



REQUEST FOR PROPOSALS

CFED is soliciting proposals that address barriers to asset building for owners of manufactured homes. For 2009, the I'M HOME RFP is focusing on new and replacement development and public policy activities. As such, organizations may apply for either or both of the following categories of funding:

Grant Type	Development	Policy
Purpose	New or replacement development projects in the construction phase (including in existing manufactured housing communities)	To advance the goals of the I'M HOME policy agenda
Grant Amount	Up to \$150,000	Up to \$75,000
Grant Term	1-2 years	1-2 years
Match Required	For all grants, a 1:1 match from external funders is required	
Application Timeline	Contact Information	
<p>March 20, 2009, 5 p.m. PDT Deadline for submission of concept papers</p> <p>April 6, 2009 Invitation for full proposals from selected applicants</p> <p>May 8, 2009, 5 p.m. PDT Deadline for submission of full proposals</p>	<p>The concept paper form should be completed online at www.cfed.org/go/imhome/cp</p> <p>E-mail confirmations will be sent upon receipt of concept papers. If you do not receive confirmation within two business days, please contact us.</p> <p>Visit www.cfed.org/go/imhome for more information</p> <p>Questions may be submitted to imhome@cfed.org</p>	

Applicants may submit separate proposals for both development and public policy activities. Actual grant amounts awarded will be based on the scope of activities and corresponding budget presented in the organization's proposal.

The I'M HOME initiative continues to work on preservation and conversion of manufactured housing communities, as well as mortgage financing, outside of the RFP process. For more information, please see Appendix on page 10.



 **INTRODUCTION**

Homeownership anchors asset building in the United States. For very low-income families, home equity accounts for 80% of household wealth. Yet, for many of the more than 17 million Americans living in manufactured housing,¹ homeownership has not always fulfilled its traditional wealth-building promise. Despite the prevalence of manufactured housing and its importance as a source of affordable homeownership, there are problems in the sector that have undermined its ability to provide the same level of financial security and wealth-building opportunities offered by traditional, site-built homeownership. When combined with negative stereotypes about the homes and their occupants, many who choose this type of housing are treated, in effect, as second-class homeowners.

The mission of I'M HOME is to ensure that families who choose to purchase manufactured homes reap benefits from the homeownership experience comparable to those enjoyed by buyers of traditional site-built homes. The basic hypothesis underlying I'M HOME is that (1) improvements in home and installation quality, (2) increased access to equitable mortgage and other key financial products, (3) long-term control over the land beneath one's home, and (4) sound public policy will result in asset appreciation for owners of manufactured homes that more closely resembles that enjoyed by owners of comparable site-built homes. The initiative's theory of change posits that high-quality new and replacement development and long-term control over homesites by homeowners are necessary preconditions for financial institutions to offer financing for these homes at terms comparable to mainstream mortgage products. Additionally, public policy changes in many areas (such as zoning, titling, resident purchase opportunities, consumer protections, allowable uses of public housing finance dollars, and government-sponsored entities' underwriting criteria) simultaneously undergird and enforce changes in the other three areas that lead to an increase in financial security and appreciation.

In 2005, CFED launched the multi-year, multimillion-dollar I'M HOME initiative with generous support from the Ford Foundation. We also collaborate with a range of other partners including ROC USA, NeighborWorks America, Fannie Mae and the Opportunity Finance Network.

I'M HOME seeks to put its theory of change into practice by funding and providing technical assistance and peer learning opportunities to programs directly serving communities. In addition, I'M HOME staff, along with our national partners, undertake broader field-building and market-change activities such as communications efforts, convenings, coordination of policy work, and negotiation with housing lenders.

1 A home built entirely in a factory under a federal building code administered by the Department of Housing and Urban Development that went into effect June 15, 1976. This is in contrast to other types of factory-built housing, such as modular housing. Modular housing is instead built to the standards of the regional, state, or local building code of the area where the home will be sited.

I'M HOME seeks to advance its mission by supporting innovative approaches and sharing the lessons learned with the broader housing field. The initiative has three central objectives:

- To foster innovative, replicable products and approaches that illustrate the use of manufactured housing as an affordable housing and asset-building strategy;
- To build a field of practitioners knowledgeable about this sector and how it impacts low-income families and communities; and
- To lay the groundwork for a national policy discourse that takes into account the true costs and benefits of manufactured housing.

CFED and funded organizations collect evidence and data to draw lessons learned from the work. Successful applicants will join a peer group of organizations addressing manufactured housing as an affordable housing issue. Grantees will receive technical assistance in a peer group setting and will be expected to share lessons learned with other organizations in the I'M HOME network.

I'M HOME focuses on four issue areas:

- 1) New and replacement development
- 2) Public policy
- 3) Community preservation and conversion
- 4) Mortgage financing

Please note that this RFP is seeking proposals for work in the new and replacement development and public policy areas only. The I'M HOME initiative continues to work on community preservation and conversion and mortgage financing outside of the RFP process. See Appendix on page 10 for further details.

New and Replacement Development

Negative perceptions about manufactured homes and their residents seriously hinder efforts to demonstrate that the sector can provide attractive, appreciating and affordable housing. These perceptions are based both in reality – images of substandard homes that were constructed or sited poorly, or that were not maintained by the owners – and in lingering stereotypes of homes built before the federal HUD code.

I'M HOME seeks to partner with developers that plan to either replace dilapidated homes or create new housing using good-quality, affordable manufactured homes that are likely to appreciate in value. Special consideration will be given to projects that replace homes, improving energy efficiency, and projects that incorporate EnergyStar homes and/or other green building components. Examples of such projects include, though are not limited to:

- Cost-effective replacement of older and/or substandard homes with high-quality, energy-efficient new units ;

- Development of new, high-quality manufactured housing subdivisions;
- Scattered-site or infill development; or
- Replacement or infill development in manufactured housing communities where homeowners either own the land or have otherwise secured tenure.

Public Policy

Public policy influences the ability of manufactured housing to hold or appreciate in value over time and thus to serve as a vehicle of wealth creation. The I'M HOME policy agenda was developed in consultation with the diverse set of organizations at the national, state and local levels that comprise the I'M HOME network. The policy agenda reflects the priorities of this network and sets forth recommendations for policy change at the federal, state and local levels. Policy recommendations are grouped under four goals:

- 1) Preserve and expand the nation's stock of affordable housing through the use of manufactured housing.
- 2) Promote resident ownership of manufactured housing communities to support homeowners' ability to build wealth, increase stability and achieve financial security through homeownership.
- 3) Ensure that all homeowners enjoy the same rights, privileges, opportunities and responsibilities related to financing and asset accumulation, regardless of whether their home is site-built or manufactured.
- 4) Foster and preserve healthy and vibrant communities by addressing substandard manufactured housing and substandard park infrastructure.

Each of the policy recommendations under these goals address obstacles that have traditionally kept manufactured housing out of the continuum of housing solutions that foster financial security. See the I'M HOME Policy Agenda² for a complete list of these policy recommendations.

Despite the fact that the production of HUD-code homes is regulated at the federal level, state and local policies also play a pivotal role in the manufactured housing ownership experience. I'M HOME seeks to partner with organizations working to advance the goals of the I'M HOME policy agenda at the federal, state, or local levels. Eligible uses of funds include, but are not limited to:

- Efforts that identify gaps or weaknesses in current policy environments as well as potential solutions;
- Nonpartisan research and public education campaigns designed to educate policymakers and other key stakeholders about ways in which federal, state and/or local policies affect owners of manufactured housing; or
- Organizing and/or mobilizing key allies in support of the I'M HOME policy agenda.

I'M HOME seeks to improve the policy environment for the full spectrum of issues related to the manufactured housing marketplace and owners of manufactured homes. To that end, CFED strongly encourages policy

² http://www.cfed.org/imageManager/_documents/imhome_policyagenda.pdf

proposals that address obstacles to conventional single-family mortgage financing of manufactured homes and policy efforts that promote and facilitate development that uses manufactured housing.

Please note that I'M HOME funds cannot be used to support lobbying activities. CFED staff can provide guidance on what types of activities constitute lobbying.

SELECTION CRITERIA FOR ALL GRANTS

To qualify for consideration:

- Proposals should focus on HUD-code manufactured housing rather than modular, panelized, or pre-fab housing.
- Proposed projects must respond to a demonstrable need in the organization's target community.
- Proposals must demonstrate how the proposed manufactured housing strategy fits within the organization's strategic priorities.
- Applicants must demonstrate a desire to share information and collaborate with other members of the learning network comprised of I'M HOME grantees and partners, as well as an openness to representing the I'M HOME initiative locally/regionally.
- Proposed scope of work must benefit low- to moderate-income individuals or families. If the applying organization is not a 501(c)(3) non-profit, it may apply if it can demonstrate a charitable purpose for the funds (see Frequently Asked Questions at www.cfed.org/go/imhome for more information).

Additionally, the strongest proposals will:

- Demonstrate organizational experience in the manufactured housing sector;
- Reflect a strong grasp of the barriers to asset building for owners of manufactured housing and present innovative strategies in response to these challenges;
- Set forth clear, measurable project goals and explain how these align with the goals of I'M HOME;
- Articulate how I'M HOME funding would provide added value (particularly for projects already under way);
- Show potential to leverage external funds beyond the required 1:1 match; and
- Address the ability of the product, program, policy change effort, or research to be replicated by other organizations and/or to inform the broader goals of I'M HOME.

SELECTION CRITERIA BY GRANT TYPE

	Development Grants	Policy Grants
Threshold Eligibility Criteria	<ul style="list-style-type: none"> Organization must have experience developing affordable housing. Proposed project will result in homeowners having long-term security in the land (fee-simple ownership, condominiums, cooperatives, land trusts, etc.). Site control for proposed development must be secured by summer 2009. Financing and necessary permits must be in hand or underway. 	<ul style="list-style-type: none"> Organization must have experience implementing the type of work described in their proposal. Proposed scope of work will promote the goals of the I'M HOME policy agenda.
Additional Elements of Successful Proposals	<ul style="list-style-type: none"> Demonstrate knowledge of zoning issues, if applicable, and likelihood of community acceptance for proposed project. Describe construction, design, and/or financing features that make the homes likely to appreciate in value, without sacrificing affordability for low-and moderate-income homebuyers. Use EnergyStar-rated (or comparable) homes and incorporate other environmentally conscious design elements. Address how the proposed development strategy can be replicated and/or taken to scale. Demonstrate knowledge of and access to sources of permanent financing for the homebuyer. 	<ul style="list-style-type: none"> Describe the specific policy change goal(s), the current state of that policy, strategies for effecting change, and how the intended change would advance the I'M HOME policy agenda. Demonstrate familiarity with the relevant public policy issues. Include partnering (or plans to partner) with local homeowner organizations and other key stakeholders. Show a track record of experience in effecting policy change at similar levels to those in the proposal. Describe how the proposal will leverage the I'M HOME Advocacy Toolkit, at www.cfed.org/go/mhtoolkit.
Potential Grant Deliverables or Outcomes	<ul style="list-style-type: none"> A specified number of new homes are sited, or a specified number of dilapidated homes are replaced. 	<ul style="list-style-type: none"> Increased understanding of manufactured housing's role in providing affordable homeownership and asset-building opportunities among policymakers, advocates, the media and other key stakeholders. Increased knowledge about resident ownership of manufactured housing communities among key stakeholders, including policymakers and homeowners. Advocacy activities to broaden awareness of existing and potential policies that can create asset-building opportunities for owners of manufactured housing. Special consideration will be given to activities that leverage or complement the I'M HOME Advocacy Toolkit, at www.cfed.org/go/mhtoolkit.



AWARD PARAMETERS

I'M HOME will award development grants of up to \$150,000 and public policy grants of up to \$75,000. Actual amounts awarded will be based on the scope of activities and corresponding budget presented in the organization's proposal. Funded organizations must match any I'M HOME investment through external funders on at least a 1:1 basis. These challenge grants are designed to provide incentives to bring new support to the applicant organizations for this work; thus, preexisting grant commitments, or equity or reserves held by the applicant, do not qualify as a match. Loans or recoverable grants also do not qualify as matching sources of funds. Upon request, CFED is able to provide limited support to its partners for their fundraising efforts.

Grants will generally be structured with a one- to two-year term, although exceptions will be made to accommodate the logical timeframe of the proposed scope of work. Funds will be disbursed to successful applicants in installments, generally 40% upon execution of grant agreement, 40% upon attainment of agreed-upon midpoint benchmarks, and 20% upon completion of project. For projects that require significant expenditures up front, CFED will consider requests for alternative disbursement schedules on a case-by-case basis. CFED will work with the grantee to establish mutually agreeable midpoint and final benchmarks, which will generally be drawn from the grantee's proposal. Attainment of these benchmarks will be a precondition for grant disbursements.

I'M HOME seeks to identify, test and share innovations that improve the effectiveness and asset-building impact of manufactured housing strategies. In order to share local lessons learned with a broader audience on a national basis, outcomes and information resulting from the initiative may be used both by the grantee and by CFED.

Responsibilities of and Resources Available to Members of the I'M HOME Network	
<p>Responsibilities:</p> <ul style="list-style-type: none"> ■ Report to CFED twice a year on progress and lessons learned via an online survey. Submit brief written reports documenting attainment of grant benchmarks to trigger disbursements and a final narrative and financial report at the end of the grant term. ■ Actively participate in annual retreat for network members and other peer learning exchanges, such as conference calls, an e-mail listserv, periodic grantee surveys, etc. ■ Serve as a thought and opinion leader on the role of manufactured housing within the affordable housing, community development and/or asset-building fields. ■ Educate policymakers and the general public about manufactured housing by representing the I'M HOME network, as appropriate, at events and in the media. 	<p>Resources in addition to grant support:</p> <ul style="list-style-type: none"> ■ Free or low-cost technical assistance from CFED and its consultants on: <ul style="list-style-type: none"> □ manufactured housing development; □ policy analysis and advocacy; □ fundraising; and □ communications. ■ Annual retreat for network members that includes training and networking opportunities. ■ Communication and advocacy tools designed by CFED and its partners. ■ Access to peer exchange of outcomes and lessons learned among a diverse and growing network of practitioners.

APPLICATION AND SELECTION PROCESS

I'M HOME uses a two-step process for proposals. The first step is a concept paper, to be filled out and submitted online, outlining the proposed work. Organizations that submit promising concept papers will be invited to write a more detailed proposal.

CFED may conduct site visits as part of the due diligence process. CFED will be advised in the selection of the awardees by an external Investment Committee, which includes representatives from the affordable housing sector, foundations, the manufactured housing industry and financial institutions. Funding decisions will be announced in August 2009.

Step One: The Concept Paper

The concept paper form should be completed and submitted online at www.cfed.org/go/imhome/cp. The form will ask for:

- Organizational Description (up to 500 words):
 - Brief overview of the organization's mission and background, current structure, major programs, target market or service area, and any other relevant details; and
 - Evidence of organization's experience and capacity to carry out the proposed work.
- Project Description (up to 1,000 words):
 - Brief description of the project for which you are soliciting funding, including the market or policy gap to be addressed, a preliminary timeline, and desired outcomes;
 - Description of market to be served and evidence of market demand (predevelopment/development grants) or policy goal(s) and current environment (policy grants);
 - Explanation of strategic "fit" of proposed manufactured housing initiative with the organizational mission; and
 - Brief qualifications of key personnel to manage the initiative or project.
- Project Cost (up to 250 words):
 - Estimated total project costs and prospects for matching I'M HOME grant dollars on at least a 1:1 basis.

Please prepare your answers ahead of time in a separate document (it will not be possible to save the online submission before submitting it), and then cut and paste the text into the online form. Please do not format your text, as all formatting (such as bullets, tables, etc.) will be lost when text is pasted into the online form.

The completed concept paper form must be submitted via the website by **5 p.m. PDT on March 20, 2009**.

Step Two: The Full Proposal

Applicants that submit promising concept papers will be invited, via e-mail, on **April 6, 2009** to submit an eight- to ten-page full proposal, financial statements, and other supporting documentation. The deadline for receiving full proposals from invited organizations is **May 8, 2009**. CFED staff will be available to provide input and guidance to organizations submitting full proposals.

QUESTIONS, INFORMATION & TECHNICAL HELP

Additional background information can be found at www.cfed.org/go/imhome. Questions concerning this RFP should be sent via e-mail to imhome@cfed.org. Responses will be provided via e-mail. Questions and answers that may be applicable broadly will be shared (without attribution) via a list of Frequently Asked Questions posted on the I'M HOME website (www.cfed.org/go/imhome).

CFED is a nonprofit organization that expands economic opportunity. We work to ensure that every person can participate in, contribute to, and benefit from the economy by bringing together community practice, public policy, and private markets. We identify promising ideas; test and refine them in communities to find out what works; craft policies and products to help good ideas reach scale; and foster new markets to achieve greater economic impact.

Established in 1979, CFED works nationally and internationally through its offices in Washington, DC; Durham, North Carolina; and San Francisco, California.

More information about CFED and its programs is available at www.cfed.org.

2009 Funding Opportunities for Organizations Pursuing Community Preservation and Conversion Work

Since the inception of I'M HOME, CFED has sought to partner with organizations interested in addressing the ownership and financing of manufactured housing communities. We have done so because we recognize that homeowners in land-lease communities face particular challenges in their efforts to attain economic security and build assets. One of our key partners in this line of work has been the New Hampshire Community Loan Fund. In 2008, CFED was proud to join NHCLF, NCB Capital Impact and NeighborWorks America in launching ROC USA, an entity designed to make resident-ownership of manufactured housing communities a reality nationwide.

In the past, I'M HOME has selected its partners in the park preservation and conversion issue area through the RFP process. As our investment in ROC USA indicates, we believe that to take resident-ownership to scale, it is crucial to create a network of organizations to provide homeowners with ongoing coaching and expertise to support them in purchasing and sustainably managing their own communities. Therefore, since 2008, our preservation/conversion grants are explicitly linked to ROC USA's process of certifying technical assistance providers. In this way, we hope to use our grant funding to grow and strengthen the ROC USA Network.

Any organization that successfully completes ROC USA's certification process and becomes a Certified Technical Assistance Provider (CTAP) will receive a one-year, \$50,000 grant of core operating support for their conversion program. We will continue offering these grants to new CTAPs as long as funding is available. Additionally, over the subsequent two years, CFED will seek to provide ongoing core support to CTAPs through I'M HOME. The level of support available will be determined annually by the availability of funds and the size of the CTAP network.

For more information on ROC USA, as well as the certification process, call Paul Bradley (603-856-0709), Cheryl Sessions (603-856-0761) or Mary O'Hara (603-724-8363) at ROC USA, or for general information, visit www.rocusa.org.

2009 Mortgage Finance Activities

Access to affordable and responsible mortgage financing is essential if owners of manufactured housing are to realize the full potential of homeownership. I'M HOME partners with nonprofits, financial institutions and others to address the challenges that constrain the supply of conventional mortgage financing for manufactured housing. Through 2007, I'M HOME selected its partners in the mortgage finance issue area through the RFP process. We believe, however, that current market conditions warrant a larger scale, more coordinated strategy in order to have the greatest impact on mortgage financing for manufactured housing. Therefore in 2009, CFED will continue to pursue this work through more targeted work with its existing partners rather than through the RFP process.