

ENTERPRISE ADVISORS

Mission, Experience and Expertise

Our services focus on maximizing public sector resources that benefit low- and moderate-income communities through the design of effective and efficient affordable housing and community development programs. With limited public funding available, public agencies must ensure that their funding programs are targeting priority needs, have impact and are taking advantage of best practices for deploying resources. We have the expertise to help clients develop programs that align with market factors, funding resources and the capacity of local partners. Our consulting services cover programs that use local funds, CDBG, HOME and other HUD funding streams, as well as other federal funds, Low-Income Housing Tax Credits, state funds and private capital.

Enterprise Advisors assists clients in designing and implementing programs for:

- Multifamily new construction and acquisition/rehabilitation
- Single-family owner-occupied rehabilitation
- Down payment assistance
- Single-family for-sale development
- Tenant-Based Rental Assistance (TBRA) and other forms of subsidies

Enterprise Advisors works on programmatic elements, including:

- RFPs, RFQs, NOFAs, RFAs and other forms of project solicitation
- Project/grantee selection criteria
- Leveraging strategies
- Program policies, procedures and manuals
- Underwriting standards and guidelines
- Portfolio evaluation
- Asset management planning
- Written agreements, loan documentation and regulation

Housing Program Design



How We Do Our Work

Enterprise Advisors understands that each community faces its own unique set of challenges and opportunities. This requires a tailored approach to problem solving, a key to our success. Our program design and delivery work draws on our 30 years of experience developing housing solutions across the country, in collaboration with our clients and the communities they serve.

The Enterprise Advisors approach offers:

Matching Programs to Needs – Our team of experts conduct market needs assessments to evaluate the alignment of current programs with local conditions.

Program Assessments – Our experts assess the effectiveness of existing programs and capacity of program staff and administration. We design solutions to meet your specific needs.

Place-based Strategies – Our program designs reflect place-based strategies, including leveraging resources, targeting to meet identified needs and managing funds to effectively use subrecipients and subcontractors.

Program Implementation – We provide comprehensive implementation assistance including on-site, hands-on and remote support designed to build sustainable local capacity.

(over)

Where We've Worked

- Commonwealth of Puerto Rico
- Detroit
- East Cleveland, Ohio
- Kansas City, Mo.
- Los Angeles
- New Orleans
- Newark, N.J.
- San Juan, Puerto Rico
- Turlock, Calif.
- Tulsa, Okla.
- Washington, D.C.



At Enterprise, we believe opportunity starts with a safe, healthy affordable place to call home, and grows with access to good schools, jobs, transit and health care. To achieve this goal, Enterprise Advisors provides technical assistance (TA) and consulting services to state and local governments and their partners. Our mission-driven consulting services focus on fostering innovation in housing and community development program design, finance, operations, strategic planning and implementation planning to create thriving, sustainable communities.

What Our Clients Have Achieved

Because each community has unique goals they desire to achieve with the public sector resources that's available to them, Enterprise Advisors' services help cities identify and then achieve specific outcomes tailored to those goals. Below are examples of what our clients have achieved:

Affordable Housing Production

- Improving program design so that it targets and leverages public funding resulted in 500 units of permanent supportive and elderly affordable housing being developed in a two-year period.
- Streamlining underwriting standards resulted in \$187 million in funding awards being made to build or preserve nearly 3,200 affordable units – a five-fold increase from the prior year.

Assisting First Time Homebuyers

- A Homeowner Purchase Assistance Program was created with a first-ever one-stop shop for applications.

Leveraging Funding to Meet Priority Needs

- A consolidated Request for Proposal (RFP) was issued that combined over \$60 million in housing funds, including federal and local resources from four different sources (HOME, HOPWA, CDBG and local Housing Trust Funds). The RFP aligned the funding programs to better meet the city's strategic housing goals.

Policy and Procedure Development

- Strong policies and procedures were developed and adopted that resolved issues identified by HUD's Inspector General.

Contact us:

Paul Bernard, vice president, pbernard@enterprisecommunity.org, 202.403.8013

Patrick Jordan, senior director, pjordan@enterprisecommunity.org, 202.649.3926

Jarrold Elwell, director, jelwell@enterprisecommunity.org, 202.403.8024