

Enterprise Community Partners, Inc.

REQUEST FOR PROPOSALS

Evaluation Consultant to Support Enterprise Communities Plus

May 2022

APPLY

Interested workforce development providers can apply by **June 10, 2022**. Proposals must be submitted in SlideRoom by clicking here: [SlideRoom](https://enterprise.slideroom.com/#/permalink/program/66477) (https://enterprise.slideroom.com/#/permalink/program/66477).

PURPOSE

Enterprise Community Partners, Inc. (Enterprise) has initiated a Request for Proposal (RFP) process to support the evaluation of its Enterprise Communities Plus 2Gen (EC Plus) pilot.

OVERVIEW

Enterprise seeks a contractor to support the evaluation of the EC Plus, a three-year program that leverages effective partnership between affordable housing providers and neighborhood-based services hubs, to maximize the housing stability, economic mobility, and well-being of up to 20 families (55 individuals) with low incomes, through place-based outreach, multigenerational service coordination, and family coaching.

The contractor will serve as an evaluation consultant, supporting the design and implementation of an evaluation of participating families and organizational outcomes. To gather this information, the contractor will be responsible for refining existing and developing and deploying new evaluation tools that track and capture impact. The contractor will work closely with the Enterprise teams leading the implementation and evaluation of the EC Plus initiative over the remaining one and half-year program period.

The selected contractor must demonstrate experience with program evaluation of this type and the ability to deliver on the proposed scope of work.

Important Dates

RFP Open: 05/10/2022

RFP Informational Webinar: 06/03/2022

Proposals Due: 06/10/2022

Award Notification: 06/28/2022

Period of Performance: 07/15/2022 – 12/31/2023

I. ABOUT ENTERPRISE

The mission of Enterprise Community Partners, Inc. (Enterprise) is to make home and community places of pride, power and belonging, and platforms for resilience and upward mobility for all. Enterprise is the only national nonprofit that addresses America's affordable housing crisis from every angle, combining 40 years of experience, thousands of local partners, and the expertise of over 1,100 employees nationwide. We bring together nationwide know-how, policy leadership, partners, donors, and investors to multiply the impact of local affordable housing development.

II. PROJECT OVERVIEW

Enterprise Communities Plus

Enterprise, in partnership with Goddard Riverside Community Center ("Goddard"), our service provider partner, and Harlem Congregations for Community Improvement, Inc. ("HCCI"), our housing provider partner, will pilot Enterprise Communities Plus ("EC Plus") through 2023 by providing services that support the increased housing stability and economic mobility of low-income New Yorkers. EC Plus is anchored in and driven by partnerships between service and housing providers, which enables our ability to execute targeted outreach to those at risk of housing instability.

EC Plus aims to stabilize housing and maximize the economic mobility and well-being of families in affordable housing by engaging families in affordable housing who are at early risk of housing instability, via targeted outreach and whole family services approach. Through the 2Gen model, Goddard and HCCI partner with families to identify goals and intentionally provide opportunities simultaneously for both parents and children, fostering mutually supportive whole family involvement in maximizing intergenerational economic mobility.

This initiative will be implemented sequentially over a three-year period, which began in January 2021. The pilot is a partnership with Goddard and HCCI. Goddard staff will conduct outreach with support from HCCI to connect with residents, provide assessment and family planning, deliver on-going family coaching and case management, facilitate access to benefits, and coordinate referrals to service partners with the goal to help families maintain housing, stabilize income, and access opportunities for economic mobility.

Through EC Plus, partner organizations will provide data including:

- Family, including individualized parent, child and household level, demographic, goals, and outcomes;
- Referral, assistance, direct services provided to individuals and families, including a savings match program and flexible spending funds; and
- Building and property performance data.

EC Plus is limited in its scope and a maximum of 55 individuals within families will participate in the pilot residing in a pre-selected building sites owned by HCCI.

Evaluation of EC Plus

To inform ongoing program delivery, Enterprise will undertake a multi-pronged evaluation effort, with the aim of informing continuous improvement and measuring program outcomes. The evaluation will take place over the course of the remaining one and half-year implementation of the pilot. The evaluation of EC Plus will be overseen by Enterprise's New York-based team, in coordination with Enterprise's Impact and Evaluation team and program partners: Goddard and HCCI.

The contractor selected through this RFP will support the evaluation by leading two specific evaluation tasks:

- **Process Evaluation:** This includes analysis of the program model itself including what components (e.g., targeted outreach, coaching, whole family approach, specific services, savings match, flexible funding, etc.) are most effective in achieving housing stability and economic mobility outcomes and where improvements can be made to strengthen the model. We want to assess if this is a model that should be replicated and/or scaled in some form.
- **Impact Assessment of Family and Property Outcomes:** This includes measuring the impact of participation in EC Plus on families' outcomes, across five domains captured in the Outcome Framework (below). This also includes analyzing property performance data and feedback from HCCI to inform continuous improvement to EC Plus and understand the impact on the affordable housing portfolio and racial disparities in Manhattan.

By focusing on the effectiveness of the program model and the outcomes for families and the housing portfolio, the evaluation consultant will help to capture the impact of participation in EC Plus and inform the continuous improvement of place-based, whole family focused service delivery in real time. For both tasks, the evaluation consultant will lead on the refinement, implementation, and analysis of sets of tools within the two evaluation tasks, described in greater detail below in the description of the scope of work and deliverables.

III. SCOPE OF WORK AND DELIVERABLES

Enterprise seeks a contractor to serve as an evaluation consultant for EC Plus. The evaluation consultant will lead two critical evaluation tasks (described below) focused on surveying outcomes of participating families and EC Plus partner organizations. As such, the evaluation consultant should have demonstrable experience with survey design and implementation, as well as performance data review and analysis.

The primary point of contact for the evaluation will be the New York-based Enterprise staff who are managing the Enterprise Communities Plus program team ("EC Plus team), with support from the Enterprise Impact & Evaluation team. The evaluation consultant will attend monthly check-ins with the EC Plus team, join in other meetings with the EC Plus team and program partners (as needed), present on analysis of collected data and offer feedback on other evaluation deliverables. The evaluation consultant may also be asked to attend additional project team meetings as needed.

As the pilot was launched in January 2021, the EC Plus team initiated the design of evaluation tools utilized for Year 1 and will look to the evaluation consultant to help refine and add to these tools and the program's capacity to use these tools to inform program improvement and assessment.

Evaluation Task #1: Process Evaluation

The purpose of this task is to inform the structure of the housing stability and economic mobility model. In order to understand how the model should be replicated and/or taken to scale, it will be important to analyze the model components. This task involves a process evaluation of EC Plus to determine which components of the model are most effective in achieving housing stability and economic mobility outcomes. The process evaluation should help shed light on components that are critical for the model's success and areas where improvements can be made to strengthen the model.

Evaluation Task #2: Impact Assessment of Family and Property Outcomes

The purpose of this task is to measure the impact of EC Plus on participating families' outcomes, measured across five domains – Housing Stability, Educational Success & Employment, Financial Health, Health and Wellbeing, and Social Capital. The evaluation will aim to measure family engagement, progress, and utilization of key programmatic components (i.e., savings match, flexible spending funds, and rental arrears assistance).

To understand how family participation impacts the financial performance of buildings due to enriched, targeted service delivery, the evaluation will also track property performance data and property management partners' perspectives. This will inform continuous improvement of EC Plus and help to inform the scaling and replication of the program.

The evaluation consultant will be responsible for the design, implementation, and analysis of data collection tools that will enable this measurement of impact through the remainder of the pilot.

The evaluation consultant will refine the following three data collection tools for participating families.

- **Baseline data collection:** *A baseline survey will be administered during the intake process and be used to assess housing stability before and during families' tenure in the program.* The evaluation consultant will build upon the current tool for data collection that includes demographic information and other indicators related to economic and housing stability to assess and monitor household housing stability and family goal progress.
- **Follow-up data collection:** *A follow-up survey will be administered bi-annually by Goddard to track families progress towards their goals.* The data collected through the follow-up survey will be compared with the baseline data in order to assess participating families' growth in capacity, knowledge, and preparedness to increase or strengthen their housing and economic stability.
- **Impact data collection:** *A final impact survey will be administered after the end of the pilot to better understand the impact of the program and assess the changes observed by EC Plus participants.* Families who unenroll and exit the program prematurely, will also be attempted to be contacted and asked to participate in this final survey. The data collected through this final survey will help clarify if and how participants have accessed resources, if participating families have implemented new goals, and if participation in the program aided in addressing new challenges.

The evaluation consultant will also design and implement a survey to gather feedback from property managers to capture both quantitative and qualitative outcomes. While the surveys for assessing the impact on participating families will be administered to all 20 families participating in the program, the surveys assessing organizational outcomes will be deployed through HCCI and administered to property

management partners. Enterprise aims to have the surveys be completed by HCCI and, potentially, other property management partners to gather comprehensive feedback on housing portfolio outcomes.

In addition to the feedback surveys, the evaluation consultant will also analyze additional information (to be provided by HCCI) on the financial impact of the pilot.

Analysis and Reporting

The evaluation consultant will provide summary analysis and cleaned raw data in an Excel format at the end of each survey round. At the end of the pilot, the consultant will provide a final summary report, synthesizing the data collected over the course of the evaluation. It is expected that these findings will be shared with program partners, funders, and the program team to enhance ongoing implementation and inform scaling and replication of the program.

The expected deliverables are described below. The Enterprise team welcomes suggestions on alternative deliverables in the Narrative section of the Proposal Materials, described later.

- Family Outcomes
 - Baseline: Brief summary (1-2 pages) and cleaned raw survey data
 - Quarterly Follow-up: Brief summary (1-2 pages) and cleaned raw survey data
 - Final Impact survey: Brief summary (1-2 pages), cleaned raw survey data
- Organizational Outcomes
 - Partner survey: Brief summary (1-2 pages), cleaned raw survey data
- Process evaluation report with an analysis of effective model components and recommendations for strengthening the model. The synthesized findings are intended to be geared towards informing and recommending strategies for taking the program to scale and/or replicating with existing mobility programs.
- Final summary report of all surveys administered financial impact data and synthesized findings from the impact evaluation. This detailed report will constitute the final deliverable of this scope of work. The report should present the evaluation findings overall, as well as by source and type. As with the process evaluation, these synthesized findings from the impact evaluation are also intended to be geared towards informing and recommending strategies for taking the program to scale and/or replicating with existing mobility programs.

IV. BUDGET

Enterprise anticipates selecting one evaluation consultant to complete the tasks described in this RFP. We anticipate a budget of up to \$40,000 for work activities from July 2022 to December 2023. Please include in your budget and narrative any justification for a higher budget request or additional scope items you would include beyond this budget. The submitted budget narrative should identify the cost per task to complete the above scope of work. Please include in your budget and narrative any justification for a higher budget request or additional scope items you would include beyond this budget. The contract will be structured on a cost reimbursement basis.

V. PROPOSAL MATERIALS

All proposal materials will be submitted via [SlideRoom](#) (link included below). Responses should include the following materials:

1. Cover Letter: Please include a cover letter on company letterhead (should include the name, title, address, telephone number, and e-mail address for point of contact for the applying organization).
2. Small, Minority and Women's Business Enterprises (please select all that apply):
 - Minority Business Enterprise
 - Native American Business
 - Small Business
 - Women-Owned Business
 - Veteran-owned small business
 - Service-disabled veteran-owned small business
 - SBA certified small, disadvantaged business
 - SBA certified 8(a) firm
 - SBA certified HUBZone firm
3. Qualifications: Please provide information on the organization's experience with supporting and leading program evaluations, including relevant experience with:
 - survey development and administration
 - analyzing and synthesizing quantitative and qualitative data in real time and making findings available in accessible formats
 - affordable housing and community development
 - economic and housing security
 - embedding racial equity into program evaluation
 - evaluation of similar programs in New York City
4. Narrative: Please describe, in 2 -4 pages, your organization's planned approach to each of the evaluation tasks outlined in this RFP.
5. Budget: Please provide a budget proposal that identifies cost per task and includes a labor rate or price listing of all rates for all individuals who will work on the project (if applicable).
6. Resumes and Bios: In one document, please list resumes and bios for each individual on the team, including information about experience with similar projects and professional qualifications.
7. Past Project Work Samples: Based on the past projects identified in the qualification section, attach samples of completed work (no more than three).
8. Contact Information of Clients: Based on the past projects identified in the qualification form, attach current contact information of clients for whom similar services were provided (no more than three).

VI. SELECTION CRITERIA

Applicants will be evaluated on the following characteristics:

- a. Qualifications – 35%
 - The applicant has the qualifications necessary to successfully develop and administer surveys

- to support program evaluation.
 - The applicant has prior experience working on similar program evaluation projects.
 - The applicant has prior experience working with similar organizations focused on economic mobility and housing stability or related efforts.
- b. Approach – 30%
- The proposal demonstrates an understanding of the objectives of the program evaluation of the EC Plus and desired results of the two evaluation tasks.
 - The proposal illustrates an approach to the scope of work that will likely lead to successful results.
 - The proposal illustrates the contractor’s ability to successfully execute the proposed approach in line with the project’s goals.
- c. Experience and Past Performance– 15%
- Past relevant experience and performance of similar evaluation projects.
 - Quality of submitted work samples.
 - Demonstrated expertise of key personnel.
- d. Budget – 20%
- The proposal includes a detailed budget for each of the tasks described within the scope of work.
 - The proposed costs are reasonable.

In addition, Enterprise may contact references to confirm quality of work and a history of responsiveness and good communication skills.

Enterprise will select the proposal which it determines will deliver the highest quality deliverable at the best value. Proposals will be evaluated using the weighted criteria identified above. The award will be made to the highest scoring applicant.

Enterprise, in its sole discretion, may request proposal interviews or presentations by meeting with any and all applicants to clarify or negotiate modifications to proposals. However, Enterprise reserves the right to make an award without further discussion of the proposals submitted. Therefore, proposals should be submitted initially on the most favorable terms, from both technical and price standpoints, that the applicant can propose.

VII. SUBMISSION INSTRUCTIONS

Proposals are due by 8:00PM ET on 10 June 2022.

Inquiries concerning this RFP should be directed to Michael Collins (mcollins@enterprisecommunity.org) no later than day, 06/07/2022. There will be one pre-submission call to address questions regarding this RFP on Friday, June 03, 2022, at **11:00 AM**. You can access the call via [Zoom](https://bit.ly/3vvIZCN) (<https://bit.ly/3vvIZCN>) or dial in at (929)205-6099 Access #: 916 4386 0988 (passcode: 024235).

Proposals must be submitted in SlideRoom by clicking here: [Slideroom](https://enterprise.slideroom.com/#/permalink/program/66477) (<https://enterprise.slideroom.com/#/permalink/program/66477>).

All costs incurred in the preparation of a response to this RFP are the responsibility of the applicant and will not be reimbursed by Enterprise.

By submitting a proposal, applicant commits to the terms and conditions outlined in this RFP. Requests for exception to any terms or conditions must be submitted with the proposal. Enterprise reserves the right to deny requests for exception to any terms and conditions. Requested exceptions will be factored into Enterprise's consideration of award.

VIII. RIGHT TO REJECT

Enterprise reserves the right, in its sole discretion, to reject any and all responses received in response to this RFP. A contract for the accepted response will be based upon the factors described in this RFP.

IX. SMALL BUSINESSES, MINORITY-OWNED FIRMS, AND WOMEN'S BUSINESS ENTERPRISES

Enterprise will make efforts to utilize small businesses, minority-owned firms, and women's business enterprises.

X. CONFIDENTIALITY

If the applicant deems any materials submitted to be proprietary or confidential, the applicant must indicate as such in the relevant section(s) of the response.

XI. NOTIFICATION OF SELECTION AND TIMELINE

RFP Open: 05/10/2022

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XII. CONFLICT OF INTEREST

The applicant must disclose, in an attachment to the proposal, any possible conflicts of interest that may result from the award of the contract or the services provided under the contract. Except as otherwise disclosed in the proposal, the applicant affirms that to the best of its knowledge there exists no actual or potential conflict between the applicant, the applicant's employees or their families' business or financial interests ("interests") and the services provided under the contract. In the event of any change in either interests or the services provided under the contract, the applicant will inform Enterprise regarding possible conflicts of interest, which may arise as a result of such change and agrees that all conflicts shall be resolved to Enterprise's satisfaction, or the applicant may be disqualified from consideration under this RFP. "Conflict of interest" shall include, but not be limited to the following:

1. Giving or offering a gratuity, kickback, money, gift, or anything of value to an Enterprise official, officer, or employee with the intent of receiving a contract from Enterprise or favorable treatment under a contract;
2. Having or acquiring at any point during the RFP process or during the term of the contract, any contractual, financial, business, or other interest, direct or indirect, that would conflict in any manner or degree with applicant's performance of its duties and responsibilities to Enterprise under the contract or otherwise create the appearance of impropriety with respect to the award or performance of the contract; or
3. Currently possessing or accepting during the RFP process or the term of the contract anything of value based on an understanding that the actions of the applicant or its affiliates or interests on behalf of Enterprise will be influenced.

XIII. APPLICABLE REQUIREMENT

The selected applicant(s) will be required to comply with the Standard Terms and Conditions attached to this RFP as Attachment 1, including (submitting prior to contract execution) proof of insurance as set forth in the Standard Terms and Conditions.

XIV. ATTACHMENTS

Attachment 1: Enterprise Standard Terms and Conditions

Attachment 2: EC Plus 2Gen Model Documents, which include Theory of Change, Logic Model, Outcome Frameworks, and Evaluation Criteria

Attachment 3: EC Plus Implementation Summary

Attachment 1: STANDARD TERMS AND CONDITIONS

STANDARD TERMS & CONDITIONS

1. **Confidential Information.** “Confidential Information” is information which Enterprise, in its sole determination, regards as confidential or proprietary including, but not limited to: borrower, grantee, or subcontractor/contractor information; fundraising materials; information regarding Enterprise’s financial and strategic planning; Personally Identifiable Information (as defined herein); information regarding Enterprise staffing; and other data, files, and/or other material, whether such information is both tangible and intangible, in writing and orally imparted. Contractor hereby agrees that Contractor shall not disclose or divulge any Confidential Information or any part thereof to any other person or entity or use any Confidential Information for its pecuniary benefit or for any other purpose without the prior written consent of Enterprise. Upon the request of Enterprise, Contractor shall promptly deliver to Enterprise all documents or other materials in its possession, and all copies thereof, constituting or containing Confidential Information. For purposes of this Contract, “Confidential Information” shall not include the following: (1) information which is or becomes publicly available without fault on the part of the party disclosing such information,; (2) information which is already in the recipient’s possession prior to the effective date of the Contract and is not otherwise Confidential Information; (3) is independently developed by the recipient outside the scope of this Contract and without references to Confidential Information; (4) is rightfully obtained by Contractor (and not through Enterprise) from third parties who are not known to Contractor to be subject to a confidentiality obligation and does not otherwise constitute Personally Identifiable Information, or (5) is demanded by a valid court order or subpoena or disclosure of which is required under applicable law or regulation, provided, however, that the party served (“Party Served”) with any interrogatory, request for information or documents, subpoena, deposition, civil investigative demand or other process will provide the other party with prompt notice of the requested disclosure, if counsel for the Party Served determines that such notice is permitted by law, so that the other party may seek an appropriate protective order or waive compliance with the provisions of this Contract.

2. **Payment.** **Payments shall not be made without Enterprise’s receipt of a completed W-9 form in accordance with Section 3 below,** a Contract signed by all parties and acceptance by Enterprise of the work performed. When submitting invoices, Contractor should use the attached Enterprise Request for Payment form. If Contractor chooses to use Contractor’s own form, each invoice must reference the Contract number, award value and period of performance. Payment will be made within 30 days of receipt of approved invoices containing the aforementioned information. Contractor must also submit all invoices within 60 days of the end of the Contract’s period of performance. Contractor agrees that Enterprise will be under no obligation to pay for any invoice that is not timely submitted and received by Enterprise within the aforementioned 60-day period.

3. **W-9 Form / Federal Tax Identification Number.** Contractor must provide Enterprise with a signed and completed W-9 Form. **Contractor’s name on the W-9 Form must match the name on this Contract, and, the W-9 Form must include Contractor’s Federal Tax Identification number. *PAYMENT WILL NOT BE MADE TO CONTRACTOR WITHOUT ENTERPRISE’S RECEIPT OF A COMPLETED W-9 FORM WHICH COMPLIES WITH THESE REQUIREMENTS.*** Payment will be made payable to the name and corresponding Federal Tax Identification number found on the W-9 Form. Contractor hereby agrees to notify Enterprise immediately upon any change of any information submitted on Contractor’s W-9 Form.

4. **Ownership of Deliverables.** Contractor hereby agrees and acknowledges that all documents and other Deliverables developed or produced by Contractor under this Contract and the copyrights thereto, are the sole and exclusive property of Enterprise. Contractor must not reproduce, publish or otherwise use the work products or any portion thereof, or allow others to reproduce, publish, or otherwise use the work products or any portion thereof, without the prior written permission of Enterprise.

5. **Contractor's Performance.** Enterprise expects Contractor to perform in a high quality manner and in accordance with the standards set by this Contract. If the performance of the Scope of Work or Deliverables does not meet the obligations contained in this Contract and its Scope of Work, Enterprise reserves the right to avail itself of all administrative, contractual, legal and equitable remedies, including, but not limited to, reducing or withholding payment to Contractor, canceling the Contract, and hiring another party to complete the Scope of Work. Contractor will be liable to Enterprise for any additional costs incurred by Enterprise if the all or any portion of the Scope of Work is completed by others.

6. **Use of Sub-contractors.** If Contractor retains a sub-contractor to perform any portion of the Scope of Work, Contractor must first request approval from Enterprise, which shall not be unreasonably withheld. Any such subcontractors must agree in writing to be bound by the terms and conditions of this Contract that apply to the subcontractor’s scope of work and deliverables, including but not limited to, Confidentiality, Personally Identifiable Information, Return of Documents, Right to Audit/Record Retention, Non-Discrimination, Licenses, and Compliance with All Laws.

7. Return of Documents. Upon Enterprise's request or upon the completion, termination or cancellation of this Contract, subject to payment of all rightfully due compensation, Contractor must deliver all records, notes, data, memoranda, models and equipment, of any nature, that are in Contractor's possession or under Contractor's control and that are Enterprise's property or relate to Enterprise's business and destroy any materials that cannot be delivered back to Enterprise, including, without limitation, Personally Identifiable Information.

8. Right to Audit/Record Retention. Contractor must keep for a minimum of three (3) years from the end date of the period of performance (a) accurate documentation in connection with the Scope of Work to be performed herein, and (b) a legible set of books of account in accordance with generally accepted accounting principles. Contractor's documentation and books of account shall be open for inspection by Enterprise or its auditors to assure that the work has been properly performed and that funds are being paid in the proper manner for the work performed.

9. Benefits/Insurance. Enterprise is not responsible for any fringe benefits or insurance, including, but not limited to, social security, workers' compensation, state unemployment, federal and state income tax withholdings, retirement, leave benefits, general liability, automobile, and professional liability, for Contractor or employees of Contractor. Contractor assumes full responsibility for the provision of all such insurances and fringe benefits for Contractor and all of Contractor's employees. Contractor maintains, and must maintain throughout the term of this Contract, commercial general liability insurance, automobile insurance (or hired and non-owned coverage on the commercial general liability insurance policy), miscellaneous professional liability insurance and workers' compensation insurance each in an amount not less than \$1,000,000.00 (except that the coverage for workers' compensation shall be in accordance with statutory requirements) to cover its activities under this Contract. Contractor must name Enterprise as an "Additional Insured" on its commercial general liability insurance and commercial automobile insurance and name Enterprise as "Certificate holder" on its workers' compensation coverage. Within 48 hours of Enterprise's request, Contractor must provide Enterprise with a certificate of insurance evidencing Contractor's compliance with all the foregoing required coverages.

10. Relationship of the Parties. Contractor is not an employee, partner, agent of or joint-venturer with Enterprise for any purpose. Contractor is and will remain an independent contractor in its relationship to Enterprise pursuant to this Contract.

11. Termination. Either party may terminate this Contract without cause upon the delivery of written notice to the other party in accordance with the terms of this Contract ("Termination"). In such event, the Contract will terminate thirty (30) days after such written notice was received. Any such Termination by either party shall be subject to an equitable adjustment of the Compensation due. Any such Termination by either party shall also be subject to an equitable reimbursement of Compensation paid prior to Termination for future performance rendered impracticable by Termination of the Contract. All obligations which were to be performed as of the date of Termination are discharged but any right based on prior breach of performance survives.

12. Cancellation. Upon the occurrence of a breach hereunder, Enterprise may cancel this Contract upon the delivery of written notice to Contractor in accordance with the terms of this Contract ("Cancellation") and retain any remedy for breach of the whole Contract or any unperformed balance thereof.

13. Indemnification.

(a) Indemnification by Contractor. Contractor will indemnify, defend and hold harmless Enterprise and its affiliates, officers, directors, employees, consultants, advisors and representatives (the "Enterprise Parties") from and against any and all liability to third parties (including, without limit, all related damage, third party claims, demands, costs, judgments, fees, reasonable attorney's fees or loss), relating to or arising out of any material breach by Contractor of this Contract, or the gross negligence or willful misconduct of Contractor, its affiliates, officers, directors, employees, consultants, advisors or representatives (the "Contractor Parties").

(b) Indemnification by Enterprise. Enterprise will indemnify, defend and hold harmless Contractor and the Contractor Parties from and against any and all liability to third parties (including, without limit, all related damage, third party claims, demands, costs, judgments, fees, reasonable attorney's fees or loss), relating to or arising out of any material breach by Enterprise of this Agreement, or the Contract, or the gross negligence or willful misconduct of the Enterprise Parties.

14. Limitation of Liability.

- (a) Limitation on Liability Type. Except for liability relating to a breach of Section 1 of these Standard Terms and Conditions, or for claims relating to a party's gross negligence or willful misconduct, in no event will Enterprise or Contractor be liable to the other for any indirect, incidental, special or consequential damages.
- (b) Limitation on Liability Amount. Except for liability arising from (i) the indemnification obligations set forth in Section 13 above; (ii) the confidentiality provisions in Section 1 above; or (iii) either of the parties' gross negligence or willful misconduct, the aggregate liability of Enterprise and of Contractor arising in connection with this Contract, however caused, and on any theory of liability, including without limitation contract, strict liability, negligence and/or other tort, shall in no event exceed the Contract Amount that has been paid or payable to Contractor by Enterprise during the twelve (12) months immediately preceding the first event giving rise to such liability

15. Personally Identifiable Information. Contractor represents that it has implemented and maintains reasonable security procedures and practices that are: (i) appropriate to the nature of the Personally Identifiable Information (as defined herein) disclosed under this Contract; and (ii) reasonably designed to help protect the Personally Identifiable Information from unauthorized access, use, modification, disclosure, or destruction. Personally Identifiable Information shall be defined as any information pertaining to an individual that can be used to distinguish or trace a person's identity such as name, email address, home address and phone number. Personally Identifiable Information includes the following, it being understood that the list is not exhaustive and may be defined otherwise under the applicable jurisdiction:

- Social Security Number—inclusive of the entire number of the last 4 digits;
- Driver's License Number or State ID Number;
- Passport Number;
- Alien Registration Number;
- Financial account numbers;
- Email addresses;
- Phone numbers;
- Image;
- IP address;
- Mother's maiden name;
- Any such information as would reasonably be expected to have the same protection as the foregoing examples in Contractor's industry.

Contractor agrees to keep all Personally Identifiable Information physically within the borders of the United States. Contractor shall notify Enterprise within 48 hours if any Personally Identifiable Information has been the subject of a data breach.

16. Amendment. Any Amendment to the provisions of this Contract must be in writing and executed by both parties. Administrative changes or corrections that do not affect the rights and obligations of Contractor may be made unilaterally by Enterprise with notice to, but without consent of, Contractor.

17. Delegation; Assignment. Contractor shall not delegate any duties or assign any rights under this Contract without the prior written approval of Enterprise. A delegation of performance will not relieve Contractor of any duty to perform or any liability for breach of this Contract.

18. Governing Law; Venue. This Contract must be construed and enforced in accordance with, and the rights of the parties shall be governed by, the laws of the State of Maryland exclusive of its conflicts of law rules. Contractor agrees that any litigation must be brought and prosecuted in any District or Circuit Court of Maryland, as appropriate, or Federal District Court, with venue in the United States Court for the District of Maryland, Baltimore Division and Contractor consents to the *in personam* jurisdiction of such courts. Contractor irrevocably waives any objection to, and any right of immunity from, the jurisdiction of such courts or the execution of judgments resulting therefrom, on the grounds of venue or the convenience of the forum.

19. Nonwaiver. The failure of Enterprise in any instance to insist upon a strict performance of the terms of this Contract or to exercise any option hereunder must not be construed as a waiver or relinquishment for the future of such term or option.

20. Notice. Any notice which either party desires to provide the other party under the terms of this Contract must be sufficiently given, in writing and delivered to the party's address in this Contract or such other address as either party may specify in writing (i) by electronic mail, return receipt requested, or (ii) overnight courier or certified or registered first class mail, return receipt requested and postage prepaid, at such other party's principal place of business at the address set forth on the Contract. If by electronic mail, delivery shall be deemed effective when sent in accordance with the above provisions. If by overnight courier, delivery shall be deemed effective one (1) business day after dispatch in accordance with the above provisions. If by mail, delivery shall be deemed effective three (3) business days after mailing in accordance with the above provisions.

21. Compliance with Laws. Contractor shall comply with the requirements of all laws, rules, regulations and orders of any governmental authority applicable to it or the services being provided under this Contract, including without limitation, the data privacy laws of any state in which Contractor shall be providing such services. Contractor shall not take any action in violation of any applicable legal requirement that could result in liability being imposed on Enterprise.

22. Authorizing Action, Parties Bound. The execution, delivery and performance by Contractor are within Contractor's powers and have been duly authorized by all necessary action. The terms and provisions of this Contract are binding upon the parties hereto, their legal representatives, successors and assigns.

23. Severability. If any provision of this Contract or application thereof to any person or circumstances is held invalid, such invalidity will not affect other provisions of this Contract that can be given effect without the invalid provision, and to this end the other provisions are deemed to be severable.

24. Entire Contract. No statement, promises or inducements made by any party hereto, or agent of either party hereto, which is not contained in this Contract, will be valid or binding; and this Contract may not be enlarged, modified or altered except in writing and signed by the parties.

25. Counterparts. This Contract may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

26. Electronic Signature. The use of an electronic signature ("E-Signature") by any party in executing this Contract shall constitute the legal equivalent of a manual or handwritten signature as if the party signed this Contract in writing. No certification authority or other third-party verification shall be required to validate the party's E-Signature, and the lack of such certification or third-party verification will not in any way affect the enforceability of the E-Signature/s or this Contract.

Attachment 2: EC PLUS 2GEN MODEL DOCUMENTS

EC Plus 2Gen - Guiding Principles

Person-centered; outcomes-based; data-driven; racial equity lens; focus on sector impact and systems change

VISION STATEMENT: To support economic mobility of 2-Gen low-income families and support community-wide housing stability.

PROGRAM GOALS: Effective partnership between affordable housing providers and neighborhood-based services hubs, to support housing stability and economic mobility of 2-Gen low income families, through place-based outreach, multigenerational service coordination, and case management.

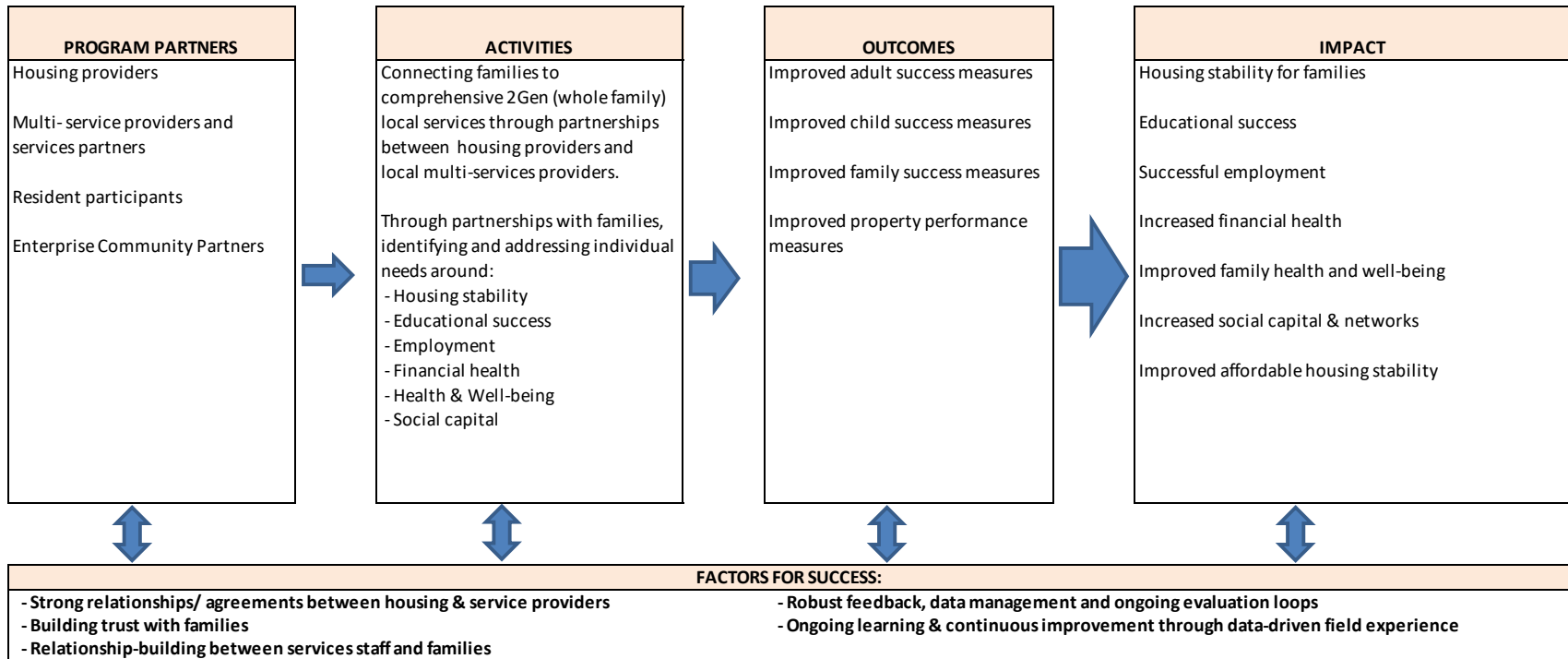
TARGET POPULATION: Families with children in affordable housing needing supports, especially those at risk of eviction.

CONTEXT: High cost of living in NYC outstripping ability of multi-generational families in chronic poverty to pay for basic living costs. Inequality of access to opportunity for these families. Community-wide gaps in available services. Symptoms include: no connection to quality early care and education for children; lack of access to educational and diversified opportunities for children and youth; parents un- or underemployed; distrust of the services system.

APPROACH: A 2Gen services approach provides opportunities simultaneously for both parents and children, fostering mutually supportive whole family involvement in improving intergenerational economic mobility.

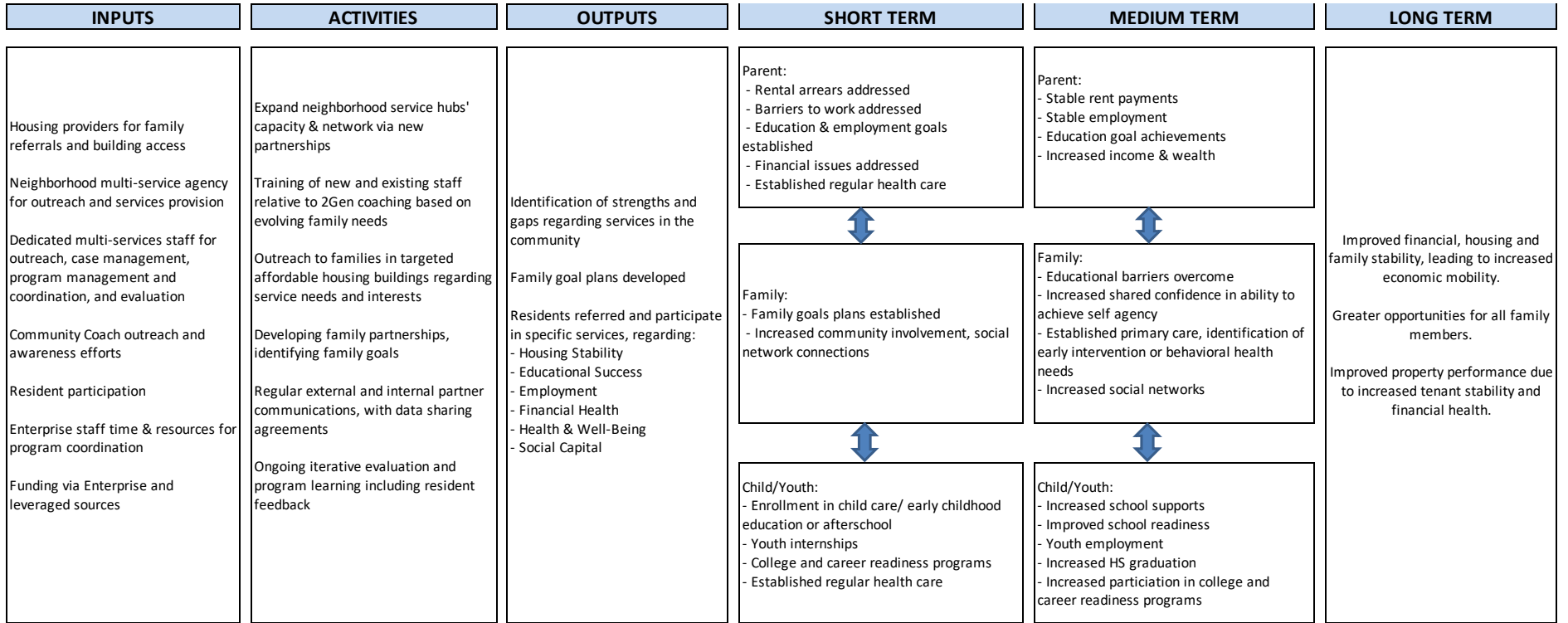
EC Plus 2Gen - Theory of Change

Person-centered; outcomes-based; data-driven; racial equity lens; focus on sector impact and systems change



EC Plus 2Gen - Logic Model

Person-centered; outcomes-based; data-driven; racial equity lens; focus on sector impact and systems change



ECPlus 2Gen Outcomes Framework

Person-centered; outcomes-based; data-driven; racial equity lens; focus on sector impact and systems change

DOMAIN		Short	#	Medium	#	Long	#
		Housing Stability		Educational & Employment Success		Financial Health	
PARTICIPATION		- # OF FAMILIES - # OF INDIVIDUALS	Fin				
Housing Stability	Parent	- # Rent arrears addressed		- # Rent arrears resolved - # Lease violations resolved - # Utility payment plans approved - # Shelter allowance obtained - # Benefits enrollments, new and restored		- Consistent on-time rental payments	
	Child						
	Family	- # Family Goals Plans completed					
Educational Success & Employment	Parent	- # Barriers to work addressed		- # Adult ed, job prep or training, or secondary ed (incl certificate programs) completed		- # Placed in jobs	
	Child	- # Enrolled in ECE, afterschool, youth job/internship, college prep		- # Increased school attendance		- # Increased school performance	
	Family			- # Parents involved in child's school - # Family literacy involvement			
Financial Health	Parent	- # Working with financial counselor/course		- # Following budget management plan - # Established bank accounts - # In savings programs		- # Increased credit score or savings	
	Child			- # Enrolled in financial literacy or savings program			
	Family					- # Increased net income	
Health & Well-Being	Parent	- # Enrolled in health insurance - # Receiving regular health care		- # Receiving screenings, regular PCP visits - # Receiving mental/behavioral health supports		- # Health care issues well-managed - # Participation in mental/behavioral supports	
	Child	- # Enrolled in health insurance		- # Receiving screenings, regular child health checkups, early intervention as needed - # Receiving regular health care		- # Receiving (referrals for) early intervention or mental/behavioral health supports	
	Family			- # Enrolled in parenting classes - # Improved food security			
Social Capital	Parent			- # Enrolled in parenting networks, empowerment programs, other groups			
	Child			- # Involved in mentoring programs			
	Family	- # Active in volunteering, community activities, and/or tenant associations					

ECPlus 2 Gen - Program Evaluation Criteria - Process and Outcomes

Person-centered; outcomes-based; data-driven; racial equity lens; focus on sector impact and systems change

	DESCRIPTION	MEASURE	SOURCE OF DATA	METHODS OF DATA COLLECTION
		PROCESS EVALUATION (FORMATIVE)		ALL DATA REPORTED QUARTERLY TO ENTERPRISE FOR COLLATING & PARTNER DISCUSSION
PROCESS EVALUATION	<p>The process evaluation will monitor program components and operations for effectiveness, efficiency and impact on achieving the goal.</p> <p>Quarterly collection and joint review of data will inform continuous improvement to modify program offerings and operations as needed.</p>	<p>Re:</p> <ul style="list-style-type: none"> - Effectiveness of outreach and engagement - Adequacy of services offered relative to needs expressed - Service partner relationships - Staffing capacity - Communications processes - Adequacy of program resources - Unforeseen issues 	<ul style="list-style-type: none"> - Service provider surveys and interviews - Partner service provider interviews 	<ul style="list-style-type: none"> - Surveys and interviews administered by Enterprise
		<p>Re: Satisfaction re:</p> <ul style="list-style-type: none"> - Range of program offerings - Quality of program offerings - Consideration of family needs - Ease of working with program - Relationships with staff 	<ul style="list-style-type: none"> - Participant focus groups - Participant surveys and interviews 	<ul style="list-style-type: none"> - Focus groups, surveys and interviews facilitated by service providers
		<p>Re:</p> <ul style="list-style-type: none"> - Overall success of the model 	<ul style="list-style-type: none"> - Quarterly joint meetings of service providers and Enterprise to review for program improvements 	<ul style="list-style-type: none"> - Meetings facilitated by Enterprise
		<p>Re:</p> <ul style="list-style-type: none"> - Effectiveness of obtaining property management data 	<ul style="list-style-type: none"> - Quarterly joint meetings of service providers, Enterprise and housing providers 	<ul style="list-style-type: none"> - Meetings facilitated by Enterprise
OUTCOMES EVALUATION	<p>The outcomes evaluation will track quantitative progress of targeted family success measures and property performance, quantitative and qualitative success of family engagement and participation, and qualitative impact on additional indicators of family well-being and economic mobility.</p>	<p>MEASURE</p> <p>OUTCOMES EVALUATION (SUMMATIVE)</p>	<p>SOURCE OF DATA</p>	<p>METHODS OF DATA COLLECTION</p> <p>QUANTITATIVE REPORTED MONTHLY, QUALITATIVE QUARTERLY TO ENTERPRISE FOR COLLATING & PARTNER DISCUSSION</p>
		<p>QUANTITATIVE:</p> <ul style="list-style-type: none"> - # OF FAMILIES PARTICIPATING - # OF INDIVIDUALS PARTICIPATING - Selected whole family success measures, as per outcomes framework - # of families receiving more than one service - # of families receiving both adult and child services - % family goal PLAN achievement rate 	<ul style="list-style-type: none"> - Service provider participant tracking databases - Service provider partner data 	<ul style="list-style-type: none"> - Outcomes data collection by service providers
		<p>QUANTITATIVE:</p> <p>Property performance pre- and post program including:</p> <ul style="list-style-type: none"> - # evictions - # and % of annual unit turnover - \$ amount in rental arrears per unit per year - \$ amount of vacancy loss per unit per year - \$ amount of bad debt per unit per year - \$ amount in legal fees per unit per year - \$ amt & % decrease, maintenance costs per unit per year - \$ amt and % decrease, security costs per unit per year 	<ul style="list-style-type: none"> - Housing provider property management data 	<ul style="list-style-type: none"> - Reports run by housing provider property management software - Surveys of housing provider property management staff
		<p>QUALITATIVE:</p> <ul style="list-style-type: none"> - Level of whole family participation - Continuity of family participation 	<ul style="list-style-type: none"> - Service provider surveys and interviews 	<ul style="list-style-type: none"> - Surveys administered by service providers - Interviews conducted by outside evaluator
		<p>QUALITATIVE:</p> <ul style="list-style-type: none"> - Program's impact on family - Family progress toward goals - Family improvements since program 	<ul style="list-style-type: none"> - Participant surveys and interviews 	<ul style="list-style-type: none"> - Surveys and interviews administered by service providers

Attachment 3: EC PLUS IMPLEMENTATION SUMMARY



Enterprise Communities Plus: Two Generation Initiative

MISSION STATEMENT

To leverage effective partnership between affordable housing providers and neighborhood-based services hubs, to maximize the housing stability, economic mobility, and well-being of families with low incomes, through place-based outreach, multigenerational service coordination, and family coaching.

Through Enterprise’s ongoing work supporting housing-based service delivery models, we have found that families at risk of housing instability often include parents who are un- or underemployed, have little to no connection to quality early care and education for children, and lack access to educational and career development opportunities for youth and adults. Further, many families have developed a strong – and often justified - distrust of the services and affordable housing systems. All of this contributes to family instability and thwarts economic mobility.

APPROACH

To address the needs of residents and housing providers, Enterprise created Enterprise Communities Plus (EC Plus) to facilitate partnerships between neighborhood-based multiservice organizations and housing providers and enable a targeted and proactive approach to supporting families in affordable housing through access to economic opportunity. We piloted EC Plus with partners while they were participating in our planning efforts, supported by William J. and Dorothy K. O’Neill Foundation, to more strategically align and coordinate services among community partners, to meet the needs of children and their parents. Through this model, service providers partner with families to identify goals and intentionally provide opportunities simultaneously for both parents and children, fostering mutually supportive whole family involvement in maximizing intergenerational economic mobility.

To date, we have enrolled 12 families, which includes 42 individuals. Of those enrolled, 83% of families are single, female-headed households, 40% of individuals are of Hispanic origin, and 35% of individuals black or African American.

With a 2Gen approach, EC Plus aims to maximize the housing stability, economic mobility, and well-being of families with low incomes through place-based outreach, partnerships with families, collaboration between service providers and property managers, multigenerational service coordination, and family coaching. Our proposed program model has been developed through the experiences of our EC Plus services outreach model, working during our 2019 planning grant with community-based services partners and housing providers. We are also taking lessons from models within the Aspen Institute Ascend Network of 2Gen practitioners and from EMPath, including their Bridge to Self-Sufficiency model.¹

To date, we have worked with our partners to refine the outreach and engagement elements of the EC Plus model based on a year of program development, the incorporation of 2Gen whole family services, and evolving Covid response measures.

ANTICIPATED TARGET FAMILIES AND FAMILY SUCCESS GOALS

For the ongoing implementation of EC Plus, our partners will work with 20 families in a given year (approximately 55 individuals) in one neighborhood. More specifically, the pilot targets families with

¹ <https://www.empathways.org/approach/bridge-to-self-sufficiency>

children, 21 and younger, living in affordable housing, especially those at early risk of housing instability. Interested families, living in conventional affordable housing properties owned by (HCCI) in Central and East Harlem, are being identified through outreach and referrals.

OUTCOMES AND EVALUATION

Our initiative focuses on five domains for parent/child/family success as per our Outcomes Framework document. These include: Housing Stability; Educational Success and Employment; Financial Health; Health and Well-Being; and Social Capital. For indicators for each outcome see the uploaded Outcomes document.

Through this initiative we also hope to demonstrate impact around improved community-wide stability of affordable housing, through improved property performance. Our projected goals for this initiative include reduced rental arrears, and legal fees, evictions, and annual unit turnover.

Further, we aim to deepen the field's understanding of: developing successful connections and partnerships with families and resulting impacts around economic mobility; effective 2Gen program management in the affordable housing context, including iterative learning, and continuous improvement strategies; leveraging integrated data collection, management and analysis processes; and the replicability and scalability of the model. Learning will be supported by our unique position as an intermediary and our ability to convene and share best practices and program models with a diverse cross-section of stakeholders and to pursue policy shifts to support ongoing efforts.

EVALUATION CRITERIA

Our evaluation criteria document outlines our approaches and data points for both process and outcomes evaluation. The outcomes framework measures for family success goals relies on the performance data management system utilized by our service provider partner. Other data collection for both the process and outcomes evaluation will be managed through surveys, focus groups, interviews and meetings documentation (as Covid safety protocols allow) Enterprise has long experience facilitating these processes and collecting and managing this kind of data. Further stakeholders' roles and responsibilities are captured in the attached data sharing agreement, which was executed in October 2020.