Community Land Trusts
Capacity Building Initiative, Round 2

Request for Applications
2019
REQUEST FOR APPLICATIONS ("RFA")

<table>
<thead>
<tr>
<th>Pre-Application Conference:</th>
<th>March 12, 2019 at 10:00 a.m. EST</th>
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</thead>
<tbody>
<tr>
<td>Submission Deadline for RFA:</td>
<td>April 19, 2019 at 5:00 p.m. EST</td>
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<tr>
<td>Expected Date for Notice of Awards:</td>
<td>May 2019</td>
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<tr>
<td>Grant Performance of Period:</td>
<td>July 1, 2019 through June 30, 2021</td>
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**How to Apply:** Applicants must submit full proposals through SlideRoom, the online system being used for this funding opportunity. Applicant must fill out the budget template and upload it to SlideRoom as an attachment.

To download budget template, please use this link: [https://salsa4.salsalabs.com/o/51383/images/Enterprise%20CLT%20RFA%20Budget%20Template.XLSX](https://salsa4.salsalabs.com/o/51383/images/Enterprise%20CLT%20RFA%20Budget%20Template.XLSX)

To start your application, please use this link: [https://enterprise.slideroom.com/#/permalink/program/47373](https://enterprise.slideroom.com/#/permalink/program/47373)

**IMPORTANT:** SlideRoom automatically saves your work as you go. That means that even if you lose your internet connection or have computer problems, your work will be saved. You can log in and out as many times as you need to complete your proposal. However, *once you submit your proposal you cannot go back to make any edits.*

**Submission Deadline:** 5:00 p.m. EST on Friday, April 19, 2019. Proposals received outside of SlideRoom or after the deadline will not be accepted.

**Pre-Application Conference:** There will be one Pre-Application Conference meeting to address questions regarding this RFA on **March 12, 2019 at 10:00 a.m. EST.** The call-in number is: **1.408.740.7256, code 2122847129.** Register for the Pre-Application Conference by emailing [jyang@enterprisecommunity.org](mailto:jyang@enterprisecommunity.org). Written questions to be answered on this Pre-Application call may be submitted via email to [jyang@enterprisecommunity.org](mailto:jyang@enterprisecommunity.org) at least two business days prior to the call.

**Questions:** All interested applicants will be afforded the opportunity to e-mail questions regarding this RFA. Applicants must e-mail these questions to Jenny Yang at [jyang@enterprisecommunity.org](mailto:jyang@enterprisecommunity.org). Applicants may not contact anyone other than [jyang@enterprisecommunity.org](mailto:jyang@enterprisecommunity.org) with questions about this RFA.
APPLICATION GUIDELINES

I. STATEMENT OF PURPOSE

Through this Request for Applications (RFA), Enterprise Community Partners, Inc. (Enterprise) is funding the community revitalization and preservation efforts of municipalities and counties (Applicants) in New York State that wish to support (a) parties who are interested in and qualified to form a Community Land Trust (CLT) or (b) existing CLTs.

For the purpose of this RFA, a CLT is a not-for-profit organization whose primary purpose is the creation and/or maintenance of permanently affordable housing or community assets. CLTs own the land under 1-4 family homes, multifamily buildings or community assets such as community centers, parks, art spaces, etc. in order to maintain control and oversight over such assets as permanent resources for the community.

Enterprise will provide grants to up to eight (8) Applicants interested in allocating funding to emerging or existing CLTs through a combination of grants and flexible loans. Each Applicant is welcome to apply on behalf of multiple CLTs. Enterprise’s maximum total allocation will be up to $8 million. Grants are expected to be provided for operating and start-up support as well as for capital costs. In addition, Enterprise may convene a CLT peer learning exchange by phone or in person on a quarterly basis. CLTs are expected to participate while Applicant participation is optional.

Successful applications will demonstrate a concrete, actionable plan to improve upon or bridge gaps in local affordable housing programs or community resources. Meaningful collaborations, including coordination with New York State Land Banks, community-based organizations (CBOs) or community development corporations (CDCs), are highly encouraged. Applications should support the goals of preserving and stabilizing communities that face high rates of foreclosure or loss of existing affordable housing or community assets.

The purpose of this program is to demonstrate best practices for a range of CLT models, with the ultimate goal that successful outcomes will encourage future public or private support for CLTs.

The term of the grant is expected to be July 1, 2019 through June 30, 2021.

II. SUMMARY OF APPLICATION

Enterprise proposes to fund municipalities or counties to, in turn, support existing or emerging CLTs for a grant period of up to 24 months. Applicants are eligible to request up to $2.5 million to pass through to one or more CLTs in their geographic catchment areas.

Work plans of supported CLTs may include, but are not limited to:
• Capacity building or technical assistance support for recently formed or emerging CLTs to enable implementation of property preservation;
• Acquisition and/or rehabilitation of vacant or distressed properties;
• Repurposing of underutilized buildings or land for the benefit of a local community and/or region; and
• Operating support to strategically grow an existing CLT.

III. ELIGIBILITY AND STRATEGIC GOALS
Applicants should propose support to CLTs that meets the following eligibility requirements:

- For the purposes of this RFA, emerging CLTs are those in the process of formation, with a dedicated steering committee, defined mission, and a clear business plan for the coming 24 months.
- CLTs must serve primarily low-income residents (120% AMI or lower on average for homeownership and 80% AMI or lower for rental) or vulnerable populations;
- CLTs should have demonstrated capacity to carry out the activities or projects proposed and must have or plan to engage dedicated staff and/or board members who will be responsible for executing the goals and objectives stated in their proposal.

At the time of application, CLTs should have either a) a functioning board, b) a board in formation that will operate separate from or roll up to the sponsor organization’s board, or c) a delineated subset of the sponsor organization’s current board that will take on the interim role of a board. The classic CLT tri-partite board structure (residents, community members, and public members) is preferred but not required.

Development projects funded through this application must demonstrate that all existing funding sources, including local, State, and bank or Community Development Financial Institutions (CDFI), have been leveraged; this funding should cover costs that would otherwise be difficult to fund with existing resources.

Funding for this RFA is limited to municipalities and counties within New York State.

Applicants should propose to support CLTs that demonstrate the ability to meet the following strategic goals:

- Design or improve upon a CLT model that improves upon or bridges gaps in local affordable housing programs or community development strategies;
- Demonstrate a self-sustaining model with strong oversight and asset management infrastructure;
- Preserve the long-term physical and financial health of affordable housing or community assets located or to be located on land leased by the CLT;
- Undertake meaningful local community engagement and provide opportunities for local stewardship and ownership within the CLT;
- Implement a governance and financial structure that balances the interests of the CLT, the locality, residents of the CLT housing, and the community at large; and
- Advance or address racial and economic inequities in the community.

CLT projects that stabilize or mitigate displacement pressures in neighborhoods in collaboration with New York State Land Banks, CBOs, or CDCs will be prioritized.

IV. SUBMISSION REQUIREMENTS

Submission must include information on each CLT that the Applicant is interested in supporting. Submissions should be organized and labeled based on the sections outlined below.
1. **Overview and outcomes & deliverables (no more than 1,500 words)**
   a) What are the goals, milestones, and anticipated deliverables (qualitative and quantitative) involved in this request?
   b) How do these goals correspond to the affordable housing and community development needs and priorities of the local county or municipality?
   c) Provide a brief overview of the existing or proposed CLT, including its mission, its organizational structure, and its activities. If this is an existing CLT, describe the work plan proposed for this application.
   d) Provide a brief description about the amount and proposed use of the funding requested.
   e) What specific role will the proposed activities play in the local county or municipality’s affordable housing preservation and community revitalization effort that is unique and/or could not be executed by another stakeholder?

2. **Target geography and properties (no more than 300 words)**
   a) Describe the geography the CLT is serving or will serve and explain why that geography was chosen.
   b) Describe how the neighborhood or broader geographic area will benefit from the CLT’s proposed activities.
   c) Discuss the extent to which proposed project sites have already been identified and the extent to which initial due diligence has been undertaken on the sites. If the CLT is not currently the owner of one or more of the properties, what is the proposed acquisition strategy and timeline?

3. **Target constituency & local support (no more than 300 words)**
   a) Describe the population the CLT seeks to serve through its housing or services, i.e. income range, demographics, etc. How will the CLT impact the community and current/incoming residents?
   b) What role does the local community have in ownership or oversight of the CLT?

4. **Governance plan (no more than 300 words)**
   a) Provide a description of long-term stewardship and oversight infrastructure.
   b) Board size and composition, including level of tenant/homeowner representation, representation by affiliated organizations, community organizations and/or public entities (provide names and bios in a separate attachment, if available).
   c) Voting authority of the Board and/or members of the CLT, and a list of major decisions that require a vote. For new CLTs (less than three years after incorporation), please outline board involvement in operational decision-making processes.

5. **Development plan (no more than 500 words, not including budget attachment)**
   Please upload sample financial pro-formas (operating and development budgets) as an attachment for each type of development planned to be undertaken through the proposed work plan. Pro-formas must clearly outline projected sources and uses for housing construction and/or rehabilitation, including any...
subsidies expected to be used. They must also include sales prices and homeowner income level and AMI for homeownership projects, as well as a cash flow projection, along with rent levels, household income level, and AMI for rental projects.

For proposed homeownership and rental activities:
- If the Applicant expects to provide a loan to the CLT, please describe proposed structure and repayment plan, including loan information on submitted pro-formas.
- Legal structure for the ownership of land and housing (including, if applicable, an overview of the proposed lease terms, use restrictions and income eligibility, annual lease fees, ground lessee’s maintenance, tax and insurance obligations, restrictions on financing, restrictions on transfer, the CLT’s right of first refusal, if any, the resale formula, events of default, etc.)
- Relationship between the CLT and any developers of property.

For homeownership:
Descriptions of the following:
- Homeowner selection and eligibility, with a specific focus on income levels, asset caps, first-time buyer status, and other eligibility criteria.
- Monitoring and enforcement of homeowner income-eligibility.
- Resale formula (specifying how much profit a homeowner can make upon resale, and any profit sharing arrangement with, or recapture by the CLT).
- Homeowner counseling, or foreclosure prevention training, if applicable.

For rental:
- Selection of the entity that will own the building and serve as landlord to the tenants.
- Tenant selection and eligibility, with a specific focus on income levels and asset caps.
- Monitoring and enforcement of tenant income-eligibility.
- Property management plan.
- Resale formula (specifying how much profit the building owner can make upon resale, and any profit-sharing arrangement with or recapture by the CLT).

For community facilities/spaces:
- Tenant selection criteria.
- Management plan for the space.
- Resale formula (specify how much profit the owner can make upon resale, and any profit sharing arranges with or recapture by the CLT).

6. Operation plan (no more than 500 words, not including budget attachment)
   a) Describe proposed or existing sources of funding for the CLT’s short and long-term operations and oversight, including but not limited to:
      - Projected revenue generation through the CLT’s housing and/or community facilities
      - Government sources;
      - Philanthropic sources; and
      - Private funding.
b) Include a budget for the CLT’s operations over the next 24 months. If the CLT’s operations are to be embedded within an existing non-profit, please break out the costs related to the CLT. The budget should clearly break out operating expenses; revenue, indicating sources of funding committed, raised, or projected; and operating reserves for both unanticipated expenses as well as to fund the dissolution of the CLT and transfer of its assets should it not be able to sustain the expenses of managing the land.

7. Proposed implementation timeline (no more than 500 words)
Provide a timeline for development and execution of the proposed plan between July 1, 2019 to June 30, 2021. The timeline should consider the following, if applicable:

- Current organizational status and time to achieve not-for-profit status and/or Housing Development Fund Corporation (HDFC) status, if applicable;
- Property acquisition and/or demolition process;
- Housing rehabilitation or construction;
- Selection and lease-up of tenants or buyers; and
- Monitoring of those tenants or buyers’ compliance with the terms of the CLT’s ground lease and with any provisions of regulatory agreements associated with the funding of construction, rehabilitation or operation of housing located or to be located on the CLT’s property.
- Discuss the potential obstacles associated with the proposed work plan and the strategies the CLT will use to address those obstacles.

8. Team qualifications and experience (no more than 500 words, not including resumes or organizational chart attachments)

a) Provide a description of the CLT team and its experience relevant to executing the proposed plan. If affiliated with an existing non-profit or for-profit organization, describe the CLT’s relationship to the existing entity.

b) Describe the team’s experience with real estate finance, property management and maintenance, monitoring of compliance with the terms of ground leases, and with resale restrictions and other provisions of regulatory agreements, and interacting with different types of tenants and tenant/community organizations.

c) Describe the team’s prior experience in creating or operating CLTs, if any.

d) For senior staff yet to be hired, please describe proposed qualifications and search process.

9. Collaboration/community stakeholders (no more than 300 words)

a. How has the local community been involved in creating the priorities and focus areas for the proposed CLT? Describe ongoing or planned regular community engagement efforts.

b. How will the CLT collaborate with other entities to strengthen or scale its work, share administrative infrastructure, or engage local stakeholders? Describe any formal partnerships the CLT has established or will create going forward for the
purpose of creating a CLT. If applicable, include an explanation as to how these partners were selected. Partnerships can include formal agreements with government entities or developers.

c. Partnerships with community-based and civic organizations are strongly encouraged. What community groups and local institutions, if any will the CLT partner with i.e nonprofit developers and block associations? How will the CLT partner with these groups to engage the community? What plans will the CLT have to keep the local community engaged and participating in the creation of the CLT?

d. Where applicable, Land Banks and CLTs can be complementary to each other’s missions. Is there a Land Bank in the CLT’s local county or municipality? If yes, have/will the CLT consider partnering with the local Land Bank?

V. AWARDING GRANTS & EVALUATION CRITERIA

Enterprise will determine the number of awards granted, if any, and the dollar amount of each award, based upon the following evaluation criteria.

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<th>Evaluation Criteria</th>
<th>Eligible Points</th>
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<tr>
<td><strong>Impact</strong> – The CLT improves upon or bridges gaps in local affordable housing programs or community development strategies. CLT presents significant impact to low income households (primarily 120% AMI or lower on average for homeownership and 80% AMI or lower for rental) and the geographic area(s) served. The CLT is focusing on communities and populations most in need, particularly in distressed or transitioning neighborhoods. CLT projects stabilize or mitigate displacement pressures in local neighborhoods.</td>
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<td><strong>Governance plan</strong> - CLT demonstrates the ability to sustain itself as an organization and effectively carry out its core activities, including a strong governance team and operation plan to ensure long term oversight and sustainability, and expertise (internal or through partnership) in development and management.</td>
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<td><strong>Development and operation plan</strong> – CLT demonstrates a viable strategy to develop, operate, and oversee affordable housing or in creating and maintaining community assets. CLT actively cultivates and establishes formal partnerships to more efficiently leverage local resources. Development projects fully leverage existing local, state and bank/CDFI resources.</td>
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<td><strong>Implementation timeline and team qualifications</strong> – Application delineates achievable measurable outcomes within a 24-month period that will demonstrate a successful CLT model. CLT demonstrates its team has the qualification and experience to execute the proposed plan.</td>
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<td><strong>Community stakeholders</strong> – CLT model incorporates resident and community voices in identifying priorities and areas of focus. CLT ownership structure includes community members.</td>
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Enterprise may request additional information from Applicants with respect to their applications. Enterprise reserves the right to interview any Applicant and key management of the Applicant entity.

VI. TERMS OF THE GRANT

Successful Applicants will be required to enter into a grant agreement with Enterprise governing the grant. If requested by the Applicant, Enterprise may enter into agreements with CLTs directly. The term of the grant will be for a period of 24 months. Work is expected to begin July 1, 2019 and complete by June 30, 2021. On a case by case basis, Enterprise may consider modifying the start and completion timeline.

For emerging CLTs, Applicants are encouraged to request funding that reflects the actual anticipated costs of creating a CLT. Applicants are eligible to request funding to pass through to one or more CLTs of up to $2.5 million per Applicant. Enterprise reserves the right to reject and/or modify any funding request made through this Request for Applications process.

Applicants and supported CLTs shall agree to comply with all Federal, State and Local laws, rules and regulations applicable to this grant. Enterprise reserves the right to award Applicants less than their full funding requests. In the event that Enterprise chooses to award less than the amount that an Applicant originally requested, the Applicant will have the opportunity to revise the scope and budget of their application to appropriately reflect the actual funding allocation.

Grantees must assume full responsibility for execution and implementation of the grant for the duration of their agreement with Enterprise, including situations in which the grantee has partnered with another organization for a portion of the work described in the application.

Representations, Warranties and Covenants

Applicant represents that the selected CLT currently possesses or will obtain all expertise and personnel necessary to undertake and execute the Scope of Work in a manner that is satisfactory to Enterprise.

VII. AWARDS, PAYMENT AND PERFORMANCE

The use of the funds will be monitored by Enterprise and its designees. All grantees will be required to document project expenditures using generally accepted accounting principles (GAAP). Grantees will submit progress reports relative to the provision of the grant on a quarterly basis to Enterprise or its designees and will comply with periodic programmatic and financial audits as requested by Enterprise or its designees.

All grantees will also be required to document project results, participate in monthly check in calls with Enterprise, and cooperate with reasonable requests of Enterprise or its designees. Reporting policies and procedures will be set forth in the grant requirements.

All reporting of financial and project data will be submitted by the grantees to Enterprise or its designees.

Should the grantee fail to comply substantially with the grant requirements, funding may be suspended or terminated, or the grantee may be subjected to other appropriate sanctions.
VIII. ADDITIONAL CONDITIONS

Enterprise reserves the right to:

- Reject any applications received that do not comply with the requirements outlined in this RFA;
- Communicate with an Applicant for the purpose of assuring a full understanding of responsiveness to the RFA solicitation;
- Amend, modify or withdraw this RFA after notifying the Applicant;
- Adjust or correct arithmetical errors in applications;
- Utilize any and all ideas submitted in the application received unless such ideas are covered by legal copyright, patent, or property rights, and Enterprise is notified in the received submission; and
- Adopt or utilize all or any part of an Applicant's application.