**ENTERPRISE COMMUNITY PARTNERS, INC.**

**REQUEST FOR PROPOSALS**

**HOUSING AS A PATHWAY TO JUSTICE TOOLKIT CONSULTANT**

**2022**

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# Overview

Enterprise Community Partners, Inc. seeks consultants to develop a comprehensive toolkit to be used by affordable housing providers and developers interested in housing people formerly incarcerated. The toolkit would delve into topics like (i) humanizing language, (ii) understanding the interconnection of housing and the criminal legal system, (iii) housing and legal barriers, and (iv) affordable housing financing, services, and development.

# Enterprise Background

Enterprise Community Partners, Inc. (Enterprise) is a national community development intermediary that supports the development and preservation of affordable housing through public-private partnerships with financial institutions, governments, community organizations, and other partners. Since 1982, Enterprise has raised and invested nearly $14 billion in equity, grants, and loans to help build or preserve 300,000 affordable rental and for-sale homes to create vital communities and more than half a million jobs nationwide.

# Program Background

People formerly incarcerated face incredible challenges, from discrimination as they search for a new home to the struggle to find a job. A 2015 study led by the Ella Baker Center for Human Rights, Forward Together, and Research Action Design found that 79 percent of formerly incarcerated people and their families reported being denied housing due to a criminal conviction. This reality is coupled with the fact that formerly incarcerated people are 10 to 13 times more likely to experience homelessness than people who have not been incarcerated.

Recognizing these systemic challenges, Enterprise works to elevate promising housing models, expanding proven solutions. Hence, people formerly incarcerated have safe, stable homes as they return to their communities and rebuild their lives. Our programs and trainings are centered on collaboration with partners, people with lived experience, and other stakeholders in the housing field and criminal legal system. As such, Enterprise is dedicated to finding housing models to (i) help prevent interaction with the criminal legal system, (ii) support reentry from incarceration by reducing barriers to accessing housing, (iii) and help reduce recidivism.

Through our work, Enterprise has organized a series of trainings and workshops dedicated to equipping housing providers with the resources to create more housing opportunities for people formerly incarnated.

As part of this work, Enterprise envisions building a toolkit to be used by the broader housing industry that consolidates thematic findings of the trainings and helps elevate strategies housing providers can use to house and service people impacted by the criminal legal system. The content developed by the toolkit will also be used for trainings and academies launched across different states. The scope below provides a summary of the preliminary outline of this toolkit.

# Scope of Consulting Services

Enterprise seeks a consultant to

1. **(Month 1-2) Research and Discovery:** Work with Enterprise and stakeholders to build on existing research, best practices, and case studies **already developed by Enterprise** that will be highlighted in the toolkit, filling in with research as needed. We envision the toolkit will be used by affordable housing developers, property managers, local policymakers, and service providers. As such, Enterprise anticipates the consultant will help refine the outline – with the advice of stakeholders– to address the national/local aspects and various audiences.
   1. Organize a set of interviews with stakeholders in the housing and criminal legal system, including people with lived experience, to refine the toolkit outline and content.
   2. Review and build out on existing information developed by Enterprise on housing models supporting people impacted by the criminal legal system – research, reports, case studies, etc.
   3. Use existing financial models from partners to create a matrix highlighting predevelopment, construction, permanent financing, service, and operations financing options across 2-4 jurisdictions.
   4. Map out the differences in the development process for housing projects housing people formerly incarcerated, emphasizing community buy-in, different screening policies/approaches, and emphasis on specific service partnerships.
2. **(Month 2-4) Development of Toolkit:** Work closely with Enterprise to refine the toolkit’s structure, format, and content. Enterprise envisions the structure to continue to be refined with the input of stakeholders. The outline of the curriculum includes, but is not limited to:
3. Common Humanity
   1. Section’s audience includes affordable housing developers, property managers, local policymakers, and service providers.
   2. Section to help humanize those incarcerated. This could include statistics on the number of people incarcerated, how common it is, and compelling stories. **This section would be building out on Enterprise’s existing information.**
4. Housing and the Criminal Legal System
   1. Section’s audience includes affordable housing developers, property managers, local policymakers, and service providers.
   2. Introduction to the criminal legal system
   3. The population at risk and the importance of housing. The scope of harm caused by mass incarceration and homelessness.  **This section would be building out on Enterprise’s existing information.**
      1. This section should include the development of an **info sheet** regarding the impact of the harm caused by mass incarceration
   4. Description of the housing bundle (5) – the role that housing can play in a person’s life
   5. Overview of what trauma-informed care entails
5. Basics of Housing Barriers
   1. Section’s audience includes affordable housing developers, property managers, and local policymakers.
   2. Highlight consistent/typical barriers across states. This can include discussing the range of legal, practical, and other barriers to provide a baseline understanding of what this population experiences (e.g., everything from the need for identification, access to technology, past address, etc.) through housing discrimination and how trauma may affect someone in their housing search. **This section would be building out on Enterprise’s existing information.**
6. Legal Framework
   1. Section’s audience includes affordable housing developers, property managers, and local policymakers.
   2. Summary of federal requirements as it pertains to background checks.
   3. A table and summary listing cities that have passed fair chance legislation.
      1. This section should include the development of an **info sheet**
   4. Subsection with local legal/policy frameworks, barriers, and opportunities [including, but not limited to New York City, Oakland, the District of Columbia, Alameda County (CA), and New Orleans]
      1. **This section would be building out on Enterprise’s existing information.**
7. Housing Typologies
   1. Section’s audience includes affordable housing developers, property managers, and local policymakers.
   2. Layout of the different housing options for housing people formerly incarcerated.
   3. Temporary Housing- description
      1. Emergency Housing
      2. Transitional Housing (scattered-site, congregate)
      3. Halfway Houses
      4. **Elevate examples** [including, but not limited to New York City, Oakland, the District of Columbia, Alameda County (CA), and New Orleans]
   4. Permanent Housing - description
      1. Public Housing
      2. Supportive Housing (scattered-site, congregate)
      3. Conventional Affordable Housing
      4. **Elevate examples** [including, but not limited to New York City, Oakland, the District of Columbia, Alameda County (CA), and New Orleans]
   5. Market-Rate Housing (using rental subsidy)
8. Securing Financing for Permanent Housing
   1. Section’s audience is affordable housing developers.
   2. Highlight federal resources based on different housing typologies
   3. Identify two local case studies to provide local context
   4. Highlight local subsidies [including, but not limited to New York City, Oakland, the District of Columbia, Alameda County (CA), and New Orleans]. **This section would be building out on Enterprise’s existing information.**
      1. This section should include the **development of financial resources matrixes** for each location listed above.
9. Identifying Service Partner – Negotiation and Deal Closing
   1. Section’s audience affordable housing developers
   2. Identifying Service Partners- things to look out for
      1. This section should include an **info sheet** of service providers in the New York City
   3. How to build a strong partnership with a service contractor
   4. Common pitfalls and best practices to mitigate these pitfalls
10. Relationship Building
    1. Section’s audience is affordable housing developers.
    2. Community Building- Best Practices to address NIMBYism
       1. This section should include the development of **case studies**
    3. Generating Opportunity- What it means to be a good neighbor and help people reenter a community. Best practices on local hiring, community engagement, and prioritizing resources and programs for residents and community members. **This section would be building out on Enterprise’s existing information.**
11. Property Operations and Management
    1. Section’s audience is affordable housing developers and property managers.
    2. Special challenges of managing projects serving people formerly incarcerated
       1. Risk mitigation tools
       2. Protocols of engaging with those with lived experience – staff communicating through services
12. **(Month 5) Complimentary Materials Using Toolkit Content** 
    1. For New York City, create a visual product summarizing someone's journey through the system as it relates to housing from diversion options, pre-release resources, and different housing options.
    2. Visual product summarizing all the sections of the toolkit, focusing on universal content, not specific to a locality.
13. **(Month 6-7) Finalize: Finalizing and launching the toolkit** 
    1. Development of toolkit content, case studies, info sheets, financial resources matrixes, etc.
    2. As the toolkit is being transitioned to the online platform, being available for content refinement.
    3. Enterprise envisions this resource to be used by affordable housing providers, developers, property managers, and service providers providing housing for people formerly incarcerated.

# Application Materials

Please note that teams of two or more consulting firms are eligible to apply. Responses should include the following materials:

1. Name of the primary point of contact
2. Email of the primary point of contact
3. Are you applying as a team with another consulting firm?
4. Please provide a brief description of your consulting firm(s)
5. Please identify your primary areas of expertise
6. Narrative on your firm’s qualifications and your proposed approach, including the process and deliverables you think are necessary to achieve the stated goals.
7. Please describe your firm’s knowledge of the affordable housing space. Please indicate how often and when you plan to meet with Enterprise and in what format.
8. Please provide a projected timeline to complete the scope of work activities and deliverables. If not in line with the proposed timeline in the RFP, please expand on the reasoning. Enterprise is open to accommodate.
9. Firm rate sheet, listing all rates for all individuals that will work on the project. Enterprise expects budget proposals to be up to $75,000. However, please expand on the reasoning if your proposal deviates from this amount.
10. Resumes and bios for everyone on the team, including information about an experience with similar projects and professional qualifications
11. Based on the past projects identified in the qualification form, please provide the current contact information of clients for whom similar services were provided (no more than two)

# Selection Criteria

Consultants will be evaluated on the following characteristics:

1. Qualifications – 40%
   1. Demonstrated expertise, evidenced by professional certifications, accreditations, industry recognition, quality of submitted work samples, past relevant experience, etc.
   2. Understanding the affordable housing industry, including development and operation services. Preference will be given to those with clear knowledge of affordable housing and the criminal legal system
2. Strength of approach – 40%
   1. Detailed scope of work objectives and desired results.
   2. Prospect that proposed scope of work will lead to successful results.
   3. Detailed timeline.
   4. Ability to produce quality materials, as evidenced by submitted samples
3. Budget – 20%
   1. Reasonableness of rates about the level of effort to provide stated deliverables in relation to the consultant's skills and experience.

# Submission Instructions

Applicants must submit full proposals through SlideRoom, the online system used for this opportunity. To start your application, please use: <https://enterprise.slideroom.com/#/permalink/program/66783>

IMPORTANT: SlideRoom automatically saves Applicants’ work as they go. That means  the work will be saved even if an Applicant loses their internet connection or has computer problems. Applicants can log in and out as often as needed to complete their proposal.  However, once an Applicant submits their bid, they cannot return to make any edits. Submissions received outside of SlideRoom or after the deadline will not be accepted.

**Submission Deadline: July 22, 2022, 11:59 PM EST.**

For any questions, please reach out to Camila Fernandez at cfernandez[@enterprisecommunity.org.](mailto:______________@enterprisecommunity.org)

# Applicable Requirements

**DUNS and SAM Registration**

All consultants receiving federal funds through Enterprise Community Partners must have or obtain a Dun & Bradstreet (DUNS) number and maintain an active account in the System for Award Management (SAM).

Information on how to register for each is below:

**Resources for DUNS Number**

The DUNS number is a nine-digit number issued by Dun & Bradstreet that is assigned to and used by businesses and the federal government to track more than 70 million businesses worldwide. A DUNS number can be obtained free of charge by applying online at http://fedgov.dnb.com/webform or by phone at 1-866-705-5711 from Monday – Friday, 7 AM to 8 PM C.S.T.

For Hearing Impaired Customers, Only call 877-807-1679 (TTY Line). It usually takes about 1- 2 business days to receive a number if applied online and immediately if applied by phone. The DUNS number is typically available 24-48 hours after receiving it. Once entered and the registration process is completed, the DUNS number will need to be verified by the system.

**Indirect Costs**

Enterprise requires a breakdown of all proposed labor amounts to include actual hourly rates and indirect costs (if applicable). Consultants must charge rates consistent with rates charged on their other contracts/agreements, considering the labor rate ceiling. Suppose a consultant proposes to include indirect costs (IDC). In that case, the proposal must be accompanied by either an Indirect Cost Rate Agreement approved by a federal government agency or a line item cost breakdown of indirect costs with a methodology for applying the rates.