



**REQUEST FOR STATEMENT OF QUALIFICATIONS
SAN FRANCISCO LIMITED EQUITY HOUSING COOPERATIVE PROGRAM: TECHNICAL CONSULTANT
SERVICES 2019 RFQ**

About Us

Enterprise Community Partners (“Enterprise”) is a national, nonprofit community development intermediary that works with affordable housing developers, public sector agencies, and community-based organizations to develop the tools, policies, and financing mechanisms needed to deliver affordable housing to the communities and populations with the most need. Our central mission is to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities. Over the past decade, the Enterprise Northern California office has invested over \$800 million in the Bay Area and Sacramento regions, resulting in more than 10,000 affordable housing units.

Purpose and Background

As part of our growing body of work around housing preservation and cultural resilience, Enterprise Northern California has been contracted by the San Francisco Mayor’s Office of Housing and Community Development (MOHCD) to provide technical assistance to limited-equity co-ops looking for help with high-priority issues affecting residents. This may include assessing conditions and planning for major building rehabilitation, help with co-op budgeting and finances, supporting board development, and promoting healthy resident and board relations. As we deepen our engagement with residents of limited-equity housing cooperatives in San Francisco, Enterprise is seeking skilled and experienced consultants that can support our work developing relationships and identifying solutions. Because of the multi-faceted nature of this project, we seek partners with a wide range of skills and issue-area knowledge in three distinct categories:

- 1) Facilitation and community engagement
- 2) Real estate development, finance, and management
- 3) Language translation and interpretation services

To streamline the process, this Request for Qualifications is intended to help us identify potential partners for all aspects of the work. When submitting materials, respondents should specify which role (or roles) they would like to be considered for in their cover letter or e-mail introduction.

1) Facilitation/Community Engagement Consultant

Possible Work Activities

- Attending and facilitating meetings and/or focus groups with co-op residents from one or more co-op communities.
- Helping prepare and host workshops aimed at conflict resolution, trust-building, collective decision-making, and other relevant topics, sometimes in partnership with Enterprise staff.
- Joining and contributing to meetings with public agency staff, property management staff, and other relevant stakeholders.

Required Qualifications: Skills and Experience

- Meeting facilitation with a diverse range of participants and in different configurations (e.g. board of directors only, board and other shareholders, with/without Enterprise and other non-resident participants from public agencies, lenders, etc.)



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- Conflict resolution with an understanding of the roles of power and privilege
- Experience working with trauma-impacted populations
- Experience working with extremely diverse populations, including non-native English speakers, immigrant communities, historic African American communities, multi-generational families, and people with disabilities

Desired Qualifications: Experience and Subject Area Knowledge

- Knowledge of Nonviolent Communication principles and practices
- Knowledge of transformative justice principles and practices
- Experience doing organizational board development, especially for residential properties and/or cooperative organizations
- Familiarity with the history of redevelopment, urban renewal, displacement, and disinvestment in California cities, especially in San Francisco and the Fillmore/Western Addition and Bayview neighborhoods.
- Familiarity with multifamily development and financing, including direct experience with project development
- Familiarity with the principles and operations of residential cooperatives, in particular with limited-equity housing cooperatives
- Experience working within public sector systems and bureaucracy (in terms of regulatory compliance and/or working within the strictures that come with public funding, as well as navigating public programs as a service user)
- Ability to communicate high-level concepts, structures and processes to community members who are unfamiliar with affordable housing finance and operations

2) Real Estate Development, Finance and Management Consultant

Possible Work Activities

- Construction and development cost estimation, sources and uses projections, multi-year operating forecasts, and preliminary development financing strategies for limited-equity housing cooperatives.
- Feasibility analysis for capital improvements such as unit and system upgrades, playground equipment, childcare centers, and other community facilities.
- Consultation on property management selection, contracting, and budgeting.
- Oversee production of environmental and other reports related to California Environmental Quality Act (CEQA) review, physical needs assessments and other third-party evaluations needed for development approvals and construction and permanent financing.
- Consultation on organizational governance, board development, member engagement, and other topics specific to the operation of limited equity housing cooperatives.

Required Qualifications

Experience providing programming, advisory, design, permitting, financing, construction management and/or development services for construction or renovation of affordable multifamily housing. Provide at least 2 project examples.



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Desired Qualifications

Experience providing financial modeling and funding strategies for affordable housing projects serving low- and very-low income populations (0-60% AMI), and moderate-income populations (up to 120% AMI). Additional knowledge of and experience with the operations, rules, and regulations of common interest developments in general and limited-equity cooperatives in particular, including knowledge of the Davis-Stirling Act, is also highly desirable. Ability to communicate high-level concepts, structures and processes to community members who are unfamiliar with affordable housing finance and operations is preferred.

3) Language Translation and Interpretation Services Consultant

Possible Work Activities

- Attending and providing interpretation at meetings that include a diverse range of participants. Meeting topics will range from conflict resolution among residents to planning and budgeting for building improvements, changes to property management, and other site-specific work.
- Translating relevant documents as needed.
- Languages might include: Russian, Tigrinya, Amharic, Korean, and more, and will vary from community to community.

Required Qualifications

Experience providing language translation and interpretation services for a diverse range of populations. Please provide a brief project example, ideally involving working with non-profits or in a community environment.

Desired Qualifications

Familiarity with the basic concepts and vocabulary related to residential property development, management and/or financing. Some familiarity with affordable housing issues and concepts.

Scoring Criteria

<i>Item</i>	<i>Criteria</i>	<i>Possible Points</i>
1	Consultant meets required qualifications	40
2	Consultant meets desired qualifications	20
3	Consultant has availability to perform tasks	20
4	Consultant has competitive pricing within the market	20

Consultant must score a minimum of 70 points total to become a qualified consultant for this program with a minimum of 30 points under Item 1.

Process

Upon qualification, consultants will be issued a Master Contract and be placed on Enterprise’s San Francisco Limited Equity Housing Cooperative consultant roster. The Master Contract does not obligate



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Enterprise to retain Contractor for any award. Any such further contracting will be by Task Order. Consultants will periodically receive invitations to provide price quotations on site-specific scopes of work through verbal/written solicitation. Consultants will be expected to indicate their availability to perform the scope of work and timeline for submission of deliverables. Project deliverables and timelines shall be detailed for each individual scope of work, but each project is expected to take up to three months. Consultants will be issued Task Orders for services awarded to them.

Enterprise has included its Standard Terms & Conditions as well as MOHCD flow down provisions to allow potential consultants the opportunity to review our terms prior to investing time into submitting for this work.

The term of prequalification for consultants is expected to expire by June 30, 2020. Qualifications and Master Agreements may be renewed if prime contract is renewed and may be adjusted to account for expiration and renewal of funding sources.

Application Materials

- Cover letter (1-page maximum)
- Narrative of qualifications and project examples (1 - 3 pages)
- Firm resume and key staff bios
- Rate/Price Listing
- Two references

Submission Instructions:

- The submission deadline for contractor qualifications is 15 business days from issuance of this RFQ.
- Electronic submissions in PDF format are preferred, but hardcopy supplementals will also be accepted. Application materials should be e-mailed to ivyelen@enterprisecommunity.org.
- Ensure that contact name(s) along with email addresses and phone numbers are provided with all submissions.

Process Timeline

- Notification of Qualification Determination: Contractor will receive notification from Enterprise on their qualification status no sooner than 15 business days from issuance of this RFQ.
- Anticipated Award of Master Contract: Enterprise anticipates awarding Master Contracts to qualified contractors within 10 business days of notification of qualification.
- Invitation of Task Orders: As the need for a contractor arises, Enterprise will invite qualified contractors to provide price quotations on site-specific scopes of work through verbal/written solicitation. Responses to invitations for Task Orders are due within 5 business days of issuance of invitation.
- Anticipated Award of Task Orders: Upon selection of Contractor for site-specific scopes of work, Enterprise will issue a Task Order within five business days.



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Attachments:

ECP Terms and Conditions
City of San Francisco Flow Down Provisions

Contact:

For questions related to the RFQ process or program specifics, please contact:

James Yelen, Program Officer
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