



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.

To seed a \$16m construction fund to enable FlyawayHomes to develop modular PSH communities throughout LA County quickly and at 1/4 the cost per person.

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.

FlyawayHomes develops PSH communities funded with social impact equity, offering a 5% return. We build "by right", eliminating a lengthy approval process, and use modular construction which significantly shortens our development time. We build shared living communities (2-bedroom, 1 bath units). Our construction cost is about \$125k/person and development time is less than 1 year. The entire community is master-leased to a subsidiary of The People Concern, which provides the essential supportive services.

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.

FlyawayHomes has introduced a model that can scale up and permanently house our homeless population far more quickly and less expensively than traditional affordable housing developments, using modular construction, funded by private impact equity and offering a 5% return. Our flagship development at 820 West Colder Avenue in Los Angeles opens its doors to 33 homeless neighbors in October 2018. It cost \$3.6 million (\$109k/person), was permitted in 3 months and its active construction time was 7 months. The entire building is master leased to a subsidiary of The People Concern, which will also provide the essential supportive services. The People Concern has been housing people for three decades in PSH and has a 98% retention rate.

Our team is made up of individuals with decades of development, construction, property management and business experience. Steaven founded SJDC 53 years ago and Lawry, its President, has 30 years of development experience. Kevin Hirai founded his multi-family property management company and is an experienced project manager. Noyan has over 18 years of complex construction expertise. Steaven and Sarah have been on the Board of The People Concern for 19 and 13 years, respectively. Sarah currently serves as Board Chair.

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.

Chairman: Steaven Jones (Founder and Chairman, Steaven Jones Development Company; Board Member of The People Concern, 19 years). Creator of FlyawayHomes, an idea borne out of his work chairing The People Concern's PSH Committee. Steaven is the keeper of our vision and provides overarching leadership to our team.

CEO: Lawry Meister (President, Steaven Jones Development Company). Responsible for executive oversight, external relations, strategic planning and funding. Lawry also oversees site selection and property development.

COO: Kevin Hirai (Founder, Bella Vista Property Management). Responsible for property prospecting and acquisition, design and permitting, and facets of project management as well as external relations. Bella Vista will also manage the developments once they are operational.

CIO: Sarah Jessup (CPA, Executive Consultant; Board Member of The People Concern, 13 years, current Board Chair). Responsible for investor prospecting and relationships and oversees investment dollars. Sarah also is the primary liaison with The People Concern.

Our small but nimble team works tirelessly to bring our vision to life. We work with advisors and consultants to supplement our team. We keep in daily contact to update the team, and meet in person every Monday morning to review the prior week, and the week ahead.

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).

The People Concern - Strategic Partner. One of the largest social service providers in the County, The People Concern believes everyone should be housed, healthy, and safe. They provide highly integrated, comprehensive services to those most in need: chronically homeless individuals and survivors of domestic violence. They are experts at getting people housed and keeping them housed. They have been deeply integral in our unit design, and once our developments are complete they will master lease the building: choosing the tenants and providing wraparound supportive services to make sure our tenants not only survive, but thrive.

Noyan Uras/WEST Builders - Construction Partner. As the newest member of our team, Noyan has over 18 years of construction and design-build experience with a background in structural engineering. He joined forces with Flyaway to oversee the construction of our developments. WEST Builders is a 50 person firm which has the expertise to scale our operations.

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.

We build our PSH developments entirely "by right", and because our developments are less than 50 units, we need no formal community approval. However, it is important to us outreach for the support of the communities in which we develop. We held community meetings for our first project, and faced no opposition. We intentionally develop on smaller lots to blend into and uplift surrounding neighborhoods, and house people that are homeless near to where our developments are built. We were featured on the front page of the LA Times, in other media, and have met with numerous LA City officials.

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.

Our connection to the mission to end homelessness is profound. Steaven Jones, who had been on the Board of The People Concern for 19 years, is 86 years old and it is his dream to end homelessness in Los Angeles in his lifetime. He reminds us often that we better work hard because he's no spring chicken. Lawry Meister, Steaven Jones' daughter and a long-time supporter of and volunteer at The People Concern, is indefatigable in her work to create a model that is replicable and scalable. Kevin Hirai is also a long-time donor of and volunteer at The People Concern, and currently manages properties that house clients of The People Concern. Sarah Jessup has been on the Board of The People Concern for 13 years, was Board Chair for the predecessor organization OPCC from 2010-2013 and now chairs the Board for the merged entity The People Concern.

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.

With affordable housing construction costs topping \$500,000 per unit and increasing rapidly, and projects funded with

LIHTC taking several years to finance and 2-3 years and longer to develop, Proposition HHH at best will help provide only 10,000 units of housing over the next 10 years. Los Angeles needs construction that overcomes these barriers and brings in new sources of funding.

FlyawayHomes was founded with the principal that the only way to address this need quickly enough and sustainably is to build permanent supportive housing developments as viable real estate investment vehicles, without the need for government funding or charitable donations. **The key is to reduce the cost and time of construction.** Flyaway does this by building permanent supportive housing designed with shared living units and constructing them from manufactured housing modules. By making it a "product" (stamped and approved by the State of California), we can reduce the planning and permitting time to about four months and the construction time for a project to about 6 months, and reduce the total cost per client to about \$125,000. This unlocks potentially billions in private funding by making a 5% return possible at rents within the reach of SSI recipients.

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.

There are about 10 properties that meet our specific zoning requirements in LA County at any point in time. We are working with CBRE to develop a database of properties that are not on the market that also meet our requirements, so we can pursue them strategically. Our architect (VTBS) then does a site plan and confirms that the property can be developed "by right". In LA City, we use TOC density bonuses and the PSH Zoning Ordinance for increased density and reduced parking (we have signed the waiver the City requires for the PSH Zoning Ordinance that is in litigation). LA City provides a case manager so we can quickly confirm that our design confirms with zoning codes. The modular manufacturer provides the plans that are submitted to the State for permitting, and our design team prepares the plans for sitework that are approved by the City. The State approvals take only two months. The City approvals are relatively simple (demo, grading, site utilities, drainage/LID, landscaping, elevator, sitework) and take about three months.

FlyawayHomes' CIO is responsible for raising equity capital, supplemented by an Advisory Board comprised of business leaders and philanthropists who are well-connected in Los Angeles.

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.

Our model is simple. We develop PSH communities four times faster and at a quarter of the cost of traditional affordable housing developers. We do this by using private equity financing, building entirely "by right", and employing modular manufacturing to build shared housing units for our tenants.

Our developments are designed specifically for the populations that will be living in them. The People Concern, our strategic partner, has been involved every step of the way. Each tenant will share a two bedroom, one bathroom unit. Our developments are more intimate - housing fewer than 50 tenants. The apartments are either ADA-compliant or ADA-

adaptable and have a gurney-sized elevator. They are built near transit corridors and within walking distance to retail for daily needs. They feature a community room which includes space for group meetings, laundry facilities and an office for the on-site case managers to meet privately with tenants. The outdoor space includes a break out group meeting area, a BBQ/lounge area, a dog play area, smoking area and community vegetable garden. We also provide an on-site manager to manage facility issues. The development is equipped with security cameras to ensure that our tenants are safe.

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.

These funds will seed a \$16 million construction fund which will operate as a revolving line of credit for our projects. We have significant interest from private investors and expect to complete the fundraising for the rest of the fund by January 2019.

As the funds are raised, we will identify and secure development sites throughout LA County that meet our zoning requirements. Each property will be 7,500-15,000 sq. ft. As soon as our due diligence on the property is complete, we will close escrow and start our design process. We anticipate completing each project 10 months from the time we close escrow, which we expect to happen either before or soon after these funds are awarded.

When the development is complete and our lease has begun with a subsidiary of The People Concern, we will transfer property ownership to an investment fund that will own a pool of completed projects. With a long-term, stable return that adjusts with CPI (built into the lease), FlyawayHomes will easily attract this investment capital. Construction is harder to finance, given its associated risks, which is why this grant is so important to our efforts to scale our model.

The \$1 million investment will be used on a revolving basis each year to facilitate construction. After the loan is forgiven, we could use the funds to supplement PSH projects where land is more expensive. Fundamental to our model is building projects throughout the County, to house people in the neighborhoods where they currently live.

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.

We see two main hurdles in our path to success: access to land and construction capital.

Land: Our aim is to build supportive housing communities throughout the Los Angeles County, to be able to house people that are from the area in which they are currently homeless. This will be particularly challenging for us to do in areas where the cost of land is high. It is important to us to have a wide geographic footprint for our critical mass, we do not want our developments concentrated in poorer areas where the land is cheaper.

Construction capital: The biggest challenge to developing supportive housing using private impact capital is construction funding. Once a stable stream of cashflow can be proven, that there will be a market for completed developments to take out the construction financing, which can then be recycled into other development projects.

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:

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.

This project will serve all chronically homeless individuals who have been determined through the County's prioritization tool to be a match for permanent supportive housing. Further, The People Concern, our partner service provider, will determine if the shared housing model is appropriate for each individual. Those served will have a disability: mental illness, substance use disorder, and chronic physical illness or disability. Roughly half will be dealing with all three, and are those most likely to die on the street. The People Concern will offer comprehensive services on-site, and ensure linkages to necessary off-site services. Each building will hold an office and community space for case management, life skills support, mental health care and other wraparound services. By offering these services, The People Concern has been successful at ensuring 98% of participants retain their housing, even among this high need population.

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:

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.

It is our dream to oversee the development of 450 Flyaway communities over the next 10 years, housing almost 20,000 of LA's most vulnerable. However, success is defined not only by our scaling of Flyaway, but also the widespread acceptance and adoption of our model by other developers. Our paramount goal is that the homelessness crisis is solved, and we need collaboration to make that happen.

Flyaway locates their developments along transit corridors, with easy access to amenities that our tenants will need to frequent. We designed our buildings specifically for the ease and comfort of our tenants, including a community room that has an office with a door that closes, so that our tenants can meet confidentially with one of the two on-site case managers. This community environment with supportive services will enable each resident to start rebuilding his/her life.

Before we begin development, we do outreach in the neighborhood to share our development plans. During construction, we garner support through the City Council member, neighborhood council and other community leaders. We want our properties to uplift the neighborhoods in which they are built. We expect it to cost only \$125,000 per person housed, and our projects to take only 10 months from the close of escrow to completion.

The REAL success is being able to witness our most vulnerable neighbors moving in to their new home. Through our strategic partnership with The People Concern, the tenants that are housed in our supportive communities will never be homeless again.

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.

For FlywayHomes, success is measured by a) the number of projects completed and people housed, b) providing a 5% stable return to investors, c) completing projects for \$125,000 per person housed, and d) completing each project within 10 months from close of escrow. Our methodologies which reduce cost and time needed for each project will reliably produce these results; our first completed project provides strong indication that these goals are realistic.

For The People Concern, success is determined by ending each client's homelessness for good. This is measured by the percentage of residents who successfully remain in their housing, with a goal of at least 95%. Additional goals include 15% of participants increasing their income, with the remainder maintaining their income. The comprehensive services provided ensure these goals are met. These metrics are tracked in the LA County Homeless Management Information System (HMIS) by clients' case managers and their supervisors.

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.

Together with our strategic partner The People Concern, our mission is to end homelessness in Los Angeles. Our dream is to see 450 of the Flyaway-model developments built in Los Angeles over the next ten years, housing almost 20,000 of our homeless neighbors. Our communities will house 30-49 people and be located on lot sizes of 7,500-15,000 sq ft -- too small to be considered by most traditional affordable housing developers. Although we build "by right", we will not be successful unless our developments enhance the communities in which they are built; we recognize that in order for us to succeed the neighborhoods must perceive our communities to be an enrichment to them. With the intensive on-site supportive services provided to our tenants by The People Concern, we are confident that our developments will be accepted into the surrounding neighborhoods.

We have proposed a public-private partnership to the HHH Oversight Committee. We would use our \$16 million Construction Fund and they would fund \$64 million, for a total of \$80 million. FlyawayHomes could then build 20 projects per year, housing almost 2,000 people in three years with these funds.

Together with the work being done by affordable housing developers as well as other innovative developers entering the marketplace, we CAN solve this problem and make sure that the most vulnerable in our communities are housed, healthy and safe.

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.

A \$1 million grant to seed FlyawayHomes' construction fund would be of tremendous value to both FlyawayHomes and the County. Not only would those funds be able to be re-used as our completed projects are transferred to our investment fund and the construction fund replenished, but we could also leverage the grant to solicit investments from private sources.

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)
Seed capital for construction fund	\$1,000,000
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).

Cost per 2-bedroom unit: \$250,000

Cost per person: \$125,000

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).

Using our second development as an example, the total cost for development (including land) is \$4.0 million. The land purchase price was \$700k, our modular manufacturing cost is \$1.9 million and construction costs are \$900k. Soft costs total \$407k, which include a \$75k project management fee and a \$75k FlyawayHomes administrative fee (this is the only fee that Flyaway takes, and other than a small stipend to our COO for certain functions, no other FlyawayHomes partner is currently taking any compensation for this work).

A \$16 million construction fund would enable us to build multiple projects and sell them into an investment fund once complete. If we are not able to raise enough funds for the construction fund to complete our third development, our first contingency plan is to raise the funds from individual investors to own the third development directly. We have been

extremely successful in raising funds this way for our first two projects (it is likely that we will be over-subscribed for our second development). We do not begin construction on a project until a majority of the funding is in place.

A grant awarded by the Housing Innovation Challenge will be an important story to tell to potential investors and other interested parties, as we very regularly get queries on how the government is participating in our solution. It will enable us to show that we are all invested in a solution that works to end homeless, and be a model for our country.

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:

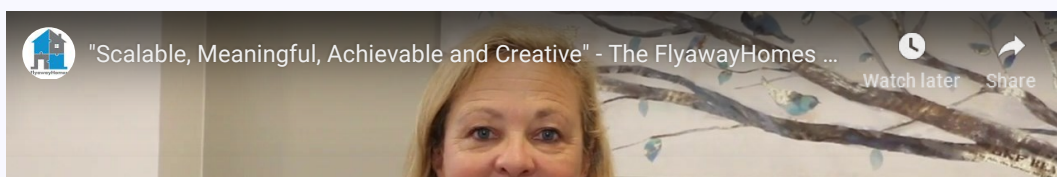
- Introduce yourself and your organization or team.
- What is the specific problem you are solving?
- What is the solution you're offering, and how does it align with the four traits that our judges must consider when assessing your proposal?
- Focus on describing the projected impact on your target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

