United Way of Metropolitan Dallas
City of Dallas Housing and Neighborhood Revitalization
Emerging Developer Program

Scope of Services

PROGRAM DESCRIPTION

The goal of the Emerging Developer Program (EDP) is to increase the number of nonprofit organizations working to develop affordable housing and strengthen the capacity of existing affordable housing developers in the City of Dallas. By increasing both the number of nonprofit organizations developing affordable housing and providing resources that will increase the capacity of those organizations as affordable housing developers, the number of affordable housing projects started and completed in the City of Dallas will increase. Dallas has many interested individuals and organizations that would enter the affordable housing development space but lack the capacity to get started. Over the course of three years and on the condition of securing an additional $500,000 in matching funding from philanthropic donations, we plan to serve a total of 90 participants (approximately 30 each year).

PARTICIPANT ELIGIBILITY

To participate in the EDP, an organization must:
1. be based in the City of Dallas; and
2. provide Time, Talent, or Treasure related to the development of affordable housing.
   a. For Time we are looking for a participant to be a community-based individual or organization with verifiable experience serving the Dallas community and who are intending to develop affordable housing in Dallas.
   b. For Talent we are looking for a participant to have verifiable experience in affordable housing development needing technical assistance and/or resources to complete a Dallas-based project.
   c. For Treasure we are looking for participants to be a landowner or building owner in Dallas with site for potential affordable housing development and/or have verifiable financial resources intended to develop affordable housing in Dallas.

PROGRAM PLAN

The EDP programming will be divided into three tiers based on different criteria and a participant will engage with the EDP at the level appropriate for their organization.
1. Tier 1 is for participants interested in developing affordable housing who need to establish a nonprofit organization in order to do so. Participants could be from a community group, an individual, a faith-based institution, or a for-profit builder needing to build a nonprofit arm (or CDC).
   a. Interested participants will be invited to complete a screening application hosted by United Way of Metropolitan Dallas and reviewed by the City of Dallas.

  b. Those who are selected will participate as a cohort in the Nonprofit Management Certificate Program through CNM (the Center for Nonprofit Management).

  c. The course work will cover topics that include the process to become a 501c3, building an effective board of directors, fundraising, administrative oversight, and requirements specific to being a nonprofit. The EDP will cover the cost of the CNM coursework for the selected applicants and the participant will be reimbursed on the completion of the coursework.

2. Tier 2 is for established nonprofit organizations that need assistance, additional education, or certification opportunities related to affordable housing development.

  a. Participants must be an established and operating nonprofit that has completed either Tier 1 of the EDP or have completed programming with other peer organizations, such as TREC, Capital Impact Partners, or Innovan.

  b. Participants will submit a brief application through United Way's online system describing the educational, training, or certification need they have and identify the provider.

  c. The EDP will cover the cost of the coursework up to a capped amount for the selected applicants and the participant will be reimbursed on the completion of the coursework.

3. Tier 3 is for established affordable housing developers that need technical assistance troubleshooting issues that arise in the development process.

  a. EDP will cover the cost of technical consultation hours related to guidance and discussion about the identified issue. This technical consultation will be provided by professionals in the various specialties around developing affordable housing.

  b. Participant must have a project ready or in progress within the City of Dallas.

  c. Participants will be identified by the City of Dallas through an invitation only application process.

  d. United Way will host that application and will also host an RFQ process from recommended technical assistant providers to confirm that they are willing and able to be a part of this work.

  e. Technical assistance providers identified by the RFQ will be presented as recommended options, but the participant will select who they work with.

  f. Technical assistance topics include, but are not limited to, engineering, financials, land development, planning, real estate law, zoning, permits, and more.

  g. The EDP will cover the cost of the office hours up to a capped amount and will be paid to the organization providing the technical assistance after it has been provided.

ADDITIONAL GRANTS AVAILABLE

The Emerging Developer Program will also have a grant available to participants who have completed Tier 2 and/or Tier 3 of the program.

1. A grant from United Way of up to $10,000 could be awarded to an affordable housing developer for a project in Dallas.

2. The grant could be used to cover costs for work either identified in Tier 3 or for other costs incurred during the development process.
3. This portion of the program will be invitation only and participants who are eligible to apply will be identified by the City of Dallas.
4. UWMD will use their online grant application system to accept and review applications from invited participants.

Monitoring and Payment

United Way of Metropolitan Dallas will communicate regularly with the Housing and Neighborhood Revitalization Department at the City of Dallas to facilitate the program. This communication will include regular meetings, calls, and emails as we work together to implement the program. We will discuss progress and collectively identify challenges or opportunities related to program implementation.

To successfully execute this contract, United Way requests an advance allocation of programmatic and administrative funds representing 25% of the budget from the City of Dallas of funding for the Emerging Developer Program. United Way will provide the payment to EDP participants in each of the Tiers and the awarded grant applicants.

United Way will send quarterly progress reports to the City of Dallas. The progress reports will include status related to applications, program participation, updates to the EDP metrics, and will request the next advance.

Geographic Area:

Organizations participating in the Emerging Developer Program must be located in the City of Dallas.

Emerging Developer Program Metrics:

Up to 30 entities will participate in Year 1 across all three Tiers of the EDP.

Metrics:

Tier 1:
-Number of participants who complete the certification course through CNM. We anticipate that 75% of participants who start the CNM curriculum will complete and graduate from the course.
-Number of participants that become a nonprofit with 501c3 and a board of directors after completing the course. We anticipate 40% of participants who complete the course will complete the process of creating a nonprofit organization.

Tier 2:
-Number of participants that complete an educational or certification course. We anticipate that 80% of participants will complete the education or certification course.

Tier 3:
-Number participants that receive technical assistance. We anticipate that 90% of participants will complete the identified technical assistance.

-Whether the provided technical assistance allowed them to address the identified issue

Grants:
-United Way will track the number of organizations invited to apply for a grant, the number of grants awarded, and the value of the awarded grants through the Emerging Developer Program.