



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.

RETHINK Housing – Genesis LA's program to privately finance more affordable housing, built on smaller sites, in less time, and with low total development cost.

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.

Genesis LA is rethinking affordable housing finance by relying less on limited public capital subsidies and instead access mostly private sector financing. Our approach targets smaller sites for development of 2-20 units, where thoughtful design and streamlined financing can significantly reduce development costs. We usually work with a "one-stop-shop" team that includes Restore Neighborhoods LA (development), Lehrer Architects (design), and Genesis LA (finance), a team that coordinates all aspects of project development to maximize efficiency.

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.

Genesis LA (GLA) is one of the leading Community Development Financial Institutions (CDFI) operating in LA County. We have invested over \$300 million in more than 100 projects. But, what sets us apart is our ability to incubate new approaches to housing and community development. We have found that innovation in housing and community development is often stalled by the lack of a viable financing strategy. Therefore, we invest considerable human resources to provide our borrowers with capacity building services that can turn their ideas into financially feasible projects.

We have invested in a variety of innovative housing approaches, including projects that receive no public subsidy and where we provide 100% of all acquisition, predevelopment, construction and permanent financing to streamline the financing process. To date, our housing and community projects have served over 50,000 people, including 7,000 homeless individuals.

GLA exclusively serves LA County and we focus primarily on structuring financial solutions for new, innovative, and complex projects. Our work has received recognition and support from the Hilton Foundation, The California Endowment, JP Morgan Chase, and the US Treasury Department and we have partnered with city, county, faith-based organizations and a variety of nonprofits serving the homeless.

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.

GLA is led by a staff of eight and a Board of ten professionals. Our management team consists of three staff, each of which have been with GLA for 10 years or more:

Tom De Simone, President & CEO

Jessica Waybright, In-House Counsel & Compliance

Jem Dicioco, Controller

The management team is supported by three staff who perform loan underwriting and asset management, and two administrative staff. The lending staff report to the CEO who ensures GLA's innovative finance approach is maximized to spur new approaches to housing and community development.

The staff report to a Board of Directors who have extensive experience in law, banking, finance, public service, and community development. All GLA investments are reviewed and approved by the Board of Directors. Staff then close loans with borrowers and oversee the execution, completion, and impact of each project.

Additionally, GLA undergoes an annual CDFI rating with a group called Aeris, which is a third-party rating agency that serves the CDFI industry and provides an objective and transparent analysis of a CDFI's financial and management strength and its community impact accomplishments. GLA has one of the highest ratings in the nation for a CDFI of its size.

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).

GLA leads the RETHINK Housing program and has collaborated with nonprofit, public, and faith-based partners. For purposes of this application, we intend to work directly with Restore Neighborhoods LA (RNLA) and Jovenes, Inc., with the following roles and responsibilities.

GLA (financing): Oversee all financial feasibility, structuring, underwriting, capital raising, and program compliance related to RETHINK Housing projects; make loans directly to projects. GLA will represent all partners and will receive the Challenge funds to invest in RETHINK Housing projects.

RNLA (developer): Serve as the project developer by overseeing architect (usually Lehrer Architects) and contractor; obtain permits; serve as owner's representative throughout the development process.

By working as a team with RNLA, we have developed a base of knowledge that is transferred to multiple projects, creating efficiencies and scale.

Jovenes, Inc. (owner and operations): Operate project; coordinate with GLA and RNLA during development; provide housing and services to homeless residents.

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 have support from the LA Housing & Community Investment Department (site secured through RFP in 2017), Councilmember Jose Huizar, LA County CDC, and Sup. Mark Ridley-Thomas. We have also received financial support from the Hilton Foundation and UniHealth Foundation to implement and scale up our RETHINK Housing program.

Our program works directly with service providers to ensure projects serve the needs of their clients. Jovenes has been actively involved in the design of two projects that we intend to finance under this application. Our team is also consulting with the Boyle Heights neighborhood council.

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.

In recent years, LA County voters have made a major commitment to funding solutions to end homelessness. However, we do not believe these resources alone can solve the homeless crisis. Most permanent supportive housing projects are financed with Low Income Housing Tax Credits (LIHTC) and these projects are costly (about \$500,000 per unit), take many years to construct, and the pipeline of projects is limited by the supply of tax credits. To tackle this crisis, new approaches to development and financing are needed. Therefore, GLA seeks to finance and construct housing by lowering development costs, expediting development, and relying on less public subsidy by accessing a greater share of project financing from

market-based financing sources. Piloting new housing strategies is a core part of GLA's mission and RETHINK Housing will launch a new permanent supportive housing model that can be replicated by other mission-driven organizations.

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.

Most affordable housing is built using LIHTCs and public subsidies, however, these sources alone cannot solve our homeless crisis. We need new development and financing models that can lower development costs, leverage more private financing, and build at a variety of scales. Our goals consist of the following:

First, projects built with LIHTCs cost an average of \$475,000 per unit (per TCAC data). Our model seeks to lower total development costs to about \$100,000.

Second, LIHTC projects need to assemble between 4 and 11 sources of financing and only 7% of financing typically comes from private, market-based sources (per TCAC data). Our model will finance 100% of project costs through a single financing source (GLA's loans) and will fund all phases of project development. GLA will use the Challenge funds to cover higher risk predevelopment costs, paving the way for private construction and permanent financing.

Third, the high cost of LIHTC projects requires large-scale development to create efficiencies, with an average of 73 units per project (per TCAC data). Our model will create efficiencies by developing small projects located on small sites that are not viable for LIHTCs. This will expand the sites and neighborhoods where affordable housing is viable.

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.

Our *RETHINK* Housing model includes six strategic approaches to build more housing, at lower cost, and in less time:

PRIVATE FINANCING: We leverage LA County DHS rental subsidies, which provide a fixed income to which private financing can be underwritten.

NO LAND COST: We partner with public and private land owners (e.g. churches, nonprofits) who already own their sites, thus removing land cost and interest costs during predevelopment. Our partners already control 4 sites, and we will invest Challenge funds in at least 3 of them.

SMALL SITES: We target developments on smaller sites accommodating 2–20 units, which are too small to achieve efficiency with LIHTCs.

"BY-RIGHT" DEVELOPMENT: Our projects conform to current zoning and utilize by-right land use incentives. This avoids discretionary approvals, NIMBY opposition, and delays.

EFFICIENT DESIGN: We make strategic design decisions to reduce cost, including: land use incentives to reduce parking; single story construction to eliminate elevators and stairways; exterior circulation along walkways; and compact, efficient floorplans.

"ONE-STOP" DEVELOPMENT: GLA provides a single source of financing for predevelopment, construction and permanent financing. This streamlining saves time and money, and eliminates high legal, accounting, and compliance costs of LIHTCs.

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.

First, our RETHINK Housing approach significantly reduces development costs. This is achieved through building SMALLER SCALE projects that are more cost effective; implementing EFFICIENT DESIGN strategies; BY-RIGHT permitting; and deploying a single source of STREAMLINED FINANCING to fund all phases of a project. Our RETHINK Housing projects will construct new studio apartments at about \$100,000 per unit, as opposed to nearly \$500,000 per unit for similar LIHTC projects.

Second, our approach makes development on smaller sites economically viable. These sites were not previously viable because they could not achieve the scale needed for LIHTCs and public financing. Under our model, underutilized public lands and small lots can now be used for affordable housing. Furthermore, by working with a limited number of developers, architects, and service providers, we replicate lessons learned and create economies of scale through multiple small projects.

Third, our approach recognizes that more private capital can and must be leveraged into affordable housing. Nearly all of our project financing will come from private CDFI financing. The Challenge funds will support this leveraging by covering early-stage predevelopment costs that have greater risk but can advance projects to the construction stage where private financing can then be leveraged.

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.

We will use Challenge funds to cover predevelopment expenses for at least 3 RETHINK Housing pilot projects. Once the projects complete predevelopment, obtain permits, and confirm construction pricing, they can leverage construction and permanent financing. The Challenge funds are a critical source of early stage capital that does not currently exist for these types of small scale affordable housing. Once our pilot projects succeed, future projects will not require grants like the Challenge funds to cover predevelopment, because we will have proven such projects are viable for predevelopment loans.

We project the following implementation plan and timeline:

Site control already secured.

Jan – May 2019: DESIGN & PERMITTING

Architecture, structural engineering, permitting, construction budgeting, secure DHS rental subsidy from Brilliant Corners.

June 2019: LOAN CLOSING

Final budget and operating proforma based on final construction contract pricing. As-complete appraisal ordered. Close construction / permanent loan.

July 2019 – Mar 2020: CONSTRUCTION

Construction is expected to take 9 months (or less) based on our team's previous experience on similar projects and discussions with contractors.

Apr 2020: CERTIFICATE of OCCUPANCY

The Certificate of Occupancy will mark the end of construction and authorize the move-in of tenants.

May 2020: MOVE IN

Homeless tenants identified by Brilliant Corners offered housing in projects and begin to move in.

July 2020: IMPACT REPORT

GLA will produce report outlining per-unit, per-square foot, and total development costs; strategies deployed; and lessons learned from pilot projects. Our outcomes will be an “open source” guide to inform future affordable housing development.

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 have conducted feasibility studies for each pipeline project to establish zoning, eligible land use incentives, site plans, and financial viability based on construction pricing from similar recent projects. This gives us confidence in the success of each project prior to starting predevelopment. However, we foresee the following challenges:

Construction Costs: As each project moves through permitting and final design, construction pricing will be confirmed. We must monitor pricing and make critical decisions to control costs. We have mitigated this risk by including a sizable 20% hard cost contingency on top of current construction pricing.

Siting: We know the process to identify, educate, and partner with new land owners can take significant time. We have mitigated this by developing a model with both social and economic returns, and we have staffing and financial resources to invest in the recruitment of new partners to scale our model.

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.

Our RETHINK Housing projects will serve anyone experiencing homelessness. Given that the DHS rental subsidy provided through Brilliant Corners will generate the revenue stream to which private financing can be underwritten to construct RETHINK Housing projects, homeless residents will be identified through the Brilliant Corners placement process. Each RETHINK Housing project will have a designated service provider identified by Brilliant Corners based on the individual needs of the client population within each project. All units will provide private living space with private kitchens and bathrooms in approximately 300 square foot studio apartments. Units are being designed to meet accessibility standards so that individuals with disabilities can reside in the units. Service providers are informing our designs to ensure units are easier to maintain and create a sense of community. This housing will provide safe and quality housing for a range of individuals from transitional age youth, adults and seniors.

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.

Our RETHINK Housing program will measure success by targeting the following three quantitative outcomes:

LOWER COST: We expect to construct studio units for about \$100,000, less than one quarter of the cost to construct LIHTC units, which cost nearly \$500,000 per unit. Even when accounting for the fact that our projects benefit from no land costs, they are still less than 50% of the cost of LIHTC-financed units.

PRIVATE LEVERAGE: We seek to finance our projects using 100% private capital. Some projects may require some public capital subsidies, such as those targeting a unique population or imposing additional requirements tied to the public land sites on which the project is built. However, even then, we expect at least 65% of all capital will be private financing, compared to less than 10% in LIHTC-financed projects.

LESS TIME: We expect that the design, permitting, construction, and move-in for RETHINK Housing projects can be completed within 18 months. This compares to at least 36-48 months for LIHTC-financed projects to undertake the same process.

These outcomes complement several existing initiatives and policy goals. First, we leverage DHS rental subsidies, but don't

require LIHTCs or other subsidies. Second, our projects leverage substantially more private capital than traditional affordable housing, a strategy identified by the County as one of many needed to expand the inventory of affordable housing. Third, our smaller scale projects are designed to contextually fit within the scale and character of the neighborhoods in which they are located, minimizing opposition.

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.

Our goal is to prove the viability of building affordable housing without relying on public capital subsidies. Our objectives and methodology for tracking results will mirror the discussion in the prior question:

Objective: Build housing at significantly less cost than current LIHTC system. Methodology: Produce units at total development cost of \$100,000.

Objective: Leverage significantly more private capital than current LIHTC system. Methodology: Leverage 65% to 100% of project financing from private, market-driven sources.

Objective: Construct housing in less time. Methodology: Complete all design, permitting, construction, and move-in within 18 months.

Our goals and objectives will broaden the available resources for constructing affordable housing, supporting more housing production than the public sector can accomplish alone given its limited resources relative to the enormous needs. Our metrics are realistic and are based on feasibility studies conducted to date and real-time construction pricing from contractors and similar 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.

The Challenge funds will finance higher risk predevelopment work necessary to execute RETHINK Housing projects and prove their scalability. Predevelopment carries the greatest risk in a project's lifespan, because the most variables are still subject to change. The Challenge funds can help to absorb this risk and once predevelopment is complete, we can leverage private capital to complete construction. By investing Challenge funds in these first RETHINK Housing pilot projects, we can prove the viability of our model, reducing future investment risk, and attracting private financing for predevelopment on future projects. Thus, the Challenge funds can catalyze replication of our model using 100% private financing.

Though our model assumes no-cost land sites, it is important to note that even if land must be paid for at an average of \$75,000 per unit, we could replicate this model using \$75,000 in public subsidies per unit, a fraction of the nearly \$450,000 in public resources dedicated to most LIHTC units.

We have developed a relationship with the Hilton Foundation and LA Voice to identify new faith institutions who could make their land available for RETHINK Housing developments. We also continue to source sites from city and county agencies and have a pipeline of 7 active projects we expect to launch in the coming year.

Lastly, our “one-stop-shop” approach to integrate the same financing, development, and design teams from project to project, creates efficiencies and economies of scale that allow for a scaling of our model despite the smaller project scale.

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.

Our RETHINK Housing model adds entirely new financial and development resources to the collective effort to address LA’s housing needs. We are focusing specifically on smaller sites that cannot leverage traditional affordable housing financing, rendering these sites underutilized. We are also leveraging new sources of private financing to fund these projects, as opposed to seeking public capital. In this way, our resources serve to “grow the pie” of affordable housing as opposed to “reallocating the slices” of the existing pie between competing development models. GLA intends to dedicate additional financing to scale our model after completion of these pilot projects.

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)
Site & Environmental Reports	\$36,000
Architecture	\$150,000
Structural Engineering	\$21,000
Consultants	\$24,000
Appraisals	\$12,000
Permits	\$90,000

LINE ITEM DESCRIPTIONS	AMOUNT (US DOLLARS)
Legal	\$45,000
Title & Escrow	\$21,000
Project Management	\$60,000
Contingency	\$41,000
TOTAL (not to exceed selected request size: \$500,000 or \$1 million):	\$500,000.00

NOTES:

UNIT COST OF DEVELOPMENT or REHABILITATION

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

\$100,000 per unit

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).

Our requested Challenge award includes \$500,000 in predevelopment costs related to three pilot projects that will produce approximately 25 units. The Challenge award is critical capital for this predevelopment stage, because of the risks associated with predevelopment. We are confident that once these projects complete predevelopment, they will prove viable and GLA can provide the construction and permanent financing. In total, the three projects will cost approximately \$2,500,000, with \$500,000 coming from the Challenge award and \$2,000,000 from long term loans provided by GLA. As such, the Challenge award will comprise about 20% of the total project cost and the other 80% will be private sector financing, a private sector leveraging ratio that is significantly higher than seen in traditional affordable housing and which is a key goal of our RETHINK Housing program.

GLA has already committed to providing the remaining construction and permanent financing needed to complete these projects once predevelopment is complete. A portion of our lending capital comes from a PRI loan from the Hilton Foundation and we are raising additional capital from other banks and foundations. Should these additional sources not materialize, GLA has reserved enough of its own capital to provide the needed financing. Through our partnership with Hilton, we are pursuing larger amounts of capital from local and national foundations and believe that the success of these first three pilot projects will accelerate our capital raising to invest in many more RETHINK Housing projects to take our model to scale.

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.