



*Equitable Path Forward: Advisory
Services to Affordable Housing
Organizations*

**Geographic Focus: Greater Los Angeles
(Los Angeles, Orange, Riverside, San
Bernadino, and Ventura Counties)**

**Request for Applications (RFA)
January 20, 2023**

Submission Deadline for RFA:	February 13, 2023, 8:59 PM PST
Expected Date for Notice of Program Selection:	March 3, 2023
Number of Awards	Up to 5 affordable housing organizations

How to Apply: Applicants must submit full proposals through SlideRoom, the online system being used for this funding opportunity. To start your application, please use the following link. Applicant must create an account in SlideRoom before starting your application.

<https://enterprise.slideroom.com/#/permalink/program/70896>

IMPORTANT: SlideRoom automatically saves Applicants' work as they go. That means that even if an Applicant loses their internet connection or has computer problems, the work will be saved. Applicants can log in and out as many times as they need to complete their proposal. **However, once an Applicant submits their proposal, they cannot go back to make any edits.**

Submission Deadline: February 13, 2023, 8:59 PM PST. Proposals received outside of SlideRoom or after the deadline will not be accepted.

Questions: All interested Applicants will be afforded the opportunity to e-mail questions regarding this RFA during the application period. Applicants must e-mail the questions to Ruby Harris at rharris@enterprisecommunity.org. Applicants may not contact anyone other than Ruby Harris with questions about this RFA.

ABOUT ENTERPRISE

Enterprise Community Partners, Inc.'s (Enterprise's) mission is to make home and community places of pride, power, and belonging and platforms for resilience and upward mobility. To make this possible, we develop and deploy programs and support community organizations on the ground; we advocate for nonpartisan policy at every government level; we invest capital to build and preserve rental homes people can afford; we own, operate, and provide resident services for affordable communities. Since our Los Angeles office opened in 1997, we have invested more than \$4.2 billion in Los Angeles and the surrounding region, creating and preserving 43,600 affordable homes, delivering impactful technical assistance and capacity building to both our public partners and developers and working with key stakeholders to achieve the systems change that is needed to address the severe housing crisis.

At Enterprise, we are committed to dismantling the enduring legacy of systemic racism in housing – policy, practice, and investment. Our partnerships with adjacent sectors are essential to creating more equitable outcomes.

EQUITABLE PATH FORWARD: ADVISORY SERVICES OVERVIEW

Enterprise recognizes the importance of Black Indigenous and People of Color (BIPOC)-led affordable housing organizations to our most vulnerable communities. Yet, for decades, the affordable housing, community development, and commercial real estate sectors have been led disproportionately by white leadership, even as they serve to create affordable rental homes primarily in neighborhoods of color. Affordable housing organizations led by BIPOC, meanwhile, continue to face systemic barriers that impede their growth and sustainability. This inequity resulting from decades of discrimination and continued disinvestment calls for a solution to support affordable housing organizations with BIPOC leadership and which are looking to grow their development pipelines or strengthen operations. This is

especially critical given the tighter margins to developing and operating housing as a result of the COVID-19 pandemic and subsequent economic conditions.

Affordable housing organizations with BIPOC leadership continue to encounter barriers to resources like loans, grants and technical support that impede their business growth compared to white-led organizations. To break this inequitable practice and level the playing field, Enterprise has launched Equitable Path Forward, a five-year, \$3.5 billion nationwide initiative targeted to help dismantle the deeply-rooted legacy of racism in housing – from the types of homes that are built, where they’re built, who builds them, who has access to them, and the wealth that is generated from them. Enterprise will influence the affordable housing industry by investing in capital, grants and program support over the next five years to advance strategies that will: 1) fill the capital gap created by decades of systemic racism by intentionally investing in BIPOC-led affordable housing organizations, 2) strengthen BIPOC-led development businesses through consulting services, and 3) support existing BIPOC leaders increase the talent pool in order to create career pathways for future representative leaders in the real estate industry.

This RFA is for participants for Equitable Path Forward: Advisory Services (EPF AS), a 12-month program which will support BIPOC and other historically marginalized groups-led organizations in the affordable housing industry to accelerate their housing development capabilities and strengthen their operations through consulting services. EPF AS will provide advisory services or consulting support of \$25,000 for up to 5 participating organizations. With improved housing development capacity and stronger operations, BIPOC and other historically marginalized groups-led organizations will be better positioned to undertake affordable housing development and preservation opportunities.

Advisory services participation includes but is not limited to:

1. An organizational capacity and leadership goal assessment to identify areas or priorities for the organization, including financial position, real estate development capabilities, fundraising, and asset management, and any leadership development support needs for the Executive Director/CEO such as trainings and coaching.
2. Matching consultant(s) with the organization and the Executive Director/CEO to provide comprehensive services and deliverables to address priorities identified through the assessment phase. Technical support workplans will be tailored to the unique needs and goals of the organization, including but not limited to accessing capital, accessing training, diversifying funding streams, and advancing affordable housing projects and will include actionable strategies, deliverables, and a timeline for the organization to reach its operational, development and financial goals.
3. Ongoing meetings with Enterprise staff to discuss progress toward workplan goals and ongoing need for organizational and project support.
4. Connection with mission-driven capital products.
5. Connections to funder networks.

ELIGIBILITY

Enterprise will select up to **five** affordable housing organizations (Applicants) in the greater Los Angeles region (Los Angeles, Orange, Riverside, San Bernadino and Ventura Counties). EPF AS will focus on affordable housing organizations whose leaders are Black, Indigenous and People of Color (BIPOC) or represent other historically marginalized groups. Development entities targeted for EPF AS are defined as:

- A nonprofit entity in which the Chief Executive Officer or Executive Director is BIPOC or represents other historically marginalized groups.
- A for-profit entity in which the Chief Executive Officer, general partner or managing member is BIPOC or represents other historically marginalized groups.

Applicants must meet **at least one** of the following eligibility requirements in order to be considered.

- Applicant owns between 20 and 500 affordable housing units or a minimum of 2 affordable multifamily buildings.
- Applicant is a newer developer (5 years or less) engaged in affordable housing development and can demonstrate that affordable housing development is a key activity of the organization.
- Applicant is an experienced developer and can demonstrate the organization is at an inflection point, i.e., new leadership, new strategic/business plan, doubling down on development goals, etc. and could benefit from consulting support to reach its goals.

Preference will be given to Applicants serving BIPOC and underserved communities.

DELIVERABLES

Applicants selected to participate in EPF AS will receive \$25,000 worth of consulting and technical assistance support to enhance the organization’s goals, which can include real estate development capabilities, financial position and operations. At the end of the program, participating organizations will have:

- Developed an organizational advisory/consulting services workplan targeting organizational obstacles to growth as identified by the organization. Workplan will include actionable strategies, deliverables, and timeline for the organization to reach its operational, development and financial goals.
- Developed a leadership (CEO or executive director) workplan targeting areas of growth identified by the CEO or executive director. Workplan will include actionable strategies, deliverables, and timeline for the CEO/executive director to reach their short-term and medium-term professional goals. **This deliverable is optional, based on leadership needs/priorities identified by the executive director or CEO.**
- Received support from Enterprise staff and consultants to execute activities outlined in both the organizational and leadership workplans.

SUBMISSION REQUIREMENTS

Applicants must provide responses to the application questions in SlideRoom **by February 13, 2023, 8:59 PM PST**. In selecting Applicants for advisory/consulting services, Enterprise will evaluate and score applications based on the criteria and point system listed in the Evaluation Criteria section below.

By submitting the application, Applicant is committed to working with Enterprise staff and consultants to complete the activities under the “deliverables” section above.

EVALUATION CRITERIA

Enterprise will select Applicants to receive consulting services based upon the following evaluation criteria.

- Applicant demonstrates concrete obstacles for the organization to reach its operational, financial and development potential. For example, historical barriers to accessing capital for the organization, neighborhood and/or community, challenges with organizational financials, asset

management, need to evaluate its range of business lines, alignment of staffing, affordable housing training for key staff and board members, connections to the funder community, understanding of various available capital products, etc. (25 points)

- Applicant demonstrates clear outcomes that could be achieved through consulting and technical assistance support. (25 points)
- Applicant demonstrates ability and commitment to follow through on consulting and technical assistance support, i.e demonstrates sufficient staffing capacity to achieve goals. (25 points)
- Applicant demonstrates long-term commitment to affordable housing preservation and development. (25 points)

STANDARD TERMS AND CONDITIONS

Right to Reject

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

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.

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.

Conflict of Interest

The applicant must disclose, in an attachment to their application, 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 submitted application, 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 RFA. “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 RFA 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 RFA 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.

Appendix: Menu of Potential Consulting Services

Topic Areas	Examples
Real Estate Development	Basic development, entitlements, zoning, pre-development (land acquisition strategies, procurement and estimating), design best practices including pre-development goal setting and charrettes, cost containment, green building standards, Homeownership Development.
Real Estate Finance	LIHTC proforma development and deal structuring, equity/gap sources and subsidies, short- and long-term debt, budget development, underwriting, syndication, investor relationships,
Asset Management	LIHTC and federal subsidy compliance, investor and lender relations and reporting, financial reporting and systems, portfolio monitoring and benchmarking, Year 15, portfolio repositioning/recapitalizing
Property Management	Managing the manager, tenant relations and communications, energy savings
Operational Sustainability	Building reserves, shared services, fraud prevention
Operational Growth	Strategies for building revenues, growth planning, guidance on staffing needs and structures.
HR and Workforce	Staffing model assessments and expertise vs. best practice, attracting quality staff, staff retention and growth, executive coaching, succession planning, HR policies and procedures, talent management.
Joint Ventures and Partnerships	JV partnership options, making connections to key partners, understanding how risk and structure relate to developer fee split and ownership.
Resident Service Delivery	Planning for resident services, best practices for service delivery, space planning, long term budgeting for services, staffing needs, partners, asset mapping, cultural resilience strategies, charrettes.
IT Strategy	IT needs for current operations, property management and staff management, security, IT expansion and needs with growth.
Fundraising	Grant Writing, donor cultivation, event design and management, quantifying results and impact.
Board Development and Succession Planning	Building a high- quality board, board management, board education, advise on expertise needed (i.e. legal, lived expertise, accounting), diversity considerations.
Policy & Advocacy	Experience providing guidance on policy and advocacy at the federal, state and/or regional levels.
Specific Sector Advisory Services	Native American financing tools, Green Building issues, Health and Housing related design and partnership topics.
Commercial & Small Mixed-Use Development	Commercial market analysis, leasing, tenant screening, TI structures.
Community Ownership Options	REIT-like options, resident or commercial tenant ownership, community land trust, co-op models.