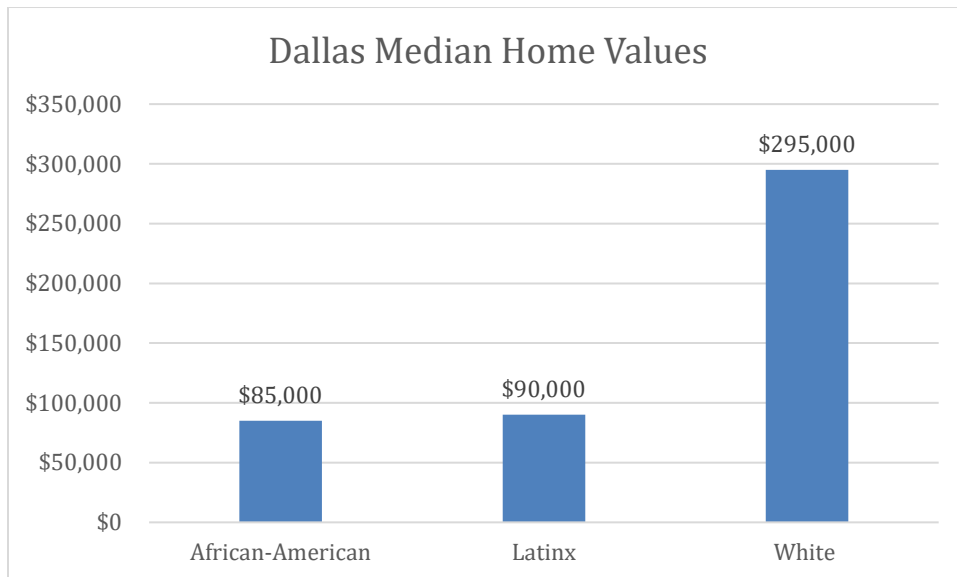


- Significantly lower homeownership rates<sup>7</sup>

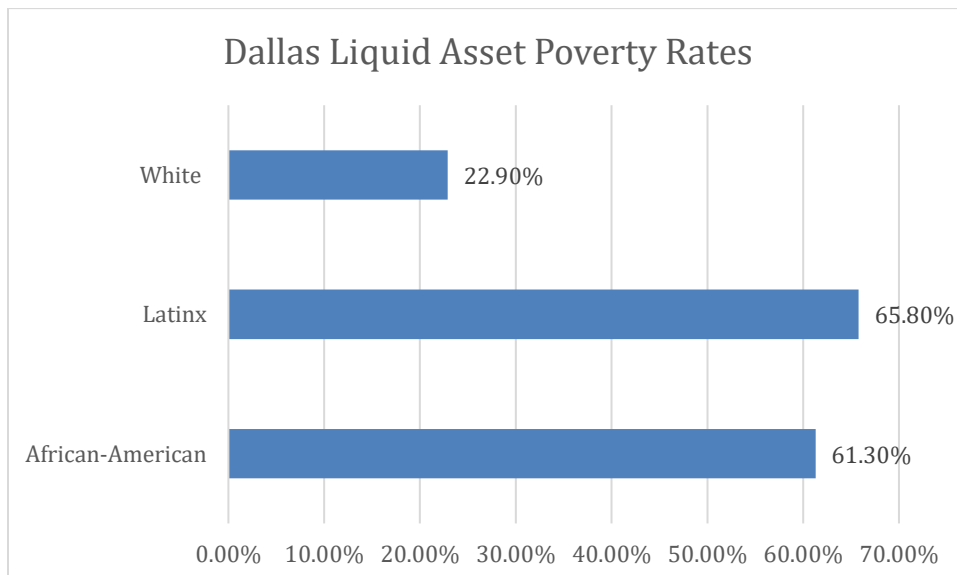


<sup>7</sup> [https://prosperitynow.org/sites/default/files/resource/2018-10/Racial\\_Wealth\\_Divide\\_in\\_Dallas.pdf](https://prosperitynow.org/sites/default/files/resource/2018-10/Racial_Wealth_Divide_in_Dallas.pdf)

- Significantly lower median home values<sup>8</sup>



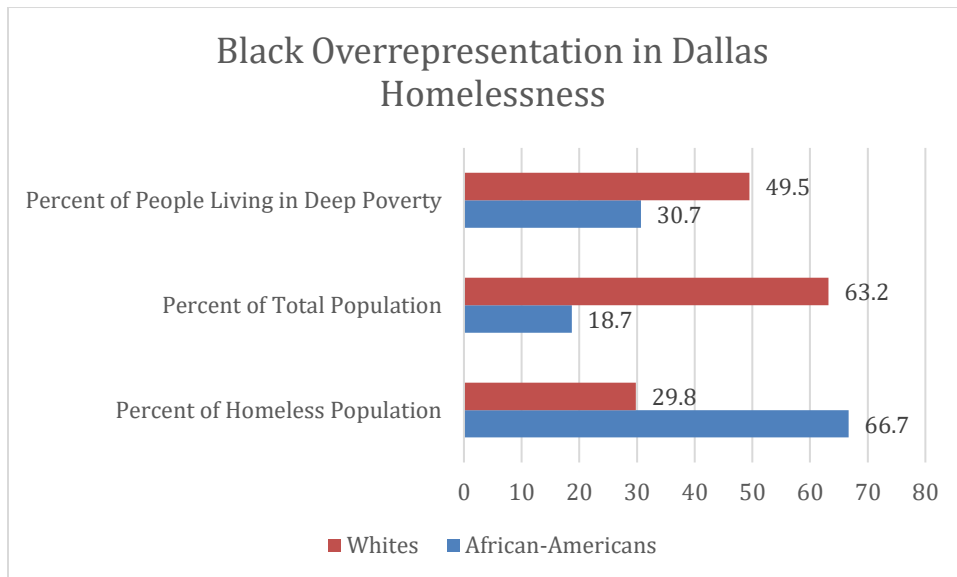
- Significantly higher rates of liquid asset poverty, defined as lacking savings to make ends meet for three months at the poverty level if a household's income is interrupted<sup>9</sup>



<sup>8</sup> [https://prosperitynow.org/sites/default/files/resource/2018-10/Racial\\_Wealth\\_Divide\\_in\\_Dallas.pdf](https://prosperitynow.org/sites/default/files/resource/2018-10/Racial_Wealth_Divide_in_Dallas.pdf)

<sup>9</sup> [https://prosperitynow.org/sites/default/files/resource/2018-10/Racial\\_Wealth\\_Divide\\_in\\_Dallas.pdf](https://prosperitynow.org/sites/default/files/resource/2018-10/Racial_Wealth_Divide_in_Dallas.pdf)

- Significant overrepresentation of African Americans in the local homeless population<sup>10</sup>



These disparities relate closely to other factors exacerbating financial vulnerability and making market-rate housing inaccessible for many Black and Brown residents of communities with rising housing costs. For example, according to a [Harvard University study](#), the typical white American family has roughly ten times as much wealth as the typical African American family and the typical Latino family. Other studies have tied this dramatic disparity to the [struggle of families of color to build home equity](#) because historic redlining and other discriminatory housing practices depressed homeownership rates and median home values. Researchers have argued that such factors help explain why the overrepresentation of Black people in the homeless population is so [much larger than the overrepresentation of Black people among people living in deep poverty](#). They suggest that focusing solely on addressing income disparities will not lead to housing equity.

## The Historical Causes of Current Racial Disparities

### The Policy Roots of Inequity: A Legacy of Exclusion, Relegation, and Neglect

Any racial equity assessment of policies designed to increase access to affordable housing requires understanding the historical root causes of the higher barriers to affordable housing experienced by communities of color. We must also strive to understand how these root causes continue to perpetuate disparities. This kind of analysis starts with reviewing policy choices made by city leaders over the course of Dallas's history that fostered these disparities and

<sup>10</sup> <https://www.dallasobserver.com/news/black-people-far-more-likely-than-whites-to-be-homeless-11981745>

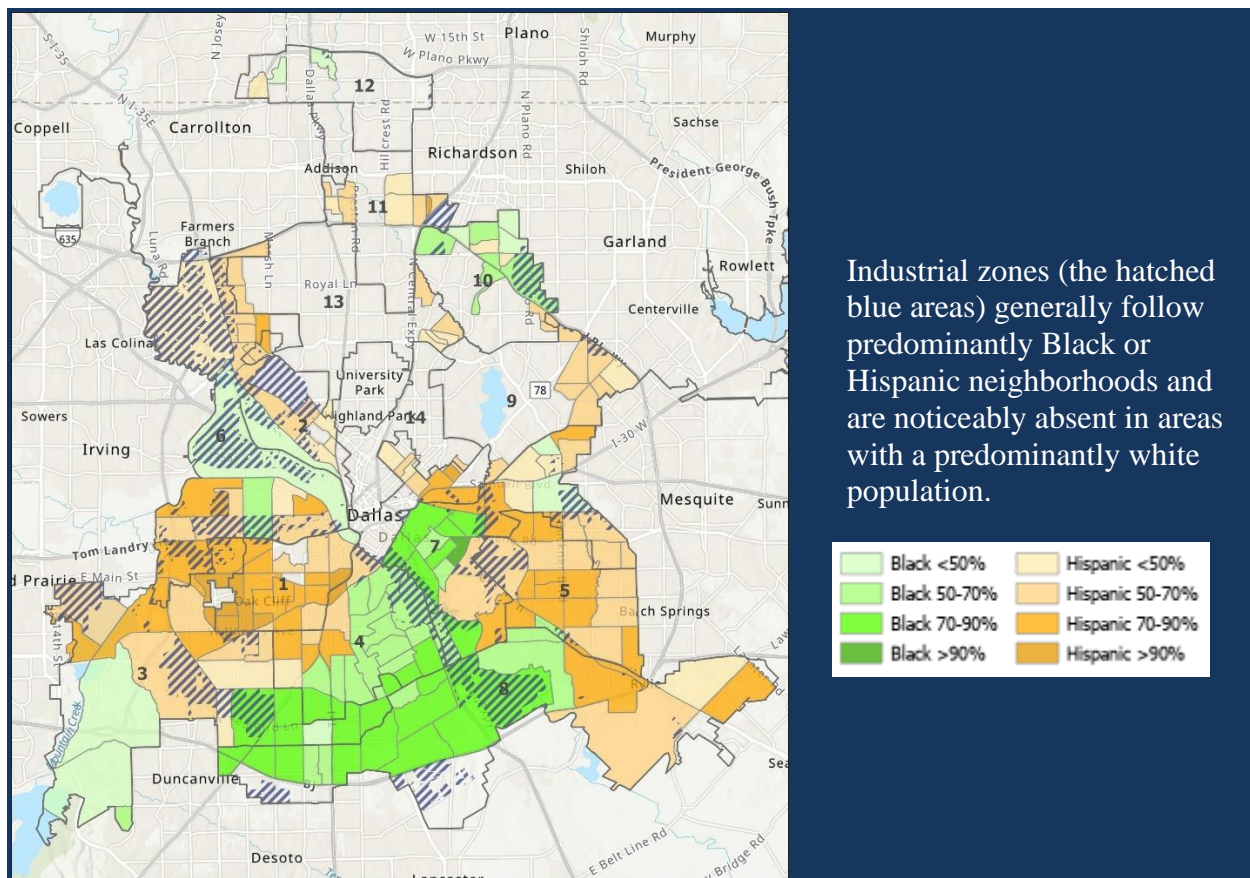
continue to sustain them. The long shadow that these historical policies casts on present-day Dallas emerged as a central theme of the listening sessions the consultant team held with Dallas stakeholders. Participants talked about the historical use of redlining, eminent domain, and other policies and practices that explicitly displaced Black and Brown residents from their homes and neighborhoods and excluded them from living in areas where the city invested significantly in the infrastructure that created economic opportunity and wealth.

The *2019 Fair Housing Study* shares examples of “local, state and federal policies that mandated segregation and inevitably shaped the landscape of housing and opportunity for generations to come” in Dallas and other communities across the nation. These examples include:

- Redlining: The Federal Housing Administration, established in 1934, furthered segregation by refusing to insure mortgages in or near African American neighborhoods.
- Zoning laws: Neighborhoods that once had African American residents were rezoned to permit industrial and toxic uses. Those rezonings turned those neighborhoods into slums.
- Government regulations: The Underwriting Manual (1946) of the Federal Housing Administration:
  - Recommended that highways would be a good way to separate African Americans from white neighborhoods.
  - Stated that “incompatible racial groups should not be permitted to live in the same communities.”
  - “Properties shall continue to be occupied by the same social and racial classes.”
- “Appraisers are instructed to predict the probability of the location being invaded by . . . incompatible racial and social groups.”
- Loss of equity generation and appreciation: African American families who were forbidden to buy homes in suburbs from the '40s to the '60s were prevented from accruing equity, which could have been passed to their children.
- Public housing to be predominantly black and poor: White and black families lived in separate public housing projects. The subsidized development of white-only suburbs led to the depopulation of public housing of white families, leaving housing authorities.

When legal means failed to exclude upwardly mobile middle class and professional people of color, vigilante groups took matters into their own hands and terrorized families who moved into predominantly White neighborhoods. Often unchecked by law enforcement and the criminal justice system, these terror tactics were common in many communities; in Dallas, they included a string of bombings in the 1940s and 1950s.

Award-winning Dallas journalist Jim Shutze chronicled these bombings and the policy shifts made by city leaders in their aftermath in his 1986 book *The Accommodation*. The book outlines how these leaders established segregated single-family developments for upwardly mobile Black households as an alternative to having them move into White neighborhoods. It also describes in detail how city leaders intentionally concentrated poorer Black families in neighborhoods that they then proceeded to neglect, relegating these families to areas prone to flooding and other hazards, passing zoning allowing for heavy industry alongside their dwellings, and shutting them out of the massive investments in infrastructure that helped bring prosperity to White areas of the city.



With substandard infrastructure, these areas became less and less attractive to market-rate developers and, as a consequence, have, over the past 50+ years, seen large pockets remain entirely undeveloped, despite economic and real estate booms that have fueled massive development in far northern Dallas and suburban areas.

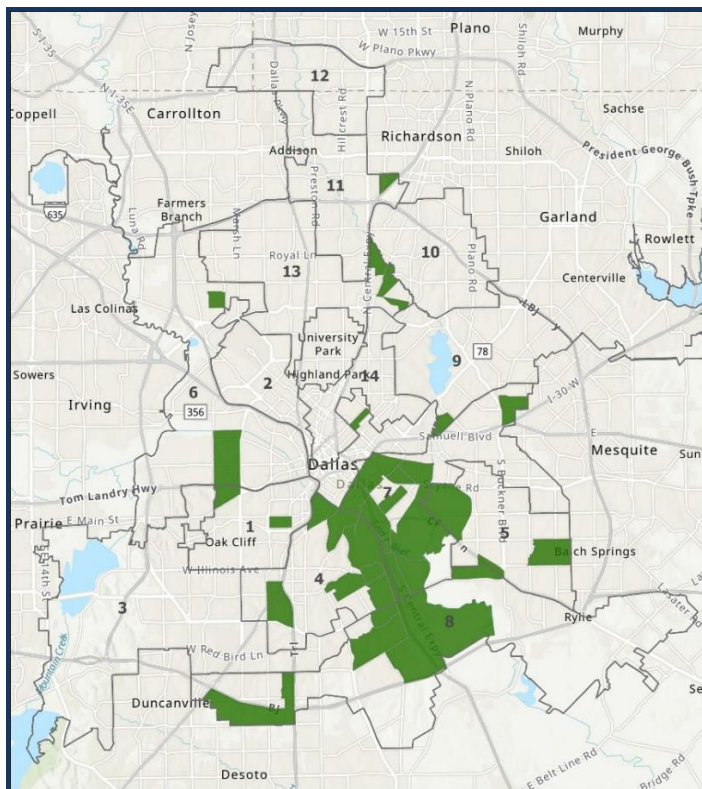
Much of the research on the relegation of communities of color to segregated, undesirable, and hazardous areas in U.S. cities focus on African-American communities, but [Latinx residents were also excluded](#) from areas with better housing and economic opportunities. Moreover,

because of redlining and [widespread housing discrimination](#) over several generations, Latinx people were more likely to settle in marginalized areas.

Despite the passage of federal civil rights laws that ended practices like redlining and led to mandated desegregation in the mid-20<sup>th</sup> century, city policy choices continued to concentrate low-income communities of color in areas south of the Trinity River. They also focused on the development of subsidized housing for low-income households in Black and Brown neighborhoods in Southern Dallas, which hastened the flight of Black and Brown middle class and professional people to the suburbs offering better schools and economic opportunities, and housing. The few thriving middle class and mixed-income neighborhoods in the area were hollowed out, unable to support local businesses owned and operated by members of the Black and Brown communities.

*“Challenges include ...not enough emphasis on the historical data. We need to understand the stories and values of the people. We have to understand the millions of dollars spent that has kept white people in housing.” Dallas City Council Member Schultz*

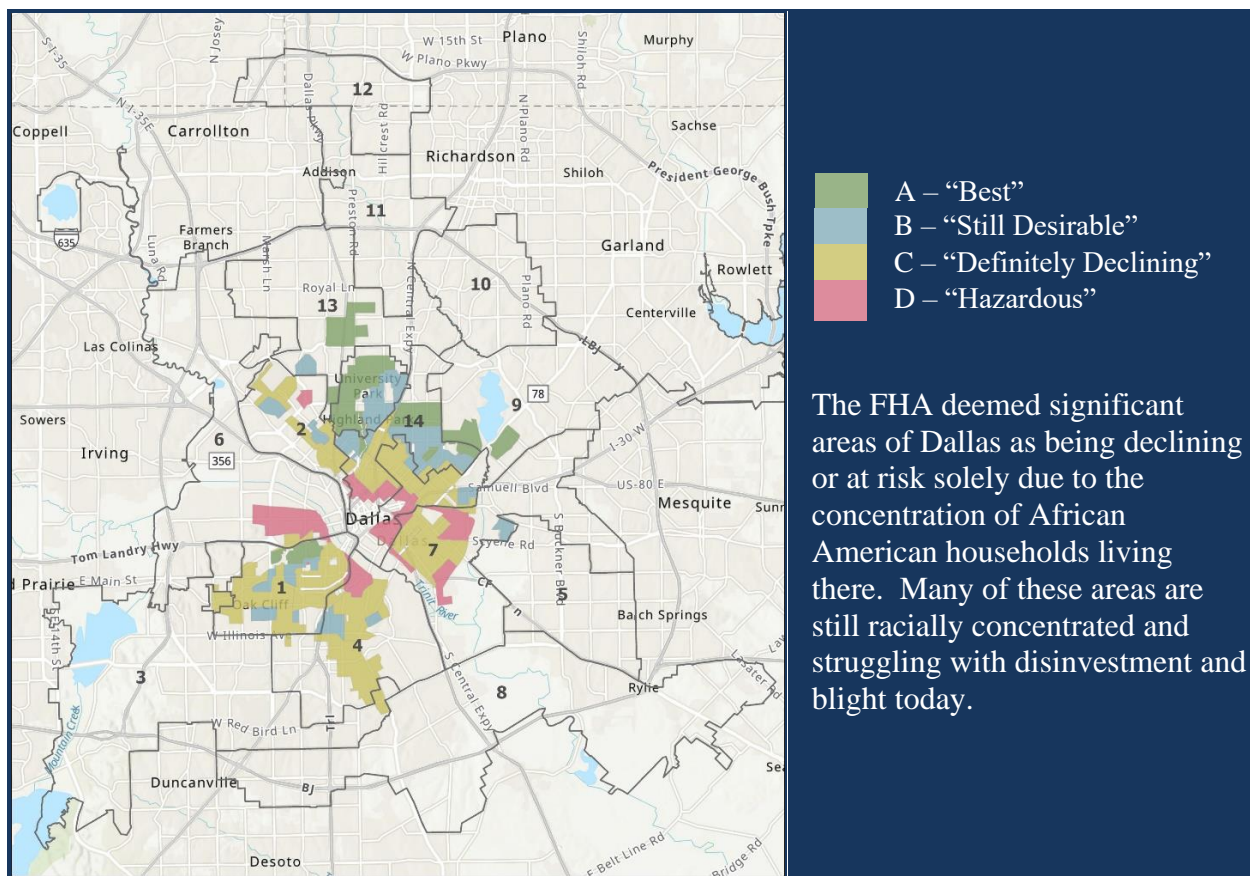
Over the past twenty years, the legacy of policy choices stretching back to Reconstruction has continued to shape the contours of Dallas’s housing landscape. The proliferation and persistence of Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) provides an example. The U.S. Department of Housing and Urban Development (HUD) defines R/ECAPs as areas in which: (1) the non-white population comprises 50 percent or more of the total population and (2) the percentage of individuals living in households with incomes below the poverty rate is either (a) 40 percent or above or (b) three times the average poverty rate for the metropolitan area, whichever is lower. According to the *2016 North Texas Regional Housing Assessment*, the number of R/ECAPs in Dallas doubled between 1990 and 2016, with persistent patterns in Southern and Western parts of the city. The study also found that two-thirds of the 1990 R/ECAPs retained their designation.



R/ECAP areas are heavily concentrated in southern Dallas surrounding the redlined areas once labelled “Hazardous” by real estate agencies.

On one level, understanding the present-day impact of the historical legacy of race-based displacement, exclusion, and neglect is as simple as overlaying a map showing current R/ECAPs on top of redlining maps used by realtors and lenders in the 1930s. The close alignment between the current R/ECAPs and the neighborhoods south of the Trinity River set aside through redlining to contain Black and Brown residents tells the story of just how challenging it has been for the City of Dallas to reverse the effects of policies that denied people of color economic and housing opportunities over the course of many generations.

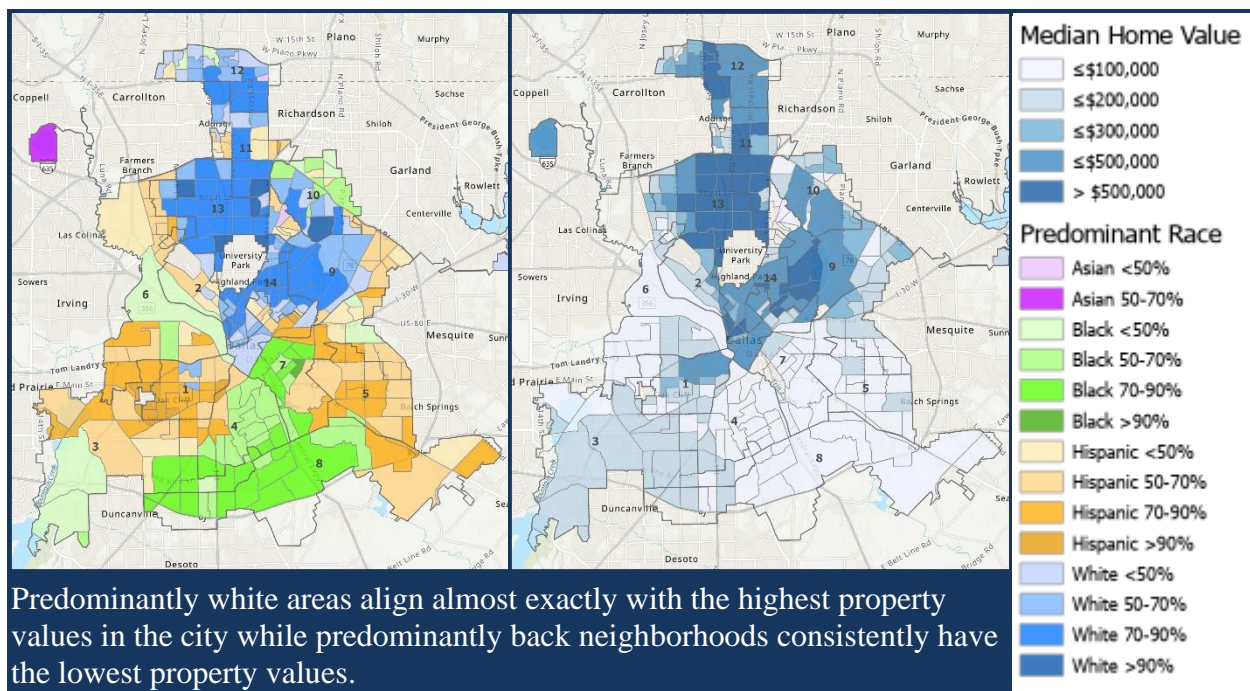




## The Elephant in the Room

Southern Methodist University Economics Professor J.H. Collum Clark refers to the ongoing challenges of Southern Dallas<sup>11</sup> as the “elephant in the room” in his description of how Dallas’s race-based policy legacy continues to deny opportunities to Black and Brown Dallas residents some 50 years after Congress passed laws outlawing segregationist and discriminatory housing practices. In a [recent white paper](#), Dr. Clark notes that “Southern Dallas...contains approximately 64% of the city of Dallas’s population... has an area physically larger than the city of Atlanta,...[and a] Hispanic and Black populations amounting to 618,000 people in 2010-- more than the total populations of Washington, Boston, or Seattle.” Yet it “contains...only 10% of the total property value [within the Dallas city limits], as assessed for property tax purposes.” Although the area has experienced moderate population growth since 2010, “the number of housing units and jobs in the area has declined over the same period.”

<sup>11</sup> Dr. Clark defines Southern Dallas as “9 of the city’s city council districts, mostly south of Interstate 30, but including several low- to moderate-income areas just north of I-30 (including West Dallas / Census Tract 205).”



Dr. Clark continues:

*“Even in this century, historical patterns of neglect and under-investment have continued. Southern Dallas has seen very little new housing development, either in the market rate or subsidized segments of the market. The number of Community Housing Development Organizations has declined from a peak of 20 a decade ago to four today. The City of Dallas has been able to allocate only very modest capital to affordable housing and has further restricted public sector investment in Southern Dallas as part of a policy to avoid “concentrating poverty” in long-time low-income neighborhoods.”*

Even today many residential areas of Southern Dallas remain disconnected from the city’s sewer system, lack adequate roads, are prone to flooding, and have zoning that has allowed heavy industrial development to flourish right up against long-time Black and Brown residential neighborhoods. Families in Southern Dallas who manage to improve their economic lot continue to move away as a result, often to suburbs outside the city limits, so that the next generation can access the educational and other infrastructure that will make the path to prosperity less difficult. In turn, this ongoing flight of upwardly mobile Black and Brown households tends to perpetuate cycles of neighborhood poverty.

In contrast, the predominantly White and dramatically more prosperous areas of Northern Dallas have a considerable head start due to far greater levels of public investment in infrastructure that boosts economic opportunity. Examples include schools, roads, public transportation, and development that attracts high-paying employers, lenders, and other economic drivers. For the most part, these areas have not made room for working, disabled, or any other people who

struggle to afford market-rate housing in these areas, a group in which Black and Brown Dallas residents are grossly overrepresented.

Some neighborhoods south of I-30 have seen significant public and private investment in infrastructure in recent years, but these neighborhoods have also witnessed the displacement of numerous Black and Brown households as rents and property values have risen precipitously. These displaced households include working people and seniors living on fixed incomes. As Dr. Clark points out in his white paper, this dynamic adds another layer of complexity to seeding the development of mixed-income neighborhoods in Southern Dallas.

## Challenges to Progress and Worsening Inequities

Studies completed over the past five years indicate that Dallas has made little progress in reversing long-term housing inequities and that barriers to affordable housing for Black and Brown residents are in fact growing worse. For example,

- *The City of Dallas Equity Indicators 2019 Report* states:

*“Decades of disinvestment in Black and Hispanic neighborhoods have culminated in substantial differences in basic housing conditions, neighborhood quality, and access to amenities. The indicators in this theme demonstrate deep disparities along racial/ethnic lines, particularly in Access to Housing and Housing Affordability and Services—disparities that have worsened since the baseline year.”*<sup>12</sup>

- The Urban Institute ranks 274 American cities according to their degree of inclusion. These rankings address “overall inclusion,” which reflects the ability of historically excluded populations to contribute to and benefit from economic prosperity. In 2016 it ranked Dallas 272nd out of 274 on overall inclusion, 270th out of 274 on economic inclusion, and 246th out of 274 on racial inclusion.<sup>13</sup>
- A [2018 economic opportunity assessment](#) of Dallas County conducted by the Center for Public Policy Priorities documented a growing divide in the economic opportunities available to its residents and increased difficulty for the lowest income residents, who are far more likely to be people of color, to pull themselves out of poverty.

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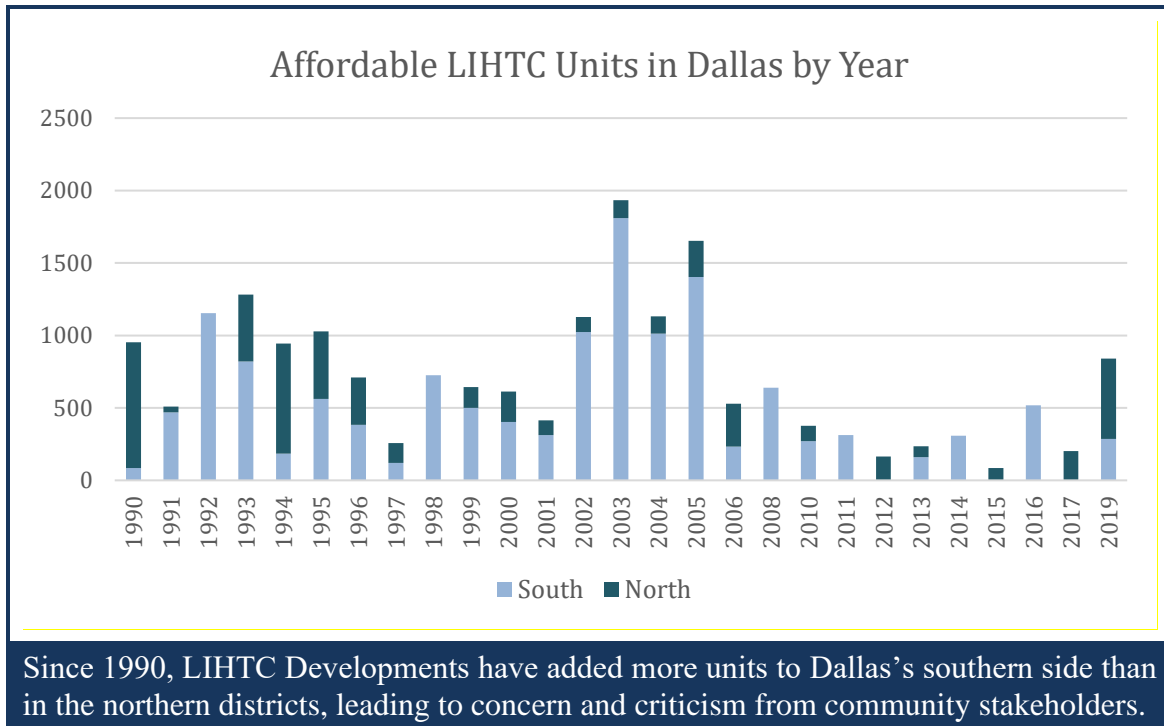
<sup>12</sup> <https://dallascityhall.com/departments/office-of-equity/DCH%20Documents/equity-indicators-booklet-2019.pdf>

<sup>13</sup> The institute bases this overall inclusion ranking on both “economic inclusion” and “racial inclusion.” It measures economic inclusion by looking at housing affordability, income segregation, the share of working poor residents, and the high school dropout rate. It measures racial inclusion by examining racial segregation; racial gaps in homeownership, poverty, and educational attainment; and the share of the city’s population who are People of Color.

Present-day policy choices have played a part in this worsening landscape. These choices include the “peanut butter approach” that recent City Councils have applied to revitalize the city. Mike Koprowski, who worked on the development of the CHP described the peanut butter approach this way: “Take a pot of economic development money, and spread it evenly across the city, to all 14 districts, from the have-nots to the have-a-lots.” Observers trace this problem back to 1991, when, after increasing pressure for greater representation of the communities most impacted by long-standing inequities, the City of Dallas changed its City Council format to include 14 council members elected by 14 separate districts with the mayor being elected at-large.

Many of the stakeholders interviewed for this assessment expressed that under the current 14-1 system, the Council has struggled to act on remedying the huge infrastructure deficit that continues to hamstring economic opportunity and housing development in Southern Dallas. Individual Council members acknowledge that the present-day deficit has resulted from decades and decades of under-investment and the inequitable distribution of public funds under the former city governance formats, but such acknowledgment has not resulted in substantial budget allocations to level the playing field for historically neglected parts of the city.

Rather than committing to redressing the profound infrastructure disparities between Northern and Southern Dallas, city leaders have tended follow a long-standing pattern of placing subsidized housing in Southern Council districts. Absent any substantial concurrent investment in the infrastructural foundation needed in Southern Dallas for mixed-income neighborhoods, this pattern tended to exacerbate the concentration of poverty. In turn, this continued concentration discouraged the city away from strategically investing affordable housing funds in Southern Dallas.



## Advancing Equitable Impacts

Racial equity is both an outcome and a process. As an outcome, racial equity is achieved when race no longer determines one's socioeconomic outcomes, when everyone has what they need to thrive, no matter where they live. As a process, we apply racial equity when those most impacted by structural racial inequity are meaningfully involved in creating and implementing the institutional policies and practices that impact their lives. Developing racially equitable goals and outcomes will result in improvements for all groups, but the strategies can be targeted based on the needs of a particular group. Systems that are failing communities of color are actually failing all of us.<sup>14</sup>

The Government Alliance for Race Equity Framework notes that “*when we achieve equitable development, we increase the capacity of people of color to strengthen their communities and determine their own future and that of their neighborhoods. We distribute the benefits and burdens of growth equitably among people of all races, ethnic backgrounds, incomes, and geographies/neighborhoods. We encourage multicultural communities where tenured and newcomer residents can thrive. And we provide meaningful choices for the most impacted people of color to live, work, and define their own culture throughout all neighborhoods.*”<sup>15</sup>

<sup>14</sup> <https://www.racialequityalliance.org/about/our-approach/benefits/>

<sup>15</sup> <https://www.racialequityalliance.org/wp-content/uploads/2016/11/GARE-Equitable-Development.pdf>



The CHP will advance racial equity and succeed in reducing the higher barriers to safe, quality, affordable housing for Black and Brown Dallas residents when the City Council, city staff, developers, neighborhood advocates, and other community stakeholders agree that racial equity in housing development is a goal worth attaining. City leaders and affordable housing stakeholders would therefore all benefit from a firm grounding in racial equity. Establishing a common understanding of the benefits and values of developing housing with racial equity will propel Dallas policies in the direction of maximizing impact. As City Council Member Thomas stated to the consultant team, we must *“make sure there is an understanding [on the City Council] of what equity is and be intentional in how we develop policy and [assess] the impact of the policy we make.”*

### **Step One: Understand and call out the historical legacy of policies and practices that caused present-day racial inequities**

The *City of Dallas Equity Indicators 2019 Report* states that “decades of disinvestment in Black and Hispanic neighborhoods have culminated in substantial differences in basic housing conditions, neighborhood quality, and access to amenities.” It also shares that “the indicators in this theme demonstrate deep disparities along racial/ethnic lines, particularly in Access to Housing and Housing Affordability and Services—disparities that have worsened since the baseline year.”<sup>16</sup> As detailed in the section of this report titled [The Historic Root Causes of Current Racial Disparities](#), Dallas’s current housing landscape reflects structures and policies that were designed and implemented to segregate races and create unequal access to opportunity.

While the CHP provides the City Housing Department with the rules of the road for implementing 13 discrete programs, it lacks a comprehensive framework for dismantling the complex array of deep-rooted obstacles that have increased in scope and scale the longer the North-South Divide has been ignored. Moving forward, simple equality in the way the Council allocates resources and makes investments will not get to the root causes. Instead, proactive policies that dismantle structural racism will need to be developed, approved, and applied. Tackling root causes with proactive strategies requires [establishing equity-centered goals that focus on the desired outcomes](#) and thus build a foundation for all work to follow in advancing equitable impact.

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<sup>16</sup> <https://dallascityhall.com/departments/office-of-equity/DCH%20Documents/equity-indicators-booklet-2019.pdf>

*We need to acknowledge we are tackling this with our hands behind our backs. There are laws that prevented blacks from owning homes – structures that had generational effects. We can't fix it without legal remedies. It was illegal for blacks to own mortgages. We need to tackle root causes. Some infrastructure investment needs to be made.*  
*--Participant in LGBTQ Stakeholder Listening Session*

## **Step Two: Plan for Advancing Equity**

The current goals of the CHP should be restructured to explicitly mandate comprehensive planning that advances racial and economic equity. Sample goals include:

- By 2023, city departments and divisions will effectively collaborate to ensure that there are plans in place for concurrent progress in all 14 districts toward reaching the affordable housing goals outlined in the CHP
- By 2025, city departments and divisions will present to Council collaborative projects across all 14 districts that each address multiple factors in neighborhood development, including equity in housing, education, transportation, health, economic, nutrition, infrastructure, planning, and zoning
- By 2022, the Council will approve a comprehensive plan to revise current policies to undo harmful structures that keep racism alive, including policies addressing the need for tax relief and infrastructure development and others prohibiting predatory lending practices, discriminatory rental policies, and restrictive zoning laws
- By 2035, Dallas will be a city where each neighborhood provides access to safe, quality housing and amenities for people in all racial and socio-economic groups so that residents can stay in their neighborhoods of choice.

Such goals will help to ensure that the CHP serves as an umbrella for all city plans that can contribute to supporting equitable housing development, including private, mixed-income, mixed-use, affordable, and supportive. The CHP should set the frame while the plans bring the policy to life. This approach was articulated well in Dallas City Council Member Blackmon's comments to the consulting team:

*"On our end, knowing that what we decide today will have ramifications 5-10 years down the road. The world I am creating now will be for my grandkids. Segregated*



*school districts are a byproduct of...[past] political decisions. We don't have the investment for the plan."*

### Step 3: Revise the CHP to Correct its Equity Blind Spots

The CHP outlines various programs equipped with tools that can contribute to addressing some of the impediments to equity, but it takes an equality rather than an equity approach to the implementation of these programs. It encourages one-size-fits-all solutions that turn a blind eye to historically rooted differences in the affordable housing needs and market conditions from neighborhood to neighborhood. The following chart outlines the CHP's many equity blind spots:

CHP Section	Equity Blind Spots
<p>Goals</p> <ol style="list-style-type: none"> <li>1. Create and maintain available and affordable housing throughout Dallas,</li> <li>2. Promote greater fair housing choices, and</li> <li>3. Overcome patterns of segregation and concentrations of poverty through incentives and requirements.</li> </ol>	<p>Goals do not demonstrate the overall desired state of an equitable Dallas with a level playing field for accessing safe, quality, affordable housing. Without making this desired state clear in the initial goals, the Council, staff, and public are not pushed to consider CHP programs through an equity lens.</p> <p>Further, the strategy of using incentives and requirements does not adequately reflect or address the historical policies and practices that made the current playing field so tilted to the disadvantage of Black and Brown residents.</p>
References to Existing Plans	<p>The policy lists the three plans: <i>forwardDallas!</i>, <i>Neighborhood Plus</i>, and <i>The Consolidated Plan</i>. However, the CHP does not discuss how these plans should work together or how they connect to the CHP. Further, there is no outline of who is accountable for ensuring the interdepartmental collaboration to integrate related plans and policies.</p> <p>The CHP has no apparent connection to the <i>Dallas Equity Indicators Report</i> (2019). A connection to this report could help gauge how well the policy is moving Dallas toward the Council's equity goals.</p>
Reinvestment Strategy Areas	<p>The CHP lists the Reinvestment Strategy Areas:</p> <ul style="list-style-type: none"> <li>• Redevelopment Areas</li> <li>• Stabilization Areas</li> </ul>

	<ul style="list-style-type: none"> <li>• Emerging Market Areas</li> </ul> <p>These areas are described and defined. The gap is that there are no descriptions on how reinvesting in these areas addresses the historic racist policies or patterns of segregation. Nor are there connections made that outline how certain prioritized work or development in these areas will help achieve the CHP's goals.</p> <p>The CHP should include explanations of how different reinvestment strategies will specifically increase equity and decrease segregation.</p>
Production Goals	<p>In the absence of a whole-city vision for increased equitable affordable housing and revitalized neighborhoods, the production goals are a set of numbers with no connection to strategies that could lead Dallas toward the desired state. When production goals are established that align with the desired equitable impact, resources should be identified from multiple funding streams that will allow for those production goals to be achieved.</p>
The Housing Policy Task Force	<p>On the surface, the idea of a Task Force with city-wide representation sounds like a great way of engaging the community. Yet it appears that the Task Force has over 600 members on its listserv, there is minimal participation, and there is no clearly outlined work plan showing how the Task Force will function as a body that can enhance strategies and increase accountability.</p> <p>The Housing Policy Taskforce needs to have activities that align with the CHP, including reviewing progress, developing strategies for city-wide communication of progress, and assisting the staff in thinking through how barriers can be addressed as they arise. In addition, the Housing Policy Task Force should play an evaluation role as activities are adjusted to achieve the desired results.</p>

<p>List and Description of Programs</p> <ul style="list-style-type: none"> <li>● Homeowner Programs <ul style="list-style-type: none"> <li>○ Home Improvement and Preservation</li> <li>○ Subrecipient Minor Home Repair Major Rehabilitation Forgivable Loan Program</li> <li>○ Housing Reconstruction Program</li> <li>○ Dallas Homebuyer Assistance Program</li> <li>○ DHAP Targeted Homebuyer Incentive Program</li> </ul> </li> <li>● Landlord Programs <ul style="list-style-type: none"> <li>○ Home Improvement and Preservation Rental Program</li> </ul> </li> <li>● Tenant Programs <ul style="list-style-type: none"> <li>○ Tenant-Based Rental Assistance Programs</li> </ul> </li> <li>● Developer Programs <ul style="list-style-type: none"> <li>○ New Construction and Substantial Rehabilitation Program</li> <li>○ Mixed-Income Housing Development Bonus</li> <li>○ Land Transfer Program</li> </ul> </li> <li>● Preserving Affordability <ul style="list-style-type: none"> <li>○ Title Clearing and Clouded Title Prevention Program</li> <li>○ Community Land Trust Program</li> <li>○ Targeted Rehabilitation Program</li> </ul> </li> </ul>	<p>The CHP lists these programs and their requirements. The listing of these programs is not policy.</p> <p>Many programs are under-resourced and difficult to access.</p> <p>City Council management of city approval processes politicizes implementation, often to the detriment of progress toward the desired state of increased equity.</p> <p>These programs should be tools for an overall plan approved by the Council and managed by the staff. The Council would oversee ensuring that benchmarks are reached and assist staff in overcoming barriers at the policy level. The comprehensive strategic roadmap described above would outline in detail how each program would be used to achieve the goals.</p>
<p>Neighborhood Investment</p>	<p>The CHP defines Neighborhood Investment Zones and what they can be used for. NEZs could be used as a tool to build equity in the context of a broader strategic road map. This section, however, does not describe how NEZ are</p>

	to be used strategically or with an eye to advancing equity.
Funding and Supporting Actions	<p>This section lists the various federal, state, and local funding sources available to support the city's housing programs. Again, there is no description of how these funding sources should be used to achieve the desired state.</p> <p>Every CHP goal needs a developed strategy that includes how achieving the goal will be funded. Rather than just a list of funding sources, the CHP requires an outline of how each funding source will be leveraged and combined with other sources to achieve each goal. Each strategy must also include a timeframe.</p>
Strategies, Tools, and Programs that will Require Additional Action	This section lists areas that require further exploration, but it provides no connection to the current CHP goals nor to needed goals around creating greater equity in Dallas's affordable housing landscape.

The City Council could eliminate these blind spots by using the CHP to create a comprehensive strategic road map with an array of strategies specifically tailored to address racial equity and the differing needs and development opportunities from one city area to another. The road map would include strategies specific to each of the 14 districts' unique characteristics and outline corresponding development strategies and funding sources. In combination, these strategies would comprise a whole-city policy framework that utilizes all relevant programs and specifies the funding required to make this framework viable and sustainable.

## Examining Alternatives and Improvements

The roots of inequities in Dallas's housing landscape have been studied extensively over the years. Many plans and proposed solutions for addressing these inequities have been created. Yet the many gaps and blind spots in the CHP allow those plans and solutions to fall victim to politics—particularly the politics of NIMBYism. As a result most of these plans and solutions have not been fully implemented or have been shelved altogether.

The silence of the CHP around how equity-based strategies can be utilized to achieve community-wide goals, along with the absence of metrics to determine if the city is making progress toward such goals, contributes to this problem. These gaps in the policy enable

greater allegiance to the opinions of constituents advocating for their own Council district than to a whole-city approach to equitably increasing access to affordable housing in all 14 districts. They help support a system in which projects from well-resourced developers are approved without considering the impact on the larger system, while smaller developers in Southern Dallas bear a higher cost burden and contend with an increased likelihood that proposed projects will be rejected or will die while awaiting approval.

For example, one large developer spoke in a listening session of delays that cost more than \$1 million while awaiting approval. This is not the type of loss that smaller or nonprofit developers can shoulder and adds to the cost of the development overall. This imbalance of resources and revenue prioritizes Northern Dallas over other parts of the city.

Closing these gaps could help make the CHP a powerful tool for remedying the root causes of racial inequities and disparities. Required actions include:

1. Setting measurable targets for improvement and concrete benchmarks specific to each Council district
2. Specifying a detailed plan for effective Council oversight for achieving these targets and benchmarks across all districts
3. Allowing flexibility for city staff to use a variety of resources and leverage partnerships as needed to help each district meet established targets and benchmarks
4. Codifying a requirement that progress moves forward at a similar pace across all areas of the city
5. Investing in infrastructure - acknowledging the lack of infrastructure development in Southern Dallas and laying out a plan for infrastructure improvements to these areas over a period of time to bring them commensurate with the infrastructure that exists in North Dallas
6. Establishing a basis for educating the Council, staff, and community members on the value of equity and thus building buy-in to the process
7. Requiring systemic change that addresses the historical disparities and overturns laws and practices that allow for racist practices to be promoted.

Such steps would need to be accompanied by a campaign to increase the public will to bring a whole-city plan for greater affordable housing equity to fruition. Success would also require the commitment of a critical mass of elected officials to the shared strategic vision for ensuring that *every district* carries its weight by bringing about needed change within its borders. Only then will the NIMBYism that affects too many Council decisions be reined in.

Washington, D.C. and Portland, Oregon have developed models for building the necessary public and political will that could provide models for Dallas.

The District of Columbia's "[All 8 Wards](#)" strategic vision for centering equity in its homeless response system called for short-term family shelters to be developed in all 8 Wards within 5 years. No facility could be developed until resources and sites were identified in all wards, ensuring that the developments were built concurrently. This type of approach mitigated against the temptation for City Council members to allow constituent opposition to projects within district borders to trump the commitment to achieving city-wide goals.

The strategy recognized that the costs and characteristics of each site would vary by location, but the city's commitment to ensuring equal access to for households across all parts of the city was vital. To that end, sites were designed to physically match the features of the neighborhood and included the input of all stakeholders in the design and decision-making process - Council, community members, and people experiencing homelessness.

[Portland's Southwest Corridor Equitable Development Strategy](#) integrates housing development with the light rail transit development. It provides support and services to move the city toward goals such as increasing wealth and preventing displacement in historically marginalized communities. Each goal has an implementation strategy tied to specific resources. The strategy also includes specific metrics to help the city measure overall progress and ensure concurrent progress to achieving each goal.

The Washington, D.C., and Portland strategic models both required City Council approval and included detailed plans for Council and community oversight. Both models build in accountability by transparently measuring progress toward specific benchmarks. Their oversight approaches both allow city leaders to address the availability of the resources needed as barriers to progress arise.

Since these models were adopted, the activities within the respective strategies have been revised based on conditions on the ground in each community. The respective Councils were updated on staff revisions to activities related to each strategy; however, such revisions did not require substantial change to the legislation approving the strategies.

In Dallas's case, such a model would need to center strategies that address the infrastructure needs of Southern Dallas neighborhoods. Investment by the city in access to sewer, water, and electricity, proper lighting, and the improvement of roads and transportation access to and from neglected areas of Southern Dallas would begin to establish neighborhoods where current residents can flourish. These neighborhoods would then become desirable to people of all income levels. Currently, historical infrastructure disinvestment results in costs that are often passed on to developers, which discourages the investment that the area so sorely needs.

## Success Factors

For the CHP to succeed in helping the city reach its equity goals, it will require specific indicators of that success--benchmarks against which the city can measure how equity-based goals are being implemented, how much progress is being made, and the need for additional resource allocation.

[Portland's Southwest Corridor Equitable Development Strategy](#) (pg. 13) provides a solid example of how to measure progress toward ambitious targets specifically aligned with affordable housing goals as well as required activities within lead agencies. It also provides an example of how measuring progress against these targets can work hand in hand with ongoing planning to adjust resources as the initiative progresses from one stage to the next.

City of Dallas departments and divisions perform intersecting work based on many intersecting plans, but there is little evidence that this work happens in an integrated way. In fact, stakeholder input gathered in listening sessions suggests that implementation work on one plan is often at cross purposes with work on another and. Dallas could benefit from a crosswalk between *fowardDallas!*, *The Consolidated Plan*, the *Neighborhood Plus* plan, and the *Equity Indicators*. Such a crosswalk would help align goals and indicators related to increasing affordable housing equity. It would thereby create a more integrated, unified approach that would enable staff to better work in concert toward the desired state.

Depending on the goals of a restructured CHP, benchmarks within a more integrated approach to implementing intersecting plans could include:

- Resources for infrastructure improvement have been identified for Southern Dallas districts
  - Infrastructure elements will need to be defined but must, at a minimum, include water, sewer, electricity, internet, and transportation/mobility
- Community-based organizations have been identified and funded to help prevent displacement
  - Organizations have been selected to assist residents in navigating the maze of government programs and agencies that provide housing support services
  - Strategies have been developed to ensure that within historically marginalized areas experiencing gentrification, long-time homeowners can both increase the value of their assets and afford to pay their taxes
- Quality transportation, education, food, and health care are available in all Dallas neighborhoods.
  - Based on the goals for each community, the number and scope of these elements would be defined as specific metrics.



Benchmarks of this kind would provide an oversight framework for measuring progress that the City Council, city staff, and community stakeholders can utilize to collectively hold themselves accountable as CHP strategies are developed and implemented. They would also provide a guide for discussions about how to continuously improve the implementation of any plan that could contribute to reaching the ultimate goal of a more equitable city.

## **Ensuring Viability and Sustainability**

### **Addressing the Funding Gap**

The success of any enhancements to the CHP in equitably increasing access to affordable housing depends on dedicating adequate resources for the endeavor. The City of Dallas has incorporated equity into its budgeting process, but only a significant financial commitment will redress the historic disinvestment in southern Dallas and accelerate the strategic and equitable production of affordable housing at scale. Such investment would entail restructuring the use of federal programs and substantially increasing local resources.

Dallas's current investment strategy to-date stands in stark contrast to those of other cities with comparable housing affordability problems. In 2017, Dallas voters approved a \$1.05 Billion bond program. This program included a proposition to use just over 5% of the total--\$55 Million-- to facilitate the revitalization of commercial corridors, transit-oriented development, mixed-use developments, mixed-income housing, and neighborhood revitalization throughout the City. The City Council can draw from this 5% pot to approve affordable housing initiatives, but they also draw from it for economic development and other initiatives. In Atlanta, Seattle, Austin, and other cities, new mechanisms for generating *dedicated* local revenue at much higher levels have substantially boosted capacity for affordable housing production and are allowing policy makers to through on comprehensive strategic housing plans. Voter-approved local funding for affordable housing in these communities now dwarfs the amount that the Dallas City Council could potentially allocate from the \$55 Million in 2017 bond funds intended to cover a wide range array of needs, including affordable housing.

For example, Atlanta recently deployed \$100 million in new housing opportunity bond funding. In 2016 Seattle voters signed on to a \$290 million property-tax levy for low-income housing. In 2018 Austin approved a \$250 Million Affordable Housing Bond. Following suit and creating a dedicated local revenue stream would allow Dallas to make an investment in affordable housing equity at a scale similar to the scale of these other communities. It would ultimately allow the Council to sustain its drive toward greater equity.

It is difficult to determine the exact amount of new resources Dallas requires, especially without a strategic roadmap, but the most recent biennial budget forecast provides clues about the size of the funding gap between Dallas's affordable housing investments and those being made in these other cities. The forecast, which shows a relatively level amount of funding and no dedication of funds needed to take the initial steps for building equity, shows Dallas dedicates a significantly smaller percentage of its overall budget to housing solutions. The following chart illustrates just how large the gap is:

#### Resources Dedicated for Key Housing Development Goals for FY 20-21

Dallas \$58.2 million of a \$3.8 billion budget<sup>17</sup> (2.2%)

Seattle: \$81.9 million of a \$6.5 billion budget<sup>18</sup> (5.3%)

Austin: \$90 million of a \$4.5 billion budget<sup>19</sup> (4%)

For FY 21-22, the City of Dallas annual budget was \$4.3 billion, of which housing programs received about \$40 million, which includes \$21M in ARPA funds. That allocation represents 1.7% of the overall budget, a decrease in the share shown in the FY 20-21 forecast.

For Dallas to achieve its equity and affordable housing goals, it needs to reverse this trend and substantially increase its investment and set aside significant dollars for community revitalization, including targeted increased investments toward remedying the historical disinvestment in Southern Dallas and the other historically Black and Brown areas.

## **Additional Needs**

In addition to adequate funding, ensuring viability and sustainability requires developing structures to effectively manage plans and the resources. For example, to increase the adaptability of the CHP, the city should regularly schedule reviews so that the City Council, city staff, and community stakeholders respond to changing conditions on the ground and strategize around removing barriers to success.

Viability and sustainability also require adequate affordable housing staff capacity well beyond what is needed to merely ensure that the 13 CHP programs are administered in compliance with local, state, and federal laws and regulations. In taking a more equity-centered approach to affordable housing strategic planning, the city Housing Department's staff will need sufficient dedicated time for collaboration with other city departments and divisions, external public agencies, and community stakeholders. This type of intensive collaboration demands not only

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<sup>17</sup> [https://dallascityhall.com/departments/budget/financialtransparency/AnnualBudget/2122\\_02\\_Budget-Overview.pdf](https://dallascityhall.com/departments/budget/financialtransparency/AnnualBudget/2122_02_Budget-Overview.pdf)

<sup>18</sup> <https://www.seattle.gov/Documents/Departments/FinanceDepartment/21proposedbudget/OH.pdf>

<sup>19</sup> <https://austintexas.gov/news/austin-city-council-approves-fiscal-year-2021-2022-budget>

time but strong communication and negotiating skills. It also demands significant attention to the coordination of plans from department to department and agency to agency. Making the investment in the financial and human resources to increase equity while also accelerating the production of affordable housing will thus necessitate the use of General Fund dollars as much of the strategic and collaborative planning work needed will not always align with the expenses permitted in certain existing contracts.

Finally, viability and sustainability require continuous community engagement. In the listening sessions conducted for this assessment, many stakeholders reflected that there have been up to 168 plans created regarding City of Dallas housing problems. These stakeholders shared that little is known about the disposition of these plans--whether they were implemented, whether they were revised, or whether they were incorporated into other more comprehensive plans. Ensuring that a comprehensive strategic road map is implemented equitably entails devising a model for adjusting strategies based on ongoing, sustained engagement with all relevant community stakeholders. Successful elements of this approach used in other communities include dashboards to enhance transparency, online feedback tools, and community meetings with the specific purpose of sharing updates on progress toward SMART goals and the benchmarks created in alignment with those goals. Across the entire community, stakeholders should be able to see how the wide array of intersecting city plans administered by many different city departments and divisions are working in harmony and not at cross purposes.

**City of Dallas Comprehensive Housing Policy Racial Equity  
Assessment**

**Appendix:  
Community Stakeholder Feedback  
and Resulting Adjustments  
to the Initial Recommendations**

**March 17, 2022**

## Introduction

Following TDA Consulting's presentation to the Dallas City Council Housing and Homeless Solutions Committee on December 14, 2021, the Committee Chairman requested that TDA gather community stakeholder feedback on its Comprehensive Housing Policy Racial Equity Assessment and eleven initial recommendations. TDA subsequently received stakeholder feedback from over 100 individuals at four Town Hall meetings organized and publicized by the Committee during the week of January 17, 2022. TDA then held individual meetings to gather more in-depth feedback from individuals who testified at the Town Hall meetings and additional stakeholders, including planners working on the forwardDallas! comprehensive land use plan.

This appendix outlines the main themes of the feedback TDA gathered in these meetings and the adjustments TDA made to the recommendations based on these themes. It then provides notes taken by the TDA consultants summarizing the feedback received in these meetings.

## Themes

Stakeholders who testified at the Town Hall meetings and/or participated in in-depth interviews shared repeatedly that the TDA recommendations should stress the need for the following foundational building blocks for leveling the affordable housing playing field among racial groups and across the North-South Divide:

- Better community understanding of the difference between equity and equality
- An accurate and full telling of the historical policy choices made purposefully to exclude and disenfranchise Black and Brown people from the opportunities enjoyed by White Dallas
- Accountability to the communities most impacted by inequities
- Community-driven goals specifically developed to provide transparent and sustained measurement of progress toward equity
- Increased trust that the City of Dallas will follow through on action steps specifically developed by community stakeholders working in partnership with city staff
- A new public-private planning structure that can be sustained across political administrations and city council terms
- Significant investments of financial resources to outreach and gather input from everyday citizens and not just known leaders
- A dedicated funding stream for planning and development
- Sufficient additions to city staff capacity to facilitate community organizing and intra-departmental collaboration
- A planning and decision-making environment encouraging private developers to be a part of solutions such as master planning to create mixed income neighborhoods that include workforce housing.

As indicated in the meeting notes below, participating stakeholders believe that these foundational building blocks will prove critical to achieving greater equity through Dallas's housing policies. We heard clearly that without these building blocks, the City will be unable to create and implement the bold, community-driven, well-resourced action plan that is needed.

## **Adjustments to Recommendations**

In response to the feedback summarized above, the TDA consulting team reorganized its recommendations and made other adjustments to emphasize the need for immediate attention to the foundation upon which the recommended strategic road map should be developed. The team agrees with stakeholder feedback that community-wide will to act boldly in creating and implementing such a road map will depend on this foundational work.

The team also determined that strategic recommendations should be separated from tactical ones. This revision clarifies that developing new policies designed to achieve discrete programmatic goals will ultimately fall short of increasing equity unless a whole constellation of integrated and complimentary initiatives is developed and operationalized. Individual programs and programmatic policies can take aim at one or another of the obstacles at the root of housing inequities. The recommended strategic road map must take aim at the entire array of these obstacles and also address the complex ways that these obstacles reinforce one another.

As the [George W. Bush Institute's SMU Economic Growth Initiative](#) has pointed out, "developing mixed-income housing at scale, increasing small business start-up and success rates, and building organizational capacity in lower income neighborhoods are exceptionally difficult challenges without clear "playbooks" for external intervention." Success will depend on extraordinary coordination and intensive collaboration that pulls together not only numerous city departments, but also community members, private and non-profit development interests, and non-city public agencies, such as DART and DISD.

Without first creating an overarching strategy (built upon improved community trust, accountability, and transparency), tactical efforts to jump start programmatic change may in fact worsen, rather than alleviate, disparities experienced by predominately Black and Brown Southern Dallas communities. Tactical interventions designed to increase private investment and development in Southern Dallas, for example, may ultimately increase displacement of Black and Brown residents with multi-generational roots in Southern Dallas, exacerbate concentrations of poverty in historically segregated areas, and divert needed attention from environmental hazards disproportionately impacting historically segregated areas. A community-driven strategic road map grounded in racial equity will mitigate this risk.

The following summarizes the differences among the three types of recommendations:

**Foundational:** Immediate steps to increase chances of success by:

- Increasing understanding of equity and its impact on community development
- Building a culture of trust between community stakeholders and city officials
- Inspiring community-wide commitment to bold planning
- Creating a vision for the whole City that transcends "my back yard" thinking

**Strategic:** High-level guide for:

- Coordinating and integrating programs and policies to systematically eliminate numerous obstacles to housing equity rooted in past policy decisions
- Establishing and sustaining momentum across political administrations
- Creating a dedicated funding mechanism to ensure adequate resources
- Outlining how a transparent progress measurement process will assure accountability and help overcome NIMBYism

**Tactical:** *The devil's in the details.* Detailed, agile, measurable action items that move the policy forward. Many of these are staff-managed activities that would not necessarily require political approval. For example:

- There are existing tools that could be made to work better and in a more coordinated way.
- There is a critical need for coordination among various local planning and funding processes that will directly impact the issue areas identified in our report, such as Southern Dallas' vast and deep infrastructure deficit.

The reorganized and revised recommendations are as follows:

## **A. Foundational**

A-1. Invest in intensive community education about how an equitable approach can address historical structural discrimination, exclusion, and disinvestment

A-2. Invest in intensive and broad community outreach and engagement to center the voices of the people most impacted and build community-wide ownership of the process for increasing equity in housing opportunity

- "People support what they help to create."

A-3. Create a vision statement outlining an affordable housing level playing field for all racial groups and across the North/South Divide

## **B. Strategic**

B-1. Create a comprehensive, whole-city strategic road map for coordinating the CHP's array of tools while also leveraging community partnerships to address the vastly different needs for change from one area of the City to another.



- Direct resources strategically to redress the vast generational wealth gap impacting historically Black and Brown communities.

B-2. Establish SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goals that point to the desired state

B-3. Create a dedicated revenue stream that is scaled to the magnitude of Dallas's affordable housing shortage and the enormous infrastructure deficit that has persisted in Southern Dallas for generations.

B.4. Create a comprehensive, integrated strategy for preventing displacement during neighborhood revitalization

- Ensure continuous and transparent progress measurement grounded in sustained community engagement and feedback loops enabling needed adjustments to the plan
- Build grassroots capacity for ongoing neighborhood investment in equitable, affordable housing created through partnerships between neighborhood groups and the developer sector

## **C. Tactical**

C-1. Strengthen linkages among various planning initiatives around affordable housing development, neighborhood revitalization, infrastructure improvements, economic development, and land use to build a foundation for increasing generational wealth in historically Black and Brown communities.

- Planning must include expanding and strengthening the displacement mitigation toolbox, including existing successful programs that routinely run out of money well short of meeting community demand.

C.2 Utilize an "All 14 Districts" model to combat NIMBYism across all areas of Dallas.

- Ensure that no district moves forward until all districts have plans and resources to move forward.
- Planning, infrastructure and housing development

C.3. Initiate a community education campaign to dispel myths about affordable housing that fuel NIMBYism

- Affordable housing development includes housing for teachers, first responders, health care workers, etc.
- Affordable housing does not equal increased crime and blight

C-4. Strategically utilize Low Income Housing Tax Credit (LIHTC) financing in both high opportunity areas with low poverty rates and distressed areas with higher rates

- While the City must guard against further concentrating poverty, it should also provide staff with greater flexibility to support the leveraging of LIHTC funds more nimbly throughout Dallas, regardless of the MVA. Otherwise, the City's rejections of LIHTC proposals in Southern and Western Dallas will continue to sow confusion

within the developer community about how to gain support for proposals in these areas that could help the City achieve the goals of the CHP. When used strategically, LIHTC can help create mixed-income neighborhoods with significant workforce housing.

## Stakeholder Feedback Meeting Notes

### Town Hall Meetings and In-depth Interviews

Stakeholder Name	Affiliation or Profession	Feedback on Recommendations Submitted to Council Housing Committee in December 2021 and Related Observations (Paraphrased)	Contact Information
Ben Brown	NAACP Housing Committee & National Assoc of Real Estate Brokers ( <a href="https://www.nareb.com/">https://www.nareb.com/</a> )	I would like to make sure Black real estate broker perspective is represented.	<a href="mailto:bbrowntx.bb@gmail.com">bbrowntx.bb@gmail.com</a>
Billy Lane	Innecity Community Development Corp ( <a href="http://www.icdc.biz/">http://www.icdc.biz/</a> )	<p>I work at ICDC. The City must be willing to invest the money needed to gather input from everyday citizens and not just known leaders, such as neighborhood association officers. It must do evening outreach to people who work during the day. It must go to informal community gathering places to do outreach.</p> <p>I only want to reemphasize how critical it is for the COD to invest in the accountability infrastructure. Housing policy is daunting even for those who are immersed in it on a regular basis. For those of us who are not, we rely on citizens who are organized to monitor, analyze, and report on the City's progress or lack thereof. This is a heavy lift, and we should not expect that our South Dallas/Fair Park HOA's and Crimewatch groups can add this to their plate – especially since they usually have no paid staff. There needs to be funding allocated to help support new, citizen-organized, citizen-led coalitions/groups in South Dallas/Fair Park who are specifically focused on how these policies are implemented.</p>	<a href="mailto:blane@icdc.biz">blane@icdc.biz</a>
Brenda Pegues	UNKNOWN	Community Land Trusts are a tool that the City should be more prominent in the City's policies and planning.	
Cassandra Davis	Realtor	I specialize in helping first-time home buyers get into homes. I constantly encounter problems because it's hard to find a single-family home under \$350K, even in DeSoto, outside Dallas city limits. Down payment assistance is needed for a broader range of incomes. The City needs to reexamine eligibility for assistance. High-paying jobs are needed in Southern Dallas. We're seeing rapid gentrification in Southern neighborhoods close to downtown. We need to include homeowner associations in these discussions. Environmental issues lower property values and keep	<a href="mailto:cassandra@realtconceptstexas.com">cassandra@realtconceptstexas.com</a>

		neighborhoods down. Real Estate Investment Trusts (REITs) are buying up homes that could be going to first-time home buyers. We need to keep investors out of our neighborhoods.	
Cyndy Lutz	Former executive with Dallas Area Habitat for Humanity	<p>Your consulting team should be aware of the level of frustration and cynicism that has developed among community leaders in Southern Dallas, including West Dallas, because of the lack of City follow-up on previous input and plans co-developed with neighborhood leaders and residents. For example, the Neighborhood Plus Plan died on the day that the City Council approved it. I believe that a great deal of past community engagement and planning was driven primarily by HUD non-compliance findings. In general, there has been insufficient Latinx community involvement in City of Dallas policy-making, equity work, and planning. This is a huge problem, especially given that the Latinx population represents over 40% of the population. My go-to Latinx community leaders, whom I think really represent the interests and concerns of many other residents, are Jessica Gonzales and Anna Maria Ramos.</p> <p>Oftentimes, the City's community outreach on issues related to your recommendations devolves into very outreach to a limited number of groups and individuals who campaign for the re-election of Council Members. West Dallas is a very cohesive area that represents about 40% of the total geographic area of the City of Dallas. It was gerrymandered into three separate Council districts.</p> <p>Small developers and contractors who seek to build housing in Southern Dallas find themselves at a huge disadvantage in navigating a system that was never designed with the specific challenges of developing in Southern Dallas in mind. One example is the tree protection ordinance, which is designed to protect the tree canopy across the entire City from the impact of rapid development. In Southern Dallas, there are many otherwise developable lots that go undeveloped because they have so many trees on them and because there are per-tree penalties for removing them.</p>	<a href="mailto:cynlutz@icloud.com">cynlutz@icloud.com</a>
Dr. Erica Solis	Southern Dallas pediatrician	West Dallas has a long history as the City's dumping ground with no running water until fairly recently and zoning that allowed for lead smelters and concrete batching plants alongside established residential areas. When I finished my residency program in Lubbock, I returned to work and hopefully live in this area where my family has lived for generations. Even with all of the heavy industry and air pollution, I couldn't find an affordable house to buy. New development is pushing single-family home prices up to \$750,000 to \$850,000 in the areas where I was looking.	
Edwin Robinson	UNKNOWN	I live in District 6. The City should focus first on the lack of good infrastructure in historically marginalized areas. We can't talk about affordable housing without first talking about economic development and high paying jobs to these areas	
Eric Anderson	UNKNOWN	The City's affordable housing budget is not commensurate with the need. We need more G.O. Bond money.	

Evelyn Mayo	UNKNOWN	<p>Unlike San Antonio and other TX cities, Dallas has no community engagement resolution nor metrics to accurately gauge whether a neighborhood supports a given initiative.</p> <p>We need neighborhood-led revitalization plans that include displacement prevention.</p>	
Jerry Hawkins	Dallas Truth, Racial Healing, and Transformation	<p>Before we start planning, we need an accurate and full telling of what happened in our history, e.g., the 1931-68 city charter that codified segregation and economic disinvestment in neighborhoods for people of color. The City needs to review <i>The Case for Reparations</i> article by Ta-Nehisi Coates (<a href="https://www.theatlantic.com/magazine/archive/2014/06/the-case-for-reparations/361631/">https://www.theatlantic.com/magazine/archive/2014/06/the-case-for-reparations/361631/</a>). The City must acknowledge its culpability. Our country has never gone through a reconciliation process. The organization I lead, THRT, exists to facilitate that work locally throughout TX. Communities of color require acknowledgment of racial inequity and apology. We need markers, monuments, memorials, annual events from the City. We also need policies and practices that dismantle the legacy of exclusion and exploitation to rectify the damage of past policies. We then need to write new policies that lean in favor of Black and Brown People. We need an accounting of the economic and emotional toll on the population. We need a community-led process that moves beyond what bodies appointed by the Mayor and/or Council can accomplish. Council-appointed task forces can only give recommendations.</p> <p>The community itself needs to be able to choose the participants in the processes I'm describing, and the community-led bodies must have authority and power to change things and hold the City accountable. Participants need to know that people's time is not being wasted. The current 14+1 Council structure is only 30ish years old. It was created because of a lawsuit forcing diversity on the Council. We need more than this structure has been capable of providing. We need either a different electoral process or a committee that has the ability to make real change.</p> <p>Go back and watch the "Goals for Dallas" film from the 1960s. The Mayor at that time was tasked with rebranding Dallas, which was known as the "City of Hate" following JFK's assassination. Yet Dallas's Black and Brown communities needed to create their own goals for Dallas because they were excluded. This time was when you see the first racial equity documents in the 60's. There are lessons from that period about how to pick folks who City Council did not ever pick.</p> <p>Who are some people who need to be at the table now? Evelyn Mayo, Genifer Ranyal, and Victoria Farel; working on neighborhood plan RAYO Planning; partnering to bring in an urban planner. (Rojas) Demetria McCain, HUD Inclusive Housing Project, Mayor Eric Johnson's Comprehensive Land Use Committee. There is no way to move people out without paying for them to stay. We need to focus on the wealth gap, income gap,</p>	<a href="mailto:jerryh@dallastrht.org">jerryh@dallastrht.org</a>

		<p>lower home appraisal rates for Black and Brown people.</p> <p>The current Mayor wants to make Dallas the safest City, but the focus is all on public safety. These efforts have an insufficient focus on keeping community stalwarts in place, those who can be anchors in the community. We need to keep these people and institutions in the community and build around them.</p>	
Jessica Jolly		<p>The City should look at innovative reparations programs in DC and LA that are helping residents of historically neglected neighborhoods. We need a focus on property tax stabilization. We need to bring neighborhood associations such as Queen City to the table. We also must include small businesses, churches, independent builders into the discussion. We should focus on engaging community anchors like community health centers and churches.</p> <p>I'm the Chief Organizational Development Officer for a community health center serving South Dallas. I'm in charge of community outreach, engagement, and partnership development. It's important for leaders of organizations serving vulnerable people to really get to know the fabric and culture of the community. So, when I moved here for this position, I wanted to live in South Dallas. I started attending church in the neighborhood and got involved in other ways. But when I tried to buy a house, I really struggled. I had to beg a small developer to sell to me because he only wanted cash offers, and I wasn't prepared to do that.</p> <p>Fortunately, I eventually bought the house, but I see all the time how many of our patients struggle to access affordable housing. I also see how many of them feel excluded from the planning process for policy decisions that impact their lives in major ways. For example, I've heard from lots of people that they didn't realize until it was too late that DART was changing a lot of its bus routes in the area, and now their commute to work is even more difficult than before.</p> <p>There's a lot of historical mistrust of government that needs to be overcome. People need more than just a town hall meeting inviting them to voice their concerns. They need a half-day or even a 2-day planning retreat held on a weekend so that they're the ones creating action steps to bring more affordable housing to their neighborhood. The City can partner with community anchors like health centers and churches to help organize people to attend more meaningful kinds of events like that.</p>	<a href="mailto:jollyjollyjies@gmail.com">jollyjollyjies@gmail.com</a>
Ken Montgomery	UNKNOWN	<p>We have more challenging production pipeline issues on the single-family side than the multi-family side. The Housing Dept does not have nearly enough funding, e.g., G.O. Bond funding, to</p>	

		make a dent in our affordable housing deficit. Look at the success of The Bottom redevelopment for lessons. Look at how this project succeeded in inducing affordable infill development. We need an affordable housing fund that can be utilized flexibly to do lots more innovative projects.	
Marilyn Clark	UNKNOWN	The City should consider community receivership programs for some properties in South Dallas, for example, as a strategy to deal with slum lords. Consider the housing needs of home health workers, maids, landscapers, and daycare workers. The City must do better outreach to working people and small biz owners who are not the easy-to-identify community leaders.	
Mr. Stinson	UNKNOWN	Market rate single-family housing is unavailable in Southern Dallas compared with areas just outside the city limits to the south. Regarding LIHTC development, the City must respect our lived experience of having past LIHTC developments that did not lift up our neighborhoods up or increase property values. Look at the turnover in city planning staff and the loss of institutional knowledge of local neighborhood planning history and past neighborhood input.	
Mr. Patterson	UNKNOWN	The City should focus on the impact of rising property taxes on seniors and how it pushes people/families out of neighborhoods.	
Ms. McKinney	UNKNOWN	The City should focus more on mixed income neighborhood development and less on affordability by itself. Ask neighborhood residents what amenities they want in their areas. Include infill housing in mixed income neighborhood planning. The Housing Dept is just a part of the solution. We must concurrently address other equity issues requiring actions by other depts and agencies. We must also focus on eliminating the concentration of poverty in historically segregated areas. All of the issues raised in the report have been raised before. What we need is an action plan and an accountability plan that can allow the public to measure progress toward goals covered in the recommendations.	
Nathan Townsie	Teacher	I've been a middle school math teacher for almost 20 years in the Dallas and Grand Prairie school districts. I was born and raised in Dallas and currently live in Oak Cliff. The City's housing programs are missing the people in the middle like myself. They focus on helping people with very low incomes. Meanwhile, my friends, family, co-workers, and I see dilapidated shacks with a fresh coat of paint on them being bought up in our neighborhoods for \$400,000 and more by wealthy investors and transplants from other states. A lot of Council Members want to revitalize areas like Oak Cliff, but if they want their area to grow, they need to have working professionals. I've lived in Dallas my whole life, and I'd be able to take care of a house of my own and pay property taxes on it, but I can't afford to buy one in Dallas.	<a href="mailto:ntownsie1@gmail.com">ntownsie1@gmail.com</a>

Olive Talley	UNKNOWN	I'm a neighborhood leader in East Dallas. The City has allowed up-zoning in stable lower and middle income neighborhoods and forced residents out of homes that were affordable, for example in Mount Auburn and areas west of Ross Ave to I-75. Homes are being replaced by apartments and pricing people out of neighborhoods. The City is also failing to protect neighborhoods from short-term rental owners who take away more affordable rental units.	
Rosalinda Bailey	Realtor	Dallas could offer something to their community, allowing people an opportunity to have a second chance and not penalize them. An incentive of some type and not basing so much on a credit score. Let's face it; your credit score will be bad if something bad happened. This is a Once in Lifetime opportunity. If you get behind, the system is designed to keep you behind. An incentive, for example, to assist a 2nd chance person by having them show they are capable of making payments for a certain amount of time in a timely manner. Assist them with the down payment or deposit. This would be for people who were doing good but for legitimate reasons lost the ability to pay bills, like COVID, MEDICAL, etc. As the problem no longer exists, they should be able to have some assistance. Otherwise, Dallas is going to have a LOT of homeless people. It is already hard for people to make it, but when you have to pay double, how will you make it. If credit is bad, you have to pay higher interest. If you lost your place of living to get another place, you have to pay double, maybe triple. People with money get lower interest and get incentives to skip payments. Why? They do not need the help. Please find a way to provide incentives to the ones on the bottom to do better in these harsh situations. Dallas allows investors to scam people from their homes for pennies on the dollar. Then that person becomes homeless while the investor becomes Wealthier. I apologize for venting it is just I Know from Personal Experience how difficult these times are. I have a granddaughter who just experienced this, but with HELP, she is now ok; she also got her a job, etc., because of incentives offered to her.	<a href="mailto:realtormslynn@gmail.com">realtormslynn@gmail.com</a>
Sandy Collier	MetroTex Association of Realtors, Diversity Committee Vice Chair	<p>We need affordable housing in the communities we serve. I was born and raised in East Oak Cliff.</p> <p>I wonder whether equity is truly a priority for the City or just clickbait. Are these Town Hall meetings really just about checking a box? The City needs to start with some deep introspective work. Right now, its core values are questionable. In terms of equity, it has not yet put its money where its mouth is. We know the City can bring into being the infrastructure and development needed in Southern Dallas because the City did that in Northern Dallas.</p> <p>We need a task force to focus exclusively on the issue in the way that the Mayor's public safety task force focused exclusively on creating an action plan in response to increasing crime. In the past, the strategies discussed have never matched the scope of the problem. When faced with eating an elephant, you have to choose</p>	



		<p>where to start. Creating accountability to a community-driven action plan is that place.</p> <p>A big part of that problem is how disjointed the City is with regard to affordable housing development and housing development, in general. At an administrative level, the left-hand doesn't know what the right hand is doing. This is a huge underlying issue.</p>	
Shelly White	MetroTex Association of Realtors, Diversity Committee Chair	I feel very frustrated. The City is very well versed in what all the issues you cover in your recommendations. It's a matter of acting on this knowledge and impacting these issues. For example, the income eligibility for down payment assistance is set at such a low level that working people can't qualify. Also, developers seeking to build housing in Southern Dallas have seen their deals break apart because of the costs and wait time to get through all of the City's permitting, lighting, and other requirements. Who can we hold accountable for making development in Southern Dallas more realistic more doable?	<a href="mailto:shellytherealtor@gmail.com">shellytherealtor@gmail.com</a>
Sherman Roberts	UNKNOWN	We need city staff to be educated about systemic racism. The line staff is not all on board with all of the equity goals put forward by executive leadership.	
Tyler____(?)	UNKNOWN	Given that rent is unaffordable for many working people, we need new jobs that pay enough to afford market-rate housing.	

## forwardDallas! Meeting Notes

**February 4, 2022**

Attendees: Julia Ryan, Andrea Gilles

Paraphrased Comments and Observations from Julia and Andrea:

There is a significant overlap between the Equity Office planning work and forwardDallas! planning work. forwardDallas! is the second comprehensive plan. It will replace the one done in 2006.

The new plan will provide the strategic direction for the City for using resources and land, and accommodating expected and desired growth. The 2006 comprehensive plan did not allow Dallas to accommodate the need. We now need to create a future land use map to provide guidance for the city rezoning efforts needed to bring the plan to fruition.

The 2006 plan was not used in this way. As a result, zoning decisions have been made in isolation. There are a lot of misses in the way we develop. There are a lot of land use proximity issues that create problems that restrict how we develop in a way that accomplishes the overall goals.

There are many land use proximity issues that create opportunities in housing and infrastructure - what is the need in different areas? Understand where it is important to accommodate growth. Ensure that there's a good housing plan that fits with the desired growth patterns.

Look at housing and land use needs in the context of economic development planning - where do we want to put our resources? Where do we want tech, education, hospital campuses?

So far, there has not been a lot of community engagement in the forward Dallas! plan development. We don't just need data. We need genuine community engagement. We need continuous feedback.

We've developed an internal community engagement group. We plan to have internal engagement staff hosting virtual and in live community engagement events. We're looking at developing a tool kit for different audiences.

So far there has not been a lot of community engagement in the forward Dallas! plan development. This is a foundational step. It's critical to getting buy-in on the plan. We need more capacity for this - need more staff.

We're just starting to move in this direction. This forward Dallas! plan development is a huge project, and although we have a very dedicated staff, Dallas hasn't had a history of robust community engagement in land use planning in the past.

How can we coordinate community engagement efforts with other initiatives and departments? One important approach is to have various departmental entities coordinating on the big touch points for community engagement. Currently, we are trying to latch onto existing meetings - injecting Forward Dallas into those meetings. We have created a fD! technical advisory committee made up of representatives from different city depts. We need to use that group more strategically.

If we already had peer buy-in and we were coming up with this strategy on how affordable housing planning needs to fit into land use planning, then we could take a more unified City approach to taking on some heavy lifts in areas of the City that required significant change, such as parts of Southern Dallas.

We need to have some hard and honest conversations about land use choices that must be made in these areas as growth increases. The lack of needed infrastructure is a huge issue in some areas. We can't ignore infrastructure deficits when grappling with land uses and zoning that is incompatible with residential uses in areas where the community would like to see more residential development. We don't have a city team yet in place to work on these heavy lifts in areas where significant change is needed.

How can we build conviction among city leaders that community engagement is the place to start? We need to acknowledge that people in some areas needing the most significant change have been so ignored. For example, an area West Dallas has just set up a neighborhood association, but the City has not recognized them. City leadership needs to acknowledge the need for robust community engagement and prioritize funding.

Messaging - We need to target messaging that it makes sense for people want to get engaged. Quick easy painless way to get involved, relatively quickly. What does this mean to me and how can I influence it? Developing tools using various mechanisms, virtual and in person.

How are grassroots organizations involved in community engagement? We've started reaching out to those groups. Using engagement team, ambassadors. Want to map out the groups out there. Also using neighborhood engagement data base. Listening to Council members about what they have to say about their communities and which groups to contact. But we also need to make sure we're hearing from average residents. We need to be aware of political agendas of different groups.

Engagement Teams should be across departments, Compelling messaging. Need to move beyond planning to execution.

It needs to be someone's job to hold people accountable for forward movement.

Biggest Fear: We do all this work with collaborative decisions, and we can't move forward because decisions get bogged down in parochial concerns. We need to be able to sustain a system beyond the current administration.

# Memorandum



DATE April 22, 2022

CITY OF DALLAS

TO Honorable Chair and Members of the Housing and Homelessness Solutions Committee

SUBJECT **Upcoming Office of Community Care Agenda Items – Additional Emergency Rental Assistance Funds**

On April 27, 2022, two Office of Community Care (OCC) items accepting additional federal funding for the Emergency Rental Assistance Program will be considered by the Dallas City Council.

**Item #26 (File ID 22-931):** Authorize the City Manager to (1) apply for, accept, receive, and deposit additional grant funds in an amount not to exceed \$565,428.09 in Coronavirus Response and Relief Funds for the Emergency Rental Assistance Program from the U.S. Department of the Treasury (“Treasury”); and (2) execute any documents necessary with the Treasury to accept and/or spend the funds. - Total not to exceed \$565,428.09 - Financing: U.S. Department of the Treasury Emergency Rental Assistance Program Grant Fund

**Item #27 (File ID 22-929):** Authorize the City Manager to (1) receive and deposit additional grant funds in an amount not to exceed \$15,067,703.22 in American Recovery Plan Act funds for the Emergency Rental Assistance Round 2 from the U.S. Department of the Treasury (“Treasury”); (a) establish appropriations in an amount not to exceed \$15,067,703.22 in the ARPA Emergency Rental Assistance Round 2 Fund; and (b) execute any documents necessary with the Treasury to accept and/or spend the funds. - Total not to exceed \$15,067,703.22 - Financing: U.S. Department of the Treasury Emergency Rental Assistance Program Grant Fund

## **Background**

These items will authorize to accept, receive, and deposit additional federal grant funding for the Emergency Rental Assistance Program. There has been a need in the Dallas community for rental assistance since the beginning of the COVID-19 pandemic when many households faced eviction after loss of income, increased expenses, or both. This additional funding will help families and individuals impacted by COVID-19 stay housed.

## **Additional Coronavirus Response and Relief Funds for the Emergency Rental Assistance Program (ERA1)**

On December 27, 2020, the Consolidated Appropriations Act of 2021 (Act) was signed into law, making funding available through the U.S. Department of Treasury (Treasury) for an emergency rental assistance program.

On January 27, 2021, the City Council authorized the acceptance of rental assistance program funds and a new Emergency Rental Assistance Program to provide up to twelve

DATE April 22, 2022  
SUBJECT **Upcoming Office of Community Care Agenda Items – Additional Emergency Rental Assistance Funds**

months rental and utility assistance to owe income households impacted by the COVID-19 pandemic.

According to the Act, Treasury must recapture excess funds and reallocate those funds to Grantees that have obligated at least 65% of their initial ERA1 allocation. The amount of any reallocation is based on demonstrated need within a Grantee's jurisdiction. Due to the City of Dallas' swift action and demonstrated need, the Treasury has reallocated an additional \$565,428.09 in ERA1 funds to the City. This will ensure that more households impacted by the COVID-19 pandemic receive rental assistance.

*Additional American Recovery Plan Act funds for the Emergency Rental Assistance Round 2 (ERA2)*

On March 11, 2021, the American Recovery Plan Act was signed into law, making additional funding available through the Treasury for the Emergency Rental Assistance Program (ERA2).

On June 23, 2021, the City Council authorized the acceptance of \$50,225,677.40 in American Recovery Plan Act funds and authorized to receive, deposit, and disburse \$20,090,270.96 in American Recovery Plan Act funds to provide emergency rental assistance services for individuals directly and indirectly impacted by and/or during the COVID-19 pandemic. The initial distribution represents 40% of the funds allocated to the City, as set forth by statute.

The Treasury is disbursing American Recovery Plan Act funds in tranches and has disbursed an additional \$15,067,703.22 to the City of Dallas, or 50% of the remaining funds from total allocated to the City. These funds will support households impacted by directly or indirectly by the COVID-19 pandemic with emergency rental assistance.

If you have any questions, please contact me or Jessica Galleshaw, Director, Office of Community Care at [Jessica.Galleshaw@dallascityhall.com](mailto:Jessica.Galleshaw@dallascityhall.com).



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