



Preservation:
California Public Sector
Cohort

Request for
Applications

Call for Applications Issue Date: October 25, 2024

Submission Deadline for Application: December 6, 2024

Overview - Enterprise Community Partners and Preservation Next

Enterprise Community Partners (“Enterprise”) is a national nonprofit that exists to make a good home possible. We support community development organizations on the ground, aggregate and invest capital for impact, and advance housing policy at every level of government. Over our 42-year history, Enterprise has invested \$72 billion and created or preserved 1 million homes in 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. For more information about Enterprise’s programs and history, see enterprisecommunity.org.

Enterprise’s Preservation Next Program is a national program that supports the acquisition and rehabilitation of unsubsidized small- to medium- multifamily (SMMF), also known as naturally occurring affordable housing (NOAH) properties, at risk of affordability loss due to rising rents, deterioration, and destabilization and seeks to stabilize communities facing significant displacement pressures. Preservation Next catalyzes and supports local preservation and housing stability efforts by delivering a national SMMF preservation toolkit and learning academy, paired with technical assistance and grant support to assist developers and property owners in stabilizing the nation’s existing stock of affordable homes and the residents that depend on them.

The majority of homes that are affordable to households earning less than 80% AMI are currently located in unsubsidized SMMF properties, and the loss of affordable SMMF properties in California is well-documented. As housing costs increase and institutional investors acquire a larger proportion of these properties, the affordability that had existed is disappearing at an alarming rate, disproportionately impacting BIPOC and other vulnerable communities. According to California Housing Partnership’s 2024 Affordable Homes at Risk Report, about 163,000 multifamily homes (defined as 5+ units) lost their affordability in the last three years and just 824,000 remain affordable. This underscores the urgency for concerted action across the public and nonprofit sectors to ensure SMMF properties remain affordable.

In response, public sector agencies are piloting, implementing, and redesigning programs to preserve the affordability of these properties for current and future residents in addition to seeking companion public policies to support SMMF acquisition and rehabilitation as well as their long-term stewardship. The Preservation: California Public Sector Cohort will build on the momentum in communities across the state to protect this precious resource, specifically focusing on the public sector’s role in acquisition/rehabilitation preservation.

Preservation: California Public Sector Cohort

COHORT OVERVIEW

Enterprise’s California offices are launching a statewide Public Sector Cohort (Cohort) in the first quarter of 2025. Through this Request for Applications (RFA), Enterprise is seeking up to 25 cohort participants from various levels of government with a strong desire to create preservation solutions. Cohort

members will join a series of virtual and in-person trainings and peer learning sessions designed to support public sector partners as they design and implement their acquisition/rehabilitation (acq/rehab) preservation programs; secure dedicated funding sources; and pursue public policies to stabilize unsubsidized SMMF rental properties and the residents and communities that depend on this housing stock. The cohort will span over a 15-month period and requires a commitment of approximately 2-4 hours per month. Applicants should be able to send at least one dedicated staff member to all sessions to maintain cohesion and may bring additional staff members, as needed.

The Cohort will engage public partners to:

- Create pro-preservation and anti-displacement policies
- Build capacity to implement well-designed preservation programs in alignment with new state and regional funding sources and to meet local housing needs
- Incorporate data-driven case making to create local preservation strategies and elevate preservation as one of the key pillars of affordable housing platforms, giving it equal footing with production and large-scale projects
- Share strategies, implement frameworks, and design tools that can be adapted and replicated throughout the state
- Encourage peer learning between jurisdictions with various levels of experience and political support
- Explore the intersection between funding, policy, and implementation
- Develop partnerships with SMMF developers, community land trusts, housing advocates and other stakeholders to garner support and capacity for preservation programs

Cohort members will receive:

- Training and peer-learning sessions, including:
 - 6 bi-monthly sessions primarily delivered in a closed-session virtual format. Please note certain segments of webinars may be made publicly available.
 - Local peer-learning and networking opportunities, including two regional in-person convenings (one in each Enterprise market location - Northern California and Southern California)
- Resources, tools, and guidance to support SMMF preservation goals, activities, and projects

COHORT SESSIONS

Cohort sessions will be facilitated through closed-session virtual and in-person formats, as indicated below. Sessions are anticipated to occur bi-monthly for 2 hours per session. The number, dates, and content of these sessions may be subject to change.

1. **Cohort Kickoff (in-person)** - This session will set the stage, providing participants with an overview of the program including goals, session topics and available tools, an opportunity to meet each other as well as making the case for SMMF preservation (quantitative and qualitative). The kick-off events will be held in-person regionally throughout California.

2. **Financing (virtual)** - This session will provide an overview of local and national financing resources (private, public, and philanthropic) to support preservation projects, highlight strategies to meet financing gaps and consider long-term project sustainability. Participants will look at a case study of a jurisdiction who has successfully assessed the need, launched a program and begun financing SMMF projects. Participants will learn how underwriting these projects and the need for various types of funding differs from traditional affordable housing.
3. **Developer Selection and Portfolio Sustainability (virtual)** – This session will provide an overview of considerations used to select real estate development partners and maintain a healthy portfolio. SMMF sustainability is dependent on developer stability and portfolio diversification. Participants will explore examples of selection criterion, learn how to support emerging developers and hear lessons learned. This session will also introduce the entities that tend to pursue SMMF preservation, including, in addition to traditional community development corporations (CDCs), community land trusts (CLTs), cooperatives, and joint venture partnerships.
4. **Pro-Preservation Policy (virtual)** - This session will provide an overview of how the policy landscape can impact the preservation of SMMF buildings and help provide stability for the residents who live in them, including key local, state, and national policies. The session will explore tenant opportunity and community opportunity to purchase acts (TOPA/COPA), streamlining initiatives, the welfare-tax exemption, and tiered application of compliance requirements, among others.
5. **Program Design & Implementation, Parts 1 and 2 (virtual)** – Two sessions will be dedicated to the implementation of sustainable preservation programs in detail. These sessions will provide tools needed to implement preservation programs, including sample program structures, underwriting guidelines, deed restrictions, and subsidy calculators already being used in California and other states. The sessions will also offer strategies for working collaboratively with various divisions of government (legal, assessor-recorder, building, planning, etc.) to maximize impact and explore staffing levels needed to successfully manage SMMF properties. Finally, the sessions will look at the successes and challenges that have been encountered in jurisdictions who have already administered programs and best practices to design and implement based on their experience with a particular focus on how to avoid pitfalls.
6. **Community Ownership Models (virtual)** - This session will focus on community ownership models, including preservation through the community land trust (CLT) model and preservation of traditional homeownership units. The session will provide an overview of the CLT model, financing structures and their inclusion of residents in governance and the long-term ownership plan.

Cohort Eligibility and Program Requirements

ORGANIZATIONAL ELIGIBILITY

- **Organization type** – Government entities organized at the Regional (State or Provincial) and Local (Municipal or County) level.
- **Geographic focus** – California

PARTICIPATION REQUIREMENTS

- At least one dedicated staff person must attend all cohort sessions beginning in February 2025 through January 2026. Housing department staff or staff directly involved with implementing preservation programs is preferable.
- Additional staff up to 3 participants may join sessions, as desired or applicable. Additional participants may be from any division of the jurisdiction.
- Participation in one to two in-person convenings for cohort members. Dates and locations are to be determined and will be coordinated with cohort members.
- Survey completion, coordination and communication with Enterprise, as needed. Surveys are expected to take 5 to 10 minutes to complete and will be distributed before, during and after the cohort launches. Post-cohort surveys will be distributed up to three years after cohort completion and will be used to track new preservation programs activity across California. Every effort will be made to minimize the additional time and effort required by participants.

Evaluation Criteria

- Priority: Jurisdiction's defined priorities are aligned with the program's outlined goals and has documented political will to pursue preservation of unsubsidized affordable small to medium multifamily rental housing (25 points)
- Staff Capacity: Jurisdiction has staff capacity to successfully complete the Public Sector Cohort training and dedicate time to make progress towards SMMF preservation goals (25 points)
- Partnerships: Jurisdiction has identified real estate development partner(s), and the partner(s) have the capacity to support the jurisdiction with reaching its preservation goals or, if the jurisdiction is a development entity, it has active partnerships with other housing orgs, advocacy groups and/or tenant rights groups (15 points)
- Racial Equity: Jurisdiction demonstrates a commitment to reduce racial disparities and advance equitable housing outcomes for underrepresented groups (10 points)
- Need: Jurisdiction is in an at-risk unsubsidized affordable housing region identified in the California Housing Partnership Unsubsidized Affordable Homes at Risk report ([Tinyurl.com/UnsubsidizedHomesAtRisk](https://tinyurl.com/UnsubsidizedHomesAtRisk)) or has a strong pipeline of at-risk housing units and building stock composition that is appropriate for preservation. (25 points)

How to Apply

SUBMISSION INSTRUCTIONS

Applications must be submitted electronically on SlideRoom by 11:59 PM on December 6, 2024. SlideRoom is the application system being used for this Request for Applications. Applicants must create an account in SlideRoom prior to submitting the application. Register here:
<https://enterprise.slideroom.com/#/login/register>

Once registered, applicants must answer all questions and upload the required documents to successfully apply.

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 application. However, once you submit your application you cannot go back to make any edits.

Applicants are encouraged to read the entire Call for Applications and register for an account in SlideRoom early in the process to understand requirements and submission details.

SUBMISSION MATERIALS

Applicants must address each of the following areas via SlideRoom:

Application Link - [Enterprise Community Partners - SlideRoom](#)

JURISDICTION INFORMATION

1. Jurisdiction Name
2. Primary Contact Name
3. Primary Contact Title
4. Mailing Address
5. Physical Address, if different from Mailing Address
6. County where the Jurisdiction is located (if applicable)
7. Congressional district number(s) where applicant is located (if applicable)
8. Contact Email
9. Contact Phone
10. Jurisdiction Type (Housing Authority, City, County, Regional, etc.)
11. Entity Tax ID

QUESTIONS

Please respond to these questions in SlideRoom (no more than approximately 150-300 words per question. See SlideRoom for more details). Note that in this section, “preservation” refers to the acquisition and rehabilitation of *unsubsidized* affordable housing (or “naturally-occurring affordable

housing”), not to the preservation of subsidized housing with expiring deed restrictions nor to historical preservation.

1. Please describe the jurisdiction’s interest in and staff experience with affordable housing programs, including preservation. If staff do not have experience with preservation, please describe the barriers that your jurisdiction has previously faced in engaging on preservation.
2. Provide evidence indicating your jurisdiction’s commitment to preservation, including housing staff recommendations, statements or commitments from elected officials, and/or community interest or support. This could include a link to your Housing Element, applicable legislation, program guidelines, racial equity plans, etc.
3. Please identify 1-3 goals for your jurisdiction’s participation in the Public Sector Cohort, highlighting how participation will increase your capacity to preserve SMMF properties.
4. Please share an overview of how your jurisdiction approaches or hopes to approach preservation, including how your jurisdiction intends to design its program to target specific property types, specific populations, housing tenures, or governance models (e.g. community ownership). Include any experience your jurisdiction has with unsubsidized SMMF preservation (2-49 units) as well as larger preservation projects (50-100 units).
5. Please list the names of your current real estate development partners who will work to acquire SMMF properties (preferentially, nonprofit development partners). If your agency is a development entity, please describe your partnerships with other housing orgs, advocacy groups and/or tenant rights groups as it relates to your preservation work.
6. Please describe the actions your jurisdiction has taken to reduce racial disparities in housing outcomes as part of your preservation strategy and plans to take additional actions.
7. Please list the name(s) and email(s) of staff and/or team members and who will be attending the Public Sector Cohort.
8. Please share which day of the week is preferred for cohort session scheduling. Example – Monday and Wednesday work better for our jurisdiction.
9. Optional: Please provide evidence of your jurisdiction’s preservation pipeline and/or current SMMF portfolio using the template provided ([Tinyurl.com/PublicSectorPipelineTemplate](https://tinyurl.com/PublicSectorPipelineTemplate)) or your own format (this can include the address of building, number of units, and development partners). Applicants who do not have any units in their portfolio or in a pipeline are still eligible to participate and are encouraged to apply for the cohort. Additionally, please provide any available data on unsubsidized affordable homes at risk in your community. We encourage you to reference data from the California Housing Partnership ([Tinyurl.com/UnsubsidizedHomesAtRisk](https://tinyurl.com/UnsubsidizedHomesAtRisk)) and/or from other accessible data sources.
10. Optional: Are there particular preservation related topics that are not being currently covered by the sessions (see session descriptions on page 5 & 6) that you would like to see incorporated? If so, please describe.

Questions About the Application

Any questions on the Request for Applications process can be directed to: Dominique Veasey-Hall, dveasey@enterprisecommunity.org. Technical questions regarding the application submission in SlideRoom may be submitted to support@slideroom.com

Notification of Selected Applicants

All applicants will be notified of status (award or denial) on or around January 9, 2025.

Right to Reject

Enterprise reserves the right, in its sole discretion, to reject any and all responses received in response to this RFA. Applicants will be accepted into the public sector cohort based upon the factors described in this RFA.

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.