**PROJECT CHECKLIST** *Use this checklist to organize key elements of your development project. You can check off different elements once complete and reflect on the “Questions to Consider” to help shape your project. Jot down notes for each part and share with others on your project team.*

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| **PHASE 1: VISIONING** | | |
| **COMPLETED?** | **PROJECT ELEMENT** | **QUESTIONS TO CONSIDER** |
|  | **HOUSING NEEDS ASSESSMENT** | * Do we understand the unmet needs affecting tribal members where our project would be located? What does our housing needs assessment say about them? * Have we identified a need to conduct additional quantitative or qualitative analysis to understand unmet needs among tribal members where our project would be located? * Have we identified the residents who will live in our development once complete (for instance, TDHE residents, veterans, young families, tribal employees)? * Have we calculated how much the residents who will live in our development once complete can afford in terms of a monthly housing payment? |
|  | **OUTREACH** | * How can we use our engagement to collect housing needs to help inform other aspects of our project (for instance, design concepts or features)? * How can we ensure our engagement enables people to meaningfully participate (for instance, materials provided; overall accessibility; formats for sharing information)? * How do we plan to the input we gathered as part of our engagement process? |
|  | **PROJECT PLANNING  & CONCEPT** | * Can we articulate the goals for our project and how those goals relate to unmet housing needs among tribal members? * Have we identified the types of homes we plan to build (for instance, apartments, single-family rentals), including any traditional design or cultural site considerations? * Have we identified if our project will include any non-residential spaces or features (for instance, community gathering space, space to deliver social services)? |
|  | **DEVELOPMENT CAPACITY** | * What are our organization’s strongest areas of **knowledge and experience** related to our proposed development? * What are our organization’s gaps in our **knowledge and experience** related to our proposed development? * Does our organization have the capacity for **funding administration** (tracking and reporting systems, internal controls, integration across systems)? * Does your organization have the **operational support** to undertake development (human resources, IT, accounting and finance)? |
|  | **RELATIONSHIPS** | * Do we understand the goals of **tribal board or council members**, both broadly around community needs and for our proposed project? * Do we understand the goals of **tribal leaders**, both broadly around community needs and for our proposed project? * Do we understand the goals of **tribal members**, both broadly around community needs and for our proposed project? * Have we identified ways to cultivate support among these groups for our proposed project? |

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| **PHASE 2: PREDEVELOPMENT** | | |
| **COMPLETED?** | **PROJECT ELEMENT** | **QUESTIONS TO CONSIDER** |
|  | **DEVELOPMENT PLAN** | * Does our development plan include key stages of our development, roles, and major milestones, including any dependencies across them? |
|  | **HOUSING MODEL** | * Have we determined our housing model (rental or homeownership; building type; incorporation of non-residential uses) for our proposed project? |
|  | **TEAM ROLES** | * What elements of the project will we complete in-house? * What elements of the project will we need to seek out partners (developer partner; consultants for specific deliverables such as a market study or site plan; construction management) for? * Do have existing partnerships we can draw on to increase our capacity to undertake our proposed project? |
|  | **SITE CONTROL** | * Do we understand the land tenure status of the site? * If needed, do we understand the process, including timelines and approvals, to gain site control? |
|  | **MARKET STUDY** | * Have we defined what we want to include in our market study, including alignment with any requirements? * Have we identified potential limitations of our market study and ways to overcome them? |
|  | **FINANCIAL  FEASIBILITY** | * Have we identified the primary funding gaps for our project (e.g., funding for hard costs including site improvements when needed, soft costs, and operating costs including professional management and resident services)? * Can we demonstrate how our project would “pencil” to lenders, investors, and public-sector agencies? |

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| **PHASE 3: SECURING FINANCING** | | |
| **COMPLETED?** | **PROJECT ELEMENT** | **QUESTIONS TO CONSIDER** |
|  | **PUBLIC-SECTOR RESOURCES** | * Have we identified sources of public-sector funding for our project? * Have we adjusted our financing assumptions to match program requirements? * Will we need to request any exemptions to program requirements? |
|  | **PRIVATE-SECTOR RESOURCES** | * Have we identified private-sector financing for our project? * If our project requires hard debt, have we assessed our ability to repay this debt over time? |
|  | **RELATIONSHIPS WITH LENDERS & INVESTORS** | * Do have existing relationships with lenders to help us secure loans or other financing? * Do we have existing relationships with investors to help us secure equity or other financing? |

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| **PHASE 4: SITE SELECTION, DESIGN, AND APPROVALS** | | |
| **COMPLETED?** | **PROJECT ELEMENT** | **QUESTIONS TO CONSIDER** |
|  | **SITE SELECTION** | * Have we assessed the site holistically, accounting for environmental, economic, and social factors? * Do we understand the major site constraints? * Do we understand the need for any site improvements, such as providing or upgrading infrastructure? |
|  | **DESIGN** | * Have we identified what design features are priorities for residents who will live in the proposed project? * Do we plan to use of traditional design or materials as part of our proposed project? * How will our design incorporate climate resilience features? * How will our design incorporate accessibility features for people of all abilities? * Do we have relationships with tribal artisans or design professionals such as architects to aid us in the project’s design? |
|  | **APPROVALS** | * Do we understand the necessary approvals for our proposed project (leasehold, environmental, cultural)? * Have we accounted for any requirements (specific studies or reports) and timelines in our development plan? * Have we adjusted our financing assumptions to cover costs associated with preparing studies or reports? |

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| **PHASE 5: CONSTRUCTION** | | |
| **COMPLETED?** | **PROJECT ELEMENT** | **QUESTIONS TO CONSIDER** |
|  | **CONSTRUCTION MANAGEMENT** | * Will we manage the construction process in-house  or hire a general contractor to manage this part  of the process? |
|  | **HIRING** | * Will the work completed for our project comply with the Tribal Employment Rights Ordinance? * Do we understand hiring requirements associated with the programs being used to support our project? * Are there opportunities to partner with local or regional workforce agencies to hire community members? |
|  | **BUILDING CODES & INSPECTIONS** | * Do we understand all required inspections as part of construction, including who will conduct them and their timelines? |

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| **PHASE 6: MANAGEMENT** | | |
| **COMPLETED?** | **PROJECT ELEMENT** | **QUESTIONS TO CONSIDER** |
|  | **PROPERTY MANAGEMENT** | * Will we serve as the property manager of your completed project or hire a professional property manager? * Have we determined how will we reach out to and recruit potential residents? |
|  | **COMPLIANCE** | * Does our property manager have experience with program compliance requirements (e.g., marketing tenant eligibility, income certification/recertification, and reporting? * Does our property manager have experience working with tribal members or first-time renters? |
|  | **RESIDENT SERVICES** | * If our property offers resident services, how will those services be provided and managed (e.g., through our organization, property management company, in partnership with another organization)? |