



## A. QUICK PITCH

Here is your opportunity to establish a strong first impression. Any summary of your proposal should stand-alone—please avoid jargon and assume that the reader is not yet versed in the technical aspects of your strategy. Convince any reader that you're confident in your solution and persuade them to want to read more.

### **PROPOSAL TITLE (25 words)**

Provide a single statement that describes your overall proposal.

A New Production Model: Expediting the Production of Quality, Cost-Efficient Supportive Housing for Homeless Individuals with Mental Illness Utilizing a New Financing and Development Model

### **EXECUTIVE SUMMARY (75 words)**

Provide a concise summary of the most powerful aspects of your proposal. Keep your summary to one paragraph. We may use this content to describe the most promising solutions on our website.

ACOF proposes to develop a new production model using standardized, efficient designs and a financing model that relies on private financing. By not utilizing tax credits or traditional public financing, ACOF will lower construction costs, obtain more competitive bids, and shorten the development timeline to 24 months, without sacrificing tenants' quality of life. Housing Innovation Challenge funding will provide equity for a pilot project and finance the infrastructure needed to make this a scalable model.

## B. CAPACITY

Help us capture a basic understanding of the structure, capacity, and leadership of your organization. If applying as a Team, please provide information specifically for the principal organization responsible for entering into a contractual agreement for the Housing Innovation Challenge.

### **OPERATING BUDGET**

Provide your organization's total annual operating budget by selecting from the options below.

- ☐ <\$1M
- ☐ \$1M-\$5M
- ☐ \$5M-\$10M
- ☐ \$10M-\$25M
- ☐ >\$25m

### **YOUR TRACK RECORD (200 words)**

Describe your organization's prior success, achievements, and/or specific experience indicating you are well-positioned to implement your proposed solution. Include endorsements and other examples of support that speak to your ability to deliver results. Emphasize credibility of your team members and any specific front-line experience, specifically as it relates to addressing homelessness in LA County.

ACOF was created in 1988 with the mission of ending homelessness through the provision of quality supportive housing for people living with mental illness. The organization has an extensive track record in developing and operating supportive housing, including services provision, as evidenced by receipt of numerous awards. In the past 30 years, ACOF has secured over \$400 million in financing to complete 50 affordable housing communities totaling 2,015 units. All but three communities (185 units) are supportive housing developments. ACOF also competitively secured and manages over \$15 million rental/operating subsidy contracts per year, and \$2.6 million in services contracts from LAHSA, Department of Mental Health, and Department of Health Services. Endorsements/references can be obtained from Reina Turner at LA County Department of Mental Health, Lynn Katano at LA County Community Development Commission, Maria Joyce at Bank of America, and Ann Sewill at the California Community Foundation. ACOF views its work as an iterative process and is constantly learning and applying lessons learned to later projects. ACOF's seasoned team of professionals has extensive experience in deal structure, lending, sustainability, community engagement, social work, and property management, and is well positioned to utilize its experience to implement a new housing finance model.

### **LEADERSHIP (200 words)**

Describe your management structure with name/title for each team member and the key roles to oversee delivery of the proposal. Explain how team members share responsibilities and hold one another accountable.

ACOF is led by Dora Leong Gallo, President and Chief Executive Officer. Ms. Gallo will be the main liaison with investors, negotiating the terms of investment and partnership for the proposed pilot project and financing model.

Mee Heh Risdon, Director of Housing, will work with a broker to identify sites, obtain site control, oversee the design team to develop standardized and more efficient unit plans, and oversee the housing development staff. Ms. Risdon will also be responsible for working directly with UCLA (via its Applied Management Research Program) to develop the financing model and with Walton Construction to develop a construction bidding process that will allow ACOF to compare pricing and construction timelines of this new model with traditionally financed projects.

A Project Manager from ACOF's housing development staff will be responsible for completing site due diligence, applying for conventional financing, obtaining entitlement approval, and managing the consultant teams and construction.

Together, Ms. Gallo and Ms. Risdon will meet biweekly to monitor progress and outcomes and evaluate the success and replicability of the pilot project.

### **PARTNERSHIP (150 words)**

List key partners integral to your project's success. **If participating as a Team of two or more organizations**, list partner organization(s) and specific roles in the direction, control, and/or supervision for implementation. Teams may include one or more nonprofit organizations, for-profit ventures, and/or government entities, and the principal organization must be authorized to represent all relevant partner(s), disclose information on behalf of any partner(s), and propose any operational or financial information that is binding to any partner(s).

Key partners will contribute to the project's success:

UCLA's Ziman Center for Real Estate and Anderson Management School: A team of MBA students will complete an Applied Management Research (AMR) project for ACOF. The team will: identify optimal parameters for land cost, project size, and investor return; create a financial model enabling ACOF to quickly determine whether a project meets investors' requirements; and determine how much untapped investor capital is available.

Walton Construction will provide feedback on standard unit floor plans to be developed and pricing and scheduling information to measure and quantify expected time and cost savings. Construction plans will be bid out as both a market rate project and one subject to public financing sources' typical requirements.

ACOF's Tenant Advisory Council will provide feedback on standard unit plans developed, ensuring that quality of life will not be compromised when designing highly efficient and potentially smaller units.

### **STAKEHOLDER ENGAGEMENT (100 words)**

In order to be effective, your approach will need support from the impacted community including decision-makers, funders, local leaders, residents, media, and others. Exhibit an understanding of your stakeholders and your plans to engage and work with them.

Stakeholder input will shape the proposed financing and development model:

ACOF will track data with input from funders to ensure we can provide them information they will need to support a pipeline of projects utilizing the proposed production model in the future.

Input from ACOF's Tenant Advisory Council, whose members and leadership consist of tenants in ACOF's developments, will ensure the standard unit floor plans will meet tenants' needs.

Through ACOF's partnership with UCLA, the financial model and financial structure created for private investment will incorporate feedback received from the financial industry and investor pool.

### **CONNECTION TO HOMELESSNESS (150 words)**

This is your opportunity to share any context for your engagement in this movement. While we understand some applicants may not have specific experience in the homelessness sector, please share your rationale for committing talent and resources to support this proposal.

ACOF is the only organization in Southern California devoted exclusively to developing high quality supportive housing for people experiencing homelessness and living with mental illness since the nonprofit's inception. Over 2,600 people with special needs currently live in ACOF's homes. ACOF not only develops housing, but has over time expanded to provide supportive services since 1994, asset management since 2002, and property management since 2007. The vertical integration of its services reflects the commitment of ACOF's Board of Directors and its entire staff of 80 plus.

The current homeless crisis and our mission are driving ACOF to seek alternative ways to produce supportive housing faster and more cost-efficiently. Conceptualized two years ago, ACOF has since refined its hypothesis and is now ready to implement and test this new model with various partners. Additionally, ACOF has secured a foundation grant for its portion of the equity that will be needed.

## **C. YOUR SOLUTION**

Showcase your plan, tactics and other technical aspects to create one or more units of housing for a homeless family or individual in LA County. Please note: You may submit one application at either the \$500,000 or \$1 million level and you will have up to 24 months to implement and complete your proposed project.

#### **UNIT TYPE**

Please select one:

- ☐ Single, free-standing unit
- ☐ Multi-unit
- ☐ Combination of single, free-standing unit and multi-unit
- ☐ Other (please explain)

#### **SITING STRATEGY**

Please select one of the following ways you can demonstrate the feasibility of siting your unit(s):

- ☐ Site control / ownership
- ☐ One or more property owners have agreed to site the project on their property
- ☐ One or more property owners have been identified to potentially site the project on their property
- ☐ Could be sited as an accessory dwelling unit on private property
- ☐ Other innovative strategy. Please explain:

#### **PURPOSE STATEMENT (200 words)**

Set the stage and describe the specific need you aim to address. Include data to demonstrate this need, as well as information to describe your understanding of local conditions. While you may offer general context for the problem of homelessness, focus on any discrete issues your solution is specifically designed to overcome.

LA continues to be the homeless capital of the country. According to the LA Homeless Services Authority's 2018 Homeless Count, there are over 53,000 homeless individuals and families in LA County. Almost 13,000 (25%) are living with mental illness, and over 8,000 (15%) are homeless family members.

The current method of producing supportive housing utilizing housing tax credits layered with multiple sources of public financing typically takes 3-4 years to complete and the City of LA's HHH project data shows average total development

costs/unit of \$435,000 in 2017 and \$499,000 in 2018. Critical time and resources are lost assembling and closing multiple layers of public financing. The construction closing process alone typically takes 4-6 months. ACOF notes that public lenders' requirements have increased construction and consultant costs, limited developers' ability to design more efficient buildings and reduced developers' ability to obtain competitive pricing because these requirements limit general contractor and subcontractor pools.

ACOF believes that changing the financing structure to one that does not utilize low-income housing tax credits or typical public financing sources combined while developing standard, efficient units designed only to comply with building codes and the target population's needs will dramatically reduce development costs and timelines.

### **APPROACH (200 words)**

Introduce and detail your approach and proposed solution. If applicable, be sure to describe your pathway to site control, demonstrate clear understanding of building code and land use regulations for your selected jurisdiction, and if the project does not conform to any codes or regulations applicable to permit approval, indicate what actions are needed in order to obtain a building permit and how the actions will fit within the overall 24-month completion requirement.

ACOF will create a production model for supportive housing that utilizes conventional construction methods without utilizing low-income housing tax credits or other typical public financing sources.

Within the first three months, ACOF will use brokers to obtain site control of a flat, environmentally clean, vacant site where 16-26 studio/one-bedroom units can be built by-right without discretionary approvals. ACOF will use a portion of the Innovation funding for the site investigation, deposit, design fees, and staff costs. A combination of ACOF's line of credit and Innovation funds will be used to purchase and hold the site until financing is in place and construction can start.

While we are searching for a site, UCLA's AMR team will develop a financing model and research financing options. ACOF will hire an architectural firm to work with ACOF, the Tenant Advisory Council, and Walton Construction to create standard, efficient unit plans that meet tenants' needs and minimize construction costs

ACOF will select a contractor based on their ability to complete the project within 24-months. Based on conversations with a market rate developer, we believe a simply designed 16-26 unit project that can be built by-right can be financed, entitled and constructed in 18-24 months.

### **INNOVATION (200 words)**

Share how your approach will more quickly and/or more cost effectively lead to more affordable housing, and how it differs from, improves upon, and/or bolsters existing methods/practices to build housing for those experiencing homelessness in LA County. Highlight any unique features of the housing you will develop, and any other information demonstrating creativity and innovation in your approach and projected solution.

ACOF's proposed model will quickly produce supportive housing and reduce costs by:

Reducing the 18-24 month timeline needed to assemble and close on tax-credit financed projects to 3-4 months using conventional private loans and equity.

Broadening the pool of developable sites, because smaller projects can become financially feasible without utilizing low-income tax credits.

Removing transaction costs associated with multiple layers of public financing

Reducing holding and loan interest costs due to the shorter development timeline.

Eliminating public sector design requirements, yet complying with building codes and ACOF's quality standards.

Expanding the pool of contractors and subcontractors to access more competitive bids.

ACOF will create tools and generate data to enable the model to be scaled quickly:

ACOF has secured a revolving acquisition line of credit to purchase sites quickly and repeatedly.

UCLA's AMR program will provide ACOF an assessment of the private equity and investor market and a financing model that ACOF can use to assess the feasibility of new opportunities.

Standard unit plans which ACOF will own for reuse on future projects.

Walton Construction's documentation of time and cost savings to justify, scale and secure future funding for this model.

### **PROJECT PLAN (250 words)**

Provide a detailed implementation plan and timeline (up to 24 months) leading to development of housing units. Describe the chronological sequence of key tasks, identify important milestones, highlight efficiencies, and specify deliverables essential to achieving measurable results.

The implementation timeline will have three main phases. Each phase has multiple tasks that will occur simultaneously during that phase.

#### *Phase 1: Months 1 - 6*

3-6 months: obtain site control, complete site investigations and purchase site

3-4 months: Develop standard unit floor plans with stakeholder and contractor input

6 months: UCLA AMR project completes research and develops financing model

1 month: Prepare entitlement package

#### *Phase 2: Months 7 - 12*

4-6 months: Entitlement approval and pull permit

2-3 months: Bid plans and perform cost analysis

3-4 months: Secure and close on construction financing (vs. 18-24 month traditional timeline)

#### *Phase 3: Months 12 - 24*

10-12 months: Construction (vs. 16-18 month traditional timeline)

6 months: Lease-up during the last 6 months of construction

ACOF will also refine the project's proforma and raise funds from investors, if needed, throughout the first year of the award period.

### **RISK ASSESSMENT (150 words)**

Identify any specific operational or tactical hurdles, principal risks or challenges to the short- and long-term success of the project and your plans to address them.

As ACOF has already secured a multi-million dollar acquisition line of credit and equity to invest in this model, the biggest risk to the proposal's success is the ability to quickly obtain site control of land that is within the project's budget. This risk is mitigated by the large number of brokers who are already sending site opportunities to ACOF and recent planning initiatives that make smaller sites possible for supporting housing development (e.g. the Transit Oriented Communities program and the just-signed-into-law AB 2162, which will be effective January 1, 2019). ACOF is also in discussions with possible investors, some of whom own land.

One other risk ACOF notes is community opposition. However, this risk is mitigated by the fact that ACOF will be seeking sites that will be smaller in size and can be built by-right, without any discretionary approvals.

## **HOUSING FEATURES**

Housing units developed as part of the Housing Innovation Challenge are required to have a Certificate of Occupancy or include specific features of habitability. Please indicate that your unit(s) will include the following features (select more than one).

- ☒ Obtained a Certificate of Occupancy
- ☒ Ability to be hooked up to water/plumbing
- ☒ Ability to be hooked up to electricity
- ☒ Private kitchen/kitchenette
- ☒ Private bathroom
- ☒ Communal kitchen/kitchenette (for multi-unit projects)
- ☐ Communal bathroom (for multi-unit projects)

## **D. YOUR IMPACT**

Illustrate what success looks like. Be sure to emphasize how your project aligns with the four traits used to assess all applications (see [Trait Scoring Rubric](#)).

## **TARGET POPULATION**

Please select one primary community/population experiencing homelessness who will be served by the proposal:

- ☐ Anyone experiencing homelessness
- ☐ Disabled (physical, developmental)
- ☐ Families with children and youth (under age 18)
- ☐ LGBTQ
- ☐ Mental Health Challenges
- ☐ Transition-aged Youth (age 18-25)

- ☐ Single Adults (age 26-54)
- ☐ Older adults (age 55 and older)
- ☐ Substance Use Disorder
- ☐ Veterans
- ☐ Women
- ☐ Other. Please explain:

Homeless individuals with mental illness

#### **TARGET BENEFICIARIES (150 words)**

Demonstrate an understanding of who you are serving. If you've chosen a priority population or demographic within the larger homelessness community, please describe them, their needs, and the aspects of your service solution that are responsive to these needs.

ACOF's focus is providing affordable homes with on-site services for homeless individuals and families living with mental illness, including veterans, seniors and youth. More than 85% of ACOF's tenants have special needs (primarily mental health, but also substance abuse, and/or physical disability) and nearly 40% of current ACOF tenants are chronically homeless. As permanent housing alone does not guarantee tenants will achieve long-term, independent living, ACOF ensures case management services are provided to every tenant. Independent service plans are developed with each tenant. Other services include independent living skills, conflict resolution, eviction prevention, as well as access to mental health services, health and wellness classes, transportation services, primary care, job training opportunities, and substance abuse recovery services. All services are voluntary and are intended to promote stability and increase self-sufficiency.

#### **GEOGRAPHIC AREA SERVED**

All projects, in their entirety, must be delivered and impact communities within the boundaries of LA County. Please select the service planning area(s) ( SPA) where your project will be located (may select more than one).

- ☐ SPA 1: Antelope Valley
- ☒ SPA 2: San Fernando Valley
- ☒ SPA 3: San Gabriel Valley
- ☐ SPA 4: Metro LA
- ☐ SPA 5: West



- ☒ SPA 6: South
- ☒ SPA 7: East
- ☒ SPA 8: South Bay
- ☐ Other. Please explain:

\*note: areas selected are 2, 3, 6, 7, 8, others checked due to technical error\*

### **PROJECTED IMPACT (250 words)**

Define success, including measurable results and outcomes such as number of housing units, cost per unit, efficiencies/time savings, number of beneficiaries (i.e. individuals, households), specific impact on beneficiaries, and long-term effects. Explain how this project complements existing efforts, partnerships, and initiatives in LA County. Include other intended outcomes, such as neighbor perception or regard for your residents, or impact of onsite support, such as access to transit and clinics. Offer any relevant data to back up claims of effectiveness.

During the two-year award period, the success of the proposed model will be measured by the following outcomes:

The successful development of at least one supportive housing development, serving 16-26 homeless individuals living with mental illness.

Per unit development costs approximately \$230,000/unit excluding land cost

Development of a financing model that can quickly determine the feasibility of future opportunities.

Development of standard, highly efficient unit floor plans owned by ACOF for studio and one-bedroom units.

Total development time frame of 18-24 months vs. 3-4 years in traditionally financed supportive housing projects.

Long-term effects:

Housing stability and improved outcomes for formerly homeless individuals living with mental illness. ACOF retention rate is 87% after one year for homeless households with mental illness.

System-wide cost savings. In Los Angeles the typical public cost for a resident in supportive housing is \$605 a month while the cost for a homeless person is \$2,897 per month (Homeless Cost Avoidance Study, Los Angeles Homeless Services Authority, 2009).

A model that enables developers build supportive housing on the many vacant, small, infill lots throughout Los Angeles County.

For years, local government agencies, funders and developers have engaged in conversations about alternatives to producing supportive housing quickly and cost-efficiently. ACOF's proposed project will provide valuable data through a real example of how developing and financing supportive housing more like market rate housing may produce supportive housing more quickly and cost efficiently.

### **TRACKING & METRICS (150 words)**

Identify your projected goals and objectives, and the methodology you'll use to track results and measure overall impact. Include how precisely your methodologies will produce meaningful outcomes and how closely your metrics are linked to a realistic assessment of your performance.

ACOF's objectives and methodology to measure impact:

Build supportive housing faster and more cost-efficiently

Cost and time savings will be measured by asking both traditional affordable housing subcontractors and market-rate subcontractors to bid plans, with the affordable group factoring in regulatory requirements associated with public funding.

ACOF, Walton Construction, and designers will work collaboratively and iteratively to achieve efficient units and buildings.

Tasks in the schedule will be tracked and notes kept on challenges and factors leading to success.

Complete construction of a project using the proposed model

Decisions about siting, design, entitlements and financing will be based on the 24-month timeline.

Key ACOF staff will meet bi-weekly to monitor progress and evaluate success of the pilot.

Create infrastructure to scale-up production using this model

Create efficient standard unit plans to be owned by ACOF, saving time and money on future projects.

### **SCALABILITY (250 words)**

Share your vision and explain how your solution is prepared to expand after completion of the proposed project for the Housing Innovation Challenge. Describe plans to scale your solution as a model that can be applied or adapted to meet diverse needs of LA County's many communities. Include any internal or external information or data that helps indicate that your plan to scale will deliver concrete results. With Measure H and various new capital funding streams for affordable and/or homeless housing, LA County will address homelessness at an unprecedented scale. The Housing Innovation Challenge is seeking solutions designed to grow as more resources are deployed to expand available housing.

ACOF's vision is to create a production model that will allow ACOF to more quickly develop supportive housing by not using financial sources typical to tax credit projects and utilizing the many small infill sites in the County of Los Angeles. The infrastructure ACOF is creating (financing model and plans), the detailed data that will be collected, and the findings of the UCLA AMR program team will allow ACOF to replicate the model and scale up quickly. The findings of the AMR project team will enable ACOF to quickly determine whether an opportunity can attract investors and identify what kinds of investors to pursue. The standard unit plans will enable us to quickly determine how many units can be built on a site, reduce the time it takes to develop architectural plans, and better predict and control construction costs. The data collected from the pilot project will help ACOF refine the model, cost, and timeline assumptions. Finally, the successful completion of a project using this model will help ACOF develop a stronger pitch to private investors.

### **OTHER CONSIDERATIONS (100 words)**

This is your final opportunity to raise any other considerations. Here, you may emphasize or expand upon a previous point or provide new information, as necessary.

While the proposed model does not rely on public funding for development costs, it does rely on public rental subsidies for tenants' rent and Measure H funding for case management services. Operating subsidies like the Department of Health Services' Flexible Housing Subsidy Pool are preferable because of its minimal compliance requirements.

ACOF is passionately pursuing this model because it will create desperately needed housing faster. ACOF's 30 years of experience developing supportive housing for homeless households living with mental illness and demonstrated commitment to our tenants' quality of life make ACOF the best organization to pilot this new model.

E. BUDGET

Please provide a detailed budget at either the \$500,000 or \$1 million funding request level. Use language that is consistent across your application, so that any cost categories or line-item descriptions are referenced elsewhere. Your application should read as one unified narrative, and the budget must explain and/or clarify the efficiency with which you intend to use resources.

FUNDING REQUEST

Select one of two award sizes.

- ☐ \$500,000.00 (US DOLLARS)
- ☒ \$1,000,000.00 (US DOLLARS)

BUDGET FORM

Using the following table, please list and describe all line item and administrative costs to implement your proposal within your specified duration (up to 24 months). **This budget should not exceed your selected award amount – you will have opportunity in *Budget Narrative* to identify and describe any additional costs and funding sources secured by the time of the award.** It is incumbent upon each applicant to deliver a clear and compelling budget, identifying cost categories that are described in your previous project plan. While administrative expenditures are eligible, please note: we do not accept general line item descriptions, like “Overhead” – you must specifically describe what costs are incurred as part of each line item.

LINE ITEM DESCRIPTIONS	AMOUNT (US DOLLARS)
Standard Unit Plans (reusable owned by ACOF)	\$75,000
Architectural and Engineering Cost (project specific plans)	\$200,000
ACOF Staff: CEO	\$10,000
ACOF Staff: Director of Housing	\$15,000
ACOF Staff: Project Manager	\$25,000
Land Acquisition (initial deposit, due diligence, purchase):	\$675,000
TOTAL (not to exceed selected request size: \$500,000 or \$1 million):	\$1000000.00

NOTES:

UNIT COST OF DEVELOPMENT or REHABILITATION

Please enter the calculated unit cost of development or rehabilitation (in US dollars).

Approximately \$210,000-\$230,000/unit, excluding land cost, and dependent on project size

BUDGET NARRATIVE (250 words)

Offer a narrative description of your budget. If applicable, provide information on the amount and type of costs required above the selected funding request amount in order to complete your project within the 24-month timeline, as well as the secured and/or potential resources to allocate towards these expenses (including name of funder, status of request, amount, and type – cash or in-kind). Explain your contingency plan should you not secure these additional resources. If additional resources have already been secured, please reference those sources of funding. Please also include the potential to leverage additional resources to scale your project once it has been completed as part of the Housing Innovation Challenge (including name of funding prospect, amount, and type – cash or in-kind).

Actual project costs will depend on the acquisition cost, site size which will determine how many units can be built, and construction pricing. Assuming acquisition costs of under \$1 million and development costs under \$230,000/unit (excluding land costs), total budget is expected to be \$4.4 to \$6.3 million for a 16-26 unit project. The AMR project team's research and financial model will determine the ideal balance between acquisition cost, development costs, and investor returns.

Project expenses will include: acquisition costs; construction hard costs; due diligence reports; financing costs; legal fees; title and escrow costs; soft costs (design/engineering consultants, construction management, inspection and permit fees, insurance); operating reserve; lease-up; and furniture expenses.

Expenses associated with creating the infrastructure for the model (standardized unit plans, staff) to implement this pilot are not included as a project cost because the infrastructure supports future projects when the model is scaled.

ACOF has already secured several resources to support this pilot. UCLA's Ziman Center for Real Estate will pay the AMR project fee. ACOF has a \$3 million acquisition line of credit from Community Housing Capital and a family foundation grant is available to fill funding gaps, if the equity raised from private investors is insufficient.

Additional resources needed include conventional construction and permanent loans, project-based operating subsidies, and equity raised from private investors.

The successful completion of this pilot, data collected, standardized unit plans, and financial model will be leveraged to raise capital from private investors and scale this production model for future projects.

## E. YOUR VIDEO PITCH

Make a personal connection by offering an overview of your proposal in a 90-second video. **It is not our intention to solicit highly produced or expensive video content.** In our experience, the most effective videos are the most authentic. Capture your commitment with a clear, compelling explanation that anyone can understand and appreciate. Please don't hesitate to [send us an email](#) for guidance on your video pitch.

Your Video Pitch must follow these guidelines:

- Do not exceed 90 seconds (exceeding 90 seconds may disqualify you from this Challenge).
- One or two person(s) should present himself and/or herself during the video (make it sincere).
- Focus on delivering a personal connection; it is not necessary to produce a sophisticated video.
- Your video must be in English.

Here are some logistical and technical suggestions:

- Laptop cameras and smart phones are easy-to-use tools for recording your video.
- If possible, reduce your file size - video uploading is easier at lower resolutions.
- If you are having difficulty uploading your video file, try logging out of the application and logging back in using another Internet browser (Google's Chrome browser is preferred).

Here are general suggestions for delivering a high-quality video pitch:

- Introduce yourself and your organization or team.
- What is the specific problem you are solving?
- What is the solution you're offering, and how does it align with the four traits that our judges must consider when assessing your proposal?
- Focus on describing the projected impact on your target beneficiaries. Illustrate the long-term and/or scalable benefits of investing in your solution.

Hone your content:

- Keep your description and language simple.
- Demonstrate passion through your words and enthusiasm.
- Thoroughly prepare. Practice numerous times and solicit feedback from colleagues, family, and friends before submitting.

You will record your video and upload to YouTube; then, you will enter your YouTube Video ID.

View in new full window



## G. ADDITIONAL INFORMATION

The County of Los Angeles has designated the Community Development Commission of the County of Los Angeles (Commission) to administer the Housing Innovation Challenge under a forgivable loan structure. The Commission will execute agreements which will outline the terms of the loan provided to the Winner, and will also monitor the project. Please review our [Rules](#) and [Terms & Conditions](#) for more details.

If you are chosen as a Winner from the County of Los Angeles, you will be required to provide additional information in order to enter into a contractual agreement for the Housing Innovation Challenge. The following list is only intended to illustrate some of the basic requirements, and the County of Los Angeles reserves the right to require other information, as necessary.

Articles of Incorporation, Charter, or similar documentation

Tax determination letter, if applicable

A more detailed work plan, timeline, specific site location details, pro forma, audited financial statements, and/or an evaluation plan.

Evidence of site control, except for housing that could be sited as an ADU or unless the County otherwise agrees to execute the contract without evidence of site control.

Evidence of additional funding and resources secured to implement and complete the Housing Innovation Challenge project.

Existing policies, if any, addressing conflicts of interest, whistleblower, internal controls, anti-money laundering, intellectual property, code of conduct, ethics, gifts, and any similar policies governing the principal organization and partners.

If you are not a public charity, a statement that Housing Innovation Challenge funds will be spent only for the purpose of this challenge, and that the award will not be used for lobbying purposes.

If you are a public charity under the Internal Revenue Code, a statement sharing a lobbying budget in which you specify the amount of lobbying expenses and non-lobbying expenses.

If you are a Team, a formal agreement (MOU, contract) authorizing the principal organization to represent the partner organizations and enter into a contract on their behalf.

The County of Los Angeles reserves the right to perform background checks on key individuals associated with the proposal, and the refusal by key individuals to provide necessary authorizations will be a reason to reject any application for further consideration. Background information and the results of any background checks will be kept confidential.