

ENTERPRISE COMMUNITY PARTNERS, INC.

REQUEST FOR QUALIFICATIONS

Public Housing Repositioning and Rental Assistance Demonstration (RAD) Program
Technical Assistance and Capacity Building

October 2023

PURPOSE & OVERVIEW

Enterprise Community Partners, Inc. Advisors (Enterprise) has initiated a Request for Qualifications (RFQ) process to qualify firms and consultants to support Public Housing Repositioning and Rental Assistance Demonstration (RAD) Program Technical Assistance and Capacity Building. Applicants may submit qualifications for one or more areas of expertise outlined within the document.

Responses must be submitted through this link: <https://enterprise.tfaforms.net/22>

Submissions due: No later than 11:59pm ET on 12/31/2023

About Enterprise

Enterprise is a national nonprofit that exists to make a good home possible for the millions of families without one. We support community development organizations on the ground, aggregate and invest capital for impact, advance housing policy at every level of government, and build and manage communities ourselves. Since 1982, we have invested \$64 billion and created 951,000 homes across all 50 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands – all to make home and community places of pride, power and belonging.

Enterprise Advisors

Advisors is the mission-based consultancy within Enterprise supporting local partners to raise up new ideas and standards to cultivate more inclusive and equitable communities, so that all people have a place to live, grow, and thrive. Advisors provides guidance to cities, counties, states, and local/regional agencies to develop equitable solutions and strategies and increase capacity. Through our engagements, we seek to advance racial equity and dismantle the enduring legacy of systemic racism in housing both through and within the work we do. Achieving this vision requires our team to embrace new challenges, bring creativity and an open mind to our work, and value diverse perspectives and collaboration.

Advisors delivers capacity building and technical assistance through engagements derived from contracts with federal agencies, units of local government, public housing authorities, nonprofit organizations, philanthropy, and other sources. The goal of these engagements is to increase agency capacity and improve outcomes and impacts of community development, housing programs, and organizations nationwide.

Fair Housing and Public Housing Revisioning Team

The Fair Housing and Public Housing Revisioning (FH/PHR) team partners with HUD, entitlement jurisdictions, public housing authorities, community organizations, elected officials, and others to address housing needs and advance economic mobility and racial equity through our engagements. The FH/PHR team manages and executes technical assistance engagements in the following core areas:

- Fair Housing and Racial Equity
- Affirmatively Furthering Fair Housing for PHAs and Entitlement Jurisdictions
- PHA Operations and Management
- Public Housing and Housing Choice Voucher programs
- RAD and other public housing asset repositioning programs
- Choice Neighborhoods
- Moving to Work
- Strategic Planning
- Partnership Development
- Resident and Community Engagement

Overview

Through a series of Community Compass awards from the U.S. Department of Housing and Urban Development (HUD), Enterprise Advisors provides Technical Assistance (TA) and Capacity Building to Public Housing Authorities (PHAs) considering repositioning through all available programs, including the Rental Assistance Demonstration (RAD) Program, Section 18 Demolition/Disposition, RAD/Section 18 Blends, and Streamlined Voluntary Conversion (SVC).

About Community Compass

HUD's Community Compass Program funds technical assistance and capacity building activities for HUD's customers, including grantees, public housing authorities, and Native American tribal communities. Managed by the Technical Assistance Division, Community Compass is an innovative, outcome-focused approach and a collaborative effort among HUD, its customers, and the organizations providing TA and capacity building on behalf of HUD, including Enterprise Advisors.

Primary Activities

The primary activities conducted by Enterprise and selected subcontractors include, but are not limited to, the following:

- Visioning and exploration of HUD's repositioning programs, including RAD, Section 18, and Streamlined Voluntary Conversion (SVC)
- Assisting PHAs with asset repositioning planning activities
- Conducting financial feasibility analyses
- Educating PHAs about repositioning program processes and opportunities
- Assisting PHAs with understanding and completing required RAD financing plans or repositioning program applications
- Educating PHAs regarding repositioning program regulations
- Assisting PHAs with maintaining compliance with their RAD Closing Commitment (RCC)

Description of Services

Enterprise is seeking qualified subcontractors to complement the experience of Advisors staff and deliver timely technical assistance and capacity building activities to PHAs on behalf of HUD following a demand/response model. There are several stages to asset repositioning and RAD conversions, including exploration and feasibility analysis, completing conversion due diligence, and post-conversion activities for compliance. PHAs need additional capacity to successfully complete necessary activities at each stage in a timely way.

Rental Assistance Demonstration: Enterprise provides capacity building and direct TA to PHAs in the following stages of their RAD conversions, as assigned by HUD:

- Planning – PHAs in this stage of work need guidance on the best repositioning strategy for their unique portfolio. PHAs in this stage may have limited-to-intermediate knowledge of the RAD program, have not yet applied to HUD for a Commitment to Enter Into a Housing Assistance

Payment (CHAP), and need assistance in goal setting and examining whether and how RAD, Section 18, or SVC can help meet the PHA's goals and resident needs.

- Launch – PHAs in this stage have applied for and received their CHAP, signaling the need to begin due diligence on their RAD conversion. PHAs in this stage need to gain a deeper understanding of RAD program regulations and timelines and may need assistance in completing items for their Financing Plans.
- Post-Launch – PHAs in this stage are past the 4-month-long initial Launch period but have not yet closed on their RAD transaction. PHAs in this stage may need assistance with specific due diligence items that have additional technical issues that need to be addressed; they may have received additional information that causes the need for an adjustment to earlier RAD plans; or they have specific questions regarding the RAD conversion for their portfolio.
- Post-Closing – PHAs in this stage have completed all other stages and have closed on their RAD transaction. PHAs in this stage may be at risk or noncompliant in meeting the requirements in their RAD Closing Commitment (RCC) and need additional assistance in meeting those requirements. PHAs may also be identified as at risk or non-compliant in meeting the requirements of their new or expanded RAD Section 8 programs as a result of their RAD conversion.

Other asset repositioning TA: Enterprise also provides other TA and capacity building as needed and assigned by HUD that may include:

- PHA Asset Repositioning remote on-call TA—assistance in determining the best asset repositioning strategy to meet agency goals including RAD, Section 18, and Streamlined Voluntary Conversion. PHAs receive up to 16 hours of remote technical assistance.
- Long term vitality of repositioned projects—assistance in long term compliance or assistance for PHAs that have repositioned properties.
- Operation of Section 8 Voucher programs—assistance with navigating voucher program requirements when PHA public housing units are repositioned using vouchers.

Subject Matter Experience Requested

Enterprise is seeking subject matter expertise in a full range of technical knowledge related to public housing repositioning. RFQ responses may include illustration of expertise in one, several, or all the following:

- PHA repositioning programs, including RAD, Section 18, Small PHA RAD/Section 18 Blend, Construction RAD/Section 18 Blend, and Streamlined Voluntary Conversion
- Transaction sequencing and timelines
- Financial feasibility analysis and repositioning program underwriting
- RAD application assistance
- Familiarity with a variety of financing methods for preservation (e.g., LIHTC, HOME funds, PHA funds, FHA)
- Capital Needs Assessment e-Tool
- Environmental review procedures
- Transitioning from Public Housing to Section 8

- Section 8 PBV and PBRA programs and compliance requirements
- RAD Financing Plan requirements
- HUD repositioning closing requirements
- Relocation requirements and best practices for mitigating resident displacement
- Resident engagement requirements and preservation of resident rights pre-conversion, during, and post-conversion

These subjects are the primary areas of expertise needed, but experience in the broader spectrum of PHA repositioning and/or RAD activities will also be considered.

Specific experience providing direct technical assistance, producing TA-related content and deliverables, and/or facilitating trainings related to repositioning and the primary activities listed above is required.

Strong facilitation skills and presentation experience are preferred. Specific experience can also include repositioning or RAD program implementation and/or experience with policy and compliance related to repositioning and RAD. Related experience in housing, community development, economic development, infrastructure, planning, public housing resident engagement, and cross-sector programs will be reviewed in addition to experience with nonprofit/non-governmental organizations, PHAs, and units of local government.

Travel within the United States may be required for some assignments. Most services will be provided remotely and will be in coordination with the Enterprise Advisors team, other subcontractors, and technical assistance beneficiaries, as necessary. Travel expenses will be reimbursed based on GSA approved rates. All presentations, written materials, and other deliverables will utilize Enterprise templates. All work will require monthly reporting and invoicing.

Submission Instructions and Requirements

Submission Instructions

Qualifications may be submitted at any time through 12/31/23 at 11:59pm EST.

Qualifications must be submitted by clicking here: <https://enterprise.tfaforms.net/22>

All costs incurred in the preparation of a response to this RFQ are the responsibility of the applicant and will not be reimbursed by Enterprise Community Partners, Inc. By submitting qualifications, applicant commits to the terms and conditions outlined in this RFQ. Requests for exception to any terms or conditions must be submitted with the qualifications. 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. Additional funder provisions may be included in final awarded Task Orders, if necessary.

Inquiries concerning this RFQ should be directed to Christina Payamps-Smith at cpayamps@enterprisecommunity.org.

Submission Requirements and Instructions

Please read carefully to ensure accurate completion of the RFQ form.

For individual applicants - Please complete all required fields with your individual qualifications, rates, and information. Where “Organization” information is requested, simply input your information directly.

For organization/agency/group applicants – Please complete all required fields with organizational information and add relevant contact, references, and qualifications for all employees/partners who should be considered for this RFQ. Experience of both the organization and individual employees will be considered in reviewing responses.

FOR ALL RESPONSES – Please complete the following required fields as follows:

Field	Response Expectation
Page 2: “RFQ Submission”	Check “Community Compass”
Page 2: “Areas of Expertise, Additional Document”	Upload a detailed overview and work samples of three (3) projects with which the organization, team members, or individual respondent have been involved in the last five years, illustrating current experience and capabilities relevant to this public housing repositioning.

	<p>Please include examples of direct TA engagements and product/material creation, as well as a list of any relevant trainings provided. Please include samples of presentations, toolkits, assessment reports, guidebooks, or other relevant materials created for each project highlighted.</p> <p>If unable to combine materials into one PDF, please send additional materials to ajuracek@enterprisecommunity.org with respondent name in the subject line of the email.</p>
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