



**Hillsborough
County Florida**

Affordable Housing Services

2017 Request for Qualifications

HOME

HOME Investment Partnerships Program

Community Housing Development Organizations

CHDO



Deadline: February 3, 2017 at 3:00 p.m.



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OVERVIEW OF THE REQUEST FOR QUALIFICATION PROCESS

Hillsborough County receives HOME Investment Partnerships Program (HOME) funds from the U.S. Department of Housing and Urban Development (HUD) to assist the housing for low-income persons. The Hillsborough County Affordable Housing Services Department (AHS) seeks to maximize the benefits of these funds by partnering with local eligible agencies interested in becoming a Community Housing Development Organization.

ELIGIBLE APPLICANTS - Applicants may be Non Profit developers and organizations wishing to become a CHDO and provide affordable housing in unincorporated Hillsborough County, Temple Terrace, and/or Plant City and be qualified based on the criteria established under the HOME rule (24 CFR Part 92, as amended) for CHDOs.

This is a certification process for all applicants.

APPLICATION DEADLINE - Applications are due no later than February 3, 2017, 3:00 p.m. and must be date stamped by our office for official time. Proposals are to be submitted at:

**Hillsborough County Affordable Housing Services
Attn: Planning & Reporting Section
601 E Kennedy Blvd, 24th Floor
Tampa, FL 33602**

Applications submitted by fax or email will NOT be accepted.

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Community Housing Development Organization (CHDO) Request for

Qualifications: The Hillsborough County Affordable Housing Services (AHS) announces the Request for Qualifications (RFQ) from organizations desiring to become Hillsborough County certified and/or recertified as a Community Housing Development Organizations (CHDO) for Hillsborough County's HOME Investment Partnership (HOME) Program. Organizations approved as CHDO's will be eligible to apply for funding as it becomes available from the U. S. Department of Housing and Urban Development (HUD) HOME Investment Partnership Program.

HOME Investment Partnerships Program: The HOME program was created by the National Affordable Housing Act of 1990 (NAHA), and has been amended several times by subsequent legislation.

- ◆ Objectives: The intent of the HOME Program is to:
 - Provide decent affordable housing to lower income households
 - Expand the capacity of nonprofit housing providers
 - Strengthen the ability of state and local governments to provide housing
 - Leverage private-sector participation

Participating Jurisdictions must set aside a minimum of 15 percent of their HOME allocations for housing development activities in which qualified CHDO's are the owners, developers and/or sponsors of the housing. Participating Jurisdictions (PJ's) must have a reasonable expectation of specific projects going forward.

CHDOs: CHDOs, which are not-for-profit organizations that are rooted in and accountable to the neighborhoods they serve, embody the idea of community-led revitalization that HOME and other United States of Housing and Urban Development (HUD) programs are designed to promote. **The revised HOME rule (effective 8/23/13)**, changed several characteristics of the CHDO in relation to an expanded definition to IRS code, for-profit entities controlling the nonprofit agency and creation of a CHDO under a government entity.

CHDO Requirements: A CHDO is a specific type of private nonprofit entity. CHDOs must meet certain requirements pertaining to their legal status, organizational structure, capacity and experience. HUD Notice CPD 97-11 details these requirements as does 24 CFR Part 92. An overview of these requirements is provided below. This CPD notice and others are located at: <https://www.onecpd.info/home/topics/chdo/>

"Building HOME: A HOME Program Primer" – Training Manual and Slides are located at <https://www.onecpd.info/resource/2368/building-home-a-home-program-primer/>. This manual provides a detailed chapter on CHDO Requirements and activities.

Legal Status: The 501 (c) nonprofit must be organized under state/local law, must identify decent affordable housing as a purpose of its existence, there must be no individual benefit from earnings, and it must have a clearly defined service area.

Organizational Structure: At least one-third of its board of directors must be low-income residents, reside in a low-income area, or serve as an elected representative of the low-income community; no

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more than one-third may be public officials or employees of Hillsborough County. The CHDO must additionally provide a formal process for input from the low-income community. (*Refer to Tabs C-1 through C-3*)

Capacity and Experience: The CHDO must demonstrate that it has at least one year of experience serving the community where it intends to develop the housing and that its staff has the capacity to carry out the proposed activities. The final rule requires that a nonprofit must have paid employees with housing experience appropriate to the role the nonprofit expects to play in projects. If the CHDO undertakes development activities then they must demonstrate development capacity; the use of consultants with development experience will not be acceptable. The use of volunteers can fill occasional skill gaps but does not meet the capacity requirement. The CHDO must also have financial accountability standards that conform to 24 CFR § 84.21, “Standards for Financial Management Systems.”

Refer to Tab B, Applicant Checklist and Tab E, Review Criteria for submission requirements and additional information requirements considered by the AHS review committee.

CHDO Role: CHDO set-aside funds may be used by CHDOs for those HOME activities where the CHDO acts as the owner, developer, and/or sponsor of the housing. In the final HOME rule Hillsborough County is required to provide funds only to organizations that qualify as CHDOs by:

- (1) Certifying that a nonprofit organization meets the definition of “community housing development organization.”
- (2) Documenting that the organization has the capacity to own, develop, or sponsor housing (as required by the revised definition of CHDO in §92.2) *each time* it commits CHDO funds to an organization for a specific project.

Owner: The CHDO is an “owner” when it holds valid legal title to or has a long-term (99-year minimum) leasehold interest in a rental property. The CHDO may be an owner with one or more individuals, corporations, partnerships or other legal entities. Example: A CHDO owns a property and contracts with another entity (for-profit or nonprofit) to act as a developer, and to construct new buildings or rehabilitate existing building(s). After completion of the development, the CHDO will maintain ownership of the property.

While the CHDO may be solely the owner, with another entity acting as a developer, it may also be the owner and developer of its own project. The CHDO may own a property in partnership with either a majority or minority interest. However, the CHDO, in partnership with a wholly owned for-profit or nonprofit subsidiary, must be the managing general partner with effective control (in decision-making authority) of the project.

Owner of Rental Housing: A CHDO that is an “owner” of rental housing is defined at §92.300(a)(2). The CHDO is required to own (in fee simple absolute or long-term ground lease) multifamily or single family housing that is rented to low-income families, in accordance with §92.252. The CHDO must own the HOME project during development and throughout the period of affordability, and is required to oversee all aspects of the development process. At a minimum, the CHDO can own the property and hire a project manager or contract with a development contractor to oversee all aspects of the development. Under the 2013 Rule at §92.300(a)(2), a

Organization Name:

CHDO is also permitted to acquire housing that is in standard condition (and meets the property standards at §92.251) provided it owns the housing throughout the affordability period. This new definition facilitates participation of community-based nonprofit organizations that have the capacity to own and operate affordable rental housing in their communities but do not have the capacity to develop such housing. Consequently, this new definition creates additional opportunities for nonprofit organizations to access the CHDO set-aside funds to address their neighborhoods' affordable housing needs. The new definition of "owner" should also assist rural States, which consistently experience great difficulty in developing and retaining capable CHDOs.

Developer: A CHDO is a "developer" as noted below by activity.

Developer of housing for homeownership. For HOME-assisted homebuyer projects, the housing is "developed" by the CHDO if it is the owner (in fee simple absolute) and developer of new housing that will be constructed or existing substandard housing that is owned or will be acquired by the CHDO and rehabilitated for sale to low-income families, in accordance with §92.254. To be the "developer," the CHDO must arrange financing for the project and be in sole charge of construction. As part of its set-aside funds, the CHDO can provide direct downpayment assistance to a buyer of the housing it has developed with HOME funds in an amount not to exceed 10 percent of the amount of HOME development funds. In this role, the CHDO is not a subrecipient.

Developer of rental housing. A CHDO that is a "developer" of rental housing is defined at §92.300(a)(3). The CHDO is the owner (in fee simple absolute or long-term ground lease) and developer of the project and must be in sole charge of all aspects of the development process, including obtaining zoning, securing non-HOME funds, selecting contractors, overseeing the progress of work, and determining reasonableness of costs. The CHDO must own the HOME-assisted housing during the development process and throughout the period of affordability. This is a change from the pre-2013 Rule in that the CHDO must own the property; it no longer has the option to be under contract with an owner to develop the property.

Sponsor: The 2013 Rule provides two definitions of a "sponsor" of HOME-assisted rental housing:

1. §92.300(a)(4) specifies the requirement for CHDOs to maintain effective project control when acting as "sponsor" of rental housing. A CHDO "sponsors" rental housing when the property is "owned" or "developed" by:
 - a. A subsidiary of the CHDO (in which case the subsidiary, which may be a for-profit or nonprofit organization, must be wholly owned by the CHDO);
 - b. A limited partnership (in which the CHDO or its wholly owned subsidiary must be the sole general partner); or
 - c. A limited liability company (in which the CHDO or its wholly owned subsidiary must be the sole managing member).

If the limited partnership or limited liability company agreement permits the CHDO to be removed as sole general partner or sole managing member, respectively, the agreement must require that the removal be "for cause" and that the CHDO must be replaced by another CHDO. In addition, HOME funds must be provided to the entity that owns the project.

2. §92.300 (a)(5) codifies the pre-2013 Rule definition of "sponsor." It states that a CHDO "sponsors" HOME-assisted rental housing in situations in which the CHDO owns and develops the housing and agrees to convey the housing to a private nonprofit organization (that does not need to

Organization Name:

be a CHDO but cannot be created by a governmental entity) at a predetermined time after completion of the project development. Such arrangements typically occur when a CHDO has development expertise and the nonprofit organization has the capacity to own and operate the housing. The CHDO is required to own the property before the development phase of the project and is required to select the nonprofit organization before entering into an agreement with the PJ that commits HOME funds to the project. The nonprofit organization assumes the CHDO's HOME obligation (including any repayment of loans) for the project. If the property is not transferred to the nonprofit organization, the CHDO sponsor remains liable for the HOME assistance and the HOME project.

Eligible Activities: The HOME funds set-aside for CHDO activities may be used to acquire and/or rehabilitate rental housing and homebuyer properties, construct rental or homebuyer properties or provide down payment assistance for home buyers. Additional guidance on the use of CHDOs is provided in HUD CPD Notice 97-11, CPD Notice 97-09, and CPD Notice 96-09. The Code of Federal Regulations contains regulatory guidance on CHDOs at 24 CFR §§ 92.2 and 92.300-303. The HOME CHDO Toolbox also provides expanded CHDO information at:

<http://www.hud.gov/offices/cpd/affordablehousing/library/modelguides/>

Additionally, interested nonprofits should review the 2013 HOME final rule (<https://www.hudexchange.info/programs/home/home-final-rule/>) to understand the requirements of CHDOs.

Funding has been identified for the HOME CHDO set-aside and will be advertised separately from this Request for Qualifications (RFQ) application process. Qualified CHDO(s) will be eligible to submit an application to requests funding during the Request for Proposals (RFP) process and future notifications of funding availability. The HOME rule defines that the reservation of CHDO funds occurs when the PJ enters into a written agreement with the CHDO committing HOME funds to a specific CHDO project.

Service Area: All County funded CHDO housing units must be located in unincorporated Hillsborough County, the cities of Plant City or Temple Terrace. The CHDO service areas must be identified and be consistent with the County's service area. The organization's service area must be community-based. CHDO activities or services provided within the corporate limits of the City of Tampa are not eligible CHDO activities for the Hillsborough County HOME Program.

Application Process:

- Please keep responses to questions as brief and concise as possible. REMEMBER BE BRIEF!
- All forms need to be submitted in a typed format.
- Submissions should follow the established outline and instructions and are to be compiled in the order provided on the checklist located at Tab E.
- Use the Cover Sheet as your application cover. Fill in the applicant's organization name and also insert the name into the header for the application

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- The submission section being addressed should be cited and quoted prior to the response. Attachments should be submitted at the end of the applicable section.
- Applications must be submitted on standard 8 ½” x 11” paper, consecutively numbered pages. The original document must be one-sided, but copies may be duplexed. The original may be submitted with a report cover, a binder is not necessary. PLEASE DO NOT STAPLE.
- The original must contain original signatures **IN BLUE INK**, and be clearly noted as original. Two (2) additional copies must also be submitted and be clearly noted as copies.
- Please convert the entire application into one electronic Adobe Acrobat (PDF) file and submit on a thumb drive. Please do not create sections as separate PDF files. One PDF file of the entire application. The audit can be a separate PDF.
- Please verify that all dates, figures, and related financial information are accurate.
- Submissions will be evaluated based on information provided in the application. Omitted information will not be accepted unless specifically requested by AHS.
- Templates are provided for certain application requirements. Please use these templates as provided. All other information must be developed and provided by the applicant.

Late submittals, faxed or emailed applications will NOT be considered

Any questions or need for further information should be submitted via email to:

Sabine von Aulock vonaulocks@HCFLGOV.net

Maureen Calderaro calderarom@HCFLGOV.net

Review Process:

- AHS Staff will review the submittals to determine whether the organization is eligible to be a CHDO based upon the information provided.
- AHS staff may contact the applicant to request additional information. If the organization is unable to provide staff with the additional information that is requested within a reasonable period of time, the applicant will be determined ineligible.
- AHS will utilize the Criteria Review Checklist (TAB B) for the review of each CHDO submission.

Appeal Process: Upon approval of the Committee recommendations by the AHS Planning and Reporting Section Manager, all applicants will be notified of the recommendations via email. An applicant may object to the recommendation and file a formal appeal with AHS by following the steps outlined below:

1. The Applicant must submit a letter of appeal in writing to the AHS Planning and Reporting Section Manager, within three (3) business days after the date of notification of the decision of denial as a CHDO. The appeal letter may include other documentation necessary to support the Applicant’s position and include the Applicant’s email point of contact. If an

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Applicant fails to object or respond at any point in the process, then the Applicant waives its rights to an appeal. Objections or responses received after the three (3) day time period for either decision by the AHS Director will not be considered.

2. AHS Planning and Reporting Section Manager, contact information is as follows:

Planning and Reporting Section Manager contact information:

Lanette Glass, Section Manager

glassl@HCFLGov.net

24th Floor, 601 E. Kennedy Blvd.

Tampa, FL 33602

(813) 274-6672 or Fax (813) 635-8134

3. Staff will review the objection and provide a recommendation to the AHS Director.
4. If the AHS Director concurs with the Applicant, the Applicant will be notified via email and the appeal process will be concluded.
5. If the AHS Director does not concur with the Applicant, the Applicant will be notified in writing of the AHS Director's decision via email and the appeal process will be concluded.

The AHS Director has the authority to determine whether or not the recommendations will be deferred pending the outcome of an appeal.

Organization Name:

Tab A HOME Investment Partnerships CHDO Qualification

APPLICANT COVER SHEET

Original Copy

Part 1 – General Information

Organization Name: _____

Tax ID Number: _____

Project Name: _____

Contact Person: Name/Title: _____

Authorized Official: Name/Title: _____

Mailing Address: _____

City, State, Zip Code: _____

Phone: _____

Fax: _____

Email: _____

Website: _____

DUNS Number: _____

Part 2 – CHDO Service Area

Please clearly define the boundaries of your organization's service area, identifying the Census Tracts within these boundaries. Attach a map.

Tab B

Applicant Checklist

Applicant Name: _____

Each of the copies plus the original must include all of the information in the following order, separated by divider tabs. Submissions that **do not** contain all of the required documents may be considered incomplete. Forms marked with an asterisk are provided.

- Section 1** Applicant Cover Sheet* (Tab A)
 Map of Organization Service Area
 Applicant Checklist* (Tab B)

- Section 2** Board of Directors Information*
 Job descriptions, résumés of key personnel (Tab C- 1 through Tab C-3)

- Section 3** Signature Authorization* (Tab D)
 Organizational chart
 Minutes authorizing response to CHDO Request for Qualifications

- Section 4** *Completed CHDO Criteria Review Checklist** (Tab E)
 Support documentation for CHDO Checklist

- Section 5** Articles of Incorporation
 Organization Charter if Articles of Incorporation do not provide sufficient evidence of meeting statutory requirements
 501 (c) (3) or (4) documentation from IRS or Section 905 status
 Bylaws
 Policies & Procedures for employees, including internal control policies
 Code of conduct, including prohibited behavior for board and employees
 Current audited financial statements
 Working capital documentation

There are three methods to meet the HOME requirement that stipulates 1/3 of the organization's board be representatives of the low-income community served by the CHDO. If a potential board member fits one of the following descriptions, then they count towards fulfilling this requirement:

1. The person lives in a low-income neighborhood where 51% or more of the residents are low-income. This resident does not have to be low-income;
or
2. The person is a low-income resident of the community;
or
3. The person was elected by a low-income neighborhood organization to serve on the CHDO board. The neighborhood organization must be composed primarily of residents of a low-income neighborhood and its primary purpose must be to serve the interests of the neighborhood residents. Such organizations might include block groups, neighborhood associations, and neighborhood watch groups.

What if a low-income person is a public official? For purposes of the CHDO board certification, a "public official" is any employee or elected or appointed representative in Hillsborough County, Florida. Their role as a public sector representative supersedes their residency or income status. Therefore, the official would be counted towards the 1/3 public-sector limitation and not towards the 1/3 low-income representation requirement.

In all cases, the CHDO is responsible for certifying that the individual meets at least one of the above criteria.

By my signature below, I warrant that I am a duly qualified **OFFICER** of the organization and that the information provided on all current board members of the organization is true and correct, and I have reviewed written documentation in the organization's files that support the information provided.

Signature: _____

Date: _____

Printed Name: _____

Title: _____

**CHDO Board Member Certification
(Please duplicate this form for all board members)**

Select only one:

Public Official or Employee of Hillsborough County

I currently hold a publicly elected or appointed office in Hillsborough County, Florida; I am employed by a public agency in Hillsborough County, Florida; or, I was appointed by a public official of Hillsborough County, Florida or other regulatory agency or advisory board/commission in Hillsborough County, Florida.

Member of Low-Income Household

I am a member of a household that has a combined total income which is at or below 80% of the area median income.

Resident of Low Income Area

I am a resident of a community which, according to the 2000 census, has at least 51% of its households with incomes at or below 80% of the area median income. Provide a listing of all census tracts / block groups that comprise this community:

[Link to American FactFinder.](#)

<https://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?ref=addr&refresh=t>

Census Tract _____ Block Group _____

Elected Representative of Low-Income Group

Not a Low-Income Representative

Signature

Date

Printed Name:

Title:

Organization Name:

Tab D Signature Authorization

Organization Name (Legal Name*): _____

Physical Address: _____

Mailing Address: _____

Telephone: _____

**Legal name refers to the organization name that appears on the articles of incorporation.*

The following person(s) are authorized by the Board of Directors to sign contracts and sign and submit invoices, reports, time/attendance, client progress or evaluation forms pertaining to this agreement.

Name	Title	Telephone No./ext.	Email address
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Name	Title	Telephone No./ext.	Email address
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We understand and agree to abide by the condition that if any changes occur, a new signature authorization form **must** be submitted.

Authorized by:

Typed Name, Title	Signature	Date
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Tab E CHDO CRITERIA REVIEW CHECKLIST

The following checklist is a tool that combines the regulatory requirements of CHDO qualification with additional questions that will help AHS determine the CHDO's capacity to be successful. For each question, identify the page number of the material that supports the answer. **If this support has not been included in other parts of your proposal, include the support documentation requested behind the Section 5 list. Provide the page number(s) for the location of EACH item required by this checklist. INCOMPLETE SUBMISSIONS WILL NOT BE CONSIDERED!**

Topic/Question	
1	Organizational Status and Mission
	Regulatory Thresholds:
	The nonprofit is organized under State or local laws, as evidenced by: _____ A Charter, OR _____ Articles of Incorporation (Indicated on page(s) ____ of the Proposal)
	It has a tax exemption ruling from the Internal Revenue Service as evidenced by: _____ A 501(c)(3) or (4) Certificate from the IRS or _____ A group exemption letter under Section 905 from the IRS that includes the CHDO (Indicated on page(s) ____ of the Proposal)
	It has among its purposed the provision of low and moderate income housing, as evidenced by: Charter Articles of Incorporation Bylaws, or Resolutions Indicated on page(s) ____ of the Proposal
	Additional Questions:
	Certificate of Good Standing: Can it deliver a certificate of good standing or other documents from the State? Reference on page(s) ____ of the Proposal.
	Service Area: Does it have a documented service area consistent with the County's Service Area? Reference page(s) __ of the Proposal.
	Strategic Plan: Has it produced a strategic plan that specifies an action plan for housing development? Reference page(s) ____ of the Proposal.
	Shared Commitment: Do board and staff show a shared commitment to its housing development mission? Reference page(s) ____ of the Proposal.
Other Organization issues:	

Topic/Question

2 Board Composition

Regulatory Thresholds:

At least 1/3 of board membership is for residents of low-income neighborhoods, other low-income community residents, or elected representatives of low-income neighborhood organizations, as evidenced by the CHDO's:

_____ By-Laws,

_____ Charter, OR

_____ Articles of Incorporation

(Indicated on page(s) ____ of the Proposal)

No more than 1/3 of the governing board members may be public officials (including Hillsborough County employees) or appointed by public officials, and government-appointed board members may not, in turn, appoint any of the remaining two-thirds of the board members, as evidenced by the CHDO's:

_____ By-Laws,

_____ Charter, OR

_____ Articles of Incorporation

(Indicated on page(s) ____ of the Proposal)

If the CHDO is sponsored / created by a for-profit entity, the for-profit entity may not appoint more than 1/3 of the membership of the CHDO's governing body, and the board members appointed by the for-profit entity may not, in turn, appoint the remaining two-thirds of the board members, as evidenced by the CHDO's:

_____ By-Laws,

_____ Charter, OR

_____ Articles of Incorporation

(Indicated on page(s) ____ of the Proposal)

Additional Questions:

Board Stability: Has there been stability/continuity of board members over the last several years?

(Indicated on page(s) ____ of the Proposal)

Development Oversight: Does the board have a committee structure or other means of overseeing planning and development?

(Indicated on page(s) ____ of the Proposal)

Board skills: Do board members have professional skills directly relevant to housing development (e.g. real estate, legal, architecture, finance, management)?

(Indicated on page(s) ____ of the Proposal)

Decision-making: Has the board demonstrated the ability to make timely decisions?

(Indicated on page(s) ____ of the Proposal)

Board-staff relations: Is there a good relationship between the board and staff? Do they have shared goals?

(Indicated on page(s) ____ of the Proposal)

Topic/Question	
	Other board issues:
3	Sponsorship / Independence
	Regulatory Thresholds:
	The CHDO is not controlled, nor receives directions from individuals or entities seeking profit from the organization, as evidenced by: _____ The organization's By-Laws, OR _____ A Memorandum of Understanding (MOU) _____ (Indicated on page(s) ____ of the Proposal)
	If sponsored or created by a for-profit, the for-profit entity's primary purpose does not include the development or management of housing, as evidenced by: _____ The for-profit organization's By-Laws _____ (Indicated on page(s) ____ of the Proposal)
	If sponsored or created by a for-profit entity, the CHDO is free to contract for goods and services from vendor(s) of its own choosing, as evidenced by: _____ By-Laws, _____ Charter, OR _____ Articles of Incorporation _____ (Indicated on page(s) ____ of the Proposal)
	If sponsored by a religious organization, the CHDO is a separate secular entity from the religious organization, with membership available to all persons, regardless of religion or membership criteria, as evidenced by: _____ By-Laws, _____ Charter, OR _____ Articles of Incorporation _____ (Indicated on page(s) ____ of the Proposal)
	Additional Questions:
	Conflict of Interest: Are there any conflict of interest issues between the CHDO and the contractors/vendors, consultants, and professionals it uses for its CHDO projects?
4	Relationship / Service to the Community
	Regulatory Thresholds:
	Organization has a history of serving the community within which housing to be assisted with the County's HOME funds is to be located, as evidenced by: _____ Documentation of at least one year of experience in serving the community, OR

Organization Name:

Topic/Question

For new organizations, documentation that its parent organization has at least one year of experience in serving the community.

(Indicated on page(s) ___ of the Proposal)

It provides a formal process for low-income program beneficiaries to advise the organization in decisions regarding design, siting, development, and management of affordable housing projects, as evidenced by:

_____ The organization's By-Laws,

_____ Resolutions, OR

_____ A written statement of operating procedures approved by the governing body.

(Indicated on page(s) ___ of the Proposal)

Additional Questions:

Needs: Are current plans well grounded in an understanding of current housing conditions, housing needs, and need for supportive services? Has it done an analysis of the local housing market and the housing needs of low-income households?

(Indicated on page(s) ___ of the Proposal)

Relations: How strong is the current reputation of the corporation and its relationship with the community?

(Indicated on page(s) ___ of the Proposal)

NIMBY: To what extent does NIMBY opposition exist to low-income housing in the service area? To what extent do channels exist for the CHDO to negotiate with the community and potential opponents?

(Indicated on page(s) ___ of the Proposal)

Local government relations: How strong is the CHDO's relationship with the local government(s)?

(Indicated on page(s) ___ of the Proposal)

Other community issues/needs:

5 Financial Management & Capacity

Regulatory Threshold:

It conforms to the financial accountability standards of 24 CFR § 84.21, "Standards for Financial Management Systems", as evidenced by:

_____ A notarized statement by the president or Chief Financial Officer,

_____ A certification from a CPA, OR

_____ A HUD approved audit summary

(Indicated on page(s) ___ of the Proposal)

Additional Financial Management Questions:

Audit: Provide a copy of the most recent audited financial statement. (Indicated on page(s) ___ of the Proposal)

Audit findings: Were there management or compliance findings in the last two years? Are findings resolved? (Indicated on page(s) ___ of the Proposal)

Topic/Question	
Budgeting:	Does it do annual budgeting of its operations and all activities or programs? Does it track and report budget vs. actual income and expenses? (Indicated on page(s) ___ of the Proposal)
Reporting:	Is financial reporting regular, current and sufficient for the board to forecast and monitor the financial status of the corporation? (Indicated on page(s) ___ of the Proposal)
Cash flow management:	Does it know its current cash position and maintain controls over expenditures? How regularly does it experience cash flow problems? (Indicated on page(s) ___ of the Proposal)
Internal controls:	Does it have adequate internal controls to ensure separation of duties and safeguarding of corporate assets? Is there sufficient oversight of all financial activities? (Indicated on page(s) ___ of the Proposal)
Procurement/Conflict of Interest:	Does the organization have a conflict of interest policy governing employees and development activities, particularly in procurement and contract services and the award of housing units for occupancy? (Indicated on page(s) ___ of the Proposal)
Insurance:	Does it maintain adequate insurance – liability, fidelity, bond, workers comp, property hazard, and project? (Indicated on page(s) ___ of the Proposal)
Financial stability:	Does the current balance sheet and budget indicate sufficient funds to support essential operations? To what extent does the organization have a diversified and stable funding base for operations? What revenue sources are predictable year-to-year? Does the CHDO have an established fundraising program for both capital and operational needs? (Indicated on page(s) ___ of the Proposal)
Portfolio financial condition:	If it has a portfolio of properties, are they in stable physical and financial condition or are they a drain on corporate resources? Does it collect adequate management fees from the properties?" (Indicated on page(s) ___ of the Proposal)
Liquidity:	Does the organization have liquid assets available to cover current expenses? Does it have funds available for predevelopment expenses or equity investments required for development? (Indicated on page(s) ___ of the Proposal)
Other financial issues:	
6 Development Capacity	
Regulatory Threshold:	It has demonstrated capacity for carrying out activities assisted with HOME funds, as evidenced by: <div style="margin-left: 40px;"> <input type="checkbox"/> Experience of key staff who have completed similar projects to HOME-funded activities, OR <input type="checkbox"/> Key staff resumes should be included under Section 2. </div> (Indicated on page(s) ___ of the Proposal)
Additional Capacity Questions:	
Structure:	Can the current corporation structure support housing development activities, or is there a need for a subsidiary or other organizational structure for future development? Are there operations or activities that need to be organizationally separate from housing development activities and portfolios? (Indicated on page(s) ___ of the Proposal)
Portfolio:	Does its portfolio of projects/properties evidence competent management and oversight? Do the properties appear to have adequate funding? (Indicated on page(s) ___ of the Proposal)
Previous performance:	Has it done the CHDO activities previously? Did it perform competently?

Organization Name:

Topic/Question
(Indicated on page(s) ___ of the Proposal)
Management capacity: Does the current management have the ability to manage additional development activities? Does the organization have the capabilities to analyze alternative housing projects? (Indicated on page(s) ___ of the Proposal)
Procedures: Are the corporate lines of authority for development activities clear? Are policies and procedures in place governing development activities? (Indicated on page(s) ___ of the Proposal)
Project management: Does the organization have procedures for monitoring the progress of a project? Does it have the capacity to monitor project-level cash flow and schedules? (Indicated on page(s) ___ of the Proposal)
Personnel: Does it have staff that are assigned responsibilities for housing development? Are personnel policies and job descriptions clear? (Indicated on page(s) ___ of the Proposal)
Staff skills: How strong are staff in the following areas: (1) legal / financial aspects of housing development, (2) management of real estate, (3) oversight of design and construction management, (4) marketing, intake, and (5) property management (if applicable)? (Indicated on page(s) ___ of the Proposal)
Training: Are staff encouraged to obtain training and develop new skills? What is their potential for learning skills that they currently do not have? (Indicated on page(s) ___ of the Proposal)
Member involvement: Is the membership active and in support of the housing activities? (Indicated on page(s) ___ of the Proposal)
Use of consultants: To what extent does the CHDO have access to and make use of qualified development consultants? How well do consultants interact with staff? Is the consulting focus on training staff? (Indicated on page(s) ___ of the Proposal)
Funding access: Does the organization have funds available as equity in housing development projects? Does the organization have the ability to raise funds for the capital requirements of a project? How strong are relationships with funders of housing? With lenders? (As indicated on page(s) ___ of the Proposal)
Opportunity costs: If the organization pursues housing development, what other activities are likely to suffer or not be able to be pursued due to the effort required for development activities? (Indicated on page(s) ___ of the Proposal)
Other capacity issues: