

Housing Authority of the City of Los Angeles

**2600 Wilshire Blvd. 3rd Floor
Los Angeles, CA 90057**

Attn: Margaret Noble, Purchasing Manager

Proposal Responding to:

RFP# 7272

Do Not Open Until August 23, 2001

Submitted by:

**Nicole Pagourgis
Executive Director**

On Your Feet

13907 Ventura Blvd. Suite 104

Sherman Oaks, CA 91423

818-379-6566

Ms. Margaret Noble, Purchasing Manager
Housing Authority of the City of Los Angeles
2600 Wilshire Blvd. 3rd Floor
Los Angeles, CA 90057

August 23, 2001

Letter of Transmittal, Proposal for HACLA RFP #7272

Dear Ms. Noble,

This shall serve as a letter of transmittal for a proposal in response to HACLA RFP #7272, "Housing Search Assistance Program", submitted by **On Your Feet** 13907 Ventura Blvd. Suite 104 Sherman Oaks, CA 91423 in collaboration with: Pacific Relocation 100 W Broadway, Suite 300 Long Beach, CA 90802-4432, as a collaborative proposal based on On Your Feet being the **lead agency** and prime contractor and primary proposer, and Pacific Relocation being the **subcontracting agency** and co-proposer.

Both agencies have received and are in possession of the RFP package dated July 31, 2001. No addenda have been received, however both agencies are registered with HACLA to receive addenda when applicable. The primary contact person will be Nicole Pagourgis, Executive Director of On Your Feet, at 818-379-6566 extension 222, with the alternate contact being William Berle, Director of Development at extension 225.

This proposal shall remain valid for no less that 120 days from the date of proposal submission. On Your Feet requests from HACLA that the specific information relating to our methodology, work plan, and uniquely designed supportive service methods be withheld from disclosure under the Public Records Act. Should there be any further information, clarifications, answers, or details you need to completely understand and evaluate this proposal, please feel free to contact us and the requested information will be immediately transmitted to you.

Sincerely,

Nicole Pagourgis
Executive Director
On Your Feet

Table of Contents

Administrative Overview-----	4
History of Success (On Your Feet)-----	4
History of Success (Pacific Relocation Consultants) -----	8
References (OYF) -----	12
References (PRC) -----	13
Equipment (OYF) -----	14
Equipment (PRC)-----	15
Staffing (OYF)-----	15
Staffing (PRC) -----	15
Staff Coordination -----	16
Work Plan -----	17
Timeline -----	19
Specific Goals -----	19
Support from HACLA -----	20
Evaluation -----	20
Case Management Capability -----	21
Clientele (OYF) -----	21
Clientele (PRC) -----	22
Caseload (OYF) -----	22
Caseload (PRC) -----	22
Client Action Plan -----	23
Short and Long Term Case Management -----	23
Transportation -----	24
Access to Affordable Housing in Low Poverty Areas -----	25
Experience in Housing Search (OYF) -----	25
Experience in Housing Search (PRC) -----	25
Landlord Network (OYF) -----	25
Landlord Network (PRC) -----	26
Proposed Strategies (OYF) -----	26
Counseling Methodology -----	28
Experience with HACLA (OYF) -----	29
Experience with HACLA (PRC) -----	30
Capacity and Capability to Directly Provide or Access Services -----	31
Service Access/Delivery (OYF) -----	31
Service Access/Delivery (PRC) -----	32
Service Coordination -----	32
Development of Housing Search-Related Curriculum -----	33
Financial Capability / Background -----	33
Budget -----	34
Cost Increases -----	34
Exceptions / Deviations -----	35
Appendix I (OYF Supporting Documentation) -----	36
(HACLA Affidavits, Certifications, Forms)	

3. Administrative Qualifications and Capability

A. Agency Overview

On Your Feet was founded in March 1989, and has 12 years of experience serving homeless and low-income clients in housing programs. OYF is proud to boast that we have extensive, unique experience moving families into new housing locations, giving our agency a valuable track record meeting an almost identical set of goals as reflected in this RFP. Our mission statement is to break the cycle of homelessness and economic disadvantage in the Los Angeles area, by helping families secure or maintain affordable housing through a combination of private funding, public housing programs, collaboration with other agencies, and a comprehensive menu of supportive services and ongoing personalized assistance. **On Your Feet** (The Mirror Foundation dba On Your Feet) is a 501 (c) 3 non-profit charitable organization with “Public Charity” status, currently employing 12 full-time staff.

The **Board of Directors** serves as the overall, long-term decision-making body. The day to day operation and guidance of the agency is handled by the **Executive Director**, who reports to the board. The Executive Director oversees the Director of Programs, Director of Development, and Director of Special Fundraising (Bingo). The Director of Programs oversees the Long Beach Office staff, the FSS program supervisor, the Computer Classroom Instructor, and the Housing Counseling Director. The FSS program supervisor oversees three FSS case managers. The Housing Counseling Director oversees the HACoLA Housing Counselor and the Section 8 Deconcentration case manager.

On Your Feet provides services from our Main office in Sherman Oaks, and one Satellite Office in Long Beach. Our regular hours of operation are from 8 to 5 Monday through Friday (Computer Skills classes are offered after hours and Saturdays), with special times by appointment or as appropriate. There are no business conditions, bankruptcies, litigation, or mergers currently in progress, impending, or scheduled that would affect On Your Feet’s ability to provide services under this contract.

B. History of Success

OYF is proud of the fact that we have **extensive, housing relocation and counseling experience** with low-income families, giving our agency an invaluable track record meeting almost identical requirements and goals as those reflected in this RFP.

- Since our inception in 1989, a total of over 4000 low-income people have been placed or kept in stable housing through our privately funded **Rental Assistance** and **Eviction Prevention** programs. Our Rental Assistance program, which is available to both families and single persons, and offers *individually customized* financial assistance, is unique in Los Angeles County. Families receive emergency financial assistance to prevent or reverse homelessness, followed up by comprehensive supportive services, including **counseling, housing search, landlord negotiation,**

tenant rights / advocacy, legal assistance, housekeeping skills counseling, home budget counseling, vocational training (in-house computer skills classes), job search, and resume' preparation. On Your Feet developed and refined a comprehensive methodology and work plan, including working with the client to create detailed plan for self-sufficiency. Additionally, in the **Eviction Prevention** component, OYF intervenes at the *prevention stage* before the occurrence of homelessness, saving the thousands of dollars (and much suffering) it would take to assist a family after they have been living in the street for any period of time. This has proven to be very effective (both in immediate cost and final results) in the long-term self sufficiency of the family

- On Your Feet has provided **supportive housing services** (identical or very similar to the Scope of Work in this RFP) to nearly 2000 low-income families in L. A. City and L. A. County **Section 8** and **FSS** programs for the last seven years (since 1994).
- OYF was one of only five agencies nationwide selected by HACLA for **Moving To Opportunity**. The largest H. U. D. pilot program in 30 years, **MTO** moved low-income housing project families transitioning from high-poverty census tract neighborhoods into low poverty census tract neighborhoods to demonstrate the effect of environment on self-sufficiency. On Your Feet **counseled, prepared, and moved** over 114 low-income families using special **set-aside Section 8 vouchers**. OYF achieved the highest success rate, at the lowest cost, of all five MTO agencies nationwide. This program's success and effectiveness was profiled on a Dateline NBC television program. MTO began in 1996, with the follow-up services extending into 2000. In 2000, most of the remaining MTO clients were converted into the overall FSS program, where we continue to provide supportive services to them. (See Attachment **OYF-1**).
- OYF was a prime contractor for **Mobility and Mobility+**, a HACLA/FEMA program serving families rendered homeless by the 1994 "Northridge Quake". Under the original **Mobility** contract, OYF was required to relocate nearly 600 low-income families, using special **emergency Section 8 vouchers**. The **Mobility+** continuation in 1996 transitioned these families' emergency Section 8 voucher status into the regular Section 8 program and into the FSS program towards long term self-sufficiency. Through Mobility and Mobility +, OYF worked with the highest number of case files of all agencies, and delivered the largest number of successful moves, at the lowest per-family cost of all agencies. (See attachment **OYF-2**)
- OYF is now nearing completion of the Year 2000 **Housing Counseling Services** contract for the Los Angeles County Housing Authority, which requires the same types of services and scope of work as required by this RFP, including **transition from high poverty** areas to low poverty areas.

OYF's **pre-lease** services included:

- educating families on the use of multiple housing search resources

- educating families on identifying suitable locations
- educating families on their responsibilities as tenants
- educating families on budgeting skills
- educating families on credit report counseling
- performing preliminary inspections of potential units
- providing property referrals
- showing neighborhoods and potential units to families
- negotiating rents and security deposit payment schedules.

OYF's **post-lease** services include:

- ✓ conducting in-home visits
- ✓ counseling to resolve transportation issues
- ✓ counseling to resolve child care issues
- ✓ counseling to resolve school issues
- ✓ assisting with landlord-tenant relations
- ✓ providing dispute mediation
- ✓ providing client advocacy services
- ✓ encouraging families to sign up for the FSS program
- ✓ offering vocational training including in-house Computer Skills classes

Counseling towards eventual home ownership and any other necessary services to stabilize the families are also provided. Although the program is not yet completed and the final tallies will be higher, On Your Feet has successfully placed 85 families thus far. While the HCS program is not yet completed, we believe that our program numbers will be among the highest at a low cost per placement. Additionally, we have received accolades for our administration of this program.

- OYF was selected as the sole contractor for Los Angeles County Housing Authority's **Rental Search Services** program in 2000, where we achieved noteworthy success in assisting low-income Section 8 voucher holders by presenting training seminars to educate and empower low-income Section 8 renters in all aspects of their search for affordable housing, including first-time home ownership. OYF's staff was commended for their professionalism and exemplary dedication to actually helping Section 8 clients achieve their affordable housing goals, rather than simply presenting the information required. OYF conducted 18 seminars (**double** the original Scope of Work requirement) for approximately 50 attendees at each seminar, as well as creating and distributing information packets containing truly useful, real-world information. (See Attachment **OYF-3**)
- OYF has been selected for the Los Angeles County Housing Authority (HACoLA) **Section 8 Deconcentration** Program in 2001. This program (a collaborative effort with L.A. Family Housing Corp.) will **combine** the training seminars and presentations of the previous Rental Search Services program with the hands-on, one-on-one client advocacy, counseling, and landlord mediation/negotiation of the Housing Counseling Services program. The program is also based on **transitioning**

low-income families from high to low poverty areas (de-concentrating poverty). OYF will provide services to between 2500 and 5000 low income families with new and extended Section 8 housing vouchers.

The past successes of these programs, and OYF's *repeatedly* being selected for very similar current housing projects, should clearly illustrate not only On Your Feet's **demonstrated** ability to provide the same type of services for low-income families that will be required in the HSAP program, but **also** the level of confidence that local public housing agencies have in OYF's ability to deliver **exemplary results** and their comfort doing business with us. In each of the previous public programs described, OYF consistently delivered results over and above the expectations of the sponsoring agency, in a very efficient and cost-effective manner.

On Your Feet was also selected by HACLA to contract for **Jobs+** in 1998, another federal pilot program, in which OYF **counseled, trained, and assisted public housing project residents in high poverty areas** to become financially self-sufficient. OYF results were well over 90% of eligible clients finding and retaining employment. Many of the supportive services provided by OYF related to family stability are similar to those required in this RFP.

The numerical **measurable progress** of OYF's services provided under these very similar programs is equally as impressive as the types of services themselves;

- **Nearly 2000 low-income families** served and case-managed through Section 8 and FSS programs since 1994
- **Over 4000 low-income families** placed or kept in housing through private programs since 1989
- **114 low-income Section 8 families** successfully counseled, moved, and case-managed through the HUD MTO demonstration program since 1996
- **600 low-income families** moved into safe housing using emergency Section 8 vouchers through the Mobility programs in 1994
- **100+ low-income Section 8 families** (and counting) successfully counseled, placed, and case-managed since 2000 through the Housing Counseling Services program
- **Approximately 900 low-income families** received personal, in-depth training on housing search for Section 8 renters through the Rental Search Services program
- **90% of eligible, low-income clients** succeeded in finding and keeping jobs through the Jobs+ program
- OYF will provide services to **2500 to 5000 low income Section 8 families** through the upcoming Section 8 Deconcentration program

On Your Feet clearly brings with it many years of experience operating programs similar or nearly identical to the intent and methodology expressed by HACLA in this RFP. More importantly, through these years of successes and the ups and downs of operating

these programs, OYF's level of experience and **quality of services** truly set us apart from other agencies. In each of our previous housing programs, OYF has either performed the *best* or *nearly the best* of all agencies, or been the *only* agency selected. On Your Feet believes that this track record is an excellent indicator of success in the HSAP project.

OYF has two major advantages that set us apart from other non-profit housing agencies with regard to the specific set of HSAP requirements:

- OYF truly specializes in **housing counseling services** for Section 8 low-income families, and families transitioning from high-poverty areas to low-poverty areas. We are completely focused on this specific area. We *don't* build housing or operate a shelter facility. We *don't* have a rehab or mental health facility. Housing counseling (and *directly related* supportive services) is **our main focus**, not an added component to "round out" a laundry list of other offerings.
- OYF is the **ideal size** agency for a targeted focus or demonstration program such as HSAP. Unlike other larger agencies with enormous overhead cost and large numbers of staff, OYF operates these small and medium sized programs with unmatched efficiency. Time after time, OYF has provided excellent results with greater speed and cost efficiency than other contractors. It is often the case with Housing Counseling programs that the funding is less than appropriate for the type of services required, and **cost-efficient operation can make the difference** between success or failure in meeting the needs of the clients *and* the expectations of HUD. OYF's size affords a greater level of "intimacy", focus, and personal effectiveness with the clients. A very small under-funded agency might not have the means to stay afloat in the face of an under-budgeted contract serving nearly 700 clients over three years.

OYF quite obviously has extensive experience providing exactly the same type of services required in the Scope of Work in this RFP, both as an agency and as individual staff members. Our key management and staff in 2001 is **mostly the same** as it was during the many housing program successes listed above. While there have of course been changes in staff over the last seven years, the key OYF personnel who will be responsible for planning and supervising the HSAP program are many of the same people responsible for the success of our **MTO, Mobility, Jobs+, Rental Search Services, and Section 8/FSS** programs. These key managers and directors have the years of experience planning and operating those successful programs... programs that time after time required the exact types of services as those required in the Scope of Work of this RFP. Furthermore, most of them already are known to HACLA's staff and have an excellent working relationship with the Housing Authority both individually and as an agency.

History of Success (PRC)

On Your Feet has chosen **Pacific Relocation Consultants (PRC)** as a collaborative partner on the HSAP project. PRC's History of Success is also quite impressive:

Founded in 1980, 'Stadler, Shober & Cline, Inc.', dba **Pacific Relocation Consultants** (PRC) is in its 21st year as a consulting firm providing all facets of household relocation assistance, needs assessments, tenant counseling, Housing Quality Standards (HQS) inspection services and, property management to over 200 public, and private sector clients. Pacific Relocation Consultants has successfully handled tens of thousands of family, household displacements in projects ranging from a single residential tenant displacement to large projects involving over five hundred (500+) residential and commercial relocations.

Similarly, our work on behalf of Public Housing Agencies (PHA's) – in addition to tenant counseling, and securing Section 8 accommodation within the private sector - has included **thousands of Section 8**, HQS inspections and “rent - reasonableness” determinations in communities throughout California. PRC has contracted with over 200 public, and private-sector agencies throughout California and Nevada for the provision of the following services:

- a) Preparation of Relocation, and Replacement Housing Plans;
- b) Permanent, and temporary displacement of residential households, and commercial enterprises for both commercial redevelopment, and private and public housing rehabilitation projects;
- c) Property management for realty during the period of transition to reuse, including code enforcement for public agencies, and oversight of maintenance, environmental remediation and, site clearance activities;
- d) Housing Quality Standards (HQS) inspections, and “rent reasonableness” determinations for Public Housing Authorities (PHA's);
- e) Tenant outreach through housing, and psychological counseling services - the latter, as necessary - and, “focus group” meetings and individual interviews and questionnaire distribution and analysis for individuals, and families being displaced from their homes; and,
- f) Landlord outreach and recruitment through direct, one-on-one contact, and “focus group” meetings with Real Estate Boards, Owners' Associations, etc., to encourage participation in the HUD Section 8 program. Pacific Relocation Consultants (PRC) presently has forty (40) full-time employees, providing services from offices in Long Beach, San Diego, Palm Springs, Sacramento and, Oakland. PRC sub-contracts for related specialty services such as psychological assessment and counseling; appraisals; property acquisition; environmental assessments; and, site clearance.

Public Housing Agencies

Pacific Relocation Consultants (PRC) has provided relocation, inspection, needs assessment and counseling services for families residing within both low-rent, and Section 8 housing units, directly for the City and County of Sacramento Housing and Redevelopment Agency (SHRA); the Orange County Housing Authority (OCHA); the Housing Authority of The City of Anaheim (AHA); the Housing Authority of The County of Riverside; the Housing Authority of The County of San Mateo; the Housing Authority of The County of Los Angeles (HACoLA); and, the Housing Authority of The City of Los Angeles (HACLA). Examples include:

- **Housing Authority of The City of Los Angeles**

Pacific Relocation Consultants has served the Housing Authority of The City of Los Angeles (HACLA) on several large projects, beginning in June, 1995, in regard to the 'Normont Terrace' Housing Development project in which PRC successfully surveyed **382 resident households within a one (1) month period**. Keeping within the project time-line, all households were relocated with a 6 month period.

Commencing in September, 1996 and, in regard to the 'Pico Gardens/Aliso Extension' housing rehabilitation projects, PRC managed the off-site movement of approximately **300 Housing Authority tenants**, and the provision of supportive services, including housing and psychological counseling.

From an on-site office, the Senior Associate/Project Manager supervised, and directed PRC's consultants in interviewing, and counseling during the households decision-making processes for all 577 households of this HOPE VI grant recipient, reconstruction project. PRC carried out initial interviews, assessment and, supportive services for these households over a two year period. Also provided was administrative direction and oversight of supportive psychological counseling services available to the 350 households moving to off-site locations with Section 8 Certificates, or Vouchers and, those purchasing homes with relocation assistance.

Through weekly project meetings; regular reporting over a three-year period; and, several actual phases of the total HACLA reconstruction project, PRC maintained continually up-dated files and computer print-outs for all 577 households. Our staff carefully "tracked" the 200 on-site households which moved about the project as it progressed, as well as provided follow-up counseling for the off-site, temporarily displaced households which would ultimately move back to the project at it's (the project's) completion.

Pacific Relocation Consultants established, and maintained an ongoing liaison with the public, and independent schools serving the area, and participated in

monthly meetings of a consortium of over a dozen community service providers. Connections were established with many of the public, faith-based and, non-profit providers and organizations in the area, such as Projecto Pastoral, Centro de Los Ninos, Homeboy Bakery, Community in Action, Centro Alegria, Impacto, Guadalupe Homeless Project, the Delores Mission Women's Cooperative, and Alternative School, 4H and, the California Conservation Corps.

- **Housing Authority - County of Los Angeles**

Pursuant to a Request for Proposals issued March 31, 2000, Pacific Relocation Consultants was recently awarded a contract to provide tenant counseling and housing search services to the County's Section 8, Welfare-to-Work program, in conjunction with Los Angeles County Department of Public Social Services (DPSS).

- **Sacramento Housing and Redevelopment Agency - Leased Housing Division**

Provided Housing Quality Standards (HQS) inspection services, and "rent reasonableness" determinations during an intense period of "Preservation Opt-outs", through the "full-time" assignment of a PRC Relocation Specialist/HQS Inspector from July, 1998 through September, 1998.

- **Orange County Housing Authority**

Beginning in November, 1997 and, continuing to date, Pacific Relocation Consultants has provided thousands of HQS inspection, and "rent reasonableness" determinations both for the Orange County Housing Authority's own Section 8 portfolio and, units managed pursuant to the provisions of the Inter-jurisdictional Mobility Agreement with the Cities of Anaheim, Garden Grove and, Santa Ana.

- **Housing Authority of The City of Anaheim**

In addition to relocation, housing counseling, search and, other related activities - presently, in regard to the 'Jeffrey-Lynne' housing rehabilitation project - PRC is also at this time providing HQS inspection, and "rent reasonableness" determination services directly to the Anaheim Housing Authority through the "full-time" assignment of a Relocation Specialist/HQS Inspector four (4) days per week.

- **Housing Authority of The County of Riverside**

Public Housing Authorities (PHA's) are not permitted to conduct HQS inspections, and "rent reasonableness" determinations on their own units which are leased to voucher holders. Pacific Relocation Consultants began (i.e., June 15, 2000), a program of HQS inspections and determinations in regard to low-rent

units owned by the Riverside County Housing Authority which are occupied by tenants in receipt of such Section 8 Vouchers.

Non-profit Housing Corporations

Cooperative, and collaborative linkages with other organizations enhance our service delivery, and may derive from contractor/subcontractor relationships or, in joint-proposals put forth in response to Requests for Proposals. More often than not, these linkages may be informal in nature. Among the other private and related corporations with which we continue to work on a consultative basis are:

- Community Housing of North County (San Diego)
- Esperanza Community Housing
- Hollywood Community Housing Corporation
- Homes for Life Foundation
- Los Angeles Community Design Center
- Interval House Crisis Shelters
- Mercy Charities Housing
- Episcopal Diocese of Los Angeles
- National Housing Ministries
- Catholic Charities
- Episcopal Community Services
- Mary Erickson Foundation
- Eighth Street Community Resources & Opportunities.

C. References

On Your Feet is very pleased to have established excellent working relationships with public housing agencies in both past and present programs. References for current programs include:

- Anita Salazar- HACoLA Special Projects Coordinator 213-430-5455
Housing Counseling Services Program 200- current
- Darlene Aikens- LACDC/HACoLA, HCS Program Supervisor 323-260-2052
Housing Counseling Services program in 2001, Section 8 Deconcentration Program 2001
- Marta Acosta- HACLA, FSS Program Coordinator 213-252-2647
HACLA FSS program 1995-2001
- Marcos Gonzalez- HACoLA, Program Supervisor, 213-430-5494
LA County FSS 1995-current
- William Ward- HACoLA Tenant Support Supervisor 213-0430-5451
LA County FSS Progra, 1995-current
- Jeff Farber- LA Family Housing (non-profit org.) Program Director 818-982-4091

Section 8 Deconcentration Program Current

References for past projects include:

- Dawnette Gilkey- HACLA Program Supervisor 213-252-4245
Move to Opportunity Fair Housing Demonstration Program 1996-2000
- Pat Jones- HACoLA/CDC Principal Admin. Analyst, 323-260-2706
Rental Search Services Program 2000
- Diedre Anderson- Portals (non-profit org.) Services Coordinator 213-381-8283 x109
United Way Help the Homeless Program 2000-2001

References (PRC)

PRC is proud to say that we have developed excellent relations with many public housing authority entities through our many projects. We are equally proud that excellent working relationships have been developed with the individual staff at these agencies. Examples of these management and/or staff members are:

The Housing Authority of The City of Los Angeles (HACLA)
2500 Wilshire Boulevard Los Angeles, CA 90057
Mr. Steve Renehan Director - Section 8 Phone: 213.252.2570

Housing and Community Development/Orange County Housing Authority
1770 N. Broadway Avenue, 2nd Floor Santa Ana, CA 92706
Mr. J. David Campos, Housing Assistance Division Phone: 714.480.2733

San Francisco Housing Authority
440 Turk Street San Francisco, CA 94102
Mr. Gregg Fortner, Acting Executive Director Phone: 415.554.1200

City of Anaheim Department of Community Development
201 S. Anaheim Boulevard, 2nd Floor Anaheim, CA 92805
Ms. Mary Everett, Housing Supervisor Phone: 714.765.4340,

Housing Authority of The County of Los Angeles
4800 Cesar E. Chavez Avenue Los Angeles, CA 90022
Ms. Beatrice Romo Phone: 813.978.8669

City of Long Beach Housing Authority/Department
521 E. 4th Street Long Beach, CA 90802
Mr. Larry Triesch, Director Phone: 562.570.5485

D. Equipment

On Your Feet's main office is equipped with high-speed internet (DSL) access for all management and staff, including the availability of individual e-mail accounts. Each additional caseworker or manager added to our staff for this project will also be furnished with a new office computer workstation and DSL high speed internet access.

OYF now has available several different choices of area mapping and geographic research tools. Most importantly for the requirements of the HSAP program, OYF's existing high speed internet access allows efficient, immediate access to the U. S. Census Bureau's census data and census tract / geographic mapping data instantly at any time. Official census tract information will be downloadable, and immediately available either as data or printable maps that can be integrated with OYF's other mapping resources including the DeLorme' Street Atlas mapping program, the Thomas Guide Computerized Mapping and Navigation System. This will allow very accurate **composite resource maps** to be produced showing each census tract's proximity to community resources such as transportation, employment-rich districts, schools, health facilities, shopping, and recreational facilities. These resource maps can be printed using OYF's **large-format color printer** to provide the clients with truly useful resource maps to assist them in their transition into a new neighborhood.

In addition, the high speed internet connection gives OYF several additional resources for private and governmental internet-based mapping options, including **MapQuest** (instantly available driving directions, maps, and customized route planning tools), Microsoft **TerraServer** (high resolution satellite photos linked to a street/geographic points of interest/public transportation/community services database), and more. OYF has access to no less than 5 computer-based detailed census tract mapping options.

<p>Thanks to our participation in the MTO program, we have a significant amount of 1990 census tract data files on file in our office already.</p>

OYF is equipped with the **Microsoft Office 2000 Suite** of applications, which includes powerful spreadsheet and database programs integrated with complete office function capabilities. As part of the HSAP program, it is planned to retain a qualified professional database programming specialist to create a customized database system allowing the needs of OYF and HACLA to best be met in the areas of reporting, record-keeping, and streamlined file accessibility. A **dual-mode** reporting system is envisioned where files, records, and reporting can be shared between OYF and Pacific Relocation, and between OYF and HACLA via either printed paper reports, computerized file transfer protocol (FTP), or both independently. This system will allow speedy and efficient sharing of information with the risk-free backup of paper records and files.

Equipment (PRC)

Pacific Relocation Consultants maintains a **full complement** of office equipment including high-speed copying and binding - and integrated and linked computer systems and proprietary case management software programs, both in our corporate headquarters, and regional offices in Oakland, Sacramento, San Diego and, Palm Springs. On a daily basis we access, research and, analyze demographic, and other **census-related** and general housing data from both the Federal, and State of California data bases.

E. Staffing

Key personnel currently employed at On Your Feet who will be involved in the HSAP program are:

Nicole Pagourgis – Executive Director

Erica Williams – Director of Programs

Pamela Parker - HSAP Program Supervisor

Renae Garrett – HSAP Landlord Liaison / Seminar Presenter

Jamie Gordon – HSAP Supportive Services Caseworker

Douglas Mugisha – HSAP Housing Search Counselor / Home Visit Counselor

Please see the individual staff qualification bio's in the appendix section OYF-8

Additionally, two additional full-time OYF caseworkers would be hired for the HSAP program.

Collaborative Partnership (Staffing)

On Your feet will be operating the HSAP program in a collaborative partnership with **Pacific Relocation Consultants**, a Southern California corporation that has provided high quality services to many public and non-profit agencies. OYF will be the prime contractor with sole reporting responsibility to HACLA, with Pacific Relocation Consultants being a **collaborative partner** in the role of subcontractor to OYF.

Staffing (PRC)

Pacific relocation Consultants' staff will be under the overall supervision of **Mr. Barry McDaniel**, Vice President, as Project Director. (Please see Mr. McDaniel's qualifications in the appendix section) The day-to-day management of PRC's

subcontracted Housing Search component will be handled by **Ms. Adelina McCloud** and **Ms. Mary Griffin**. (Please see Ms. McCloud's and Ms. Griffin's qualifications in the appendix section)

Additional caseworkers and outreach specialists are readily available and already on-staff at PRC if the need arises.

Staff Coordination

OYF and Pacific Relocation will establish multiple lines of communication including:

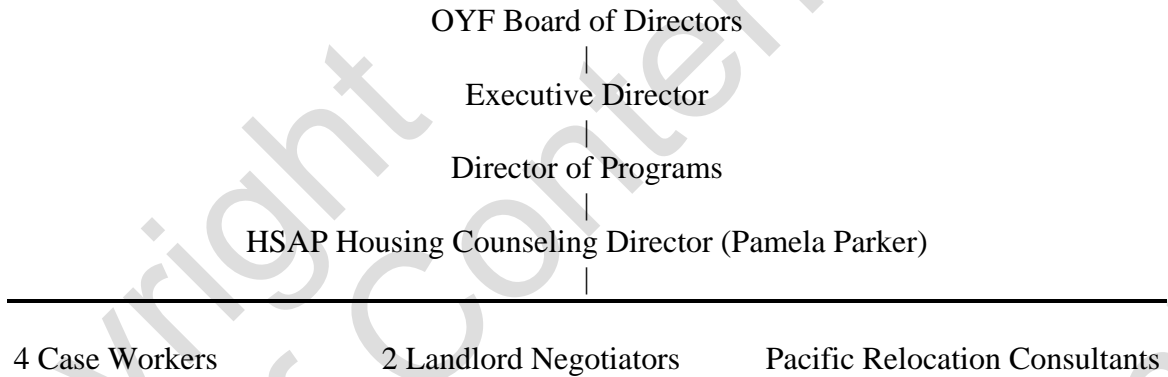
- **Telephone**
- **E-mail**
- **Internet file transfer**
- **Weekly in-person meetings**

to insure a good working relationship, a smooth flow of information, and immediate resolution to any discrepancies. OYF will meet with all clients to determine their needs, and relay these specific housing needs and desires to PRC at bi-weekly OYF-PRC meetings. OYF and Pacific Relocation will establish a standard policy for PRC's delivery of housing referrals, as well as a standard policy for record keeping and uniformity of client service records between the agencies. Identical copies of PRC's subcontracted Housing Referral Services component will be kept by Pacific Relocation **and** OYF, updated and reconciled weekly through file transfer, telephone, or at weekly meetings if necessary. This will insure that HACLA has easy and immediate access to all HSAP program records at one location (OYF) and will *not ever* have to assemble complete records from different agencies in different locations.

English and **Spanish**, the two most prevalent languages in the Los Angeles area, are routinely available at both OYF and Pacific Relocation. Should there be a sub-population as part of the HSAP project that requires a third language to be available, a translator will be made available on call to provide communication between clients and OYF or HSAP staff.

The HSAP Project Manager who will become the primary point of contact with HACLA shall be **Ms. Pamela Parker**. Ms. Parker has established a very good working relationship with staff at each public housing agency with whom she has worked in housing programs and other related responsibilities. Ms. Parker has extensive Real Estate experience, and has already established an excellent working relationship with Pacific Relocation Consultants on a previous low-income housing project.

The proposed organization of staffing for the HSAP program is illustrated by the following graphic representation:



F. Work Plan

On Your Feet fully intends to base our HSAP program work plan on the methods and practices we have developed over many years of working with low-income, Section 8, and economically disadvantaged clients in their search for affordable housing. Modifications and adjustments to these methods and practices will be made as appropriate, and designed to address both the specific needs of the HSAP program and to most effectively achieve the goals of HACLA and of HUD’s current priorities as published in the July 11, 2001 NOFA. On Your Feet’s Work Plan will include:

1. Agreement of mutually acceptable policies and practices for client services, transfer of information, referral of clients, reporting requirements, and work flow between OYF and HACLA. This will be accomplished through a series of in-person meetings and conferences at the outset of the program.
2. OYF Client Intake Process / Referral from HACLA: Initial and secondary client interviews – needs assessment, verification of factual and other information pertinent to the individual client family, establishing trust and credibility with clients. Credit check performed and other information gathered.
3. Personalized Housing Counseling, providing information and education about the HSAP program and how it affects them, discussion regarding the benefits of moving from high-poverty to low poverty areas, choosing a desirable and affordable neighborhood meeting the family’s needs. OYF uses a grid matrix to determine a family’s needs and how to prioritize them. (See attachment **OYF-4**)
4. Housing Search Seminar – Client attends group seminar presentations, learning about effective search techniques, availability of housing search resources, training on presenting themselves in the best possible light to landlords, interview skills, role-playing sessions, and other learning techniques to educate and empower clients in preparation for housing search. (These seminars were very popular with clients, lauded by the County housing authority, and provided valuable feedback. See attachment **OYF- 5**)
5. Housing Search and Referral – OYF meets bi-weekly with Pacific Relocation Consultants, providing PRC with a detailed, customized list of housing unit requirements for clients. PRC delivers the matching housing unit referrals to

- OYF. Clients are then made aware of the available rental units matching their needs in the desired areas, and are provided with the low-poverty area listings, street maps, community information referrals, and contact information by OYF. PRC conducts preliminary inspection and walk-through of units to determine if they are likely to meet Housing Quality Standards applicable to this program and Section 8 requirements during their landlord outreach/property search.
6. Housing Presentation/Visit - OYF escorts clients to client-selected rental properties for consideration.
 7. Client Advocacy Services – OYF assists clients in landlord negotiation, assistance in completing required paperwork, lease application, pre move-in counseling, payment and housing standards etc. Notify landlord about availability of supportive services applicable to them, including assistance in negotiations or dispute resolution with tenants. OYF provides counseling and referrals for moving to the new home.
 8. Post Move-in Services – OYF provides a full array of services and assistance designed to assist families in adjusting to their new environment. Services include ongoing counseling, client advocacy, referrals for community resources, schools, churches, medical care, transportation, shopping, employment, recreation, referrals to available service providers, child care, etc.
 9. Post Move-in Visit – OYF makes in-home visit to provide assessment of housekeeping needs and skills, household management skills, budgeting difficulties, tenant responsibilities, etc. Begin long-term case management phase.
 10. Post Move-in Inspection Assistance – OYF assists clients and landlords with HQS inspections, notifying clients by mail at least 120 days in advance of inspections, providing counseling and assistance in preparing clients for the inspections.
 11. Ongoing Services – OYF acts as intermediary between client families and landlord, offering dispute resolution, mediation, client advocacy, reporting claims of discrimination to HUD field office and local agencies, insuring that applicable fair housing laws are upheld, offering and conducting sensitivity training for police, schools, and local businesses relating to low-income tenants and the Section 8 program, providing referrals to other Section 8 clients who might provide mentoring and support group type activities, providing ongoing referrals to child care providers, employment, medical care, transportation, and other resources, offering OYF's in-house computer skills classes and other vocational resources, offering ongoing budgeting skills counseling, emotional counseling, and career counseling.
 12. Maintenance of Case Management Records – OYF shall maintain and update records of all OYF and PRC activity related to this program and services provided to clients, providing updated records to HACLA on a monthly basis. We have a full-time computer specialist, Kurt Hagen, on staff to develop specific programs. Additionally we have hired a computer database consultant, **Caminar**, to custom design file management and billing databases for each program.

Timeline

Since neither HACLA or On Your Feet know when the start date will be, or what the numbers of individual clients referred to this program each week or month will be, it is not possible now to create a dated or overall timeline for the entire program. At this stage, only **approximate average individual timelines** for each client are possible, based on OYF's experiences over 12 years of low-income housing placement. OYF has learned through this front-line experience that it can take up to 60 days to find Section 8 housing in low-poverty neighborhoods, and many clients have been forced to ask for extensions in order to find housing. OYF's approximate timeline for services and case management is:

- ✓ Within **24-48 hours** of the final client referral paperwork received from HACLA, the client will be contacted by OYF to begin the intake process, set up the initial intake interview, and create the case files.
- ✓ Within **90 days** of client referral, Steps 2 through 7 of the above Work Plan will be completed (intake through client leased-up and in housing).
- ✓ From 90 days to a minimum of **one year** after referral, OYF will provide Steps 8 through 12 of the above Work Plan (long-term case management, ongoing client services).

The **specific goals** OYF proposes for the program are expressed below. The method for measuring the success of this program will be a numerical comparison of the actual results against these proposed program goals:

1. The number of families overall to receive counseling, supportive services on an individualized basis, towards transitioning into low-poverty areas shall be **222 per year** for a period of three years, totaling **667 families**.
2. The percentage of these families who lease a housing unit using their voucher is projected to be **75%** per year, totaling **167 families per year** and **496 total**.
3. The portion of the above percentage of families leasing a housing unit using their voucher that lease units in a low-poverty area is projected to be **85%** per year, totaling **142 families per year** and **426 total**.
4. The portion of the above percentage of families leasing a housing unit using their voucher, that lease units in a low-poverty area, and who are still leasing a unit in a low poverty area 13 months later is projected to be **85%*** per year, totaling **121 families per year** and **362 total**.

*Assuming that 5-10% will be first time homebuyers

G. Support from HACLA

The above estimates and project goals are completely dependent on *several factors* beyond our control, and assume OYF and HACLA will maintain an efficient, smooth working relationship. These factors include:

- × Timeliness and flow of referrals
- × Pre-screening of the eligibility of referral clients
- × Timely and consistent inspections of rental units
- × Open lines of communication between HACLA and OYF
- × True spirit of partnership towards worthwhile long-term goals and affecting the future of large-scale governmental low-income housing policy

H. Evaluation

OYF believes that one of the keys to success in these demonstration programs is consistent re-evaluation of employees, strategies, and results. As a result, OYF plans on conducting:

- ✓ Weekly staff meetings with numerical objectives evaluated
- ✓ Development of daily, weekly, monthly, and overall program goals (In the FSS program, OYF had daily goals and daily tally sheets measuring success against these goals – See attachment **OYF-12**)
- ✓ Bi-weekly sessions with PRC (in person and by phone) to evaluate the quality and quantity of listings

In addition, On Your Feet has several other ways to internally evaluate our quality of services:

- **Standardized Case Management Files** which are reviewed monthly by the program director. Anomalies, omissions, and gaps in service provided will become visible immediately.
- **Monthly Client Status Report** forms showing clients' progress in their Client action Plan are also reviewed by the supervisor, and any necessary measures to keep the client moving toward their goals can be taken immediately. Caseworkers are required to contact all current clients a minimum of once per month.
- Executive Director will make **Random Client Calls**, based on the client status reporting. The Director will, for example, offer congratulations on a new job, or encouragement to apply for vocational training, etc.

Additionally, evaluation and feedback is given from the clients' perspective:

- ◆ During the meetings with clients, caseworkers will be instructed to ask whether their expectations or needs are being met, offering “on the spot” feedback.

- ◆ At the time of the Executive Director's random calls, the Director will also ask for feedback from clients. This allows the client to address the caseworker's boss should there be any unwillingness to criticize the caseworker directly.
- ◆ Clients will each receive pre-stamped, pre-addressed forms to provide their evaluation of the caseworker and overall agency performance. These forms will go directly to the Executive Director.

4. Case Management Capability

A. Clientele

On Your Feet currently serves a variety of clients with housing-related counseling, affordable housing search, and supportive housing-related services. The current **Housing Counseling Services** program serves "Welfare to Work" participants certified by the Department of Public Social Services and referred by HACoLA. LA City and County **FSS Program** participants are Section 8 voucher holders referred by those two respective agencies. The population targeted and served by both current programs is low-income assisted housing voucher holders.

On Your Feet currently provides counseling and/or housing search assistance to approximately 750 families through our LA City and County FSS programs, and the Housing Counseling Services Program. In addition, approximately 100 families are provided with counseling and housing-related search/supportive services through our privately funded Rental Assistance / Eviction Prevention program.

OYF operates throughout the greater Los Angeles area, serving clients in the Antelope Valley, San Fernando Valley, Central Los Angeles, Southern Los Angeles, South Bay/Long Beach, and surrounding areas. OYF has offices in Sherman Oaks and Long Beach.

On Your Feet generally does not restrict services to any target population. Our private and government-program clients are all usually low-income, economically disadvantaged, and/or homeless families.

We do not restrict any services or discriminate on the basis of age, gender, family composition, ethnicity, disabilities, education, citizenship, employment status, or governmental assistance.

Our privately funded **Rental Assistance** and **Eviction Prevention** program clients are accepted on the basis of economic difficulty or economic disadvantage, and as such their income does play a part in determining which services we will offer.

Through various government programs, OYF has served target populations and defined groups, and although we do not have any overriding requirements or

restrictions, we are **well capable** of serving a targeted population if it is required by a particular program.

Clientele (PRC)

Pacific Relocation Consultants presently provides housing counseling and search services, through the Housing Authority of The County of Los Angeles (HACoLA), to over four hundred (400) very low, and low income households in receipt of vouchers pursuant to the “Welfare-to-Work” program, throughout the county of Los Angeles. Services to these voucher holders are not restricted in any way.

B. Caseload

OYF currently employs seven full-time case management staff. Increases in caseload or requirements for specific functions for the HSAP program will be handled by hiring between one and four additional case managers as required. OYF has physical space for at least four new case managers in our Sherman Oaks office, and two additional in our Long Beach office.

The *current* caseload of the case managers at OYF is between 80 and 115 depending on program. Some of the current case managers at OYF will be fully or partially assigned to the HSAP program. It is estimated that their HSAP-specific caseload will be between 50 and 100 clients per year, either stand-alone or in addition to their other case management responsibilities. Given that the HACoLA Housing Counseling Services program is winding down, it would be a natural segue’ for some of OYF’s HCS staff members to transfer over to HSAP program positions.

OYF’s volunteers and interns are not assigned to case management duties, and will not be assigned to HSAP duties.

Caseload (PRC)

Within our Corporate offices in Long Beach, PRC presently maintains a staff of Corporate Principals, Project Managers, Relocation Consultants and, Relocation Specialists numbering twenty-four (24), in addition to administrative and clerical support.

Relocation Consultants/Specialists manage caseloads of eighty, to one hundred (80-100) households at any one time and, no “interns”, or “volunteers” are employed in this endeavor. An increase in cases over those currently under management will be dealt with through assignment to in-house staff; no “new-hires” are anticipated

C. Client Action Plans

On Your Feet has established a strong methodology for determining the needs of clients on a short and long term basis, and creating a client action plan. All intake (after referral) begins with a thorough intake interview, where the clients discuss their needs, desires, and the unique factors of each individual case. Only individual familiarity with each family's situation will allow a comprehensive and effective plan of action. The first interview also establishes from the start the family's desire and willingness to participate in their own success, and take a decisive role.

Case Management, Short and Long Term

On Your Feet proposes to utilize the following case management plan after intake is completed, again based on our many years of experience serving similar needs and requirements:

Short Term Case Management

- ✓ **Verification of Facts** – Client information is verified, such as employment, credit rating, rental history and stability, background checks, physical and other disability claims, etc.
- ✓ **Determining the Appropriate Location** - Assisting the client with determining ideal home size and layout, access to services, schools, public transportation, employment nearby, etc.
- ✓ **Neighborhood Resources** - describing available resources, rec. centers, crime statistics, schools, shopping, parks, day care, transportation, churches, and community resources. We already have an invaluable resource for this project, an in-depth census tract evaluation from the MTO program, which will allow us to provide very detailed information to our clients.
- ✓ **Application Counseling and Assistance** - Making the best impression and landlord negotiation, best use of credit report, financial resources, etc.
- ✓ **Emotional Counseling** - Helping clients maintain a positive outlook, overcoming negativity. OYF works with staff consultant, counselor Kara O'Donnell
- ✓ **Budget Counseling** – Clients will be taught the basics of successful budgeting to meet the needs of keeping a home, covering expenses, contingencies, and emergencies.
- ✓ **Moving / Move-in Factors** –Clients will be counseled and assisted to prepare for the cost, time, and effort of moving, methods to reduce or eliminate costs, and other related issues.
- ✓ **Security Deposit Assistance** - Direct financial aid deemed by OYF appropriate in a small percentage of cases, to enable clients to move-in immediately, or OYF to negotiate move-in more favorably with landlords.

Long Term Case Management

- ✓ **Tenant Counseling** - To maintain good relations with landlords and neighbors
- ✓ **Placement and Negotiation** - OYF will be a client advocate, assisting with rental applications, negotiating leases and deposits with landlords on behalf of clients.
- ✓ **Vocational Training** - OYF will offer computer skills classes, vocational assessment, resume' preparation, job search and placement assistance, work ethic and "dress for success" training.
- ✓ **Entrepreneurial Training** - Giving clients the motivation, knowledge, and financial/information resources for starting their own business.
- ✓ **Credit Counseling and Credit Repair** - Understanding credit reports, repairing bad credit, and maintaining good credit. OYF has the rare ability to run "**Triple Check**" reports onsite.
- ✓ **First Time Home Ownership Training** - Clients are given resources, access to lenders, and one-on-one assistance in purchasing a home. OYF is proud to say that we have helped over 150 individuals or families transition from homelessness to home ownership.

D. Transportation

Counseling will be provided at On Your Feet's offices in Sherman Oaks and Long Beach at a minimum, and will also be made available at HACLA or other locations for group sessions if appropriate. There is **public transportation** accessible by bus and/or Metrolink rail to each of OYF's offices. In addition, there is bus and/or Metrolink service nearby to the HACLA office at 2600 Wilshire in the event of group counseling sessions held at that location.

Private transportation can be arranged where appropriate, either for individual clients or groups. This will be a **separate budget item** that would be included if and when appropriate based on the actual requirements of the program. OYF firmly believes that a key to success in housing counseling is the understanding that it is **essential** to drive the clients to look at units when they are experiencing difficulty in getting there to see them on their own.

OYF's methodology often includes home visits to perform the post move-in housekeeping checks, occasionally assist with landlord disputes and negotiations, resolve difficulties in budgeting, and for other reasons. It is envisioned for the HSAP program that OYF will be conducting an average of at least one home visit per client family.

5. Access to Affordable Housing in Low Poverty Areas

A. Experience in Housing Search

OYF was one of only five agencies nationwide selected by HACLA for **Moving To Opportunity**. The largest H. U. D. pilot program in 30 years, **MTO** moved low-income housing project families transitioning from high-poverty census tract neighborhoods into low poverty census tract neighborhoods. On Your Feet **searched for applicable properties, counseled, prepared, and moved** over 114 low-income families using special **set-aside Section 8 vouchers**. OYF achieved the highest success rate, at the lowest cost, of all five MTO agencies nationwide.

OYF was chosen for Los Angeles County Housing Authority's **Housing Counseling Services** program, which required the same types of services as required by this RFP, including transition from high poverty areas to low poverty areas. A large portion of OYF's services were based entirely on housing search in low-poverty areas, and included educating families on the use of multiple housing search resources, identifying suitable locations in low-poverty areas, their responsibilities as tenants, budgeting skills, credit report counseling, performing preliminary inspections of potential units, providing property referrals, showing neighborhoods and potential units to families, and negotiating rents and security deposit payment schedules.

Experience in Housing Search (PRC)

The primary function of Pacific Relocation Consultants in over twenty (20) years of service to public, and private sector clients throughout California and Nevada has been the relocation of thousands of very low, and low-income individuals and families from "high poverty", blighted areas to decent, safe and sanitary housing in other areas of their communities not subject to adverse conditions.

B. Landlord Network

Over our twelve years of housing programs, OYF has developed a good working relationship with **well over 100 landlords**, property owners, and property management firms that allow us to refer or place clients through our various programs. However, the current low-income housing market has become critically inadequate, and far too risky for a program of this importance to rely on one agency's bank of landlords. OYF has chosen to collaborate with **Pacific Relocation Consultants** (PRC) as a prime subcontractor, with their specific function to make available PRC's large bank of property management companies and property owners in addition to OYF's existing resources. PRC will tailor their search to the specific needs and requests of the clients, as provided by OYF. This collaboration will result in a **much more powerful alliance** with far greater probability of access to enough low-income housing units to meet the HSAP program goals.

Landlord Network (PRC)

In housing resource searches, PRC has utilized the following:

- Surveys of classified rental listings of daily, and weekly newspapers and related web-sites serving the communities in which we work;
- Windshield surveys;
- Telephone, and field contact with real estate, and property management professionals in the community.

In the majority of communities in which we work we have established effective working relationships with real estate professionals who have served our clients well however, we believe it appropriate and advisable to maintain an “arms-length” relationship in this regard and, continually develop new contacts in this area. We neither “recommend”, nor “steer” clients to particular individuals or offices but, rather, provide choices among a number of agencies or services who have proved effective in the past.

C. Proposed Strategies

Given our recent experiences with the Housing Counseling Services program, as well as our own ongoing homeless program, On Your Feet is *painfully aware* of the difficulty of finding Section 8 housing in low-poverty neighborhoods. It will be the biggest challenge of the program by far. To this end, we will have our own team of housing search / landlord negotiation specialists (including a realtor and two experienced counselors from Housing Counseling Services) as well as the unlimited resources of Pacific Relocation Consultants.

To meet this difficult requirement, On Your Feet will be using a combination of **three methods** for conducting housing search as part of the HSAP program:

First, OYF will educate and empower the individual clients to become their own housing search specialists. We will accomplish this through **group training**, **individual counseling**, and offering access to **several methods** of housing search, including newspapers, magazines, internet, personal networking, etc.

Second, OYF will contact our own bank of landlords for available properties, referrals, and assistance. We will conduct our own landlord outreach using our own staff. Based on OYF’s experience and success with the MTO program as described, we will assign a specific **Landlord Outreach Specialist** recruiting landlords to participate in this program. In L. A. particularly, landlords have become increasingly

reticent to accept Section 8 due to the high demand for housing. OYF knows this specialist's results are a crucial, make or break issue to the success of the program.

The Landlord Outreach Specialist will:

- Develop a network of participating landlords, property managers, and owners
- Perform internet-based search for housing and solicitations for landlords
- Make onsite visits and solicitations, "knocking on doors" to recruit participants
- Attend meetings of local landlord associations (several) to recruit new landlords
- Deliver presentations and speaking engagements at landlord association meetings
- Advertise in landlord association publications and newsletters

OYF knows that befriending landlords creates a valuable personal relationship, helping negotiations on behalf of the client. The Landlord Outreach Specialist will be the "point person", spending most of their time out in the field recruiting landlords, maintaining relationships, resolving issues, and increasing the size and depth of the available property database. The specialist will also assist the project manager in two important related tasks:

- ➔ Developing an overall profile of each relocation neighborhood
- ➔ Developing a customized and prioritized analysis of the services needed or requested by each family in these neighborhoods

Third, Pacific Relocation Consultants will utilize their experienced staff to conduct landlord outreach, expand their housing unit resources, and make available their large landlord bank to clients. PRC's Landlord Outreach and Housing Search component features:

The primary function of Pacific Relocation Consultants in over twenty (20) years of service to public, and private sector clients throughout California and Nevada has been the relocation of thousands of very low, and low-income individuals and families from "high poverty", blighted areas to decent, safe and sanitary housing in other areas of their communities not subject to adverse conditions. Each displaced household is referred to no less than three (3) comparable, and available dwelling units. PRC maintains an active, and updated data bank of available housing in each community in which we work and, consequently, **has thousands of units which can be accessed** for client households.

In housing resource searches, PRC has utilized the following:

- Surveys of classified rental listings of daily, and weekly newspapers and related web-sites serving the communities in which we work;
- Windshield surveys;

- Telephone, and field contact with real estate, and property management professionals in the community.

In all communities in which we work we have established effective working relationships with real estate professionals and managers who have served our clients well. In any event, PRC staff works directly with individual property owners to accept Section 8 Voucher holders and, we are presently carrying out such one-on-one negotiations in managing an assignment of four hundred (400) “move-to-work” clients from the Housing Authority of The County of Los Angeles (HACoLA). In our prior work with, and for the Housing Authority of The City of Los Angeles (HACLA) in the Normont Terrace and Pico projects, three hundred fifty (350) households were tenants who required property owners to accept Section 8 on no less than a temporary basis during reconstruction; some tenants were permanently relocated to developments which subsequently accepted Section 8 tenants.

In addition, Pacific Relocation Consultants has held “focus group” meetings with Boards of Realtors, Owners’ Associations, etc., to encourage participation in the HUD Section 8 program.

We nevertheless believe it both appropriate, and advisable to maintain an “arms-length” relationship in this regard and, continually develop new contacts in this area. We neither “recommend”, nor “steer” clients to particular individuals or offices but, rather, provide choices among a number of agencies, or services which have proved effective in the past in placing certificate, and voucher holders.

OYF’s **counseling program methodology** will be based on our long-established methods and previous experiences serving low-income clients :

- **Initial Assessment** - featuring a detailed profile of the client’s individual situation, and their actual needs
- **Intake** - where the client first designs (and then makes an agreement to abide by) a comprehensive plan for their own self-sufficiency
- **Affordable Housing Assistance** - providing referrals, negotiation, search, placement and matching clients’ needs with affordable housing available
- **Landlord Mediation / Negotiation** - OYF negotiates on behalf of clients regarding rent and move-in deposits
- **Rental Assistance** – There will be a fund of money set aside to assist with move-in costs for a small percentage of clients
- **Vocational Training / Local Services** - We have a brand new in-house computer lab with ten fully equipped workstations including internet access. Students with no previous computer experience graduate with basic

competency in MS Office applications, word processing, database, internet, and qualified for entry level employment in today's coimputer-driven business environment. We also offer resume' preparation, job search and job placement services. OYF counsels clients to take advantage of available programs and local resources in child care, vocational training, educational seminars, employment resources

- **Counseling** - providing clients with guidance and assistance overcoming transitioning into low-poverty areas, making large changes in their lifestyle, and overcoming the emotional difficulties that befall the impoverished
- **Budgeting** - clients are counseled in preparing and adhering to a workable budget, allowing them to meet their needs and avoid future financial emergencies. Counseling also includes strategies to save money on household items, groceries, and utilities, shopping for best offers, utilizing group buying programs and co-operative warehouse pricing, etc.
- **Credit Counseling and Repair** - offering clients assistance in understanding credit reports and their effect, repairing bad credit, and maintaining a good credit profile
- **First Time Homebuyer Training** – Our long-standing motto is “From homelessness to Home Ownership”. Clients attend frequent seminars, and are given resources, access to lenders, and one-on-one assistance in purchasing a home. OYF is proud to say that we have helped over 150 individuals or families transition from homelessness to home ownership.

D. Experience with HACLA

On Your Feet, as mentioned previously, has an excellent working relationship and a **wealth of experience** dealing with HACLA's and other public housing agencies' Section 8 programs:

- On Your Feet has provided supportive housing services (identical or very similar to the Scope of Work in this RFP) to nearly 2000 low-income families in L. A. City and L. A. County **Section 8** and **FSS** programs for the last seven years (since 1994).
- OYF was one of only five agencies nationwide selected by HACLA for Moving To Opportunity (MTO) a **fair housing demonstration program**. On Your Feet provided services to over 114 low-income families using special *set-aside* **Section 8 vouchers**. OYF achieved the highest success rate, at the lowest cost, of all five MTO agencies nationwide. Importantly, the HUD MTO director cited that the relationship between OYF and HACLA was most impressive.
- OYF was a prime contractor for **Mobility and Mobility+**, a HACLA/FEMA emergency program after the 1994 “Northridge Quake”. OYF relocated nearly 600 low-income families using **emergency Section 8 vouchers**. **Mobility+** transitioned the emergency Section 8 vouchers into regular Section 8 program

On Your Feet's experience with HACLA's County equivalent HACoLA is equally impressive:

- OYF is now nearing completion of the Year 2000 HACoLA **Housing Counseling Services** contract, which includes **transition** from high poverty areas to low poverty areas. Program participants are holders of Section 8 vouchers.
 - OYF provided HACoLA's **Rental Search Services** program in 2000, assisting low-income Section 8 voucher holders by presenting training seminars to educate and empower low-income Section 8 renters in all aspects of housing search.
 - OYF has been selected for HACoLA's **Section 8 Deconcentration** Program in 2001, based on our many years of front line experience and demonstrated results with the Section 8 program, public housing authorities, and housing search/counseling.
- ➔ Additionally, OYF was honored to have been *approached directly* by the **Long Beach Housing Authority** this year, to provide Housing Counseling Service Consulting based on our years of successful experience in the field.

In addition to the specific requirements of Section 8 administration, On Your Feet has *extensive* experience with **fair housing practices** and **equal opportunity requirements**. We have been involved in depth with HQS (Housing Quality Standards) requirements and property inspections, as well as prevention and timely reporting of discrimination and violations of equal opportunity laws related to low-income housing, in virtually all of our public and privately funded housing programs. Because OYF is always deeply involved with client advocacy, tenant rights and landlord mediation on behalf of clients, OYF is also always *right in the thick of things* when discrimination or unfit housing problems relate to low-income Section 8 renters.

Experience with HACLA (PRC)

Pacific Relocation Consultants (PRC) has a long history of providing residential relocation services to the Housing Authority of The City of Los Angeles (HACLA), and other PHA's and public agencies throughout California. Our current work with the Housing Authority of The County of Los Angeles (HACoLA) is "on-point" in regard to the scope of work envisioned pursuant to the requirements of RFP No. 7272.

Relocation services provided by Pacific Relocation Consultants are conducted in accordance with the provisions of the California Health and Safety Code, Sections 33411 and 33411.1; the California Relocation Assistance Law, California

Government Code, Section 7260 et.seq., the California Code of Regulations, Title 25, Chapter 6; Relocation

Assistance and Real Property Acquisition, as amended January 01, 1998; and, the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA) and the implementing regulations of Handbook 1378 of the Department of Housing and Urban Development (HUD).

In addition, PRC staff makes every effort to ensure that relocation and resettlement does not result in different or separate treatment of households based on race, nationality, color, religion, national origin, sex, marital status, familial status, disability or any other basis protected by the federal Fair Housing Amendments Act, the Americans with Disabilities Act, Title VI of the Civil Rights Act of 1964, Title VII of the Civil Rights Act of 1964, Title VIII of the Civil Rights Act of 1968, the California Fair Employment & Housing Act, and the Unruh Act, as well as any other arbitrary or unlawful discrimination.

6. Capacity and Capability to Directly Provide or Access Services

A. Service Access/Delivery

Both On Your Feet's **and** Pacific Relocation Consultants' most noteworthy qualifications for providing services to the Authority are *identical*: **A stellar track record of providing similar or identical services to public housing agencies, with excellent **results** delivered time and time again.** OYF's standard of excellence in housing programs requiring similar or identical services, once again, includes :

MTO Fair Housing Demonstration - On Your Feet **counseled, case-managed, and moved over 114 low-income families using set-aside **HACLA Section 8 vouchers**. OYF achieved the highest success rate, at the lowest cost, of all five MTO agencies nationwide.**

FSS/Section 8 - OYF has provided services to HACLA and HACoLA for a large caseload in **Section 8 and **FSS** programs for the last seven years (since 1994)**

Mobility - 600 low-income families moved into safe housing using HACLA emergency Section 8 vouchers through the Mobility programs in 1994

Housing Counseling Services - 85 HACoLA low-income **Section 8 families (and counting) successfully counseled, placed, and case-managed since 2000**

Rental Search Services – OYF provided HACoLA services for **approximately 900 low-income families, receiving personal, in-depth training on housing search for Section 8 renters in 2000.**

OYF can directly provide the following services as part of the HSAP program:

- ❑ Client background and Credit Checks (OYF can run “Triple-Check” service in-house)
- ❑ Assistance in locating housing (12 years experience)
- ❑ Administering and accounting of program funds for:
 - moving assistance
 - moving services
 - security deposits
 - utility hookups
 - utility deposits (12 years experience)
- ❑ Assistance in resolving landlord/tenant disputes (12 years experience)
- ❑ Educational and vocational training (On-site computer qualification classes)
- ❑ Job placement (5 years experience)
- ❑ Financial management/budgeting counseling (12 years experience)
- ❑ Personal Counseling (Licensed Psychological Services Counselor Kara O’Donnell, who formerly was a full-time staff member here at OYF, is referred to on an as-needed basis)
- ❑ Substance abuse treatment and counseling (OYF partners with Portals, a local non-profit agency, to refer substance abuse counseling and treatment)

Service Access/Delivery (PRC)

Pacific Relocation Consultants’ most noteworthy qualification relative to the requirements of RFP No. 7272 is our continuing work with the Housing Authority of The County of Los Angeles (HACoLA) on numerous successful projects in the identical field and, our past experience working for, and familiarity with the staff and procedures of the Housing Authority of The City of Los Angeles (HACLA).

B. Service Coordination

On Your Feet’s work plan requires only a delivery of referrals from the collaborating agency before the lease-up. As such, no inter-agency coordination will be required post-lease. Once the client has leased their unit, On Your Feet will use our proven system of service coordination and provision:

1. **Monthly Telephone Calls** made to clients
2. **Home Visit** with clients at 6 month intervals
3. **Presentation of Seminars** (i.e. Budgeting seminars, Credit Seminars, First Time Homebuyer Seminars, etc.) that provide education, empowerment, information, and provide group services
4. **Personal Counseling** (as scheduled)
5. **Referrals** to specific neighborhood resources as needed

C. Development of Housing Search-Related Curriculum

OYF has **already developed** a *very significant amount* of curriculum and materials that are an identical or close match for the needs of this program, because of the many similar or identical requirements of previous programs. As such, the majority of the written materials, presentation packets, resource sheets, and educational materials already exist and need only current updating and minor changes before being distributed to HSAP clients. This alone represents a **tremendous savings** of time, effort, and money over “starting from scratch”. Further, OYF’s vast experience with these types of services will greatly speed up the process of updating and correcting the existing materials, as well as the creation of a small percentage of new materials to complete the resource library. Through the use of OYF’s MS Office Suite programs such as Microsoft Publisher, professional, eye-catching, and well designed publications of all styles and sizes can be created very quickly to meet any needs of this program. (Please see samples of documentation and curriculum in appendix **OYF-6**)

7. Financial Capability

A. Background

On Your Feet employs a professional outside CPA to oversee and maintain our financial records overall. Specific project records are kept in duplicate by the appropriate Project Director or Project Manager and the Director of Programs. The tools used to maintain accurate financial records of project funds include:

- ❑ Executive Director is the only signatory on all program-related checks
- ❑ Project General Ledger
- ❑ Expense Record Sheets
- ❑ Account Balance Sheets
- ❑ Two-party signed checks for all expenses
- ❑ Maintenance of detailed expense records, kept on file
- ❑ Originals and file copies of all checks kept on file
- ❑ Copies of all project income, checks, account disbursements to OYF

On Your Feet produces a detailed **Yearly Financial Statement**, and files IRS form 990-PF. Our accounting firm will be conducting an audit during 4th quarter 2001. On Your Feet is a 501 (c) 3 non-profit charitable organization, tax ID # 95-4201793 (see appendix **OYF-7**)

7.

B. Costs and Payments

On Your Feet / HSAP Proposed Budget Year 1

Supervisor / Administrator	\$45,000
4 Counselors @\$35,000	\$140,000
Landlord Negotiator	\$40,000
Computer/Office Equipment	\$3,500
Mileage	\$15,000
Office Overhead	\$7,600
Telephone	\$7,200
Materials, Handouts etc.	\$3,500
Group Counseling Meeting Snacks	\$900
Credit Check Service Charge	\$3,500
Pacific Relocation Consultants (Approx. \$200 per family)	\$44,400
OYF administrative fee	\$22,300
<hr/>	
Total	\$333,000

Payment for Services (Firm Bid)

The above referenced amount for year one of this program (\$333,000.00) represents the first-year component portion (222 clients) of a **three-year firm bid** for the operation of the HSAP program as outlined in this proposal, assuming a contract term of three years at this cost*. Yearly costs will be divided into 12 monthly payments and paid on the first day of the month in which services are to be provided

The final “total project cost” to HACLA over three years totals \$999,000.00 to serve an average of 667 clients over the term of the contract.

* Understanding the *pivotal* importance of the Housing Search component, we have allotted 20% of the total budget for the collaborative subcontract with Pacific Relocation Consultants.

C. Cost Increases

On Your Feet’s proposal assumes that the clients’ transportation to view properties, the clients’ moving costs, and the actual move-in deposits, utility deposits, etc. will be paid by the client. Transportation of clients is available through OYF and PRC, however these costs are not reflected in the above budget.

D. Labor Costs

Additional labor costs related to the HSAP program are not applicable, since the bid is for a Firm, Fixed Price for the completion of the project in total. In the event that unforeseen additional services outside the Scope of Work are desired by HACLA, the cost per hour for these services will be determined to the mutual satisfaction of OYF and HACLA, based on additional negotiations and the required scope of these services.

8. MBE/WBE Outreach

MBE/WBE outreach is not appropriate in this instance, due to the factors described in 9 below. However, OYF and PRC are both excellent examples of workplace diversity, and all hiring of staff is reviewed and planned to represent the levels of diversity in the community.

9. Exceptions and Deviations

On Your Feet and Co-proposer Pacific Relocation Consultants **have not** fulfilled the usual requirements of the MBE/WBE outreach for subcontracting firms for this project for two reasons. It is not assumed or envisioned that additional subcontracts will be offered by either of the co-proposers outside of the relationship between OYF and PRC, rendering outreach to any subcontractor not applicable to this proposal. Additionally, the short timespan between the availability of the RFP and the proposal due date (approximately *three weeks*) was not enough to conduct the advertising and MBE/WBE verification that would fulfill the requirement.

10. Appendices

OYF Supporting Documents

Letters of Recommendation

OYF-1 HUD / MTO

OYF-2 HUD/Mobility_

OYF-2 HUD/Mobility Cost-effectiveness

OYF-3 HACoLA Rental Search Services Seminars

OYF Supporting Documentation

OYF-4 Sample Housing Needs Determination Grid Form

OYF-5 Sample Seminar Evaluation Form

OYF-6 Sample Housing Search Seminar Curriculum

OYF-7 501 (c) 3 Certification

OYF-8 Staff Resume/Bio for OYF and PRC personnel

OYF-9 Organization Chart

OYF-10 OYF Board of Directors

OYF-11 Financial Statement

OYF-12 Sample Daily Tally/ Objectives Sheet

HACLA Required Documents

MBE/WBE

Non-Collusion

Affirmative Action