

# Memorandum



DATE December 30, 2016

TO Honorable Mayor and Members of the City Council

SUBJECT **Community Development in Dallas**

On Wednesday, January 4, 2017, the Office of Financial Services, Neighborhood Plus, and Housing/Community Services will brief the City Council on Community Development in Dallas. We have attached the briefing for your review.

Please let me know if you have questions.

*M. Elizabeth Reich*

M. Elizabeth Reich  
Chief Financial Officer

c: A.C. Gonzalez, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager

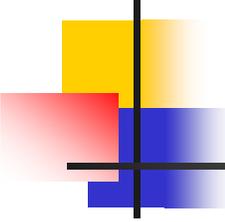
Eric D. Campbell, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Joey Zapata, Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager

# Community Development in Dallas

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City Council Briefing  
January 4, 2017





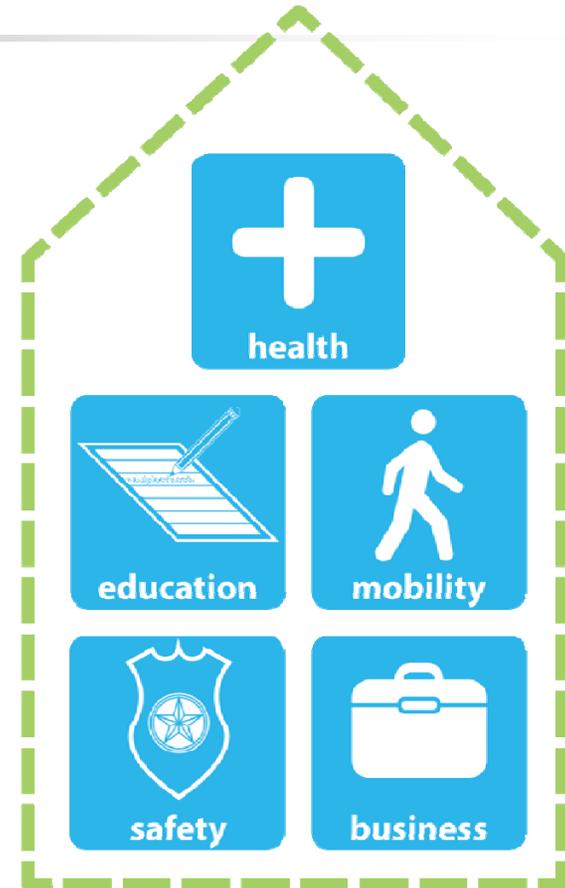
# What we will cover

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- Community development overview
- Funding community development
- HUD entitlement grants
- Path forward

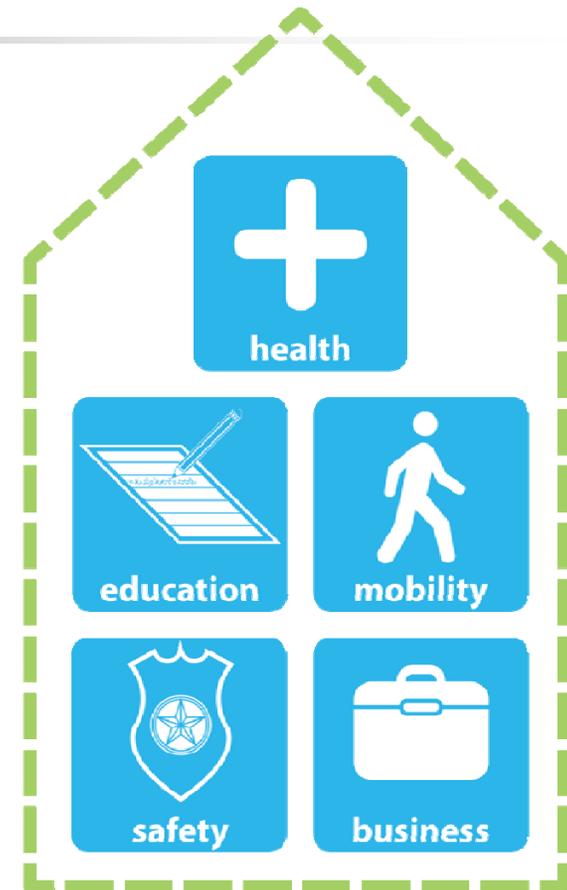
# Holistic Community Development

- **Community Development** encompasses housing, education, health care, child care, mobility, business development, infrastructure, and safety



# Community Development Needs to Address

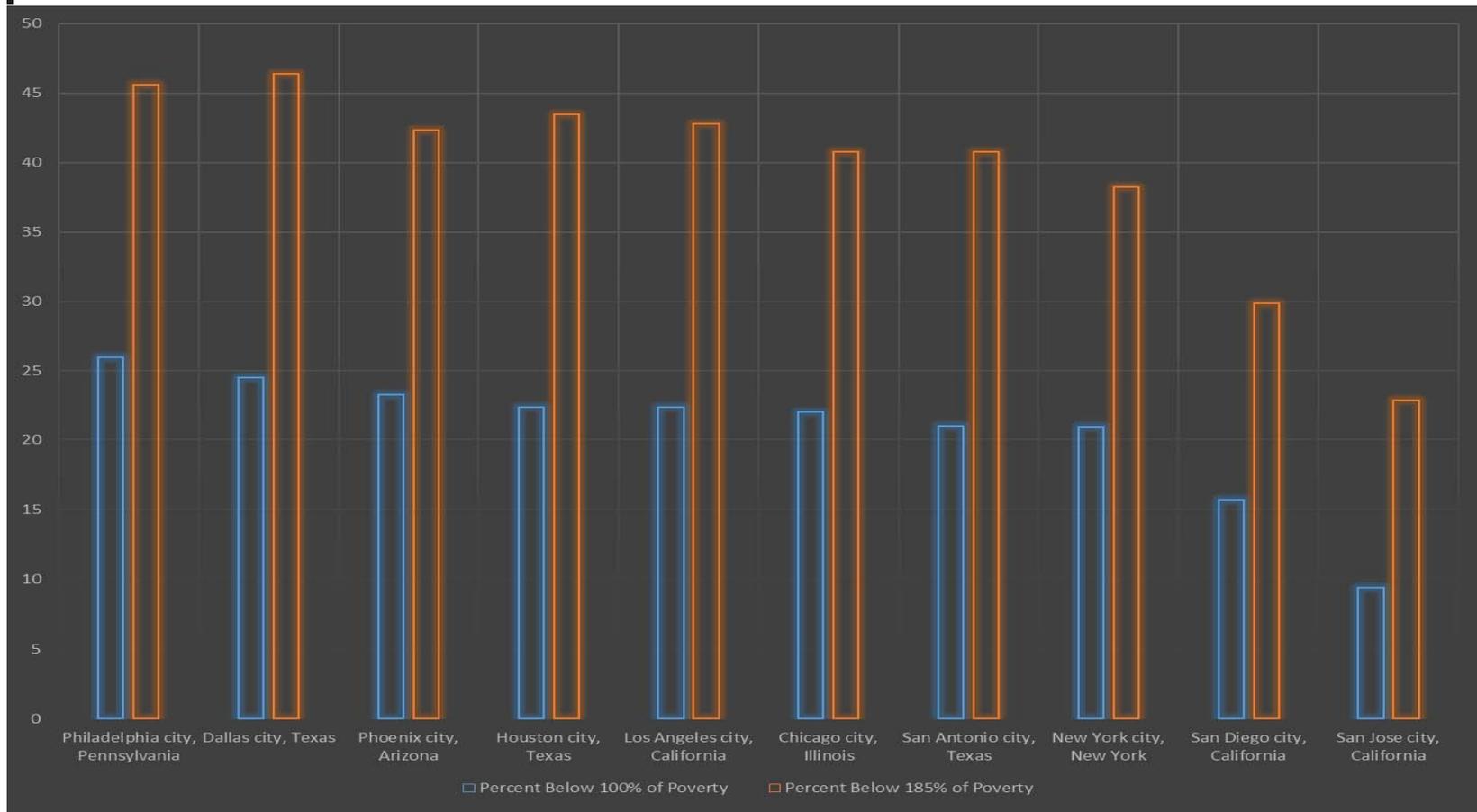
- Declining income
- Mobility and access to jobs
- Low educational attainment
- Limited English proficiency
- Single mothers in poverty and high teen births
- Concentrated poverty
- Children in poverty
- Access to health care and healthy food



**NeighborhoodPlus**  
The future of living in our city

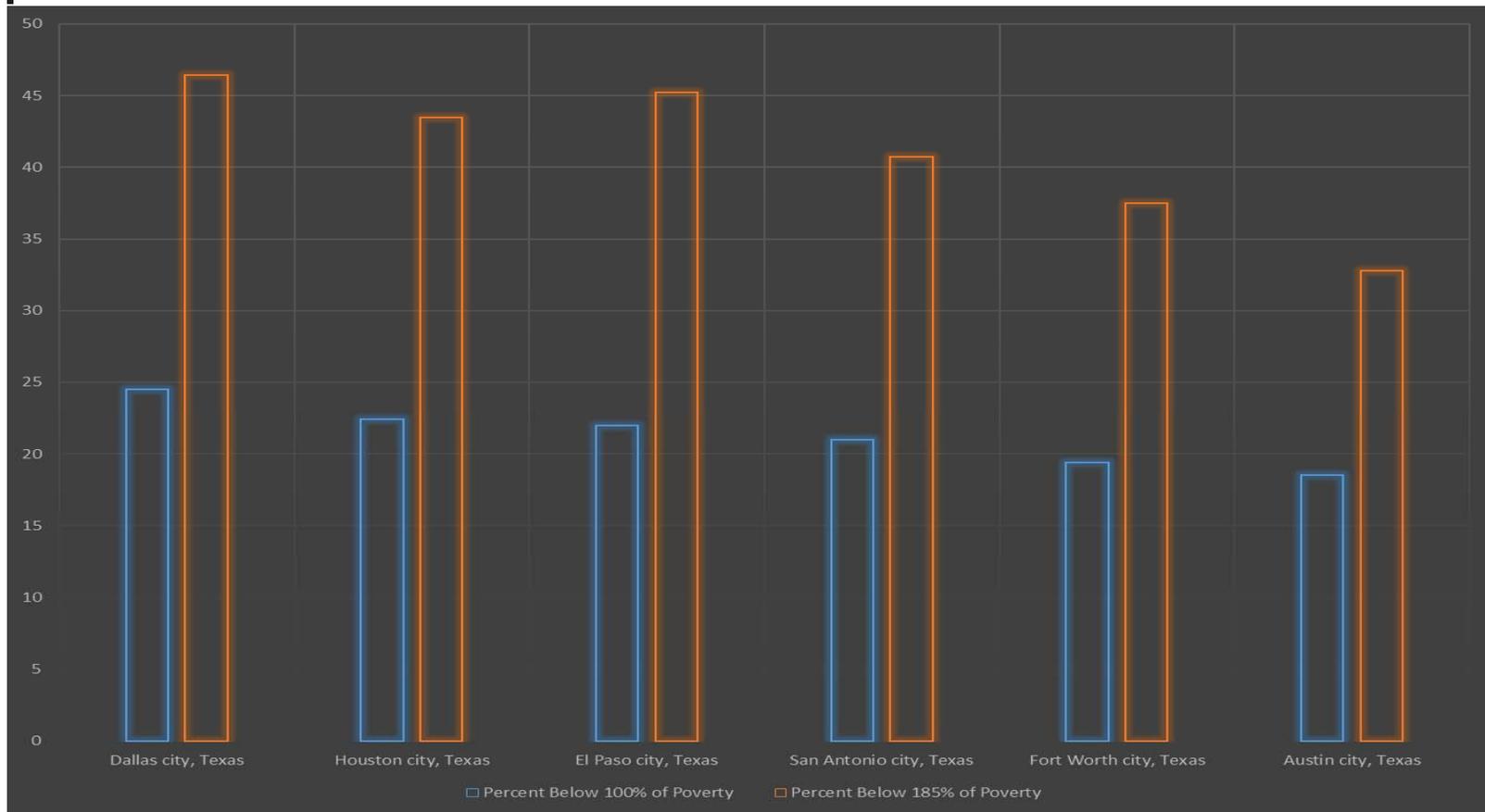
# Dallas in National Context

## Poverty in Major Cities



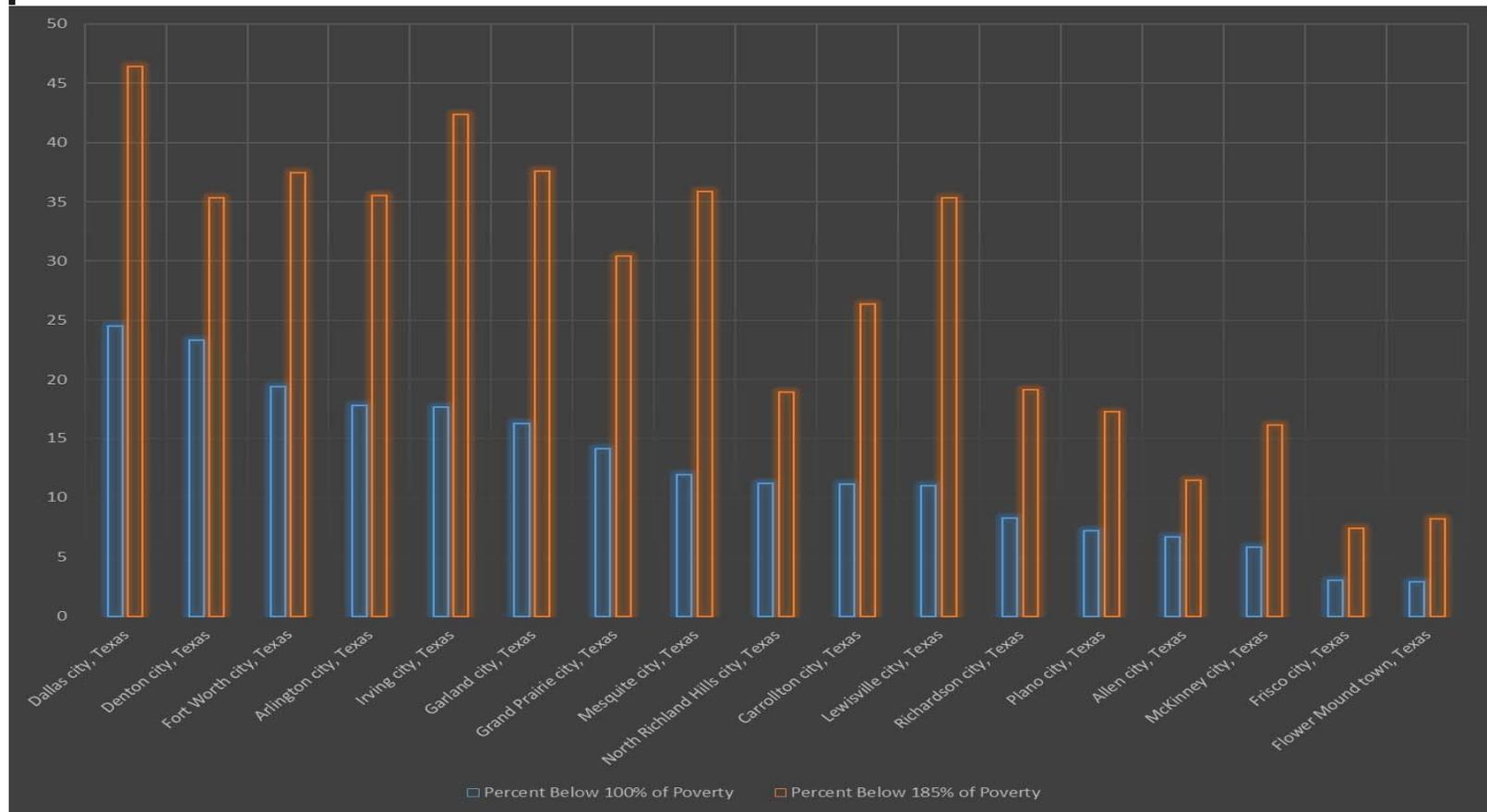
# Dallas in State Context

## Poverty in Major Cities



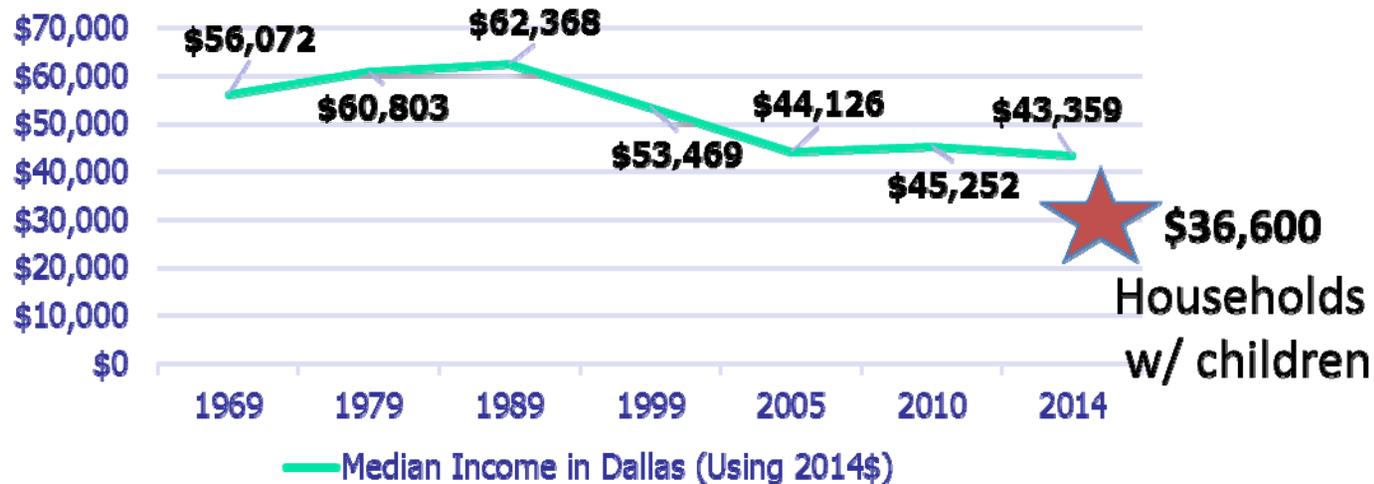
# Dallas in Regional Context

## Poverty in Major Cities



# Declining Median Income

## Median Income in Dallas (Using 2014 \$)

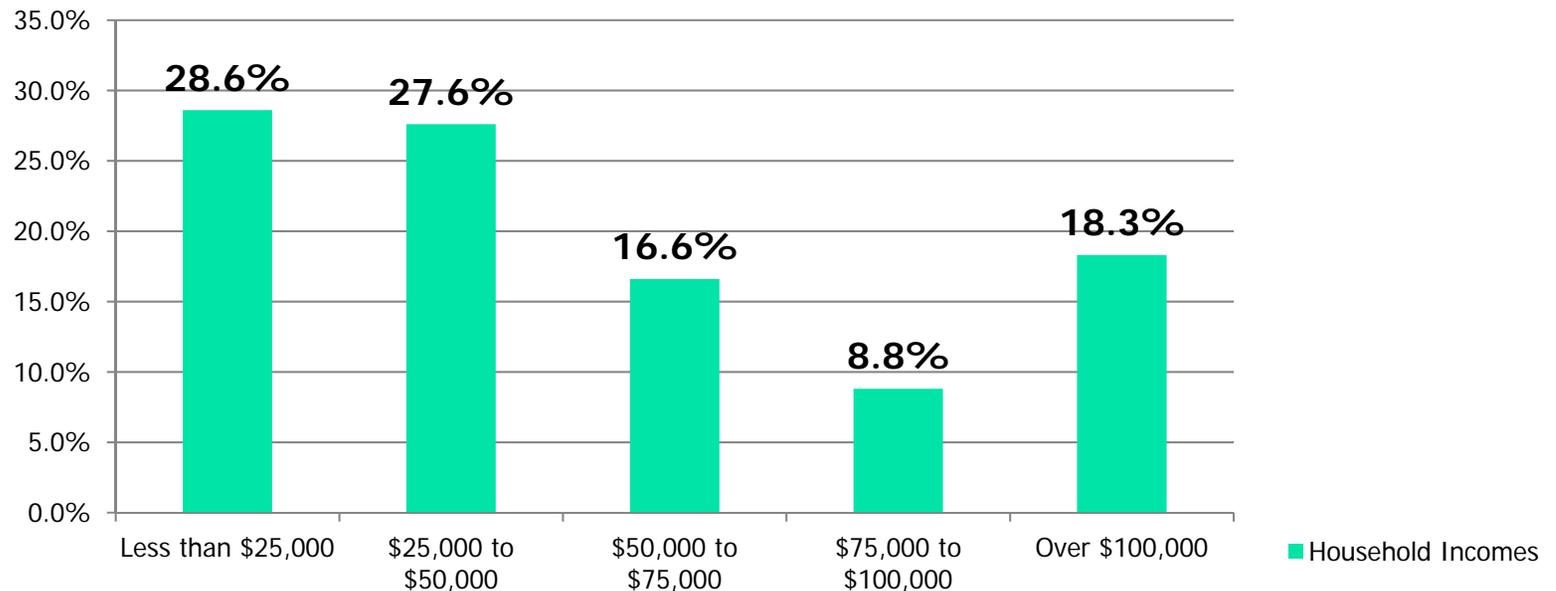


Despite the robust regional economy, Dallas median income has continued to decline.

# Predominance of Lower Income Households

Dallas Household Incomes

Total Households	Less Than 25,000	25,000 to 50,000	50,000 to 75,000	75,000 to 100,000	Over 100,000
467,501	131,835	128,095	78,540	42,076	86,955



Over half of Dallas households make less than \$50,000 per year.

# Mobility and Access to Jobs

- 263,000 workers leave Dallas everyday to fill low-skill jobs
- Less than 20% of jobs are accessible by transit in less than 90 minutes
- More than 70% of HUD assisted properties are **unaffordable** when housing and transportation costs are combined

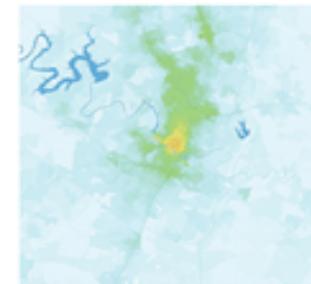
## Jobs within 30 minutes by transit

Most of Dallas' jobs accessible by transit within 30 minutes are in downtown and surrounding areas, though some suburbs have job centers near public transportation routes. But while the Dallas-Fort Worth region as a whole ranks fifth nationally in terms of the number of jobs, it ranks 21st in how many of them can be reached by transit in under one hour.

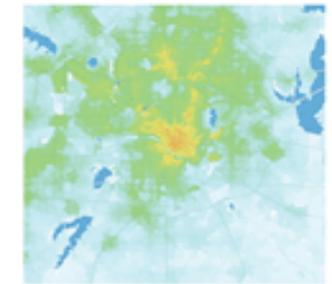
Averaged 7 - 9 A.M.



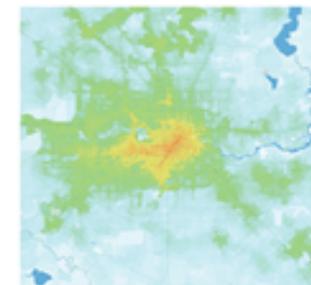
Austin



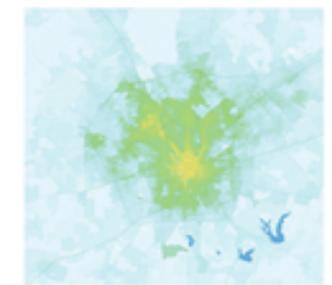
Dallas



Houston

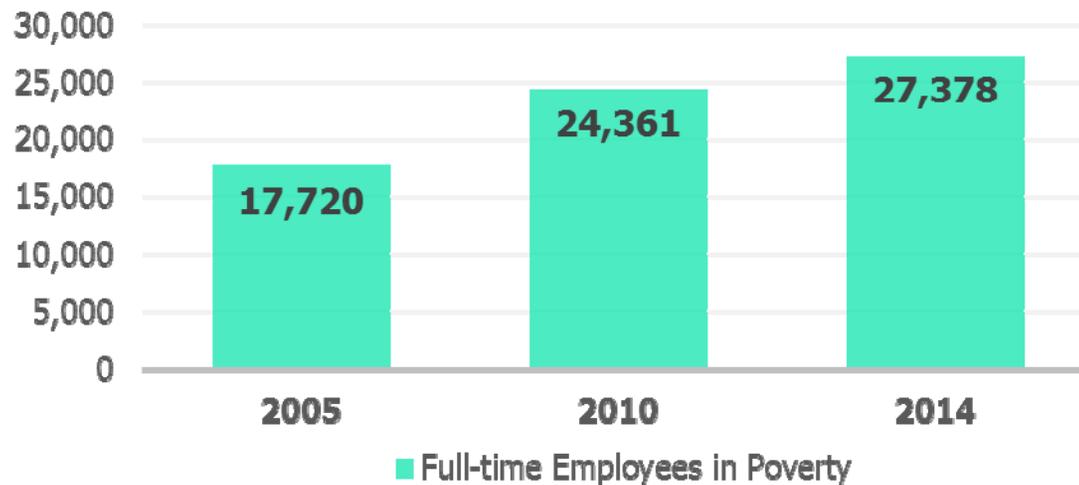


San Antonio



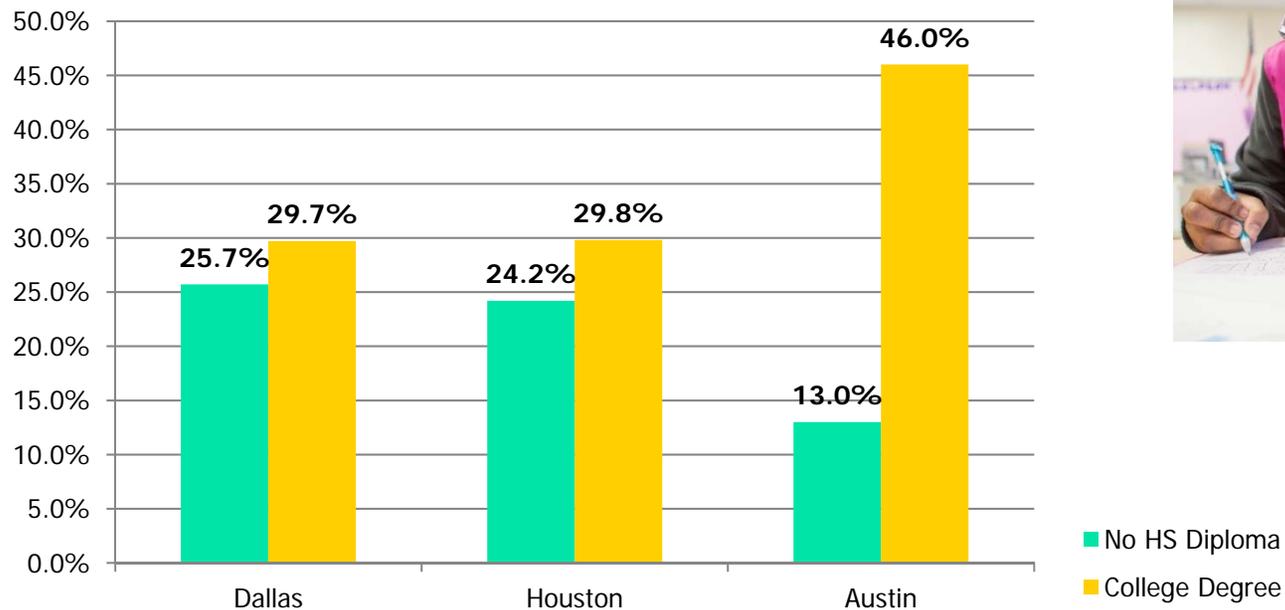
# Employees in Poverty

Full-time Employees Living in Poverty



Over 27,300 residents were living in poverty despite full-time employment.

# Low Educational Attainment

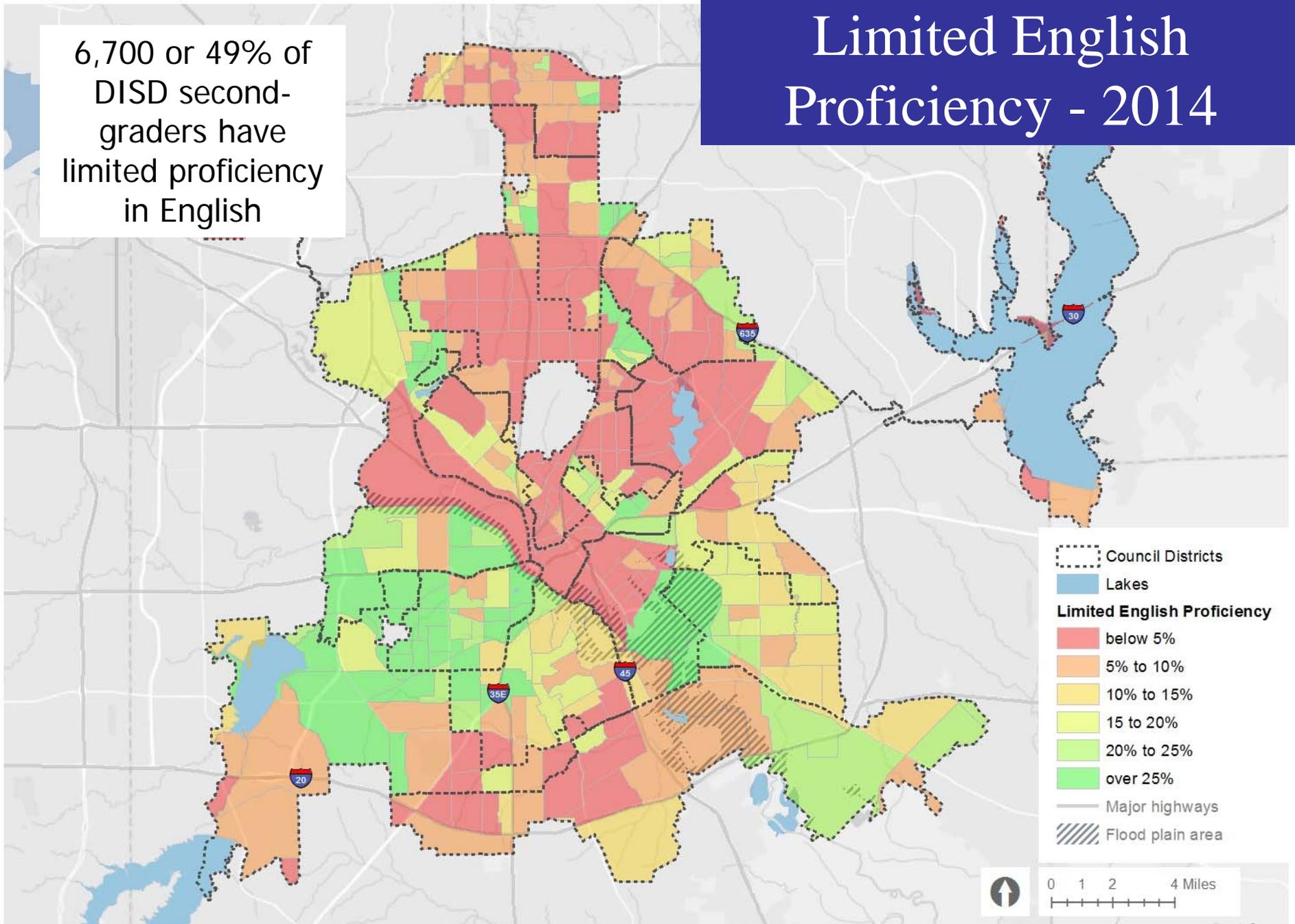


Dallas has the *highest* percent of individuals without a high school diploma and the *lowest* percentage of residents who hold a college degree

Unemployed and underemployed people often lack the education/skills/training necessary to prosper in this economy

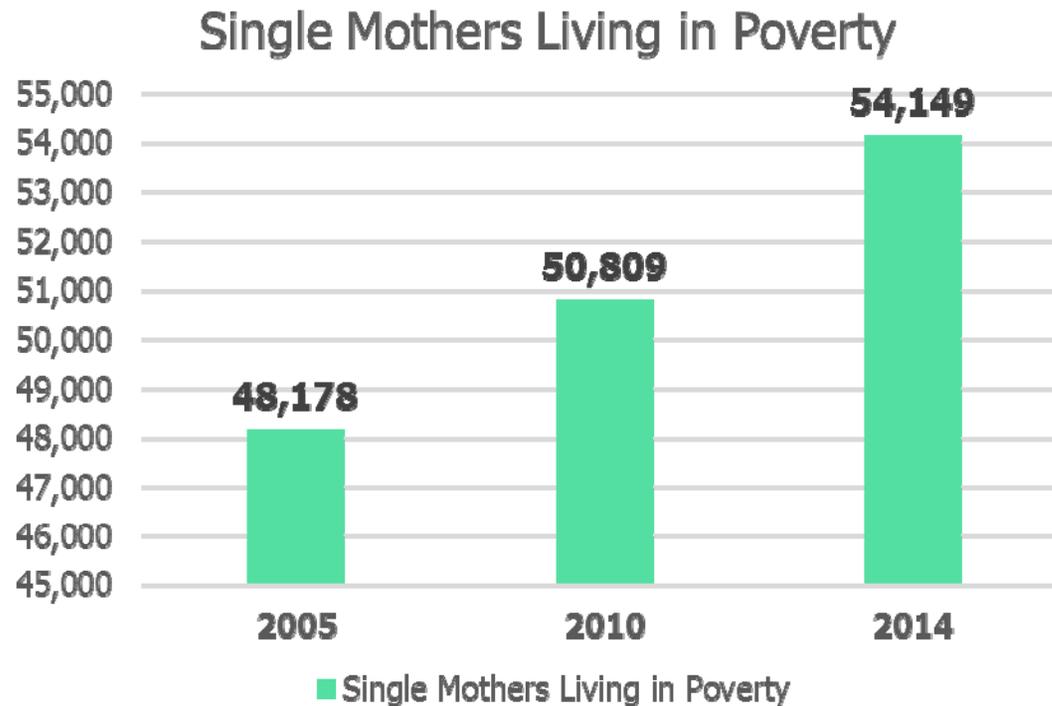
# Limited English Proficiency - 2014

6,700 or 49% of DISD second-graders have limited proficiency in English

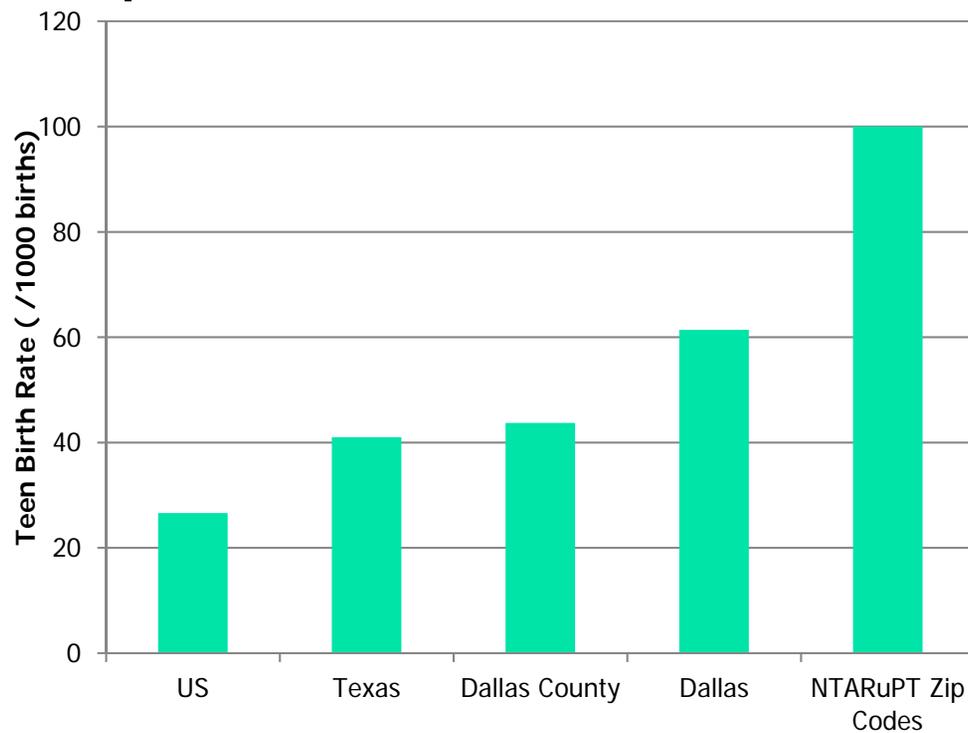


# Single Mothers in Poverty

48% of Single Mothers in Dallas live in poverty



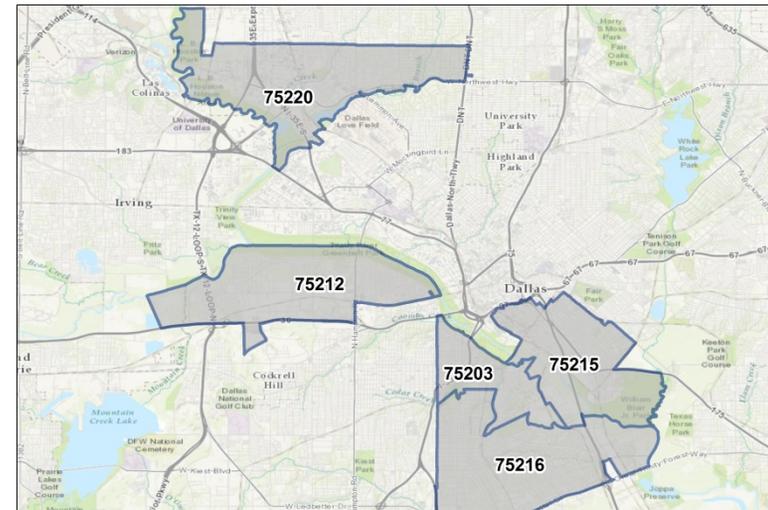
# High Teen Births



Zip codes 75203, 75212, 75215, 75216, and 75220 have teen birth rates similar to Burkina Faso, the Gambia and Somalia.

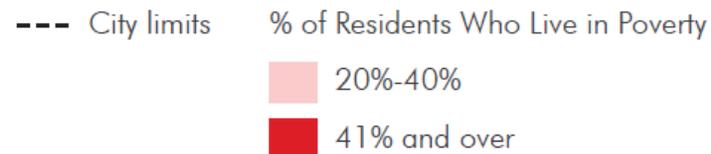
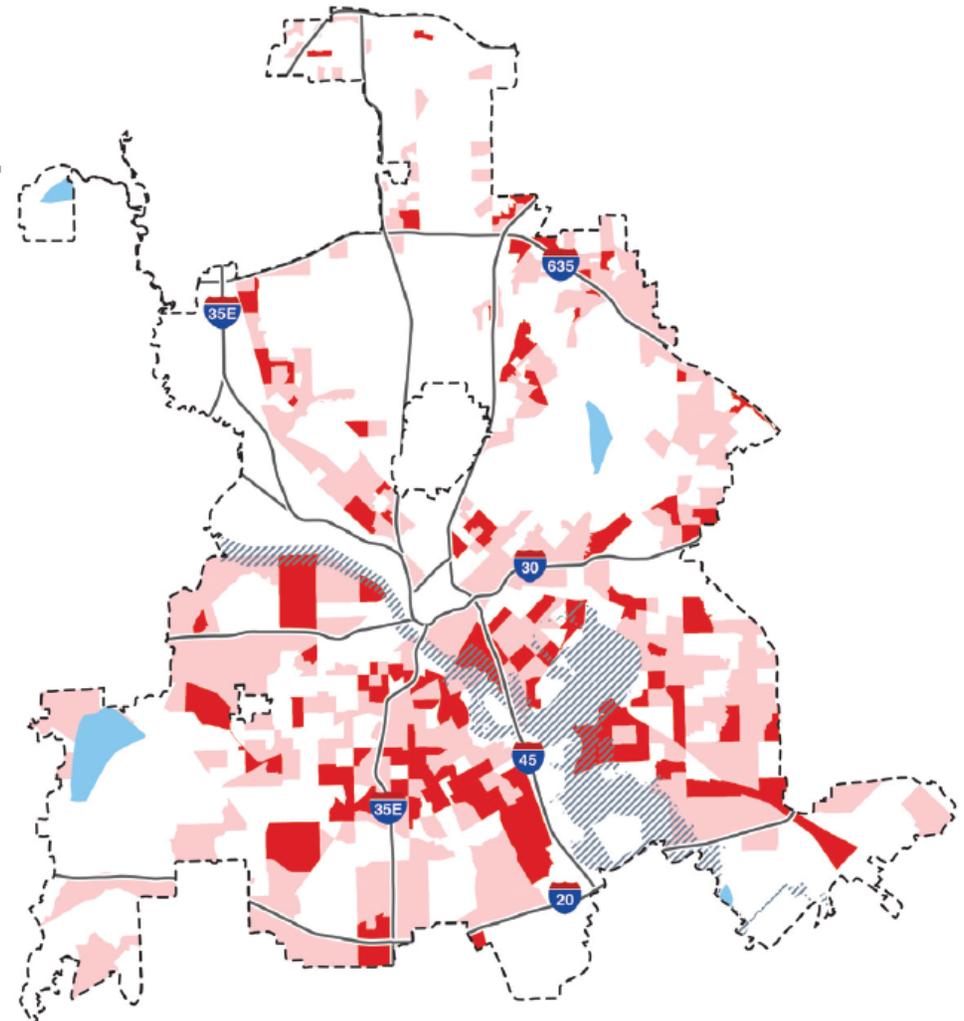
"...in certain zip codes, a teen girl has a higher chance of giving birth before age 19 than ever attending college."

North Texas Alliance to Reduce Teen Pregnancy



# Concentrated Poverty

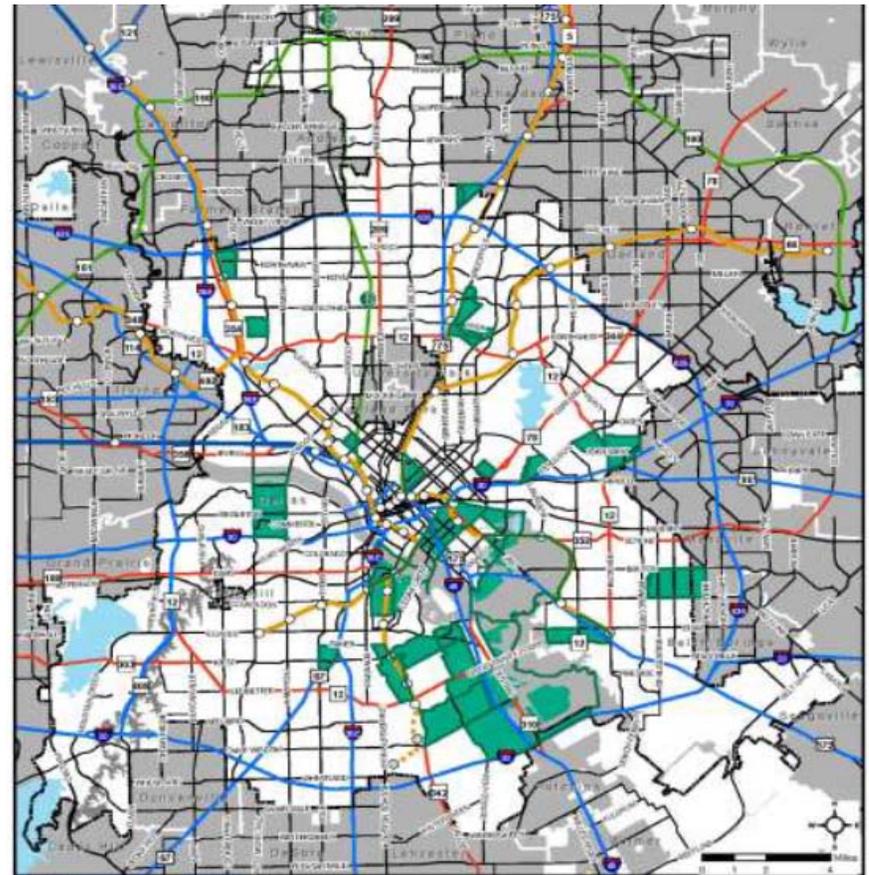
- Concentrated poverty is typically associated with blight conditions



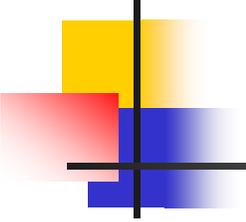
# HUD RE/CAP Areas

Challenges of education attainment, skills gap, language barriers, limited transportation options, and childcare costs have left many Dallas residents behind

- Per capita income is \$12,291
- Unemployment rate is 13%
- Adults not in the workforce can exceed 30% in some census tracts







# Dallas Housing Affordability - 2015

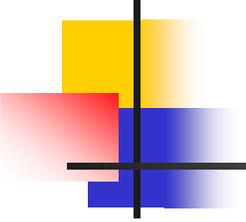
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- 103,800 – Existing affordable housing units occupied by low/mod income households <sup>1</sup>
- 184,900 – Existing unaffordable housing units occupied by low/mod income households <sup>2</sup>

## Notes:

1. Low/mod income households earn up to \$56,320 (80% of the area median income for a family of four).
2. Housing is considered unaffordable if households pay more than 30% of their income on rent and utilities. This affordable housing need may be addressed through a variety of means including new housing construction, existing housing rehabilitation or rental assistance.

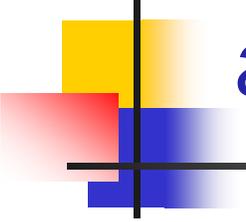
Data Source: American Community Survey 2015 1-year data (Table B25106); Data was interpolated to match the low/mod household income range.



# All These Factors Impact Drivers of Poverty

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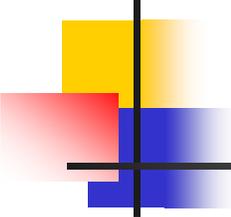
- Housing affordability
- Barriers to finding living wage employment and decline in median income
- Transportation access and costs
- Family structure
- Physical and environmental conditions found in neighborhoods with high concentrations of poverty



# Funding for Community Development and Addressing Poverty

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- Funds from a variety of sources are used to address community development needs
  - City funds including General Fund
  - State funds
  - Federal funds
  - Partnerships with other entities



## City Funds

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- City's total annual operating/capital budget is \$3.1 billion including \$1.2 billion in General Fund
  - City budget addresses numerous community development needs through Neighborhood Plus, social services, recreation services, code compliance, public safety, etc.
  - As HUD funds have declined, costs have been evaluated and transferred into General Fund
  - For public service and oversight costs that are capped within HUD grants, additional costs may be incurred within General Fund

# Federal Funds available for Housing and Community Development

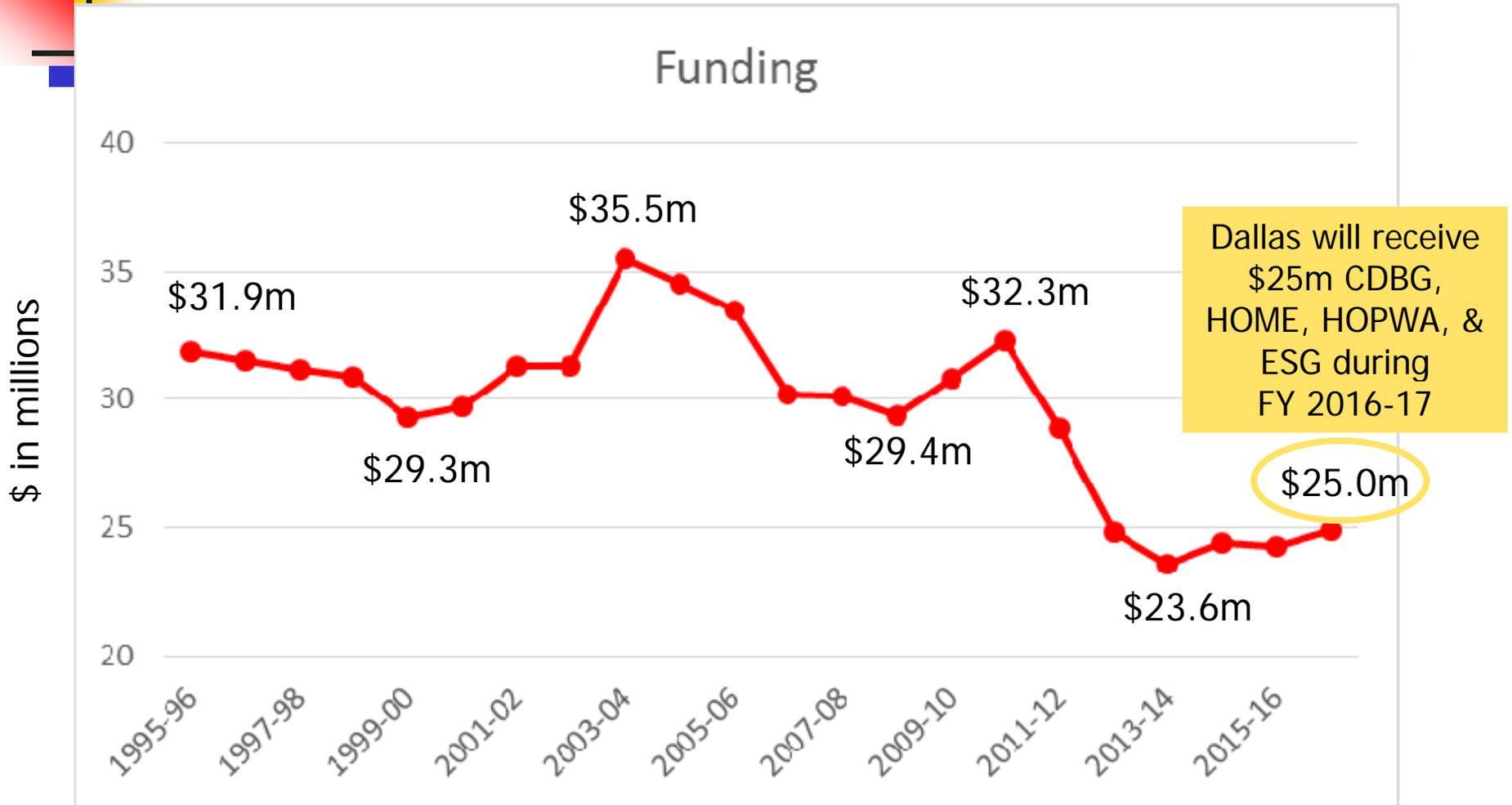
- U.S. Department of Housing and Urban Development (HUD) provides grant funds to cities to address housing and community development needs
- HUD's Consolidated Plan includes the following four grants:

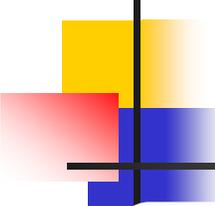


Note: Details for each grant are included in Appendix A.

# HUD Grant Funds – History

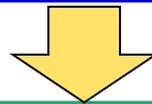
Amounts include CDBG, ESG, HOME, & HOPWA





# Consolidated Plan

**5-year Consolidated Plan**  
(Submitted to HUD Aug 2013)



## Annual Action Plans

(Application/budget submitted to HUD to receive annual grant funds)

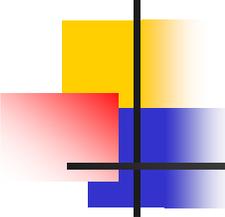
Year 1  
FY 2013-14  
(submitted  
Aug 2013)

Year 2  
FY 2014-15  
(submitted  
Aug 2014)

Year 3  
FY 2015-16  
(submitted  
Aug 2015)

Year 4  
FY 2016-17  
(submitted  
Aug 2016)

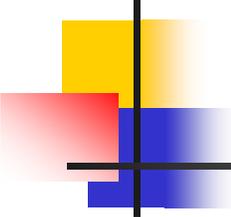
Year 5  
FY 2017-18  
(due to HUD  
Aug 2017)



# Consolidated Plan

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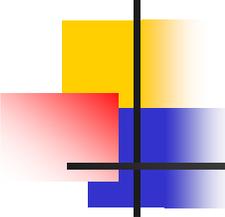
- Formula grants are available to cities with population of 50,000 or more
  - Uses latest Census data
- HUD requires a comprehensive 5-year Consolidated Plan in order to receive four distinct grants and funds are highly regulated
  - Citizen participation
  - Environmental review
  - Davis-Bacon regulations
  - Administrative caps
  - Public Service caps
  - Timely expenditure thresholds
  - Long-term compliance and monitoring



# Consolidated Plan

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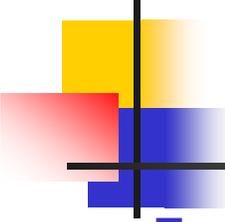
- Sample of grant specific regulations include:
  - CDBG
    - Maximum 15% of funds allowed for social services types programs (i.e. child care, job training, seniors, etc. )
  - HOME
    - 100% of funds must be used for housing activities
    - Minimum 15% of funds must be set-aside for CHDO's
  - ESG
    - 100% of funds must be used to prevent homelessness or to assist those who are already homeless
  - HOPWA
    - 100% of funds must be used to provide support and services to individuals (and/or family members) who have a medical diagnosis and are low income



# Consolidated Plan

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- Grants must be used for eligible activities, yet there is flexibility for each city to determine local needs and uses
- 5-year Consolidated Plan must be approved by HUD that identifies **needs** and provides **plan** for addressing needs

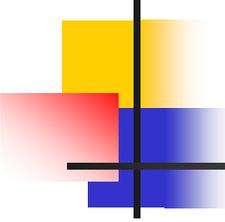


# Consolidated Plan

## Needs Assessment

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- Identify need for:
  - Affordable housing
  - Homelessness solutions
  - Special needs
  - Other community development challenges
- We consider:
  - Public outreach
  - Consultation with local agencies
  - Demographic and economic data sets
  - Housing market analysis
  - Assessment of Fair Housing

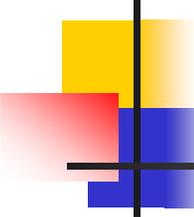


# Consolidated Plan

## Strategic Plan

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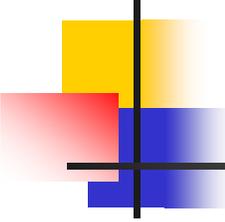
- Identify and describe how City will address needs including:
  - Rationale for establishing identified priorities (consistent with analysis in needs assessments and market analysis)
  - All funds that can be reasonably expected to be available, including from HUD and other federal, state, and local resources
  - Multiyear goals to address priorities
- Summarize priority non-housing community development needs



# Current Consolidated Plan

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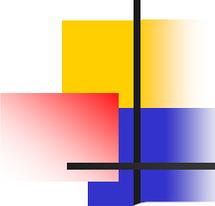
- Submitted to HUD in August 2013
- Covers FY 2013-14 through FY 2017-18
- High priority needs identified in plan include:
  - Affordable housing
  - Homelessness
  - Public services
  - Public improvements and infrastructure
  - Economic development
  - Compliance monitoring and program oversight



# Annual Action Plan

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- 5-year Consolidated Plan is carried out through Annual Action Plans (includes annual budget)
- Grant funds are budgeted by City and requested from HUD each fiscal year
- Budget must be developed consistent with needs and priorities identified in 5-year Consolidated Plan
- Action Plan must be submitted by August 15 of each year (for fiscal year beginning October 1)
  - Access to funds is denied if deadline is missed (statutory)



# Consolidated Plan

**5-year Consolidated Plan**  
(Submitted to HUD Aug 2013)



## Annual Action Plans

(Application/budget submitted to HUD to receive annual grant funds)

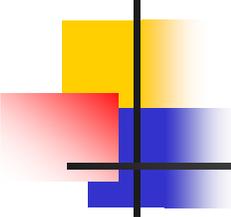
Year 1  
FY 2013-14  
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Aug 2013)

Year 2  
FY 2014-15  
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Year 3  
FY 2015-16  
(submitted  
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Year 4  
FY 2016-17  
(submitted  
Aug 2016)

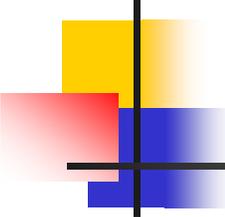
Year 5  
FY 2017-18  
(due to HUD  
Aug 2017)



# Citizen Participation

- HUD requires that allocation of grant funds be based on citizen input and needs

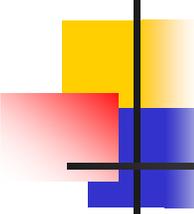
HUD Requirements	City of Dallas
Citizen Participation Plan	Citizen Participation Plan
One public input meeting	(Minimum) Six public input meetings
One newspaper ad	(Minimum) Four newspaper ads
30-day review/comment period	30-day review/comment period
	Community Development Commission
	Postings on City cable channel, website and social media
	Postings at City libraries and recreation centers
	Other prior year engagement efforts included: Ads on Dart buses, TV commercials, water bill inserts, etc.



# Community Development Commission (CDC)

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- CDC is a 15 member advisory board; each appointed by a Council Member and Mayor
- Duties and functions of CDC include:
  - Carry out objectives of Citizen Participation Plan
  - Review and make recommendations on use of HUD Consolidated Plan funds
  - Review status of unspent funds and make recommendations
- During Fall 2016, CDC completed in-depth review into current programs/services and provided feedback (see Appendix F)



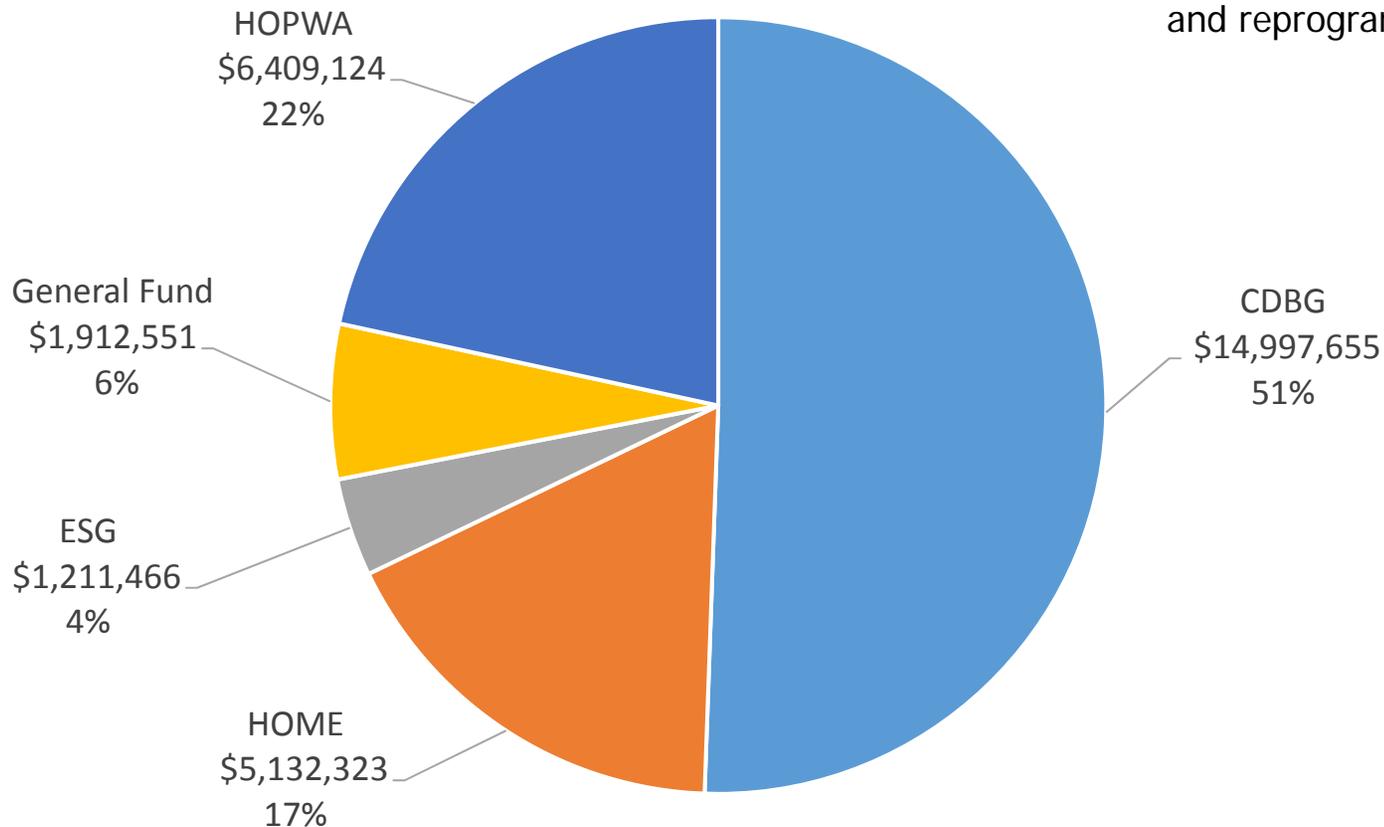
# Community Development Commission (CDC)

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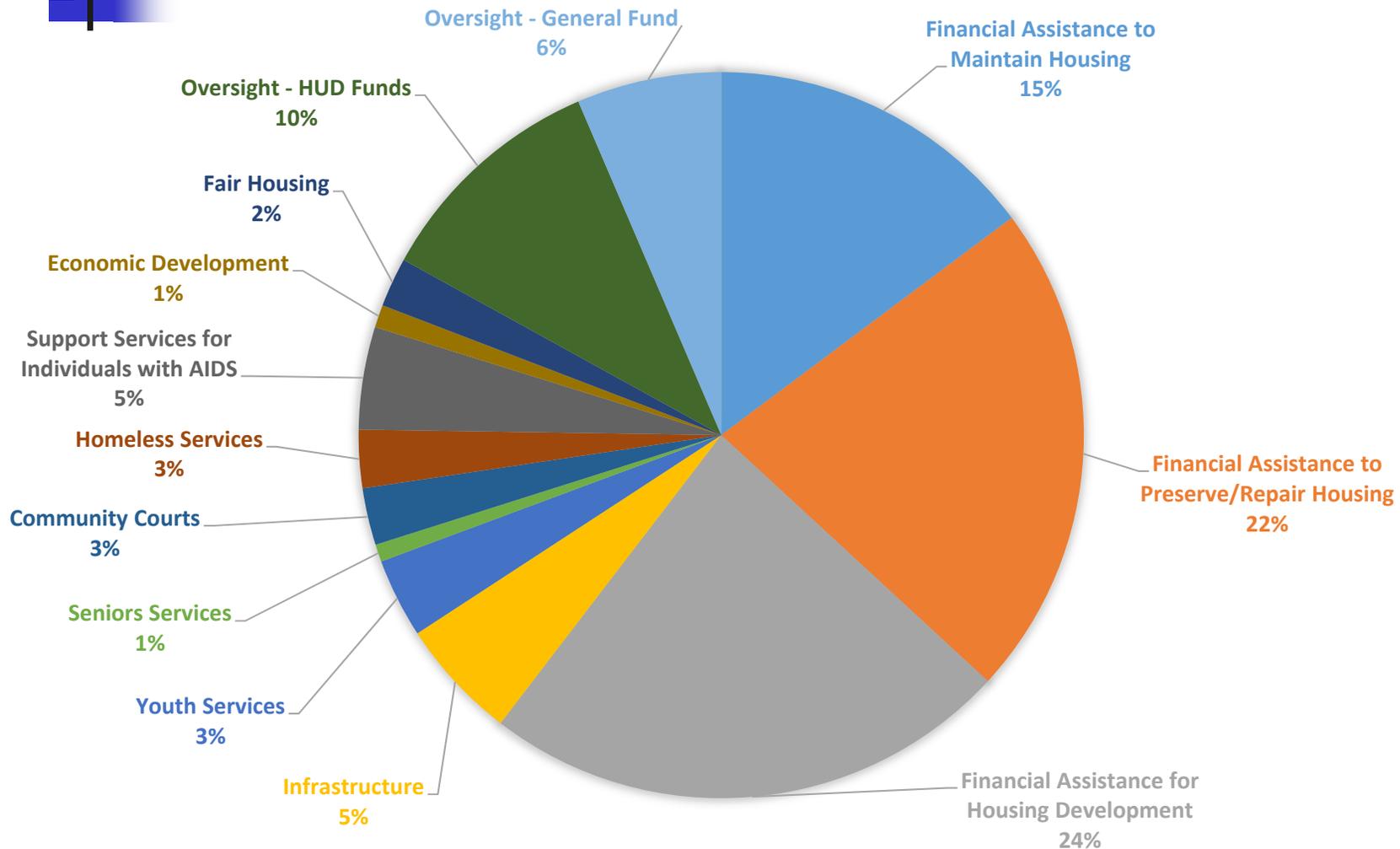
- CDC regular meetings are held on first Thursday each month (except July)
- CDC also has 6 committees
  - Citizen Participation/Policies and Procedures
  - Public Services, ESG and HOPWA
  - Housing and HOME
  - Economic Development
  - Public Improvement
  - Financial Monitoring and Performance Standards

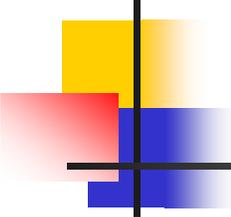
# FY 2016-17 Consolidated Plan Allocation (Source of Funds)

Note: Amounts include grant, program income, and reprogramming.



# FY 2016-17 Consolidated Plan Allocation (Use of Funds)

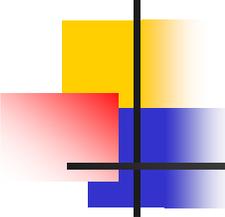




## Consolidated Plan - Staffing

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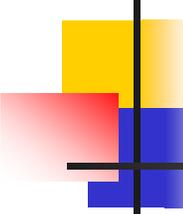
- 168 total full-time and part-time positions in FY 2016-17
  - 134 Direct Delivery positions
  - 34 Program Administration positions
- This represents a change of 33 fewer positions from FY 2015-16 to FY 2016-17
  - 14 positions reduced due to decrease funding
  - 19 positions transferred due to compliance



# Consolidated Annual Performance and Evaluation Report (CAPER)

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- HUD regulations also require an annual report be submitted by City to HUD which includes:
  - Accomplishments and progress made toward Consolidated Plan goals during previous year
  - Full reconciliation of City's financial records with HUD financial reporting system
- CAPER due by December 30 of each year (90 days after end of fiscal year)

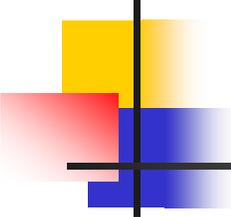


# Housing Programs and Results

(FY 2013-14, FY 2014-15, & FY 2015-16)

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- 29,000 seniors assisted (see Appendix C for details)
- 534 children assisted through child care
- 444 families became homeowners through mortgage assistance program
- 1,138 homeowners assisted with home repairs
- 249 affordable housing units developed (see Appendix D for details)
- 400 adults with disabilities have been trained for jobs and employed
- 22,951 homeless individuals and families assisted
- 6,333 person/families with HIV/AIDS assisted



# Path Forward – Next Steps

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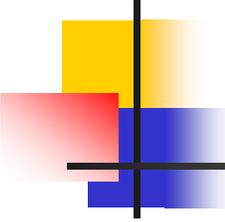
- HUD requirements going forward include:
  - Submit 5<sup>th</sup> year Action Plan consistent with current 5-year Consolidated Plan
    - FY 2017-18 budget due to HUD August 2017
  - Submit new 5-year Consolidated Plan that identifies current needs & strategic plan for addressing needs
    - FY 2018-19 through FY 2022-23 due to HUD August 2018
  - Submit 1<sup>st</sup> year Action Plan consistent with new 5-year plan
    - FY 2018-19 budget due to HUD August 2018

# Path Forward: Timeline for developing new 5-Year Plan & Action Plans

	Annual Action Plan for FY 2017-18	5-year Consolidated Plan for FY19, FY20, FY21, FY22, & FY23	Annual Action Plan for FY 2018-19
Fall 2016	CDC deep-dive and feedback		
Jan 2017	Citizen input	Hire consultant	
Feb 2017	City Manager develops budget	Briefing to Council – status and plans	
Mar 2017	CDC deliberations	Data collection and stakeholder input	
Apr 2017	Council deliberations	Data collection and stakeholder input	
May 2017	Council deliberations	Data collection and stakeholder input	
Jun 2017	Council adoption of budget	Data analysis and compilation	
Jul 2017	Staff prepare documents for HUD	Data analysis and compilation	
Aug 2017	Due to HUD 8/15/17	Briefing to Council – update	
Sep 2017		Identifying gaps and develop strategies	
Oct 2017		Prepare draft plan	
Nov 2017		Briefing to Council – draft plan	
Dec 2017		Citizen input on draft plan	
Jan 2018		Council adoption of plan	Citizen input
Feb 2018			City Manager develops budget
Mar 2018			CDC deliberations
Apr 2018			Council deliberations
May 2018			Council deliberations
Jun 2018			Council adoption of budget
Jul 2018			Staff prepare documents for HUD
Aug 2018		Due to HUD 8/15/18	Due to HUD 8/15/18

# Path Forward: How Do You Picture Dallas Housing & Community Development?

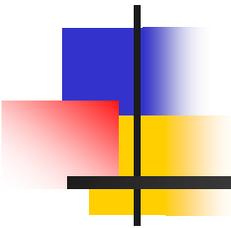




# Path Forward

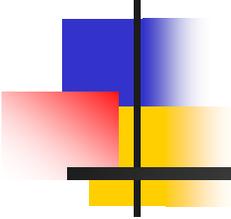
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- Council and citizen input
- CDC in-depth review – Fall 2016 (see Appendix F)
- Briefings
  - Quality of Life Committee – November 14<sup>th</sup>
  - Housing Committee – December 5<sup>th</sup>
  - Council – January 4<sup>th</sup>
- Upcoming input opportunities
  - Feedback from Council – now through Spring when City Manager recommends FY 2017-18 Consolidated Plan budget
  - Feedback from CDC – ongoing
  - Feedback from citizens – community meetings scheduled for January



# Council Input and Questions

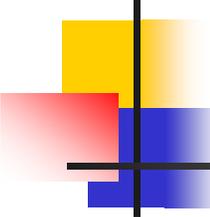
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# Appendix A

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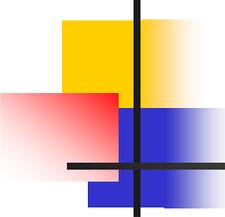
Additional information for each of  
the four grants: CDBG, HOME,  
ESG, and HOPWA



# CDBG – What is the purpose?

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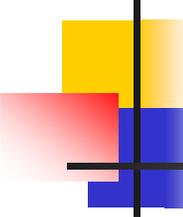
- To develop viable urban communities by providing decent housing and suitable living environment, and by expanding economic opportunities
- Must meet at least 1 of 3 CDBG national objectives:
  - Principally benefit low to moderate income persons
  - Aid in prevention or elimination of slum and blight
  - Meet needs having a particular urgency



## CDBG – Who is eligible?

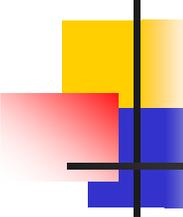
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- Eligibility is based on specific program requirements and must meet national objective
- May include:
  - Low and moderate income persons who may apply directly for various services
  - Low and moderate income areas
  - Services may be provided by both non-profit 501(c)3 organizations and for-profit businesses



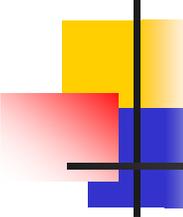
# CDBG – What are eligible uses?

<b>(Common) Eligible Uses</b>	<b>City Program</b>
Public Services (Not to exceed 15% of grant)	
Senior Services	Yes
Clinical Health	Not in FY 2016-17
Youth Services (Childcare, Afterschool and Summer)	Yes
Homeless Services	Not in FY 2016-17
Community Courts	Yes
Job Training/Workforce Development	Yes
English as Second Language	Not in FY 2016-17
Offender Re-entry Programs	Not in FY 2016-17
Financial Literacy/Education	Not in FY 2016-17
Transportation	Not in FY 2016-17



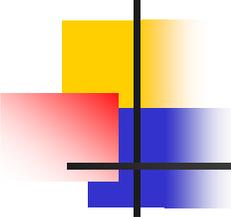
# CDBG – What are eligible uses?

Eligible Uses	City Program
Homeownership Assistance/Mortgage Assistance	Yes
Housing Rehabilitation	
Home Repairs	Yes
Reconstructions	Yes
Acquisition of Real Property	Yes
Public Facilities and Improvements	
City Infrastructure Improvements	Yes
City Facilities Improvements	Yes
Non-Profit Public Improvements	Not in FY 2016-17
Commercial or Industrial Improvements	Not in FY 2016-17
Relocation Assistance	Not in FY 2016-17



# CDBG – What are eligible uses?

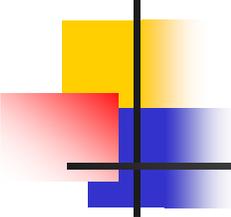
<b>Eligible Uses</b>	<b>City Program</b>
Economic Development	
Technical Assistance & Business Loans	Not in FY 2016-17
Job Creation	Yes
Elimination of Blight on a Spot Basis	Not in FY 2016-17
Planning and Program Oversight (not to exceed 20% of grant)	
Plans and studies	Not in FY 2016-17
Fair Housing	Yes
Program Management and Oversight	Yes



# HOME – What is the purpose?

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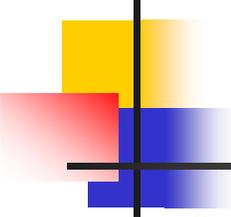
- To provide, develop, support, produce and expand the supply of decent and affordable housing
- To serve low and very low-income persons
  - Households at 60% of Area Median Income and below



# HOME – Who is eligible?

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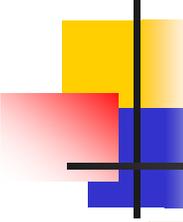
- Eligibility is based on specific program requirements
- May include:
  - Non-profit (501(c)3) organizations
  - Developers
  - Low-income individuals seeking financial assistance to purchase a home



# HOME – CHDOs

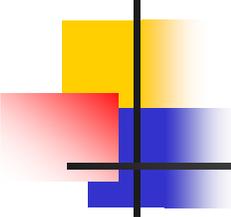
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- Community Housing Development Organizations (CHDOs) are nonprofit housing developers
- HOME regulations require that no less than 15% of HOME grant funds be reserved for CHDOs
  - Funds for operating assistance are limited to no more than 5% of HOME grant funds
- CHDOs must be certified
  - HUD specifically prescribes criteria for certification



# HOME – What are eligible uses?

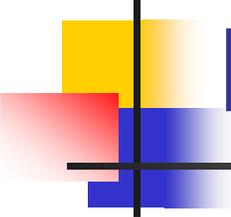
Eligible Uses	City Program
Mortgage assistance for purchase of single family homes for low-income persons	Yes
Housing Development for single family or multi-family, may include:	
Acquisition	Yes
Rehabilitation	Yes
New Construction	Yes
Tenant Based Rental Assistance	Not in FY 2016-17
CHDO Development Loans (required minimum of 15% of grant)	Yes
CHDO Operating Assistance (not to exceed 5% of grant)	Yes
City Program Management and Oversight (not to exceed 10% of grant)	Yes



# ESG – What is the purpose?

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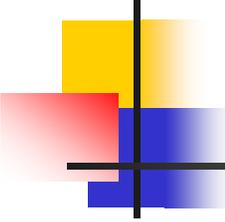
- To prevent homelessness and to assist those already homeless



## ESG – Who is eligible?

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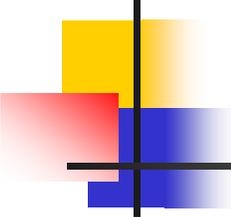
- To qualify for assistance individuals must be homeless or at great risk of becoming immediately homeless
- Individuals cannot receive funds directly; must apply through a contracted organization
- Non-profit agencies, 501(c)3 required



# ESG – What are eligible uses?

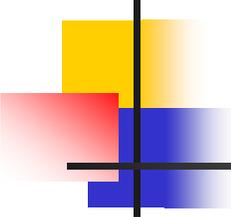
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- Renovation or conversion for use as emergency shelter
- Rental and utility payments to prevent homelessness
- Operational costs for shelter or transitional facilities
- Direct services to clients: drug treatment, legal assistance, child care, dental/health care, psychiatric services, and medications



# ESG – What are eligible uses?

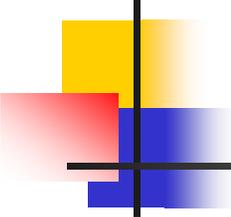
<b>Eligible Uses</b>	<b>City Program</b>
Renovation or conversion for use as emergency shelter	Not in FY 2016-17
Rental and utility payments to prevent homelessness	Yes
Operational costs for shelter or transitional facilities	Yes
Rapid Re-housing	Yes
Street Outreach	Yes
Direct services to clients: legal assistance, childcare, drug treatment, etc.)	Yes
HMIS Data Collection	Yes
Program Administration (not to exceed 7.5% of the grant)	Yes



## HOPWA – What is the purpose?

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- To provide housing and supportive services to individuals with AIDS, persons who are HIV positive, and their families living in the Dallas Eligible Metropolitan Statistical Area (EMSA)
- Dallas EMSA includes 7 counties: Collin, Dallas, Denton, Ellis, Hunt, Kaufman, and Rockwall



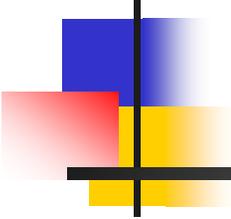
# HOPWA – Who is eligible?

---

- Eligible beneficiaries are low income persons with AIDS, individuals infected with HIV, and their families
- Individuals cannot receive funds directly; must apply through a contracted organization
- Non-profit agencies, 501(c)3 required

# HOPWA – What are eligible uses?

Eligible Uses	City Program
Financial assistance for rent, mortgage and utilities	Yes
Operations costs for housing facilities	Yes
Acquisition and repair of facilities to provide housing and services	Yes
HIV/AIDS Housing Information and Resource Identification	Yes
Support Services (i.e. childcare, adult care, case management, meals/nutrition, health care, etc.)	Yes
Program Administration/Project Sponsors (not to exceed 7% of funds awarded)	Yes
Program Administration/City of Dallas (not to exceed 3% of the grant)	Yes



# Appendix B

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Living wage in Dallas

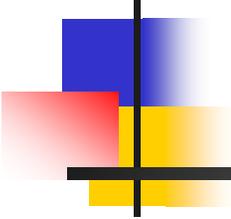
# What about a Living Wage?

## Costs for a Family of Three in Dallas County

13%	\$6,704	Food
15%	\$7,977	Childcare
13%	\$6,534	Medical
21%	\$10,956	Housing
19%	\$9,859	Transportation
8%	\$4,285	Other
	\$46,315	Required Income
10%	\$5,335	Taxes
	\$51,650	Income Before Taxes
	\$24.83	Required Hourly Wage

## Typical Annual Wages

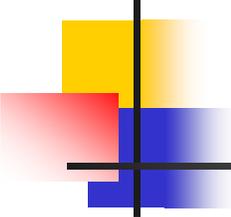
Education, Training, and Library - \$47,200
Healthcare Support - \$24,600
Protective Service - \$37,000
Food Prep, Serving, & Related - \$18,620
Office & Administrative Support - \$30,920
Production - \$30,460
Community & Social Service - \$42,580



# Appendix C

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Additional information regarding  
senior services and programs

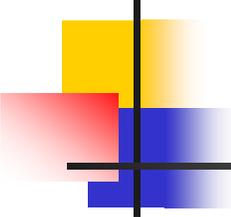


# Office of Senior Affairs (OSA)

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## **Purpose of OSA**

- To enhance the quality of life for seniors and provide activities & opportunities that promote active and healthy aging:
  - Resource for seniors, providing outreach and information on community services
  - Case management and referrals to APS, Dallas County Health & Human Services and other service agencies
  - Training and educational programming
  - Staff support to 15 member Senior Affairs Commission

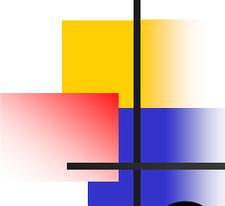


# Office of Senior Affairs (OSA)

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## OSA Programs

- Senior Service Program (CDBG)
  - Provides outreach, case management, training, and education programming
  - FY 16-17 Goal: Outreach to 2,000 seniors
  - Funding support for Manager I + Caseworker II
- Senior Ombudsman Program (CDBG)
  - Provides an organized source for nursing home and long term care facility residents to voice their concerns and seek resolution to problems
  - Informal solicitation underway w/ vendor selection estimated by January 2017
  - FY 16-17 funding: \$50,000

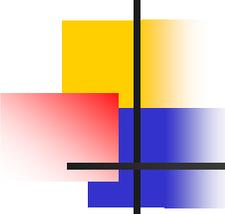


# Office of Senior Affairs (OSA)

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## OSA Programs

- Senior Dental Program (General Fund)
  - Provides dental services to low and moderate-income seniors, aged 60 and above within the city of Dallas
  - Implementation by Texas A&M College of Dentistry at:
    - **Agape Clinic**  
4104 Junius Street, Dallas, TX 75246
    - **Dallas Shared Ministries**  
2875 Merrell Road, Dallas, TX 75229
    - Additional location(s) to be consider by vendor
  - Contract execution est. December 2016 w/ program start in January 2017
  - FY 15-16 funding: \$64,000 – Goal is to serve 330 clients and 660 patient visits
  - FY 16-17 funding: \$300,000 – Contract award pending expenditure and evaluation of FY 15-16

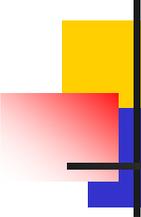


# Office of Senior Affairs (OSA)

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## OSA Programs

- Senior Medical Transportation Program (General Funds)
  - Provides door-to-door transportation services to medical appointments for low-to-moderate income seniors age 60 and above w/in the city of Dallas
  - RFSCP underway w/ bids due by December 15, 2016. Program implementation estimated by February 2017
  - Service will provide for up to 25 wheelchair &/or ambulatory passenger trips per day (5 days/week, 7am-6pm)
  - Existing Senior Medical Transportation Program was provided in-house and was terminated September 30, 2016. New program being outsourced to achieve greater operating efficiencies
  - FY 16-17 funding: \$190,000 (RFCSP)

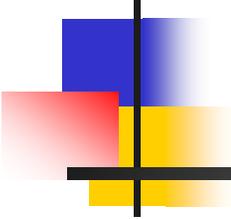


# Office of Senior Affairs (OSA)

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## OSA Programs

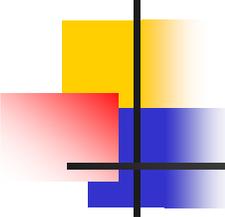
- Senior Employment Training Program (General Funds)
  - Provides employment assistance to older adults, age 60 and above, including:
    - Job search training seminars
    - Job search referrals
    - Community presentations
    - Employer/Business presentations
  - RFCSP estimated late December 2017. Program implementation estimated by February 2017
  - FY 16-17 funding: \$88,000
- Home Repair
  - Major Systems Repair Program (MSRP) and People Helping People Program – CDBG funds
    - provides up to \$20,000 in repairs for roof, electrical, plumbing and heating & air
    - FY 13-14 funding: \$2,374,983 served: 296 seniors
    - FY 14-15 funding: \$2,405,492 served: 316 seniors
    - FY 15-16 funding: \$2,405,492 served: 314 seniors
  - Emergency repair for seniors and disabled – General Funds
    - provides assistance to respond to living situations which call for immediate actions to protect health and safety
    - FY 16-17 funding: \$1,050,604
    - FY 16-17 Goal: 140 clients served @ \$7,500/client



# Appendix D

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Additional information on the total  
number of housing units  
developed in past 3 year



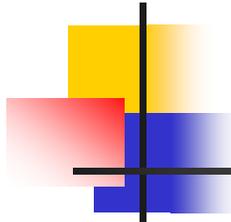
# Housing Development

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249 total units developed in 3 years

- FY 2013-14 = 106 units

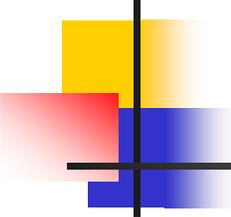
– Heroes House I	20 Multifamily Units
– Pleasant Oaks	13 Single Family Units
– Greenleaf	10 Single Family Units
– Thornton Heights	6 Single Family Units
– Fair Park Estates	9 Single Family Units
– West Dallas Scattered Sites	10 Single Family Units
– Ten Land Bank Lots	10 Single Family Units
– Prairie Creek	15 Single Family Units
– Pittman Place	6 Single Family Units
– Harding	2 Single Family Units
– West Dallas Project	5 Single Family Units



# Housing Development

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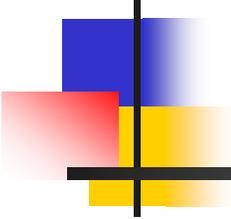
- FY 2014-15 = 59 units
  - Heroes House I 11 Multifamily Units
  - Fowlers Place 6 Multifamily Units
  - Habitat Jimmy Carter 15 Single Family Units
  - West Dallas Project 5 Single Family Units
  - Thornton Heights 5 Single Family Units
  - Fair Park Estates 4 Single Family Units
  - Prairie Creek 10 Single Family Units
  - Builders of Hope Rees Jones 3 Single Family Units



# Housing Development

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- FY 2015-16 = 84 units
  - Serenity Place 23 Multifamily Units
  - Habitat Joppa 11 Single Family Units
  - Thornton Heights 14 Single Family Units
  - Prairie Creek 18 Single Family Units
  - West Dallas Project 8 Single Family Units
  - Pittman Place 10 Single Family Units
- Private Leveraging \$26,524,363



# Appendix E

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## FY 2016-17 HUD Consolidated Plan Budget

# FY 2016-17 HUD CONSOLIDATED PLAN BUDGET

Resolution No. 16-1066

Approved 06-22-16

**Project Name**

**Community Development Block Grant (CDBG)**

**CDBG - Public Services**

1	After-School/Summer Outreach Program	\$	559,112
2	Child Care Services Program		488,826
3	Senior Services Program		230,143
4	Community Court Program		753,006
5	Training and Employment for Adults with Disabilities		25,000
<b>Total CDBG - Public Services</b>			<b>\$ 2,056,087</b>

**CDBG - Housing Activities**

6	Housing Development Support	\$	1,152,459
7	Mortgage Assistance Program		1,165,856
8	Housing Services Program		50,000
9	Housing Assistance Support		1,703,154
10	Major Systems Repair Program		2,721,964
11	People Helping People (PHP) Program		1,019,051
12	Neighborhood Investment Program -Code Compliance		600,833
<b>Total CDBG - Housing Activities</b>			<b>\$ 8,413,317</b>

**CDBG - Economic Development**

13	Business Loan Program (Program Income)	\$	275,000
<b>Total CDBG - Economic Development</b>			<b>\$ 275,000</b>

**CDBG - Public Improvements**

14	Neighborhood Plus	\$	1,601,587
<b>Total CDBG - Public Improvements</b>			<b>\$ 1,601,587</b>

**CDBG - Fair Housing and Planning & Program Oversight**

15	Fair Housing Enforcement	\$	652,085
16	Citizen Participation/CDC Support/HUD Oversight		721,050
17	Housing Management Support		1,278,529
<b>Total CDBG - Fair Housing and Planning &amp; Program Oversight</b>			<b>\$ 2,651,664</b>

<b>TOTAL 2016-17 CDBG INCLUDING REPROGRAMMING \$14,997,655</b>
--

**HOME Investment Partnerships Program (HOME)**

1	CHDO Development Loans	\$	1,000,000
2	CHDO Operating Assistance		175,000
3	HOME Program Administration		511,385
4	Mortgage Assistance Program		957,158
5	Housing Development Loan Program		2,492,388
			\$ 5,135,931

<b>TOTAL 2016-17 HOME Investment Partnerships Program \$5,135,931</b>
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# FY 2016-17 HUD CONSOLIDATED PLAN BUDGET

Resolution No. 16-1066  
Approved 06-22-16

**Project Name**

**Emergency Solutions Grant (ESG)**

1	Contracts - Essential Services	\$	57,737
2	Contracts - Operations		92,430
3	Homeless Assistance Center - Essential Services		148,005
4	Homeless Assistance Center - Operations		378,279
5	Street Outreach		50,428
6	Homeless Prevention - Financial Assistance/Rent (MLK)		30,700
7	Homeless Prevention - Financial Assistance/Rent (WDMC)		30,700
8	Rapid Re-Housing - Financial Assistance/Rent		11,000
9	Rapid Re-Housing - Financial Assistance/Housing Relocation & Stabilizati		281,452
10	HMIS Data Collection		40,000
11	ESG Administration		90,735
		\$	1,211,466

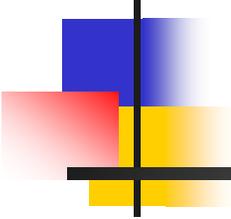
<b>TOTAL 2016-17 Emergency Solutions Grant \$1,211,466</b>
--

**Housing Opportunities for Persons with AIDS (HOPWA)**

1	Emergency/Tenant Based Rental Assistance/Financial Assistance	\$	2,430,204
2	Emergency/Tenant Based Rental Assistance/Housing Services		557,000
3	Housing Facilities Operation		876,000
4	Supportive Services		1,355,170
5	Housing Facilities Rehab/Repair/Acquisition		500,000
6	Housing Information/Resource Identification		168,480
7	Program Administration/City of Dallas		192,270
8	Program Administration/Project Sponsors		330,000
		\$	6,409,124

<b>TOTAL 2016-17 Housing Opportunities for Persons with AIDS \$6,409,124</b>
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**TOTAL FY 2016-17 CONSOLIDATED PLAN BUDGET \$27,754,176**



# Appendix F

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Feedback from Community  
Development Commission – 2  
memos

# Memorandum



CITY OF DALLAS

DATE December 16, 2016

TO Honorable Mayor and Members of the City Council

SUBJECT **Community Development Commission Recommendations  
for FY 2017-18 Consolidated Plan Budget**

On behalf of the commissioners of the Community Development Commission (CDC), I provide this brief overview of the attached recommendations. To ensure we were proactive in good governance and stewardship, this year we began our subcommittee meetings in August for Economic Development, Public Improvements, Housing and HOME Programs, Public Services, HOPWA and ESG, Financial Monitoring/Performance Standards, and Citizen Participation/Policy & Procedures. Our goal was a detailed review of the existing concepts, City partners, and HUD compliance/criteria so that we could better assess whether the existing priorities and fund usage was optimized.

In these sub-committee meetings, which continued through November, we received in-depth presentations on the current limitations, the areas where funding may exist for similar programs in the general fund, and performance metrics. Meeting participants asked many follow-up questions and had them addressed.

Overall, the process was thoroughly educational. We gained a better understanding that with current HUD requirements for compliance, often the potential partners are a limited pool and City oversight is less expensive than agency administration. As a commission, we still feel that the current conceptual priorities for social services of youth, seniors, job development, and affordable housing/repairs match the City's focus.

We performed a bus tour of several projects and areas including The Bottoms, The Education Corridor, and West Dallas Multipurpose Center, and we reviewed infrastructure projects to get a hands on feel for their impact on our citizens.

Each month, we have hosted reports and training from individual departments and initiatives including NeighborUp, Neighborhood Plus, the Community Court, Housing, and After School programs. We also reviewed important City briefings on housing policy and the Dallas Poverty Task Force report, among others. We used this research as a foundation to review the proposed budget.

We have designated three commissioners to serve as liaisons on coalitions that also provide the City with guidance on the needs in our community, including the Consortium of Care (COC), Ryan White Planning Council, and the Homelessness Commission. We also have commissioners serving with Grow South, the DART Citizen Board, and in many other capacities professionally.

For the following reasons, we are not making many recommendations:

- With the caps to certain grant funds and the criteria for HUD compliance, there are limitations on our ability to fund more social services. As much as we would all like to expand CDBG funding to the community, we determined that the existing concepts closely mirror the gaps that need funding.

DATE December 16, 2016  
SUBJECT Community Development Commission Recommendations  
for FY 2017-18 Consolidated Plan Budget

- Funds for some of the important focuses exist in the general fund. With limited (and constantly diminishing) federal money, we looked to ensure that the programs were efficient.
- There are some city policy restrictions (e.g., Public Improvement funding match) that make the agencies less likely to be awarded, and less able to meet, criteria.

We respectfully submit the recommendations for consideration and would be happy to provide additional insights to our goal, process, and results.



Kristine Schwope, Chair  
Community Development Commission

Attachment

c: Community Development Commission  
A.C. Gonzalez, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council

# Community Development Commission Committee Recommendations of FY 2017-18 Proposed Consolidated Plan Budget for CM

## **PUBLIC IMPROVEMENT**

The committee recommends the CDC continue support for public improvement projects in the Consolidated Plan Budget in target areas (such as Neighborhood Plus) based upon the City's current infrastructure needs. The committee also recommends that the CDC take a look and consider a new request to the Council to revisit the City's current policy for which CDBG funds may be used to fund public improvement activities for non-profit organizations, as approved on October 26, 2010 (Council Resolution No. 10-2778).

## **HOUSING & HOME PROGRAMS**

The committee recommends the CDC maintain the efforts to support housing programs that maintain existing housing stock, opportunities to expand and create new affordable housing units, and increase the number of the working poor residents to become homeowners through the current housing activities listed in the 2016-17 adopted CDBG Budget, which include:

1. Mortgage Assistance Program
2. Housing Services Program
3. Major Systems Repair Program – CDC recommends to increase the deferred payment loan amount available to homeowners from \$20,000 to \$35,000 for the repair and replacement of major systems. The Reconstruction Program was not recommended for funding due to the cost-per-unit to completely rebuild a house when extensive repairs were needed. This increase will provide a greater impact of the number of operational major systems serviced or repaired to a homeowner's residential home.
4. People Helping People (PHP) Program
5. Neighborhood Investment Program – Code Compliance

The committee also recommends the CDC continue support for the HOME program activities which (like the CDBG housing programs) provide opportunities to expand and create new affordable housing units as well as, increase the number of the working poor residents to become homeowners, these programs include:

1. CHDO Development Loans and operating assistance
2. Mortgage Assistance Program
3. Housing Development Loan Program

## **Community Development Commission Committee Recommendations of FY 2017-18 Proposed Consolidated Plan Budget for CM**

In order to receive HOME funds, HUD regulations require that no less than 15% of the total grant award be allocated for Community Housing Development Organizations (CHDO's), which are nonprofit housing developers.

Consistent with Council direction, the committee recommends that staff continue to look for opportunities to streamline the number of programs – do few things really well and make a bigger impact, instead of a lot of things that may serve fewer households; and increase partnerships and leveraging with other funding sources and organizations.

### **ECONOMIC DEVELOPMENT**

The committee recommends the CDC continue support for the Business Revolving Loan Program. This is a self-sustaining program in that as loan repayments are made, those repayments are then used to make additional loans to businesses. No new HUD funds are added each year (as with other grant programs). As outstanding loans have paid off, additional funds available to make new loans have been reduced. Currently, the program is bringing in nearly one-half of the amount funding that it has received in previous years. Over the years, economic development with CDBG funds has also been a challenge, primarily due to stringent regulations. Each year, new CDBG funds from HUD have continued to decline and new funding for this program has not been available. The City has continued its support for small business and creating jobs for low-to moderate income person through other funds (non-CDBG funds), including:

- Section 108 Loan funds – used for projects such as the Lorenzo Hotel. Once completed, this project will provide for approx. 220 jobs to be created for low-to moderate income persons
- Business Assistance Centers Program – provides support for small business and individuals seeking to start a business
- Southern Dallas Small Business Loan Program – very similar to the CDBG Business Revolving Loan Program (except that is also funded by City resources)

### **PUBLIC SERVICES, HOPWA, & ESG COMMITTEE**

The committee recommends the CDC continue to support current programming for CDBG funded Public Services of the After-School/Summer Outreach Program, Child Care Services Program, Senior Services Program, Community Court Program and Training and Employment for Adults with Disabilities program. The committee is responsible for reviewing and making recommendations for Public Services activities. The Public

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Services categories includes part of the CDBG grant and all of the ESG and HOPWA grants. Under CDBG, the Public Services category has a maximum 15% spending cap.

The committee will continue to follow the lead of the Dallas Poverty Taskforce in addressing public service and social service needs. The committee discussed and considered the City's Child Care program and recognized the program is helping in that 98% of the HUD Child Care monies go to single parents. These parents are provided funds for their children to attend any daycare center they choose. Income levels checks are made every 6 months serving 225 units with a staff of 2. The committee did not consider Admin top heavy. The Committee felt this program assist in the poverty prevention area.

Another area of Public Services is Senior Services. In this area the HUD funds provide essential transport necessary for seniors needing transport to pharmacies for medicines, and to doctor appointments. Transport affected by DART services and even taxi based services. Seniors are served at the two City owned community centers: West Dallas Multi-Purpose Center and MLK, Jr. Community Center with assistance from the Senior Source. Not only are transport issues being addressed, but financial literacy issues are covered by education in those seeking to dupe seniors in fraudulent schemes and other criminal activity.

The Community Courts Program, is also a part of CDBG Public Service category. The Community Courts handles misdemeanor or code offenses; but differs greatly from the Municipal Courts because they are community-based with a focus of improving neighborhoods as well as providing social services and support to defendants that are not available through the municipal court process. In lieu of court costs and fines, defendants serve community service hours in the community where they committed their crime. The Court has been successful in leveraging other funds to provide needed services including a recent award for a Drug Court treatment grant and funds for Veterans. The court also assists with transportation by providing bus tokens with DART and the programs van transport as needed.

The Training and Employment for Adults with Disabilities is a workforce development programs specifically designed to assist people with disabilities. The service provider, Citizens Development Center leverages a small amount of CDBG funding to provide assistance to over 100 eligible program participants each year.

Regarding the two other Consolidated Plan grants, Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA):

HUD regulations require that budget allocations for ESG are in collaboration (and consistent with priorities established by) the Continuum of Care (CoC). The CoC an organized group of service providers who plan comprehensive and long-term solutions to addressing the problem of homelessness in our community.

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Unlike the other three grants of the Consolidated Plan, HOPWA funds are awarded to serve a seven (7) counties, including: Collin, Dallas, Denton, Ellis, Hunt, Kaufman, and Rockwall. Because Dallas is the largest city in the HUD defined area, Dallas serves as the eligible applicant for the entire area. Budget allocations for the HOPWA grant are consistent with priorities identified in the comprehensive HIV/AIDS needs assessment conducted the Ryan White Planning Council of the Dallas area (RWPC). The RWPC is an organized group of service providers who plan comprehensive and long-term solutions to addressing the problem of individuals and families impacted by HIV/AIDS in our community.

Both the CoC and the RWPC meet on a monthly basis and CDC liaisons attend the monthly meetings. Given the focused collaborative efforts of these two organizations on specifically targeted populations, the committee recommends continuing these partnerships.

### **FINANCIAL MONITORING COMMITTEE**

The committee recommends the CDC continue funding these HUD compliance requirements. Unlike some of the other programs or services, reduced funding in this category does not remove or reduce the City's obligation to meet HUD requirements and maintain compliance. Staff is encouraged to continue to seek efficiencies and to right-size budgets to the fullest extent possible each year to reduce unspent funds at the end of the year. All unspent funds are re-budgeted for other uses in non-capped program categories during the next year's CDBG budgeting process.

This committee is responsible for the Planning and Program Oversight category of the CDBG budget, which has a maximum 20% spending cap. HUD requires that the City maintain compliance with applications rules and regulations. In order to receive Consolidated Plans, the City must certify that it will Affirmatively Further Fair Housing. Fair housing costs are also applicable toward the 20% spending cap. Currently, the City funds fair housing, citizen participation, budgeting, reporting and compliance monitoring and oversight in this category. These activities are administered by three (3) departments: Fair Housing, Housing/Community Services and the Community Development section of OFS.

# Memorandum



CITY OF DALLAS

DATE December 16, 2016

TO Honorable Mayor and Members of the City Council

SUBJECT **Consideration of Community Development Block Grant Policy  
for Funding Nonprofit Organizations Public Improvements Activities**

In January, the City Council and the Mayor will be briefed on the City Manager's Proposed FY 2017-18 Consolidated Plan Budget. The Community Development Commission (CDC) will be reviewing the budget. Prior to the upcoming Public Hearings, our subcommittees have been meeting to discuss any changes or amendments. Much discussion thus far has involved Community Development Block Grant (CBDG) funds used to fund public improvement activities for nonprofit organizations. We recommend that the City Council revisit the City's policy on awarding those funds.

The policy, as approved on October 26, 2010 (Council Resolution No. 10-2778), includes criteria that limits CBDG funds allocated to a public improvement project for a nonprofit organization to no more than fifty percent (50%) of the total cost to fund the project. The nonprofit organization must provide the remaining total cost of the project from banks, lenders, or other sources.

In short, this policy has made it practically impossible for the nonprofit organizations that actually need public improvement dollars to obtain them. Since the policy has been in place, very few requests have been awarded funds. It seems that nonprofits that have 50% of their total project costs do not seek CBDG funds, and nonprofits that have the greatest need for CBDG public improvement funds are unable to access the funds because of the 50% match requirement. Nonprofits need these funds not only for major improvements, but also for smaller projects such as energy upgrades or mobility/accessibility improvements. The 50% match requirement has created a barrier to these funds, to the detriment of their mission and the community.

We understand that additional criteria were added to protect the investment of federal funds and ensure compliance. However, the City has implemented requirements for nonprofit organization that they themselves are not required to meet for grants that the City receives. Viable nonprofit organizations that have a longstanding history of community service have not been able to meet the match requirement. To illustrate, under the previous policy, there was no cash match criteria and 69 projects were funded over a twenty (20) year period, for a total of \$7.6 million. Under the new policy, there has not been this success. Organizations that desperately need public improvement funds do not even apply for them because of the match policy that they could never hope to meet. Organizations that have the financial wherewithal to meet the steep match requirement do not need public improvement funds.

HUD rules do not require that grant funds be matched for CBDG public improvement projects. For grants that may require matching funds, none require a 50% cash match and multiple sources are allowed to meet that match.

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The CDC recommends that the City:

- Revise the cash match requirement for public improvements to allow for a reduction of the percentage of cash match
  - based on an agreed upon formula, taking into account the applicant's track record of success, length of service, and ability to meet performance metrics; and
- Allow for non-cash sources to meet match requirements, such as
  - in-kind donations;
  - pro-bono services; and
  - volunteer hours.



Kristine Schwope, Chair  
Community Development Commission

c: Community Development Commission  
A.C. Gonzalez, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
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Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council