



**NEW YORK STATE
LANDLORD AMBASSADORS PROGRAM
DEMONSTRATION**

**REQUEST FOR APPLICATIONS
February 2019**

Application Submission and Due Dates: The applicant is responsible for ensuring arrival by 11:59 PM EST on April 26th, 2019.

All applications should be submitted electronically through SlideRoom. Please do not email any part of the application, only what is submitted through SlideRoom will be considered part of the application. To start your application, please visit <https://enterprise.slideroom.com/#/permalink/program/47393>.

The projected date for notice of selection for this Request for Applications (RFA) is May, 2019. Enterprise Community Partners, Inc. (Enterprise) in its discretion may extend the application deadline.

There will be one Pre-Application Conference Call to address questions regarding this RFA on March 15th, 2019 from 11:00am to 12:00pm. The call-in number is 1-408-740-7256, code 212-2847-1030. Written questions to be answered on this Pre-Application call may be submitted via email to bhudson@enterprisecommunity.org at least two business days prior to the call.

Selected applicants should be prepared for a training start date and program launch July 1st, 2019.

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APPLICATION GUIDELINES

I. STATEMENT OF PURPOSE

To spur the preservation of small multifamily properties in New York State communities, Enterprise Community Partners, Inc. (Enterprise), in partnership with New York State Homes and Community Renewal (HCR), is launching the New York Landlord Ambassadors Program (NYS-LAP). The program will complement two HCR financing programs that focus on the preservation of small- to medium-sized multifamily housing. NYS-LAP seeks to stabilize properties at risk of financial or physical deterioration or loss of affordability, providing property owners willing to enter into a regulatory agreement with deep technical assistance to access low cost financial resources.

NYS-LAP is a key tool to fostering strong vibrant communities, harnessing the expertise of non-profit affordable housing organizations, and welcoming non-traditional owners into the sector.

In May 2017, New York State launched a \$20 billion, five-year plan to combat homelessness and advance the construction of affordable housing in New York State. In accordance with the state's housing plan, HCR has launched the \$20 million Small Building Participation Loan Program (PLP) and \$15 million HOME Local Program Small Rental Development Initiative (SRDI), to assist owners of small-to mid-sized multifamily buildings upgrade and preserve their buildings for long-term affordability. To review the PLP term sheet, please visit

http://www.nyshcr.org/funding/openwindow/2018/2018-HCR_Small_Building_Participation_Loan_Program_Term_Sheet.pdf

Enterprise will contract with up to five community-based organizations (CBOs) and/or community development corporations (CDCs) to serve as Landlord Ambassadors and assist in the preservation of this housing stock. Specific objectives of the program are:

- a. Providing technical assistance to owners, both private and non-profit, of small to medium sized multifamily housing to help stabilize, upgrade and preserve the buildings for long-term affordability; and
- b. Expanding opportunities for preservation-focused housing developers to acquire occupied, distressed multifamily housing stock.

Ambassadors will be engaged for a period of 24 months. Ambassadors are to work regionally, each centered on one or two municipal focus hubs. Applications must include submissions from municipalities that commit to collaborating on identifying potential buildings for preservation and, where applicable, leveraging code enforcement and related tools to bring landlords to the table. Enterprise will function as the contract manager and training lead, while HCR will support program implementation.

II. DEMONSTRATION DETAILS

The Landlord Ambassadors will provide owner support through:

- a. Providing outreach and technical assistance to small- to mid-sized, multifamily building owners (including those who own assemblages of smaller buildings) throughout New York State, not including New York City, who are interested in affordable housing financing
- b. Guiding the process of a financing application through HCR from initial due diligence to approval or closing; and
- c. Working in close coordination with public partners to encourage owners who have a history of operating distressed properties, and/or a history of tenant harassment to undergo a preservation sale, allowing for the rehabilitation of the property and transfer to mission-driven owners for long-term affordability.

The Ambassadors' responsibilities will be as follows:

- i. Conduct outreach efforts and generate owner leads for all applicable preservation finance programs
- ii. Directly assist owners in resolving outstanding management / operation, financial or physical building issues and/or municipal violations, arrears, and other non-compliance issues that may prevent an affordable housing closing
- iii. Conduct basic building surveys and assessments, review financial information and other projections and provide advice on building development team
- iv. Help owners understand the financing options, including regulatory agreements, and other compliance measures
- v. Facilitate preservation finance closings
- vi. Coordinate with municipalities to develop outreach and pipeline sources
- vii. Coordinate with municipalities to undertake early feasibility analysis for preservation sales
- viii. Attend regular calls with Enterprise, HCR, and other Landlord Ambassadors, and other outside events as determined on a rolling basis
- ix. Comply with all training, reporting, and budgeting requirements

RFA respondents may apply to serve one or several municipalities, counties, or regions with a significant density of multifamily residential buildings or portfolios of single-family rentals.

III. ELIGIBILITY

Landlord Ambassadors must be a community-based non-profit or a partnership of

collaborative non-profits. Competitive applications will include submissions from municipalities or counties that will serve as hubs, committing to collaborating on identifying potential buildings for preservation and, where applicable, leveraging code enforcement and related tools to bring landlords to the table.

IV. GENERAL REQUIREMENTS AND DELIVERABLES

The ultimate goal of the Upstate Landlord Ambassador Program is to develop HCR's preservation pipeline through expanded owner outreach, connect owners to HCR programs, help owners understand and navigate the process of securing HCR financial assistance, and stabilize at-risk buildings. A second goal is to expand opportunities for acquisition of distressed multifamily housing stock. The following general duties and deliverables are anticipated from Landlord Ambassadors:

- a. Landlord Ambassadors must be a community-based non-profit or a partnership of collaborative non-profits, with significant experience financing, developing, and operating multifamily rental housing;
- b. Hire a full-time staff person, or dedicate an existing staff member (or develop an alternative but comparable staffing plan) to manage the program, perform outreach, and coordinate with the organization's development team to reach financing closing;
- c. Undertake outreach efforts to landlords and cultivate a pipeline of properties, including engaging in outreach events and disseminating informational materials about affordable housing options;
 - i. Coordinate with municipalities and counties to filter property pipelines and undertake early feasibility analysis for preservation sales.
 - ii. Conduct a detailed intake with each interested property owner.
- d. Assist owners in resolving outstanding management/operating, financial, or physical building issues and/or municipal violations;
- e. Facilitate preservation finance closings and approvals with owners of multifamily buildings, including:
 - i. Support initial due diligence and assessment of needs.
 - ii. Assist owners in navigating program and regulatory requirements.
 - iii. Assist in the completion of, and closing on, HCR financing program application and follow-up due diligence package.
 - iv. Provide light-touch guidance to property owners on construction management.
- f. Work with owners who have not been code compliant or have a history of tenant harassment and encourage them to negotiate a preservation sale, allowing for the rehabilitation of the property and transfer to mission-driven, affordable housing owners.
- g. Attend monthly phone meetings with Enterprise;

- h. Attend required training sessions and quarterly progress calls with Enterprise, HCR, and other Landlord Ambassadors;
 - i. Provide all reporting requirements during check-ins.
 - ii. Invoicing and reporting, as required by Enterprise.
- i. Each Landlord Ambassador is expected to assist 20 building owners with technical assistance. Bring approximately 10 buildings into affordable housing recapitalization with completed application and close on financing for at least 5 buildings within the 24-month engagement period.

Partner	Roles/Responsibilities
Landlord Ambassadors	<ul style="list-style-type: none"> • Marketing/outreach • Owner education and technical assistance • Comply with all training, reporting, and budgeting
Municipalities/Counties	<ul style="list-style-type: none"> • Marketing/outreach • Troubleshooting Ambassador concerns, including but not limited to violation dismissal, work out plans, tenant assistance programs
Enterprise	<ul style="list-style-type: none"> • Contract manager • Review RFA submissions • Troubleshooting • Development and implement training for Ambassadors • Co-lead technical assistance
HCR	<ul style="list-style-type: none"> • Marketing • Assist training • Co-lead technical assistance • Participate in RFA selection process

Enterprise and HCR will provide intensive training at program outset, and periodic trainings as needed, to adequately prepare Landlord Ambassadors to assist property owners. Topics of trainings may include program terms and requirements, building assessments, and financial and property management. Troubleshooting and technical assistance will be available throughout the contract term to address any challenges that may arise.

Landlord Ambassadors will be asked to provide reports, as well as qualitative and quantitative data, to Enterprise and HCR that will track output and outcome metrics, and help develop and refine affordable housing development, preservation, and quality improvement policy and strategy.

V. TERMS OF THE GRANT

Selected applicants will be required to enter into a contract with Enterprise governing the program. The term of the grant will be for a period of 24 months. Selected applicants should be prepared to begin program implementation immediately upon program launch July 1st, 2019.

VI. PAYMENT AND PERFORMANCE

Each Landlord Ambassador will be allotted \$100,000 for operating costs, which they will receive in eight (8) quarterly payments over two (2) years. Funding will support trainings and meetings, outreach and marketing, owner intake and assistance, and light construction oversight/guidance. Within the supported activities, funding may be spent on staff compensation, overhead and program-related supplies and equipment. Funding may be adjusted, depending on the specific and stated needs of the Ambassador Team and geography served.

In addition to supporting operating costs, the Program will also offer performance-based incentive payments for meeting key program deliverables: completing loan applications and closing on HCR financing. Potential incentive funding will be capped at specific targets for each Landlord Ambassador

PERFORMANCE INCENTIVES	PAYMENT PER BUILDING	TARGET RANGE
Loan Application Completion	\$ 2,500	10
HCR Financing Closing	\$ 25,000	5

Total budget, including operating costs and performance-based incentive payments, may be up to \$300,000.

VII. PRE-APPLICATION CONFERENCE CALL

A pre-application conference call will be held on March 15th, 2019 from 11:00am to 12:00pm. The call-in number is 1-408-740-7256, code 212 2847 1030. Please RSVP by emailing Breanna Hudson, Program Officer, at bhudson@enterprisecommunity.org by March 13th. An overview of the program will be given, and potential applicants may ask questions by either emailing them beforehand or during the call.

VIII. QUESTIONS AND ANSWERS

All interested applicants will be afforded the opportunity to e-mail questions regarding this RFA. Applicants must e-mail these questions to Breanna Hudson at bhudson@enterprisecommunity.org. Applicants may not contact anyone at Enterprise or HCR other than Breanna Hudson with questions about this RFA.

APPLICATION

I. SUMMARY

- a. Applicant Information
 - i. If applying in a team, please provide the names of all the organizations
 - ii. In bullet form, please indicate which geography you are planning to serve, including listing out the local jurisdictions that will commit to active landlord outreach and engagement with you.

II. NARRATIVE

. Please attach a narrative addressing the following questions:

- a. Organization Description and Experience 30 points (not to exceed 7,000 characters about 1,000 words)
 - i. Provide a brief description of your organization including: its mission, number of years in existence, geographic region you serve, number of staff and services you provide.
 - ii. Describe your organization's experience in the area of affordable housing development New York State. Please include knowledge of subsidy programs and experience partnering with local and State agencies on affordable housing development projects and relevant information (project type and funding sources). Please complete the attached Building Portfolio Worksheet summarizing projects completed. The Worksheet can be found at:
<https://salsa4.salsalabs.com/o/51383/images/Enterprise%20Pipeline%20and%20Production%20Tracker.xls>
 - iii. Describe the affordable housing needs in the communities in the region you serve (e.g. senior housing, single-family housing, affordable rental housing).
- b. Experience Serving Target Demographics and Communities, 25 points (not to exceed 7,000 characters about 1,000 words)
 - i. What is the organization's (or team's) experience engaging partners outside the affordable housing sector, including private landlords. If relevant, please describe existing outreach strategy, relationship, and deliverables.
 - i. Does the organization (or team) currently provide any technical assistance (specifically for owners, or more broadly) as part of its community development activities?
 - ii. Please include letters of support from supporting municipalities or counties.

- c. Outreach Strategy, Outcomes and Deliverables 30 points (not to exceed 7,000 characters about 1,000 words)
- i. Indicate which region(s) you are planning to serve. Considering the geographic scope of the region and describe why the specified geographic priority area were chosen. What is the organization's (or team's) history and experience serving in these neighborhood(s) and area?
 - ii. Please provide a description of the market conditions of the geographic area you are planning to serve.
 - i. Please briefly outline a landlord outreach strategy proposal, using previous outreach efforts as support.
 - ii. Discuss the potential obstacles and limitations in assisting landlords and strategies you will use to address those obstacles and limitations.
 - iii. Describe role of your partner municipalities or counties in helping carry out outreach efforts and developing a pipeline of eligible property owners
- d. Staffing Plan and Financials 15 points (not to exceed 2,000 characters about 300 words)
- i. Over the two-year term of the contract, each organization is expected to hire a full-time staff person or use an existing staff person dedicated to manage the program, perform outreach, and coordinate with the organization's development team to reach financing closing; or develop a develop an alternative but comparable staffing plan. Please summarize the experience and qualities of the expected point person or sought in the new hire. Describe the training and supervision for the new hires and the qualifications of the supervisor(s).
 - ii. Attach last year's audited financial.

