

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: March 26, 2013

CAO File No. 0150-08646-0004

Council File No. 12-1470

Council District: Various

To: The Council  
The Mayor

From: Miguel A. Santana, City Administrative Officer *MSA  
RW*

Reference: Transmittal from the Los Angeles Housing Department dated February 26, 2013; received by the City Administrative Officer on March 6, 2013

Subject: **REPORT BACK REGARDING THE COMPETITIVE PROCESS UNDERTAKEN TO AWARD A PERSONAL SERVICES CONTRACT TO S. GRONER ASSOCIATES, INC. AND A REQUEST FOR AUTHORIZATION TO EXECUTE A CONTRACT WITH S. GRONER ASSOCIATES, INC.**

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### SUMMARY

At the October 31, 2012 meeting of the Housing, Community and Economic Development (HCED) Committee, the Committee directed the Los Angeles Housing Department (LAHD) to report back to the Council and Mayor with further details regarding the competitive process undertaken to award a contract to S. Groner Associates, Inc. (SGA) for outreach and education strategies and assistance to raise awareness of LAHD programs and services (C.F. 12-1470). The Council concurred on November 6, 2012 with the HCED recommendation.

The LAHD prepared report dated February 26, 2013 which describes in detail the process regarding the 2012 Request for Qualifications (RFQ) for Housing Studies and Services. The report also requests authority to execute a contract with SGA for a term of one year from the date of execution in the amount of \$160,000. The term may be extended for two additional one-year periods for a total not to exceed three years, subject to available funding, contractor compliance, government legislation, and evaluations of the contractor's performance. Funding will be provided from Fund 41M, Systematic Code Enforcement Fee (\$80,000) and Fund 440, Rent Stabilization Trust Fund (\$80,000). This Office recommends approval of the contract with SGA. A copy of the LAHD report is attached.

### BACKGROUND

In October 2009, the Mayor and Council authorized LAHD to execute a Professional Services Agreement with SGA to design and develop an outreach program to educate landlords and tenants about their rights and responsibilities under the City's Rent Stabilization Ordinance (RSO) and the Systematic Code Enforcement Outreach Program (SCEP) Ordinance (C.F. 08-2744). SGA completed a 225-page RSO and Code Enforcement Community Outreach Plan in May 2011, which presents the design for a comprehensive citywide landlord-tenant education and outreach program.

The LAHD has implemented several components of the program, such as upgrades to the LAHD web page, the display of educational videos at LAHD public counters, the availability of educational workshops throughout the city, and the dissemination of an electronic newsletter. However, for the successful and timely execution of the next stages of the Community Outreach Plan, LAHD states that additional resources will be needed due to the City's budgetary and staffing constraints and the shortage of in-house expertise to design and use new media technologies. Consequently, LAHD requests the services of a consultant to finish the recommended landlord and tenant training and educational activities that are contained the Outreach Plan.

The LAHD issued an RFQ for Housing Studies and Services in April 2012. The Department followed the City's standard contracting procedures for advertising the RFQ and evaluating the responses. In November 2012, the Mayor and Council approved the qualified list of contractors as proposed by LAHD. The 55 contractors are divided into 14 categories, including Economic and Data Analysis, Housing Policy and Development, and Grant Writing and Resource Development. For the Outreach and Education Services category, SGA scored the highest of the three qualified candidates. The City's Charter Section 1022 evaluation was presented in the report from this Office regarding the approval of the qualified list of candidates (C.F. 12-1470).

If the proposed agreement with SGA is approved, LAHD intends to negotiate a contract with a schedule of deliverables selected from the RFQ Scope of Work and within the \$160,000 budget which will allow the Department to continue the implementation of the Community Outreach Plan. The Department states that technical assistance is needed especially regarding the development of social media tools to provide easy and reliable access to LAHD information. The Department desires to work with SGA because they have the skills, knowledge and experience to design and implement landlord-tenant programs and because the company developed the Community Outreach Plan that LAHD has adopted. At the direction of the City Attorney, LAHD will use a Request for Bids process to select consultants from the list of Housing Studies and Services contractors for future studies, projects or services.

**RECOMMENDATIONS**

That the Council, subject to the approval of the Mayor:

1. Authorize the General Manager, Los Angeles Housing Department (LAHD), or designee, to execute a contract with S. Groner Associates, Inc. (SGA), in the amount of \$160,000 for a term of one year from the date of execution, with the option to extend the contract by two one-year terms not to exceed at total of three years, subject to 1) review and approval by the City Attorney as to form; 2) funding availability, the contractor's continuing compliance with applicable Federal, State, and local government legislation, and evaluations of the contractor's performance; and 3) compliance with the City's contracting requirements. Funding will be provided as follows from Department 43:

<u>Fund</u>	<u>Account</u>	<u>Amount</u>
41M, Systematic Code Enforcement Fee	43J412, Service Delivery	\$80,000
440, Rent Stabilization Trust	43J412, Service Delivery	<u>80,000</u>
	Total:	\$160,000

2. Authorize the General Manager, LAHD, or designee, to prepare Controller instructions for any necessary technical adjustments consistent with the Mayor and Council action in this matter, subject to approval of the City Administrative Officer (CAO), and authorize the Controller to implement the instructions.

## **FISCAL IMPACT STATEMENT**

There is no impact to the General Fund. Approval of the recommendations in this report will permit the Los Angeles Housing Department (LAHD) to enter into a contract with S. Groner Associates, Inc. in the amount of \$160,000 for outreach and education strategies and assistance to raise awareness of LAHD programs and services. The recommendations are in compliance with City Financial Policies in that the full cost of these services will be paid through available special fund sources. Any subsequent funding awards and term extensions will be contingent on the availability of funding.

*MAS:MMR:02130099C*

Attachment

mmr  
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RENT STABILIZATION DIVISION

Los Angeles Housing Department

**LAHD**

FEBRUAR -6 11:16  
CITY ADMINISTRATIVE OFFICE



Antonio R. Villaraigosa, Mayor  
Mercedes M. Márquez, General Manager

1200 West 7th Street, 8th Floor, Los Angeles, CA 90017  
rent hotline 866.557.RENT | fax 213.808.8818  
lahd.lacity.org

February 26, 2013

Council File Number: 12-1470  
Council District: Citywide  
Contact Person:  
Anna Ortega 213-808-8551

Honorable Antonio R. Villaraigosa  
Mayor, City of Los Angeles  
200 North Spring Street, Room 303  
Los Angeles, CA 90012

**COUNCIL TRANSMITTAL: REPORT BACK FROM THE LOS ANGELES HOUSING DEPARTMENT (LAHD) REGARDING THE COMPETITIVE PROCESS UNDERTAKEN TO AWARD A PSA TO S. GRONER ASSOCIATES, INC.**

**Summary:**

Pursuant to Council File Number 12-1470 dated November 6, 2012, The Mayor and City Council have directed the Los Angeles Housing Department (LAHD) to report back within 60 days with background information regarding the competitive process undertaken to award a PSA to S. Groner Associates, Inc.

**Recommendations:**

The General Manager, LAHD, respectfully recommends:

- A. That your office schedule this transmittal at the next available meeting(s) of the appropriate City Council committee(s) for review and forward it to the City Council for review and approval immediately thereafter;
- B. That the City Council:
  - 1. AUTHORIZE the General Manager, LAHD, or her designee, to execute a new contract, subject to the City Attorney review and approval as to form, with S. Groner Associates, Inc, for one year from the date of contract execution, in the amount of \$160,000: \$80,000.00 from Fund 41M, Systematic Code Enforcement Fee, Department 43, APPR account number 43J412, Service Delivery; and \$80,000.00 from Fund 440, Rent Stabilization Trust, Department 43, APPR account number 43J412,

Service Delivery. Said contract term may be extended for two additional periods for up to one year each, for a total not to exceed three years, subject to funding availability, contractor's continuing compliance with applicable Federal, State, and local government legislation, and an evaluation of Contractor's performance.

2. AUTHORIZE the General Manager, LAHD, or designee, to prepare Controller instructions for any necessary technical adjustments consistent with the Mayor and Council action in this matter, subject to approval of the City Administrative Officer (CAO) and request that the Controller to implement the instructions.

C. That the Mayor concur with the action of the City Council.

**Background:**

As the economic and affordable housing crisis continues to impact Los Angeles renters and property owners and in light of the urgent need to expand training and public information efforts to educate landlords and tenants on their rights and responsibilities under the Rent Stabilization Ordinance and Code Enforcement programs, the City Council and the Mayor authorized LAHD to release a Request for Proposals (RFP) to hire a consultant to design and develop a Rent and Code Outreach Program (Council File Number 08-2744 dated December 10, 2008). Subsequently, the Mayor and City Council authorized the LAHD to execute a contract with S. Groner Associates, Inc. selected through a competitive bidding process (Council File Number 08-2744 dated September 22, 2009).

In May 2011, S. Groner Associates, Inc. completed the design for a comprehensive citywide landlord-tenant education program. This effort is designed to prevent economic and social harm to City residents and property owners due to lack of information; reduce the number of last minute crisis calls for assistance to the City's elected officials from constituents who have no knowledge of where to turn or whom to ask for help when they learn their home is jeopardized by foreclosure, demolition, unsafe conditions, condominium conversion, or other emergency housing situations; and improve working relationships between rental property owners and organizations and tenant advocates while enhancing preparedness to address future emergencies and disasters. The need for implementation of the landlord-tenant education program continues to be critical in the deteriorated housing market, especially for tenants who are displaced and have difficulty finding affordable replacement housing. This is particularly traumatic for seniors, the disabled, and other household on limited incomes. Education and outreach is equally important for property owners, particularly for "mom and pop" landlords.

Following the recommendations of the outreach and education plan completed in 2011, the LAHD has implemented several components of the plan, such as upgrades to the LAHD's web page and providing greater accessibility through the internet including an electronic public events calendar, displaying educational videos at our public counters,

offering an expanded series of educational workshops citywide, and dissemination of an e-newsletter. However, additional resources are needed to implement the complete outreach plan. Due to staffing constraints imposed by the managed hiring process implemented as a result of the City's budgetary crisis, together with the shortage of in-house technical expertise in the design and utilization of new media technologies, the services of an outside consultant is the most efficient way to obtain the expertise needed for implementation of the recommended training and education activities. Consequently, the LAHD proposed to conduct a new selection process for a consultant to implement the remaining components of the plan.

### **Request for Qualifications (RFQ) Process**

The LAHD spent significant time and resources to develop and implement a thorough department-wide 2012 Housing Studies and Services RFQ process, with proposed services in 14 subject areas including Public Relations, Outreach and Education.

To develop the 2012 Housing Studies and Services RFQ, staff solicited scopes of services from LAHD program managers with technical expertise in each of the subject areas. The final RFQ included all information necessary to submit a proposal including, but not limited to: a scope of services for each subject area, the scoring and evaluation process, general city reservations and conditions, and detailed instructions. The final RFQ was submitted to the City Attorney for review and approval before it was released to the public.

All proposal submissions were reviewed to determine that the minimum threshold eligibility requirements were met. This initial threshold review (Attachment 1) was conducted to ensure that the proposals were eligible and that complete applications and all supporting documents were submitted. Incomplete proposals or those received after the deadline were not considered for evaluation. All eligible proposals were evaluated (Attachment 2), scored and ranked. The RFQ contained the basic evaluation criteria and scoring procedures based on the scope of services. This section was also reviewed and approved by the City Attorney. Each eligible proposal was reviewed for experience, past work products, proposed approach and costs. Each submission was reviewed by a team of three (3) LAHD staff who are technically qualified to evaluate the scope of services and the proposer's overall ability to perform the work. Each evaluator used the same scoring criteria. The evaluation included a cost comparison of the proposers within each subject area.

Only proposers receiving a qualifying score of 75 or greater were included in the RFQ qualified list for eligibility to contract with the LAHD in the future. Submissions were ranked according to their score, with one-hundred (100) being the highest possible score. All applicants were notified in writing of their scores. Those receiving a score below 75 were given the opportunity to appeal the decision based on procedural grounds.

## Contractor Selection Process for the Public Relations, Outreach and Education Program

Four (4) organizations submitted a proposal to carry out implementation activities of an outreach and education program as outlined in the 2012 Housing Studies and Services RFQ to educate landlords and tenants of their rights and responsibilities under the Rent Stabilization Ordinance (RSO) and Systematic Code Enforcement Program (SCEP) Ordinances, as well as other programs and services available through the LAHD. The Scope of Services required for the proposals submitted included:

- Implementation of public information and education initiatives that focus on raising awareness of LAHD programs & services by landlords, tenants, property managers, realtors, housing developers, lenders, non-profit agencies, government agencies, and other interested parties;
- Strategies for to diverse and multi-ethnic communities and targeted education for “mom and pop” landlords, owners and tenants of RSO properties, and owners of foreclosed properties or properties at risk of foreclosure.
- Development and implementation of a targeted media strategy, utilizing newsprint, radio, television, buses, media kits, video, webinars, and creative grassroots advertisements;
- Technical assistance in utilizing new technologies and social media to reach LAHD target audiences, including upgrade on the design and technical structure of the LAHD website;
- Instituting a Citywide Housing Services Forum.

All four proposals were evaluated and scored according to the procedures stated in the Request for Qualifications process stated above. One of the proposals scored below 75 and was not considered to be placed in the RFQ qualified list. S. Groner Associates, Inc., the proposer with the highest score (Attachment 3) was found to be the most qualified firm to provide the appropriate strategies and services to implement the next phase of the citywide landlord-tenant information and education program at a reasonable cost.

<b>Consultant</b>	<b><u>Final Score</u></b>
<b>S. Groner Associates Inc.</b>	<b>97</b>
<b>Robert Group</b>	<b>85</b>
<b>Phelps Group</b>	<b>83</b>
<b>Everfield Consulting</b>	<b>53</b>

Three firms, including S. Groner Associates Inc., the Robert Group, and the Phelps Group, were found to be qualified firms eligible for consideration for projects and services outlined by the Housing Services Request for Qualifications in this category. Should there be a need to obtain additional services in the future, the LAHD will issue a request for proposals for the specific projects or services and select from proposals submitted by any of the three firms identified as eligible under this RFQ.

**Discussion:**

LAHD staff reviewed the qualification and selection process with City Attorney staff, who opined that the use of Request for Proposals (RFP) would be a better process than a Request of Qualifications (RFQ) for the solicitation of bidders for general service needs. However, even though the solicitation of services for the Public Relations, Outreach and Education Program is included in the 2012 Housing Studies and Services RFQ, the scope of the required services basically was in the form of an RFP for proposers to submit a plan to implement the program, provide their qualifications, and their proposed cost for the services rendered. In conducting the review of proposals submitted for the Housing Services RFQ, the Department essentially completed a competitive bidding process. Re-issuing an RFP for the same program would result in a substantial duplication of work for both LAHD staff and interested bidders. In light of the extensive review and qualification process already completed, the LAHD believes it has satisfied the requirements for a fair, thorough and impartial procurement process for the awarding of the contract for outreach and education services.

Given that the selected consultant has extensive background in designing the landlord-tenant information program and has demonstrated the expertise necessary to successfully implement the subsequent phases of the plan, the LAHD does not believe that it would be efficient to repeat the process through an RFP.

The LAHD, therefore, recommends that the Department be authorized to execute a contract for services with S. Groner Associates in order to implement programs to target, leverage and expand education and information services to the City's landlords and renters.

Prepared by:

Reviewed by:



ANNA ORTEGA  
Director  
Rent Stabilization Division



ROBERTO ALDAPE  
Assistant General Manager  
Regulatory Compliance & Code Bureau

Approved by:

Approved by:



RUSHMORE CERVANTES  
Executive Officer



MERCEDES MÁRQUEZ  
General Manager

Attachments

# THRESHOLD REVIEW FORM

FOR THE HOUSING STUDIES & SERVICES RFQ - MAY 2012

Attachment 1

**Legal Name of Bidder** (see cover letter):

**DBA of Bidder (if applicable):**

**Basic eligibility requirements for bidders:**

- (1) Qualified and is in good standing to do business in California
- (2) Has not been determined to be non-responsive or debarred by the City pursuant to the Contractor Responsibility Ordinance
- (3) Has not been debarred by the federal, state or local government
- (4) Has no outstanding debt with the State or the City

**Required Documentation**

**Status**

**GENERAL PREPARATION GUIDELINES**

Met submission deadline per RFQ requirement?	Yes _____	No _____
Proposal Checklist (Table of Contents)	Yes _____	No _____
Cover Letter (must be on letterhead)	Yes _____	No _____
Written entirely in English?	Yes _____	No _____
Legal name and structure (see Attachment 4, CRO, Section B. Business Organization/Structure)	Yes _____	Structure: _____
	No _____	
Has bidder been debarred by the City pursuant to the Contractor Responsibility and Contractor Performance Evaluation Ordinances (See Attachment 4, CRO, Question 12)?	Yes _____	No _____
Corporate seal embossed on original proposal?	Yes _____	No _____
Authorized representative signed the documents (e.g. President, CEO, Vice-President)?	Yes _____	No _____
One original, 3 stapled copies and 1 electronic copy?	Yes _____	No _____
Copies numbered on right-hand side?	Yes _____	No _____
Cover letter with title address, phone, fax, email and wet signature?	Yes _____	No _____
Proposal is typed and clearly legible.	Yes _____	No _____
Each page numbered sequentially at bottom of page	Yes _____	No _____

**STATEMENT OF QUALIFICATIONS**

(Pages in excess of stated limits will not be read and will not be considered in scoring)

**Scope of Work**

Did the proposer include a Scope of Work section? Yes \_\_\_\_\_ No \_\_\_\_\_

**Assigned Personnel**

Did the proposer include an Assigned/Key Personnel Section? Yes \_\_\_\_\_ No \_\_\_\_\_

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**References**

Did the proposer provide at least 3 contacts?      Yes \_\_\_\_\_ No \_\_\_\_\_

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**Fee Schedule**

Did the proposer submit a list of hourly rates?      Yes \_\_\_\_\_ No \_\_\_\_\_

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**Additional Information (optional)**

Did bidder include an additional/ptional section?      Yes \_\_\_\_\_ No \_\_\_\_\_

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**ATTACHMENTS**

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Attachment 4: Contractor Responsibility Questionnaire (6 pages. Responses to all 20 questions must be complete. Form must be signed. Answers must comply with Bidder Basic Eligibility rules noted at top of this form.)      Yes \_\_\_\_\_ No \_\_\_\_\_

Attachment 5: Bidder Certification CEC Form 50 (Was it completed, signed, dated?)      Yes \_\_\_\_\_ No \_\_\_\_\_

Attachment 6: Bidder Certification CEC Form 55 (Was it completed, signed, dated?)      Yes \_\_\_\_\_ No \_\_\_\_\_

Online Attachment: EBO/SDO/AA affidavit uploaded online to LABAVN or exemption forms submitted?      Yes \_\_\_\_\_ No \_\_\_\_\_

Attachment 10A&10B: Proposer Workforce Info/Non-Collusion Statement (Was it completed and signed?)      Yes \_\_\_\_\_ No \_\_\_\_\_

Attachment 11: Collaborator Agreements (if applicable)      Yes \_\_\_\_\_ No \_\_\_\_\_

Attachment 12: L.A. Business Assistance Virtual Network Registration Information      Yes \_\_\_\_\_ No \_\_\_\_\_

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**Recommended for Scoring?**

Please select "Not recommended" if your threshold review reveals:

- Required documents incomplete, unsigned, or missing
- Gross failure to follow instructions

Recommended \_\_\_\_\_

Not Recommended \_\_\_\_\_

**Date:**

**May 29, 2012**

**Reviewed by:**

**EVALUATION PACKET**

**Attachment 2**

**Housing Studies & Services RFQ  
2012**

Proposer's Name: \_\_\_\_\_ Subject Area: \_\_\_\_\_

Rater's Name: \_\_\_\_\_

<b>SCORE SUMMARY</b>	<b>MAX</b>	<b>ACTUAL</b>
<b>1. Experience</b>	<u>25</u>	_____
<b>2. Past Work Product(s)</b>	<u>25</u>	_____
<b>3. Approach</b>	<u>25</u>	_____
<b>4. Adequacy of Cost(s)</b>	<u>25</u>	_____
<b>GRAND TOTAL</b>	<u>100</u>	_____

Rater's Initials \_\_\_\_\_

Date \_\_\_\_\_

## Overview

LAHD's Policy & Planning Unit issued a Request for Qualifications (RFQ) for Housing Studies and Services. To meet its multiple objectives and/or adapt to emerging needs, the LAHD periodically looks to experts in highly-specialized fields to provide adequate guidance and information on specific subjects. The goal of this evaluation process is to develop a list of qualified firms/individuals that the LAHD may hire at any time as funding permits, during the next three years.

## **SUBJECT AREAS**

**1. Economic and Data Analysis:** To assist in collecting and evaluating data to support program design, decision making and housing market analysis. Data collection and analysis will include, but not be limited to, demographic data (i.e. low income renters, senior and disabled renters and homeowners), geographic data (i.e. regional housing needs), trend analysis, and data to support key priorities of the Housing Department such as green communities, transit oriented development, foreclosure response, homelessness and the transfer of redevelopment housing assets and functions. This would also include developing and applying economic input/output models to measure the direct, indirect and induced impacts supported by the Los Angeles Housing Department's program dollars and other public and private capital invested in the economy such as output, employment and tax revenues.

**2. Housing Policy Development:** Assist the LAHD in the development of major housing policies, local ordinances, and action plans to inform and provide guidance to decision makers when reviewing proposed budgets, guidelines, programs and legislation. This may include but is not limited to the development of the Federal Housing & Community Development Consolidated Plan, the Annual Action Plan documents or other policy related research and analysis.

**3. Fair Housing Studies:** To assist in undertaking actions to overcome the impediments to fair housing listed in the City's Analysis of Impediments to Fair Housing Choice, which is a major study that is mandated by the U.S. Department of Housing & Urban Development (HUD) as a condition of receiving funds from the Housing & Community Development Consolidated Plan entitlement grants, or other studies and reports that identify barriers to fair housing in Los Angeles. Experts in the fair housing field can also provide research, analysis, training, and "patterns and practice" studies on fair housing impediments, access and functional needs of City residents, Section 504 of the Rehabilitation Act and Americans with Disabilities Act (ADA) requirements and implementation, and assist LAHD staff in developing and implementing programs, practices and protocols to reduce existing barriers to fair housing. These experts may also assist LAHD in conducting a new Analysis of Impediments, as periodically required by HUD.

**4. Grant Writing, Resource Development and Grants Management:** To assist the City in researching and writing grant proposals for state, federal, philanthropic, foundation and other funds, including but not limited to grants for: homeownership programs, foreclosure prevention, lead hazard abatement, healthy homes education, policy change and production, community outreach, green communities, preservation, transportation and housing, and services related to code enforcement. Identify and assist with state and federal legislative and other opportunities which could yield resources for housing-related needs and programs. Assess and/or improve City grants management policies and procedures, compliance with local, state and federal grant-related regulations, requirements and related activities.

**5. Housing Program Evaluation, Improvement, and Design:** To assist with the evaluation, improvement of new or existing housing-related programs, including but not limited to programs for persons who are homeless or at risk of homelessness (i.e. research on "best practices" – outstanding examples of programs around the nation – for adaptation to the needs of Los Angeles); evaluation of existing LAHD housing program operations, administration and related procedures, as well as design program improvements as needed (e.g. evaluation of lending, construction management, rehabilitation, lead programs, homeless programs, and portfolio maintenance practices); design and implementation of new programs enabled by changes in the

housing and financing markets and federal and state laws such as the creation of a loan loss reserve fund or implementation of housing programs of the former redevelopment agency, among others; and tracking, maintaining and reporting of housing accomplishments, development of and/or revisions to underwriting and financial feasibility models, including, but not limited to aligning LAHD sources with other local, state, and/or federal funds.

**6. Management and Leadership Development:** Provide training to LAHD staff for the development of skill sets that enable effective team and program management, decision-making and problem-solving. Incorporate sufficient flexibility to tailor the training(s) to the evolving needs of the Department.

**7. Legislation and Regulations:** To identify and analyze impacts of proposed legislation, regulations, and policies on Los Angeles residents and City operations; provide analysis of proposed legislation, regulations, and policies related to various federal, state, and local housing programs and issues (such as housing finance, rent stabilization, preservation, transportation, landlord and tenant issues, code enforcement receivership, land use, and predatory lending) to analyze the cumulative effect of proposed and existing housing regulations as well as budgetary changes; and identify legislative changes and initiatives the LAHD should pursue.

**8. Housing for Persons with AIDS (HOPWA) Technical Assistance:** To provide technical assistance with the HOPWA program in general, and to assist with the development of a HOPWA strategic plan including a gap/needs analysis; conduct or coordinate training for LAHD and HOPWA service providers; assist with the Connections Program (i.e., analysis, grant applications, etc); develop program outcome & assessment performance measures and reporting for HOPWA contractors; provide HOPWA program analysis and development, and assist with the development of an implementation plan to coordinate HOPWA services delivery with all governmental and non-profit agencies responsible for providing services to persons with HIV/AIDS. Attend the Los Angeles Countywide HOPWA Advisory Committee (LACHAC) meetings and subcommittee meetings as necessary and assist in the coordination of any HIV/AIDS strategic plan process with the County of Los Angeles. Review newly enacted federal regulations and provisions related to the HOPWA or other related programs and advise the LAHD on the effect of the HOPWA program. Provide other technical assistance related to the HOPWA program, as necessary.

**9. Assisted Affordable Housing – Tenant - Outreach & Education Program:** To identify and contract with qualified consultants to provide citywide and/or localized tenant outreach and education, as needed, for the preservation of at-risk assisted affordable housing stock. "At-risk" is defined as properties comprised of housing units assisted and/or restricted by various public sources that are maturing, expiring or terminating in the next 5 years. As a result of a pending affordable housing conversion action or emergency situation, the consultant will engage and provide outreach and education to tenants in efforts to inform them of their rights and responsibilities, engage them meaningfully in decisions about the property's future and preserve properties as affordable housing.

The consultant will provide tenants with information on the options, challenges and opportunities based on a particular conversion action; their rights and responsibilities; affordability restrictions and requirements; renewal and extension options; notification requirements; the interaction of existing/expiring affordability restrictions and City regulations; a property's physical condition and habitability requirements; support and development of tenant groups or associations; other available affordable housing resources; and other relevant topics. These efforts will be conducted through direct door-to-door visits, tenant meetings, cluster and/or community meetings and mail outs as needed. The outreached properties will be identified by the consultant and the LAHD. The LAHD will approve all eligible property activities. As needed, the consultant will also provide support to program staff on data collection; develop and distribute outreach materials; workshops and/or trainings; database management; at-risk property analysis, and other program support.

**10. Assisted Affordable Housing – Owner – Outreach & Education Program:** To identify and contract with qualified consultants to assist the LAHD in analyzing and identifying potential affordable housing at-risk

properties, catalog and discern the factors impacting property owner's decisions, and, when possible, to work with owners to preserve the affordability on said property. "At-risk" is defined as properties comprised of housing units assisted and/or restricted by various public sources that are maturing, expiring or terminating in the next 5 years.

The consultant will provide direct support and information to encourage property owners and/or management companies of at-risk assisted affordable housing to maintain the units as affordable, to complete needed property improvements, or to transfer the property to an entity that will commit to entering into a long-term assistance contract and/or use restriction agreement. The consultant will educate owners of restricted housing on the latest incentives available from the federal, state, and local governments to help facilitate the preservation of affordable housing; provide federal, state, and local regulations, notice requirements and compliance information when a conversion action occurs; provide guidance in renewing or terminating housing subsidies or covenants to ensure effective and timely communication with public agencies, tenants and other stakeholders. These efforts are to be conducted through meetings, telephone calls, surveys and workshops.

**11. Systems Audit and Review:** The LAHD relies on systems for many of the accounting and reporting functions for both federally funded and fee funded programs. The city relies on accounts receivable and revenue data from such systems to report in the Comprehensive Annual Financial Report, which will be available to investors, the public, and other stakeholders. Qualified applicants should be able to conduct Information Systems Audit, Internal Controls, and Information Technology Control Review to ensure data integrity and proper controls of the systems the LAHD relies on efficient operation and reporting. CPA and CISA certifications are required to be considered.

**12. Foreclosure Prevention – Outreach, Education and Consumer Advocacy:** Contractor will assist with the creation and implementation of outreach initiatives to the City of Los Angeles residents who are at risk of losing their home in foreclosure. Potential clients include owner-occupants at or below 120% AMI who reside in single-family residences within the City of Los Angeles (Targeted Population). Outreach efforts will include but are not limited to educating, distributing program information, and informing the Targeted Population as well as real estate agents and brokers, lenders, faith-based institutions, non-profit agencies, other government agencies and any other related parties or organizations. Outreach efforts may include production and dissemination of needed promotional/program materials (via door to door, hosting meetings, etc.), as well as utilization of new technologies to reach the Targeted Population, such as online, internet, electronic and social media outreach strategies. Contractor will also be required to provide outreach and outreach materials in languages other than English (Spanish, etc.). In addition to these outreach efforts, the Contractor will be responsible for accepting and processing referrals from the LAHD of potentially eligible households.

The Contractor will inform and educate the Targeted Population by informing or raising their awareness of foreclosure prevention options and programs available to them as well as providing technical assistance, counseling, mediation and guidance in utilizing the current loan refinancing, and modification programs, (private, government sponsored, etc.) available to home owners under current HARP, HAMP and non-HAMP (bank proprietary) programs. If retention (loan refinance or modification) is not a viable option for the homeowner, Contractor will provide technical assistance and guidance to the Targeted Population about non-retention options (deed-in-lieu, short sale, etc). This may include legal assistance or referral to an appropriate agency or organization if the situation dictates.

Contractor will also be responsible for evaluating success of outreach activities, by providing statistics on the number of homeowners assisted, counseling type and outcome, referrals, income level of households, ethnicity and race, name of 1<sup>st</sup> lender and type of mortgage, and the resolution (either loan refinance, modification or non-retention outcome).

**13. Public Relations, Outreach and Education:** Assist with implementation of a public relations program and strategic outreach initiatives for LAHD clients, including landlords, tenants, realtors, housing developers,

lenders, non-profit agencies, government agencies and other interested parties. Recommend outreach and education strategies that focus on raising awareness of LAHD programs & services. Provide technical assistance in utilizing new technologies to reach LAHD target audiences, such as assistance in web site design and production of e-newsletters and other online outreach tactics. Provide assistance in reaching out to diverse and multi-ethnic communities and provide recommendations on how to outreach to owners of foreclosed properties or properties at risk of foreclosure, “mom and pop” landlords, and landlords with properties in REAP for example. May assist with specific public relations projects, tasks, events and in developing partnership opportunities including crisis management, ad buys and implementing a media messaging plan. May assist in evaluating success of outreach activities and developing media training program for LAHD staff. May assist with development and production of needed materials such as advertisements.

**14. Hearing Services:** To assist in conducting hearings and appeals mandated by the Rent Stabilization Ordinance, Los Angeles Housing Code and the Rent Escrow Account Program (REAP) Ordinance including, but not limited to, appeals on rent adjustments as well as appeals of acceptance of rental units into the REAP and Utility Maintenance Program (UMP), release of escrowed funds, and tenant relocation assistance. Conduct hearings which provide an independent review of Departmental decisions, evaluate testimony, review documentation and prepare written reports and determinations as required by the Ordinances listed above.

### **Evaluations and Scoring**

Each evaluator must submit one complete evaluation packet for every proposal reviewed. The total scores of each evaluator will be averaged to create a composite score for each proposal. A proposer is considered qualified if their proposal receives a composite score of 75 or above. LAHD will recommend a list of qualified proposers to the Los Angeles City Council and the Mayor based on these scores.

Submissions have already been reviewed for threshold requirements.

The evaluation categories are listed on page 5. A more detailed explanation of each of the four evaluation categories is on the following pages, 6-11. Please read pages 31-32 in the RFQ before you begin your evaluation. To access the RFQ, please visit the folder titled “RFQ 2012” located in the U-Drive; U:\(Div)Policy and Planning\RFQ 2012.

As you review the proposal, please make clear written notes to substantiate your score in each section: Experience, Past Work Product(s), Approach, Adequacy of Cost(s). Evaluation forms that include a score without a written justification will not be accepted.

Applicants were asked to submit a maximum of 3 work samples. For each work sample submitted, please include the name or type of work on page 8 and evaluate its relevance to the proposed RFQ subject area.

The City reserves the right to require a pre-award interview, site inspection and/or telephone conference call with applicants.

If you have any questions regarding the RFQ submission or completing the evaluation form, please contact Marisol Romero at (213) 808-8647 or Jing Vida at (213)808-8498.

**2012 RFQ Evaluation  
(please use ink)**

**Reviewer:**

\_\_\_\_\_ Print name

**Signature:**

\_\_\_\_\_

**Title:**

\_\_\_\_\_

**Date:**

\_\_\_\_\_

<b>Evaluation Criteria 1-4</b>	<b>Maximum Points</b>
<u>Experience:</u> The quality and depth of the proposer's experience/capabilities and that of the assigned personnel as it relates to the subject area, including references.	25
<u>Past Work Product(s):</u> A general assessment of the ability of the proposer, as evidenced by past performance, to produce work and related deliverables that thoroughly address the requirement(s) of the subject area.	25
<u>Approach:</u> The adequacy of the proposer's plan for undertaking the work.	25
<u>Adequacy of Cost(s)</u>	25
<b>Total Points</b>	<b>100</b>

**#1 EXPERIENCE – 25 Possible Points**

**Instructions:**

**This portion of the score evaluates only the proposer’s (individual, firm, team leader, team) experience and ability to conduct the type of studies/services described above.**

Consideration points should include:

- Experience of the Individual/Firm: Has the applicant done the same or related work?; Is the applicant an established firm/entity?
- The experience of the personnel identified to complete the work.
- The experience of the individual/firm in relation to the subject area.
- The proposer’s ability to work with minimal assistance from LAHD staff.
- The proposer’s experience as a vendor to the City of Los Angeles or other government entity.
- The proposer’s experience as a vendor to the Los Angeles Housing Department.
- The proposer(s) has the appropriate credentials/training in relation to the subject area.

Suggested Scoring Guideline:

- [20-25 ]: Highly Experienced
- [15-19]: Well Experienced
- [10-14]: Experienced
- [5-9]: Somewhat Experienced
- [0-4]: Not Experienced

COMMENTS

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Score for Section \_\_\_\_\_

**# 2 PAST WORK PRODUCT(S) – 25 Possible Points**

**Instructions:**

**Does the proposer appear to have the ability, based on past work, to successfully undertake the proposed study and/or service?**

Consideration points should include:

- The subject area for which the proposer would like to be considered is presented as a logical extension of the proposer's existing operations. If not, a rationale is provided for the addition of the study and/or services and/or the redirection of the proposer's organization/firm.
- The proposer's current scale of operations suggests that it will be able to manage the staffing capacity required by the subject area.
- The proposer's current strengths and/or areas of expertise appropriately relate to the subject area for which the proposer would like to be considered.
- The proposer's staff, systems and resources are sufficiently adequate for completing future LAHD work plans.

**Please state the title/s of work samples and review each submission to assess the proposer's ability to complete work products within the subject area.**

1) \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

**Suggested Scoring Guideline:**

- [20-25 ]: High Ability to Provide Services/Studies
- [15-19]: Good Ability to Provide Services/Studies
- [10-14]: Ability to Provide Services/Studies
- [5-9]: Some Ability to Provide Services/Studies
- [0-4]: No Ability to Provide Services/Studies

**COMMENTS**

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**Score for Section** \_\_\_\_\_

**# 3 APPROACH – 25 Possible Points**

**Instructions:**

**On pages 2-5 are the descriptions for each subject area based on the RFQ. Please refer to these descriptions when evaluating the proposed approach. Please use your best judgment and experience to rate this section.**

Consideration points should include:

- The proposer’s general approach or strategy for addressing the items described in the RFQ subject area.
- The proposer exhibits an understanding of the subject area.

Suggested Scoring Guideline:

- [20-25 ]:The proposal offers an excellent approach to the subject area that is consistent with all other portions of the proposal, and satisfactorily addresses the concerns listed above.
- [15-19]: The proposal offers a good approach to the subject area that is consistent with all other portions of the proposal but has some minor weaknesses.
- [10-14]: The approach is adequate in most respects, but has significant weaknesses or omissions.
- [0- 9]: The proposed approach is inadequate, incomplete, or seriously inconsistent with regard to the rest of the proposal.

**COMMENTS**

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**Score for Section \_\_\_\_\_**

**#4 ADEQUACY OF COST(S)– 25 Possible Points**

**Instructions:**

**Proposed costs may be compared against other proposers for the same subject area. The lowest cost proposer may not be determined to be the best proposer when all the evaluation factors have been considered.**

- [21-25]: The fee schedule is well-suited to staff experience.
- [16-20]: The fee schedule is suited to staff experience.
- [11-15]: The fee schedule is near acceptable range.
- [0-10]: The fee schedule is far below/far above an acceptable range.

**Hourly Rate:** \_\_\_\_\_

**Average Hourly Rate (if applicable):** \_\_\_\_\_

**COMMENTS**

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**Score for Section** \_\_\_\_\_

**Attachment 3**

**Public Relations, Outreach and Education**

	Rater 1	Rater 2	Rater 3	<b><u>Final Score</u></b>
Experience	5	9	9	
Work Product(s)	5	19	20	
Approach	15	14	10	
Adequacy of Cost(s)	20	16	16	
<b>Everfield Consulting</b>	<b>45</b>	<b>58</b>	<b>55</b>	<b>53</b>
Experience	25	25	25	
Work Product(s)	24	25	23	
Approach	24	25	23	
Adequacy of Cost(s)	24	25	24	
<b>S. Groner Associates Inc.</b>	<b>97</b>	<b>100</b>	<b>95</b>	<b>97</b>
Experience	19	23	20	
Work Product(s)	19	22	22	
Approach	20	20	19	
Adequacy of Cost(s)	20	25	19	
<b>The Phelps Group</b>	<b>78</b>	<b>90</b>	<b>80</b>	<b>83</b>
Experience	23	25	22	
Work Product(s)	23	20	19	
Approach	20	21	20	
Adequacy of Cost(s)	19	23	20	
<b>The Robert Group</b>	<b>85</b>	<b>89</b>	<b>81</b>	<b>85</b>