



AFFORDABLE HOUSING DEPARTMENT



*HOME Investment Partnerships Program (HOME)
Community Housing Development Organizations (CHDO)*

2010 Request for Qualifications

*Affordable Housing Department
1208 Tech Boulevard, Suite 300
Tampa, Florida 33619*

*Attention: Maureen Calderaro
Phone: (813) 274-6657*



**EQUAL HOUSING
OPPORTUNITY**

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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 in the unincorporated Hillsborough County including the City of Plant City and the City of Temple Terrace. This year the County seeks to maximize the benefits of these funds by partnering with local eligible agencies.

ELIGIBLE APPLICANTS - Applicants may be Non Profit developers and organizations wishing to sponsor or develop affordable housing in unincorporated Hillsborough County, Temple Terrace, and/or Plant City and meeting the criteria established under the HOME rule (24 CFR Part 92) for Community Housing Development Organizations (CHDO). This is a certification process for new applicants and a re-certification for previous CHDO's.

APPLICATION DEADLINE - Applications are due no later than **Wednesday June 30, 4:00 p.m.** and must be date stamped by our office for official time. Proposals are to be submitted at:

**Hillsborough County
Affordable Housing Department
1208 Tech Boulevard, Suite 300
Tampa, FL 33619**

Attn: Maureen Calderaro

Applications submitted by fax or email will NOT be accepted.

Community Housing Development Organization (CHDO) Request for Qualifications:

The Hillsborough County Affordable Housing Department (AHD) 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 unincorporated Hillsborough County, the City of Plant City and the City of Temple Terrace. 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 Partnership 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. 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.

CHDO Requirements:

A CHDO is a specific type of private nonprofit entity. CHDOs must meet certain requirements pertaining to their legal status; organizational structure; and capacity and experience. HUD Notice CPD 97-11, located at <http://www.hud.gov/offices/cpd/lawsregs/notices/1997/97-11.pdf>, details these requirements as does 24 CFR Part 92. An overview of these requirements is provided below.

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 and no 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 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 AHD 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. ***It is not required for the purposes of this RFQ that an applicant have identified project(s). The applicant must demonstrate their capacity to act as a CHDO and fulfill one or more of the roles described below.***

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.

Developer: A CHDO is a "developer" when it (1) either owns a property and develops a project, or has a contractual obligation to a property owner to develop a project; and (2) performs all the functions typically expected of for-profit developers, and assumes all the risks and rewards associated with being the project developer.

Sponsor: A CHDO is a “sponsor” for HOME-assisted rental or homebuyer housing according to the circumstances outlined below. In either case, the CHDO must always own the property prior to the development phase of the project.

For rental housing: The CHDO develops a project that it solely or partially owns and agrees to convey ownership to a second nonprofit organization at a predetermined time. The conveyance may take place prior to, during or upon completion of the development phase. The other nonprofit will assume from the CHDO at a specified time all HOME obligations (including repayment of loans and tenant and rent requirements) for the project. If the property is not transferred to the nonprofit organization, the CHDO sponsor will remain liable for the HOME obligations. The other nonprofit organization must be financially and legally separate from the CHDO sponsor.

For homebuyers program: The CHDO owns a property, then shifts responsibility for the project to another nonprofit at some specified time in the development process. The second nonprofit in turn transfers title, along with the HOME loan/grant obligations and resale requirements, to a HOME-qualified homebuyer within a specified timeframe.

Eligible Activities:

Although no funding has been identified at this time, the HOME funds set aside for CHDO activities may be used to acquire and/or rehabilitate rental housing and homebuyer properties or to construct rental or homebuyer properties.

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/2004/200408.pdf>.

Although no funding has been identified for the HOME CHDO set-aside as part of this RFQ process, the qualified CHDO(s) will be eligible to submit requests for future funding notifications.

Reporting Results:

HUD reports program outcomes at a national level. The purpose for this reporting is to demonstrate program results to policy makers and the public, to allow HUD and the grantees to capture program accomplishments, to help enhance program capacity and results, and to build public support for the funded programs. Because the group of grantees and their activities are so diverse, data must be reported consistently so that it can be nationally aggregated. HUD requires each activity funded by HOME to report on standard objectives and outcomes. HOME project results will be most often reported in terms of the number of households assisted with improved access to decent, affordable housing. CHDOs will be responsible for reporting all required information to the County prior to the closeout of any activity.

Service Area:

All County funded CHDO housing units must be located in unincorporated Hillsborough County, the City of Plant City or the City of Temple Terrace. The CHDO service areas must be identified and be consistent with the County's service area.

Application Process:

- Please keep responses to questions as brief and concise as possible.
- 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 B.
- 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. All pages must be one-sided submissions.
- The original must contain original signatures, and be clearly noted as original. Three (3) additional copies must also be submitted and be clearly noted as copies.
- Please verify that all dates, figures, and related financial information are accurate.

- Submissions will be evaluated based on information provided in the submitted application. Omitted information will not be accepted unless specifically requested.
- Templates are provided for certain application requirements. Please use these templates as provided. All other information must be developed and provided by the applicant.
- ***Applications will be accepted beginning through the June 30, 2010 at 4:00 p.m.***
- ***Do not wait until the deadline date. If your proposal is ready early submit it early.***

Any questions or need for further information, should be directed to:

Maureen Calderaro
Affordable Housing Department
813/274-6657
calderarom@hillsboroughcounty.org

Due Date:

June 30, 2010 at 4:00 P.M.

**Hillsborough County Affordable Housing Department
1208 Tech Blvd, Suite 300
Tampa, FL 33619
Attention: Maureen Calderaro**

Late submittals will NOT be considered.

Review Process:

- Staff will conduct an initial review to determine whether the organization is eligible based upon the information provided.
- AHD 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.
- AHD staff will review submissions and submit successful applicants to HUD for their review and approval. HUD has the final authority for the Certification of CHDO's.
- AHD and HUD will utilize the Criteria Review Checklist (TAB E) for the review of each CHDO submission.

HOME Investment Partnerships CHDO Qualification

APPLICANT COVER SHEET

Original Copy

Part 1 – General Information

Organization Name: _____
Tax ID Number: _____
Project Name: _____
Contact Person: _____
Mailing Address: _____
City, State, Zip Code: _____
Phone: _____
Fax: _____
Email: _____

Part 2 – CHDO Service Area

Please clearly define the boundaries of your organization's service area. Attach a map.

Applicant Checklist**Applicant Name:** _____

Each of the three copies plus the original submitted must include all of the following information in the following order. 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*
 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** 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
 Financial Audit / Certified Financial Statement
 Working capital documentation
- Section 5** Completed CHDO Criteria Review Checklist*
 Support documentation for CHDO Checklist (Tab E)

Board of Directors

Tab C-2

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 supercedes their residency or income statuses. 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
(Duplicate form so that all board members are included)**

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:

Elected Representative of Low-Income Group
I am elected by membership of a neighborhood organization whose membership is open to all residents of a defined neighborhood in which the 2000 census shows that more than 50% of the households have incomes at or below 80% of the area median income, and my position on our governing body is primarily as a representative of that neighborhood organization. The name of the neighborhood organization and the census tracts/block groups served by the neighborhood organization are: _____

Not a Low-Income Representative

Signature: _____

Date: _____

Printed Name: _____

Title: _____

Signature Authorization

Tab D

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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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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CHDO CRITERIA REVIEW CHECKLIST

Tab E

The following checklist is a tool that combines the regulatory requirements of CHDO qualification with additional questions that will help AHD 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 Section 5. 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: <input type="checkbox"/> A Charter, OR <input type="checkbox"/> Articles of Incorporation (As indicated on page(s) ___ of the Proposal)
	It has a tax exemption ruling from the Internal Revenue Service as evidenced by: <input type="checkbox"/> A 501(c)(3) or (4) Certificate from the IRS or <input type="checkbox"/> A group exemption letter under Section 905 from the IRS that includes the CHDO (As 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? Documentation of such good standing is provided on page(s) ___ of the Proposal.
	Service Area: Does it have a documented service area consistent with the County's? 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 exhibit shared commitment to its housing development mission? Reference page(s) ___ of the Proposal.
	Other Organization issues:

Topic/Question	
2	<p>Board Composition</p> <p>Regulatory Thresholds:</p> <p>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:</p> <p style="padding-left: 40px;">_____ By-Laws, _____ Charter, OR _____ Articles of Incorporation</p> <p>(As indicated on page(s) ____ of the Proposal)</p> <hr/> <p>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:</p> <p style="padding-left: 40px;">_____ By-Laws, _____ Charter, OR _____ Articles of Incorporation</p> <p>(As indicated on page(s) ____ of the Proposal)</p> <hr/> <p>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:</p> <p style="padding-left: 40px;">_____ By-Laws, _____ Charter, OR _____ Articles of Incorporation</p> <p>(As indicated on page(s) ____ of the Proposal)</p> <p>Additional Questions:</p> <p>Board Stability: Has there been stability/continuity of board members over the last several years? (As indicated on page(s) ____ of the Proposal)</p> <hr/> <p>Development Oversight: Does the board have a committee structure or other means of overseeing planning and development? (As indicated on page(s) ____ of the Proposal)</p> <hr/> <p>Board skills: Do board members have professional skills directly relevant to housing development (e.g. real estate, legal, architecture, finance, management)? (As indicated on page(s) ____ of the Proposal)</p>

Topic/Question	
	<p>Decision-making: Has the board demonstrated the ability to make timely decisions? (As indicated on page(s) ____ of the Proposal)</p>
	<p>Board-staff relations: Is there a good relationship between the board and staff? Do they have shared goals? (As indicated on page(s) ____ of the Proposal)</p>
	<p>Other board issues:</p>
3	Sponsorship / Independence
	Regulatory Thresholds:
	<p>The CHDO is not controlled, nor receives directions from individuals or entities seeking profit from the organization, as evidenced by:</p> <p style="padding-left: 40px;">_____ The organization's By-Laws, OR</p> <p style="padding-left: 40px;">_____ A Memorandum of Understanding (MOU)</p> <p>(As indicated on page(s) ____ of the Proposal)</p>
	<p>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:</p> <p style="padding-left: 40px;">_____ The for-profit organization's By-Laws</p> <p>(As indicated on page(s) ____ of the Proposal)</p>
	<p>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:</p> <p style="padding-left: 40px;">_____ By-Laws,</p> <p style="padding-left: 40px;">_____ Charter, OR</p> <p style="padding-left: 40px;">_____ Articles of Incorporation</p> <p>(As indicated on page(s) ____ of the Proposal)</p>
	<p>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:</p> <p style="padding-left: 40px;">_____ By-Laws,</p> <p style="padding-left: 40px;">_____ Charter, OR</p> <p style="padding-left: 40px;">_____ Articles of Incorporation</p> <p>(As indicated on page(s) ____ of the Proposal)</p>
	Additional Questions:
	<p>Identity of Interest: Are there any identity of interest issues between the CHDO and the contractors/vendors, consultants, and professionals it uses for its CHDO projects?</p>

Topic/Question

4 Relationship / Service to the Community

Regulatory Thresholds:

It has a history of serving the community within which housing to be assisted with HOME funds is to be located, as evidenced by:

_____ Documentation of at least one year of experience in serving the community, OR

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

(As 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.

(As 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?

(As indicated on page(s) ____ of the Proposal)

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

(As 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?

(As indicated on page(s) ____ of the Proposal)

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

(As indicated on page(s) ____ of the Proposal)

Other community issues:

Topic/Question

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 CFO,
- _____ A certification from a CPA, OR
- _____ A HUD approved audit summary

(As indicated on page(s) ___ of the Proposal)

Additional Financial Management Questions:

Audit: Does the CHDO have an annual audit? Is the most recent audit current?

(As indicated on page(s) ___ of the Proposal)

Audit findings: Were there management or compliance findings in the last two years? Are findings resolved?

(As indicated on page(s) ___ of the Proposal)

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?

(As 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?

(As 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?

(As 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?

(As 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?

(As indicated on page(s) ___ of the Proposal)

Insurance: Does it maintain adequate insurance – liability, fidelity, bond, workers comp, property hazard, and project?

(As 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

Topic/Question	
	<p>both capital and operational needs? (As indicated on page(s) ____ of the Proposal)</p>
	<p>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? (As indicated on page(s) ____ of the Proposal)</p>
	<p>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? (As indicated on page(s) ____ of the Proposal)</p>
	<p>Other financial issues:</p>
6	Development Capacity
	<p>Regulatory Threshold:</p>
	<p>It has demonstrated capacity for carrying out activities assisted with HOME funds, as evidenced by:</p> <p>_____ Experience of key staff who have completed similar projects to HOME-funded activities, OR</p> <p>_____ Contract(s) with consultants who have relevant housing experience to train key staff</p> <p>(As indicated on page(s) ____ of the Proposal)</p>
	<p>Additional Capacity Questions:</p>
	<p>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? (As indicated on page(s) ____ of the Proposal)</p>
	<p>Portfolio: Does its portfolio of projects/properties evidence competent management and oversight? Do the properties appear to have adequate funding? (As indicated on page(s) ____ of the Proposal)</p>
	<p>Previous performance: Has it done the CHDO activities previously? Did it perform competently? (As indicated on page(s) ____ of the Proposal)</p>
	<p>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? (As indicated on page(s) ____ of the Proposal)</p>
	<p>Procedures: Are the corporate lines of authority for development activities clear? Are policies and procedures in place governing development activities? (As indicated on page(s) ____ of the Proposal)</p>

Topic/Question

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?
(As 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?
(As 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).
(As 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?
(As indicated on page(s) ___ of the Proposal)

Member involvement: Is the membership active and in support of the housing activities?
(As 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?
(As 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?
(As indicated on page(s) ___ of the Proposal)

Other capacity issues: