

The Permanent Supportive Housing Development and Operations, and Land Conveyance Notice of Funding Availability has been EXTENDED for an additional 60 days with a submission deadline of November 18, 2024 at 5 p.m.



Notice of Funding Availability (NOFA)

to Develop Affordable Homeownership and Rental Housing



City of Dallas

**Permanent Supportive Housing Development and Operations, and Land
Conveyance Notice of Funding Availability**

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Background

According to the most recent annual Point-in Time Count (PIT) by Housing Forward (the Continuum of Care or “CoC”) during its annual State of Homelessness Address, 3,718 people were experiencing homelessness on a single night in January. Of the total households experiencing homelessness, 1,086 were unsheltered during the PIT count. As we continue to grapple with housing affordability, the City of Dallas recognizes this opportunity to better serve our unhoused neighbors by investing in the affordable housing inventory. Affordable and supportive housing is a cost-effective and evidenced-based intervention that provides tenants with person-centered, flexible, and voluntary services that enhance tenant’s quality of life. Additionally, the City’s goal is to provide affordable and permanent supportive housing for our extremely low-income neighbors to safely transition into stable housing.

Permanent Supportive Housing (PSH) improves health outcomes and reduces the utilization of costly systems like emergency healthcare and corrections. While PSH is acknowledged as a leading intervention, growth in stock has not kept pace with the need in Dallas. As such, the City of Dallas as a member of the Homeless Collaborative of Dallas and Collin Counties is participating in an effort to rapidly expand PSH inventory.

Introduction and Purpose

The purpose of this NOFA and Land Conveyance (collectively “NOFA”) is to solicit a developer to undertake a PSH project to serve the City’s housing goals and (i) to acquire and redevelop City-owned property to construct PSH units that meet federal and local design standards; and (ii), to operate the facility as PSH to serve the Target Population (defined herein). The City of Dallas Department of Housing & Neighborhood Revitalization (HOU) in collaboration with the Office of Homeless Solutions (OHS), pursuant to the Dallas Housing Policy 2033 (DHP33) and Dallas Housing Resource Catalog (Housing Catalog), seeks applications for a developer/owner/operator to:

- 1) Acquire city-owned property (subject to a right of reverter and deed restrictions and pursuant to Texas Local Government Code Chapter 272.001(g)) located at 4150 Independence Drive;
- 2) Rehabilitate the property, with the assistance of City-funding in an initial amount of \$4.3 million, into at least 100 housing units for multi-family use. This application allows the selected developer to access additional funds, if available, beyond the initial \$4.3 million based on need through the City’s [Standing Notice of Funding Availability](#).
- 3) Obtain additional capital funding to complete rehabilitation; and
- 4) Operate the rehabilitated facility as PSH for as long as the City deemed it necessary to serve public purpose (collectively, 1 - 4) constitute the Project).

The selected applicant shall work in collaboration with the City and Housing Forward to secure the operating subsidies and services necessary to operate the facility as PSH. Housing Forward is designated as the lead agency for the local Continuum of Care for Collin and Dallas counties, through a memorandum of understanding with the TX-600 Continuum of Care Board, as recognized by the U.S. Department of Housing and Urban Development. The Applicant and its affiliates and/or other partners will provide intensive case management in alignment with the PSH standards of care (see Appendix). Preference will be given to applicants/other partners that separate property management and case management services with defined roles and responsibilities in order to work collaboratively (see Appendix). On behalf of the All-Neighbors Coalition, Housing Forward will apply for funding from HUD under the FY 2024 CoC Program competition subject to CoC Board approval and if awarded will run a local competition to identify the service provider for the Project.

The Project includes the redevelopment of a City-owned property located at 4150 Independence Drive, Dallas, TX 75237 (the Property) into a minimum of 100 units (80% of PSH and 20% of RRH) with tenant supportive

services that are person-centered, flexible, and responsive to tenants' needs.. This unit mix may change slightly as units turnover. We also will not enforce this unit mix for the first few years the property is operational. Also, the selected applicant shall work collaboratively with the selected supportive services provider/s, as identified by Housing Forward, to support long-term housing stabilization and prevent eviction for the Target Population (defined herein). The operator can function as a stand-alone or part of a developer's team.

The Property is an approximately 81,943 square feet of commercially improved and located near the intersection of Independence Drive and Camp Wisdom Road located in the southern sector of Dallas and formerly operated as a Townhome Suites hotel. The City purchased the Property in 2022 using 2017 General Obligation Bond Fund Homeless Assistance Proposition J Fund in the amount of \$5,003,000 as authorized by Resolution No. 22-0372.

The City has completed renovations of the resident's services building and any additional renovations should be limited to addressing ADA compliance issues on the interior and the walkways on the exterior. The Certificate of Occupancy for the building allows for the use of only the first floor due to the ADA compliance issues. Demolition of the other buildings on the property that house the former guest rooms are allowed as part of the renovation should the Applicant choose to do so.

Initially, \$4.3 million in City funding is available to assist the selected applicant with capital improvements to rehabilitate/redevelop the Property in the form of a grant sourced with 1) American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Grant Funds provided through an interlocal agreement with Dallas County; 2) American Rescue Plan Act (ARPA) Redevelopment Fund; and 3) 2017 General Obligation Bond Fund Homeless Assistance (J) (in the form of gap financing) for rehabilitation costs may be available through the Department of Housing & Neighborhood Revitalization's Standing Notice of Funding Availability (NOFA) for permanent supportive housing projects pursuant to the Dallas Housing Resource Catalog's New Construction and Substantial Rehabilitation Program and Rental Development Underwriting Guidelines (see Appendix). Any request for waivers of these requirements by the Applicant should be submitted in writing with the NOFA application. The selected developer for this project will have access to these additional funds automatically and will not have to re-apply for additional resources. Each applicant should indicate in its financials (e.g., sources and uses budget) the additional funding amount it is requesting. The applicant agrees to abide by additional funding requirements imposed by funding sources that are not set forth in this NOFA. The City will not provide funding for the supportive services. Funding for rental subsidies and supportive services may be available through the All Neighbors Coalition CoC funding process. The successful applicant will need to work directly with Housing Forward to determine funding availability and participate in any additional procurement processes. In responding to the NOFA, the applicant agrees to operate the housing units as PSH in compliance with PSH program model and standards.

For the purposes of this NOFA, supportive housing is defined as an affordable housing unit with onsite supportive services provided by the development team or through partnerships. The Project will target adults ages 24 and above who are currently homeless and are referred through the Coordinated Access System (CAS) (Target Population). In the event that project based operating subsidies and services are not immediately available once the rehabilitation is complete, the project will operate as affordable housing in the interim and accept referrals from CAS for homeless individuals with tenant-based subsidies. All tenants will have a renewable lease of at least 12 months and will be offered services to sustain tenancy.

As required by federal and PSH design standards, each unit must have separate living space, sleeping space, kitchen facilities, and bathroom. The project must meet the Housing Forward Standards and Housing Quality Standards, provided as an Appendix. Case management is optional for this Target Population. The successful applicant must have separate property management and supportive services staff.

This NOFA is part of the City's Homeless Service Initiative in every council district and is issued through a proposed partnership with the City of Dallas and Dallas County contingent upon potential funding. The City represents 49.9% of Dallas County population. The purpose of this partnership initiative is to:

- Continue to build upon the existing partnership between the City and Dallas County for the R.E.A.L. Time Rehousing Initiative to reach our communitywide goal of significantly reducing unsheltered chronic homelessness;
- Continue collaboration between the City and Dallas County to support the need of the most vulnerable, defined here as homeless individuals referred through CAS; and
- Leverage existing City and other resources to further the availability of supportive services for the Target Population.

Each application shall align with City goals in consideration for City-owned land pursuant to Texas Local Government Code Chapter 272.001(g), funding, expedited rezoning and development review, and waiver of park land dedication fees and include affordable housing options, consistent with the DHP33, for the Target Population.

The selected applicant must be a legally incorporated business entity that is able to conduct business and contract with the City of Dallas. The successful applicant must be able to add the City as an insured party on its business insurance, and potentially purchase additional insurance coverage meeting the City’s minimum standards. Within 30 days following the award of the Project by the City, the selected applicant shall work diligently and in good faith with the City to execute a letter of intent. The City must act in accordance with DHP33, the Housing Catalog, and applicable law regulating the City’s conveyance of land and the use of public funds and federal funds. Accordingly, the City reserves the right to prepare other legal documents that the selected applicant must execute or condition its execution of documents (e.g., lien subordinations, intercreditor agreements, restrictive covenants, deed of trust) to facilitate the Project’s completion and ensure the public purpose will be accomplished.

The City reserves the right to ask for additional information and clarification from or about any applicant. The City reserves the right to perform investigations as may be deemed necessary by the City to assure that the selected applicant has the capacity to complete the Project, verify the accuracy of the contents of an application, or determine if an applicant has a conflict of interest or is disqualified due to, for example, collusion or having an unfair competitive advantage. Selection of the applicant and subsequent award and execution of a letter of intent, a development agreement, and an operations agreement will only result after the completion of this NOFA process; however, this NOFA process does not obligate the City to enter into any letter of intent or development agreement to develop or convey any property and/or an operations agreement to operate the facility as PSH.

Application Instructions

This City of Dallas Notice of Funding Availability (NOFA) is open to for profit and non-profit entities (Applicant) that propose to rehabilitate or redevelop city-owned property located at 4150 Independence Drive, Dallas, TX 75237 for at least 100 permanent supportive housing units for homeless individuals referred through CAS (Target Population).

Each applicant will be evaluated based on scoring criteria described in the NOFA. Staff will submit funding recommendations to City Council based on the evaluation criteria herein and the underwriting report. The City may provide a subsidy to offset the Project’s redevelopment costs and any such subsidy is intended to fill a portion or all of the gap between development costs and financing available from non-City sources. Applicants are expected to pursue capital from all available sources including Low Income Housing Tax Credits, New Market Tax Credits and Community Development Financing Institutions. The selected applicant shall be **solely responsible** for securing the remaining financing necessary to fully fund, develop, and operate the Project.

To the extent possible based on the funding source, each application should assist the City to meet the

production goals set forth in the Housing Catalog's New Construction and Substantial Rehabilitation Program, which is designed to (i) provide financial assistance through a variety of sources for new developments and substantial rehabilitation of existing property, where necessary, and (ii) appropriately incentivize private investment for the development of high quality, sustainable and affordable housing, including PSH for unsheltered residents, for Dallas residents.

NOFA Process and Timeline

The amount of initial funds available is listed below:

Amount	Source	Type
\$2,500,00.00	Dallas County ARPA Coronavirus State and Local Fiscal Recovery Funds (SLFRF)	Grant
\$1,702,288.45	ARPA Redevelopment Fund	Grant
\$168,587.75	Homeless Assistance (Proposition J)	Grant

Applicants can access additional NOFA funding sources on our website [HERE](#).

Applicants are strongly encouraged to attend a NOFA pre-application meeting. Meeting dates and times are listed below and on our website [HERE](#).

NOFA Timeline for 4150 Independence Drive (PSH)

Activity	Date
NOFA Re-Release Date for 4150 Independence Drive	September 18, 2024 Reposted for an additional 60 days
NOFA Pre-Submission Meetings via Microsoft Teams Meeting Link - JOIN MEETING Meeting ID: 274 074 997 75 Passcode: gqoMj9 Call In: (Audio Only) +1 469-217-7604 / 187250125# United States, Dallas Phone Conference ID: 187 250 125#	October 22, 2024 at 2 - 4 p.m.
Site Tours for 4150 Independence Drive for interested development teams/contractors seeking to submit a PSH NOFA application	Thursday, October 3, 2024 at 10:00 a.m. Friday, October 11, 2024 at 10:00 a.m.

NOFA Deadline for Submission of complete application (all applications, including required supporting materials, must be received prior to the due date to be considered for award)	November 18, 2024, at 5:00 p.m., CST
City’s internal process for reviewing and scoring by the evaluation committee, agenda preparation process for Housing and Homelessness Solutions Committee and Council agenda	November – January 2025
Council agenda award 1) authorize an agreement(s) with a vendor to renovate, operate, and property management and supportive services requiring a Good Neighbor Expectations (to the extent it does not violate Fair Housing Act, 3) authorize conveyance of the property (subject to right of reverter and deed restrictions, and pursuant to Texas Local Government Code Chapter 272.001(g) and applicable law and regulations) for continued Project use conditioned on successful completion of property rehabilitation and all other obligations.	February 2025
Initiate conveyance and renovations	March – May 2025
Complete renovations and conveyance of property (subject to right of reverter and deed restrictions and pursuant to Texas Local Government Code Chapter 272.001(g) and applicable law and regulations) for operations and occupancy. Completion timeline is contingent on the securing of capital for rehabilitation, operating subsidies, and selection of operator and service provider.	March 2026

Each Applicant should review the entire NOFA package including all attachments and appendix, as the application includes a certification to comply with all requirements. Prior to the application deadline, please check the Housing and Neighborhood Revitalization website regularly for updates, corrections, or posted questions and answers regarding this NOFA [HERE](#).

Applicants must submit:

- One (1) compiled document in PDF via email to HousingNOFA@dallas.gov.
- The Checklist should be used as the Table of Contents for the application.

Applications that are deemed substantially incomplete, in the City’s sole determination, shall be rejected. Applications with a minor informality may be eligible for Technical Assistance from the PSH Pipeline Workgroup with city stakeholders. For purposes of this NOFA, a “minor informality” is one that does not affect the applicant’s or application’s competitiveness.

A proposal selected for potential funding will undergo real estate underwriting using the rental development underwriting standards in the Housing Catalog [HERE](#). Any request for waivers of these underwriting requirements by the Applicant should be submitted in writing with the NOFA application.

The terms of the assistance for the successful applicant will be consistent with the terms described in the DHP33 and the Housing Catalog.

Once financing terms are approved, all required items must be submitted and approved by the City before the execution of a letter of intent, Council approval by resolution, the execution a development agreement, the execution of an operations agreement, and property conveyance. Construction may not start until all required items (including but not limited to preliminary management plan, preliminary resident services and technology plan, preliminary eviction prevention plan, and acceptable certificate of insurance) have been received and approved, and the City has issued a Notice to Proceed.

The City will determine, in its sole discretion, the appropriate source of funding to allocate to Projects selected under this NOFA. Depending on the funding source, applicants may be required to comply with Section 3 of the Housing and Urban Development Act of 1968, Federal Labor Standards as per Davis-Bacon and Related Acts, City of Dallas Fair Housing Ordinance, and the Uniform Relocation Act, in the cases of acquisition and/or rehabilitation of existing occupied units, if applicable.

If notified of an award under this NOFA, such notice does not constitute a commitment of funds; which shall only occur if a Project is awarded funding with City Council approval by resolution, the funds have been appropriated, and a development agreement and/or an operations agreement has been executed.

Each applicant shall provide a comprehensive development budget with sufficient detail so that the City can determine the cost reasonableness of an application. Detailed sources and uses must be provided showing all equity, debt, potential third-party funding, and requested gap funding from the City. Each applicant shall include commitment letters from third-party funding sources outlining and confirming the terms that funds will be committed to the Project. It is each applicant's sole responsibility to inform A unit matrix stating the unit type, size, affordability, maximum affordable or market rent or sales price, utility allowance for rental units, and total expected annual rent or sales proceeds must be included in the application. Each applicant shall provide an operating budget, cash flow and pro forma with sufficient detail to determine the overall project feasibility and confirm that - but for the City's gap funding - the project would not be economically feasible. For affordable and supportive housing rental developments, the cash flow and Pro forma must be at least 30 years. The above items must be provided to the City in unlocked Excel files in order for the City and third-party underwriters to effectively "stress" the economic feasibility of the development and confirm the funding gap.

The above-mentioned financial information will be used to independently verify the "funding gap" or financial need of the Project to ensure the feasibility of Project completion and that city funds are used prudently. Once it is determined by Staff that the project will achieve a fundable score, the Project will be submitted to a third-party underwriter. **For development projects that exceed twenty-five (25) units as is the case for this NOFA, applicants must absorb the \$5,000 cost paid to the third-party underwriter as well as the cost of legal fees incurred by the City Attorney's Office and/or outside counsel to prepare agreements, loan documents, and any other legal documents, including subordination agreements.** To continue with the application process, staff must submit a proposal for underwriting to the third party underwriter. The additional underwriting fee will be billed to the applicant after completion of the underwriting report. **All legal fees incurred by the City Attorney's Office and/or outside counsel will be invoiced at closing for all development projects that exceed twenty-five (25) units to the developer. The City reserves the right to cancel this NOFA at any time prior to the selection of a developer/owner/operator, should it deem appropriate. All costs directly or indirectly related to the preparation of an application in response to this NOFA are the sole responsibility of the applicants.**

Confidentiality

Any confidential information shall be clearly noted. The City cannot guarantee it will not be compelled to disclose all or part of any public record under the Texas Open Record Act. An applicant that includes information in its application that is legally protected as trade secret or confidential shall clearly indicate the information which constitutes a trade secret or confidential information by marking that part of the proposal

“trade secret” or “confidential” at the appropriate place. If a request is made under the Texas Open Records Act to inspect information designated as trade secret or confidential in a proposal, the applicant shall, upon request, immediately furnish sufficient written reasons and information as to why the information designated as a trade secret or confidential should be protected from disclosure, for the City Attorney to present the matter to the Attorney General of Texas for final determination.

Grounds for Rejection or Disqualification

The City reserves the right to reject any application and to waive any minor informality in any application requirement. For purposes of this NOFA, a minor informality is one that does not affect the competitiveness of the applicant or its application.

The following may be cause to reject an application as determined by the City in its sole discretion:

- Submission of an application which is not signed by an individual empowered to bind the applicant.
- Evidence of a conflict of interest.
- Evidence of an unfair competitive advantage.
- Evidence of collusion among applicants.
- Applications received from an applicant when its principals are currently debarred or suspended by federal, state or city governmental agencies.
- Poor performance in execution of work or default under a previous City contract.
- Evidence of failure to pay subcontractors, suppliers, or employees in accordance with previous City contract requirements.
- Applications containing omissions, alterations of form, additions, qualifications, or conditions not called for by the City, or incomplete applications.
- Failure to negotiate in good faith and execute, in a timely manner, necessary letter of intent, agreement, deed restrictions, deeds, or other documents, after award.
- Previous safety or environmental violations resulting in fines or citations by a governmental entity (e.g., U.S. Environmental Protection Agency, Texas Commission on Environmental Quality, etc.).
- Failure of an applicant to demonstrate its experience with projects of similar size, scope, and complexity.
- Evidence of an applicant’s lack of sufficient resources, workforce, equipment, bonding capability, or supervision.

Developer Fee

Developer fees are limited to the maximum amount allowed by the [Dallas Housing Resource Catalog](#). Bonus points are available to applicants who dedicate a portion of its developer fee to the total project cost and/or operating expenses.

Operating Deficit Reserve for Homeless and/or Permanent Supportive Housing

For proposed projects serving homeless households and/or providing PSH units, given the anticipated low incomes of the tenants for these proposed projects, the City will allow applicants to include a line item on the Development Cost Proforma for an operating deficit reserve equal to five percent (5%) of the Development Cost. The Operating Deficit Reserve will be held by the city of Dallas or its designee. **The operating deficit reserve portion will be verified and sized during credit underwriting.** Any disbursements from said operating deficit reserve account shall be reviewed and approved by the City. Upon the expiration of the Compliance Period, any remaining balance may be drawn to pay down any outstanding City debt on the proposed project. If no City debt is owed by the proposed project at the end of the Compliance Period, then the remaining balance of the operating deficit reserve account shall be placed in a replacement reserve account for the proposed project.

Permanent Supportive Housing Development and Operations, and Land Conveyance Notice of Funding Availability Checklist

NOTE: Please include this checklist as the Table of Contents for your Application.

		For City Use Only		
Items to be Submitted (in separately tabbed sections)	Check if enclosed	Date Rec'd	Complete	Not Complete
SUMMARY INFORMATION				
1. Narrative Cover Letter				
2. Self-Scoring Worksheet				
3. City Application Form				
THRESHOLD INFORMATION				
4. Community Outreach				
5. Evidence of Site Control/Conveyance of Property				
6. Replacement Unit Analysis				
7. Development Schedule				
8. Tenant Selection Policy				
9. Preliminary Management Plan				

10. Development Budget				
11. Predevelopment Financing Commitments				
12. Operating Budget				
13. 30 Year Pro Forma				
14. Unit Size and Affordability Worksheet				
15. Capacity to Operate PSH and Support Eviction Prevention of PSH				
16. Developer Experience Worksheets				
17. Joint Venture Agreement				
18. Developer Experience				
19. Nonperformance of Previously Funded Projects				
20. Resumes of the Developer's Key Staff				
21. Resumes and Experience of Other Members of the Development Team				
22. Audited Financial Statements and Financial Analysis Worksheets				
23. Business and Workforce Inclusion				
24. Preliminary Resident Services and Technology Plan and Service Provider MOUs				
25. Fair Housing Review Checklist				

City of Dallas
Department of Housing and Neighborhood Revitalization

Application for City of Dallas Housing Development Financing

Attach each of the following exhibits in order in your electronic submittal.

1. Narrative Cover Letter

Applications must include a narrative cover letter that provides a basic description of the project. The cover letter should include but is not limited to the following.

Summary Information

- Amount of grant, if applicable or loan requested
- Total financing gap
- Number and size of units (number of bedrooms)
- Target population served
- Total development cost
- Any desired variance in standard loan terms
- Description of proposed financing plan (including commercial space financing if mixed use)

Amenities and Services

- Common facilities and amenities, including computer technology
- Tenancy support and resident services provided (onsite or through partnerships)

Development Team and Providers for Operations, Management, and Supportive Services

- Renovations
- Owner and manager
- Supportive services
- Property Management

2. Self-Scoring Worksheet

Each applicant must submit a self-score worksheet. Use the City's [electronic workbook](#) to complete the self-scoring worksheet. Use the drop-down boxes in cells where applicable to select your answer. An applicant should not assume that its self-score estimate will be the actual score that will be achieved.

3. City Application Form

Use the City's electronic workbook to complete the Application Form. Use the drop-down boxes in cells where applicable to select your answer. The electronic workbook can be accessed [HERE](#).

Threshold Information

4. *Community Outreach*

Community engagement efforts have been completed for this project since the City acquired the site. Please detail what actions have been taken to include individuals with lived experience in the development of your management plan and eviction prevention plan.

5. *Evidence of Site Control/Conveyance of Property*

The property is currently owned by the City and, upon selection of the development team for the rehabilitation and subsequent selection of operator and service provider, pursuant to authorization by City Council and the City Attorney's review and approval, the City will convey the property (subject to deed restrictions and right of reverter) to the responsible entity, conditioned on successful completion of the property rehabilitation and all other obligations, and in accordance with the City's housing land transfer program and Texas Local Government Code 272.001(g).

- Upon property conveyance, the new owner must immediately assume responsibility for grounds maintenance and security.
- Grounds Maintenance: Currently, exterior maintenance is performed weekly between March 1 and Thanksgiving. The schedule switches to bi-weekly during the other months of the year. The new owner must maintain a schedule similar to the current service.
- Security: OHS currently provides on-site security 24/7 which must be continued upon conveyance to the new owner. A combination lock box on the front door containing the key to the front door must be replaced with owner's lock. Also, the lock on the back door needs to be transferred to the new owner.
- Building Maintenance: Upon property conveyance, the new owner must assume responsibility for all routine and major maintenance.

6. *Replacement Unit Analysis*

If any of the current site use is residential or your project involves demolition of existing residential structures, even if units are currently vacant, complete the "Replacement Unit Analysis" tab of the Electronic Workbook. Complete the information according to the current uses (i.e., existing unit mix) and not the proposed uses.

7. *Development Schedule*

Use the City electronic workbook for your development schedule.

8. *Tenant Selection Policy*

The selection of all tenants will be referred through the Coordinated Access System (CAS) list. The tenant

selection policy must be consistent with the purpose of providing permanent supportive housing. Tenant acceptance shall not have programmatic preconditions such as demonstration of sobriety, completion of alcohol or drug treatment, or agreeing to complying with a treatment regimen. Tenant selection policies shall be designed to “screen-in” rather than screen-out applicants with the greatest barriers to housing, such as having non or very low income, poor rental history and past evictions, or criminal histories (see link to [HUD’s Housing First in Permanent Supportive Housing Brief](#)). If long term subsidies for operations and services have not been procured at the time the property is ready for occupancy, homeless individuals with tenant-based subsidies may be immediately referred into the property through CAS in the interim.

9. Preliminary Management Plan

A Final Management Plan will be required 180 days prior to construction completion and a Management and Supportive Services Contract must be submitted to the City 90 days prior to construction completion, and should address, at a minimum, the following information:

- The name and contact information for the Management Company
- The role and responsibility of the Sponsor and its delegation of authority, if any, to the management agent.
- Staffing arrangements and personnel policy.
- Plans and procedures for publicizing vacancies and achieving occupancy through utilizing a referral list of potential and vetted clients through the Coordinated Access System (CAS).
- Procedures for determining tenant eligibility and selecting tenants in line with best practices for supportive housing and for initially certifying and annually recertifying household income and size. In supportive housing, the application process should be as simple and barrier free as possible.
- Plans for carrying out maintenance and repair.
- A program for maintaining adequate accounting records.
- An approach to enhancing tenant relations.
- Procedures for grievances and appeals.
- Reasonable accommodation policy and procedures.
- Plans for damages collections and processing of evictions and terminations.
- Table of rent/income restrictions from all funding sources identifying most restrictive requirements and final rent schedule (required for the final plan).

10. Development Budget

Use the City electronic workbook for your development budget and other budget forms. Use the drop-down boxes in cells where applicable to select your answer.

Applicants must submit a hard copy of each completed spreadsheet under the appropriate exhibit in the application. Electronic copies of applicable spreadsheets must also be submitted with your NOFA application on a flash drive.

Please round requested City loan amounts to \$1,000 increments.

Rental projects must submit:

Development and Operating Budgets
30-Year Operating Pro forma Financial Summary
Unit Size and Affordability Analysis (Rental)

11. Predevelopment Financing Commitments

List predevelopment sources of funds for the project using the format above. Use as many rows as necessary. Attach evidence of enforceable commitments for all sources listed.

12. Operating Budget

Use the City's electronic workbook, "Operating Budget" tab to provide the appropriate information.

13. 30 Year Pro forma

For proposed projects serving homeless households and/or providing Permanent Supportive Housing units, given the anticipated low incomes of the tenants for these proposed projects, the City will allow Applicants to include a line item on the Development Cost Pro Forma for an operating deficit reserve equal to 5% of the Development Cost. The Operating Deficit Reserve will be held by the city of Dallas or its designee. The operating deficit reserve portion will be verified and sized during credit underwriting.

Any disbursements from said operating deficit reserve account shall be reviewed and approved by the City. Upon the expiration of the Compliance Period, any remaining balance may be drawn to pay down any outstanding City debt on the proposed project. If no City debt is owed by the proposed project at the end of the Compliance Period, then the remaining balance of the operating deficit reserve account shall be placed in a replacement reserve account for the proposed project.

For rental proposals, provide a 30 Year Pro-Forma. The following assumptions must be used in the 30-year pro forma. These assumptions may be adjusted during underwriting for just cause.

- 5% annual vacancy/collection loss for projects targeting homeless individuals
- 3% annual increase for expenses (other than property taxes and replacement reserves deposit).
- 2% annual increase for property tax, if applicable
- 2% annual increase for income
- First year operating expenses should equal annual total shown in the Operating Budget
- Annual replacement reserves of \$300 per unit per year for operating reserves as outlined in Appendix 3 of the DHP33
- Partnership and/or Asset Management fees are allowable

14. Unit Size and Affordability Worksheet

Applicants must submit a hard copy of the worksheet in the application. Electronic copies of the worksheet must also be submitted with the NOFA application, on a flash drive. Provide the Unit Size and Affordability Worksheet based on the proposed restricted rents.

15. Capacity to Operate PSH and Support Eviction Prevention of PSH

Each applicant should provide a detailed description practices to prevent eviction and support long-term housing stabilization, including how the property management team will work in collaboration with the supportive services team. Additional required information for the service provider is listed in the scoring criteria section of this document.

NEW: Supportive Services Budget. Applicants should provide a preliminary budget of the supportive services to be provided on site at the Property and the approximate case management to tenant ratio.

16. Developer Experience Worksheets

Complete the "[Developer Experience Worksheet](#)" file to provide the requested information for **all projects** developed within the last ten years that are of the same use and magnitude of the proposed project. Applicants must have completed at least three projects of the same use and magnitude to qualify for funding. Applicants that have successfully completed more than the minimum number of required projects within the last ten years may be given preference.

17. Joint Venture Agreement

If the applicant is a Joint Venture, a Joint Venture Agreement is required, clearly describing the roles and responsibilities of each partner, who is the lead partner, or if the responsibilities are approximately equally split between the partners.

18. Developer Experience

Complete the "Developer Experience" form to provide the requested information for all project staff of the proposed project. The form can be accessed [HERE](#).

19. Nonperformance of Previously Funded Projects

- Document any events that have occurred in connection with projects with City funding under the control of the applicant that have failed or defaulted for any of the reasons listed in the scoring section.

20. Resumes of the Developer's Key Staff

Include resumes for the applicant's key staff that will be assigned to the proposed project.

21. Resumes and Experience of Other Members of the Development Team

As a cover page to this Exhibit, indicate which of the following Development Team Members have been selected and identify them.

- Developer, if different from applicant
- Architect(s)/Engineer(s)
- Attorney(s) and/or Tax Professionals
- Property Management Agent

- Financial and Other Consultant(s)
- General Contractor
- Investor
- Service Provider

For each Team Member other than the developer, provide the following supplemental information:

- Descriptions of at least 3 previous projects, including the address, number of units, total cost, completion date and funding sources.
- Resumes of the assigned project staff.

22. Audited Financial Statements and Financial Analysis Worksheets

Financial statement review will evaluate the organization's net assets, debt equity ratio, and current assets and liabilities ratio, and other factors as deemed appropriate.

Provide, for all project sponsors, the following documents regarding financial strength and capacity.

- Audited financial statements for the organization from the past two years (**if these are consolidated financial statements, they must also include the standalone financial statements for sponsor/parent organization**)
- If audited financial statements are not available, applicant may provide reviewed financial statements or compiled financial statements subject to the approval of the Director of Housing and Neighborhood Revitalization or his/her designee
- If particular circumstances about an organization's financial position or capacity require explanation, provide a narrative summary in addition to the financial statements.
- Complete the Financial Analysis Worksheets

23. Business and Workforce Inclusion

Demonstrated inclusion and commitment to understanding the City's business inclusion policy is important to the City of Dallas. It is the policy of the City of Dallas to involve minority and women business enterprises (M/WBE) to the greatest extent feasible on the City's construction contracts.

Applicants are required to meet with Business & Workforce Inclusion staff before the application is approved. Staff will assist applicants with identifying certified M/WBEs based on the scope of the proposed project. Applicants shall comply with the City's Business Inclusion Policy. Staff will review and clarify the M/WBE expectations with the applicant. Applicants shall work to meet or exceed the M/WBE goal for portions of the construction project funded by the City. Additionally, applicants may make a good faith effort to achieve an M/WBE construction goal (in accordance with the City's business inclusion policy) for total private construction expenditures for the project. To schedule a meeting, please send an email to freshstartemployment@dallas.gov

All applicants should assume that a minimum of 32% of all City of Dallas funds proposed must be subcontracted to M/WBEs. Additionally, applicants must outline efforts to reach a minimum of 32% participation by M/WBEs for the entire project.

Example: Applicant requests \$100,000 in City funds for a \$500,000 project. A minimum of \$25,000 in M/WBE participation is required for the City of Dallas's funds. The Developer must also outline efforts for M/WBE participation of \$125,000 of the project.

As part of the Business and Workforce Inclusion threshold requirement, all applicants should submit the following:

- Documentation of requisite meeting with Small Business Center Staff
- City of Dallas Ethnic Workforce Composition form. Form can be accessed [HERE](#).
- City of Dallas Small Business Center Pre-Bid/Proposal Form. Form can be accessed [HERE](#).

24. Preliminary Resident Services and Technology Plan and Service Provider MOUs

Applicants are required to use the Coordinated Access System (CAS) in their tenant selection processes to fill designated PSH units for homeless individuals.

Memorandum of Understanding: Provide any current MOU's or other agreements with supportive service providers for the project, or information regarding contacts made with service providers. Provide information on potential and committed service funding to be used for the project.

Technology Plan Projects must provide the capacity for high-speed internet access in each unit by a means that does not impede use of the primary telephone line. Please address how the project will meet or exceed this requirement. Descriptions of computer facilities provided for residents should also be included.

25. Fair Housing Review Checklist

All applicants must complete a City of Dallas Fair Housing Review Checklist. The Checklist can be found [HERE](#). A copy of the checklist is also available on the NOFA page.

Scoring Criteria

Complete applications will be scored in the following categories. Maximum points in each category are noted. The discussion following contains a more detailed description of the criteria. As a result, scores are calculated as the percentage of points attained out of the total points possible for each project type. Please note that points will be rounded to the nearest ¼ point. Projects scoring less than 50% of possible points are unlikely to be awarded funding. See Discussion for further information. Rental applications must score at least 93 points to be considered for funding.

	<i>Rental</i>
Readiness	43 pts
Leveraging	8
Funding Commitments	15
Readiness of Development Team and Partners to renovate and manage property	20
Capacity to Operate PSH and Support Eviction Prevention of PSH	26 pts
Provide a detailed description on identified partnership with entities that will provide supportive services and property management services to support tenants in staying housed.	
This information should include experience of the supportive service provider, staffing, and a detailing listing of what services will be provided to residents.	

Good Neighbor Expectations	10 pts
<p>Describe the specific steps and actions that the proposer will take to accomplish the Good Neighbor Expectations goals and provide a framework of how these steps and actions should be enforced, including by the City as part of the contract.</p> <p>Initiate and maintain open communications and understanding with the neighbors</p> <p>Be proactive and ready to respond to concerns that may arise from the neighbors</p> <p>Develop procedures or protocols for resolving concerns and problems of the neighbors</p> <p>Reduce crime and fear of crime and nuisance complaints within the neighborhood</p>	
Target Population and Project Attributes	25 pts
<p>Describe your tenant selection criteria.</p> <p>The tenant selection policy must be consistent with the purpose of providing PSH.</p> <p>Describe your plan for providing reasonable accommodations to individuals including during the tenant selection process</p>	
Developer Experience and Capacity	31pts
<p>Developer Experience Exceeds Minimum</p> <p>Developer Capacity</p> <p>Developer Financial Strength</p> <p>Strength of the Development Team</p> <p>Bonus Point Category</p>	<p>10</p> <p>8</p> <p>6</p> <p>3</p> <p>4</p>
Penalty for Nonperforming Previously Funded Projects	-10 pts
Total Possible Points	135
Minimum Points Needed to be Considered for Funding	93
Notes:	

Discussion – Scoring Criteria

I. Readiness (43 points)

A. Leveraging: Degree to which outside funding will be pursued (8 points)

- Points will be awarded for projected Applicant’s proposed external sources to fill rehabilitation gap **excluding** City of Dallas resources of the total development costs. [(leveraged external sources/total development costs (TDC)*100]

- City resources include loan and grant funds received by or committed to the project and the value of any land donations or below-market sales/ground leases.
- Other funding sources can include potential and/or committed sources to the project. The higher the percentage of leveraged funding sources, the higher the score. Points will be awarded based on the following table:

Leveraged External Sources as a Percent of TDC Greater than:	Points
20%	2
25%	3
30%	4
35%	5
40%	6
45%	7
50%	8

B. Funding Commitments

Degree to which outside funding has been committed (*15 points*)

- Points will be given based on non-City financing currently committed to the project, as follows:

Committed Financial Resources as a Percent of TDC Greater than:	Points
5%	1
10%	2
15%	3
20%	4
25%	5
30%	6
35%	7
40%	8
45%	9

50%	10
55%	11
60%	12
65%	13
70%	14
75%	15

C. Readiness of Development Team and Partners to renovate property (20 points)

- Maximum points are awarded for development team and identified partnership who are who have the demonstrated capacity and track record to renovate and manage supportive housing projects.
- Each applicant should describe its ability to complete renovations utilizing the CoC Permanent Supportive Housing Design Standards to inform the property renovations and guide the physical design to ensure long-term housing stability for residents.
- Describe the technology plan to ensure onsite access to high-speed internet and computers.

II. Capacity to Operate PSH and Support Eviction Prevention of PSH Clients (26 points)

- Describe the experience of the property manager having at least three years of experience managing supportive housing units following the Housing First Model, in at least two projects with no fewer than ten units.
- Provide a comprehensive, written eviction prevention policy that details how all supportive housing partners work together to promote housing stability. In the event an eviction occurs, there is communication between service provider and property manager, including evidence of prevention efforts.
- Detail your planned security procedures, features, and technology to ensure secured entry to buildings and security.
- Detail your overnight staffing plan. Describe how the property will exclusively receive and accept referrals from the Coordinated Access System (CAS) for all PSH units.
- Provide a detailed sample service plan comprised of the following: 1) Target Population(s); 2) Service needs of Target Population; 3) Supportive service design to include service providers, their roles, location, frequency, staffing and outcomes; 4) Preliminary budget and staffing plan; and 5) Marketing and Fair Housing.
- Describe your eviction prevention and housing stabilization plan showcasing in detail how the operator will work in partnership with the services team providing space for onsite service delivery, daily or weekly meetings/case conference to manage the division of duties between property management and the services team.
- Describe how tenants will have input into the ongoing operations and services

provided at the supportive housing project. This may include a tenant council, feedback sessions, or other methods of gathering input.

- Describe the role of the service provider and property management, coordination of efforts, and how to address gaps in services and operations.
- Describe the services being provided onsite or through community partnerships, as well as how the team will follow the housing first model in their approach. Identify your case manager to tenant ratio and the expected outreach and engagement to tenants.
- Describe community partnerships in place to access additional services if needed for tenants.
- How will you recognize who needs what sorts of assistance and how will you tailor your intervention to meet those varying needs?
- Describe how you have delivered similar services and managed similar properties in the past.
- Do you have a systemic plan to identify and address disparities in outcomes?

III. Good Neighbor Expectations (10 points)

A. The City of Dallas expects that the successful proposer will thoughtfully, respectfully, and purposefully interact with the adjacent neighborhoods and their representatives while managing its property and the services it provides to its tenants. This proactive interaction is aimed at addressing the potential impacts of the property and its tenants and recognizing the need of the neighbors to feel safe and welcome in their own neighborhoods and have safe and quiet enjoyment of their property and public spaces. The goals of the good neighbor expectations of the proposer are to:

- Initiate and maintain open communications and understanding with the neighbors
- Be proactive and ready to respond to concerns that may arise from the neighbors
- Develop procedures or protocols for resolving concerns and problems of the neighbors
- Reduce crime and fear of crime and nuisance complaints within the neighborhood

B. Describe the specific steps and actions that the proposer will take to accomplish these goals and provide a framework of how these steps and actions should be enforced, including by the City as part of the contract.

IV. Target Population (25 points)

As Indicated, the NOFA Target Population is persons who are currently homeless, referred through CAS who have access to supportive services provided onsite or through partnerships.

A. Tenant Selection Plan for Households Experiencing Homelessness (10 points)

- Describe your tenant selection criteria. Since this Project is designed to serve individuals experiencing homelessness, maximum points will be awarded for tenant selection plans that minimize traditional entrance criteria like credit scores, rental history, and prior criminal offenses.
- The tenant selection policy must be consistent with the purpose of providing PSH. Tenant acceptance shall not have programmatic preconditions such as demonstration

of sobriety, completion of alcohol or drug treatment, or agreeing to comply with a treatment regimen.

- Describe your plan for providing reasonable accommodation to individuals, including during the tenant selection process.

V. Developer Experience and Capacity (31 points)

Applicants should refer to the Addendum *Minimum Developer Qualifications* for minimum requirements to qualify for funding.

A. Developer Experience Exceeds Minimum (10 points)

- Points are awarded for completing more than three affordable or mixed-income housing projects within the last ten years (by the applicant, not other team members). 2 points will be awarded for each additional project (up to 6 points).
- Points will be given for completing more than one project similar to the proposed project by the applicant within the last ten years. 2 points will be awarded for each additional similar project (up to 4 points).
- If the applicant is a joint venture, projects will be scored based on the experience of the lead applicant. Where partners have approximately equal participation, the individual scores of each partner will be averaged.

B. Developer Capacity & Staffing (8 points)

- Points are awarded based on evidence that the lead staff, including the Project Manager and supervisory staff, proposed to work on the Project have the necessary experience and that the organization has adequate staffing capacity to undertake the project.
- Describe how your team and partnerships are well-suited and capable of accomplishing the proposed activities, including a description of the philosophy that drive your mission.
 - Describe the corporate and/or governance structure.
 - Years of experience providing services to homeless or formerly unsheltered persons.
 - Describe your company/organization's ability to operate program services consistent with best practices.

C. Developer Financial Strength (6 points)

- Points are awarded based on evidence that the applicant is financially sound and will be able to sustain the costs of effectively following through with the Project, based on review of current interim and previous years audited financial statements. **The lead applicant must provide a non-consolidated financial statement.** Financial statement review will evaluate the organization's net assets, debt equity ratio, current assets and liabilities ratio, and other factors as determined by City staff.
- Applicants submitting applications for 15 or fewer units may submit unaudited financial statements, provided they were prepared by a Certified Public Accountant.
- Describe your company/organization's financial capacity.

D. Strength of Development Team (3 points)

- Points are awarded based on evidence that the Development Team members

(Developer Principals, Property Manager, Attorney, Architect, Financial Consultant, etc.) exceed the minimum requirements.

E. Bonus Point Category (a maximum of 4 points)

- 2 points will be awarded to an applicant that will dedicate a portion of its developer fee to the total project cost and/or operating expenses.
- Up to 2 bonus points will be awarded if Universal Design is used (i.e.: low countertops, accessible bathrooms, doors); ½ pt. can be earned for each 20% of units with the features installed – See glossary for Universal Design definition.

VI. Penalties for Nonperforming Previously Funded Projects (-10 points)

- A. Within 24 months preceding a funding application, events occurring in connection with projects with City funding under the control of the applicant will be used as the basis for penalties. Events will not result in negative points if they have been fully resolved as determined by, or to the satisfaction of, the City as of the date of application.
- B. Points may be deducted at the City's discretion for each occurrence below with a maximum deduction of 10 points for the following reasons.
- Failure to properly maintain a project as determined by the City's property site inspections.
 - Failure to comply with prevailing wage/Davis-Bacon, living wage, or other City contracting and employment programs.
 - Unresolved defaults under any City agreement or on any agreement for a project that has City funding.
 - Other significant violations of requirements of the City's housing development programs, programs of other public agencies, or agreements with private lenders (such as inadequately maintaining books and records; failure to comply with fair housing requirements; failure to achieve sustainability criteria; failure to properly certify tenant income eligibility; failure to adequately qualify prospective first-time homebuyers, etc.) that haven't been cured within a reasonable time period as determined by the City.

Glossary

24 CFR Part 92 is the federal regulation that implements the HOME Investment Partnerships Program (“HOME”). According to this regulation, “under the HOME Investment Partnerships Program Act, HUD allocates funds by formula among eligible State and local governments to strengthen public-private partnerships and to expand the supply of decent, safe, sanitary, and affordable housing, with primary attention to rental housing, for very low-income and low-income families.”

24 CFR Part 500 is the federal regulation that implements the Community Development Block Grant (“CDBG”). HUD provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

24 CFR Part 576 is the federal regulation that implements the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020, Emergency Solutions Grant (ESG) funds,

Affiliate is an individual, corporation, partnership, joint venture, limited liability company, trust, estate, association, cooperative or other organization or entity of any nature whatsoever that directly, or indirectly through one or more intermediaries, has Control of, is Controlled by, or is under common Control with any other person. All entities that share a Principal are Affiliates.

Affordable mean housing units that are restricted for sale, lease-purchase or rent to households earning 30% - 120% of Dallas Area Median Income and where the household spends no more than 30% of their adjusted monthly income on housing-related expenses.

Affordability Period means the period of time that units set aside for households earning 30% - 120% of Dallas Area Median Income shall remain affordable; length of time will be determined based on funding source.

Applicant means any individual or group of individuals and any Affiliates who apply for a funding award pursuant to this NOFA.

Conflict of Interest is defined under federal regulations 24 CFR 92.356 and 24 CFR 570.611 and state statute Chapter 176 of the Texas Local Government Code.

Control (including the terms “Controlling” and “Controlled by” and/or “under common Control with”) means the power, ability, or authority, acting alone or in concern with others, directly or indirectly, to manage, direct, superintend, restrict, regulate, govern, administer, or oversee.

Developer means any Person entering into a contractual relationship with the Owner to provide Developer Services with respect to the Project and receiving the right to earn a fee for such services and any other Person receiving any portion of a Developer Fee, whether by subcontract or otherwise, except if the Person is acting as a consultant with no Control.

Environmental Reports are a Phase I environmental site assessment and, if applicable, a Phase II environmental site assessment.

General Contractor means any Person who contracts to perform the construction or rehabilitation of an entire Project, rather than a portion of the work. The General Contractor hires subcontractors, such as plumbing contractors, electrical contractors, etc., coordinates all work, and is responsible for payment to the subcontractors.

High Frequency Transit is accessible public transportation where the frequency of departures and arrivals is no more than every 15 minutes.

HUD means the United States Department of Housing and Urban Development.

Identity of Interest means (whether or not such term is capitalized) is any relationship based on family ties or

financial interests between or among two or more entities involved in a Project-related transaction which reasonably could give rise to a presumption that the entities may not operate at arms-length. Beyond this general definition, an identity of interest relationship will be deemed to exist if: 1) An entity, or any owner of any direct or indirect ownership interest in such entity, or any family member of any such owner is also an owner, through a direct or indirect ownership interest, or an officer, director, stockholder, partner, trustee, manager, or member of the counterparty/other entity; or 2) Any officer, director, stockholder, partner, trustee, manager, member, principal staff, contract employee or consultant of an entity, or any family member of thereof, is an owner, through any direct or indirect ownership interest, or an officer, director, stockholder, partner, trustee, manager or member of the counterparty/other entity. For purposes of this definition, "family member" means the spouse, parents or stepparents, children or stepchildren, grandparents or step-grandparents, grandchildren, or step- grandchildren, aunts, uncles, parents-in-law, and siblings-in-law (or their children or stepchildren). It also includes any other similar relationship established by operation of law, including but limited to guardianship, adoption, foster parents, and the like.

Major Employment Centers are urban areas with a concentration of jobs and services including but not limited to business, industrial, and office parks, and medical or educational districts, etc.

Medical Clinic or Hospital is a facility that provides comprehensive health care services.

Owner means the Person or Persons who owns or proposes a Project or expects to acquire Control of a Project under a purchase contract or ground lease.

Permanent Supportive Housing (PSH) means permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with a least one member (adult or child) with a disability in achieving housing stability.

Permanent Supportive Housing Design Standards means design standards established to inform the physical design of future PSH properties to promote long-term housing stability.

Person means, without limitation, any natural person, corporation, partnership, limited partnership, joint venture, limited liability company, trust, estate, association, cooperative, government, political subdivision, agency or instrumentality or other organization or entity of any nature whatsoever and shall include any group of Persons acting in concert toward a common goal, including the individuals' members of the group.

Proposed Project means the proposed project of housing units for which an application has been submitted pursuant to this NOFA.

Project Team all persons and Affiliates thereof that play a role in the proposed project, construction, rehabilitation, management and/or continuing operation of the proposed project.

Public Park is land owned or managed by the city, whether located inside or outside the city limits, that is planned, developed, or used for active or passive recreational use by the public.

Qualified Projects means a Project that was funded in part by either 1) 24 CFR Part 92 (HOME Investments Partnership Program), 2) 24 CFR Part 570 (Community Development Block Grants), or 3) Federal Register 75 FR 64322 (Neighborhood Stabilization Program).

Special Needs: Defined by TDHCA as:

- Households where one individual has alcohol and/or drug addictions
- Colonia residents
- Persons with Disabilities
- Persons protected by the Violence Against Women Act Protections (domestic violence, dating violence, sexual assault, and stalking)
- Persons with HIV/AIDS
- Homeless persons
- Veterans
- Wounded warriors (as defined by the Caring for Wounded Warriors Act of 2008)

- Farmworker

Site Control is defined in Texas Administrative Code, Chapter 10, Section 10.204(10). In order to establish site control one of the following must be provided (i) a recorded warranty deed vesting indefeasible title in the Applicant or, if transferrable to the Applicant, an Affiliate of the Applicant, with corresponding executed settlement statement (or functional equivalent for an existing lease with at least forty-five (45) years remaining); or (ii) a contract or option for lease with a minimum term of forty-five (45) years that includes a price; address and/or legal description; proof of consideration in the form specified in the contract; and expiration date; or (iii) a contract for sale or an option to purchase that includes a price; address and/or legal description; proof of consideration in the form specified in the contract; and expiration date.

Substantial Rehabilitation is one or more of the following:

1. Replacement of two or more major building components (roof, wall or floor structures, foundation, plumbing, central HVAC, or electrical system); or
2. Rehabilitation costs are 15% or more, exclusive of any acquisition and/or acquisition and development soft costs, of the property's replacement cost (fair market value) after completion of all required repairs, replacements, and improvements; or
3. Rehabilitation hard costs are \$10,000 or more per unit

Universal Design is a design principal that includes guidelines to help accommodate persons of all ages and abilities to use their home in a functional manner. Some design considerations may include:

General:

- One-story/open floorplan with few obstructions
- Larger windows
- No-step entries, minimum 36" doorways
- Thresholds flush with floor
- Ramp installation
- Lever-style door handles

Bathroom:

- Adjusting toilet height or installing a seat extender
- Grab bars near toilet and in bath/shower
- Shower seat
- Anti-slip coating in tub/shower
- Walk-in shower/tub
- Handheld showerhead

Kitchen:

- Adjusting height of sink
- Shallow sink
- Hands-free faucet
- Pull-out pantry
- Front-mounted controls on cooktop
- D-shaped cabinet pulls
- Under-cabinet lighting
- Round edges for countertops
- Sink close to stove
- Large drawers

- Microwave at counter height

Bedroom

- Bedroom on main level
- Pull-down closet rods
- Lighting in closet

Appendix

Example of Specifications/Scope of Work

Proposals should demonstrate a comprehensive solution that includes residential services which are recommended, but not limited to:

- 1.) Referrals for and provision of medical care and delivery.
- 2.) Mental health services/counseling.
- 3.) Connection to recovery communities, such as Alcoholics Anonymous.
- 4.) Vocational training, job placement, and career services.
- 5.) Ensuring access to food and clothing.
- 6.) Community activities such as art classes, fitness, games, and/or gardening.

Core Components

The below core components are vital to the whole success of the program.

Core Components	Description
Core Component #1: Property Management	<p>Proposed projects will designate a Property Manager who will:</p> <ul style="list-style-type: none"> ○ Be responsible for the day-to-day management of the property, including maintenance tenant screening, leasing, rent collection, fiscal management, and City of Dallas compliance reporting. ○ Develop policy to integrate and coordinate supportive services activities with property management activities. ○ Develop innovative policies/practices to ensure that at-risk and formerly homeless tenants can remain living in the housing successfully. ○ Develop policies and procedures for continuity and HUD compliance. ○ Develop an operating guide for operations-management staff, to include establishing clear roles and responsibilities. ○ Develop Property Management that supports solution-driven housing. ○ Reliably capture accurate and meaningful data regarding the effectiveness, efficiency, and outcomes of their activities, and use this data to facilitate, and improve, the performance of those activities on an ongoing basis.
Core Component #2: Program Operations	<p>Proposed projects will:</p> <ul style="list-style-type: none"> ○ Establish and operate a centralized or coordinated assessment system that will provide a comprehensive assessment of the needs of individuals and families for housing services. ○ Careful selection, training, support, and supervision of property management staff ensures staff knowledge of tenants' special needs and issues and encourages staff to develop solutions that are effective for each tenant.

	<ul style="list-style-type: none"> ○ Provide a comprehensive solution for residential services as listed in the <i>above Proposal requirements</i> section. ○ Reliably capture accurate and meaningful data regarding the effectiveness, efficiency, and outcomes of their activities, and use this data to facilitate, and improve, the performance of those activities on an ongoing basis.
Core Component #3: Supportive Services	<p>Proposed project will provide supportive services aligned with the PSH program standards outlined by both HUD and Housing Forward.</p> <p>The PSH service standards can be in the attachments “FINAL PSH Program Model” and “PSH Standards of Care.”</p>

Required Program Actions	Responsibilities of Supportive Service Staff	Responsibilities of Property Management Staff
Tenant Selection & Interviewing	<p>Focus on service description during service interview.</p> <p>Both Service Staff and Property Management conduct the tenant interview, focusing on characteristics of a good neighbor. Common concerns during screening processes: Who makes the final decision? How much information should be gathered during the service interview?</p>	Focus on ability to pay rent during management interview.
Orientation of Incoming Tenants	Help tenants with concrete needs around the move in, such as unpacking, getting familiar with the building routine and location of laundry, neighborhood resources, staff locations and responsibilities	Orient tenants about building maintenance issues, fire drills, and tenant meetings
Rent Payment and Arrears Dealing with Nuisance and Disruptive Behaviors	Provide tenants with assistance in paying their rent (e.g., budgeting, addressing cost of substance abuse, vocational services, etc.) Encourage payment plans	Responsible for collecting rent and addressing issues of rent arrears through payment plans, etc.
Procedures during Crises (e.g., psychiatric, medical, physical, fire)	Clear policies and procedures should be in place for dealing with disruptions. These should clearly spell out the chain of command in case of emergency, what information to provide to EMS, when to summon staff on call, etc.	Normal supervisory duties
Tenant Grievance Procedures	Staff and tenants should be aware of systems for evaluating the program and the services provided. Management and Service staff generally works together, with Service staff alerting tenants to procedures through individual case management meetings or tenant meetings.	Normal supervisory duties

Tenant Councils	Facilitate initial tenant meetings with the goal being to eventually have tenant run meetings.	Attend meeting when issues concern the building or maintenance. Hold quarterly management/tenant meetings.
Community Building	Many issues mentioned above involve aspects of community building. The tenants as well as management and service staffs are members of the building community and influence the culture of the community. Staff should be aware of trends in the community and plan strategies for positively influencing the culture.	Normal supervisory duties
Safety and Security	Responsible for notifying property management regarding security breaches and safety hazards	Responsible for ensuring building safety and security; for ongoing inspections and addressing safety/security issues that have been identified.

Permanent Supportive Housing Recommended Standards of Care

A core component of Continuum of Care housing programs includes highly skilled and effective case management to ensure that individuals who have experienced or are at risk of homelessness secure and maintain permanent supportive housing. General case management goals for all housing programs consist of determining household needs, working with program participants to develop plans of action to address those needs, and facilitating program participant access to services and resources for long-term housing stabilization. The Dallas Area/Irving Continuum of Care (CoC) has developed additional standards of care for permanent supportive housing (PSH) programs within the CoC geographic area of Dallas and Collin Counties.

These additional minimum standards of care are applicable to programs within the CoC that provide permanent supportive housing services through the Continuum of Care Grant. All programs within the CoC are required to maintain Policies and Procedures specific to their programs. However, at a minimum, each

permanent supportive housing program's Policies and Procedures shall contain the minimum standards of care as outlined below. For the purpose of this document, the term program participant will be defined as the household or individual receiving assistance from a CoC funded Permanent Supportive Housing (PSH) program.

Housing First

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing or are at risk of homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that "*reasonable*" client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life. As possible, the CoC PSH programs are highly encouraged to adopt this approach.

Program participants can choose their own level of service participation. Case managers will work with participants to identify the services wanted throughout their time in the program and to provide intensive case management that encourages program participation.

Moving On

It is imperative that all CoC PSH programs work to ensure ongoing monitoring of program participants. Despite the term "Permanent", PSH participants do not have to remain in such housing if they show signs of needing a different type of program. Some participants might graduate from the program by obtaining stability in the areas of their finances, physical/behavioral wellbeing, support systems, and/or housing which makes them a better fit for a less restrictive program, such as a local voucher through the Housing Authority or through an independent option. Other participants might need more intensive observation and assistance with their ongoing physical/behavioral wellbeing through a nursing home, assisted living facility, or other arrangement. Monitoring of the program

participant should begin at start of the second year of housing to ensure that they are in the correct program for their needs.

Case Manager Responsibilities – Program Enrollment through First Month of Housing

During transition and within the first month of housing placement the program participant will require more intensive case management to ensure program sustainability. Intensive case management includes, but is not limited to, the following:

- Wellness checks to ensure adequate adjustment to the new environment;
- Assessment of safety and immediate needs for the participant;
- Provision of referrals for employment or other services, including assistance with scheduling appointments or access to telephone and/or internet or accompanying participant on appointments as appropriate;
- Ensure that introductions and orientations are made to the apartment representatives, such as landlord, leasing office, maintenance, or other facility resources; and
- If children are in the home, ensuring plans and arrangements are in place for school, childcare, and physical/behavioral well-being, including cognitive and developmental assessments.

Housing Identification:

The case manager will provide the program participant with apartment search resources and assist in apartment location efforts as needed. Housing identification includes, but is not limited to, the following:

- Landlord negotiations;
- Facility tours;
- Inspections;
- Apartment navigation; and
- Language interpretation and/or translation.

HUD Required Elements:

- To the maximum extent practicable, families with children should be placed as close to possible to the school of origin so as not to disrupt the children's education [24 CFR 578.23(c)(7)]
- The case manager should confirm that each CoC-assisted unit has at least one bedroom or living/sleeping room for each two persons and that children of the opposite sex, other than very young children, are not required to occupy the same bedroom or living/sleeping room [24 CFR 578.75(c)]
- Ensure that the unit is ready for habitation – The case manager should document all inspections have been completed and that the unit passes HUD Housing Quality Standards. This must be done before any leasing assistance or rental assistance can be provided to the program participant (24 CFR 578.75(b)(2).
- Determine that all applicable utilities have been secured and are in the program participant's name, if applicable.
- When families are placed ensure that children who are to be served in the program will be enrolled in school and connected to childhood programs such as Head Start, part C of the

Individuals with Disabilities Education Act, and programs authorized under subtitle B of Title VII of the Act [24 CFR 578.23(c)(4)(iv)]

Local Standard of Care Elements:

- Once housing has been identified, the case manager will facilitate the arrangements with any specific landlord and aid the program participant in understanding any lease requirements and payment responsibilities.
- The case manager will meet with the program participant in the new home on the day that housing has been secured and the day after the program participant has moved into the unit. The case manager will also meet the program participant in his/her home at least weekly during the first month of housing to monitor the transition process. During this assessment period, the case manager will determine the ongoing need for regular case management touch points.
- The case manager is encouraged to establish a move-in ritual to celebrate the new housing opportunity. Some examples include “Welcome Home” Kits, Resource Guides, or Contact Magnets for the Fridge.
- The case manager will ensure that basic needs are met, and that the program participant is knowledgeable on how to obtain resources as needed which includes, but is not limited to, the following:
 - Minimum basic furniture;
 - Food, toiletries, and basic cleaning supplies;
 - Understanding of use of appliances (stoves, etc.);
 - Transportation for all appointments including those to ensure mental, physical, and social well-being as well as appointments for any children in the household including childcare and school transportation needs;
 - Access to non-cash benefits including but not limited to TANF, SNAP, Chip, Medicaid, Medicare;
 - Property management contact information including maintenance hotline (if applicable);
- The case manager will ensure that the requirements and expectations of being a responsible tenant are discussed to include, but is not limited to, the following:
 - Timely rental payments;
 - Maintaining utilities;
 - Maintaining minimum contact with the case manager, when and how to contact for assistance, and what constitutes a crisis situation;
 - Understanding and following the Lease Agreement, especially regarding the terms around:
 - Pet policies;
 - Reporting maintenance issues;
 - Trash policy particularly around hoarding and cleanliness;
 - Appropriate noise level;
 - Guest policies and terms; and
 - Specific policies related to the program participant.
- The case manager will develop an individualized service plan, or goal plan, with the program participant that fully addresses an action plan for any areas of concern or growth with the program participant’s situation that may need to be addressed to avoid eviction or other

problems. Potential areas to include are budget setting, employment goals, applying for SSI or SSDI, and learning other important life skills.

- The case manager, or other agency representative, will provide each landlord with complete contact information to be used when instances when an issue arises. If the landlord contacts the case manager with a concern related to a program participant, the case manager or other authorized representative of case manager's agency will contact the landlord within one business day with an action plan for how to address the landlord's concerns.

Case Manager Responsibilities – Months Two through Six of Housing

Once the initial month of residency has been completed, based on the assessment conducted of the program participants ongoing need for case management assistance, the case manager will set up regularly scheduled case management meetings. Depending on participant need, this could vary from intensive (weekly or more than one visit per week) to low need (Two times per month). At a minimum, the case manager should meet the program participant at least two times per month, preferably face-to-face.

HUD Required Elements:

- Ensure that available supportive services to be provided to the program participants were designed to address the needs of program participants [24 CFR 578.37(a)(1)(i); 24 CFR 578.53(a)]
- Conduct an ongoing assessment of the supportive services needed by program participants, the availability of such services, and the coordination of services needed to ensure long-term housing stability. Adjustments must be made as appropriate [24 CFR 578.75€]

Local Standard of Care Elements

- The case manager will visit the program participant at least twice per month, or more if program participant needs greater assistance, to maintain positive housing status.
- At least one of the case manager's visits should be engagement within the program participant's

home. During the onsite visit, the case manager will:

- Lightly inspect apartment to ensure basic minimum housekeeping standards are upheld.
- If cleanliness issues exist, discuss the likelihood of pest problems or other issues that could lead to lease violations.
- If maintenance issues appear in violation of Housing Quality Standards, discuss maintenance needs and how to create a maintenance request. If the issues are severe, the case manager will ensure that they also report the issue to the landlord and follow up occurs within a reasonable timeframe.
- In the event that mental health decompensation is self-reported or is identified by case manager, landlord, or other third party, the case manager will engage the program participant with clinicians or other avenues of assistance.
- During one of the check ins, the case manager will review the agreed upon goal plan and aid the program participant in developing ongoing action plans to work through program participant goals and how to achieve them.

- For scattered site placements, at least monthly and more often if necessary, the case manager will contact the landlord, or other representative of the program participant's housing, to proactively resolve any issues.
- The case manager, or other representative, will continue to respond to any landlord concerns within one business day with an action plan for how to address the landlord's concerns. The case manager will also serve as the liaison between the program participant and the landlord in the event mediation or additional support is needed.

Case Manager Responsibilities – Month Seven until End of PSH Assistance

After the initial six months of housing, as the program participant's needs may change, the case manager will re-evaluate the frequency and terms of ongoing case management as well as the potential for the program participant to transition to a less restrictive housing opportunity. The case manager will continue to meet the local standards of care for assistance provided in months two through six. At a minimum, the case manager will engage the program participant at least once per month in the program participant's home or more if program participant needs greater assistance to maintain positive housing status.

HUD Required Elements:

- Inspect all units at least annually during the grant period to ensure that the units continue to meet

HUD's Housing Quality Standards [24 CFR 578.75(b)(2)]

- Examine program participant's income initially and at least annually thereafter to determine the amount of the contribution toward rent payable by the program participant. Adjustments to a program participant's contribution toward the rental payment must be made as changes in income are identified. [24 CFR 578.77(c)(2)]
- Completion of the HMIS Annual assessment at exit or annually.

Local Standards of Care:

- Annually, the case manager should maintain case management skill and expertise by attending CoC- sponsored trainings or other offerings in the community to keep abreast of best practices in housing case management. The CoC sponsored trainings will be offered through case manager round tables. Recommended trainings include, but are not limited to, the following:
 - Local system access
 - MDHA New Agency Onboarding
 - Case Management Boot Camp [tour of local resources]
 - Coordinated Access System
 - HMIS
 - Equity and Inclusion
 - LGBTQAI Awareness
 - Cultural Competency
 - Racial Equity
 - Housing First
 - Case Management Toolkit

- Mental Health First Aid
 - Motivational Interviewing
 - Trauma Informed Care
 - Case Manager Round Tables
 - Case Management 101 [budgeting, life skills]
 - Ready to Rent
 - Crisis Intervention
 - De-escalation
 - Harm Reduction
 - Home Visits and Safety
 - CPR and First Aid
 - SOAR Certification
- Throughout service provision, the case manager will ensure all interactions with program participants are documented in program participant files and in HMIS in accordance with HMIS data requirement standards.
 - The case manager will provide ongoing monitoring of the program participant based on the goal and housing stability plan. If it is appropriate to step down PSH subsidy through other available resources such as local vouchers or home ownership through the Housing Authority, the case manager will work to best transition the program participants who show income stability, housing stability through no lease violations, less need or little interest in ongoing case management, and at least 1 year of tenure in the program. If the program participant needs more ongoing support than can be provided through general case management, then the case manager will assist with the location, application, and transfer of the program participant to an appropriate level of care facility such as nursing homes, assisted living or hospice.
 - Agency leadership of PSH projects agree to participate in CoC events regarding system performance, coordination, monitoring, and other areas of need.

Permanent Supportive Housing Program Model

Permanent Supportive Housing

Permanent Supportive Housing (PSH) is a housing intervention that consists of low-barrier stable housing and robust supportive services intended to end a homeless experience for a household with a demonstrated history of chronic homelessness and a disabling condition.

Program Description	Essential Program Elements	Time Frame	Population	Desired/expected outcomes
<p>PSH offers a non-time limited housing subsidy supported by intensive case management intended to support a household transitioning from chronic homelessness to safe, permanent housing</p>	<p><u>Intensive Case Management</u></p> <ul style="list-style-type: none"> • Minimum of two visits per month, at least one in the home • Housing Barrier Assessment • Safety & Basic Needs Assessment <ul style="list-style-type: none"> - Minimum basic furniture - Food, toiletries, and basic cleaning supplies - Understanding use of appliances (stoves, etc.) - Transportation • Critical document collection • Crisis housing search <ul style="list-style-type: none"> - Facility Tours - Apartment Navigation • Problem solving • Landlord negotiation • Mediation • Linkage to physical healthcare • Linkage to behavioral healthcare • Linkage to employment/increased income/SSI <p><u>Financial Assistance</u></p> <ul style="list-style-type: none"> • Move-in support • Indefinite rental assistance <p><u>ASD's Considerations</u></p> <ul style="list-style-type: none"> • Medical management & compliance 	<p>Non-time limited</p> <p>Annual Assessment completed</p> <p>assessment of needs as related to services offered through program</p>	<p>Individuals and/or Head of households who are identified as chronically homeless and living with a disabling condition</p> <p><u>ASD's Considerations</u> Living with HIV/AIDS</p> <p><u>Youth Considerations</u> Youth (18-24) - chronic status not required</p>	<p>Households referred to PSH will be enrolled in the program within <i>10 days</i> of referral</p> <p>PSH households will secure permanent housing within <i>30 days</i> from enrollment</p> <p>60% of households will increase income</p> <p>75% of households exiting PSH programs will exit to permanent housing destinations.</p> <p>87% of households remained housed and did not return to shelter</p>

Funding Sources and Regulations

ARPA (American Rescue Plan Act) United States Treasury

<https://home.treasury.gov/system/files/136/City-of-Dallas-2021-Recovery-Plan-SLT-0557.pdf>

[Coronavirus State and Local Fiscal Recovery Funds Final rule](#)

CHDO HOME Development Funds United States Department of Housing and Urban Development

<https://www.govinfo.gov/content/pkg/CFR-2003-title24-vol1/pdf/CFR-2003-title24-vol1-part92-subpartG.pdf>

https://www.hud.gov/sites/documents/19787_CH03.PDF

CHDO HOME Operation Assistance United States Department of Housing and Urban Development

Up to 5 percent of a participating jurisdiction's fiscal year HOME allocation may be used for the operating expenses of community housing development organizations (CHDOs). These funds may not be used to pay operating expenses incurred by a CHDO acting as a subrecipient or contractor under the HOME Program. Operating expenses means reasonable and necessary costs for the operation of the community housing development organization. Such costs include salaries, wages, and other employee compensation and benefits; employee education, training, and travel; rent; utilities; communication costs; taxes; insurance; equipment; materials and supplies. The requirements and limitations on the receipt of these funds by CHDOs are set forth in §92.300 (e) and (f). (b) HOME funds may be used for capacity building costs under §92.300(b).

<https://www.govinfo.gov/content/pkg/CFR-2010-title24-vol1/pdf/CFR-2010-title24-vol1-sec92-208.pdf>

https://www.hud.gov/sites/documents/19787_CH03.PDF

CDBG Funds United States Department of Housing and Urban Development

The Community Development Block Grant (CDBG) Program supports community development activities to build stronger and more resilient communities. To support community development, activities are identified through an ongoing process. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, clearance/acquisition, microenterprise assistance, code enforcement, homeowner assistance, etc.

<https://www.govinfo.gov/content/pkg/CFR-2022-title24-vol3/pdf/CFR-2022-title24-vol3-sec570-202.pdf>

https://www.hud.gov/sites/documents/DOC_16473.PDF

HOME Funds United States Department of Housing and Urban Development

In general, under the HOME Investment Partnerships Program, HUD allocates funds by formula among eligible State and local governments to strengthen public-private partnerships and to expand the supply of decent, safe, sanitary, and affordable housing, with primary attention to rental housing, for very low-income and low-income families.

<https://www.ecfr.gov/current/title-24/subtitle-A/part-92?toc=1>

CDBG-DR

United States Department of Housing and Urban Development

CDBG-DR grants are subject to Title I of the HCD Act, (42 U.S.C. § 5301 et seq.) which governs all CDBG programs. Grantees are also subject to the CDBG regulations at 24 CFR Part 570, unless modified by waivers and alternative requirements included in the applicable Federal Register Notice. CDBG-DR grantees must also comply with the applicable requirements of 2 CFR Part 200, which provides the Federal government's guidance on administrative requirements, cost principles, and audit requirements.

<https://www.hudexchange.info/programs/cdbg-dr/>

[CDBG-DR Policy Guide](#)

Emergency Solutions Grant (ESG) funds – Coronavirus Aid, Relief and Economic Security (CARES) Act of 2020

These funds are administered under the provisions of the HUD regulations within Title 24 Code of Federal Regulations (CFR) [Part 576](#) unless otherwise stated in [CPD Notice 21-08](#)

Dallas Housing Policy 2033

Racial and economic inclusion are integral to Dallas' housing growth. Accordingly, through the Dallas Housing Policy 2033, the City seeks to continue to reduce disparities that disproportionately impact historically disadvantaged communities by providing quality affordable mixed-income housing initiatives across the City.

[Dallas Housing Policy 2033](#)

[Dallas Housing Resource Catalog](#)

Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards 2 CFR Part 200

This link below provides federal administrative and audit requirements and general provisions associated with Federal funds.

[2 CFR Part 200](#)

Appendix II to Part 200—Contract Provisions for Non-Federal Entity Contracts Under Federal Awards

In addition to other provisions required by the Federal agency or non-Federal entity, all contracts made by the non-Federal entity under the Federal award must contain provisions covering the following, as applicable.

[Appendix II to Part 200- Contract Provisions for Non-Federal Entity Contracts Under Federal Awards](#)

Permanent Supportive Housing Design Standards



All Neighbors Coalition

Permanent Supportive Housing Design Standards

The All Neighbors Coalition is committed to creating Permanent Supportive Housing (PSH) that promotes long term housing stability and offers a foundation from which people can improve their overall health. The PSH Design Standards have been established to inform the physical design of future single site PSH properties. The Coalition acknowledges there are a full spectrum of housing options that provide supportive services which people may choose to live in. This document only covers those classified as PSH in accordance with the CoC Program Model (see attached).

Core Principles underpinning the *Design Standards* support the vision that PSH projects create housing that:

- Offers a permanent home, with the same amenities one would want in their own home
- Promotes community integration and access to a supportive infrastructure (including comprehensive healthcare, food, household goods, etc.)
- Centers trauma informed, human centered design principles
- Includes spaces that are inviting and promote interaction
- Offers a place to belong, connect, heal, stabilize, and succeed with dignity
- Fosters tenant choice in housing options
- Aligns with [national housing quality standards](#) for permanent housing and [evidence based practices](#)
- Considers unit size and characteristics that meet the unique needs of the tenants who will live there

Design Standards

This is not a checklist of required items, but rather areas to consider during the planning of future Permanent Supportive Housing Developments depending on the specific population served (e.g. seniors, people with disabilities). Each project is unique, and partners should make design decisions collectively, keeping cost constraints and all applicable regulations and laws in mind.

Community Spaces

- Multiple spaces that are easily accessible, welcoming, attractive, and encourage use
- Access to technology (e.g. computer room)
- Flexible, multiuse spaces (food, entertainment)
- Places to gather outside, spaces with covered areas, access to a community grill
- Community gardens, opportunities for tenant gardening, if possible
- Exterior water and electrical outlets
- Cost-effective, durable, and easily maintained materials and furnishings in community spaces

Health and Wellbeing

- Intentional external spaces and porches that promote health and wellbeing
- Motion detectors in units to assess health and safety
- Dedicated clinical space, ability to do telehealth
- Consider artwork, wall hangings, paint colors in alignment with trauma informed design principles

Bathrooms

- Private bathroom for each unit
- Ensure bathrooms are accessible to people with disabilities or equip units with features that allow for easy conversion (e.g. Reinforcements in bathroom walls to allow the later installation of grab bars)
- Emergency call cords as necessary

Security

- Ensure security, safety, and privacy for all tenants
- Cameras and 24 video monitoring – provides protection for staff/visitors/tenants and provides unbiased evidence for incident reports
- Consider front entrance door-opening capability and or 24 hour security; consider needs for multiple entrances
- Self-locking exterior doors
- Use lighting to enhance safety
- Secured parking lots
- Vehicle access, 24/7 access, gate close after hours

Hallways and Door

- Ensure doors and hallways are accessible to people with disabilities
- Stagger doorways (not directly opposite each other)
- Accessible signage
- Entrance doors and apartment doors with a computerized key system (cards, buttons, etc.)

Heating and Air

- Central heating and air conditioning to reduce maintenance costs and increase comfort
- No window units, which may block means of egress, cause safety problems, and are less cost-efficient
- Central hot water heater

Laundry Space

- Fully accessible, central laundry areas, distributed throughout property and in well-trafficked, well-lit areas for safety
- About one washer/dryer per 15 to 20 persons
- Laundry spaces accessible to people with disabilities
- Laundry supplies available for sale through vending machines

Appliances

- Accessible to people with disabilities
- Stove controls on front; Braille control labels; roll-under stovetops and sinks in some units, simple to use
- Over stove/sink lighting reachable from wheelchairs
- Front-loading washers and dryers
- Simple, industrial appliances

Lighting

- Functional and inexpensive to replace
- Plentiful and easily accessible outside lighting
- Sufficient hallway and community space lighting for personal safety
- Lighting within units easy for tenants to change bulbs and to reach
- Motion detector lighting inside and outside

Mailboxes

- Ensure mailboxes are accessible to people with disabilities
- Outgoing mail slot or box
- Shelf under boxes is useful
- Central, well-trafficked, well-lit area for safety and to encourage social interactions

Parking

- Sufficient parking for tenants, staff, and guests with clear signage
- Parking stickers for tenants/residents
- Well-lit parking lot/spaces
- Ease of access from parking spots for people with disabilities to entry ramps
- Plan adequately for snow removal, trash truck entrance/exit
- “No parking” signs where appropriate, and “No trespassing” signs mirroring signage in nearby housing developments

Signage

- Includes signage in design specs (unit doors, common area, offices, building(s) name/ number, handicapped parking, no trespassing, etc.); ensure signage is accessible and in Braille
- Property sign during construction should include funding source, handicapped logo, Equal Opportunity Housing logo, hearing-impaired access information and contact phone numbers
- No soliciting, no trespassing, no loitering signs, mirroring signage in nearby private, market-rate housing developments

Storage Space

- Additional bulk storage for tenants
- Securable bike storage
- Property Manager storage and workspace for doing repairs, sorting equipment such as lawnmowers
- General building storage for replacement mattresses, refrigerators, extra furniture

Trash and Recycling

- Include provisions for recycling by tenants
- Be certain all trash receptacles are in sanitary distance from tenant units and/or windows
- Plan carefully for inside and outside trash flow
- No garbage chutes

Housing First in Permanent Supportive Housing

HOUSING FIRST IN PERMANENT SUPPORTIVE HOUSING

What is Housing First?

Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Housing First emerged as an alternative to the linear approach in which people experiencing homelessness were required to first participate in and graduate from short-term residential and treatment programs before obtaining permanent housing. In the linear approach, permanent housing was offered only after a person experiencing homelessness could demonstrate that they were “ready” for housing. By contrast, Housing First is premised on the following principles:

- Homelessness is first and foremost a housing crisis and can be addressed through the provision of safe and affordable housing.
- All people experiencing homelessness, regardless of their housing history and duration of homelessness, can achieve housing stability in permanent housing. Some may need very little support for a brief period of time, while others may need more intensive and long-term supports.
- Everyone is “housing ready.” Sobriety, compliance in treatment, or even criminal histories are not necessary to succeed in housing. Rather, homelessness programs and housing providers must be “consumer ready.”
- Many people experience improvements in quality of life, in the areas of health, mental health, substance use, and employment, as a result of achieving housing.
- People experiencing homelessness have the right to self-determination and should be treated with dignity and respect.
- The exact configuration of housing and services depends upon the needs and preferences of the population.

While the principles of Housing First can be applied to many interventions and as an overall community approach to addressing homelessness, this document focuses primarily on Housing First in the context of permanent supportive housing models for people experiencing chronic homelessness.

Housing First Effectiveness in Permanent Supportive Housing

Permanent supportive housing models that use a Housing First approach have been proven to be highly effective for ending homelessness, particularly for people experiencing chronic homelessness who have higher service needs. Studies such as HUD’s [*The Applicability of Housing First Models to Homeless Persons with Serious Mental Illness*](#) have shown that Housing First permanent supportive housing

models result in long-term housing stability, improved physical and behavioral health outcomes, and reduced use of crisis services such as emergency departments, hospitals, and jails.

Core Components of Housing First

The core features of Housing First in the context of permanent supportive housing models are as follows:

- ***Few to no programmatic prerequisites to permanent housing entry*** – People experiencing homelessness are offered permanent housing with no programmatic preconditions such as demonstration of sobriety, completion of alcohol or drug treatment, or agreeing to comply with a treatment regimen upon entry into the program. People are also not required to first enter a transitional housing program in order to enter permanent housing
- ***Low barrier admission policies*** – Permanent supportive housing’s admissions policies are designed to “screen-in” rather than screen-out applicants with the greatest barriers to housing, such as having no or very low income, poor rental history and past evictions, or criminal histories. Housing programs may have tenant selection policies that prioritize people who have been homeless the longest or who have the highest service needs as evidenced by vulnerability assessments or the high utilization of crisis services.
- ***Rapid and streamlined entry into housing*** – Many people experiencing chronic homelessness may experience anxiety and uncertainty during a lengthy housing application and approval process. In order to ameliorate this, Housing First permanent supportive housing models make efforts to help people experiencing homelessness move into permanent housing as quickly as possible, streamlining application and approval processes, and reducing wait times.
- ***Supportive services are voluntary, but can and should be used to persistently engage tenants to ensure housing stability*** - Supportive services are proactively offered to help tenants achieve and maintain housing stability, but tenants are not required to participate in services as a condition of tenancy. Techniques such as harm reduction and motivational interviewing may be useful. Harm reduction techniques can confront and mitigate the harms of drug and alcohol use through non-judgmental communication while motivational interviewing may be useful in helping households acquire and utilize new skills and information.
- ***Tenants have full rights, responsibilities, and legal protections*** – The ultimate goal of the Housing First approach is to help people experiencing homelessness achieve long-term housing stability in *permanent* housing. Permanent housing is defined as housing where tenants have leases that confer the full rights, responsibilities, and legal protections under Federal, state, and local housing laws. Tenants are educated about their lease terms, given access to legal assistance, and encouraged to exercise their full legal rights and responsibilities. Landlords and providers in Housing First models abide by their legally defined roles and obligations. For instance, landlords and providers do not enter tenants’ apartments without tenants’ knowledge and permission except under legally-defined emergency circumstances. Many Housing First permanent supportive housing programs also have a tenant association or council to review program policies and provide feedback, and formal processes for tenants to submit suggestions or grievances.

- ***Practices and policies to prevent lease violations and evictions*** –Housing First supportive housing programs should incorporate practices and policies that prevent lease violations and evictions among tenants. For instance, program policies consistent with a Housing First approach do not consider alcohol or drug use in and of itself to be lease violations, unless such use results in disturbances to neighbors or is associated with illegal activity (e.g. selling illegal substances.) Housing First models may also have policies that give tenants some flexibility and recourse in the rent payment, which in many subsidized housing programs is 30% of the participant’s income. For example, rather than moving towards eviction proceedings due to missed rent payments, programs may allow tenants to enter into payment installment plans for rent arrearages, or offer money management assistance to tenants.
- ***Applicable in a variety of housing models*** – The Housing First approach can be implemented in different types of permanent supportive housing settings, including: scattered-site models in private market apartments, where rental assistance is provided, and tenants have access mobile and site-based supportive services; single-site models in which permanent supportive housing buildings are newly constructed or rehabilitated and tenants have access to voluntary on-site services; and set-asides, where supportive services are offered to participants in designated units within affordable housing developments.

Adopting a Housing First Approach in Permanent Supportive Housing

Providers of permanent supportive housing that do not already use a Housing First approach can adopt this approach by reviewing existing program policies and procedures, and by learning and implementing new services and practices through training and clinical supervision. A provider that would like to move to a Housing First program model should start with the following steps:

- ***Review current policies and procedures*** – Providers should undertake a systematic review of their current operating policies and procedures. First, providers should assess tenant selection and admission policies to ensure that they do not screen out applicants on the basis of rental, credit, or criminal histories, sobriety, income, etc. They should also evaluate the application and admission process to identify ways to streamline and shorten the process. They should review the lease terms, lease compliance, and eviction policies to ensure that they are consistent with Housing First principles and housing laws. Lease provisions that require participation in services or that deem alcohol use as lease violations or grounds for eviction should be removed. Providers should consider adding policies that help prevent eviction when a tenant falls behind on rent or experiences other lease violations.
- ***Learn and adopt Housing First services approaches and practices*** – Providers can adopt supportive services approaches and practices that creatively engage tenants to maximize and ensure housing stability. Through training around harm reduction approaches, services staff can learn to confront and mitigate the harms of drug and alcohol use through non-judgmental communication. Staff can also receive training to develop competency around techniques like motivational interviewing, wellness self-management, and trauma-informed care. Adoption of these practices often also requires continual reinforcement through effective clinical supervision, which is key to supporting housing stability.

Useful Resources on Housing First

- [USICH's Housing First Checklist](#) - An easy-to-use tool for policymakers and practitioners to identify and assess whether a program or community is using a Housing First approach. This three-page tool breaks down the Housing First approach into distinguishing components at both the program and community levels.
- [Housing First in USICH's Solutions Database](#) – A description of Housing First along with links to examples and resources from USICH's Solutions Database.
- [The Housing First Fidelity model index](#) - In the April 2013 edition of *Substance Abuse Treatment, Prevention, and Policy*, Watson and colleagues (2013) discuss the development and testing of their Housing First Fidelity instrument. The study finds that the instrument is effective in assessing the quality of Housing First programs and for making implementation decisions.
- [Organizational Change: Adopting a Housing First Approach](#) - The National Alliance to End Homelessness' tool-kit on adopting Housing First as a community-wide strategy.
- [Pathways to Housing - Housing First Model](#) - Pathways to Housing produced a step-by-step manual presents a comprehensive guide to Pathways to Housing's Housing First approach.
- [DESC's Seven Standards of Housing First](#) - Seattle-based Downtown Emergency Service Center has identified seven standards essential to their Housing First approach.
- [Unlocking the Door: An Implementation Evaluation of Supportive Housing for Active Substance Users in New York City](#) - The National Center on Addiction and Substance Abuse at Columbia University and the Corporation for Supportive Housing evaluated the implementation of nine scattered-site Housing First permanent supportive housing programs serving approximately 500 people experiencing chronic homelessness with active substance abuse disorders in New York City. The report concludes with useful lessons for what is critical to implementing a Housing First permanent supportive housing model. A full impact evaluation of these programs will be completed later in 2013. Preliminary findings indicate that the programs were successful in helping people exit homelessness, remain stably housed, and reduce their use of emergency services.

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