

7935

Request for Information for the Development of a Tiny Home Project

Issue Date: 1/28/2022

Questions Deadline: 2/25/2022 02:00 PM (CT)

Response Deadline: 3/1/2022 11:00 AM (CT)

Denton - Purchasing

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Event Information

Number: 7935
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Type: Request for Information
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Notes:

The City of Denton (City) is pleased to issue this Request for Information (RFI) related to the development of a Tiny Home Project (THP) to provide housing for people experiencing literal homelessness who are living unsheltered as a part of the City's overall Housing Crisis Response System (HCRS). The HCRS is designed to achieve the community's shared goal of Making Homelessness Rare, Brief, and Nonrecurring.

The RFI is open to variety of organizations including social service providers, housing providers, real-estate organizations and any others with related expertise. It is being issued by the City as part of its continued efforts to partner with organizations and citizens across professional areas of expertise. We seek to identify the THP tiny home design, program model, risk, and operational structure.

Billing Information

Contact: City of Denton
Address: Accounts Payable
215 E McKinney St
Denton, TX 76201-4299

Bid Attachments

Tiny Home Project.docx

Tiny Home Project Scope

[Download](#)

Requested Attachments

Executive Summary

(Attachment required)

Executive summary explaining the understanding of the RFI and vendor's means and approach to accomplish the requirements of the RFI.

Organizational Documents

(Attachment required)

organizations legal forming documents (certificate of incorporation, certificate of registration, articles of incorporation, certificate of formation, certificate of partnership, partnership agreement or equivalent document)

Bid Attributes

1 Submittal Instructions

Submissions to this RFI must be in Portable Document Format (PDF) file. Documents must be typed in 12-point font with margins of no less than 1" on all sides. Text may be single-spaced, double-spaced, or one-and one-half spaced. Format must be "reader friendly" to facilitate easy review. Paragraphs must be clearly distinguishable using Section and question number headers. Each page of the PDF, including exhibits, must be numbered sequentially at the bottom of the page to indicate "Page_ of _".

The City does not expect all sections or questions will be relevant to all potential respondents. We merely seek to identify different types of potential projects. To respond to this RFI please provide responses to only the questions that are applicable to your THP. For any questions that will not apply to your THP please indicate in the section or by question that it does not apply (DNA) to your project.

2 Business Name (if applicable)

SWX Global Container Conversions

(Optional: Maximum 1000 characters allowed)

3 Contact Name

Brian Cree

(Required: Maximum 1000 characters allowed)

4 Phone 800.898.8485

(____) ____ - ____ ext: ____

(Required)

5 Contact Email

bcree@swx.global

(Required: Email address)

6 Business Website

www.container.swx.global

(Optional: Enter URL)

Supplier Information

Company Name: SWX Global Container Conversions

Contact Name: Brian Cree

Address: 1200 Crowley Drive
Carrollton, Texas 75006 USA

Phone: 800.898.8485

Fax: _____

Email: bcrec@swx.global

Supplier Notes

To whom it may concern:

Please see the ensuing documents, which
is our response to the City of Denton's RFI
for the Tiny Home Project.

Number: 7935

Request for Information for the Development of a Tiny
Home Project Request for Information

The undersigned agrees this submission becomes the property of the City of Denton after the official opening. The undersigned affirms they have familiarized themselves with the specification, drawings, exhibits and other documents; the local conditions under which the work is to be performed; satisfied himself of the conditions of delivery, handling and storage of materials and equipment; and all other matters that will be required for the work before submitting a response.

The undersigned affirms that they are duly authorized to execute this contract, that this submission has not been prepared in collusion with any other respondent, nor any employee of the City of Denton, and that the contents of this submission have not been communicated to any other respondent or to any employee of the City of Denton prior to the acceptance of this submission.

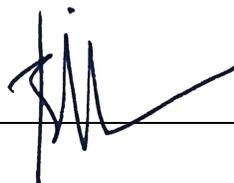
The undersigned affirms that they have read and do understand the specifications, all exhibits and attachments contained in this solicitation package.

I certify that I have made no willful misrepresentations in this submission, nor have I withheld information in my statements and answers to questions. I am aware that the information given by me in this submission will be investigated, with my full permission, and that any misrepresentations or omissions may cause my submission to be rejected.

Brian Cree, CEO SWX Global Container Conversions

Print Name

Signature





February 28, 2022

City of Denton
HCRS Task Force
Denton, Texas

To Whom It May Concern:

Thank you for allowing us this enclosure to present our vision via RFI for the City of Denton's HCRS program. Based upon the scope of work, it is imperative we, SWX Global Container Conversions, include two of our partner groups in our submittal.

JDL Group is a well-established company which will support or implementation services. Their work includes many projects which require street and home services. The United Way of Denton County, Inc., is the playbook for successful community service in Denton County and can provide all human and health services requested within this RFI.

Our three companies/agencies stand ready to forge a new and diverse community of used shipping containers. Designs can be numerous. However, we will work with you to custom-tailor our designs to balance Denton's fortunate populations and your city's less fortunate populations.

We look forward to continuing the process. Please do not hesitate contacting any of us should questions or comments. We three stand united to provide Denton all the tools to make its HCRS program a national highlight.

Kindest Regards,


Brian Cree
Chief Executive Officer
SWX Global


JD Lee
Chief Executive Officer
JDL Group


Gary Henderson
Chief Executive Officer
United Way of Denton County, Inc.

Enclosures

A RESPONSE TO THE CITY OF DENTON RFI FOR A TINY HOME PROJECT



HORIZONS

A 360 Approach for Servicing the Homeless and Unsheltered Communities in Denton, TX

PRESENTED BY



TOGETHER WITH



A RESPONSE TO THE CITY OF DENTON RFI FOR A TINY HOME PROJECT



HORIZONS

A 360 Approach for Servicing the Homeless and Unsheltered Communities in Denton, TX

“

A man who lives everywhere lives nowhere.

- Marcus Valerius Martial



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ORGANIZATION

SWX Global opened its doors 35 years ago as a custom trade show provider. Since then, we've expanded into events of all sizes, museum-quality buildouts, recruit and fan experiences for college and pro teams, along with everything in between. The container space seemed like a natural next step to utilize the skills we already have and expand our offering.

When COVID hit in March of 2020 we knew we had to create a new avenue as our core business would be down for a while. After speaking with clients, partners, and our company, we came to an understanding that we could easily begin producing world class homes in the same way we've been producing trade shows for so many years. SWX Global Container Conversions was born.

Excellence - We aim to not only meet the expectations of our clients but exceed them by utilizing the full talents and abilities of our team and treating each project as if it were our own.

Quality - SWX Global only sources high quality materials that are installed and assembled by a team of craftsman and longtime professionals. If it wouldn't go into our house, it's not going in yours.

Teamwork - From start to finish our clients work with the same team. This insures nothing falls through the cracks

and keeps our entire company update on what exactly is happening.

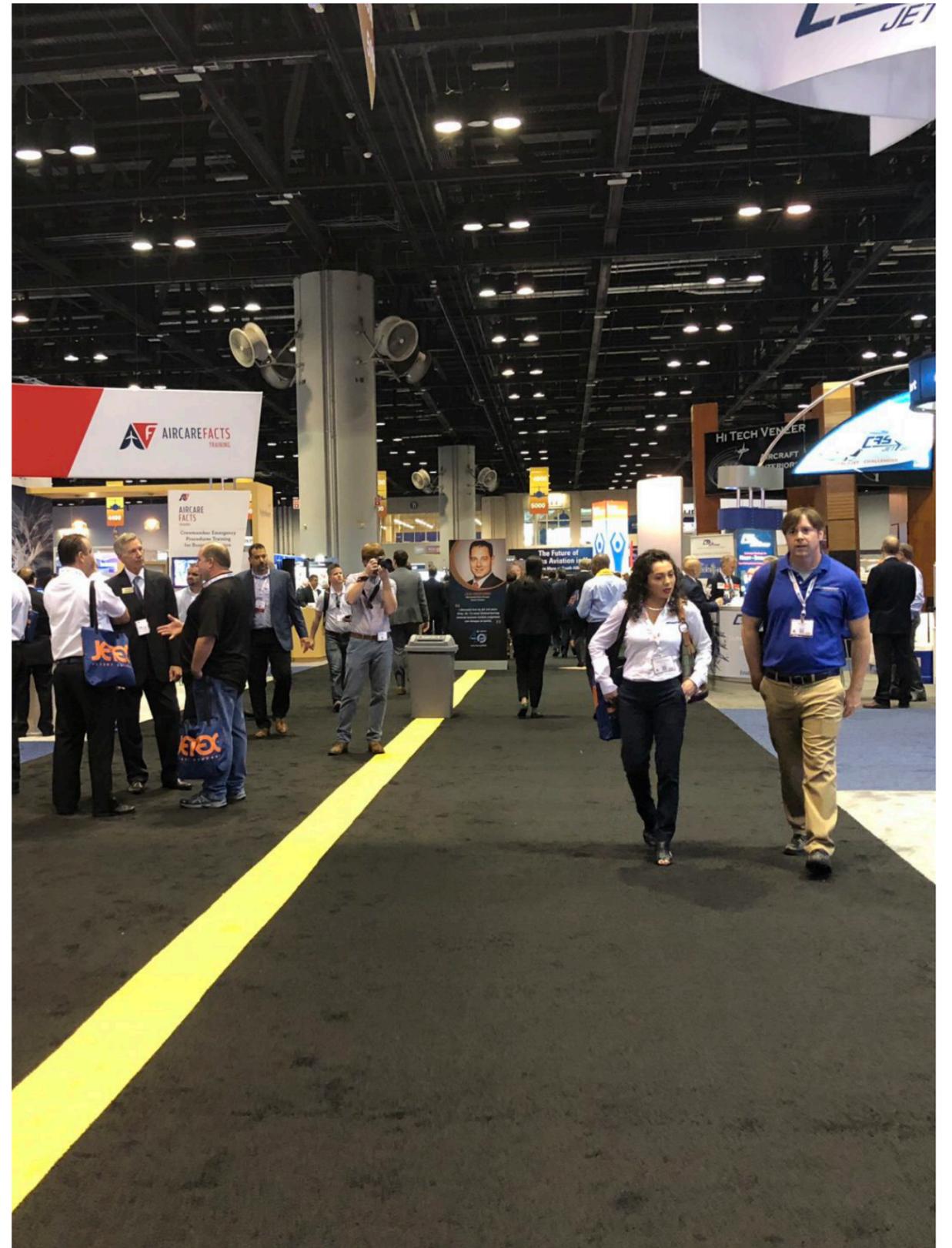
Focus - At SWX Global we have a focused direction on what we do and why we do it to make every client's project successful.

Innovation - We used what we already knew about building and found the most cost effective, durable, and eco-friendly way to build homes.

Transparency - Our clients are the number one focus of everything we do. Nothing happens throughout a project without the knowledge, understanding, and approval of our clients.



"Our knowledge and experience from the trade show industry has allowed us to create a multitude of container conversions fit for almost any individual need." - Brian Cree, CEO SWX Global



PROGRAM DESIGN

SWX Global is excited to have the JDL Group and United Way of Denton County as collaborative partners for the Tiny Housing Project in the City of Denton.

JDL Group (JDL) is multi-faceted development company that has a focus in the following verticals: 1) Real Estate Design/Engineer/Build, 2) Community-Based Programming, 3) Workforce EDU, 4) Economic Growth, and 5) Public/Private Partnership Alignments.

Together with SWX and the United Way, we have designed a prototype initiative called **"HORIZONS – A 360 Approach for Servicing the Homeless and Unsheltered Communities in Denton, TX."**

HORIZONS presents an opportunity for the City of Denton to utilize a custom designed, comprehensive strategy, best practices-based approach, to address the wholistic needs of the homeless and unsheltered community.

HORIZONS includes but is not limited to the following: 1) Housing Services, 2) Wrap Around Services, 3) Health and Wellness Services, 4) Workforce Training Services, and 5) Transitional to Permanent Living Services.

HORIZONS provides a mechanism, to one to return to society, independent, functional, and self-sustaining. In fact, HORIZONS could very well be an important piece to making homelessness rare, brief, and nonrecurring."



1. PRIOR EXPERIENCE

JD Lee, the CEO and Founder of JDL Group, has a history of playing a key role in several groundbreaking real estate developments. During his tenure as Director of Blackard Advisors, a division of Blackard Global, JD Lee was one of the integral minds of the creative team that brought forth Adriatica Village, a 50-acre \$350M mixed-used, planned unit development in McKinney, TX.



In continuation of the village model, JD Lee along with Jeff Blackard, penned the name of the philosophy which is now a staple in urban planning called NeoRetroism – The Utilizing of Old-Word Characteristics in Modern-Day Development Environments.



The philosophy would flourish, and a series of similar new developments would ensue, such as Scereno Village in

Bixby OK, Wolf Lakes Village in Georgetown, TX, Lighthouse Pointe in Corpus Christi, TX, Barisi Village in Corpus Christi, TX, and several others.

As a visionary, JD Lee made the critical decision to not only place a sole focus on larger scale developments, but to bring all the best practices of building modern-day villages and bring a spotlight on the type of urban, inner-city that he himself grew up in.

With this goal in mind and an opportunity to development a flagship project in McKinney, TX, the Urban Villages™ model was born in the form of the Cotton Groves, a walkable, 35-unit townhome community, with state-of-the-art amenity center, playscape, and other amenities, exclusively for LMI families.



Cotton Groves currently is under development on the Eastside of the McKinney, a corridor where there hadn't been any new development in the past 20-30 years, but now has spurred an enormous amount of new investment and growth.

Cotton Groves as a development, happened with the collective will of the

regional chapter of the largest affordable housing development organization in the world, Habitat for Humanity of Collin County, a key investment by MCDC, McKinney Community Development Corporation and the support of city departments in planning, engineering, city council, zoning, and the surrounding neighborhood community.



The development features green, sustainable use of materials such as a first of its kind adaptation of repurposed shipping containers as the core modular component in the building process in McKinney, TX. The units are built using only ENERGY STAR rated components, renewable solar rooftop units, 2-floor walkout decks that act as a carport and other sustainable aspects in the design. All of this is situated on a 2.75-acre site.



JDL has continued with an urban focus, designing new environments for transitional, supporting, permanent supportive and permanent housing developments, bringing best practices from its own work and the work of other leading companies it is aligned with. JDL is currently working to spur new housing, community, workforce, and economic developments in Battle Creek, MI, Flint, MI, Detroit, MI, South Dallas, TX, Plano, TX, Austin, TX, San Antonio, TX, Minneapolis, MN, St. Paul, MN, Albuquerque, NM, Memphis, TN, and Rochester, NY.



Because it is a multi-faceted group, JDL not only can design/engineer/build housing, but it also has the experiential and intellectual assets, to tailor-make community-based programming that is local/regional and population specific.

HORIZONS is an example of bringing our collective, shared approach, to merge the best elements of all parties at the table, while offering stakeholders a comprehensive set of resources, that can support the shared vision of making homelessness rare, brief, and nonrecurring.

United Way of Denton County (UWDC) is confident in the structured build and design of programming to be developed together with our partners in the project. SWX Global has been a leading designer in exhibit designs and builds in the DFW area for over 30 years and is working to build their footprint in container homes in the nation.



- Gary Henderson, CEO United Way of Denton County

UWDC provides the implementing and operating skills needed to make a well-rounded project. UWDC has been providing the backbone support role to housing and homelessness initiatives in Denton County officially for nearly 7 years and unofficially for years prior. Through that backbone support role UWDC has deployed agency grants, piloted programs that became permanent structures in Denton County, assisted

agencies going through transition needing support, and created and maintained processes and procedures for Denton County's housing crisis response system to evolve as needs shift.

UWDC collaborates with the City of Denton in a public-private partnership to fund two housing insecurity positions and Homelessness Barriers Fund to support regional efforts to make homelessness rare, brief, and nonrecurring. The City of Lewisville partners with UWDC to support access to resources for people experiencing or at-risk of homelessness including funding for UWDC's Homelessness Barriers Fund.

These partnerships have been key in growing cross-sector alliances and improving coordination of homeless services and communications among providers, improving the use of and the quality of data with the Homeless Management Information System and in the overall improvement of the Denton County Housing Crisis Response System.

UWDC has extensive experience leveraging federal, state and local funds to make homelessness rare, brief and nonrecurring. The Texas Department of Health and Human Services awarded UWDC funding for six consecutive years for its collaborative work to expand access to behavioral health care in the county. Programs included resource and mental health navigation for Veterans,

and housing and mental health support for justice-involved individuals.

In 2019, UWDC was awarded a Texas Veterans Commission grant to begin a Veteran Stability Program to prevent Veteran's from experiencing homelessness in Denton County. That same year, UWDC was awarded federal funding from the U.S. Department of Housing and Urban Development to expand access to Coordinated Entry and implement a centralized landlord outreach and engagement program. In the first two years of this grant, UWDC completed over one fourth of the total Coordinated Entry enrollments and reassessments county-wide.

Additionally, UWDC built relationships with nearly 70 local property owners and landlords and assisted in housing over 60 people experiencing or

at-risk of homelessness through the Housing Navigator program.

In April 2020, UWDC was awarded federal CARES Act funding from the US Department of Treasury through Denton County Commissioners Court to enhance and expand our homeless intervention work across Denton County by executing a virtual-based countywide eviction prevention program and deploying agency grants that assisted in increased services and needs during this time.

This program began with the support of funding from local donors, foundations, City of Denton, City of Lewisville, and Denton County Commissioners Court and allowed us to keep thousands of households housed during the pandemic. UWDC continues to manage this program now with US Treasury Consolidated Appropriations Act



Emergency Rental Assistance Round 1 and 2 funding in collaboration with 10 other Denton County agencies working to prevent and end homelessness for Denton County residents and meet needs of agencies along the way.

In conjunction with the eviction prevention program from the US Treasury, in 2021 UWDC was awarded \$3.3 million to implement a countywide Rapid Rehousing and Homelessness Prevention

program for Denton County through the Texas Department of Housing and Community Affairs' Emergency Solutions Grant Coronavirus Round 2. With funding from multiple streams UWDC has created a staff of 30+ specialists, navigators, and case managers to maintain and build upon our housing crisis response system.

In the last 3 years, UWDC staff has assisted thousands of Denton County residents in remaining in housing and

aided hundreds of households in the transition from literal homelessness into short term hotel stays and was able to navigate and assist them into long term stability in our County.

During this time UWDC has supported Denton County residents and agencies by mobilizing over \$33 million dollars that directly supported our neighbors. UWDC reports outcomes to Denton County Commissioners Court,

Denton County municipality Mayors and City/Town Managers, state and federal elected officials, and related grantors. UWDC has been contacted several times by communities across the state to determine how to work more effectively with their county, cities, and partners to leverage funds and build functional systems in housing solutions.



2. SYSTEM ROLE

People living in the state of homelessness, is not a crisis exclusive to the City of Denton. Rather, it is a national epidemic that stretches from the West coast to the East coast. One could argue that the effect of homelessness, touches the lives of every person, irrespective of one's position on the Ladder of Success.

HORIZONS, as a Tiny House Project, presents a systematic approach for the City of Denton to make homelessness rare, brief, and nonrecurring. Why? Because it addresses from a holistic perspective, the following: 1) Housing Services, 2) Wrap Around Services, 3) Health and Wellness Services, 4) Workforce Training Services, and 5) Transitional to Permanent Living Services.

Additionally, as a collective group, SWX, UWDC and JDL have the history, track record, capabilities to form an enduring relationship with the City of Denton to stand up the Tiny House Project, within a timeline and budget that meets with the city's expectation.

We believe every person deserves a fresh start. HORIZONS places a focus on one's position, not one's condition. Your condition may be that you are homeless, but your position is that you are a human being, born to accomplish great things! And This is how we make homelessness rare, brief, and nonrecurring.

3. SERVICE DELIVERY

HORIZONS has a service delivery model, which incorporates a comprehensive approach to compliment the housing component of the Tiny Housing Project. In the delivering of each service vertical, HORIZONS will work collaboratively with community partners to offer a full menu of short-term, intermediate, and long-term needs of participating individuals/families.

A. Best Practices

- **Housing First Principles** - Housing First is a person-centered, evidence-based approach to supporting homeless people who have high needs and histories of entrenched or repeat homelessness, and especially rough sleeping, to live in their own homes.

HORIZONS takes this into account in one of its core programming deliverables of providing a stable, independent home with intensive personalized support for homeless people with multiple/complex needs.

HORIZONS supports the 7 principles of Housing First including: 1) People have a right to a home, 2) Flexible support is provided for as long as it is

needed, 3) Housing and support are separated, 4) People have choice and control, 5) An active engagement approach is used, 6) The service is based on people's strengths, goals, and aspirations, and 7) a harm reduction approach is used.

SEE SECTION ON COLLABORATION PARTNERS AND SERVICES.

- **Harm Reduction Principles** -

Harm reduction is a set of practical strategies and ideas aimed at reducing negative consequences associated with drug use.

HORIZONS takes this into account in one of its core programming deliverables of establishing a criterion for interventions and policies for the quality of individual/community life and well-being.

HORIZONS would seek to find solutions that work for each household's needs to reduce harm done by substance use, but a program in and of itself may not lead to the end of all drug use. Therefore, a non-judgmental, non-coercive provision of services and resources will be afforded to people who use drugs, while

assisting them in reducing harm.

SEE SECTION ON COLLABORATION PARTNERS AND SERVICES.

- **Trauma-Informed Care**

Principles - Trauma-informed care approaches patients' healthcare needs in a manner that considers any trauma that they may have experienced, with a key goal of preventing any re-traumatization that could inhibit patients from continuing to seek care.

HORIZONS takes this into account in one of its core programming deliverables by providing for the health and wellness of participants. A best-case scenario is to a program collaboration with local medical institutions that recognizes and adhere to the 6 Principles of Trauma-Informed Care which are: 1) Safety, 2) Trustworthiness and Transparency, 3) Peer Support, 4) Collaboration and Mutuality, 5) Empowerment, Voice and Choice, and 6) Cultural Issues.

SEE SECTION ON COLLABORATION PARTNERS AND SERVICES.

- **Housing Focused Case Management Principles** -

Housing focused case management addresses the behaviors and patterns that affect a person's ability to secure and maintain housing while working on individual immediate needs.

HORIZONS takes this into account in one of its core programming deliverables by assisting individuals/families to develop relationships with resources in the social service system and community, to encourage self-sufficiency and provide a support network outside of the homeless system.

SEE SECTION ON COLLABORATION PARTNERS AND SERVICES.

B. Basic Needs

The Universal Declaration of Human Rights states that everyone (including the homeless and unsheltered) has the right to adequate food, housing, and medical care. Ensuring that these basic needs services is accessible, even to the homeless/unsheltered population, is important to the HORIZONS model.

HORIZONS' goal is to ensure the delivery of water, food, shelter and health services in adequate quantity and quality to eliminate

the fear of survival for our constituents and satisfy their right to "life with dignity."

With UWDC's consistent support to the Denton County Homelessness Leadership Team and their collective impact to make homelessness rare, brief, and nonrecurring, HORIZONS will be an effective and innovative puzzle piece to our overarching community goals.

The project combines data-driven and fiscally responsible ideals and will become one of the

first to provide a proven solution to the City's residents in the ever-growing need of affordable senior housing solutions.

The City of Denton's Affordable Housing Needs and Market Value Analysis Report from 2021 listed a key finding that, "Seniors will comprise a greater share of Denton's households in the next two decades as Baby Boomers age into their senior years, increasing the need for affordable senior housing..." HORIZONS will be one of the pieces to a solution for

the City of Denton and stand as a positive model for other Denton County municipalities to explore.

C. Supportive Services

HORIZONS understands that beds, pillows, sheets, blankets, and a roof over one's head, alone will not end or prevent homeless recidivism. Access to critical mental, physical, and emotional health and wellness services, will help empower participants to reconnect with their families, find gainful employment, re-imagine their lives, and become successful citizens once again.

A model for how HORIZONS will provide a menu of supportive itself, and partner with other local providers to ensure it best meets the diverse needs of participants is in the Ark of Hope in South Dallas.

Founded in August of 2010, to serve an abandoned population in South Dallas, Ark of Hope is a comprehensive Transitional and Supportive Living Program committed to extending quality and affordable living services to formerly incarcerated and homeless individuals who need: housing assistance, as well as wrap around services, including health/wellness, mental/emotional,



medication management, workforce readiness, self-reimagining, and other related resources to prepare them to become productive citizens in their community once again.

When possible, participants contribute to the overall cost of their stay on an income-based payment system. This aids the financial stability of the program and offers a viable stream of revenue to offset the ongoing costs of housing, transportation, and other supportive services.

JDL and Ark of Hope are currently partnering together in the development of a 3-acre all-inclusive village campus to South Dallas, to meet the needs of a similar target population.

LEARN MORE ABOUT THE ARK OF HOPE AT WWW.AOHDLLAS.ORG.

D. Intake Process

HORIZONS will follow the Denton County Coordinated Entry Written Standards, developed in conjunction with majority of the Denton County homelessness and housing non-profits and the Texas Balance of State Continuum of Care's (TX BoS CoC) lead agency, Texas Homeless Network.

Through Coordinated Entry, households may be referred to HORIZONS and/or other local agency's projects via the referral process in Homeless Management Information System (HMIS) depending on their current needs and vulnerabilities.

SEE SECTION ON COLLABORATION PARTNERS AND SERVICES.FOR THE FULL INTAKE PROCESS VIA UWDC.

E. Referrals

All potentially eligible participants interested in being referred to HORIZONS, would be encouraged to go through Coordinated Entry at a Denton County Front Door agency, this is the locally recognized first step to housing program referral and potential enrollment.

SEE SECTION ON COLLABORATION PARTNERS AND SERVICES.FOR THE FULL REFERRAL PROCESS VIA UWDC.

F. Housing Transitions

For the homeless/unsheltered population, transitioning back into a permanent living environment is important. How to best aid in getting them there, may not be the same in every case, however. But in all cases, there will be systems that are implemented, which ensure once a person/family

returns to a permanent living setting, the odds of them returning to their firmer condition again, are low. Making homelessness rare, brief, and nonrecurring is the goal.

4. ACCESSIBILITY

A. Differing Abilities

HORIZONS will adhere to all federal laws pertaining to accessibility for persons with disabilities. In 1991, to help the design community comply with these requirements, HUD issued its Fair Housing Accessibility Guidelines. In 1994, HUD responded to questions on the Guidelines by issuing a Q and A Supplement to the Guidelines.

In 1996, HUD provided further guidance on ways to design and construct housing that complies with the Fair Housing Act by issuing the Fair Housing Act Design Manual. In 2013, additional guidance was made available in the Joint Statement on Accessibility Requirements.

These combined guidelines are the gold standards and recognized safe harbors for compliance with the Fair Housing Act accessibility requirements.

FOR MORE INFO ON HUD REQUIREMENTS, VISIT: WWW.HUD.GOV/PROGRAM_OFFICES/FAIR_HOUSING_EQUAL_OPP/PHYSICAL_ACCESSIBILITY.

B. Limited English Proficiencies

HORIZONS, like many other organizations or programs that service a Limited English Proficiency (LEP) part of the population, whether large or small, would meet the needs of its LEP participants via having a bilingual staff, and through the use of telephonic interpretation services (available in more than 200 languages). Additionally, those who are deaf/hard-of-hearing would also be provided with on-site interpretation services.

For written translation, on-site interpretation, telephonic interpretation, and sign language interpretation HORIZONS can contract with outside vendors to provide these services, if its internal staff are not available.

Ultimately, HORIZONS would work towards to goal of all staff having access to onsite interpretation for spoken languages and video interpretation for sign language. Over time, the staff would be equipped to communicate with

every participant in their own language.

C. LGBTQ Participants

Research indicates that LGBTQ people do experience a disproportionately higher level of homelessness and housing insecurity and that they face discrimination in homeless shelters as well as some rental markets.

Unfortunately, since government agencies often do not collect data on sexual orientation and gender identity, limited data exist on the supports that LGBTQ people receive to address some of these disparities.

HORIZONS will have an open-door policy, regardless of one's orientation or identity. As it relates to where one may be housed or what access they may have to private quarters, those decisions will be made in concert with the City of Denton, following all federal, state, and local guidelines.

D. Pets

Almost half of the women suffering from being homeless or domestic violence, who have

pets, report that they put off entering a shelter because they were concerned about leaving their pet behind, according to the University of Denver's Institute for Human-Animal Connection.

The Salvation Army has a model for mitigating this situation and it could prove to be a very feasible model for HORIZONS as well. The SA model is as follows:

- 1) **Offer to provide** a temporary foster home for their pet while they get the help they need. Before letting it mix in with your pets, be sure it's been tested and vaccinated.
- 2) **Negotiate with** a local pet boarding facility about a no fee or reduced rate for people who are in crisis then refer or take people there when they need help.
- 3) **Offer to pay** for updated vaccinations so that the animal will be welcome at existing pet-friendly facilities. Currently, there are about 40 pet-friendly shelters in the US.
- 4) **Talk to members** or your church, Rotary Club, neighborhood, etc., about offering their homes

or yards to the pet of a homeless person or someone in crisis and create a network of do-gooders.



COMMUNITY COLLABORATION

United Way of Denton County is honored to be a part of the collaborative partnership for the Tiny Housing Project in the City of Denton.

United Way of Denton County (UWDC) proudly serves as the backbone of the nonprofit sector in the Denton County community, building collaborations between the business, government, and nonprofit sectors.

UWDC leverages connections and credibility to achieve the difficult task of making a county-wide impact to improve and transform lives. For over 65 years UWDC has deployed funding to Denton County's most critical needs through Partner Agency grants after biannual community needs assessments.

UWDC operates three quasi-governmental, policy making, cross-sector appointed leadership teams that are dedicated to its focus areas, Behavioral Health, Homelessness, and Workforce Success.

Specific to homelessness, in 2015 UWDC entered a partnership with the City of Denton to explore current resources, gaps, and needs around housing and homelessness in Denton County per direction from Council. Through this partnership studies were deployed, and initiatives developed to address concerns and build systems to overcome current barriers.



The Denton County Homelessness Leadership Team (DCHLT) was built one year later to improve the planning, coordination and implementation required to create systems change for housing and homelessness initiatives in Denton County. UWDC was named and serves as fiscal agent and backbone support to the DCHLT to this date.

As Denton County's singularly most significant housing insecurity collective impact initiative, the collaboration built under such leadership has flourished over the last 6 years. The collective impact team created workgroups to functionally

resolve and employ strategies to improve the housing crisis response system.

Additionally, the impact team initiated shared strategic goals in housing and homelessness, implementing Coordinated Entry, improving access to a shared data tracking system, producing publicly available real time data on Denton County homelessness, coordinating trainings and collaboration meetings and more.

UWDC believes deeply in collaboration and intends on building up the strategies of the Leadership Team our agency has been backbone support to since 2015 by leveraging this program's

potential resources with current supportive services resources already available in the community.

1. COMMUNITY PARTNERS

Through the collaboration built under the DCHLT and the workgroups under that collective impact initiative, UWDC feels confident in leveraging current local partners on any household needs that may be available in the community. In the last several years UWDC has coordinated or built partnerships with nearly every provider in Denton County.

UWDC partnerships serve households experiencing homelessness, connecting them to resources or by making sure its programs are relevant, within the puzzle of stability for households.

Examples of this look like, creating a workaround for our Domestic Violence partner to prioritize households for hotel assistance through our CARES act program leading to stronger communication between typically siloed services or building a process at our local Department of Public Safety office during COVID to allow for the path for households in

housing programs in and outside of UWDC to gain quick access to ID and License renewal or purchases to expedite their housing.

UWDC staff will be able to aid in applying or connecting to public benefits such as SSI/DI, Medicaid/Medicare, SNAP, etc. UWDC will utilize its partnership with the Denton County Veterans Service Office to confirm that every Veteran household is connected to all Veteran specific benefits.

UWDC recently launched a pilot with the local Texas Workforce Commission and will utilize this to immediately connect households

to job skills and application resources as well as their childcare resources. UWDC has also begun conversation with a local emergency room, Texas Health Presbyterian Denton, to create a streamlined process for households accessing ER services most often to connect with housing and primary care to gain stability long-term.

UWDC will also lean on its partnerships with Denton County MHMR and Health Services of North Texas, both of whom are in the Leadership Team (previously mentioned), to ensure households have sufficient access to physical and mental healthcare. With partnership in the Substance Use Workgroup, under the Behavioral Health Leadership Team, UWDC will provide connection to substance use resources and advocate for more access resources.

Legal Aid of Northwest Texas has partnered with UWDC for years to ensure access to services at both agencies are available, UWDC will continue to partner with them for client legal services. With our connections and our big picture understanding of service provision, UWDC is confident in integrating with services for households' potential success.

2. COORDINATED ENTRY

The proposed Tiny Home Project will follow the Denton County Coordinated Entry Written Standards, developed in conjunction with majority of the Denton County homelessness and housing non-profits and the Texas Balance of State Continuum of Care's (TX BoS CoC) lead agency, Texas Homeless Network.

All potentially eligible participants interested in the program would be encouraged to go through Coordinated Entry at a Denton County Front Door agency, this is the locally recognized first step to housing program referral and potential enrollment.

UWDC staff is available to complete Coordinated Entry intakes for qualifying residents (experiencing literal homelessness and/or fleeing domestic violence) as a front door agency.

Through Coordinated Entry, households may be referred to the potential Tiny Home Project and/or other local agency's projects via the referral process in Homeless Management Information System (HMIS) depending on their current needs and vulnerabilities.

Program openings will be filled by households who meet the



program qualifications and who are prioritized at the highest level, based on the Denton County Housing Priority List, populated from HMIS and managed by UWDC backbone support staff.

Prioritization would be based on current standards of the TX BoS CoC at the time. If a household is not interested in the current program UWDC staff can provide, additional resources/possible program connections dependent on the household's needs may be possible. If during this time the household is not able to be reached with a minimum of 5 unique contact attempts in 10 business days, UWDC staff will move on to the next eligible household on the HPL and leave documentation in HMIS reflecting the previous contact attempts with the unreachable household.

3. STREET OUTREACH

UWDC currently utilizes active Street Outreach efforts managed by community partners to either collaborate with or request support from them, to be able to contact possible participants.

Current processes are largely managed by the City of Denton

Homeless Outreach Officer Team and a local community partner who specializes in outreach services. For the proposed Tiny House Project, UWDC would also use this method.

Currently, this outreach team is the operational go to for nearly all nonprofits attempting to get in touch with households not accessing mainstream resources often or at all. This team also collaborates with community partners on transportation and related needs, UWDC is happy to assist in any or all related activities.



4. GOOD NEIGHBOR PRACTICES

UWDC plans on utilizing existing relationships built in the Denton community and the ability to connect with people on a regional scale. UWDC will organize public forum presentations and community meetings on the Tiny House Project, to answer questions, address concerns, and improve the overall awareness of the venture.

UWDC would encourage Denton residents unsure of the mission and the project to continue conversations with us, to address potential concerns prior to any planning/zoning board or city council meetings.

In partnership with SWX Global and JDL Group the Tiny House Project will follow all needed community, planning/zoning, and city council requirements of the City of Denton. With these open, public forums and encouragement for community feedback, we hope to continue to build rapport amongst Denton residents in order to keep the lines of communication open, even after the development and unit filling are complete.



PARTICIPANT SATISFACTION AND SAFETY

UWDC appreciates opportunities for growth in maintaining satisfaction across all program areas. If at any time any community member (participant, staff, volunteer, etc.) would like to address a circumstance and or situation, that conversation is seen as a chance to identify concerns, learn and understand experiences and address them through the lens of the one being impacted.

Through active listening during feedback, we can not only build up current programs and services to meet the needs, but listen with the intent of gaining an understanding, which allows us to innovatively look at what more can be made possible for the Denton community in the future.

1. PARTICIPANT FEEDBACK

Within each focus area of UWDC are programs dedicated to our foundational pillars. Each program provides participants the ability to provide at minimum annual program feedback on services they are receiving, requesting, and their individual progress through the programs they are accessing. These program feedback forms generally look like short surveys via Google or Microsoft tools.

If a participant has suggestions prior to the program surveys being provided, they are encouraged to provide that to staff involved in related program, Program Manager/Director over that program, or ultimately the agency's Executive Director if previous options are not satisfactory.



2. GRIEVANCES

UWDC has previously implemented a Whistle Blower Policy in our Policies and Procedures handbook. Each staff person is walked through said policy in new staff orientation to inform each person on the process and importance of said policy.

UWDC is committed to maintaining accurate and transparent accounting of its financial matters, a safe work environment, and a culture where grievances can be expressed without fear of retribution.

UWDC expects all employees, officers, directors, volunteers, and agents to act in accordance with the highest ethical standards in the performance of their responsibilities. It requires full compliance with all applicable laws and regulations, accounting standards and controls, audit practices and all UWDC policies and guidelines.

UWDC relies on all employees, officers, directors, and volunteers and agents of UWDC to conduct themselves in accord with the requirements and spirit of this policy and to report any suspected or actual violations of this policy without fear of retaliation.

Additionally, UWDC has acted as backbone support to the Denton County Homeless Coalition's collection of all Denton County homelessness nonprofits' grievance policies and procedures to have them on hand for any participant or citizen's needs.

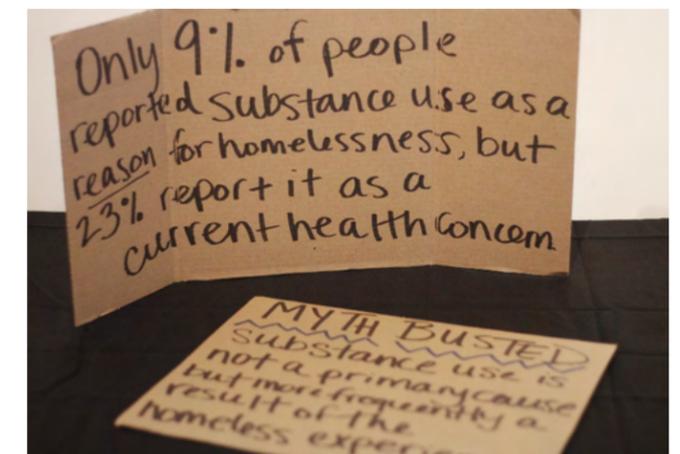
3. INCIDENTS

Incidents are reported in three ways in order to maintain safety, record keeping, and communication with internal departments and external

agencies. If an incident arises in which participants and/or staff are/were physically at risk, a high priority email or Microsoft Teams Message is provided to all staff as a warning or follow up.

A report on the incident and any relevant documentation of said incident is saved in a shared server folder for current and future UWDC staff to reference for services and interactions.

Additionally, if an incident is involving a participant in a program that utilizes the Homeless Management Information System (HMIS), an abbreviated version of the order of events is provided in a case note for the participants profile in the HMIS system to maintain communication with the nearly 15 homelessness service providers making referrals and/or tracking services in Denton County.



EMERGENCY PLANNING

To ensure the safety, protection, and harmony of household's accessing services, staff, and volunteers at UWDC facilities, we focus on the five critical elements of emergency management planning: 1) Prevention, 2) Mitigation, 3) Preparedness, 4) Response, and 5) Recovery.

With stable and sound structures that UWDC supplies for workspace and potentially for living spaces as well, we are always seeking to intercept any preventable emergencies. This is accomplished by providing habitable and safe environments and regular maintenance and cleaning services.

To mitigate further risks, security technology is installed at all UWDC facilities. Protocol is in place for weather and safety alerts with phone tree for crises, facilities being salted to enter/exit the building during below freezing temperatures, and weather alerts 24+ hours in advance via email to all staff.

UWDC practices preparedness with staff having at minimum, annual notices of the variety of safety protocols in place inside facilities. Additionally, we are provided external training from City of Denton police and fire departments on situational emergencies. If an emergency is to occur, UWDC Leadership feels very confident in the preparation of not only its facilities, but also that staff response

times and action steps to bring about a recovery, will take place immediately per protocols that are in place.

1. PUBLIC HEALTH EMERGENCY EXPERIENCE

UWDC has proven its focus on safety and service to Denton County residents, countless numbers of times over the past 2+ years, with respect to COVID-19. At the start of the pandemic in 2020, UWDC acted with urgency and efficiency and transformed its previously 100% in person work force, to a nearly fully remote staff.

During this time UWDC implemented a 25+ person Eviction Prevention team who worked 90% remotely to maintain safe and stable housing for all Denton County residents being impacted by the Pandemic.

This program deployed nearly \$7.4 million in direct client assistance dollars in 10 months' time nearly all from the safety of their independent homes. This program bridged into a continuing 80% remotely operating program that has now deployed \$20 million in 12 more months to maintain the mission of making homelessness rare, brief, and nonrecurring, especially during a global crisis.

UWDC current Policies and Guidelines outlines the agency's approach to health and safety involving health emergencies. UWDC prioritizes the health and safety of UWDC households accessing services, employees, volunteers, and visitors during public health events.

It is impossible to fully eliminate the risk of possible exposure to an illness associated with a public health event, including but not limited to MRSA, influenza, COVID-19. UWDC monitors, evaluates, and implements protocols issued by the CDC, state/local authorities as well as best practices issued by governing bodies in response to these events.

Directives outlining protocols and providing instructions on actions being taken to address public health events will be issued and shared with all visitors and staff at UWDC. These same actions and next steps exemplified in the last two years will extend to the Tiny Home Project or any housing initiative UWDC is involved with.

2. IN THE EVENT OF NATURAL DISASTER

In the event of a natural disaster UWDC's first focus for all

residents in programs and staff is safety. UWDC would proceed with direction from the proper emergency management service staff on next steps for the given natural disaster and ensure safety for everyone potentially involved.

If temporary lodgings are to be found for residents living or staff working quarters, they will be supplied by UWDC. In the event the natural disaster causes a disruption of basic needs being met or housing to be displaced, UWDC previously implemented a Disaster Relief Fund that was created in the commitment to serving Denton County households affected by natural disasters. The Relief Funds are deployed after a disaster has been declared and UWDC Executive Committee and/or Board of Directors approves of the use of funds.

3. IN THE EVENT OF EMERGENCY CLOSURE

In the event of a unit or property closure, UWDC will work with internal resources and/or programs to resolve basic needs immediately (shelter, food, water, and safety). If external support is needed, UWDC would collaborate with partner agencies and/or local employers and businesses to support an emergency to resolution.

PROPERTY AND LOCATION

Depending on the complexity of the HORIZONS development project, and the level of know-how within the City of Denton's internal team of professionals, the advice, guidance, and partnership of a development team who brings varied disciplines to the table, will be vitally important to the overall success of the endeavor. The collaborative team of SWX, UWDC and JDL brings the capacity, knowledge, and expertise to the equation, to mitigate unforced errors as the project moves along.

Site requirements can vary according to the function and operation of a specific development, so when selecting a potential site for HORIZONS, it is important to consider the following:

- 1) Location
- 2) Zoning, including
 - a. Coverage
 - b. Plot Ratio
 - c. Parking
 - d. Building Setbacks
 - e. Easements
- 3) Size/Shape of Site
- 4) Physical Characteristics, including
 - a. Topography
 - b. Soil Conditions
 - c. Vegetation
- 5) Traffic Flow, including
 - a. Access and Egress

- b. Volume of Traffic
- c. Traffic Flow
- 6) Utilities
- 7) Public Transport
- 8) Real Estate Taxes
- 9) Environmental Issues, and
- 10) Other Site Conditions

1. LAND AVAILABILITY

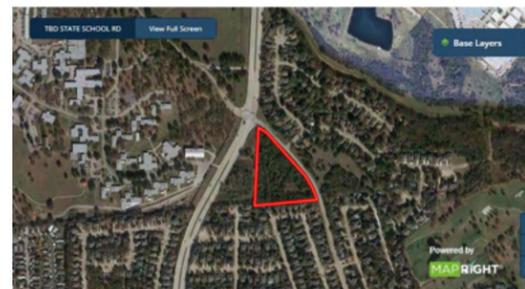
A. Ownership

To date, the HORIZONS initiative does not have a specific development site under control or ownership. To bring the project to fruition, a proper site must be one of the first items that is checked off the list.

B. Location

There are several sites within the city limits of Denton, that are available, and which would be suitable for the HORIZONS initiative, including the following:

1) State School Rd, Denton, TX 76205



5.552 acres located on State School Road and heavily traveled FM 2499.

2) Willowwood St, Denton, TX 76205



3 acres located on Willowwood Street in Denton, TX. The property is close to major thoroughfares such as I35 and Hwy 377.

3) To Be Determined

The City of Denton, Denton Housing Authority, or the Denton Affordable Housing Authority, may have property it owns or controls, or is aware of, that we are not informed on. We would be happy to utilize that site as well.

2. LAND USE

The State Street location is an undeveloped site, and classified as NRMU, which allows for high density development. The site could be rezoned to as a PUD for more flexible use. This is a prime location, just over one-half mile from I-35 and minutes from shopping, dining, and many other amenities.

The Willowwood location is an undeveloped site, and classified

as commercial, but could easily be rezoned to NRMU, PUD or other. The site provides access to abundant amenities nearby. University of NT and Texas Woman's University are approximately less than 5 miles away.



3. PREPAREDNESS

To ensure for the proper readiness of a chosen site, we strongly suggest that a land development feasibility study be performed. Why? Because in any project requiring property development, one of the most important factors, if not the most critical, is the land. It is important to determine the potential of the land. The potential of the land relates to many areas like the geo-stability of the land, its socio-political value, market value, and its growth prospects, and so much more.

A land development feasibility study will provide all the relevant information to ascertain the practical and actual viability of the selected land or plot. Our team has compiled numerous land feasibility reports and can assist the city in this capacity as well.

DESIGN, CONSTRUCTION & IMPLEMENTATION

The HORIZONS Tiny Home Project is a venture that is an historic endeavor on the part of the City of Denton, that will ensure its goal to “Make Homelessness Rare Brief and Nonrecurring” is a real possibility.

In the collaborative group of SWX, UWDC and JDL, the advocacy of creating a village like environment for the homeless/unsheltered community is something we agree on. It is the best type of development, to fully help this population segment transition back into society as healthy and whole again.

As previously mentioned in Program Design Section the Urban Villages™ model could be a point from which we dream, plan, design, engineer, and develop the HORIZONS site.

This rational approach to development is an opportunity for the City of Denton to lead in the formation of a first-of-its-kind community for the homeless/unsheltered, right in the heart of America.

1. INFRASTRUCTURE

The 2 sites that were mentioned in the previous Property and Location Section, will require a certain amount of civil infrastructure to make it feasible for vertical development. Additionally, as

mentioned in the Program Design Section, under the heading Prior Experience, it was noted how the Cotton Groves development in McKinney, Texas (different in target population, but similar in the fact that it is a public/private partnership) received a significant investment from the MCDC, (McKinney Community Development Corporation).

The investment was well over seven figures and made it possible that the costs of site acquisition, and the costs associated with all the civil infrastructure for the site were mitigated.

The HORIZONS initiative would envision a similar financial investment from the City of Denton and/or other state/local agencies that are in alignment with the ventures goal of “Make Homelessness Rare Brief and Nonrecurring”.

A. Water, Sewer, Electricity

Although there is water, sewer, electric, and cable at the street, both sites mentioned in the previous section will require the bringing of those utilities onto the site. How much will it cost to bring utilities to the site cost? The short answer is that it depends. There are too many factors that require further study, and a premature answer would not be in the best interest of the City of Denton, nor

our collaborative group. For a complete, accurate assessment of the costs associated with this item, a full land development feasibility study would be recommended.

B. Lighting

In designing any lighting system, it is essential to ensure that sufficient and safe levels of lighting are available, while keeping obtrusive light to the minimum.

Obtrusive light includes not only light over spill from the site in question but light which is deflected upwards into the night sky. Lighting standards for the HORIZONS development will be in line with City of Denton ordinances and guidelines, to account for the ideal lighting conditions for traffic routes in a variety of locations.

For a complete, accurate assessment of the costs associated with this item, a full land development feasibility study would be recommended.

C. Perimeter Fencing

During construction, a perimeter soil erosion (silt) fencing fence will be put in place to retain the soil on the development site, until the activities disturbing the site are sufficiently completed to allow

revegetation and permanent soil stabilization to begin.

Before the site is completed, a perimeter fence (screening) will be installed with gates, where necessary, and will be located on the outer boundaries of the property and that encloses a property in its entirety.

For a complete, accurate assessment of the costs associated with this item, a full land development feasibility study would be recommended.

2. DESIGN IMPLEMENTATION

The development of the HORIZONS site will be implemented in multiple phases, with a timeline that is programmed to ensure optimum reduction in costs, and maximum efficiencies in materials, and best possible path to receiving a CO (Certificate of Occupancy).

The pre-development phase of the project will take at least 6 months to properly study, program, design, engineer, and produce 3D renderings of what the HORIZONS village will look like once complete.

From there, zoning and permitting will require at least 6 months to work through. Once these objectives are achieved, the phased development process can

begin, with an estimated timeline of completion in approximately 1 year from the start of construction.

For a complete, accurate assessment of the costs associated with this item, a full land development feasibility study would be recommended.

3. TINY HOME DESIGN

A. Temporary or Permanent Foundations

There are two ways to approach a planning out a tiny house development like HORIZONS; one which has temporary foundations, and the other which has permanent foundations.

Based on the best practices for the type of development the city envisions, a more thorough study would need to take place to design/engineer the right kind of housing units for the site.

Many tiny homes, as seen on YouTube, Television, on the World Wide Web in general, are built on movable trailers. These units can be trucked in and set-up on a site, riggers can be deployed, and the unit skirted to cover up the temporary foundation base. Depending on the type of land acquisition the

city engages in, whether a land lease or purchase, the optimum scenario would be to have permanent foundations.

For a complete, accurate assessment of the costs associated with this item, a full land development feasibility study would be recommended.

B. Site Built or Prefab

The housing units that we are proposing to be built for the HORIZONS development are steel-framed, prefab/modular built homes.

Whereas traditional construction takes place on site and leaves a lot of room for materials waste, loss of efficiencies, etc., modular construction takes place in factories and eliminates all those concerns.

The use of tools, such as custom jigs which ensure that all walls, floors, and ceilings are square and plumb, create a more efficient process of quality control vs. on-site building methods. Before modular construction begins, raw materials are acquired and certified for residential or commercial use.

All building plans are designed to the code for the jurisdiction where the units will be shipped for final assembly. All plans are reviewed by planning and permitting department, and then approved before construction begins.

Quality engineering and more efficient construction techniques significantly increase the energy-efficiency of a modular built home. This ensures it will be economical to own and comfortable to live in regardless of the weather.

For a complete, accurate assessment of the costs associated with this item, a full land development feasibility study would be recommended.

4. HOUSING QUALITY STANDARDS

A. Unit Utilities

All units for the HORIZONS development will come equipped with their own water, sewer, electricity, and HVAC including heating and cooling.

B. Unit Amenities

All units for the HORIZONS development will come equipped with a set of amenities, including

but not limited to a bedroom, restroom, vanity, shower, solid counters, cooktops, closet, storage, and more.

C. Community Amenities

Any Utility or amenity that is not included in the individual housing unit itself, will be accessible via a community amenity center. For instance, washers, dryers, fitness, meeting space, counselling, wrap-around service offices, will be housing in in the community amenity center facility.

5. NUMBER OF UNITS

The size of the final site that is selected for the HORIZONS development, and the zoning package that is approved, will determine the total number of units that are achievable on the site.

For a complete, accurate assessment of the costs associated with this item, a full land development feasibility study would be recommended.

6. HEALTH AND SANITATION

HORIZONS will incorporate a set of best practices to ensure for the health, sanitation and safety of all residents within the development. Furthermore, the

Denton County Health Dept will be a trusted partner and ally to ensure that we meet and exceed all standard outlined in the public health and safety ordinances.

Regular trash collection, hazardous waste removal and vector control measures will be instituted, and procedures to limit or eradicate mammals, birds, insects, or other arthropods which transmit disease pathogens will always be instituted.

7. ADDITIONAL AMENITIES

The HORIZONS site (currently undetermined) requires that access to public transportation be considered a vital part of solidifying a formal site.

Denton County Transportation Authority (DCTA) currently provides a limited number of fixed bus routes and is in the midst of launching a point-to-point affordable transportation option in place of some routes being closed.

UWDC continues to partner with DCTA for many initiatives and currently has representation from their entity on Leadership Teams UWDC manages and supports. HORIZONS location is expected to be near public transport naturally but if transport is not currently

located in walking distance to the final land selection, UWDC will work with DCTA to determine options to overcome this barrier. Options could look similar to Capital Metro's public transportation partnership with the Community First Village, a tiny home village just outside of Austin, TX city limits, that provided a physical bus pick up/drop off location on site.

HORIZONS will also employ the use of shared ride providers, including Uber, Lyft, and other means of transportation to help residents get to and from places where they are required to go.

Other amenities will be made available as we build out the program model in concert with the City of Denton.

For a complete, accurate assessment of the costs associated with this item, a full land development feasibility study would be recommended.



OPERATIONS

Creating a functional operations structure for HORIZONS, first begins with having a clear understanding of the size and scope of the homeless/unsheltered population in Denton County and the financial state they may be in. Here is what we currently know:

- As of the end of January 2022, 612 people experience literal homelessness in Denton County.
(Denton County Homelessness Data Dashboard, UWDC created and updates monthly)
- From the total above, nearly 25% of all people experiencing homelessness in Denton County were over the age of 55.
(Denton County Homelessness Data Dashboard UWDC created and updates monthly)
- An estimated 9.97% of all residents in Denton report living with a disability, while the rate for the population over age 65 is more than three times higher, at 32.61%.
(City of Denton Affordable Housing Study)
- Rent prices increased by 23% in the past five years, outpacing median housing income growth of 17%, which shows a growing need for more affordable rental housing options.
(City of Denton Affordable Housing Study)

- The average rent for a one-bedroom unit in Denton in September 2020 (according to Rainmaker Insights, a market research firm) was \$938 per month, which is affordable to someone earning between 50% - 60% AMI
(City of Denton Affordable Housing Study)
- This would require someone to make at minimum \$2,595 a month, households living solely on SSI or SSDI do not currently meet this minimum income.
- The current average SSI monthly income are as follows:
 - Individual: \$841
 - Couple: \$1,261
 - Essential Person \$421
- The current average SSDI monthly income are as follows:
 - Individual: \$1,358
 - Spouse: \$377
 - Dependent: \$428

1. BUDGET

For a complete and accurate assessment of the costs associated with this item, a full financial feasibility report with proforma can be provided upon request by the City of Denton.

2. FUNDING SOURCES FOR THE DEVELOPMENT

There are a variety of funding sources that will be utilized to develop and stabilize HORIZONS. Including but not limited to:

- 1) TDHCA – Texas Department of Housing and Community Affairs
- 2) TSAHC - Texas Affordable Housing Corporation
- 3) THA - Texas Housing Assistance
- 4) TSH – Texas Senior Housing
- 5) HUD – Housing and Urban Development
- 6) And others

3. DEVELOPMENT COSTS

A. Management and Operations Start-Up

For a complete and accurate assessment of the costs associated with this item, a full financial feasibility report with proforma can be provided upon request by the City of Denton.

B. Initial Infrastructure Investment

Previously mentioned in the Program Design Section, under the heading Prior Experience, it was noted how the Cotton Groves development in McKinney, Texas (different in target population, but similar in the fact that it is a public/private partnership)

received a significant investment from the MCDC, (McKinney Community Development Corporation).

The investment was well over seven figures and made it possible that the costs of site acquisition, and the costs associated with all the civil infrastructure for the site were mitigated.

The HORIZONS initiative would envision a similar financial investment from the City of Denton and/or other state/local agencies that are in alignment with the ventures goal of “Make Homelessness Rare Brief and Nonrecurring”.

SEE SECTION C ON FOLLOWING PAGE.

C. Unit and Building Construction

The following estimates are an approximation based on the design/build of 26 tiny housing units, 2 community amenity facilities, parking, and civil infrastructure.

Budget Item	Estimate
Infrastructure	\$1,100,500
Design/Engineering	\$450,000
Geotech/Environmental	\$50,500
Land*	\$500,000
Foundations	\$205,000
Prefab/Modularization	\$2,095,100
HVAC	\$175,500
Plumbing	\$195,500
Interior Framing	\$150,000
Permit/Admin Fees	\$75,000
Interior Finish	\$650,000
Exterior Finish	\$150,500
Lawn/Landscape	\$55,500
Supplies, Misc.	\$75,150
Screening	\$67,000
Total Estimate	\$5,995,250

* Cost of land is an estimate, based on a conceptual lot of 3-acres.

This estimate is an approximation and is not guaranteed, due to the rapidly changing cost of materials in the marketplace. This estimate is based on information provided from the City of Denton's RFI regarding project needs and requirements.

Actual cost may change based on material / labor costs at the time of construction, and once all project elements are finalized or negotiated.

Exclusions include commercial structures, furnishings, and other items not listed in the costing analysis. All estimates provided should be factored with +/- 10% differential in mind, per line item.

4. ONGOING OPERATIONAL COSTS

The HORIZONS operational costs would be completely mapped out as the project develops into a functional element of the Denton County Housing Crisis Response System.

UWDC's history with successful partnerships and the ability to leverage local, state, and federal funding to address needs in the community will provide the knowledge and history needed for the nonprofit partner in the project.

HORIZONS will provide wrap-around care to each participant via case management found through grant applications and will provide resources not specific to UWDC current skills through nonprofit and for-profit partnerships UWDC currently fosters.

5. STAFFING STRUCTURE

A. General Operational Staff

Organizational structure of the HORIZONS project would be:

- 1) Administrative costs provided via financial office staff at UWDC (included in 10% of overall admin costs).
- 2) Director of Housing Initiatives oversee the project on larger scale (included in 10% of overall admin costs).
- 3) HORIZONS project manager that would manage the day-to-day functions and oversee staff on site. Additionally connect outside partners with internal initiatives - \$50,000 annual salary + 13% benefits provided (standard for Denton County nonprofits) = \$56,500.
- 4) HORIZONS Case Manager to provide wrap around care and management to 24-26 households - \$40,000 annual salary + 13% benefits provided (standard for Denton County nonprofits) = \$45,200.
- 5) HORIZONS Facilities and Activities Coordinator to provide day to day classes or scheduled

activities, oversee facility needs within community shared spaces (laundry, community garden, etc.) - \$40,000 annual salary + 13% benefits provided (standard for Denton County nonprofits) = \$45,200.

B. 24/7 Security Personnel

UWDC would contract with a third party to provide security personnel if deemed necessary during the build out process of HORIZONS.

C. Program Management

UWDC envisions the Director of Housing Initiatives would oversee the staff and program on a high level. This oversight would be guided by the Denton County Homelessness Leadership Team and appointees' expertise and advice brought to UWDC to incorporate.

D. Service Providers

As HORIZONS develops into a program in the City of Denton, UWDC will connect with local providers to potentially prepare for any gaps in services that agencies can provide as specialists. Upon evaluation

from participant residents, UWDC will continue to improve service provision for years to come.

E. MEALS

HORIZONS program residents will each have their own in unit kitchen in their tiny home. Our project does not anticipate the need for meals services being provided by staff internally, though if a household needs connection to currently available resources staff will work to connect them to said resources. Case managers will assist in applications to supportive services such as Supplemental Nutrition Assistance Program (SNAP) and SPAN Meals on Wheels, leverage resources to provide access to local food pantries, and connect with local for profit or educational courses to possibly provide onsite culinary training.

6. EVALUATION

As discussed in Section 4, United Way of Denton County appreciates opportunities for growth in maintaining satisfaction

across all program areas.

Evaluation is a critical aspect of all flourishing processes and programs and UWDC will seek feedback in a variety of ways including surveys from current and past residents, agencies providing services within HORIZONS, visitors of the community, and via staff input. Through this open and constant feedback loop, we can not only build up current programs and services to meet all needs possible but also be able to innovatively look at what more can be done for Denton County in the future. If not with UWDC then being able to recognize the gaps in service needs and connecting with community partners that we have built in many decades of community involvement.

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A RESPONSE TO THE CITY OF DENTON RFI FOR A TINY HOME PROJECT



HORIZONS

A 360 Approach for Servicing the Homeless and Unsheltered Communities in Denton, TX

“

We are all homeless in one way or another.

- Unknown

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HORIZONS

A 360 Approach for Servicing the Homeless and Unsheltered Communities in Denton, TX

PRESENTED BY



TOGETHER WITH



ADDENDUM A



VISUALS

Plan Views, Interiors, Exteriors, and Site Plan for HORIZONS



TOGETHER WITH



CONTENTS

Plan Views

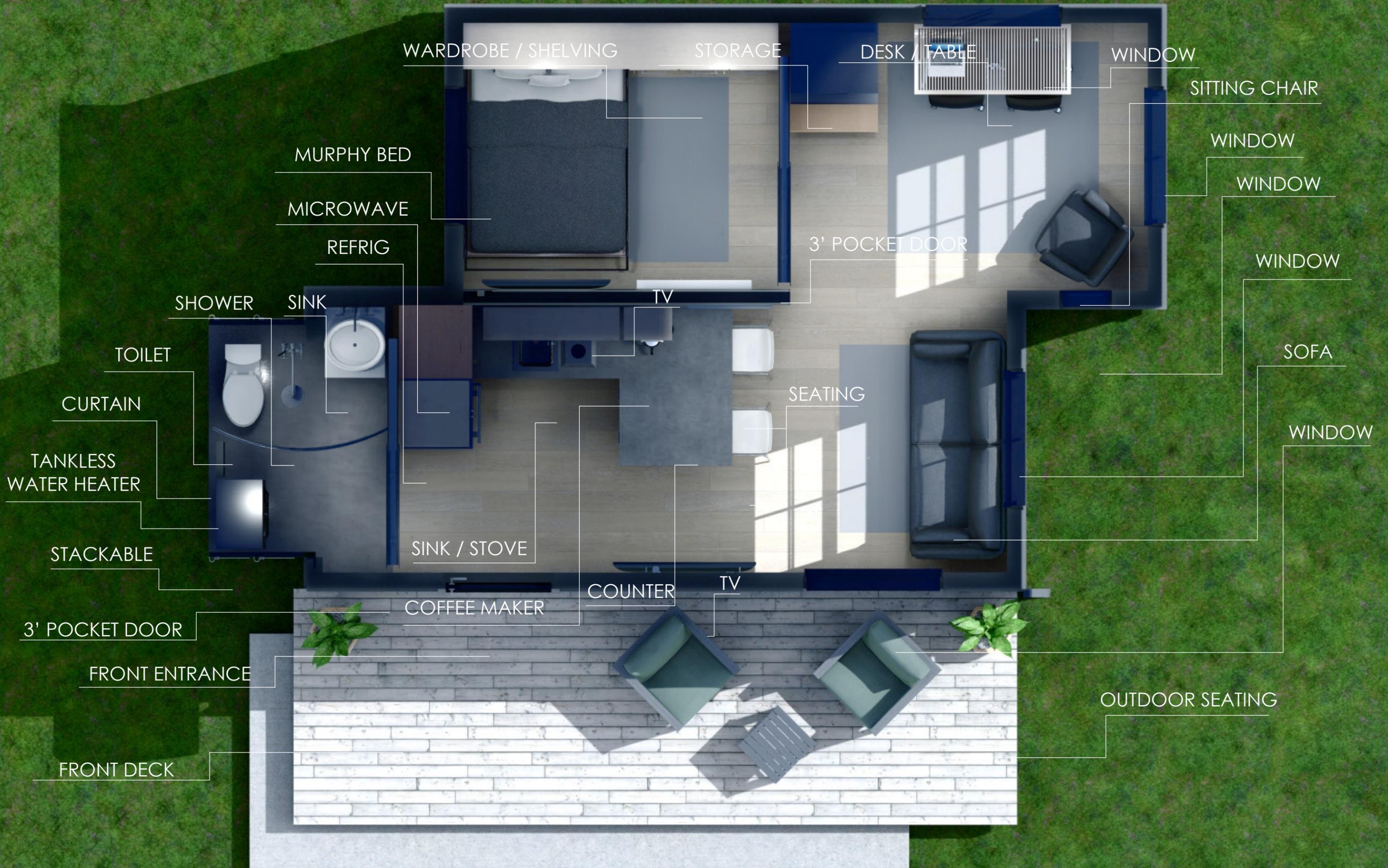
Exterior Views

Interior Views

Alternate Views

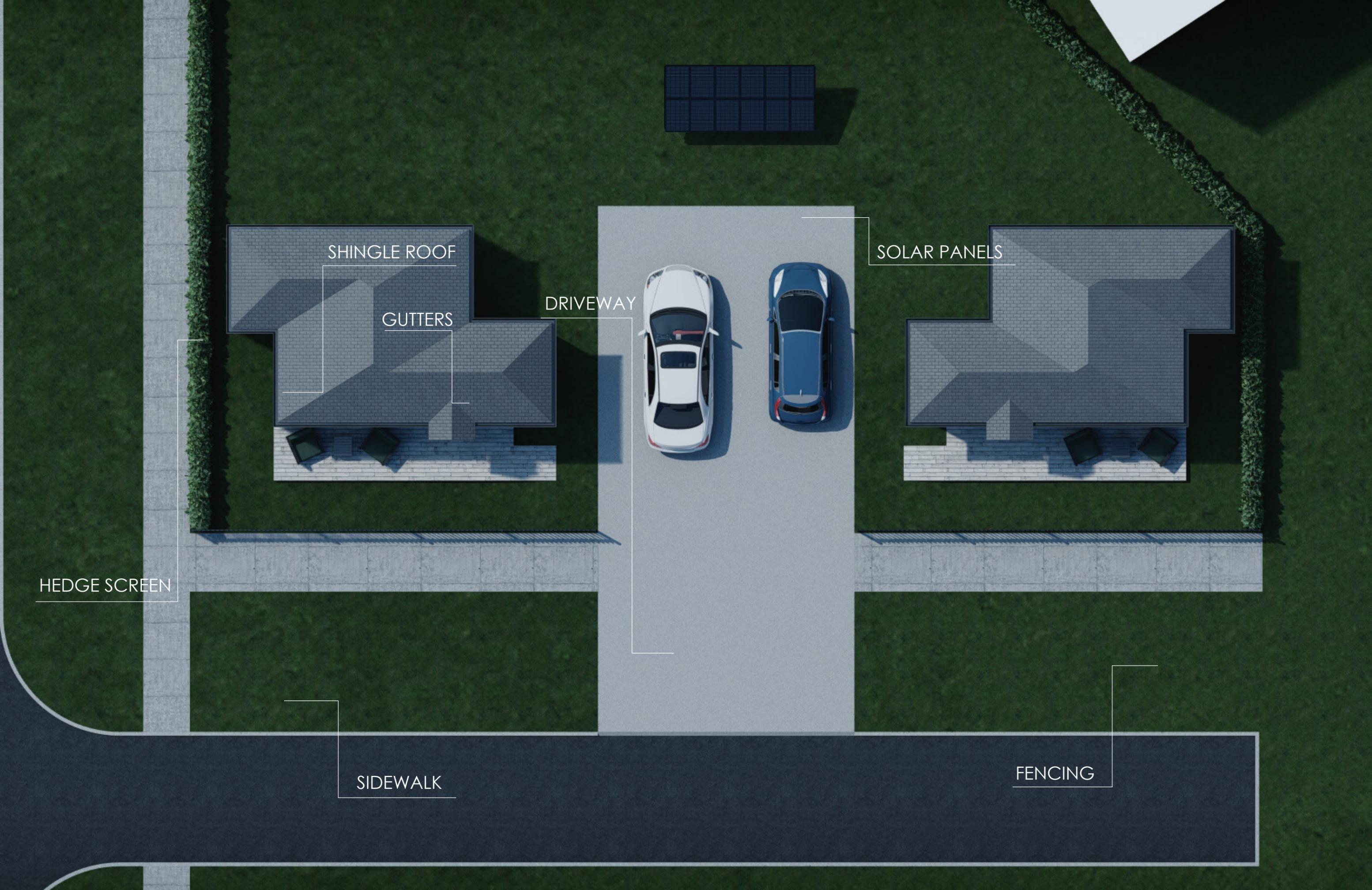
Site Plan

Plan Views





Exterior Views



SHINGLE ROOF

GUTTERS

DRIVEWAY

SOLAR PANELS

HEDGE SCREEN

SIDEWALK

FENCING





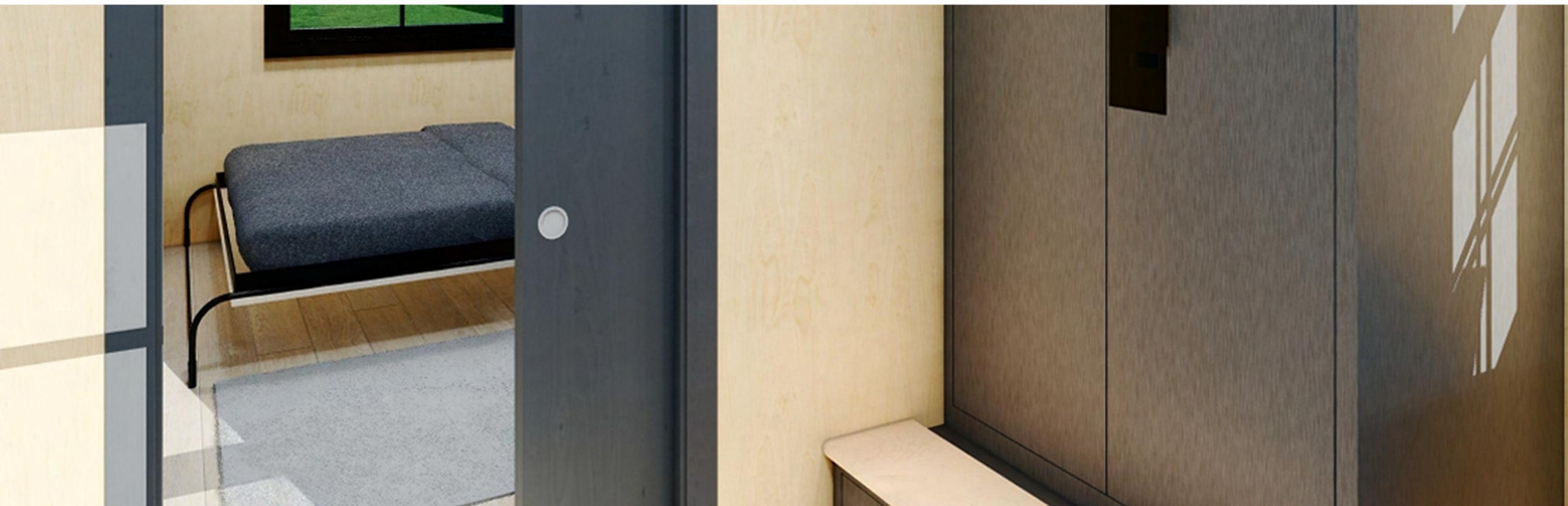




Interior Views

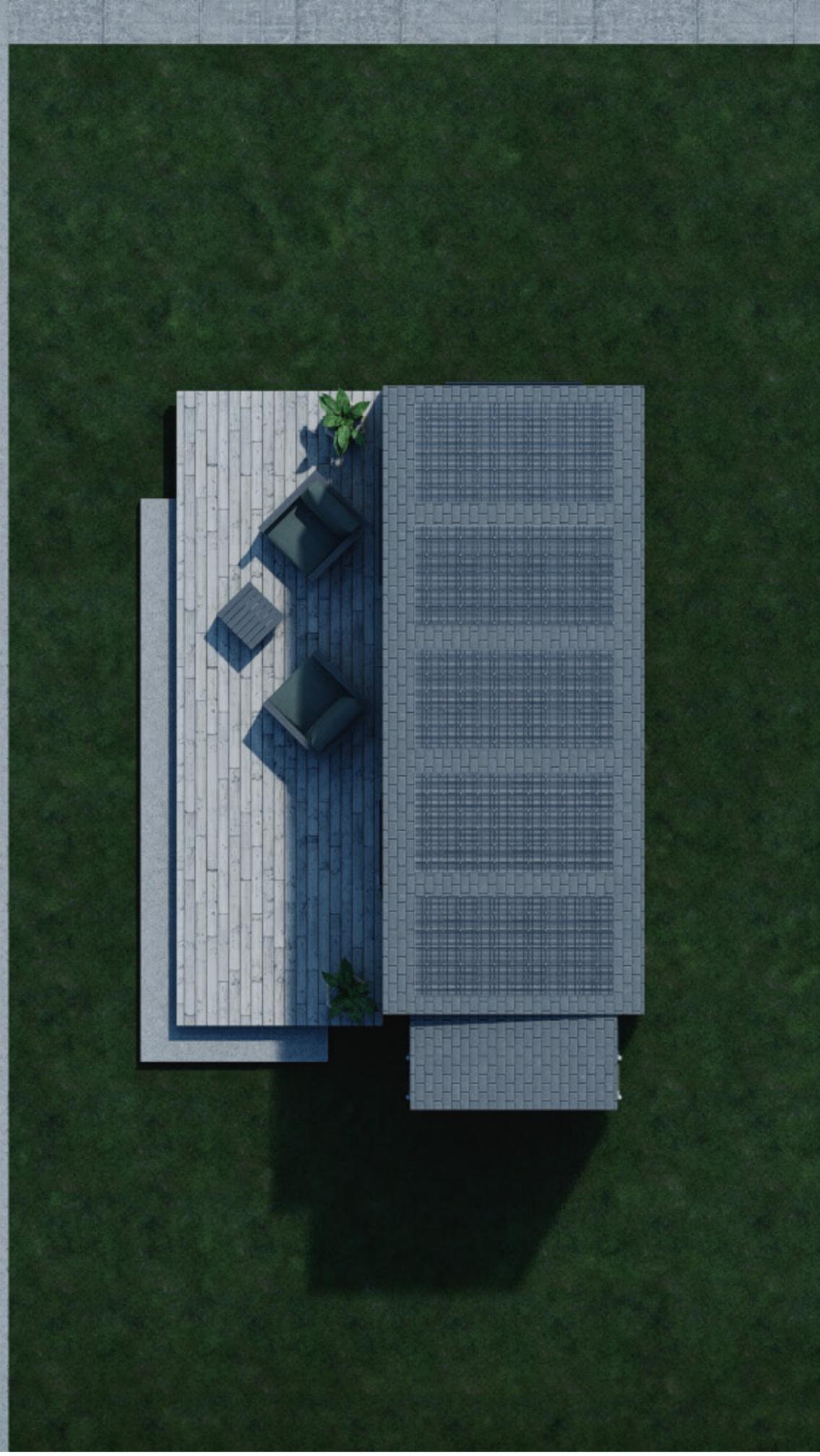
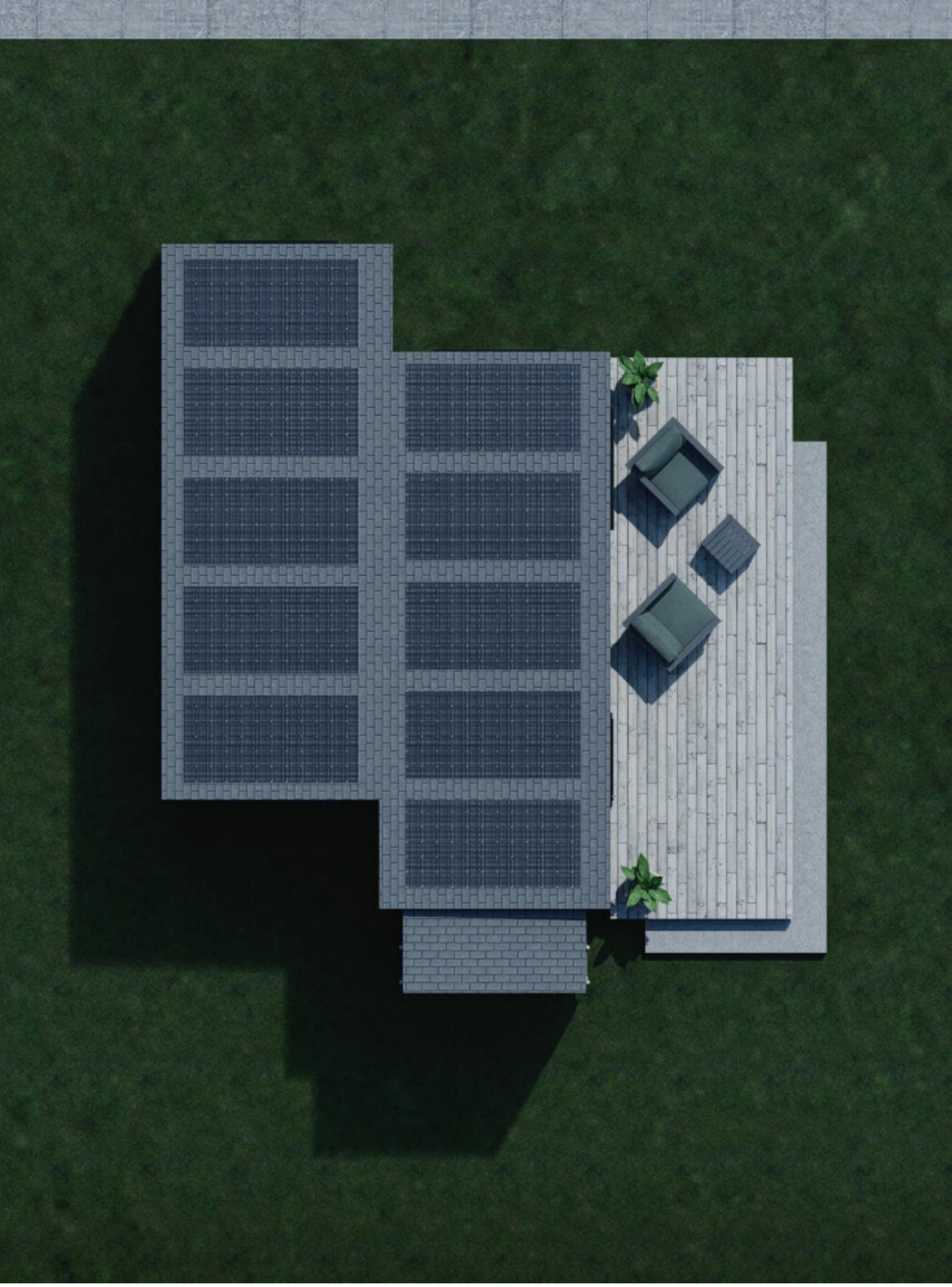






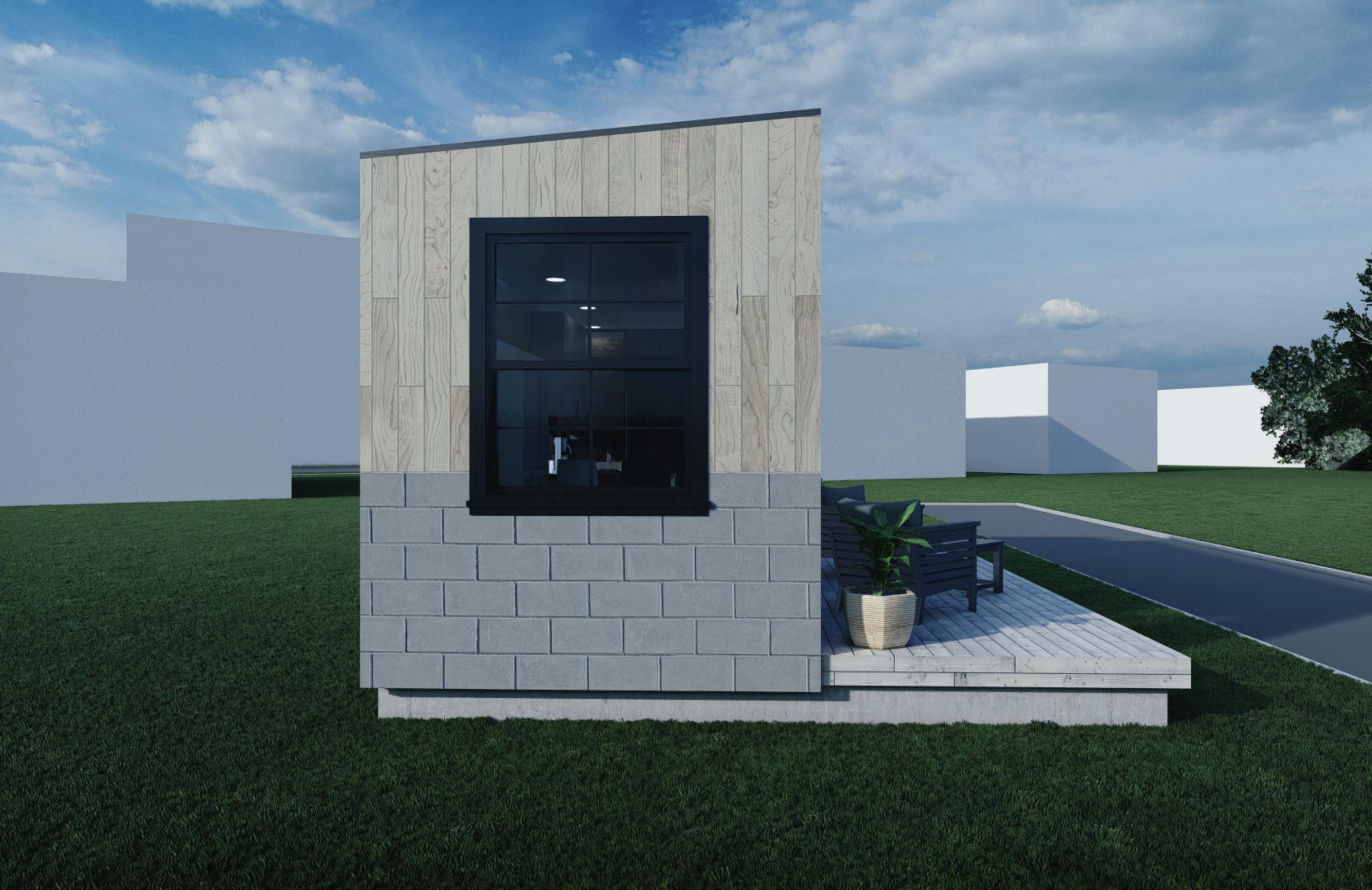


Alternative Views











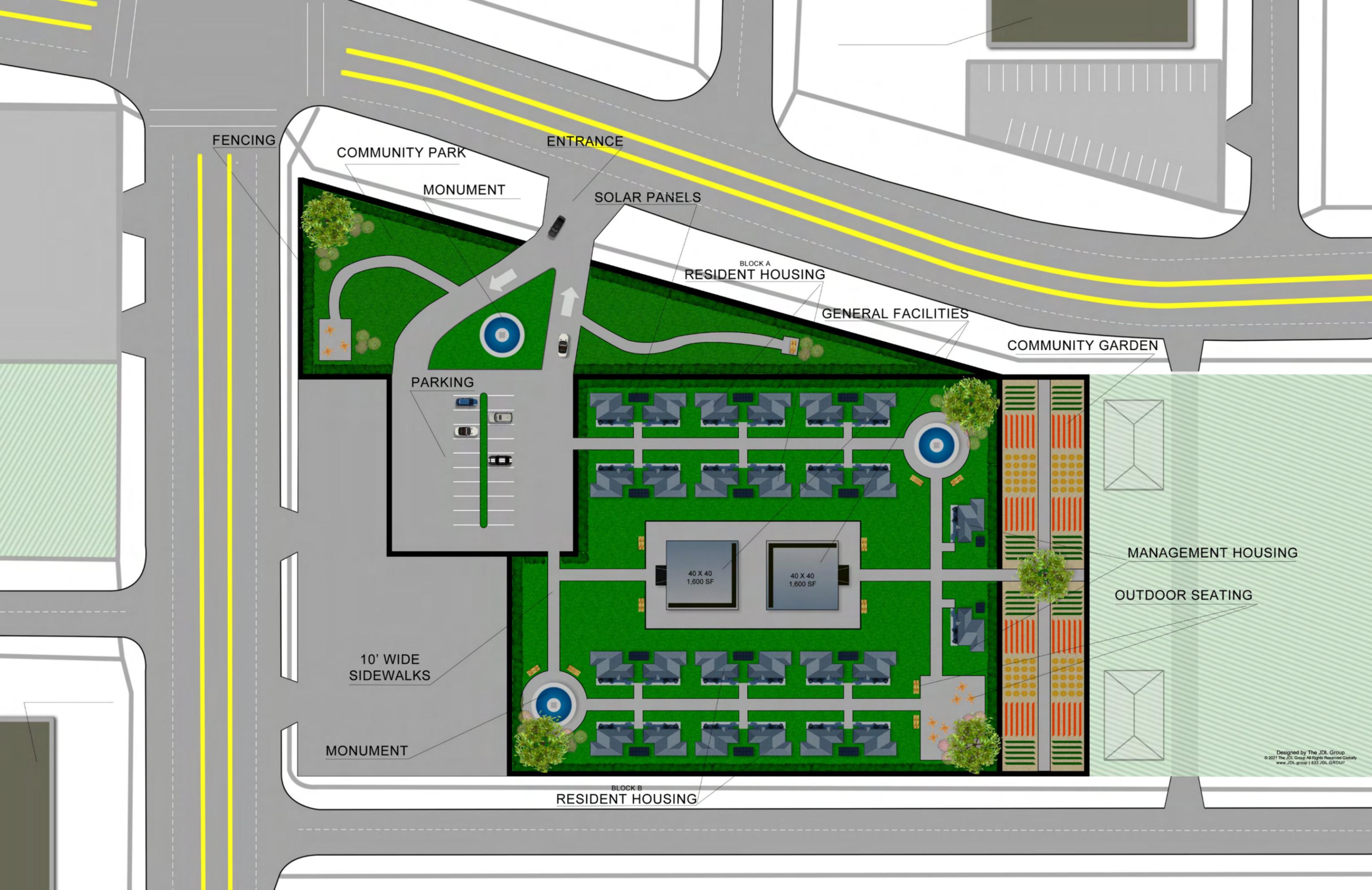
CONCEPTUAL

SITE PLAN

ASSUMPTIONS

The subsequent site plan is based on the following assumptions:

- 1) A site of approximately 2.3- 3.5 acres
- 2) Zoning that is a PUD or SUP
- 3) 26 micro housing units (tiny homes)
- 4) Each unit is 350 square feet
- 5) 2 amenity facilities
- 6) Each amenity facility is 1,600 square feet



FENCING

COMMUNITY PARK

ENTRANCE

MONUMENT

SOLAR PANELS

BLOCK A
RESIDENT HOUSING

GENERAL FACILITIES

COMMUNITY GARDEN

PARKING

MANAGEMENT HOUSING

OUTDOOR SEATING

10' WIDE
SIDEWALKS

MONUMENT

BLOCK B
RESIDENT HOUSING

40 X 40
1,600 SF

40 X 40
1,600 SF

ADDENDUM B
Certificate of Formation Filing – State of Texas

Corporations Section
P.O.Box 13697
Austin, Texas 78711-3697



Jose A. Esparza
Deputy Secretary of State

Office of the Secretary of State

July 09, 2021

Attn: LOAN STAR INFORMATION SERVICES

Loan Star Information Services
P.O. Box 2072
Austin, TX 78768 USA

RE: SWX Global Container Conversions, LLC
File Number: 804145085

It has been our pleasure to file the certificate of formation and issue the enclosed certificate of filing evidencing the existence of the newly created domestic limited liability company (llc).

Unless exempted, the entity formed is subject to state tax laws, including franchise tax laws. Shortly, the Comptroller of Public Accounts will be contacting the entity at its registered office for information that will assist the Comptroller in setting up the franchise tax account for the entity. Information about franchise tax, and contact information for the Comptroller's office, is available on their web site at <https://window.state.tx.us/taxinfo/franchise/index.html>.

The entity formed does not file annual reports with the Secretary of State. Documents will be filed with the Secretary of State if the entity needs to amend one of the provisions in its certificate of formation. It is important for the entity to continuously maintain a registered agent and office in Texas. Failure to maintain an agent or office or file a change to the information in Texas may result in the involuntary termination of the entity.

If we can be of further service at any time, please let us know.

Sincerely,

Corporations Section
Business & Public Filings Division
(512) 463-5555

Enclosure