

HOUSING AUTHORITY OF NEW ORLEANS

REQUEST FOR PROPOSALS FOR ADMINISTRATION OF MOBILITY SERVICES UNDER THE HANO COMMUNITY CHOICE DEMONSTRATION

RFP NUMBER: 22-914-05

SUBMISSION DATE: TUESDAY, JANUARY 4, 2022

2:00 P.M. CST

Prepared By:

**Housing Authority of New Orleans
Procurement and Contracts Department
4100 Touro Street
New Orleans, LA 70122**

ISSUE DATE: WEDNESDAY, DECEMBER 8, 2021

**Evette Hester
Executive Director**

TABLE OF CONTENTS
(RFP #22-914-05)

REQUEST FOR PROPOSALS

INDEX OF SUBMITTAL DOCUMENTS

INSTRUCTIONS

- Instructions to Offerors HUD Form 5369-B
- Supplemental Instructions to Offerors

PART I – GENERAL BACKGROUND INFORMATION

- 1.1 Introduction to the HANO Community Choice Demonstration
- 1.2 Method of Solicitation

PART II – SCOPE OF SERVICES

PART III – SUBMISSION REQUIREMENTS

- 3.1 Submission of Proposal, Table of Contents and Summary of Proposed Project(s)
- 3.2 Executive Summary
- 3.3 Staffing and Qualifications
- 3.4 Knowledge and Relevant Experience
- 3.5 Approach and Understanding of the Scope of Services
- 3.6 Cost Proposal
- 3.7 Section 3/DBE/WBE Business Preference (Optional)

PART IV – PROCUREMENT PROCESS

- 4.1 Proposal Evaluation/Contract Award
- 4.2 Evaluation Criteria

APPENDIX A

- HUD Form 5370-C Section 1, General Contract Conditions – Non Construction
- Supplemental Contract Conditions

APPENDIX B

- Contractor's Summary
- HUD Form 5369-C, Certifications and Representations of Offerors
- Non-Collusive Affidavit
- Certification of Contractor Non-Exclusion
- Acknowledgement of Addenda
- E-Verification Affidavit
- Cost Proposal Form
- Certification for Businesses Seeking Section 3/DBE/WBE Preference in Contracting and Demonstration of Capability Form (Optional)

ATTACHMENT A

- Comprehensive Mobility-Related Services (CMRS) Guide

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

The Housing Authority of New Orleans (HANO) is requesting proposals from qualified organizations to provide mobility services as part of the HANO Community Choice Demonstration, which will include pre-move services, housing search assistance, administering family financial assistance and landlord incentives, landlord recruitment, and post-move services. HANO's goals under its Community Choice Demonstration are as follows:

- Increase awareness of opportunity areas in the New Orleans Metropolitan area.
- Recruit new HCV landlords in opportunity areas in the New Orleans Metropolitan area.
- Increase the number of new and existing HCV clients who move to opportunity areas.
- Assess the effectiveness of HANO's mobility related services and isolate which services have the greatest impact on its applicants' and participants' abilities to move to opportunity areas.
- Dispel stereotypes regarding the HCV program.
- Increase tenant awareness of fair housing issues, resources, and equitable outcomes through enhanced media outreach.
- Work to identify continued funding, community services, and any internal funding available to hopefully offer the most effective mobility related services after the end of the demonstration.

Sealed responses to this solicitation will be received by the Housing Authority of New Orleans (HANO) in the Department of Procurement and Contracts until **2:00 p.m. CST on Tuesday, January 4, 2022.**

Deliver four (4) complete sets (one original, clearly marked or stamped "original", and three (3) Copies) of the required submittals, in a **sealed** envelope or box clearly marked with the words "**RFP Documents**", to the Department of Procurement and Contracts at the following address:

Housing Authority of New Orleans
Department of Procurement and Contracts
Attn: Bejide Legania, Procurement Manager
4100 Touro Street,
New Orleans, Louisiana 70122

Place the following information in the upper, left-hand corner on the outside of the envelope or box when submitting proposals:

Company Name
Company Address
RFP Name and Number
Date and Time responses are due

Single copies of the RFP package may be downloaded from the HANO website at www.hano.org.

All responses submitted are subject to the Instructions and Supplemental Instructions to Offerors, General and Supplemental Conditions, and all other requirements contained herein, all of which are made a part of this Request for Proposals by reference.

The Housing Authority of New Orleans reserves the right to reject any or all proposals for just cause, waive any formalities in the submission process, and negotiate and enter into an agreement with any proposer, if it is the best interest of the housing authority (HANO).

HOUSING AUTHORITY OF NEW ORLEANS
Evette Hester
Executive Director

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

INDEX OF SUBMITTAL DOCUMENTS

The Index of Submittal Documents is provided to assist in completing a responsive submittal. The Index of Submittal Documents contains a listing of all required submittal items.

Please review this table, and submit with your proposal all documents that are checked as a "Required Submittal". Documents that are checked "Signature Required" must be properly executed. Documents that are checked "Notary/Corporate Seal Required" must be notarized and/or have a corporate seal affixed.

INDEX OF SUBMITTAL DOCUMENTS			
DOCUMENT	REQUIRED SUBMITTAL	SIGNATURE REQUIRED	NOTARY/CORPORATE SEAL REQUIRED
Contractor's Summary	√	√	√
HUD Form 5369C Representations, Certifications, and Other Statements of Offerors	√	√	
Non-Collusive Affidavit	√	√	√
Certification of Contractor Non-Exclusion	√	√	
Acknowledgement of Addenda	√	√	
E-Verification Affidavit	√	√	
Cost Proposal Form	√	√	
Certification For Businesses Seeking Section 3/DBE/WBE Preference in Contracting and Demonstration of Capability	√	√	√

NOTE: ALL REQUIRED SUBMITTAL DOCUMENTS MUST BE SUBMITTED WITH THE PROPOSAL PACKAGE.

Instructions to Offerors Non-Construction

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing



- 03291 -

1. Preparation of Offers

(a) Offerors are expected to examine the statement of work, the proposed contract terms and conditions, and all instructions. Failure to do so will be at the offeror's risk.

(b) Each offeror shall furnish the information required by the solicitation. The offeror shall sign the offer and print or type its name on the cover sheet and each continuation sheet on which it makes an entry. Erasures or other changes must be initialed by the person signing the offer. Offers signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the HA.

(c) Offers for services other than those specified will not be considered.

2. Submission of Offers

(a) Offers and modifications thereof shall be submitted in sealed envelopes or packages (1) addressed to the office specified in the solicitation, and (2) showing the time specified for receipt, the solicitation number, and the name and address of the offeror.

(b) Telegraphic offers will not be considered unless authorized by the solicitation; however, offers may be modified by written or telegraphic notice.

(c) Facsimile offers, modifications or withdrawals will not be considered unless authorized by the solicitation.

3. Amendments to Solicitations

(a) If this solicitation is amended, then all terms and conditions which are not modified remain unchanged.

(b) Offerors shall acknowledge receipt of any amendments to this solicitation by

- (1) signing and returning the amendment;
- (2) identifying the amendment number and date in the space provided for this purpose on the form for submitting an offer,
- (3) letter or telegram, or
- (4) facsimile, if facsimile offers are authorized in the solicitation. The HA/HUD must receive the acknowledgment by the time specified for receipt of offers.

4. Explanation to Prospective Offerors

Any prospective offeror desiring an explanation or interpretation of the solicitation, statement of work, etc., must request it in writing soon enough to allow a reply to reach all prospective offerors before the submission of their offers. Oral explanations or instructions given before the award of the contract will not be binding. Any information given to a prospective offeror concerning a solicitation will be furnished promptly to all other prospective offerors as an amendment of the solicitation, if that information is necessary in submitting offers or if the lack of it would be prejudicial to any other prospective offerors.

5. Responsibility of Prospective Contractor

(a) The HA shall award a contract only to a responsible prospective contractor who is able to perform successfully under the terms and conditions of the proposed contract. To be determined responsible, a prospective contractor must -

- (1) Have adequate financial resources to perform the contract, or the ability to obtain them;

- (2) Have a satisfactory performance record;
- (3) Have a satisfactory record of integrity and business ethics;
- (4) Have a satisfactory record of compliance with public policy (e.g., Equal Employment Opportunity); and
- (5) Not have been suspended, debarred, or otherwise determined to be ineligible for award of contracts by the Department of Housing and Urban Development or any other agency of the U.S. Government. Current lists of ineligible contractors are available for inspection at the HA/HUD.

(b) Before an offer is considered for award, the offeror may be requested by the HA to submit a statement or other documentation regarding any of the foregoing requirements. Failure by the offeror to provide such additional information may render the offeror ineligible for award.

6. Late Submissions, Modifications, and Withdrawal of Offers

(a) Any offer received at the place designated in the solicitation after the exact time specified for receipt will not be considered unless it is received before award is made and it -

- (1) Was sent by registered or certified mail not later than the fifth calendar day before the date specified for receipt of offers (e.g., an offer submitted in response to a solicitation requiring receipt of offers by the 20th of the month must have been mailed by the 15th);
- (2) Was sent by mail, or if authorized by the solicitation, was sent by telegram or via facsimile, and it is determined by the HA/ HUD that the late receipt was due solely to mishandling by the HA/ HUD after receipt at the HA;
- (3) Was sent by U.S. Postal Service Express Mail Next Day Service - Post Office to Addressee, not later than 5:00 p.m. at the place of mailing two working days prior to the date specified for receipt of proposals. The term "working days" excludes weekends and U.S. Federal holidays; or
- (4) Is the only offer received.

(b) Any modification of an offer, except a modification resulting from the HA's request for "best and final" offer (if this solicitation is a request for proposals), is subject to the same conditions as in subparagraphs (a)(1), (2), and (3) of this provision.

(c) A modification resulting from the HA's request for "best and final" offer received after the time and date specified in the request will not be considered unless received before award and the late receipt is due solely to mishandling by the HA after receipt at the HA.

(d) The only acceptable evidence to establish the date of mailing of a late offer, modification, or withdrawal sent either by registered or certified mail is the U.S. or Canadian Postal Service postmark both on the envelope or wrapper and on the original receipt from the U.S. or Canadian Postal Service. Both postmarks must show a legible date or the offer, modification, or withdrawal shall be processed as if mailed late. "Postmark" means a printed, stamped, or otherwise placed impression (exclusive of a postage meter machine impression) that is readily identifiable without further action as having been supplied and affixed by employees of the U.S. or Canadian Postal Service on the date of mailing. Therefore, offerors should request the postal clerk to place a hand cancellation bull's-eye postmark on both the receipt and the envelope or wrapper.

(e) The only acceptable evidence to establish the time of receipt at the HA is the time/date stamp of HA on the offer wrapper or other documentary evidence of receipt maintained by the HA.

(f) The only acceptable evidence to establish the date of mailing of a late offer, modification, or withdrawal sent by Express Mail Next Day Service-Post Office to Addressee is the date entered by the post office receiving clerk on the "Express Mail Next Day Service-Post Office to Addressee" label and the postmark on both the envelope or wrapper and on the original receipt from the U.S. Postal Service. "Postmark" has the same meaning as defined in paragraph (c) of this provision, excluding postmarks of the Canadian Postal Service. Therefore, offerors should request the postal clerk to place a legible hand cancellation bull's eye postmark on both the receipt and the envelope or wrapper.

(g) Notwithstanding paragraph (a) of this provision, a late modification of an otherwise successful offer that makes its terms more favorable to the HA will be considered at any time it is received and may be accepted.

(h) If this solicitation is a request for proposals, proposals may be withdrawn by written notice, or if authorized by this solicitation, by telegram (including mailgram) or facsimile machine transmission received at any time before award. Proposals may be withdrawn in person by a offeror or its authorized representative if the identity of the person requesting withdrawal is established and the person signs a receipt for the offer before award. If this solicitation is an invitation for bids, bids may be withdrawn at any time prior to bid opening.

7. Contract Award

(a) The HA will award a contract resulting from this solicitation to the responsible offeror whose offer conforming to the solicitation will be most advantageous to the HA, cost or price and other factors, specified elsewhere in this solicitation, considered.

(b) The HA may

- (1) reject any or all offers if such action is in the HA's interest,
- (2) accept other than the lowest offer,
- (3) waive informalities and minor irregularities in offers received, and (4) award more than one contract for all or part of the requirements stated.

(c) If this solicitation is a request for proposals, the HA may award a contract on the basis of initial offers received, without discussions. Therefore, each initial offer should contain the offeror's best terms from a cost or price and technical standpoint.

(d) A written award or acceptance of offer mailed or otherwise furnished to the successful offeror within the time for acceptance specified in the offer shall result in a binding contract without further action by either party. If this solicitation is a request for proposals, before the offer's specified expiration time, the HA may accept an offer, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations conducted after receipt of an offer do not constitute a rejection or counteroffer by the HA.

(e) Neither financial data submitted with an offer, nor representations concerning facilities or financing, will form a part of the resulting contract.

8. Service of Protest

Any protest against the award of a contract pursuant to this solicitation shall be served on the HA by obtaining written and dated acknowledgment of receipt from the HA at the address shown on the cover of this solicitation. The determination of the HA with regard to such protest or to proceed to award notwithstanding such protest shall be final unless appealed by the protestor.

9. Offer Submission

Offers shall be submitted as follows and shall be enclosed in a sealed envelope and addressed to the office specified in the solicitation. The proposal shall show the hour and date specified in the solicitation for receipt, the solicitation number, and the name and address of the offeror, on the face of the envelope.

It is very important that the offer be properly identified on the face of the envelope as set forth above in order to insure that the date and time of receipt is stamped on the face of the offer envelope. Receiving procedures are: date and time stamp those envelopes identified as proposals and deliver them immediately to the appropriate contracting official, and only date stamp those envelopes which do not contain identification of the contents and deliver them to the appropriate procuring activity only through the routine mail delivery procedure.

[Describe bid or proposal preparation instructions here:]

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

SUPPLEMENTAL INSTRUCTIONS TO OFFERORS

1. Submission of Proposals

Deliver four (4) complete sets (one original clearly marked or stamped "original", and three (3) copies) of the required submittals, in a **sealed** envelope or box clearly marked with the words "RFP Documents" to the following address:

**Housing Authority of New Orleans,
Department of Procurement and Contracts
Attn: Bejide Legania, Procurement Manager
4100 Touro Street
New Orleans, Louisiana 70122**

2. Interpretations/Questions

During the period between issuance of this RFP and the proposal due date, no oral interpretation of the RFP's requirements will be given to any prospective Contractor. Requests for interpretation must be made, in writing, at least 5 days before the submission due date and time to:

**Housing Authority of New Orleans
Department of Procurement and Contracts
Attn: Dianne Wiltz-Hunley, Contract Administrator
4100 Touro Street
New Orleans, LA 70122
(504) 286-8224 (fax); (504) 670-3249 (phone)**

Questions may also be submitted via e-mail to dwiltz@hano.org

3. Addendum and Update Procedures for the RFP

During the period of advertisement for this RFP, HANO may wish to amend, add to, or delete from the contents of this RFP. In such situations, HANO will issue an addendum to the RFP setting forth the nature of the modification(s). HANO will post all addenda pertaining to this RFP on its website at www.hano.org. Hard copies may be mailed or faxed upon request. It shall be the responsibility of each Respondent to ensure they have any/all additional addenda relative to this RFP.

4. Proposals

Proposals shall be submitted in 8 1/2 x 11 inch format and bound. All pages shall be numbered. Larger size pages or inserts may be used provided they fold to 8 1/2 x11-inches. All copies of the submittal must be identical in content and organization. Consideration should be given to the

form and format of the proposal, as documents are duplicated and distributed internally for review and evaluation by the Evaluation Committee. Proposals shall be organized and include all requirements outlined in Part III - Submission Requirements. The front cover shall bear the RFP name and number, submission date, Contractor 's name, address, email address and phone number.

5. Submittal Forms

Provide, as a part of the proposal, all required certifications and forms, as listed on the Index of Submittal Documents page and included in **Appendix B** of this RFP. Documents that are checked "Signature Required" must be properly executed. Documents that are checked "Notary/Corporate Seal Required" must be notarized and/or have a corporate seal affixed.

6. Acceptance of Proposals

Proposals must be signed, sealed and received at the specified address in completed form, no later than the proposal submission date and time. Unsealed proposals will not be accepted. Proposals submitted after the designated date and hour will not be accepted for any reason and will be returned unopened to the originator. HANO reserves the right to accept or reject any or all submissions, to take exception to this RFP's specifications or to waive any formalities. Contractors may be excluded from further consideration for failure to fully comply with the specifications of this RFP.

HANO also reserves the right to reject the proposal of any Contractor who has previously failed to perform properly or to complete on time, a contract of similar nature; who is not in a position to perform the contract; who habitually and without just cause neglected the payment of bills or otherwise disregarded its obligations to subcontractors, providers of materials, or employees; or who makes a misrepresentation in their response to this request or engages in unauthorized contact with HANO Staff, Board Members, Evaluation Committee Members, Residents, or Consultants.

7. Time for Reviewing Proposals

Proposals received prior to the due date and time will be securely kept, unopened. After the closing date, all proposals received are opened and evaluated in confidence. Proposals are not opened publicly. The Contracting Officer's authorized designee will decide the time to open and review proposals. Once submitted, the proposal become the property of HANO.

8. Withdrawal of Proposals

Proposals may be withdrawn upon written request dispatched by the Contractor in time for delivery during business hours prior to the time fixed for receipt; provided that written confirmation of withdrawal is from the authorized signature of the Contractor , mailed and postmarked prior to the time set for proposal opening. Negligence on the part of the Contractor in preparing its proposal confers no right of withdrawal or modification of its proposal after the due date and time.

9. Award of Contract

Contractors shall be selected in accordance with the evaluation criteria contained herein, provided the proposal is in the best interest of the housing authority (HANO). The selected firm will be notified at the earliest practical date. Subsequent contract awards are subject to approval from

the Housing Authority of New Orleans' Board of Commissioners, and/or the U.S. Department of Housing and Urban Development. No companies or firms listed on the System for Award Management (SAM) Excluded Parties List of companies or firms ineligible to receive awards will be considered.

10. Protest of Award

Any protest against the award of a contract agreement or purchase order based on a formal method of procurement, where the solicitation is advertised, must be received by the Manager of the Procurement and Contracts Department within three business days after notice of award, or the protest will not be considered. HANO shall issue a written decision to a properly filed protest within 15 business days of receipt.

11. Certification of Legal Entity

Prior to execution of a contract agreement the company/firm shall certify that joint ventures, partnerships, team agreements, new corporations or other entities that either exist or will be formally structured are, or will be legal and binding under Louisiana law.

12. Louisiana Secretary of State

Prior to execution of a contract agreement, companies/firms must be registered to do business in the State of Louisiana and must be active and in good standing. To register, go to www.sos.la.gov.

13. Costs Borne by Contractor

All costs related to the preparation of responses to this RFP and any related activities are the responsibility of the Contractor. HANO assumes no liability for any costs incurred by the Contractor throughout the entire selection process.

14. Best Available Data

All information contained in this RFP is the best data available to HANO at that time. This information is provided to given in the RFP is not intended as representation of binding legal effect. This information is furnished to assist Contractor s in preparing a response; HANO assumes no liability for any errors or omissions.

15. Contact with HANO Staff, Board Members, Evaluation Committee, Residents and Consultants

Contractors may not make direct contact with HANO Staff, its Board Members, Evaluation Committee Members, Residents or Consultants. All communications regarding the RFP shall be in writing as provided in HUD Form 5369-B, Instructions to Offerors for Non-Construction, Paragraph 4 and these Supplemental Instructions to Offerors.

16. Contractor Responsibilities

Each Contractor is presumed by HANO to have thoroughly studied this RFP and become familiar with the Scope of Services, and all other information contained in this RFP. Failure to do so may be at the Contractor's own risk.

17. Public Access to Procurement Information/Confidentiality

All information submitted in response to a solicitation issued by the Housing Authority of New Orleans (HANO) shall remain confidential until after contract award. HANO's policy regarding public access is in strict accordance with the guidelines set forth in its Procurement Policy, Section 1.6 - Public Access to Procurement Information, HUD Procurement Handbook for Public Housing Agencies, Section 1.6 - Public Access to Procurement Information and Section 7.2 (J) Confidentiality. Furthermore, pursuant to Louisiana Revised Statute 40:526(8), HANO shall not disclose information submitted in confidence in response to this RFP, not otherwise required by law to be submitted, where such information should reasonably be considered confidential.

(THIS SECTION LEFT BLANK INTENTIONALLY)

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

PART I – GENERAL BACKGROUND INFORMATION

1.1 Introduction to the HANO Community Choice Demonstration

The Housing Authority of New Orleans (HANO) is requesting proposals from qualified organizations to provide mobility services as part of the HANO Community Choice Demonstration (CCD), which will include pre-move services, housing search assistance, administering family financial assistance and landlord incentives, landlord recruitment, and post-move services. HANO's goals under its Community Choice Demonstration are as follows:

- Increase awareness of opportunity areas in the New Orleans Metropolitan area.
- Recruit new HCV landlords in opportunity areas in the New Orleans Metropolitan area.
- Increase the number of new and existing HCV clients who move to opportunity areas.
- Assess the effectiveness of HANO's mobility related services and isolate which services have the greatest impact on its applicants' and participants' abilities to move to opportunity areas.
- Dispel stereotypes regarding the HCV program.
- Increase tenant awareness of fair housing issues, resources, and equitable outcomes through enhanced media outreach.
- Work to identify continued funding, community services, and any internal funding available to hopefully offer the most effective mobility related services after the end of the demonstration.

In order to meet these goals and ensure that mobility services are being delivered with fidelity, HANO is seeking an organization who has a demonstrated track record in understanding and applying federal housing regulations, a commitment to fair housing, robust landlord outreach, communicating with and assisting low-income families with children, and an understanding of the local housing market, including neighborhood amenities and features, prevailing rental rates, and barriers to moving with voucher assistance.

The HANO Community Choice Demonstration will include a total of 1,911 families with children over a six year period. The HANO CCD is part of a broader research study guided by the Department of Housing and Urban Development (HUD). As part of the research design, a portion of the families will be randomly assigned to a control group and will not be provided housing mobility services. These families will not receive direct services from the selected provider and, as such, the provider will only make some level of mobility services available to 1,154 families with children. Of the 1,154 families, 767 will be given the option to access any of the mobility services that the provider will be required to offer, which will be referred to as Comprehensive Mobility-Related Services (CMRS). HUD has already determined the CMRS, which are described below in the Scope of Services. The remaining 387 families will be given access only to an as to be determined group of Selected Mobility-Related Services (SMRS). The SMRS will not begin

until the third year of the demonstration. The list of SMRS will be provided once these services have been finalized by HUD; however, the SMRS should be a subset of the CMRS. Due to the fact that the HANO CCD is part of a larger controlled study, the selected provider will have to adhere strictly to any guidance provided on delivering both the CMRS and SMRS to families under this program.

The goal of the CCD program is to help families with Housing Choice Vouchers find homes in neighborhoods considered Opportunity Areas, which are neighborhoods that are historically challenging for voucher families to access. HANO is still in the process of finalizing its Opportunity Areas. These opportunity areas will contain several neighborhoods in Orleans Parish and may extend to neighboring parishes in the Greater New Orleans Metropolitan area. Research suggests that the children of families with vouchers who move into these neighborhoods have better socioeconomic outcomes, like higher wages and better chances of going to college. Adults have been shown to experience health benefits, as well, both physically and mentally.

1.2 Method of Solicitation

HANO is soliciting competitive proposals from qualified firms with a documented track record in providing the required through a formal Request for Proposals (RFP) process. The proposal shall demonstrate the Contractor's capacity and readiness to perform the Scope of Services immediately upon execution of a contract with HANO. In addition, the proposal shall include evidence of the Contractor's previous experience and qualifications relative to the provision of such services.

It is anticipated that successful negotiations will lead to the execution of a firm fixed price contract, where the selected Contractor will provide HANO with the needed services at a specified price, fixed at the time of contract award. The resulting contract will be subject to the terms and conditions provided in HUD Form 5370-C, General Contract Conditions Non-Construction, and Supplemental Conditions contained in **Appendix A**.

PART II – SCOPE OF SERVICES

The Contractor will provide mobility services for a period of two years, with an option to renew for a term of two years and an additional one year option to renew, and will adhere strictly to all HUD guidance on the provision of services through the HANO CCD program. As part of its delivery of services, the Contractor will be required to utilize existing staff or hire new staff to fill the roles of Team Lead, Coach, and Leasing Coordinator. The descriptions of these role can be found below. The Contractor is expected to have one Team Lead and should detail how many Coach(es) and Leasing Coordinator(s) will be employed to deliver both the CMRS and SMRS. The complete listing of CMRS and details on which staff members may deliver these services can also be found below.

HANO staff will manage the recruitment and enrollment process for the duration of the HANO CCD. HANO will host regular recruitment sessions and, once families have consented to be a part of the CCD and completed their enrollment process, HANO will randomly assign the families to either the CMRS, SMRS, or Control Group. HANO will refer only the families assigned to the CMRS and SMRS to the Contractor. The Contractor will have no interaction with the Control Group and will not provide services to this group. Once families have been referred to the Contractor, the Contractor will be responsible for delivering mobility services in the manner prescribed by HUD. Appendix A is the current guide provided by HUD and its contractors, which is to be utilized as reference for how the selected Contractor will be required to administer the

CMRS mobility services under this RFP. Once the final set of SMRS has been determined, the selected Contractor will receive additional guidance from HANO regarding HUD requirements for delivering these services.

The HANO CCD is a demonstration program created by HUD, the program is still in its initial year of planning, and many of the details of the program have not been finalized. As such, the Contractor must have the capacity to be flexible in its approach to ensure that once awarded, it fully adheres to any HUD guidance, specifically with regards to what areas the Contractor targets as Opportunity Areas and what services it administers and makes available under the SMRS portion of the demonstration. The Contractor must also be fully willing to comply with any requests for data and to work with HANO to establish regular reporting mechanism.

Role	Description
Team Lead	<p>The Team Lead has the primary responsibility of managing the program services, program staff, and acting as a liaison to other partners (HANO staff, the TA provider, HUD, the research partner, referral partners, etcetera). They will oversee the work of the Coach(es) and Leasing Coordinator; participate in the monitoring of recruitment, engagement, and enrollment; and work closely with the program partners to see that the study and program services operate smoothly. The Team Lead will also have the primary responsibility of processing financial assistance and incentive requests from clients and property owners. The Team Lead should also be able to assume the role of the Coach or Leasing Coordinator during times of staff shortages or turn over, and assist or lead workshops when necessary.</p>
Coach	<p>The role of the Coach is to provide coaching services to the program clients. This includes one to two in-person pre-move appointments, various informal check-ins while the family makes preparations and begins their search process, and at least one in-person check-in with the family after they move. The Coach performs multiple roles for the family. First, the Coach plays a supportive role, helping the family develop and maintain motivation to move. Second, the Coach acts as a guide to assist the family in working to overcome their barriers to moving to an Opportunity Area and in setting reasonable expectations for what is attainable for the family. In addition to providing one-on-one services, the Coach will also host the Housing Search Workshop and Renter's Workshop. For PHAs that elect to implement a Banking and Budget Workshop, the Coach would also host that workshop.</p>
Leasing Coordinator	<p>The Leasing Coordinator is primarily responsible for conducting the outreach to Opportunity Area property owners and to generate interest in renting to Mobility clients among property owners. The Leasing Coordinator then provides unit referrals to clients that meet their neighborhood and unit criteria.</p> <p>The Leasing Coordinator also provides coordination services between clients and property owners and between property owners and HANO. Once a client's application has been accepted, the Leasing Coordinator will assist in the expedited lease-up process, including assistance with filling out and turning in the RFTA, scheduling the inspection, and turning in the HAP and lease to the Housing Authority. The program may also choose to have the Leasing Coordinator trained in conducting the HQS inspection to further expedite the process. The Leasing Coordinator may also host some of the Housing Search Workshops.</p>

CMRS and Staff Assignments

1. Pre-Move Appointment
 - a. Coach:
 - i. Scheduling and Appointment Preparation
 - ii. Intake and Introduction
 - iii. Mapping Family Systems
 - iv. Opportunity Area Discussion
 - v. Housing Needs Assessment
 - vi. Barriers to Moving
 - vii. Family Preparation Plan
2. Family Preparation
 - a. Coach or Leasing Coordinator:
 - i. Housing Search Workshop
 - b. Coach or Team Lead:
 - i. Renter's Workshop
 - c. Coach:
 - i. Referrals to Address Barriers
 - ii. Application Cover Letter
 - iii. Ongoing Check-Ins
 - iv. Final Family Preparation Check-In
3. Owner Outreach, Searching, and Applications
 - a. Coach:
 - i. Requesting a Move Voucher
 - b. Leasing Coordinator:
 - i. Proactive Owner Outreach
 - ii. Maintaining an Available Unit List
 - iii. Additional Owner Outreach Activities
 - iv. Unit Referrals
 - c. Leasing Coordinator or Coach:
 - i. Unit Tours
 - ii. Ongoing Check-Ins
 - iii. Submitting Applications
 - d. Any Staff
 - i. Flexible Financial Assistance
 - e. Team Lead
 - i. Process Payments for Any Financial Assistance
4. Leasing-Up
 - a. Leasing Coordinator:
 - i. RFTA Filling Assistance
 - ii. Fast Inspections
 - iii. Owner Signing Bonus
 - b. Any Staff:
 - i. Holding Fee

- ii. Security Deposit Assistance
 - c. Team Lead
 - i. Process Payments for Any Financial Assistance
- 5. Post-Move Check-Ins
 - a. Leasing Coordinator:
 - i. Owner 1-Month Post-Move Check-In
 - b. Coach:
 - i. Client 1-Month Post-Move Check-In
 - ii. Additional Post-Move Check-Ins
- 6. Completed Search
 - a. Coach or Leasing Coordinator:
 - i. "Open Door" Check-Ins
 - b. Coach:
 - i. Annual Check-In
 - c. Any Staff
 - i. Damage Mitigation Fund
 - d. Team Lead
 - i. Process Payments for Any Financial Assistance
- 7. Program Oversight Protocols
 - a. Team Lead:
 - i. Program Model Integrity
 - ii. Enrollment Monitoring
 - iii. Program Oversight for Staff
 - iv. Collaboration with HCV Department
 - v. Schedule Workshops and Briefings
 - vi. Reporting

PART III – SUBMISSION REQUIREMENTS

Listed below are the sections that must be included in your proposal. Each section must be clearly labeled using the bold-faced titles listed below, and shall be assembled in the order described below. The proposal must be bound and each section labeled.

Proposals must be organized and indexed using the subheadings as follows:

3.1 Submission of Proposals, Table of Contents, and Summary of Proposed Project(s)

Submission of Proposals

Deliver **four (4)** complete sets (one original clearly marked or stamped "original", and **three (3)** copies) of the required submittals, in a **sealed** envelope or box clearly marked with the words "**RFP Documents**", to the Department of Procurement and Contracts at the following address:

Housing Authority of New Orleans
Department of Procurement and Contracts
Attn: Bejide Legania, Procurement Manager
4100 Touro Street,
New Orleans, Louisiana 70122

Table of Contents

Include a table of contents that outlines the order of the submission requirements, which must be tabbed and assembled in accordance with instructions outlined above.

3.2 Executive Summary

Provide a short written summary that describes your organization and qualifications to provide the required services. Identify the primary contact, including telephone number and email address, and the number of years the organization has been in business.

3.3 Staffing and Qualifications

Provide in written format, information regarding staff experience and qualifications to demonstrate your ability to perform the required services. Describe the history of the organization, specifically detailing current and previous experience as it relates to the mobility services described in this RFP.

Include an organizational chart that illustrates respondent's overall staffing approach for completing the required work. Include in the chart all key personnel, specialists, and consultants who will be assigned work under this contract.

Provide resumes of all key personnel, specialists, and consultants who will perform the work, highlighting the particular experience that qualifies them for the position they will fill.

It is anticipated that the organization awarded under this RFP may have to hire new staff to fill the required roles to deliver the HUD prescribed mobility services detailed in this RFP and in Appendix A. If that is the case, please detail your organization's plan for hiring new staff and show how this new staff will fit into the Respondent's current organizational structure. At a minimum, the Respondent must plan to use current staff or to hire staff to fill the roles of Team Lead, Coach, and Leasing Coordinator, as described in the Scope of Services

3.4 Knowledge and Relevant Experience

Submit detailed information on Contractor's knowledge and relevant experience in providing mobility assistance services of the type identified in the Scope of Services.

Submit detailed information regarding your organization's past performance on projects that are most relevant or best represent the skills and experience intended to bring to this engagement. Also, demonstrate your familiarity with the federal, state, and local laws, regulations, and codes applicable to the provision of services. Provide detail on your organization's knowledge of the rental market in Orleans Parish and the Greater New Orleans Metropolitan Area, specifically with regards to barriers to accessing low poverty neighborhoods.

Identify similar or related work performed and include projects completed or currently underway by the responding entity and/or each major participant in the proposal.

For each project identified provide:

- Project description
- Funding source and/or organization that contracted services
- Project duration including start and completion date, projected completion date if still active, or if project is on going

3.5 Approach and Understanding of the Scope of Services

Provide a detailed written narrative that demonstrates the approach intended to be used by the Contractor to provide the mobility assistance services as outlined in this RFP. The approach shall identify and categorize major tasks to be performed and should include a hiring plan and timeline, if the Contractor will be seeking additional staff to fill the key roles identified in this RFP. Demonstrate how the approach will meet the requirements outlined in the RFP and include proposed processes for ensuring effective coordination.

3.6 Cost Proposal

The cost proposal must be submitted in a separate sealed envelope. Include a complete cost breakdown consistent with the Scope of Services to include an estimated cost for staffing and for delivering mobility assistance services.

3.7 Section 3/DBE/WBE Business Preference (Optional)

HANO will grant additional points to firms providing documentation evidencing their status as Section 3 Certified, Disadvantaged Business, or Woman-owned Business Enterprise. Contractors seeking DBE/WBE preference shall submit the following documents as proof of certification:

- Articles of Incorporation
- Copy of Driver's License (Front and Back)
- Completed HANO Application
- Updated Renewal Letter from DOTD, City of New Orleans, or State of Louisiana

The Certification for Businesses Seeking Section 3/DBE/WBE Preference Form, contained in **Appendix B**, must be included in the proposal if the contractor is seeking Section 3/DBE/WBE Preference.

PART IV – PROCUREMENT PROCESS

4.1 Proposal Evaluation/Contract Award

Proposals received in response to this solicitation may be evaluated using a two-stage evaluation process. Stage I of the evaluation process will be used to determine the Offerors that will be included in the competitive range (short list), from which final selection for contract award(s) will ultimately be made. Stage II of the evaluation process will be reserved for the short listed firms only. Scoring will be based upon how well the proposal meets the criteria established in this RFP.

During Stage I of the evaluation process, proposals will be evaluated and scored by an Evaluation Committee. Scoring will be based on predetermined Evaluation Criteria contained in the solicitation. The available points associated with each area of consideration are shown below.

The results of the evaluation will be used to determine those Offerors to be included in the competitive range. Proposals will be considered acceptable if they have a minimum score of 85 points or above.

The competitive range shall include those Offerors who are determined through the evaluation process and due diligence review (verification of Contractor responsibility) to be the most qualified. These Offerors may be requested to supply additional information to assist in completing the due diligence review. Failure to satisfactorily complete the due diligence review within the timeframe established by HANO will result in exclusion from the competitive range.

Stage II of the evaluation process may entail presentations/interviews with the Offerors in the competitive range. Offerors not included in the competitive range will not proceed to Stage II of the evaluation process. The purpose of the presentations/interviews is to provide the Evaluation Committee an opportunity to obtain additional information as a result of the written responses. Stage II evaluation will be conducted upon completion of the presentations/interviews in accordance with the same procedures and criteria outlined above for Stage I evaluation.

HANO reserves the right to make no award or decline to enter into negotiations should it believe that no Offeror to this RFP will be capable of delivering the necessary level of services within an acceptable price range and/or time period, or if the total points received after evaluations is unacceptable, as determined by HANO. Further, HANO reserves the right to forego Stage II of the evaluation process and enter into negotiations with the highest ranked firm from Stage I of the evaluation process. If an Agreement cannot be negotiated with a firm, HANO will terminate negotiations and the procedure will continue until a contract(s) have been negotiated. All contracts and subsequent contract awards to selected Offerors are subject to HUD funding availability, and final approval from the Housing Authority of New Orleans' Board of Commissioners, and/or the U.S. Department of Housing and Urban Development.

HANO will award a contract resulting from this solicitation to the responsible offeror whose offer, conforming to the solicitation, will be most advantageous, price and other technical factors specified herein considered. HANO reserves the right to make contract awards without negotiations, and to make no award or decline to enter into negotiations should it believe that no Contractor to this RFP will be capable of delivering the necessary level of services within an acceptable price range and/or time period. HANO further reserves the right to forego Stage II of the evaluation process and enter into negotiations based on the results of Stage I of the evaluation process. Should HANO exercise its right to make contract award without negotiations or to forego Stage II of the evaluation process, contract award will be based on initial proposals received.

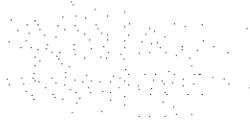
4.2 Evaluation Criteria

Each proposal will be evaluated based on its responsiveness to this RFP, and in accordance with the Evaluation Criteria contained in the following table:

WEIGHTED SCORING CRITERIA	POINTS
Submission of Proposals, Table of Contents and Summary of Proposed Project(s)	5
Executive Summary	5
Staffing and Qualifications	25
Knowledge and Relevant Experience	25
Approach and Understanding of the Scope of Services	25
Cost Proposal	15

TOTAL POINTS (other than preference points)	100
Preference Evaluation Factors:	
Section 3 Participation	5
DBE/WBE Participation	10
TOTAL POSSIBLE POINTS	115

APPENDIX A



General Conditions for Non-Construction Contracts

Section I – (With or without Maintenance Work)

U.S. Department of Housing and Urban Development

Office of Public and Indian Housing

Office of Labor Relations

OMB Approval No. 2577-0157 (exp. 11/30/2023)

Public Reporting Burden for this collection of information is estimated to average one hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not conduct or sponsor, and an applicant is not required to respond to a collection of information unless it displays a currently valid OMB control number.

Applicability. This form HUD-5370-C has 2 Sections. These Sections must be inserted into non-construction contracts as described below:

- 1) **Non-construction contracts** (*without maintenance*) **greater than \$150,000 - use Section I;**
- 2) **Maintenance contracts** (including nonroutine maintenance as defined at 24 CFR 905.100) **greater than \$2,000 but not more than \$150,000 - use Section II;** and
- 3) **Maintenance contracts** (including nonroutine maintenance), **greater than \$150,000 – use Sections I and II.**

Section I - Clauses for All Non-Construction Contracts greater than \$150,000

1. Definitions

The following definitions are applicable to this contract:

- (a) "Authority or Housing Authority (HA)" means the Housing Authority.
- (b) "Contract" means the contract entered into between the Authority and the Contractor. It includes the contract form, the Certifications and Representations, these contract clauses, and the scope of work. It includes all formal changes to any of those documents by addendum, Change Order, or other modification.
- (c) "Contractor" means the person or other entity entering into the contract with the Authority to perform all of the work required under the contract.
- (d) "Day" means calendar days, unless otherwise stated.
- (e) "HUD" means the Secretary of Housing and Urban Development, his delegates, successors, and assigns, and the officers and employees of the United States Department of Housing and Urban Development acting for and on behalf of the Secretary.

2. Changes

- (a) The HA may at any time, by written order, and without notice to the sureties, if any, make changes within the general scope of this contract in the services to be performed or supplies to be delivered.
- (b) If any such change causes an increase or decrease in the hourly rate, the not-to-exceed amount of the contract, or the time required for performance of any part of the work under this contract, whether or not changed by the order, or otherwise affects the conditions of this contract, the HA shall make an equitable adjustment in the not-to-exceed amount, the hourly rate, the delivery schedule, or other affected terms, and shall modify the contract accordingly.
- (c) The Contractor must assert its right to an equitable adjustment under this clause within 30 days from the date of receipt of the written order. However, if the HA decides that the facts justify it, the HA may receive and act upon a

proposal submitted before final payment of the contract.

- (d) Failure to agree to any adjustment shall be a dispute under clause Disputes, herein. However, nothing in this clause shall excuse the Contractor from proceeding with the contract as changed.
- (e) No services for which an additional cost or fee will be charged by the Contractor shall be furnished without the prior written consent of the HA.

3. Termination for Convenience and Default

- (a) The HA may terminate this contract in whole, or from time to time in part, for the HA's convenience or the failure of the Contractor to fulfill the contract obligations (default). The HA shall terminate by delivering to the Contractor a written Notice of Termination specifying the nature, extent, and effective date of the termination. Upon receipt of the notice, the Contractor shall: (i) immediately discontinue all services affected (unless the notice directs otherwise); and (ii) deliver to the HA all information, reports, papers, and other materials accumulated or generated in performing this contract, whether completed or in process.
- (b) If the termination is for the convenience of the HA, the HA shall be liable only for payment for services rendered before the effective date of the termination.
- (c) If the termination is due to the failure of the Contractor to fulfill its obligations under the contract (default), the HA may (i) require the Contractor to deliver to it, in the manner and to the extent directed by the HA, any work as described in subparagraph (a)(ii) above, and compensation be determined in accordance with the Changes clause, paragraph 2, above; (ii) take over the work and prosecute the same to completion by contract or otherwise, and the Contractor shall be liable for any additional cost incurred by the HA; (iii) withhold any payments to the Contractor, for the purpose of off-set or partial payment, as the case may be, of amounts owed to the HA by the Contractor.
- (d) If, after termination for failure to fulfill contract obligations (default), it is determined that the Contractor had not failed, the termination shall be deemed to have been effected for the convenience of the HA, and the Contractor shall be entitled to payment as described in paragraph (b) above.
- (e) Any disputes with regard to this clause are expressly made subject to the terms of clause titled Disputes herein.

4. Examination and Retention of Contractor's Records

- (a) The HA, HUD, or Comptroller General of the United States, or any of their duly authorized representatives shall, until 3 years after final payment under this contract, have access to and the right to examine any of the Contractor's directly pertinent books, documents, papers, or other records involving transactions related to this contract for the purpose of making audit, examination, excerpts, and transcriptions.

- (b) The Contractor agrees to include in first-tier subcontracts under this contract a clause substantially the same as paragraph (a) above. "Subcontract," as used in this clause, excludes purchase orders not exceeding \$10,000.
- (c) The periods of access and examination in paragraphs (a) and (b) above for records relating to:
- (i) appeals under the clause titled Disputes;
 - (ii) litigation or settlement of claims arising from the performance of this contract; or,
 - (iii) costs and expenses of this contract to which the HA, HUD, or Comptroller General or any of their duly authorized representatives has taken exception shall continue until disposition of such appeals, litigation, claims, or exceptions.

5. Rights in Data (Ownership and Proprietary Interest)

The HA shall have exclusive ownership of, all proprietary interest in, and the right to full and exclusive possession of all information, materials and documents discovered or produced by Contractor pursuant to the terms of this Contract, including but not limited to reports, memoranda or letters concerning the research and reporting tasks of this Contract.

6. Energy Efficiency

The contractor shall comply with all mandatory standards and policies relating to energy efficiency which are contained in the energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub.L. 94-163) for the State in which the work under this contract is performed.

7. Disputes

- (a) All disputes arising under or relating to this contract, except for disputes arising under clauses contained in Section III, Labor Standards Provisions, including any claims for damages for the alleged breach there of which are not disposed of by agreement, shall be resolved under this clause.
- (b) All claims by the Contractor shall be made in writing and submitted to the HA. A claim by the HA against the Contractor shall be subject to a written decision by the HA.
- (c) The HA shall, with reasonable promptness, but in no event in no more than 60 days, render a decision concerning any claim hereunder. Unless the Contractor, within 30 days after receipt of the HA's decision, shall notify the HA in writing that it takes exception to such decision, the decision shall be final and conclusive.
- (d) Provided the Contractor has (i) given the notice within the time stated in paragraph (c) above, and (ii) excepted its claim relating to such decision from the final release, and (iii) brought suit against the HA not later than one year after receipt of final payment, or if final payment has not been made, not later than one year after the Contractor has had a reasonable time to respond to a written request by the HA that it submit a final voucher and release, whichever is earlier, then the HA's decision shall not be final or conclusive, but the dispute shall be determined on the merits by a court of competent jurisdiction.
- (e) The Contractor shall proceed diligently with performance of this contract, pending final resolution of any request for relief, claim, appeal, or action arising under the contract, and comply with any decision of the HA.

8. Contract Termination; Debarment

A breach of these Contract clauses may be grounds for termination of the Contract and for debarment or denial of participation in HUD programs as a Contractor and a subcontractor as provided in 24 CFR Part 24.

9. Assignment of Contract

The Contractor shall not assign or transfer any interest in this contract; except that claims for monies due or to become due from the HA under the contract may be assigned to a bank, trust company, or other financial institution. If the Contractor is a partnership, this contract shall inure to the benefit of the surviving or remaining member(s) of such partnership approved by the HA.

10. Certificate and Release

Prior to final payment under this contract, or prior to settlement upon termination of this contract, and as a condition precedent thereto, the Contractor shall execute and deliver to the HA a certificate and release, in a form acceptable to the HA, of all claims against the HA by the Contractor under and by virtue of this contract, other than such claims, if any, as may be specifically excepted by the Contractor in stated amounts set forth therein.

11. Organizational Conflicts of Interest

- (a) The Contractor warrants that to the best of its knowledge and belief and except as otherwise disclosed, it does not have any organizational conflict of interest which is defined as a situation in which the nature of work under this contract and a contractor's organizational, financial, contractual or other interests are such that:
- (i) Award of the contract may result in an unfair competitive advantage; or
 - (ii) The Contractor's objectivity in performing the contract work may be impaired.
- (b) The Contractor agrees that if after award it discovers an organizational conflict of interest with respect to this contract or any task/delivery order under the contract, he or she shall make an immediate and full disclosure in writing to the Contracting Officer which shall include a description of the action which the Contractor has taken or intends to take to eliminate or neutralize the conflict. The HA may, however, terminate the contract or task/delivery order for the convenience of the HA if it would be in the best interest of the HA.
- (c) In the event the Contractor was aware of an organizational conflict of interest before the award of this contract and intentionally did not disclose the conflict to the Contracting Officer, the HA may terminate the contract for default.
- (d) The terms of this clause shall be included in all subcontracts and consulting agreements wherein the work to be performed is similar to the service provided by the prime Contractor. The Contractor shall include in such subcontracts and consulting agreements any necessary provisions to eliminate or neutralize conflicts of interest.

12. Inspection and Acceptance

- (a) The HA has the right to review, require correction, if necessary, and accept the work products produced by the Contractor. Such review(s) shall be carried out within 30 days so as to not impede the work of the Contractor. Any

product of work shall be deemed accepted as submitted if the HA does not issue written comments and/or required corrections within 30 days from the date of receipt of such product from the Contractor.

- (b) The Contractor shall make any required corrections promptly at no additional charge and return a revised copy of the product to the HA within 7 days of notification or a later date if extended by the HA.
- (c) Failure by the Contractor to proceed with reasonable promptness to make necessary corrections shall be a default. If the Contractor's submission of corrected work remains unacceptable, the HA may terminate this contract (or the task order involved) or reduce the contract price or cost to reflect the reduced value of services received.

13. Interest of Members of Congress

No member of or delegate to the Congress of the United States of America or Resident Commissioner shall be admitted to any share or part of this contract or to any benefit to arise there from, but this provision shall not be construed to extend to this contract if made with a corporation for its general benefit.

14. Interest of Members, Officers, or Employees and Former Members, Officers, or Employees

No member, officer, or employee of the HA, no member of the governing body of the locality in which the project is situated, no member of the governing body in which the HA was activated, and no other public official of such locality or localities who exercises any functions or responsibilities with respect to the project, shall, during his or her tenure, or for one year thereafter, have any interest, direct or indirect, in this contract or the proceeds thereof.

15. Limitation on Payments to Influence Certain Federal Transactions

(a) Definitions. As used in this clause:

"Agency", as defined in 5 U.S.C. 552(f), includes Federal executive departments and agencies as well as independent regulatory commissions and Government corporations, as defined in 31 U.S.C. 9101(1).

"Covered Federal Action" means any of the following Federal actions:

- (i) The awarding of any Federal contract;
- (ii) The making of any Federal grant;
- (iii) The making of any Federal loan;
- (iv) The entering into of any cooperative agreement; and,
- (v) The extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

Covered Federal action does not include receiving from an agency a commitment providing for the United States to insure or guarantee a loan.

"Indian tribe" and "tribal organization" have the meaning provided in section 4 of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450B). Alaskan Natives are included under the definitions of Indian tribes in that Act.

"Influencing or attempting to influence" means making, with the intent to influence, any communication to or appearance before an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any covered Federal action.

"Local government" means a unit of government in a State and, if chartered, established, or otherwise recognized by a State for the performance of a governmental duty, including a local public authority, a special district, an intrastate district, a council of governments, a sponsor group representative organization, and any other instrumentality of a local government.

"Officer or employee of an agency" includes the following individuals who are employed by an agency:

- (i) An individual who is appointed to a position in the Government under title 5, U.S.C., including a position under a temporary appointment;
- (ii) A member of the uniformed services as defined in section 202, title 18, U.S.C.;
- (iii) A special Government employee as defined in section 202, title 18, U.S.C.; and,
- (iv) An individual who is a member of a Federal advisory committee, as defined by the Federal Advisory Committee Act, title 5, appendix 2.

"Person" means an individual, corporation, company, association, authority, firm, partnership, society, State, and local government, regardless of whether such entity is operated for profit or not for profit. This term excludes an Indian tribe, tribal organization, or other Indian organization with respect to expenditures specifically permitted by other Federal law.

"Recipient" includes all contractors, subcontractors at any tier, and subgrantees at any tier of the recipient of funds received in connection with a Federal contract, grant, loan, or cooperative agreement. The term excludes an Indian tribe, tribal organization, or any other Indian organization with respect to expenditures specifically permitted by other Federal law.

"Regularly employed means, with respect to an officer or employee of a person requesting or receiving a Federal contract, grant, loan, or cooperative agreement, an officer or employee who is employed by such person for at least 130 working days within one year immediately preceding the date of the submission that initiates agency consideration of such person for receipt of such contract, grant, loan, or cooperative agreement. An officer or employee who is employed by such person for less than 130 working days within one year immediately preceding the date of submission that initiates agency consideration of such person shall be considered to be regularly employed as soon as he or she is employed by such person for 130 working days.

"State" means a State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, a territory or possession of the United States, an agency or instrumentality of a State, and a multi-State, regional, or interstate entity having governmental duties and powers.

(b) Prohibition.

- (i) Section 1352 of title 31, U.S.C. provides in part that no appropriated funds may be expended by the recipient of a Federal contract, grant, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered Federal actions: the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (ii) The prohibition does not apply as follows:

(1) Agency and legislative liaison by Own Employees.

(a) The prohibition on the use of appropriated funds, in paragraph (i) of this section, does not apply in the case of a payment of reasonable compensation made to an officer or employee of a person requesting or receiving a Federal contract, grant, loan, or cooperative agreement, if the payment is for agency and legislative activities not directly related to a covered Federal action.

(b) For purposes of paragraph (b)(i)(1)(a) of this clause, providing any information specifically requested by an agency or Congress is permitted at any time.

(c) The following agency and legislative liaison activities are permitted at any time only where they are not related to a specific solicitation for any covered Federal action:

(1) Discussing with an agency (including individual demonstrations) the qualities and characteristics of the person's products or services, conditions or terms of sale, and service capabilities; and,

(2) Technical discussions and other activities regarding the application or adaptation of the person's products or services for an agency's use.

(d) The following agency and legislative liaison activities are permitted where they are prior to formal solicitation of any covered Federal action:

(1) Providing any information not specifically requested but necessary for an agency to make an informed decision about initiation of a covered Federal action;

(2) Technical discussions regarding the preparation of an unsolicited proposal prior to its official submission; and

(3) Capability presentations by persons seeking awards from an agency pursuant to the provisions of the Small Business Act, as amended by Public Law 95-507 and other subsequent amendments.

(e) Only those activities expressly authorized by subdivision (b)(ii)(1)(a) of this clause are permitted under this clause.

(2) Professional and technical services.

(a) The prohibition on the use of appropriated funds, in subparagraph (b)(i) of this clause, does not apply in the case of-

(i) A payment of reasonable compensation made to an officer or employee of a person requesting or receiving a covered Federal action or an extension, continuation, renewal, amendment, or modification of a covered Federal action, if payment is for professional or technical services rendered directly in the preparation, submission, or negotiation of any bid, proposal, or application for that Federal action or for meeting requirements imposed by or pursuant to law as a condition for receiving that Federal action.

(ii) Any reasonable payment to a person, other than an officer or employee of a

person requesting or receiving a covered Federal action or an extension, continuation, renewal, amendment, or modification of a covered Federal action if the payment is for professional or technical services rendered directly in the preparation, submission, or negotiation of any bid, proposal, or application for that Federal action or for meeting requirements imposed by or pursuant to law as a condition for receiving that Federal action. Persons other than officers or employees of a person requesting or receiving a covered Federal action include consultants and trade associations.

(b) For purposes of subdivision (b)(ii)(2)(a) of clause, "professional and technical services" shall be limited to advice and analysis directly applying any professional or technical discipline.

(c) Requirements imposed by or pursuant to law as a condition for receiving a covered Federal award include those required by law or regulation, or reasonably expected to be required by law or regulation, and any other requirements in the actual award documents.

(d) Only those services expressly authorized by subdivisions (b)(ii)(2)(a)(i) and (ii) of this section are permitted under this clause.

(iii) Selling activities by independent sales representatives.

(c) The prohibition on the use of appropriated funds, in subparagraph (b)(i) of this clause, does not apply to the following selling activities before an agency by independent sales representatives, provided such activities are prior to formal solicitation by an agency and are specifically limited to the merits of the matter:

(i) Discussing with an agency (including individual demonstration) the qualities and characteristics of the person's products or services, conditions or terms of sale, and service capabilities; and

(ii) Technical discussions and other activities regarding the application or adaptation of the person's products or services for an agency's use.

(d) Agreement. In accepting any contract, grant, cooperative agreement, or loan resulting from this solicitation, the person submitting the offer agrees not to make any payment prohibited by this clause.

(e) Penalties. Any person who makes an expenditure prohibited under paragraph (b) of this clause shall be subject to civil penalties as provided for by 31 U.S.C. 1352. An imposition of a civil penalty does not prevent the Government from seeking any other remedy that may be applicable.

(f) Cost Allowability. Nothing in this clause is to be interpreted to make allowable or reasonable any costs which would be unallowable or unreasonable in accordance with Part 31 of the Federal Acquisition Regulation (FAR), or OMB Circulars dealing with cost allowability for recipients of assistance agreements. Conversely, costs made specifically unallowable by the requirements in this clause will not be made allowable under any of the provisions of FAR Part 31 or the relevant OMB Circulars.

16. Equal Employment Opportunity

During the performance of this contract, the Contractor/Seller agrees as follows:

(a) The [contractor/seller] will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, disability, or national origin. The [contractor/seller] will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, sexual orientation, gender identity, disability, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer, recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The [contractor/seller] agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.

(b) The [contractor/seller] will, in all solicitations or advertisements for employees placed by or on behalf of the [contractor/seller], state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, disability, or national origin.

(c) The [contractor/seller] will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the [contractor/seller]'s legal duty to furnish information.

(d) The [contractor/seller] will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or workers' representative of the [contractor/seller]'s commitments under section 202 of Executive Order 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

(e) The [contractor/seller] will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

(f) The [contractor/seller] will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

(g) In the event of the [contractor/seller]'s non-compliance with the nondiscrimination clauses of this contract or with any of such rules, regulations, or orders, this contract may be canceled, terminated or suspended in whole or in part and the [contractor/seller] may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

(g) In the event of the [contractor/seller]'s non-compliance with the nondiscrimination clauses of this contract or with any of such rules, regulations, or orders, this contract may be canceled, terminated or suspended in whole or in part and the [contractor/seller] may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

(h) The [contractor/seller] will include the provisions of paragraphs (a) through (h) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each sub[contractor/seller] or vendor. The [contractor/seller] will take such action with respect to any subcontract or purchase order as may be directed by the Secretary of Labor as a means of enforcing such provisions including sanctions for noncompliance: Provided, however, that in the event the [contractor/seller] becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction, the [contractor/seller] may request the United States to enter into such litigation to protect the interests of the United States.

17. Equal Opportunity for Workers with Disabilities

1. The [contractor/seller] will not discriminate against any employee or applicant for employment because of physical or mental disability in regard to any position for which the employee or applicant for employment is qualified. The [contractor/seller] agrees to take affirmative action to employ and advance in employment individuals with disabilities, and to treat qualified individuals without discrimination on the basis of their physical or mental disability in all employment practices, including the following:

- i. Recruitment, advertising, and job application procedures;
- ii. Hiring, upgrading, promotion, award of tenure, demotion, transfer, layoff, termination, right of return from layoff and rehiring;
- iii. Rates of pay or any other form of compensation and changes in compensation;
- iv. Job assignments, job classifications, organizational structures, position descriptions, lines of progression, and seniority lists;
- v. Leaves of absence, sick leave, or any other leave;
- vi. Fringe benefits available by virtue of employment, whether or not administered by the [contractor/seller];
- vii. Selection and financial support for training, including apprenticeship, professional meetings, conferences, and other related activities, and selection for leaves of absence to pursue training;
- viii. Activities sponsored by the [contractor/seller] including social or recreational programs; and
- ix. Any other term, condition, or privilege of employment.

2. The [contractor/seller] agrees to comply with the rules, regulations, and relevant orders of the Secretary of Labor issued pursuant to the act.

3. In the event of the [contractor/seller] noncompliance with the requirements of this clause, actions for noncompliance may be taken in accordance with the rules, regulations, and relevant orders of the Secretary of Labor issued pursuant to the act.

4. The [contractor/seller] agrees to post in conspicuous places, available to employees and applicants for employment, notices in a form to be prescribed by the Director, Office of Federal Contract Compliance Programs, provided by or through the contracting officer. Such notices shall state the rights of applicants and employees as well as the [contractor/seller]'s obligation under the law to take affirmative action to employ and advance in employment qualified employees and applicants with disabilities.

The [contractor/seller] must ensure that applicants or employees with disabilities are provided the notice in a form that is accessible and understandable to the individual applicant or employee (e.g., providing Braille or large print versions of the notice, or posting a copy of the notice at a lower height for easy viewing by a person using a wheelchair). With respect to employees who do not work at a physical location of the [contractor/seller], a [contractor/seller] will satisfy its posting obligations by posting such notices in an electronic format, provided that the [contractor/seller] provides computers, or access to computers, that can access the electronic posting to such employees, or the [contractor/seller] has actual knowledge that such employees otherwise are able to access the electronically posted notices. Electronic notices for employees must be posted in a conspicuous location and format on the company's intranet or sent by electronic mail to employees. An electronic posting must be used by the [contractor/seller] to notify job applicants of their rights if the [contractor/seller] utilizes an electronic application process. Such electronic applicant notice must be conspicuously stored with, or as part of, the electronic application.

5. The [contractor/seller] will notify each labor organization or representative of workers with which it has a collective bargaining agreement or other contract understanding, that the [contractor/seller] is bound by the terms of section 503 of the Rehabilitation Act of 1973, as amended, and is committed to take affirmative action to employ and advance in employment, and shall not discriminate against, individuals with physical or mental disabilities.

6. The [contractor/seller] will include the provisions of this clause in every subcontract or purchase order in excess of \$ 10,000, unless exempted by the rules, regulations, or orders of the Secretary issued pursuant to section 503 of the act, as amended, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the Director, Office of Federal Contract Compliance Programs may direct to enforce such provisions, including action for noncompliance.

7. The [contractor/seller] must, in all solicitations or advertisements for employees placed by or on behalf of the [contractor/seller], state that all qualified applicants will receive consideration for employment and will not be discriminated against on the basis of disability.

18. Dissemination or Disclosure of Information

No information or material shall be disseminated or disclosed to the general public, the news media, or any person or organization without prior express written approval by the HA.

19. Contractor's Status

It is understood that the Contractor is an independent contractor and is not to be considered an employee of the HA, or assume any right, privilege or duties of an employee, and shall save harmless the HA and its employees from claims suits, actions and costs of every description resulting from the Contractor's activities on behalf of the HA in connection with this Agreement.

20. Other Contractors

HA may undertake or award other contracts for additional work at or near the site(s) of the work under this contract. The contractor shall fully cooperate with the other contractors and with HA and HUD employees and shall carefully adapt scheduling and performing the work under this contract to accommodate the additional work, heeding any direction that may be provided by the Contracting Officer. The contractor shall not commit or permit any act that will interfere with the performance of work by any other contractor or HA employee.

21. Liens

The Contractor is prohibited from placing a lien on HA's property. This prohibition shall apply to all subcontractors.

22. Training and Employment Opportunities for Residents in the Project Area (Section 3, HUD Act of 1968; 24 CFR 135)

- (a) The work to be performed under this contract is subject to the requirements of section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (section 3). The purpose of section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.
- (b) The parties to this contract agree to comply with HUD's regulations in 24 CFR Part 135, which implement section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the Part 135 regulations.
- (c) The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.
- (d) The contractor agrees to include this section 3 clause in every subcontract subject to compliance with regulations in 24 CFR Part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR Part 135. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR Part 135.
- (e) Noncompliance with HUD's regulations in 24 CFR Part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts
- (f) Noncompliance with HUD's regulations in 24 CFR Part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.

22. Procurement of Recovered Materials

- (a) In accordance with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act, the Contractor shall procure items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR Part 247 that contain the highest percentage of

recovered materials practicable consistent with maintaining a satisfactory level of competition. The Contractor shall procure items designated in the EPA guidelines that contain the highest percentage of recovered materials practicable unless the Contractor determines that such items: (1) are not reasonably available in a reasonable period of time; (2) fail to meet reasonable performance standards, which shall be determined on the basis of the guidelines of the National Institute of Standards and Technology, if applicable to the item; or (3) are only available at an unreasonable price.

- (b) Paragraph (a) of this clause shall apply to items purchased under this contract where: (1) the Contractor purchases in excess of \$10,000 of the item under this contract; or (2) during the preceding Federal fiscal year, the Contractor: (i) purchased any amount of the items for use under a contract that was funded with Federal appropriations and was with a Federal agency or a State agency or agency of a political subdivision of a State; and (ii) purchased a total of in excess of \$10,000 of the item both under and outside that contract

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

SUPPLEMENTAL CONDITIONS

The following supplements or modifies the "General Conditions for Non-Construction Contracts Section I, Form HUD-5370-C:

CONTRACT TYPE/AMOUNT

The contract resulting from this RFP will be a fixed price contract. Services shall be paid at fixed hourly rates, in accordance with the Contractor's Cost Proposal, pending HUD Funding.

CONTRACT TERM/OPTION PERIODS

The contract period shall be for an initial period of 2-years, with a second option to extend for an additional 2-years, and a final option to extend for a 1-year period. Contract extension options will not be automatic but shall require approval by HANO, and subject to HUD funding availability.

OVERTIME HOURS

HANO will not pay special rates for overtime hours or holiday hours worked.

INVOICING/PAYMENTS

Invoices shall be submitted to the Department of Finance with a copy to the Housing Choice Voucher Program (HCVP) Department. The invoice shall contain an invoice number, service date, purchase order number, a description of services provided and the name/title of employee(s) who rendered the services. Invoices shall be submitted on the contractor's invoice form.

Contractors shall submit invoices to the Finance Department on or before the days listed below. Invoices are due on the 1st or 15th of the month. Invoice payments are as follows:

- *Invoices received on the 16th of the current month thru the 1st day of the next month will be paid on the 1st of the following month.*
- **Example: An invoice received on August 27th will be processed commencing September 1st and paid on October 1st.**
- *Invoices received on the 2nd of the current month thru the 15th of the current month will be paid on the 15th of the following month.*
- **Example: An invoice received on August 4th will be processed commencing August 15th and paid on September 15th.**

REQUEST FOR TAXPAYER NUMBER AND CERTIFICATION (W-9)

Upon award of the contract, the respondent(s) shall provide a copy of its Request for Taxpayer Number and Certification (W-9) at the time and date specified by the Authority.

INSURANCE

The following insurance shall be furnished by the successful Contractor:

Furnish Certificate of Insurance in duplicate, with The Housing Authority of New Orleans Project Name and Number stated on the Certificates and submit prior to the beginning of operations. Coverage and amounts below are minimum requirements and do not establish limits to the Contractor's liability. Other coverage and higher limits may be provided at the Contractor's own expense. Evidence of insurance shall be provided by a producer using insurance companies with a minimum A-rating.

- 1) STATUTORY WORKERS' COMPENSATION EMPLOYERS' LIABILITY (not less than \$100,000.00) and coverage under the United States Longshoremen's and Harbor Workers' Compensation Act, and Broad Form All States coverage.
- 2) COMMERCIAL GENERAL LIABILITY. To be provided on an "occurrence" basis, with coverage to include explosion, collapse and underground hazards (XCU). Blanket Contractual, Products, Independent Contractors, Completed Operations, Personal injury and Employees as additional insured.

BODILY INJURY LIMITS

\$1,000,000.00 each occurrence
\$1,000,000.00 aggregate*

PROPERTY DAMAGE LIMITS

\$1,000,000.00 each occurrence
\$1,000,000.00 aggregate*

PERSONAL INJURY LIMITS

\$1,000,000.00 each occurrence

\$1,000,000.00 aggregate*

(* Aggregate shall apply to this project only aggregate not to include other projects and must be identified as such on the Certificate on Insurance.

- 3) AUTOMOBILE LIABILITY, including owned, non-owned, and hired automobiles. Automobiles of subcontractors and material suppliers must meet the same insurance requirements.

BODILY INJURY LIMITS

\$500,000.00 each person
\$500,000.00 each person

PROPERTY DAMAGE LIMITS

\$250,000.00 each occurrence

- 4) PROFESSIONAL ERRORS AND OMISSIONS LIABILITY INSURANCE, not less than \$1,000,000.00) per occurrence/aggregate. Coverage shall be maintained for a minimum of two years following termination or completion of the Contract.
- 5) UMBRELLA LIABILITY COVERAGE, to provide insurance in excess of Employers' Liability, Commercial General Liability, and Automobile Liability policies required hereunder.

\$2,000,000.00 each occurrence and \$2,000,000.00 general policy aggregate.

- 6) The Contractor shall be responsible for and maintaining additional property insurance coverage at his option and expense, to cover tools, equipment, etc., owned or rented, the capital value of which is not included in the cost of the work.
- 7) All policies are to be written by insurance companies licensed to do business in the state in which the work is performed and be acceptable to the Housing Authority of New Orleans.
- 8) All Certificates are to contain substantially the following statement: "The insurance covered by this Certificate shall not be canceled, nor materially altered, except after sixty (60) days prior written notice to the Housing Authority of New Orleans, Attn: Procurement and Contracts Department".
- 9) Commercial General Liability insurance under a "claims-made" policy is not acceptable. Coverage must be provided on and "occurrence" basis.
- 10) The Housing Authority of New Orleans, its Board Members, officers, employees and agents are each to be named as an "Additional Insured" on all liability insurance.

INDEMNIFICATION

The successful respondent(s) will be required to protect, defend, indemnify, keep, save, and hold HANO, its officers, officials, employees and agents free and harmless from and against any and all liabilities, losses, penalties, damages, settlements, environmental liability, costs, charges, professional fees or other expenses or liabilities of every kind, nature and character arising out of or relating to any and all claims, liens, demands obligations, actions, suits, judgments or settlements, proceedings or causes of action of every kind, nature and character (collectively, "claims") in connection with or arising directly or indirectly out of the acts or omissions and/or the performance thereof by the successful Respondent, its officers, officials, agents, employees, and subcontractors, including, but not limited to, the enforcement of the indemnification provision. The successful Respondent(s) will be further required to investigate, handle, respond to, provide defense for and defend all suits for any and all claims, at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims are considered groundless, false or fraudulent.

HANO will have the right, at its option and at its expense, to participate in the defense of any suit, without relieving the successful Respondent(s) of any of its obligations under this indemnity provision. The indemnities to be set forth in the contract resulting from this RFQ will survive the expiration or termination of that contract.

ASSIGNMENT

The successful respondent(s) shall not enter into any subcontracts, retain consultants, or assign, transfer, convey, sublet, or otherwise delegate its obligations under the contract resulting from this RFP, or any of its rights, title or interest therein, or its power to execute such contract to any person, company or corporation without the prior written consent and approval of the HANO.

PERSONNEL

In submitting their proposals, respondents are representing that the personnel described in their proposals shall be available to perform the services described for the duration of the contract

period, barring illness, accident or other unforeseeable events of a similar nature in which cases the respondents must be able to provide a qualified replacement. Such representation shall be valid for a minimum of 120 calendar days after the proposal due date and time. Furthermore, all personnel shall be considered to be, at all times, the sole employees of the respondents under its sole direction, and not employees or agents of HANO.

CERTIFICATIONS

In submitting the proposal, the Contractor is indicating a willingness to comply with all terms and conditions of the RFP including but not limited to those set forth in HUD Form 5370-C, General Contract Conditions, Non-Construction, Section I, and these Supplemental Conditions.

CERTIFICATION OF LEGAL ENTITY

Prior to execution of the Master Development Agreement, the Contractor shall certify that joint ventures, partnerships, team agreements, new corporations or other entities that either exist or will be formally structured are, or will be legal and binding under Louisiana law.

RULES, REGULATIONS, AND LICENSING REQUIREMENTS

The successful respondent(s) shall possess all of the required State and Local licenses and certifications required to perform work of the type required by this contract in the City of New Orleans. In addition, the Contractor shall comply with all laws, ordinances and regulations applicable to the services contemplated herein. Respondents are presumed to be familiar with all federal, state and local laws, ordinances, codes, rules and regulations that may in any way affect the delivery of services.

PUBLIC ACCESS TO PROCUREMENT INFORMATION/CONFIDENTIALITY

All information submitted in response to a solicitation issued by the Housing Authority of New Orleans (HANO) shall remain confidential until after final approval by HANO's Board of Commissioners and/or the United States Department of Housing and Urban Development (HUD). HANO's policy regarding public access is in strict accordance with the guidelines set forth in its Procurement Policy, Section 1.6 - Public Access to Procurement Information, HUD Procurement Handbook for Public Housing Agencies, Section 1.6 - Public Access to Procurement Information and Section 7.2 (J) Confidentiality. Furthermore, pursuant to Louisiana Revised Statute 40:526(8), HANO shall not disclose information submitted in confidence in response to this RFP, not otherwise required by law to be submitted, where such information should reasonably be considered confidential.

BEST AVAILABLE DATA

All information contained in this RFP is the best data available to HANO at the time the RFP was prepared. The information given in the RFP is not intended as representations having binding legal effect. This information is furnished for the convenience of respondents and HANO assumes no liability for any errors or omissions.

COMPLIANCE REPORTING

The respondents shall be responsible for submitting regular reports detailing their compliance with the conditions of this contract in the format prescribed by and at the intervals required by HANO.

RIGHTS, USE, AND OWNERSHIP OF ASSESSMENT MATERIALS

Assessment materials generated as a result of performing the Scope of Services contained in this contract shall be confidential and proprietary, and shall be for the exclusive use and ownership of The Housing Authority of New Orleans. Such materials shall include, but not be limited to data, cost estimates, and reports generated that contain descriptive and/or identifying information regarding individual properties owned by HANO and/or HANO's portfolio of properties. Such materials shall not be shared, signed, sold or disclosed to parties other than those named on the contract without the express written permission of The Housing Authority of New Orleans' Contracting Officer. Any violations of this provision shall be considered a breach of and grounds for immediate termination of the contract.

ETHICS POLICY

The selected respondent(s) shall abide by the applicable provisions of the Housing Authority of New Orleans' Ethics Policy and State of Louisiana Ethics Code.

THIRD PARTY CLAIMS ON SOFTWARE

HANO shall be held harmless from any third party legal claims involving the use by HANO of any software product or technique provided by the selected Respondent.

RULES, REGULATIONS, AND LICENSING REQUIREMENTS

The successful respondent(s) shall possess all of the required State and Local licenses and certifications required to perform work of the type required by this contract in the City of New Orleans. In addition, the Contractor shall comply with all laws, ordinances and regulations applicable to the services contemplated herein. Respondents are presumed to be familiar with all federal, state and local laws, ordinances, codes, rules and regulations that may in any way affect the delivery of services.

CONTRACTUAL OBLIGATIONS

At any time, should the proposed services require the use of products or services of another company, such services shall be disclosed, and HANO will hold the selected respondent(s) responsible for the proposed services.

CONTRACTOR STATUS

The successful Contractor is independent consultants, and will not be an employee of HANO.

ADVERTISING

In submitting a proposal, the successful Contractor agrees not to use the results from it as a part of any commercial advertising. HANO does not permit firms to advertise or promote the fact of

their relationship with HANO in the course of marketing efforts, unless HANO specifically agrees otherwise.

MEDIA RELATIONS

The successful Contractor shall not make public comment on HANO matters without the express written approval from HANO. All media inquiries shall be referred to the Executive Director and Director of Communications.

(THIS SECTION LEFT BLANK INTENTIONALLY)

APPENDIX B

HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05

CONTRACTOR'S SUMMARY

If this Bid is submitted by a joint venture, each business shall provide the information requested below.

Under penalties of perjury, as prescribed in 18 U.S.C. 1001, the undersigned certifies that the statements set forth in this bid are true and correct.

(Offeror's Name)

By: _____

(Signature)

(Printed or Typed Name)

Title: _____

Date: _____

(If a Corporation, President or Vice-President should sign; If a Partnership, a Partner should sign. If some other Officer signs, evidence of authority must be submitted.)

Address: _____

City, State, Zip: _____

Telephone No.: _____

Email: _____

Taxpayer I.D. No.: _____

(Affix Corporate Seal)

If a Corporate Seal is not affixed, this document must be notarized. If neither is done, this entire bid will be deemed non-responsive and rejected.

Subscribed and sworn to

(Notary Public)

(Seal)

before me this _____ day of

_____, 20_____

My Commission expires: _____

Date Contractor Signed: _____

Certifications and Representations of Offerors Non-Construction Contract

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

OMB Approval No: 2577-0180 (exp. 7/30/96)

Public reporting burden for this collection of information is estimated to average 5 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

This form includes clauses required by OMB's common rule on bidding/offering procedures, implemented by HUD in 24 CFR 85.38, and those requirements set forth in Executive Order 11625 for small, minority, women-owned businesses, and certifications for independent price determination, and conflict of interest. The forms required for nonconstruction contracts awarded by Housing Agencies (HAs). The form is used by bidders/offerors to certify to the HA's Contracting Officer for contract compliance. If the form were not used, HAs would be unable to enforce their contracts. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality.

1. Contingent Fee Representation and Agreement

(a) The bidder/offeror represents and certifies as part of its bid/offer that, except for full-time bona fide employees working solely for the bidder/offeror, the bidder/offeror:

- (1) has, has not employed or retained any person or company to solicit or obtain this contract; and
- (2) has, has not paid or agreed to pay to any person or company employed or retained to solicit or obtain this contract any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of this contract.

(b) If the answer to either (a)(1) or (a) (2) above is affirmative, the bidder/offeror shall make an immediate and full written disclosure to the PHA Contracting Officer.

(c) Any misrepresentation by the bidder/offeror shall give the PHA the right to (1) terminate the resultant contract; (2) at its discretion, to deduct from contract payments the amount of any commission, percentage, brokerage, or other contingent fee; or (3) take other remedy pursuant to the contract.

2. Small, Minority, Women-Owned Business Concern Representation

The bidder/offeror represents and certifies as part of its bid/offer that it:

- (a) is, is not a small business concern. "Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding, and qualified as a small business under the criteria and size standards in 13 CFR 121.
- (b) is, is not a women-owned small business concern. "Women-owned," as used in this provision, means a small business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business.
- (c) is, is not a minority enterprise which, pursuant to Executive Order 11625, is defined as a business which is at least 51 percent owned by one or more minority group members or, in the case of a publicly owned business, at least 51 percent of its voting stock is owned by one or more minority group members, and whose management and daily operations are controlled by one or more such individuals.

For the purpose of this definition, minority group members are:

(Check the block applicable to you)

- | | |
|---|---|
| <input type="checkbox"/> Black Americans | <input type="checkbox"/> Asian Pacific Americans |
| <input type="checkbox"/> Hispanic Americans | <input type="checkbox"/> Asian Indian Americans |
| <input type="checkbox"/> Native Americans | <input type="checkbox"/> Hasidic Jewish Americans |

3. Certificate of Independent Price Determination

(a) The bidder/offeror certifies that—

(1) The prices in this bid/offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other bidder/offeror or competitor relating to (i) those prices, (ii) the intention to submit a bid/offer, or (iii) the methods or factors used to calculate the prices offered;

(2) The prices in this bid/offer have not been and will not be knowingly disclosed by the bidder/offeror, directly or indirectly, to any other bidder/offeror or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the bidder/offeror to induce any other concern to submit or not to submit a bid/offer for the purpose of restricting competition.

(b) Each signature on the bid/offer is considered to be a certification by the signatory that the signatory:

(1) Is the person in the bidder/offeror's organization responsible for determining the prices being offered in this bid or proposal; and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above (insert full name of person(s) in the bidder/offeror's organization responsible for determining the prices offered in this bid or proposal, and the title of his or her position in the bidder/offeror's organization);

(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) above have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and

(iii) As an agent, has not personally participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) If the bidder/offeror deletes or modifies subparagraph (a)2 above, the bidder/offeror must furnish with its bid/offer a signed statement setting forth in detail the circumstances of the disclosure.

4. Organizational Conflicts of Interest Certification

(a) The Contractor warrants that to the best of its knowledge and belief and except as otherwise disclosed, it does not have any organizational conflict of interest which is defined as a situation in which the nature of work under a proposed contract and a prospective contractor's organizational, financial, contractual or other interest are such that:

(i) Award of the contract may result in an unfair competitive advantage;

(ii) The Contractor's objectivity in performing the contract work may be impaired; or

(iii) That the Contractor has disclosed all relevant information and requested the HA to make a determination with respect to this Contract.

(b) The Contractor agrees that if after award he or she discovers an organizational conflict of interest with respect to this contract, he or she shall make an immediate and full disclosure in writing to the HA which shall include a description of the action which the Contractor has taken or intends to eliminate or neutralize the conflict. The HA may, however, terminate the Contract for the convenience of HA if it would be in the best interest of HA.

(c) In the event the Contractor was aware of an organizational conflict of interest before the award of this Contract and intentionally did not disclose the conflict to the HA, the HA may terminate the Contract for default.

(d) The Contractor shall require a disclosure or representation from subcontractors and consultants who may be in a position to influence the advice or assistance rendered to the HA and shall include any necessary provisions to eliminate or neutralize conflicts of interest in consultant agreements or subcontracts involving performance or work under this Contract.

5. Authorized Negotiators (RFPs only)

The offeror represents that the following persons are authorized to negotiate on its behalf with the PHA in connection with this request for proposals: (list names, titles, and telephone numbers of the authorized negotiators):

6. Conflict of Interest

In the absence of any actual or apparent conflict, the offeror, by submission of a proposal, hereby warrants that to the best of its knowledge and belief, no actual or apparent conflict of interest exists with regard to my possible performance of this procurement, as described in the clause in this solicitation titled "Organizational Conflict of Interest."

7. Offeror's Signature

The offeror hereby certifies that the information contained in these certifications and representations is accurate, complete, and current.

Signature & Date:

Typed or Printed Name:

Title:

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

NON-COLLUSIVE AFFIDAVIT

(Prime Bidder)

State of _____

City/County of _____

_____ Being duly sworn, deposes and says:

(Name)

That he/she is _____
(A partner or officer of the firm of, etc.)

The party making the foregoing proposal or bid, that such proposal or bid is genuine and not collusive or sham: that said bidder has not colluded, conspired, connived or agreed, directly or indirectly with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person to fix the bid price or affiant or any other bidder, or to fix any overhead profit or cost element of said bid price, or that any other bidder, or to secure any advantage against the Housing Authority of New Orleans or any personal interest in the proposed contracts; and that all statements in said proposal or bid are true.

Signature of

Offeror, if the bidder is an individual

Partner, if the bidder is a partnership

Officer, if the bidder is a corporation

Subscribed and Sworn to before me

This _____ day of _____ 2021

Notary Public

My Commission Expires _____

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

CERTIFICATION OF CONTRACTOR NON-EXCLUSION

This certification applies to a sole proprietor or any bidding entity or any individual partner, incorporator, director, manager, officer, organizer, or member, who has at least 10% ownership in the bidding entity, for consideration for award of contracts, in accordance with LA R.S. 38:2227.

A conviction of or plea of guilty or no contest to the following state crimes or equivalent federal crimes shall permanently bar any person or the bidding entity from bidding on public projects:

- (a) Public bribery
- (b) Corrupt Influencing
- (c) Extortion
- (d) Money laundering

A conviction of or plea of guilty or no contest to the following state crimes or equivalent federal crimes shall bar any person or the bidding entity from bidding on public projects for a period of five years from the date of conviction or from the date of the entrance of the plea of guilty or no contest:

- (a) Theft
- (b) Identity theft
- (c) Theft of a business record
- (d) False accounting
- (e) Issuing worthless checks
- (f) Bank fraud
- (g) Forgery
- (h) Contractors; misapplication of payments
- (i) Malfeasance in office

The five-year prohibition shall apply only if the crime was committed during the solicitation or execution of a contract or bid awarded pursuant to the provisions of LA R.S. Title 38, Public Contracts, Works and Improvements.

Should information be discovered about a bidding entity that would be cause for debarment, suspension, exclusion, or determination of ineligibility for award of a contract, HANO shall report and submit supporting documentation to the applicable regulatory agency.

I hereby attest that I have not been convicted of, or have not entered a plea of guilty or nolo contendere to any of the crimes listed above or equivalent crimes.

(Print)

(Date)

(Signature)

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

ACKNOWLEDGEMENT OF ADDENDA

Contractor has received the following Addenda, receipt of which is hereby acknowledged:

Addendum Number: _____ Date Received: _____

(Company Name)

(Signature)

(Printed or Typed Name)

**HOUSING AUTHORITY OF NEW ORLEANS
REQUEST FOR PROPOSALS
FOR
ADMINISTRATION OF MOBILITY SERVICES UNDER
THE HANO COMMUNITY CHOICE DEMONSTRATION
RFP #22-914-05**

(Employer)

STATE OF _____

CITY/COUNTY OF _____

I, _____ Being duly sworn, attests and says that:
(Authorized Signatory)

_____ a private organization,
(Name of Private Company/Employer)

duly registered in the aforementioned state, and contracted to perform work within the State of Louisiana, herein attests that I/we (the employer) are in compliance with the United States Department of Homeland Security's "E-Verify" program, which is mandated pursuant to La RS 38:2212.10. I further attest that I/we are registered in a status verification system to verify that all new employees in my/our (the employer) employ are legal citizens of the United States, or are legal aliens. Further, I/we shall continue to utilize a status verification system to confirm the legal status of all new employees assigned to this project during the term of this contract. In further compliance with the Immigration Reform and Immigrant Responsibility Act of 1996 administrated by the U.S. Department of Homeland Security, I/we shall require all subcontractors to submit to me/us (the employer) a sworn affidavit verifying its compliance with the Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324(a).

Signature of

(Authorized Signatory)

(Printed Name/Title of Authorized Signatory)

Sworn to and Subscribed before me:

This _____ day of _____, 20_____.

Notary Public

My Commission Expires _____

HOUSING AUTHORITY OF NEW ORLEANS
 REQUEST FOR PROPOSALS
 FOR
 ADMINISTRATION OF MOBILITY SERVICES UNDER
 THE HANO COMMUNITY CHOICE DEMONSTRATION
 RFP #22-914-05

COST PROPOSAL

(Submit a separate form for each optional contract period. Each additional option year period shall be negotiated prior to contract award.)

For the purpose of evaluation, and subsequent negotiations, the fee for each project phase shall be broken down as follows:

A. Labor Costs

Position	Hourly Rate	Estimated # of Hours	Total
Project Executive	_____	_____	_____
Project Manager	_____	_____	_____
Sr. Acct.	_____	_____	_____
Secretary/Clerk	_____	_____	_____
TOTAL ESTIMATED LABOR			_____

NOTE: Labor hours are to be submitted for comparison purposes only. Modify the position classifications identified on this form as necessary to reflect the specific proposed staffing plan for this engagement. Reimbursable rates for travel and lodging shall be in accordance with the current U.S. General Services Administration (GSA) Schedule of Rates, if required and approved by HANO. Refer to www.gsa.gov.

B. Direct Job Costs

GSA Expenses	_____
Misc. Expenses	_____
TOTAL LUMP SUM DIRECT JOB COSTS	_____

Contractor's may modify the direct job cost descriptions identified on this form as necessary to reflect their specific estimated direct costs for this engagement.

A. Overhead and Profit

Overhead (_____ % of Labor)	_____
Profit (_____ % of Labor)	_____

NOTE: Overhead and Profit are to be submitted as a percentage of Labor Costs only.

TOTAL ESTIMATED PROJECT COST \$ _____

 Offeror's Name

 Signature

 Firm/Company Name

Comprehensive Mobility-Related Services (CMRS) Guide

Version 2: September 30, 2021

Note:

This is considered a final version of the CMRS Guide. Small updates will continue to be made, but no additional substantive updates are planned for the program model prior to the launch of the pilot and first year of implementation.

Contents

Comprehensive Mobility-Related Services (CMRS) Guide	1
CMRS Orientation	4
Approach to the CMRS Model	4
Purpose of the CMRS Guide.....	4
How to Use the CMRS Guide and Materials	5
Logic Model.....	9
Process Map.....	13
Recruitment and Engagement & Phase 1: Study Enrollment	14
Phase 2: Pre-move Appointment.....	15
Scheduling and Appointment Preparation	16
Intake and Introduction	18
Mapping Family Systems	19
Opportunity Area Discussion	21
Housing Needs	23
Barriers to Moving	24
Family Preparation Plan	26
Phase 3: Family Preparation	31
Housing Search Workshop	32
Renter’s Workshop	34
Banking and Budgeting Workshop [Optional activity, sites may choose]	36
Referrals to Address Barriers	37
Application Cover Letter [Optional activity, site may choose]	38
Ongoing Check-ins	39
Final Family Preparation Check-in	41
Phase 4: Owner Outreach, Searching and Applications	42
Requesting a Move Voucher	43
Proactive Owner Outreach	44
Maintaining an Available Unit List	47
Additional Owner Outreach Activities	48
Unit Referrals	49
Unit Tours.....	51
Ongoing Check-ins	52
Submitting Applications	53
Flexible Financial Assistance	54

Phase 5: Leasing-up.....	60
Request for Tenancy Approval (RFTA) Filing Assistance	61
Fast Inspections	62
Holding Fee	63
Security Deposit Assistance	65
Owner Signing Bonus	67
Phase 6: Post-Move Check-Ins	69
Owner 1-month Post-Move Check-in	70
Client 1-Month Post-Move Check-in.....	71
Additional Post-Move Check-ins.....	73
Phase 7: Completed Search	83
“Open Door” Check-ins	84
Annual Check-in	85
Damage Mitigation Fund	87
Program Oversight Protocols.....	91
Program Model Integrity	92
Enrollment Monitoring	94
Program Oversight for Staff	95
Collaboration with HCV Department(s)	96
Scheduling Workshops and Briefings.....	97
Reporting	98
Inactive Clients.....	99
Becoming Inactive.....	99
Program Reengagement.....	99
Removal from Study.....	101

CMRS Orientation

Approach to the CMRS Model

The CMRS model outlines the services provided to families in the Community Choice Demonstration. The CMRS Guide offers a detailed explanation of the CMRS Model and how the model is used in everyday practice. The model is a culmination of the research and best practice-based evidence that describes how to help families with vouchers move into, and maintain residency in opportunity areas. Where research and best practices were limited, the model takes a transtheoretical approach to building the program's services model.

The transtheoretical approach incorporates theories from systems theory, social constructionist theory, and humanism. These theories are further operationalized in techniques and approaches incorporated into the model, including the strengths-based approach, the human-in-environment framework, and motivational interviewing. Each of these theories, approaches, and techniques help to describe how program staff should orient themselves towards working with families. This orientation is evident throughout the CMRS Guide as well as the program's training materials. The table below offers a definition of each theory and its application to the Community Choice Demonstration model.

THEORY AND APPLICATION TO THE COMMUNITY CHOICE DEMONSTRATION MODEL

Systems Theory: Behavior is influenced by a complex set of factors that work together in a system, and these systems impact how people think and act.

- Where a person lives has a big impact on their life.
- The program should seek to mediate negative systems and protect positive systems through moves.
- The voucher program is being reimaged through the Community Choice Demonstration to help clients succeed.
- Some clients' individual barriers are rooted in oppression.

Social Constructionist Theory: People are the products of their environments and their interpretation of that environment.

- People are the experts of their situations and can only be understood within their self-defined environments.
- In order to help a client take action or adopt new behaviors, practitioners must work from the client's perspective.

Humanism: People have self-determination and take an active role in the development of meaning in their lives.

- Clients should be treated with dignity.
- Clients have self-determination and ultimate control over their lives.
- Practitioners should highlight the strengths a client brings to their situation, in addition to their challenges.

The activities that make up the CMRS model are further described in the program logic model on page 9. A visual representation of how families move through the program is also available on page 13.

Purpose of the CMRS Guide

The CMRS Guide describes how the Community Choice Demonstration staff should deliver services to participating families. All families that have been randomized into the treatment group of the

Community Choice Demonstration must be offered a set of services called “Comprehensive Mobility Related Services.” Families do not have to use all of the available services. Families randomized into the control group for the Community Choice Demonstration may not receive the services described in this Guide.

The additional materials –the Client Binder, Renter’s Workshop, Housing Search Workshop, and Banking and Budgeting Workshop– are examples of the materials that sites may choose to use for their own program.

How to Use the CMRS Guide and Materials

The CMRS Guide is a reference tool for program staff to use in performing their activities and daily functions. The Guide details the activities performed by program staff for each phase of the program, as well as protocols on Program Oversight, Inactive Clients, and Removal from the Study. Each section starts with a summary of the section, the associated timeline, the key parties responsible for the activities in the section, a list of the activities described in the section, and associated documents that are used to perform the activities.

For each activity, the program staff member responsible for the activity, the activity goals, and the required materials are specified in the grey box on the right side of the page. Reference materials, such as trainings associated with the activity, are also listed.

Program staff will receive training on all aspects of the Guide, and more specific training on certain program activities such as the Pre-Move Appointment and on property owner outreach. The program staff represented in the Guide are three distinct roles: the Team Lead, Coach, and Leasing Coordinator. The Team Lead has the primary responsibility of managing the program services, program staff, and acting as a liaison to other partners (Housing Authority staff, the TA provider, HUD, the research partner, referral partners, etcetera). The Coach and Leasing Coordinator offer direct assistance to clients; the Coach primarily works with families on pre-and post-move coaching, whereas the Leasing Coordinator assists clients with searching for units and reaches out to owners with units listed for rent.

There are several additional materials that support implementation of the CMRS Guide. These include client-facing materials, workshop materials, and program tools for the PHA to use. Outside of the workshop materials, all materials that the client receives for the program are stored in their “Client Binder” and prepared for the client in advance of their pre-move appointment. Program tools for staff use are included in the CMRS Guide as attachments at the end of each program phase. All materials associated with the workshops –the PowerPoint slides, facilitator information, workshop booklets, and additional materials –are all presented in their respective workshop PDF. Future iterations of the materials will be provided as individual documents so that users may update them for their own site specifications. A description of each item created for the program is detailed in the table below. The materials in the Client Binder have a “P” and a number in front of them, indicating where within the Client Binder the user can find the item. For example, “P2: Participant Expectation Form” can be found in the Phase 2 section of the Client Binder.

SUMMARY OF PROGRAM MATERIALS

File Name	Item Use	Description
Phase 2: Pre-move Appointment		

P2: Participant Expectations Form	Client binder	1-page form the client signs acknowledging they understand what the program can offer them and what is expected of them through the program
P2: Moving with the Community Choice Demonstration	Client binder	3-page document that briefly describes each program activity to the client
P2: Opportunity Area Map	Client binder	Map that displays where the Opportunity Areas are in the community
P2: Neighborhood Descriptions	Client binder	Descriptions of Opportunity Area neighborhoods, including demographics, schools, transit, public safety, shopping, and parks and recreation
P2: Credit Report Summary	Client binder	Summary of a credit report and score provided by an accrediting bureau
P2: Financial Coaching Referral Example	Client binder	Referral form for clients who are referred to the financial coaching referral agency
P2: Family Preparation Plan	Client binder	A summary of the next steps the client will take prior to putting in applications
P2: Affordability Map	Client binder	Map that displays both Opportunity Areas and affordability by neighborhood
Affordability calculator	Program tool	An excel file that allows the user to calculate a client's affordability based on their income, average utilities, and the area payment standard
P2: Tips for Searching for Housing Online	Client binder	1-page document on how to search for units online, including affordability by tier and a link to the address locator tool
Mapping Family Systems	Coaching tool	Tool used for the client and Coach to discuss where the client interacts with their community
Sample Financial Coaching Referral Email	Form letter	Brief form letter from the Community Choice Demonstration to the Financial Coaching referral partner
Phase 3: Family Preparation		
P3: Application Cover Letter Exercise [Optional activity, site may choose]	Client binder	An exercise, with instructions and a sample letter, for clients to write their own Application Cover Letter to describe any shortcomings in their rental application
Housing Search Workshop		
Housing Search Workshop Booklet	Workshop booklet	Booklet of materials for the workshop, including a "choosing priorities" worksheet, how to explore new neighborhoods, avoiding scams, using the address locator tool, and tips on reaching out to property owners and filling out applications
Housing Search Workshop Facilitator Guide	Instructional materials	Script and instructions for facilitating the workshop
Housing Search Workshop PPT	Workshop PPT	PowerPoint slide deck for the workshop
Housing Search Workshop Group Activities	Instructions & Exercises	Instructions and handouts for group activities
Renter's Workshop		
Renter's Workshop Booklet	Workshop booklet	Booklet of materials for the workshop, including rental properties condition worksheet and sample, sample requests for repairs, and the slides from the workshop
Renter's Workshop PPT	Workshop PPT	PowerPoint slide deck for the workshop

Renter's Workshop Facilitator Guide	Instructional materials	Script and instructions for facilitating the workshop
Renter's Workshop Jeopardy PPT	Workshop game PPT	PowerPoint Jeopardy game
Jeopardy Instructions	Instructional materials	Instructions on how to set up the game
Budgeting and Banking Workshop [Optional activity, sites may choose]		To be developed
Phase 4: Owner Outreach, Searching and Applications		
P4: Unit Tracker	Client binder	Chart to keep track of units
P4: Financial Assistance Reimbursement Request form	Client binder	Policies and what financial assistance the program can provide and a reimbursement request form
P4: Addressing Discrimination in the Rental Market	Client binder	1-page flyer on what discrimination can look like and where to seek legal counsel and report discrimination
Owner Brochure	Owner marketing	Brochure for owners that describes the program and how to get in touch with program staff
Address Locator Tool (to be developed)	Web-based tool	An online mapping tool where users can input an address and see if the unit is in an opportunity area and the affordability for that area by bedroom and voucher size.
Webpages describing the program (to be developed)	Web-based tool	Webpages that clients and property owners can access that describe the program.
Phase 5: Leasing-up		
P5: RFTA Cover Letter	Client binder	Cover letter the client attaches to their physical Request for Tenancy Approval (RFTA) packet that explains the benefits of the program and offers assistance to the owner with completing the RFTA paperwork
P5: Holding Fee Agreement	Client binder	Form the owner fills out when accepting a holding fee paid for by the Community Choice Demonstration
P5: Security Deposit Promissory Note	Form letter	Letter that guarantees security deposit payment upon receipt of signed lease and HAP contracts
Utility Arrears Payment Request	Form	Form the coach and client fill out if the client is requesting utility arrears assistance
Phase 6: Post-move Check-ins		
P6: Post-move Welcome Packet	Client binder	Basic information about the new neighborhood and referrals for family-specific needs
P6: Post-move Frequently Asked Questions	Client binder	Questions and answers to frequently asked questions
Post-Move Assessment	Program tool	An assessment to help determine if the client should receive additional post-move check-ins
Phase 7: Completed Search		
Damage Mitigation Fund Application	Form	Form the owner fills out when requesting reimbursement for repairs made to their damaged unit
Program Oversight Protocols		

PHA-HUD memorandum of Understanding (to be developed)	Program tool	MOU between HUD and the PHA(s) that outlines the program activities.
Administration Calendar (to be developed)	Program tool	Calendar of reoccurring activities, reports, billing, and other activities that are the responsibility of the Program Lead.

National Mobility Demonstration

Program Logic Model

Assumptions

1. Significant structural and programmatic barriers exist in the HCV program and beyond that create challenges to families' ability to be competitive tenant applicants in Opportunity Areas. Mobility programs should seek to diminish these structural barriers so HCV families have greater chances of making successful moves.
2. Mobility programs work best when they work alongside families and empower clients with the tools and resources clients need so they have the ability to choose to move into Opportunity Areas. Clients have self-determination and ultimate control over where to move their family.
3. Knowledge is not a sufficient motivator for people to make changes in their lives. Clients are motivated to take action when it fits into their own narrative. Mobility programs should help clients envision how their lives will be different in Opportunity Areas.

Issue areas

1. HCV market competitiveness

- Traditional payment standards are frequently not competitive enough in Opportunity Areas: Without competitive payment standards in Opportunity Areas, there will be a very limited supply of affordable rental units in Opportunity areas.
- Bureaucracy in HCV lease-up process and procedures makes HCV families less competitive than private market tenants: The time and effort in navigating the process, turning in paperwork, inspections, and setting rent is lost time when the property owner could be making money on a private market tenant. Owners may also not want to go through the hassle of these processes. Therefore, property owners choose not to participate in the program.

2. Property owner participation

- Stigma against the HCV program amongst property owners leads to less participation: Fewer property owners may choose not to participate because they have heard bad things about the HCV program and HCV tenants. Property owners may also hold prejudices against HCV families.

3. Family financial barriers

- Moving to Opportunity Areas costs more than moving to non-opportunity areas or not moving: HCV families may want to move to an Opportunity Area but the security deposits cost more in the more expensive neighborhoods. General moving costs also present a barrier to moving. Some property owners in non-opportunity areas also create financial incentives for families to move into their units.

4. Uncompetitive rental applications

- Clients are uncompetitive applicants compared to private-market applicants: HCV clients may have lower-credit scores, mixed rental histories, and criminal histories that make them less competitive than private-market tenants in Opportunity Areas. Due to a history of racism, HCV tenants may be more mistrusting of property owners compared to market rate applicants making them present as less appealing to owners compared to private market tenants.

5. Family knowledge gaps

- The search and lease-up processes are confusing: Families may want to move to an Opportunity Area but they do not exactly know how the lease-up process works or how much they can afford in rent. With limited time, they may fall back to owners who have worked with the voucher program before because they lack the technical expertise in navigating the voucher lease-up process. Families may only be accustomed to looking on subsidized rental marketplace websites such as gosection8.com and socialserve.com.
- Clients have limited information about Opportunity Areas: Families may not be aware of the benefits of moving into an Opportunity Area and may have limited knowledge of what types of neighborhoods are available to them outside of their current neighborhood.

6. Family hesitancy & competing priorities

- Moving hesitation: Inertia, discouragement, fear of the unknown, or of not being accepted, and the effort involved in finding and moving to a new property may contribute to families' decision not to move.
- Conflicting priorities amongst would-be movers: Families may want to move to a neighborhood with lower crime rates and higher-quality neighborhood resources, but they have to balance the opportunity against competing priorities. These might include for example: established social supports in their current area, or the chance to move into a larger unit in a non-opportunity area. Some neighborhoods that are not "opportunity" may be a good fit for the family.

7. Post-move challenges

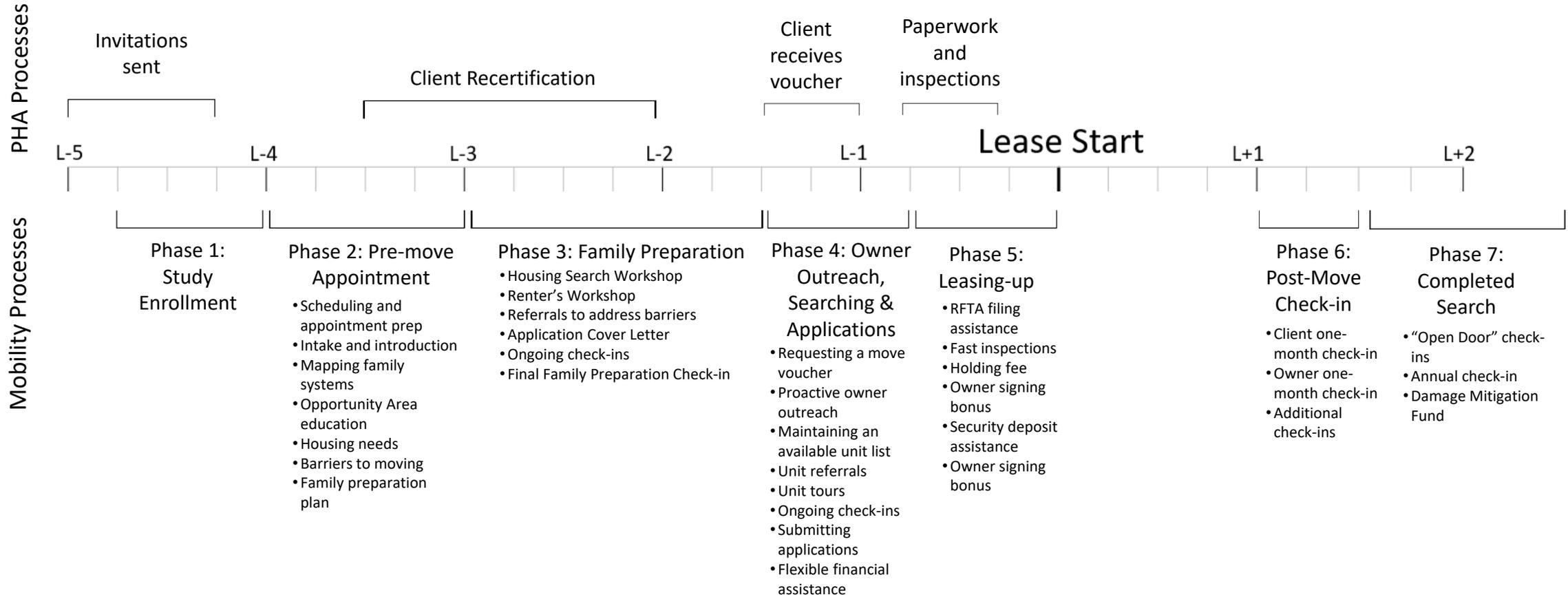
- Challenges with integrating into new community: Families may have challenges with enrolling children in school and extra-curricular activities. Families may also not feel accepted in the new community. Clients may return to their old community where they have more established social networks.
- Post-move behaviors that threaten tenancy: Like all renters, a small subset of HCV families will display behaviors that threaten their tenancy such as late rent payments, disputes with neighbors, damage to units, and problems with daily living.

Theory of Change Summary



Issue area	Activity
1	<p>Increase payment standards in Opportunity Areas: Payment standards in Opportunity Areas are high enough so that many rental units are affordable for HCV families.</p> <p>RFTA filing assistance: Leasing Coordinator offers to assist property owners in filling out RFTAs and turning it in to PHA.</p> <p>Fast inspections: Inspections are expedited for Opportunity Area units.</p> <p>Owner lease up incentive: Leasing Coordinator provides property owner with lease-up incentive.</p>
2	<p>Daily proactive outreach to property owners: Leasing Coordinator reaches out to property owners with available, affordable, and reasonably priced units in Opportunity Areas and encourages them to consider Mobility clients.</p> <p>Unit referrals: Leasing Coordinator provides family with referrals to available units in Opportunity Areas that meet the family's needs.</p> <p>Renter's workshop: This workshop focuses on building skills and knowledge for renters. The workshop will help renters be successful tenants and reduce owners' concerns that tenants will be low-quality.</p> <p>Assistance with developing applications: Coach assists Mobility clients with filling out applications.</p> <p>Application Cover letter: Coach assists Mobility clients with developing an Application Cover letter to discuss any negative information the owner might find during a background check.</p>
3	<p>Flexible financial support: Funds to cover application fees and related expenses, as well as holding fees and security deposits.</p> <p>Review barriers to moving: Coach will access client's credit report/score, criminal history, and rental history where available. Past negative histories will be discussed to help client establish a positive narrative.</p> <p>Referrals to address barriers: Referrals to agencies, including financial counseling and fair housing organizations. Clients with low credit scores and unresolved judgements will be referred to agencies by their Coach.</p> <p>Assistance with developing applications: Coach assists Mobility clients with filling out applications.</p> <p>Application Cover letter: Coach assists Mobility clients with developing an Application Cover letter to discuss any negative information the owner might find during a background check.</p>
4	<p>Opportunity Area Discussions: Coach provides information about Opportunity Areas tailored to family's stated reasons for wanting to move.</p> <p>Unit & neighborhood tours: Mobility staff attend unit tours with families and tour neighborhoods with families to build families' motivation for moving to Opportunity Areas.</p> <p>Housing Search workshop: Workshop teaches families how to search for housing in Opportunity Areas and how to present themselves to property owners.</p> <p>Ongoing check-ins: Program staff regularly check in with clients on progress of Family Preparation Plan and help clients navigate the search and lease-up processes.</p> <p>Family Preparation Plan: Coach works with Mobility clients to find Opportunity Areas of interest, identify appropriate referrals, and establish a timeline for action steps.</p>
5	<p>Mapping family systems: Coach works with client to understand the activities and social supports that the family typically interacts with to ensure that the family's priorities related to Opportunity Areas are maximized in future discussions and that unit referrals appropriately meet family's needs.</p> <p>Housing needs: Coach and client discuss family's housing needs and wants and what they might reasonably be able to find in Opportunity Areas.</p> <p>Ongoing check-ins: Coach/Leasing Coordinator regularly check in with client on progress of Family Preparation Plan and discusses various trade-offs of units with families.</p>
6	<p>Renter's workshop: This workshop focuses on building skills and knowledge for renters. The workshop will help renters be successful tenants and reduce owners' concerns that tenants will be low-quality.</p> <p>Post-move follow-ups: Coach visits with client after they move, offering neighborhood welcome packets and assistance with getting kids enrolled in school, switching over utilities, etc.</p> <p>Damage Mitigation Fund: Funds to cover costs of tenant-caused damages to a unit that exceed the security deposit.</p> <p>Mapping family systems: Coach works with client to understand the activities and social supports that the family typically interacts with to ensure that family's priorities related to Opportunity Areas are maximized in future discussions and that unit referrals appropriate meet family's needs.</p> <p>9-month check-ins: Coach reaches out to family 9 months post-move to see if they are considering staying in their unit for another year or if they want to move again.</p> <p>Owner-post move check-ins: Leasing Coordinator reaches out to owner to ensure the tenant is settling in and the owner is receiving HAP payments.</p>

Snapshot of CMRS full enrollment



Recruitment and Engagement & Phase 1: Study Enrollment

These processes are described in a separate set of documents.

Phase 2: Pre-move Appointment

Summary: The pre-move appointment is the primary opportunity for families to learn about the program and for the Coach to get to know the family. There are a variety of activities in this step designed to help the family understand the program, consider opportunity areas, and to develop a plan for how they will successfully move into an Opportunity Area. The pre-move appointment is the only required phase in the program for participants.

Timeline: The pre-move appointment is the first activity a client participates in following being assigned to the treatment group. The appointment should take place in one or two appointments, in person whenever possible. Coaches should aim to progress through each sub activity during the course of one meeting, however if the meeting runs longer than 1.5 hours, the client needs to reschedule, or if there is some other need to reschedule, the topic areas can take place across two meetings.

Key parties: Coach

Activities:

- Scheduling and Appointment Preparation
- Intake and Introduction
- Mapping Family Systems
- Opportunity Area Discussion
- Housing Needs
- Barriers to Moving
- Family Preparation Plan

Associated documents:

- Client Binder
- Mapping Family Systems worksheet (Attached)
- Sample Financial Coaching Referral Email (Attached)
- Affordability Calculator (Attached)

Scheduling and Appointment Preparation

Steps:

1. Program staff should schedule an appointment with a family as soon as possible after the client is enrolled into the treatment group. The appointment should take place within one week of the client's enrollment whenever possible.
2. Send text message and email reminders the evening before or the day of the appointment to help ensure the client will arrive to the appointment on time. Phone call reminders may also be used.
 - a. If the client is unable to attend the initial pre-move appointment, the Coach should at a minimum reschedule pre-move appointments three times with clients who are unable to make their initial appointment.
3. Gather information already available through PHA case management system if using separate case management system.
 - a. Members and DOBs; current address; primary caseworker at the PHA; adjusted income; voucher size and expiration date; end of lease date.
4. Use an online signature platform to receive client's permission to pull their credit information and pull client's credit report and credit score.
5. Review available information online about client's rental history.
6. Prepare client's binder with all of the materials they receive during the appointment.
7. Create the client's RFTA cover letter and add it to Phase 5 of their binder.

Adaptations for a virtual environment

1. Send the Client their Binder through the post mail or drop it off ahead of their appointment.
 - a. If allowed by the credit bureau, send clients a copy of their credit report or other credit information
2. Advise the client it would be best if they can conduct the meeting in a quiet place.
3. Ask if they will plan to use a cell phone or a device with a larger screen, where screen sharing would be possible.
4. Remind the client to have the Client Binder in front of them for the appointment.

Goals:

- Clients arrive to appointment on time
- Prepare documents ahead of client's arrival

Performed by:

Coach

Required materials:

- PHAs' case management systems
- Credit reporting system
- Client Binder (all materials)

Rationale:

Each family assigned to the treatment group must attend a pre-move appointment. These steps help to (1) ensure that the family attends the appointment; and (2) maximize the use of the time the Coach and the family have together. The RFTA cover letter is a form letter explaining to the client's new property owner that they are in the Community Choice Demonstration and that they will receive a lease-up bonus and expedited lease-up services.

Intake and Introduction

Steps:

1. Ask for preferred language and name.
2. Ask client why they chose to participate in the Community Choice Demonstration and introduce the program in the context of client's stated goals.
 - a. Why client is choosing to participate in the program?
 - b. Ask about current housing and neighborhood situation likes and dislikes.
3. Review program parameters, including program expectations and expectations of the family using the Program Expectations form and the Moving with the Community Choice Demonstration page in the client binder.
4. Reaffirm contact information is correct and gather any additional contact info and add it to the program Customer Relationship Management (CRM) system.

Adaptations for a virtual environment:

1. Make sure the client has their Client Binder with them for the appointment.
2. For clients on a computer, use screen sharing to discuss the program documents.
3. For clients without screensharing capabilities, walk through the documents using the program page numbers as a reference.
4. Have the client sign the Program Expectations Form electronically if possible.

Rationale:

Basic information is needed to begin the program. Introducing the program in the context of the client's stated goals will help to reinforce the client's motivation for participating. The discussion of expectations helps to reinforce what the program is about and to establish/align the client's expectations about the program.

Goals:

- Understand family's motivation for participating in the program
- Collect basic client information before and during first interaction
- Ensure family understands parameters of the program
- Set foundation for building rapport and trust with client

Performed by:

Coach

Required materials:

- Client binder
 - P2: Community Choice Demonstration Participant Expectations
 - P2: Moving with the Community Choice Demonstration
- Program CRM
- HCV line of business software

Reference Materials:

- Pre-move appointment training (to be developed)

Mapping Family Systems

Steps:

1. Discuss with families where their social systems are located using the Mapping Family Systems form and the Opportunity Area Map.
 - a. Examples: school, extra-curricular activities, family and friends, childcare, work, health care, religious institution, others.
 - b. Determine what is moveable and not moveable for the family.
 - c. Map out where non-movable people or activities are on the map using the Opportunity Area Map.
2. Discuss what resources the family will need in their new community.
3. Review the types of transportation the family uses and if anyone in the family has a driver's license.
4. Begin recording information into the CRM page.
5. Keep the form for your records and provide a copy to the family if requested.

Adaptations for a virtual environment:

1. For clients where screensharing is possible, fill out the Mapping Family Systems worksheet on the computer and plot out the family's non-moveable people and activities using Google's "[my maps](#)."
2. For clients on the phone: make sure to provide an overview of all the people and activities that were discussed, where they are located, and if it would be feasible for the family to move the activity.

Rationale:

This activity helps the client and the Coach thoroughly review the client's systems that they interact with on a regular basis. The method uses a person-in-environment approach to discuss the family's geographic needs. The person-in-environment framework also helps to guide the discussion on the positive and negative systems in the family's life and how the move might affect their mezzo systems. The Coach and client should be able to identify what people or activities are and are not movable through this activity, and establish what resources the client will require in their new community. This is also an opportunity to continue to build rapport with the client. The Coach is learning about the client's life and reflecting back what they have heard from the client. The activity should make the client feel like they are teaching the Coach about themselves. This can be an

Goals:

- Learn from client where their typical social systems are geographically within the region
- Visualize with client where they go regularly
- Understand what resources are needed in the client's new community and where the client will need to continue to go after relocating
- Start building client's motivation to consider new areas
- Select Opportunity Areas where the family will search for units

Performed by:

Coach

Required materials:

- Client Binder:
 - P2: Opportunity Area Map
- Mapping Family Systems worksheet (attached)
- Program CRM
- Gmail account (virtual only)

Reference Materials:

- Pre-move appointment training (to be developed)

intimate experience and can help the Coach build rapport with the client and highlight the client's strengths.

Opportunity Area Discussion

Steps:

1. Discuss potential Opportunity Areas that might be a good fit for family given their specific needs and information gathered during Mapping Family Systems exercise.
2. Use the Opportunity Area Map and Neighborhood Descriptions handouts to discuss different neighborhood amenities for the family to take home and continue the discussion at home.
3. Address and discuss any other personal concerns or worries that the family might have about moving to a new area. Common themes might be:
 - a. Family or kids being accepted in the neighborhood or the school.
 - b. Moving far away from friends and family.
 - c. Finding a unit that is the appropriate size for the family.
 - d. Discrimination by property owners.
 - e. Non-competitive rental applications.
 - f. Finding a unit before their voucher expires or before their lease is up.
 - g. Having access to reliable transportation.

Adaptations for a virtual environment:

1. For screen-sharing clients: Go through the materials on the screen.
2. For clients on the phone: Use the page numbers in the Client Binder to go through the materials together.

Rationale:

Past research suggests that HCV families are not familiar with what Opportunity Areas are available to them in their region and what sort of benefits they might be able to experience in Opportunity Areas. Reaffirming what the client has already heard during the Enrollment Meeting in Phase 1 may help the client to uncover additional reasons why they might be motivated to move to an Opportunity Area. This one-on-one discussion provides the opportunity for the client and Coach to discuss any misconceptions or fears the client has about Opportunity Areas. The Coach and client collaboratively identify which areas might be the best fit for the family. The Coach helps the client to weigh the costs and benefits of each community, tailored to the family's situation. This discussion may also be one of the first times that the client has had the time to fully consider what they want and need for their future home and neighborhood, and

Goals:

- Client learns about benefits of moving to an Opportunity Area
- Client understands where Opportunity Areas are

Performed by:

Coach

Required materials:

- Client Binder:
 - P2: Opportunity Area Map
 - P2: Neighborhood descriptions

Reference Materials:

- Pre-move appointment training (to be developed)

how to go about their search process. The Coach can help guide the family through this thought process and provide helpful insights along the way, especially as they relate to Opportunity Areas.

Housing Needs

Steps:

1. Ask family about any “non-negotiable” needs for their new unit. Examples: must have washer/dryer; must be single family unit (a house); must have backyard. Other needs might include: Pets, stairs, flooring, etc.
2. Confirm with family what is a need versus a want.
3. Discuss what options the program has seen that are available in the Opportunity Area communities they are interested in and the tradeoff they may need to make to accommodate any competing interests (ie, size of the unit versus quality of the school district).
4. Record all of the information in the CRM.

Rationale:

The first goal of this activity is to understand the family’s housing needs so the information can be passed on to the Leasing Coordinator and the family can be provided with appropriate referrals. The secondary goal of the activity is to help process with the family what sort of options are available for them in the Opportunity Areas they are interested in. It is best for the family to understand this reality as they enter the program rather than to be disappointed when they start their housing search. Discussing trade-offs gives the family the chance to make a decision about what is more important to them ahead of time, rather than when it comes time to actually choose a unit. If the family agrees early in the process, for example, that they are willing to move into an apartment if it means getting their child into a high-quality school district, they may be more likely to act on that decision than if the decision point of a house versus an apartment was right in front of them three months later. Having this discussion earlier can act as a pre-commitment and help the family create time and space to consider what kind of housing options are feasible for them.

Goals:

- Determine what type of housing unit would be appropriate for the family and any accommodations or restrictions they may have
- Set realistic expectations with family about what type of housing units are available in their Opportunity Areas of interest

Performed by:

Coach

Required materials:

- Client Binder:
 - P2: Opportunity Area Map
 - P2: Neighborhoods Descriptions
- Program CRM

Reference Materials:

- Pre-move appointment training (to be developed)

Barriers to Moving

Steps:

1. Educate families about the importance of mitigating any barriers they have to turning in a successful rental application. Having a rental application denied may be an unfamiliar experience, even for seasoned renters, because they may not have put in applications in a competitive market before. The intent of providing this information is not to discourage the client or make them feel guilty about something in the past, but rather to prepare them for the potential challenges and to build their motivation to work on reducing their barriers.
2. Credit report and credit score
 - a. Review client credit report and score. Briefly go over contents of score. Discuss with client how their credit might impact their application process.
 - b. For clients with a low credit score [number TBD by region], suggest client do further consultation with the designated financial coaching referral partner.
 - i. Ask client if you can provide their contact information to the financial coaching referral partner.
3. Previous rental history
 - a. If publicly available, review information on history of judgements or past evictions.
 - b. Discuss with family circumstances of the rental history and how to bring this up with a property owner.
 - c. Ask family about their relationship with their current property owner, including if they think the owner will give them a strong reference and if they pay their rent on time each month.
 - i. For clients who identify issues, discuss ways to resolve these issues or how to keep them from occurring in the future.
4. Previous criminal history
 - a. If publicly available, review information on criminal history. If not available, ask family if they have any interaction with the justice system.
5. Utility arrears
 - a. Ask the family if they have an overdue bill with any utility companies, including electricity, gas, sewer, water, trash, or oil utilities.
6. Discuss options with family on how to mitigate these barriers to having a successful rental application.

Goals:

- Determine if the family has any credit, rental, or criminal histories that might present a barrier to their ability to pass an owner's application criteria
- Help the client consider action steps to take to mitigate these barriers

Performed by:

Coach

Required materials:

- Client Binder
 - P2: Credit Report Summary
 - P2: Financial Coaching Referral Example
 - P3: Application Cover Letter Exercise [Optional activity, site may choose]
 - P4: Addressing Discrimination in the Rental Market
- Program CRM

Reference Materials

- Pre-move appointment training (to be developed)
- Credit Coaching training (to be determined)

- a. [Optional activity, site may choose] Clients should be encouraged to develop an Application Cover Letter should they have any issues as identified above. The Application Cover Letter is a letter the client can attach to an application that discusses any areas in their application that may make them look like a riskier tenant compared to other applicants. It is an opportunity for the client to discuss why something in their background occurred and why they do not see it occurring again moving forward.
 - b. Clients who seem interested in improving their credit should be referred to the outside financial coaching referral partner. Clients with outstanding judgements should be referred to a housing rights organization.
 - c. Clients who have never rented their own unit before or who have issues with their current property owner should be encouraged to attend the Renter's Workshop.
 - d. Provide client with referrals to agencies that provide utility assistance.
7. Record all of the information in the CRM.

Adaptations for a virtual environment:

1. For screen-sharing clients: Go through the materials on the screen.
2. For clients on the phone: Use the page numbers in the Client Binder to go through the materials together.

Rationale:

Due to a variety of structural factors, many clients in the Community Choice Demonstration will have less competitive rental applications compared to market-rate tenants competing for units in Opportunity Areas. In order to give families every opportunity to succeed, these issues should be addressed with the family, where possible, prior to them submitting applications. Reviewing this information also helps the client to be prepared for possible rejection should they have any significant barriers so it does not come as such a surprise later into their moving process.

Family Preparation Plan

Steps:

1. Discuss again with family which Opportunity Areas they are interested in based on earlier discussions.
2. If the family has income, calculate their affordability using the Affordability Calculator by neighborhood based on the 40% rule.
 - a. Discuss with family, based on their current rent portion and what their estimated portion will be during their next lease-up (for example, if their income has gone up and they can expect a bump in rent no matter even if they do not go above the payment standard), if they can afford to search for housing at a 40% price point, or if they need to stick to affordability by the payment standard threshold (for families with \$0 income) so they will pay no more than 30% towards their rent and utilities.
3. Affordability by neighborhood discussion
 - a. Discuss with family what they can afford based on income and neighborhood tiers using the Affordability Map and online Address Locator Tool.
 - b. Briefly review how to search for housing using the Address Locator Tool and Tips for Searching for Housing Online; further instruction will be offered during Housing Search Workshop.
 - c. Write down the family's affordability by tier on their Tips for Searching for Housing Online worksheet.
4. Create a family preparation plan with client based on the assessment discussion using the Family Preparation Plan form.
 - a. Address barriers to moving – credit history, rental history, criminal history – and activities to mitigate these barriers. Discuss with client additional activities the client should do during the Family Preparation Phase
 - i. Outside agency referrals
 - ii. Application Cover Letter exercise
[Optional activity, site may choose]
 - b. Review steps to leasing up with a voucher referring back to the Moving with the Community Choice Demonstration handout.
 - c. Talk to the client about the timing of next steps. Typically, after the pre-move appointment,

Goals:

- Develop plan with family that emphasizes client's strengths and reduces barriers to moving to an Opportunity Area
- Continue to build rapport with client

Performed by:

Coach

Required materials:

- Client Binder:
 - P2: Family Preparation Plan
 - P2: Affordability Map
 - P2: Tips for Searching for Housing Online
 - P2: Moving with the Community Choice Demonstration
 - P3: Application Cover Letter Exercise
- Program CRM
- Address Locator Tool (to be developed)
- Affordability calculator
- Sample Financial Coaching Referral Email (attached)

Reference Materials

- Pre-move appointment training (to be developed)
- Affordability and Rent Reasonableness training (to be developed)

clients enter the “Family Preparation” phase until 6 to 7 weeks before their move date, at which point they start receiving unit referrals, so most clients are in Phase 3 for 6 to 8 weeks. However, some clients may have more time available and need that time to work on their barriers to moving. The timing of services should be flexible based on the family’s needs and the Coach’s recommendation. Timing considerations include:

- i. Upcoming Renter’s Workshops and Housing Search Workshops.
 - ii. Timing for attending outside referrals.
 - iii. Timing for searching for housing and receiving unit referrals.
 - iv. General family moving preparation.
5. Decide on a date for when the family thinks they can have their pre-move steps completed. The family should start receiving unit referrals within 5 business days of completing their steps.
 6. Discuss post-move referrals that can help the family become established in the new neighborhood.
 7. Describe the conversation using the Family Preparation Plan form for the family to take home.
 8. Make a copy of the Participant Expectations Form for the family to take home.
 9. Make sure the client has all of their documents in the client binder. Individualized items include:
 - a. Participant Expectations Form
 - b. Family Preparation Plan
 - c. Opportunity Area Map
 - d. Credit Report Summary
 - e. Financial Coaching Referral
 - f. Tips for Searching for Housing Online worksheet
 - g. RFTA Cover Letter
 10. Talk to the client about the Leasing Coordinator and when they can expect to hear from them. If the Leasing Coordinator is also in the office, introduce the client to the Leasing Coordinator.
 11. Record all of the information in the CRM.
 12. Make any additional notes and/or scan and physical paperwork into the system.
 - a. Participant Expectations Form
 - b. Mapping Family Systems exercise
 - c. Shred the client’s credit report if it was printed
 13. Send an email to the financial coaching referral agency if the client was referred to the program (see the attached sample).

Adaptations for a virtual environment:

1. For screen-sharing clients: Go through the materials on the screen. Ask the client to write down their pre-move steps.
2. For clients on the phone: Use the page numbers in the client binder to go through the materials together. Text the client a link to the address locator tool and use a sample address for them to input into the tool so they can learn how to use it. Ask the client to write down their pre-move steps.

Rationale:

Developing a mutually agreed upon plan will help the client and the program stay on track to help the client make a successful move. Assignments should be given to each party so the client knows that the program is accountable to them and vice versa. This is also an opportunity to teach the family about how much they can afford and to begin to introduce them to online search tools. Tools and information should empower the client to feel like they have the necessary resources to make this move.

Mapping Family Systems

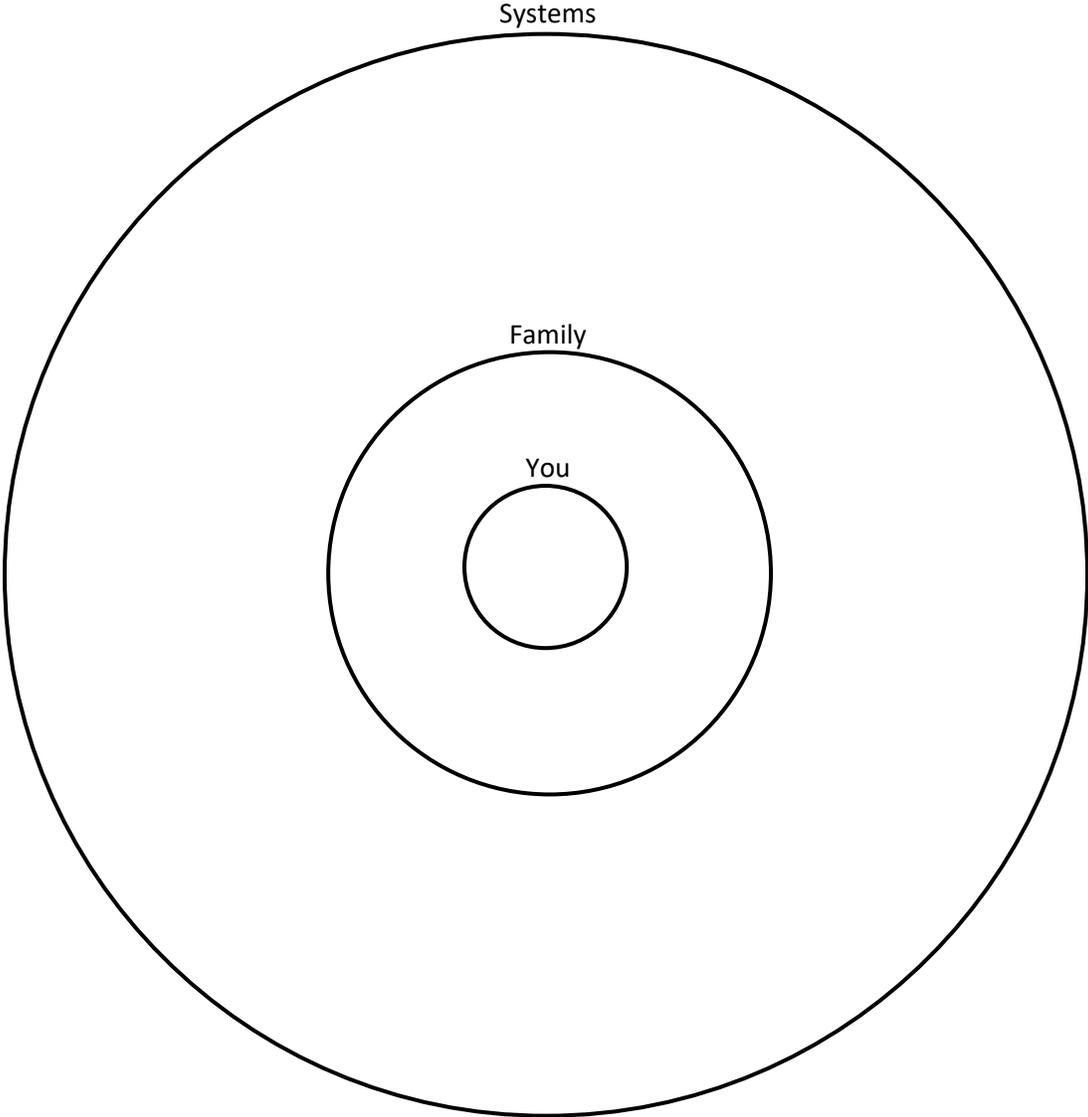
Client Name:

Number:

Date:

Systems that your family regularly interacts with:

- Activity/Organization/People
- Location
- Frequency
- Moveable?



Subject: Referral from the Community Choice Demonstration

Hello [insert name],

I am reaching out to you to let you know that the person below has received your contact information to set up a financial coaching appointment.

[Insert person's full name, email, and phone number].

In particular they are interested in [insert areas of interest, such as: a credit-building loan, a secured credit card, general tips on building credit, or disputing inaccurate information on their credit report].

They have your contact information, but you may also want to reach out to them to schedule an appointment.

Please let me know if you have any questions for concerns.

Thank you,

[Name]

Email Signature

Affordability Calculator

Note: The user fills out the cells in blue; the cells in green will populate automatically

A	Contract rent:	\$1,350
B	Estimated Utility allowance:	\$225
	Tier:	2
	Bedroom size:	3
	Gross income:	
	Adj income:	\$39,000
D	Payment standard:	\$1,422
C	Gross rent (A+B):	\$1,575
E	Lesser of gross rent or payment standard (C or D):	\$1,422
F	TTP greater of: 10% of gross monthly income; 30% of adj monthly income; \$50	\$975
G	HAP payment (greater of E-F or \$0):	\$447
J	Tenant rent portion (A-G):	\$903
M	Utility allowance + tenant portion (B+J):	\$1,128
N	40% of adjusted monthly income:	\$1,300
	Does rent meet 40% rule (is N-M>0):	\$172
	Can client afford this unit?	Yes

Phase 3: Family Preparation

Summary: This is the interim period after the family has their pre-move appointment and before it's time for them to go on unit tours and start putting in applications. Families should spend this time going to outside referrals, attending workshops, and preparing for their housing search. Rather than a singular appointment, this phase will typically take place over several weeks. The Coach checks in with the client regularly to make sure they are staying on track.

The Family Preparation phase will be different for every client. Some clients may need or request significant coaching assistance whereas others will be very independent and require very little interaction with their Coach. Similarly, some clients may follow the timeline established during the pre-move appointment, whereas other clients may take a shorter amount of time, or longer amount of time to progress through this phase.

Timeline: Families typically move out of the Family Preparation phase once have completed their pre-search steps such that they can successfully begin putting in rental applications. This is a decision that the Coach and the family will ideally make together.

Key parties: Coach; Leasing Coordinator

Activities:

- Housing Search Workshop
- Renter's Workshop
- Referrals to Address Barriers
- Application Cover Letter
- Ongoing Check-ins
- Final Family Preparation Check-in

Associated documents:

- Client Binder
- Housing Search Workshop
- Renter's workshop

Housing Search Workshop

Description:

This workshop will offer audience members the opportunity to spend more time learning how to search for housing and to make successful connections with property owners. Most of this material should be covered during the Pre-Move Appointment with clients, with the workshop offering an additional opportunity for clients to learn the information and to practice some of the activities described.

Audience: All clients in the program.

Target number of attendees: 2 to 20.

Topic areas:

- Choosing between different types of units
- Affordability
- How to use the PHA's address locator tool
- Checking out new neighborhoods
- Using online search engines
- Reaching out to property owners
- Making a great first impression

Approximate length: 2 hours

Platform/set-up:

- PowerPoint (PPT) presentation
- Projector or large screen TV to show presentation and demonstrate looking for housing online
- Reviewer note: A virtual version of this workshop is forthcoming.

Rationale:

Searching for rental housing is complicated, even without a Housing Choice Voucher, a multi-tiered payment standard system and looking only in Opportunity Areas. Clients' ability to find housing and to have positive interactions with property owners directly effects their ability to move into Opportunity Areas. The workshop setting helps to reinforce some of the information providing to clients during the pre-move appointment. They may also feel a sense of camaraderie in participating in a group setting. Clients should feel empowered to use these tools to their advantage to find the right home for their family.

Learning Outcomes:

- Clients will state their top priorities in searching for a home
- Clients will be able to identify affordable homes on the market
- Clients will make a great impression on property owners

Performed by:

Coach or Leasing Coordinator

Required materials:

- Housing Search Workshop materials
- Pens
- Large paper pad or white board
- Participant-supplied smart phones, or program supplied computers/tablets
- Wifi

Reference materials:

- Hosting Workshops Training materials (to be developed)

Renter's Workshop

Description:

This workshop is oriented towards families who have never rented their own place before, or who are relatively new to renting and living on their own. The workshop will help renters avoid some of the common pitfalls people with limited rental experience have, and ease anxieties they have about the process. Having multiple team members available to facilitate this workshop is helpful.

Audience: Clients who have never rented before, or anyone coming off the waitlist. Clients with a history of negative property owner interactions identified during the pre-move appointment may also be encouraged to attend this workshop. Clients who have already moved through the program who are struggling to maintain tenancy may also benefit from participating in the workshop.

Target number of attendees: 2 to 30.

Topic areas:

- Moving-in procedures
- Reading a lease
- Paying rent
- Living in a house vs an apartment or townhouse
- Basics on property owner-tenant law
- How to turn on utilities and what to expect to pay during different seasons
- What to do when you have a maintenance issue
- What to expect when we inspect
- Moving-out procedures with the PHA and your property owner
- Any other area-specific topics
 - Other relevant local or state laws
 - Ice/snow
 - Water usage

Approximate length: 2 hours

Platform/set-up:

- PPT presentations
- Projector or large screen TV to show presentations
- Room set-up compatible with group formations

Learning Outcomes:

- Clients will be able to describe move-in and move-out procedures with the Housing Authority.
- Clients will know how to avoid common issues with renting a home.
- Clients will know how to read their lease, pay rent, and maintain their homes.
- Clients will know what to expect during Housing Authority inspections.

Performed by:

Coach or Team Lead

Required materials:

- Renter's Workshop Folder
- Ipads or other noise makers
- Pens
- White board or large writing pad to keep track of scores

Reference materials:

- Hosting Workshops Training materials (to be developed)

- Reviewer note: A virtual version of this workshop is forthcoming.

Rationale:

Some clients may not have the knowledge required to successfully enter into a lease and maintain a home. Clients may also not understand the owner's role and responsibilities, leading to negative tenant-owner interactions. Not all clients would find this information useful or helpful to them in moving into an Opportunity Area, so these topics are not included in one-on-one sessions and the audience is not all clients. The workshop also helps to reassure owners the client will be successful in maintaining tenancy. Clients participating in the workshop might be motivated to participate because they want to feel confident about renting a property for the first time, and they don't want to do anything to jeopardize their voucher.

Banking and Budgeting Workshop [Optional activity, sites may choose]
This activity is under construction.

Referrals to Address Barriers

Steps:

1. Client attends meetings with outside referral agencies that were discussed during pre-move appointment.
2. Coach provides warm handoffs where necessary and appropriate.
3. Record client interactions in CRM.

Rationale:

For clients who have a mixed credit, criminal, or rental history, any outside agency that can provide quick and concise interventions to remove or reduce negative marks on the client's history, will improve the client's chances of having a rental application accepted. For some clients, the timing of these referrals will not be soon enough for them to reasonably make changes, however other clients who do not move through the moving process quite as fast will have more time to work on removing these barriers. Activities that a client might conduct through referrals, for example, might include: Requesting the court to remove incorrect information from their record, paying down debts owed to previous property owners, and disputing negative information on credit reports.

Goals:

- Clients attend meetings with outside agencies to address any pre-move credit, rental, and criminal history discussed during Pre-Move Appointment
- Referrals to outside agencies result in higher credit scores and a reduction of negative items on clients' rental and criminal histories

Performed by:

Coach

Required materials:

- Program CRM

Application Cover Letter [Optional activity, site may choose]

Steps:

1. Client reaches out to their Coach to request assistance with writing an Application Cover Letter.
2. Coach meets the client at the office or another convenient location and walks them through the exercise.
3. Coach makes sure the client has an electronic copy of their Application Cover Letter.
4. Record the experience in the program CRM.

Rationale:

Some clients may lack the technology, skills, or organization necessary to create their own Application Cover Letter. The Coach can remedy this barrier by assisting families in submitting their applications.

Goals:

- Clients' narratives about their negative credit/rental/criminal history makes property owners feel more comfortable about renting to them

Performed by:

Coach

Required materials:

- Client Binder:
 - P3: Application Cover Letter Exercise
- Program CRM

Ongoing Check-ins

Steps:

1. Through text messages, emails, or phone calls the Coach reaches out to the client on a weekly basis to inquire about their progress on their pre-move steps.
 - a. Where necessary or requested by the client, the Coach may also meet with the client in person at their office or a different location convenient to both parties.
2. The Coach uses motivational interviewing techniques to encourage the client to continue to progress towards their pre-move steps.
 - a. Clients may also change their minds about which Family Preparation steps they want to participate in. The Coach may encourage the client to participate in a certain activity, but participation for any activity is ultimately the client's decision.
3. Where necessary, the Coach offers to provide the client with additional assistance to help the client stay on track. This may include, for example, setting up an additional meeting with the client, reminding them about an upcoming workshop, or helping the client set up an appointment with one of the referral agency partners.
 - a. Programs may also choose to set up regular, automated reminders to encourage clients to attend workshops via email or text message.
 - b. For clients who might find a workshop particularly useful, the Coach may choose to send a special, personalized reminder. Otherwise, tracking of client attendance in workshops should only be accounted at the Final Family Preparation Check-in.
4. If program staff are unable to make contact with clients after multiple attempts, refer to the Inactive Clients policy under Phase 7.
5. Record client interactions in the program CRM.

Rationale:

The amount of work and information associated with moving to an Opportunity Area can easily become overwhelming for clients. Clients of previous mobility programs highlight the emotional support that the program offered them. Regular check-ins from their Coach can help clients stay on track and motivated to do the work associated with the moving process. Some clients may

Goals:

- Ensure that client is progressing through their pre-move steps

Performed by:

Coach

Required materials:

- Program CRM

Reference materials:

- Motivational Interviewing Training (to be determined)

require additional assistance to complete their pre-move steps than other clients. Offering this flexible assistance allows higher-needs clients to stay on track.

Final Family Preparation Check-in

Steps:

1. Between 1 and 5 days before the client is set to receive unit referrals, the Coach contacts the client to gauge their preparedness to receive unit referrals and to begin to put in applications for units.
2. The Coach and the client review their established steps in the Family Preparation Plan to see if client has completed their activities.
3. If the client has not completed all of their activities, the Coach and client discuss if it would still make sense for the client to start receiving unit referrals.
 - a. Clients with significant barriers to leasing up who have not completed related activities, such as writing an Application Cover Letter, attending a Renter's Workshop, or attending an appointment with an outside referral agency, may be encouraged to pursue these activities prior to receiving referrals, however, this is ultimately the client's decision.
 - b. Other clients with fewer barriers who have not completed their Family Preparation activities, such as attending a Housing Search Workshop, might be encouraged to attend the next workshop that fits their schedule but still move on to Phase 4.

Rationale:

The transition from Phase 3 and 4 can be unclear without this definitive conversation with clients. Some clients may have already started searching for units before the scheduled unit referral date, whereas other clients are still focused on working through the activities established in their Family Preparation Plan. In all likelihood, some clients will not complete all of their pre-move steps before they reach their unit referral date despite their best intentions, and reminders and encouragement from their Coach. The Coach and the client use this discussion to assess if the client feels ready to start receiving unit referrals. This decision, as with other decision points throughout the program, should be client-led with encouragement from the Coach.

Goals:

- Establish with client if they are ready to move into the Searching and Application Phase of the program

Performed by:

Coach

Required materials:

- Program CRM

Phase 4: Owner Outreach, Searching and Applications

Summary: Clients typically enter this phase when they have completed their pre-move steps and they are close enough to their end-of-lease date (where applicable) to where it is time for them to start applying for units. In this phase, the family receives unit referrals, tours units, and puts in applications.

This is the phase where the Leasing Coordinator performs the majority of their work in conducting outreach and providing clients with unit tours. The program staff maintain an active list of available units through continued owner outreach. Units on the list are continuously reviewed and referred to clients based on clients' needs and preferences.

The Program Staff will also pay or reimburse the family for application fees and processing fees for Opportunity Area units. Program staff may also assist clients in setting up tours, tour properties with families, and help clients fill out applications.

Timeline: Entrance into this phase usually occurs at the conclusion of the Final Family Preparation Check-in, about 6-7 weeks prior to when a family is planning to move.

Key parties: Coach, Leasing Coordinator, and Team Lead

Activities:

- Requesting a Move Voucher
- Proactive Owner Outreach
- Maintaining an Available Unit List
- Additional Owner Outreach Activities
- Unit Referrals
- Unit Tours
- Ongoing Check-ins
- Submitting Applications
- Flexible Financial Assistance

Associated documents:

- Client Binder
- Owner Brochure (attached)
- Utility Arrears Payment Request (attached)

Requesting a Move Voucher

Steps [PHAs to fill in how this process occurs]:

1. .
2. .
3. .
4. After receipt of the voucher and RFTA packet, the Coach instructs the client to add the RFTA Cover Letter to their RFTA packet.

Rationale:

While requesting a move voucher is primarily an activity between the client and the Housing Authority, the Coach may assist clients in the process in order to help the process go smoothly. Clients may be confused or unaware of all of the steps involved in attaining their voucher, so the Coach is available to aid in the process so that when the client identifies a unit, they will be ready to give their property owner their RFTA packet.

Goals:

- Client receives their voucher at the right time

Performed by:

Coach

Required materials:

- Client Binder:
 - P5: RFTA Cover Letter
- Program CRM

Proactive Owner Outreach

Steps:

1. Prior to outreach:
 - a. Leasing Coordinator surveys available, affordable Opportunity Area units using a mixture of online listing sites such as Craigslist, Hotpads, Zillow, GoSection8, and Trulia.
 - i. Consider the unit bedroom size requirements for active tenants.
 - ii. For listings that appear potentially fraudulent, the Leasing Coordinator should review the unit's address and contact information. Consistent rental scams are frequently generated by scraping information from rental or sale listings and then relocating that information to a different website. Listings affiliated with suspicious looking phone numbers or email accounts deserve additional scrutiny.
 - b. Input the collected addresses into the Address Locator Tool to confirm that the units are in Opportunity Areas.
 - c. Confirm affordability of selected units using correct payment standard and individual client's Adjusted Gross Income (AGI) information.
 - d. Cross reference owner contact information (including listed phone number and name) and unit address with existing CRM data to identify whether a previous contact has been made.
 - i. If there is an existing record for either the rental unit or the property representative, review past notes to gauge whether another contact could be potentially fruitful.
 - e. Organize the collected units to prepare for owner contact.
 - f. Special attention should be paid to whether units are listed by realtors, managers, and/or owners. This may not always be readily apparent.
2. Contact the owner or representative listed in ads:
 - a. Call the listed property manager/owner.
 - i. Sometimes properties will not have a listed phone number and outreach must be conducted via email. However, when

Goals:

- Identify available, affordable units in Opportunity Areas that would meet clients' housing needs
- Educate property owners and managers about the Community Choice Demonstration
- Expand the list of available Opportunity Area units for to provide as unit referrals to clients

Performed by:

Leasing Coordinator

Required materials:

- Owner Brochure
- Program CRM
- Webpages describing the program (to be developed)
- Address Locator Tool (to be developed)

Reference Materials:

- Making the Pitch to Property Owners training (to be developed)
- Affordability and Rent Reasonableness Training (to be developed)

there is an option, phone calls are always preferable.

- ii. Leasing Coordinator introduces themselves to the property owner and references unit address.
 1. Request more information regarding unit amenities and unit availability.
- b. Introduce the Community Choice Demonstration
 - i. Ask if the property owner has any experience renting to tenants with Housing Choice Vouchers.
 - ii. If the answer is “no,” ask the representative if the owner has ever considered renting to tenants with HCVs and what the individual’s familiarity is with the HCV leasing process and general program.
 1. Use the program webpages as a guide for the main selling points of the program. Main incentives for renting to tenants associated with Community Choice Demonstration include:
 - a. Reliable rent payments based upon tenant’s income
 - b. Tenants with HCVs tend to stay in place longer than market rate peers
 - c. Lease-up bonus
 - d. Access to damage mitigation fund
 - e. Expedited leasing process and improved owner support
 - f. Readily available tenant supply for filling vacancies
 - g. Acting as a liaison with the Housing Authority
 - iii. If the answer is “yes,” ask the representative if the owner is interested in considering applicants with HCVs for that particular property.
 1. Offer details on the benefits specific to the Community Choice Demonstration. Main incentives for renting to tenants associated with Community Choice Demonstration include:
 - a. Reliable rent payments based upon tenant’s income
 - b. Tenants with HCVs tend to stay in place longer than market rate peers
 - c. Lease-up bonus
 - d. Access to damage mitigation fund
 - e. Expedited leasing process and improved owner support
 - f. Readily available tenant supply for filling vacancies
 - g. Acting as a liaison with the Housing Authority
- c. Determine whether the owner would be open to considering applicants with HCVs.
 - i. If the answer is “yes,” provide an overview of the PHA leasing process. This may require a more detailed follow up via email with bulleted steps.
 1. Request more information about owner screening requirements regarding income, credit, criminal history, pet policy, rental history, and application fee.
 - ii. If the answer is “no,” request more information regarding the basis for that decision.

1. If this conversation results in increased interest but not an outright request for tenant referrals, let the representative know that you will follow up with them in the near future. Note a date for follow up.
 2. If the answer is a hard “no,” and the area of the unit in question is protected by a Source of Income law, inform the property owner of the law and offer to provide additional information.
- iii. If you are conferring with a realtor, ask if the realtor could follow up with the property owner.
1. Send the realtor an email with a Community Choice Demonstration overview including program brochure and link to website.
 2. Note when the realtor should be contacted in the near future to inquire about owner decision.
- d. Input unit information into CRM
- i. Where the Leasing Coordinator is unable to reach a contact for an available unit, make a note to follow up back up with the point of contact during the next business day.

Rationale:

Property owner participation in the voucher program appears to be declining in many cities and owner participation is even more challenging in Opportunity Areas. Many property owners may have preconceived notions about the voucher program; however, few will have heard of the new Community Choice Demonstration, which offers a variety of new benefits to HCV property owners. Especially in more competitive and/or segregated markets, proactive property owner outreach will be a very important component of the Community Choice Demonstration model and is a primary, pivotal role of the Leasing Coordinator. Many property owners will need to be “sold” on working with a voucher tenant before they are willing to consider renting to a family with a voucher. Without willing property owners, there will be no opportunity moves.

The Community Choice Demonstration should contact property owners and managers who have active vacancies they are looking to fill as a best practice in identifying available units for families in mobility programs. This method has been tested across the country, from Seattle, to St. Louis and Baltimore, and beyond. Although many property owners might be receptive to Mobility clients, they do not typically seek out the program or program clients when they have an available rental unit. Previous programs have found the most success through contacting owners and managers at the right time. By providing owners with information about the program using a well-tailored “sales pitch,” Leasing Coordinators can increase the chances that an owner will be willing to consider Mobility tenants and open up their application to Community Choice Demonstration clients. Often times, having the Leasing Coordinator make the first pitch to owners is advisable (as opposed to the family) because the Leasing Coordinator is the most knowledgeable representative of the Community Choice Demonstration and they can easily answer any questions the owner might have. Ideally, families will only need to convince the owner that they will be a good tenant, rather than trying to sell the owner on the Community Choice Demonstration as whole.

Maintaining an Available Unit List

Steps:

1. Units where the property owner has agreed to consider Community Choice Demonstration clients are maintained on a special list while the unit is available.
2. The Leasing Coordinator should check the unit listing at least weekly to ensure the unit is still listed as available online, and always prior to sending the unit on as unit referral to the client.

Rationale:

Maintaining an available unit list is a primary role of the Leasing Coordinator. The available unit list is a primary tool the Leasing Coordinator uses to perform their job. Without proper maintenance of the list, the unit listings on the list will become stale, and the Leasing Coordinator may run into issues with not having enough available units, or with sending unit listings to clients that are no longer available for rent.

Goals:

- Have readily available units that meet clients' needs
- Keep list updated so that only units that are still on the market are on the list

Performed by:

Leasing Coordinator

Required materials:

- Program CRM

Additional Owner Outreach Activities

These additional activities are not required by the CMRS Model but may aid service providers in locating additional property owners that will rent to voucher families.

Steps:

1. In addition to the ongoing activity of Proactive Owner Outreach, program staff should see if:
 - a. Property owners in Opportunity Areas are already renting to voucher families in Opportunity Area and reach out to those owners to see if they have additional units. This simple analysis can be done using 50058 data.
 - b. There are in units built through the LIHTC program which are required to take HCV applications. <https://resources.hud.gov/#>
2. Seek opportunities to network and speak at industry events, meetings, and conferences.
3. Write up short articles for the local industry newsletter.
4. Seek opportunities to engage with well-established property owners that can introduce the program to additional owner audiences and act as an ambassador that can speak to the benefits of the program.

Rationale:

While reaching out to property owners with currently available units on the market is the tried-and-true method to connect program clients to Opportunity Area units, these additional outreach methods may also yield fruitful relationships with property owners. Program staff are encouraged to test out these activities and see if they help to connect the program to more owners with Opportunity Area units, so long as they do not interfere significantly with the primary model activities.

Goals:

- Attract more owners to lease up with program clients

Performed by:

Leasing Coordinator

Required materials:

- Owner Brochure

Unit Referrals

Steps:

1. Provide unit referrals based on the data established between the client and the Coach in the Pre-move Appointment.
2. Prior to making referrals:
 - a. Review tenants with active searches, prioritizing those who are scheduled for a referral
 - i. Review bedroom size, location preferences, unit needs, affordability, barriers to housing, and the client's summary.
 - b. Cross reference the available units list for places that would be appropriate for the client.
 - c. Call or text the client to introduce yourself if you have not previously interacted with them and let them know you are going to be starting to send them unit referrals.
3. Contact the client via text or email to share links to units.
 - a. Explain why it might be a good fit for them even if it doesn't check all of their boxes.
 - b. Some units may be sent to multiple clients searching in the same area.
4. Record the referral in the CRM.
5. Discuss with client what they think about the options sent to them.
 - a. Encourage clients to contact the owner and set up tours. Offer to assist in this process.
 - b. If a client isn't interested in a unit, discuss why to see if they can be persuaded to consider the unit or to learn why the unit is not an appropriate option for their family.
6. In the event that the Leasing Coordinator is unable to find a unit that meets the client's criteria, they should contact the client to discuss expanding their search area and/or updating their "non-negotiable" needs. The Leasing Coordinator may want to also have some other units available that might work for the client, even if they do not perfectly meet the client's criteria.

Rationale:

In some markets, providing unit referrals may be the single largest benefit to clients who choose to participate in the Community Choice Demonstration. A client can have a perfect rental history, great credit, and money saved up to move but if

Goals:

- Provide clients with unit options in Opportunity Areas
- Connect property owners with clients

Performed by:

Leasing Coordinator

Required materials:

- Program CRM

no property owners are willing to rent to them because they have a voucher, they will never be able to move to an Opportunity Area. Carefully tailored unit referrals can make clients feel special – like the program is working for them and that program staff heard their needs during the Pre-move Appointment.

Unit Tours

Steps:

1. For clients who are apprehensive about touring units on their own, or who lack reliable transportation, the program staff will attend unit tours with the client, when possible, by providing clients with a ride or meeting clients at the unit.
 - a. Other clients may request Program Staff to help set up a tour but will attend the tour on their own.
 - b. In cities where many clients rely on public transportation to get around, programs may also consider providing their clients with bus or subway passes to utilize for unit tours.
2. Prior to touring a unit, program staff may remind clients about best practices to make a good impression with the owner.
3. For clients that may apply for the unit on the spot, program staff should remind them to bring any information they need to apply for the unit and their Application Cover Letter if they have one.
4. Program staff should encourage clients to take the lead role in touring the unit and asking the owner questions. Before or after touring a unit, the program staff may also show the client around the neighborhood, making stops that might be of particular interest to the client such as:
 - a. Schools
 - b. Grocery stores
 - c. Community Centers
 - d. Parks
5. Record interaction in the program CRM.

Rationale:

Some clients will benefit from the accompaniment of Program Staff on unit tours, especially if they are apprehensive about moving, or if they lack reliable transportation. Attending tours with clients allows the Program Staff to offer feedback to clients who may not have a lot of experience with interacting with Opportunity Area owners. Attending tours with clients also gives Program Staff the opportunity to immediately debrief the tour, discussing benefits and tradeoffs of the unit with the client directly after the tour.

Goals:

- Ensure clients have transportation to unit tours
- Help clients coordinate tours and make successful client-owner introductions
- Program team members model best practices in owner engagement during tours of units

Performed by:

Leasing Coordinator or Coach

Required materials:

- Owner Brochure
- Program CRM

Ongoing Check-ins

The Coach and the Leasing Coordinator should be in close communication during this stage to ensure that the client feels supported. In some cases, the client may reach out more to the Coach, in other cases they may reach out to the Leasing Coordinator. Where feasible depending on current caseloads, program staff should be flexible and follow the client's lead regarding who they contact for support.

Steps:

1. Remotely check-in with client about their active housing search. Ask basic questions such as – How it is going? Have you toured any units? Have your priorities shifted at all? Have they put in any applications?
2. Help to troubleshoot with client if they are running into any issues.
3. Remind client about their stated reasons for wanting to move to an Opportunity Area should they become discouraged.
4. Help the client consider tradeoffs about various neighborhoods and units. Use motivational interviewing techniques to encourage clients to pursue their long-term goals.
5. If program staff are unable to make contact with clients after multiple attempts, refer to the Inactive Clients policy towards the end of this document.
6. Record experience in the program CRM.

Rationale:

This is the time period when a client actually makes a decision to put in an application on an Opportunity Area unit. Clients may also be choosing between a different non-opportunity area unit or thinking about just staying in their current unit and program staff should be available to help clients consider all of their options. The staff can play an important role here to help the client maintain their motivation to pursue an Opportunity Area property, especially in the face of adversity such as limited rental options in opportunity areas or a denied rental application.

Goals:

- Ensure that clients are actively looking for units and pursuing unit referrals
- Help to build and maintain motivation for clients to move to an Opportunity Area

Performed by:

Leasing Coordinator or Coach

Required materials:

- Program CRM

Submitting Applications

Steps:

1. Client reaches out to the program staff to request assistance with filling out a rental application.
2. The staff member meets the client at the office or another convenient location and walks them through the application.
3. The staff member can also pay the application fee and other associated fees, using steps and required documentation in accordance with the Flexible Financial Assistance policies.
4. Record experience in the program CRM.

Rationale:

Some clients may lack the technology, skills, or organization necessary to put in rental applications on their own. Program staff can remedy this barrier by assisting families in submitting their applications.

Goals:

- Staff members helps client to fill out applications to ensure of their accuracy and completion

Performed by:

Leasing Coordinator or Coach

Required materials:

- Program CRM

Flexible Financial Assistance

Flexible funds, up to \$750

The program will cover moving- and transition-related expenses for families up to \$750 for Opportunity Area units. The expenses eligible for these funds are described to families in four categories: application fees, administrative fees, bus or train passes, and a Coach discretionary fund. Funding paid out through the Coach discretionary fund may not exceed more than \$500 per family and expense billed under the Coach discretionary fund may not exceed \$100 without pre-approval by the Team Lead.

Assistance Type	Amount Available
Application Fees	Any amount as long as total funds expensed do not exceed \$750
Administration and Processing Fees	
Bus or Train Passes	
Coach's Discretionary Fund	Up to \$500 as long as total funds expensed do not exceed \$750
Total Amount Available	\$750

Flexible funds are available to families throughout the lifetime of their involvement in the program but the amount does not replenish with subsequent moves. The policies for each expense are explained in greater detail below.

Application Fees

The Mobility program will pay for application fees for each adult member of the household, either directly or through reimbursement to the family. The Mobility program can only have one outstanding application for a family at a time (no family can have multiple applications pending). If through reimbursement, the client must provide proof of payment to the Mobility program and fill out a Financial Assistance Reimbursement Request in order to be reimbursed.

Administrative Fees and Processing Fees

As with an application fee, the Mobility program will pay the administrative or processing fee for Mobility clients. These are fees that some owners charge to process a rental application. The fee is paid at the same time as the application fee. It is recommended that the program pay for administrative fees outright, rather than through reimbursement where possible, since reimbursable

Goals:

- Reduce the financial costs of moving
- Reduce the financial disincentive to stay in place or to move to a non-Opportunity Area unit

Performed by:

Any staff; Team Lead processes payment

Required materials:

- Client Binder:
 - P4: Financial Assistance Reimbursement Request form
 - Utility Arrears Payment Request
- Program CRM

administrative fees that are paid with the application are reimbursed to the initial entity that paid the fee.

Bus or Train Passes

For families that identify a need for assistance with the costs associated with touring units in Opportunity Areas, the program will provide transportation passes to the family, as many as are needed for each member of the family touring the unit or units. This may be a book of passes, or a pre-paid card, depending on the payment platforms available in the community.

Coach's Discretionary Fund

Coach's Discretionary funds are available to families on a case-by-case basis if the family presents the expense as a need to their Coach, and should not be heavily advertised to clients. These funds are accessible to families for the lifetime of the program. Expenses from the Coach's Discretionary Fund are typically for clients after they move, but some such as utility arrears may be paid prior to the family moving. Additionally, the fund is not intended for ongoing financial obligations.

The following are allowable expenses that can be covered by the discretionary fund: Utility arrears (see sample request form, Utility Arrears Payment Request form)

- Utility connection fees
- Items to make a new unit accessible (e.g. bathroom grab bars or a hand rail for a few steps)
- Move-in fees or deposits

The fund may also be used to cover expenses for clients who are moving to an Opportunity Area unit where the client would not have incurred the expense if they had moved to a non-opportunity area. Similarly, the expenses should not be available at alternative agency referral partners where the agency regularly refers clients. Examples include:

- School enrollment fees
- Community Center registration fee
- Sport enrollment fee or uniform fees (where the expense for these items did not exist in the prior neighborhood)
- Driver's education fees

Ineligible expenses would include:

- Renter's Insurance
- Child Care
- Moving company or van rentals (Note: while expenses such as movers, or vehicle rentals are move-related, these expenses are not eligible as they are cost prohibitive)
- Personal items such as clothing, shoes, phones, etc.
- Before or after school care
- Last month's rent for either an old or new unit
- Prorated rent of a new unit
- Pet fees or deposits
- Parking fees
- Furniture

These items either do not have a discrete end date (ex. ongoing financial obligations) or are not costs that result from a family's move to an opportunity area. The Coach should consult the Team Lead if they are unsure if an expense would qualify for the Coach's Discretionary Fund.

Steps (to be further filled out by each PHA)

1. Client contacts the program requesting a fee be paid or reimbursed to them.
2. Most financial support requests can be made through reimbursement or by direct payment.
3. Appropriate documentation is received by the program based on the type of financial support (see the Financial Assistance Request Form).
4. Mobility staff review request based on eligible expenses
 - a. Team Lead reviews the request if it is for the Coach's Discretionary fund and the amount is higher than \$100
5. Mobility staff process the request and [Insert check request process].
6. [Insert office] processes the check request and provides appropriate party with payment.
7. Funds provided to the family are recorded in the program CRM.

Rationale:

The costs associated with moving may prevent some families from being able to move. There are additional financial barriers to moving as well as moving into an Opportunity Area in particular. These costs include application fees, administrative fees, holding fees, security deposits, overlapping rent costs, and move-in fees. By reducing these financial barriers, more families may be able to move to Opportunity Areas. The Coach's Discretionary Fund is capped at \$500 with the intent that clients will have funds remaining under the flexible financial assistance category for primary moving-related expenses such as application fees and processing fees in the event that the client needs subsequent move services.

COMMUNITY CHOICE DEMONSTRATION

The Community Choice Demonstration connects families with Housing Choice Vouchers to property owners in Opportunity Areas in the [fill in] region. Families participating in the program pre-move coaching and training to help them be successful tenants in their new neighborhoods.

The Housing Choice Voucher program (Section 8) is a federal rental assistance program that enables low- and moderate-income families afford homes on the private rental market. Families with vouchers typically pay 30-40% of their income towards their housing costs and the voucher covers the rest.

BENEFITS OF LEASING UP WITH PROGRAM TENANTS

Reliable Rent: The Housing Choice Voucher program offers property owners guaranteed rental payments federally funded and locally administered by the Housing Authority. The rent portion from the Housing Authority is directly deposited into owners' account each month.

Lease-Up Bonus: Property owners who lease up with a program tenant will receive a signing bonus in the form of 50% of one month's rent for each tenant they lease up with.

Asset Protection: Property owners can have peace of mind when they lease-up with a program tenant knowing that they can access a Damage Mitigation Fund up to \$2,000 in the rare event that a tenant leaves their unit damaged.

Rent to a family in need of a home: Families in the program are looking for homes in Opportunity Areas to give their kids the best chances at success. They need property owners to give them a chance too.

Logo

Organization mission statement

STREET ADDRESS
CITY, ST ZIP CODE
PHONE NUMBER
WEBSITE
EMAIL

Community Choice Demonstration

Every family deserves the chance to thrive

In Partnership with the Chicago Housing Authority

Logo

JOIN THE GROWING LIST OF PROPERTY OWNERS PARTICIPATING IN OUR PROGRAM...



WE LIST UNITS IN THESE NEIGHBORHOODS



- | | | |
|----------------|----------------|-----------------|
| Albany Park | Hegewisch | Mount Greenwood |
| Archer Heights | Kenwood | Near North Side |
| Ashburn | Hermosa | Near South Side |
| Avondale | Hyde Park | Near West Side |
| Belmont Cragin | Irving Park | North Center |
| Beverly | Jefferson Park | North Park |
| Bridgeport | Lake View | Norwood Park |
| Clearing | Lincoln Park | O'hare |
| Dunning | Lincoln Square | Portage park |
| East Side | Logan Square | Uptown |
| Edgewater | Loop | West Eldson |
| Forest Glen | Montclare | West Lawn |
| Garfield Ridge | Morgan Park | West Ridge |
| | | West Town |

GET YOUR PROPERTY LEASED

- Contact the program:** Share your unit information with us so we can share your listing with qualified families. Call [fill in number].
- Select a family:** Families interested in your property will put in an application for your unit. After you select a family, you and the tenant fill out information that goes to the Housing Authority.
- Housing inspection and rent determination:** The Housing Authority will do a basic health and safety inspection. This is typically scheduled in [fill in] days. The Housing Authority will then confirm that the rent price is reasonable for the area and affordable for the tenant.
- Sign leasing documents:** You and the tenant sign your lease, and you and the Housing Authority sign a Housing Assistant Payment Contract.
- Receive payments:** You will receive the lease-up bonus from the program after your paperwork is turned in, and monthly rent payments from your tenant and the Housing Authority.

Utility Arrears Payment Request

This form is to be filled out by Community Choice Demonstration staff on behalf of a client. Paying for utility arrears should be considered a last resort after other utility arrear repayment program options have been explored.

Program staff must contact the utility company to confirm the amount owed and request any information required by the housing authority finance department (such as information for vendor set-up) to make a payment to the utility company.

These funds are a part of the Coach's Discretionary Fund and payment may only be made towards utility account balances that will impede the family from being able to move into their new unit.

Client name:	Client ID number:	Date:

Utility type	Company Name	Client's account number	Amount Owed
Electricity			
Gas			
Water			
Sewer			
Trash			
Oil			
Total:			

Attach the most recent utility bill(s). The bill(s) must include:

1. Company name
2. Client's name
3. Client's account number
4. Client's current address, or former address where bills were incurred

Additional comments by program staff or information received from utility company:

Staff member initials: _____

Phase 5: Leasing-up

Summary: This is the short phase where the paperwork processing, inspections, and move-in processes are underway for the unit selected by the client.

Timeline: Clients enter this stage when they have an application accepted by a property owner and choose to start the PHA's lease up process. While many of the processes here will be PHA specific, there are program-specific goals that result in an expedited lease up process.

Key parties: Coach, Leasing Coordinator, and Team Lead

Activities:

- Request for Tenancy Approval (RFTA) Filing Assistance
- Fast Inspections
- Holding Fee
- Security Deposit Assistance
- Owner Signing Bonus

Associated documents:

- Client Binder
- Security Deposit Promissory Note (attached)

Request for Tenancy Approval (RFTA) Filing Assistance

Steps (to be determined at each site; sample below)

1. The RFTA Cover Letter is intended to flag that the RFTA Packet should be expedited by the Housing Authority, however PHAs may choose to denote this by some other method.
2. Program staff assist in expedited processes for Opportunity Area units:
 - a. Leasing Coordinator answers any questions the property owner or client may have in filling out the RFTA.
 - b. If necessary, program staff may assist in physically turning in the paperwork to the Housing Authority.
 - c. (PHA processes the RFTA first, skipping other packets “in line”).

Rationale:

Two primary complaints regarding the HCV program amongst property owners is that there is (1) too much paperwork, and (2) too much bureaucracy. By assisting in filling out the paperwork and ensuring that it makes it into the right hands at the PHA, the program mitigates both of these concerns. The PHAs should also consider prioritizing the RFTA packets for the Community Choice Demonstration participants as they come in to reduce the number of days between submission of the paperwork and the inspection being scheduled.

Goals:

- Quickly fill out RFTA paperwork for submission to the PHA for Opportunity Area units
- PHA quickly processes the RFTA paperwork for Opportunity Area units

Performed by:

Leasing Coordinator

Required materials:

- Program CRM

Fast Inspections

Steps (to be determined at each PHA)

1. Each PHA should determine how to make this process works. Options might include:
 - a. Leaving time open in an inspector's schedule to allow for these Mobility inspections.
 - b. Allowing the Leasing Coordinator to become HSQ-certified to conduct inspections.
 - c. Have inspectors with more flexible schedules conduct the inspections.

Rationale:

Similarly to the RFTA Filing Assistance activity, the fast inspections process reduces the time from application-acceptance to lease-signing. By reducing this timing, the program reduces the amount of time the unit sits vacant on the market, costing the property owner money. The reduction in time required also makes the HCV program work more similarly to the private market.

Goals:

- Schedule an inspection in a timely manner for Opportunity Area units
- Conduct an inspection soon after it is scheduled for Opportunity Area units

Performed by:

Leasing Coordinator

Required materials:

- Program CRM
- HCV line of business software

Holding Fee

Holding Fee Policy

The Community Choice Demonstration will pay the holding fee for Opportunity Area units up to half the deposit amount, after a tenant's application has been accepted but before the lease signing. The owner must sign a Holding Fee Agreement form between the program and the owner that specifies the terms, including the holding fee amount, how the holding fee gets rolled into the deposit, and under what conditions the fee will be returned. In general, owners need to accept responsibility for making needed repairs to a unit required by inspections and can only keep the holding fee if the client is at fault for not entering into a lease. Should an owner back out of the lease-up process and refuse to return funds to the program, the Housing Authority may not withhold HAP funds as a method of recouping the funds.

Clients may also pay the fee and request a reimbursement from the program as long as they filled out the Holding Fee Agreement form and have a receipt of payment from the owner showing that the fee was paid. Clients can use the Financial Assistance Reimbursement Form to request the reimbursement.

Steps (to be determined at each PHA; sample below)

1. Leasing Coordinator and/or client offers owner a holding fee up to half the deposit amount.
2. Owner signs the Holding Fee Agreement form.
3. Owner receives holding fee.
 - a. Client may pay and request a reimbursement.
 - i. Leasing Coordinator or Coach processes reimbursement request.
 - b. Program may pay via [Insert check request process].
 - i. [Insert office] cuts a check for the property owner within 1 week of receipt of paperwork.
4. Record holding fee amount in the program CRM.

Rationale:

In some markets, it is not uncommon for an owner to request a holding fee that is rolled in to the security deposit after an application is accepted but before a lease is signed. For owners leasing up with a tenant that requires an inspection prior to lease signing, requiring a holding fee gives the owner peace of mind that their applicant is serious about renting their property and won't choose another property last minute.

Goals:

- Reduce financial barrier for families to lease up in an Opportunity Area
- Reduce financial risk for owners who remove their unit off the market while it undergoes inspection prior to lease signing

Performed by:

Any staff; Team Lead processes payment

Required materials:

- Client Binder
 - P5: Holding Fee Agreement
 - P4: Financial Assistance Reimbursement Request form
- Program CRM

From a financial standpoint, paying for a holding fee is no different from the security deposit. However, if the program pays for a holding fee, they assume the risk that the tenant walks away from the unit, rather than the tenant who would otherwise forfeit their money if they chose not to lease up with the unit. Still, the chances of this occurring seem relatively low compared to the relative benefit families would experience from receiving assistance for holding fees. Programs should aim to pay holding fees as soon as possible to property owners so that clients do not miss out on leasing an Opportunity Area unit. If it takes weeks for a program to pay a holding fee, the likelihood of a unit still being on the market may be very low.

Security Deposit Assistance

Security Deposit Policy

Families may request for the Community Choice Demonstration to pay for the security deposit outright or request to be reimbursed by the program with the appropriate documentation. The Community Choice Demonstration will pay a security deposit up to twice the monthly rent amount for the family's first Opportunity Area unit only. Security deposits for subsequent moves will not be covered if the program previously paid a security deposit on behalf of the client.

The Community Choice Demonstration will only pay the deposit once a lease has been executed that identifies the amount of the deposit. The Community Choice Demonstration may provide owners with a promissory note in lieu of having the deposit at the lease signing. Clients and/or their program staff must fill out the necessary internal paperwork and turn it in to the appropriate financial department.

If the family is requesting a reimbursement, they need a formal receipt from the owner that the deposit has been paid in full along with the executed lease and fill out a Financial Assistance Reimbursement Request in order to be reimbursed.

Steps (to be further filled out by each PHA)

1. The client or property owner requests a Security Deposit Promissory Note from Program Staff.
2. Program staff confirm that the unit is in an Opportunity Area, affordable, and rent is reasonable for the unit if this check has not already been performed.
3. Program staff provide the Promissory Note to the property owner.
4. Program expeditiously pays the security deposit via [Insert check request process] once they have received the executed lease.
5. Alternatively, the client may pay the deposit and request a reimbursement using the Financial Assistance Reimbursement Request form.
 - a. Client provides documentation: (a) executed copy of the lease; (b) receipt from owner that the deposit was paid.
 - b. The Team Lead processes the payment request.
6. Record security deposit assistance and amount in the program CRM.

Goals:

- Reduce the financial costs of moving
- Reduce the financial disincentive to stay in place or to move to a non-Opportunity Area unit

Performed by:

Any staff; Team Lead processes payment

Required materials:

- Client Binder
 - P4: Financial Assistance Reimbursement Request form
- Security Deposit Promissory Note
- Program CRM

Rationale:

The cost of a security deposit prevents some families from being able to move. The security deposits in Opportunity Areas will likely be higher because the average contract rent is higher. Property owners in Opportunity Areas may also have stricter application criteria and require a higher deposit for a family with a low credit score. By paying for the cost of the security deposit, more families may be able to move to Opportunity Areas. It is important that the program pays the security deposit quickly to property owners, in keeping with the traditional business practices for market-rate rental units. Most property owners do not sign leases and take units off the rental market until the security deposit for the unit has been paid. The Security Deposit Promissory Note is intended to be a very short-term solution for the interim time period between the signing of the lease and the owner receiving the deposit.

Owner Signing Bonus

Owner Signing Bonus Policy

The Community Choice Demonstration will pay a signing bonus to the owner each time they lease up a property in an Opportunity Area to a Mobility client. The amount of the bonus will be a 50% of one month's contract rent. Owners may collect the signing bonus after returning the executed lease and executed HAP contract to the PHA.

Steps (to be determined at each PHA; sample below)

1. Leasing Coordinator provides the [insert point of contact or office] with the necessary documentation of the Opportunity Area move including executed lease and HAP contract.
2. Record bonus in the program CRM.
3. [Insert check request process].
4. [Insert office] cuts a check for the property owner within 1 week of receipt of paperwork.

Rationale:

There are additional upfront costs for an owner leasing up with a voucher tenant. Owners have to take their unit off the market while they complete the PHA's required paperwork, undergo an inspection, and in many cases, complete repairs and conduct another inspection. In a competitive rental market, these costs put voucher clients at a disadvantage compared to applicants on the private rental market.

A signing bonus based on the monthly rental amount can put clients at a competitive advantage compared to market rate tenants and mitigate the sunken costs of leasing up with a voucher tenant. Owners who receive a signing bonus will be incentivized to get the tenant into their unit as soon as possible in order to make a relative profit from the signing bonus they receive with the HCV tenant.

Goals:

- Encourage more property owners with Opportunity Area units to participate in the voucher program by offering a financial incentive
- Quickly provide the financial incentive to property owner upon move-in

Performed by:

Leasing Coordinator; Team Lead
processes payment

Required materials:

- Program CRM

September 29, 2021

Subject: Security Deposit Promissory Note

Dear **Property Owner Pat**:

I am reaching out to you on behalf of your new tenant, **Jane Doe**, who will be leasing your unit at **1234 Valley View Drive, Chicago IL 60604**.

Ms. Doe participates in the **Housing Authority's** Community Choice Demonstration. As a benefit of her participation, the Community Choice Demonstration will pay her security deposit in full. Upon the completion of her tenancy, any remaining deposit may be returned directly to **Ms. Doe**.

After our office receives the executed lease, we will write you a check for the full security deposit amount of **\$xxx**. Please allow up to two weeks for the check to be mailed to you.

This notice serves as confirmation that you will receive your deposit in full for **Ms. Doe**. Please contact me if you have any questions or concerns.

Thank you,

[Name]
Leasing Coordinator
Community Choice Demonstration
Housing Authority

[phone number]
[email]

Phase 6: Post-Move Check-Ins

Summary: Post-move check-ins are meant to ensure that the client is settling into their new home and community and to promote long-term tenancy in an Opportunity Area. A check-in with the property owner also helps to ensure there are no significant issues in the initial days post-lease signing. Only clients who move to Opportunity Areas receive post-move check-ins under Phase 6. Clients who do not move, or who do not move to an Opportunity Area are not eligible for services in Phase 6 and go directly to Phase 7 when their search is complete.

Timeline: Clients enter this stage after they have successfully leased up into a property in an opportunity area.

Key parties: Coach and Leasing Coordinator

Activities:

Owner 1-month Post-move Check-in
Client 1-month Post-move Check-in
Additional Post-move Check-ins

Associated documents:

Client Binder
Post-Move Assessment (attached)

Owner 1-month Post-Move Check-in

Steps:

1. Leasing Coordinator calls or emails the owner 30 to 60 days post-move as a general check-in.
2. Leasing Coordinator and owner discuss any issues the owner is having with the client or the Housing Authority and make a plan to resolve issues.
3. Leasing Coordinator follows up with appropriate parties as necessary to resolve issues.
 - a. PHA point of contact
 - b. Client's Coach

Rationale:

These informal but scheduled check-ins help to resolve any potential issue the property owner has had with the client or the PHA. The check-ins also serve to provide the property owner with superior customer service and to assure them that the program staff are available to assist them should an issue arise in the future.

Goals:

- Provide superior customer service to the property owner
- Mitigate any issues that might jeopardize the client's tenancy

Performed by:

Leasing Coordinator

Required materials:

- Program CRM

Client 1-Month Post-Move Check-in

Steps:

1. Develop Welcome Packet for the family based on the area and any post-move referrals identified during the Pre-Move Appointment.
 - a. Programs may choose to send the family Welcome Packet ahead of the visit to ensure that family has access to the information as soon as possible. Sometimes post-move referrals can take time to research and establish, so these may need to be provided closer to the post-move check-in date.
2. The Coach sets up in-home post-move check-in at a time that is convenient for the family 30 to 60 days post-move.
 - a. If clients are uncomfortable with an in-home check-in, the appointment can be done a more neutral location and the sensory section of the Post-Move Assessment will not be completed.
3. Provide a reminder to the family and receive confirmation prior to arrival.
4. Upon arriving at the home, follow the client's lead regarding conducting a formal meeting or celebrating the space and taking interest in the client's home. Some clients will be interested in showing off their new unit, others may prefer the Coach to get right to the point.
5. Use the Post-Move Assessment to prompt conversation. Keep the discussion conversational as much as possible, following up with additional questions where necessary to complete the assessment.
 - a. Celebrate family successfully moving into their new home/community.
 - b. Offer neighborhood-specific information using the Welcome Packet and post-move referrals.
 - c. Gather information on family's transition into new home/neighborhood.
 - d. If applicable, encourage the family to try and self-resolve any negative interaction they have had with the property owner through problem-solving and role-playing.
 - e. Provide the family with the Post-Move Frequently Asked Questions handout so they know what to do should any issues arise.
6. Where applicable, discuss an action plan or next steps to resolve any unmet needs discussed during home visit.

Goals:

- Mitigate any issues that might jeopardize tenancy

Performed by:

Coach

Required materials:

- Client Binder
 - P6: Post-move Welcome Packet
 - P6: Post-move Frequently Asked Questions
- Program CRM
- Post-Move Assessment

Reference materials:

- Post-move Appointment training (to be developed)

- a. Do additional follow-up the with family, or owner where appropriate, to ensure that issue has been resolved.
 - i. For example, clients who identify wanting to improve their employment opportunities, pursue their education, or who identify wanting to become homeowners should be referred to the Family Self-Sufficiency program.
- b.
7. Use the Post-Move Assessment to establish if the client should receive additional post-move check-ins to help the family with the goals of integrating into their new community and to successfully maintain tenancy.
8. Information can be collected in paper format and transferred to the program CRM or recorded directly into the CRM using a laptop or tablet.

Adaptations for a Virtual Environment

1. Set up a virtual meeting with the client, making sure they can access the platform that is used (ie, Zoom, Facetime, or Duo).
2. Send the Welcome Packet and any additional information on post-move referrals discussed during the Pre-Move Appointment to the client ahead of the appointment.
3. Ask the client to provide a virtual tour of the unit if they are comfortable with offering a tour.

Rationale:

The initial post-move check-in serves multiple purposes: (1) celebrating the client's success, (2) offering post-move information and referrals, and (3) mitigating any issues the client may be experiencing. The one-month post-move check-in also serves as an opportunity to assess if the client would significantly benefit from additional post-move check-ins. The majority of clients should be able to successfully maintain tenancy without any additional intervention by the Community Choice Demonstration. However, a small subset of clients may have lingering issues and the post-move appointment is a useful meeting to identify those issues. Outcomes from the original MTO study suggested that many families moved back to their original community after moving into an Opportunity Area because they failed to develop strong social ties in the Opportunity Area communities. By doing this post-move appointment, the Community Choice Demonstration will help to establish the client's new social network in the Opportunity Area.

Additional Post-Move Check-ins

Steps:

1. Additional post-move check-ins are typically identified as a need during the initial post-move appointment. Check-ins may be scheduled as a one-time additional check-in, or at a more regular interval such as at 3-months and 6-months post move-in, depending on the client's needs and their preference for additional support.
 - a. Singular check-ins should be scheduled for issues identified that would likely be resolved in one sitting.
 - b. Ongoing check-ins should be scheduled for clients who identify a need that would require multiple touch-points.
2. The Coach should set up a time that works for the client and confirm that the time still works for the client the day of the appointment.
 - a. The Coach and the client can determine where the meeting should take place, or if it can be remotely held.
 - b. Additional check-ins should only be held in the client's home where the issue identified is about the unit, such as a major maintenance issue, or a house keeping issue. Other issues can be discussed remotely or in an alternative location.
3. The Coach and client discuss the reason for meeting, and problem solve and make a plan for next steps where appropriate.
 - a. Where a service is needed that is beyond the scope offered by the Community Choice Demonstration, the Coach will work to find an appropriate resource for the client. Some examples of this might include clients show signs of mental health issues or challenges with daily living.
4. The Coach discusses with the client if an additional follow up is needed and they discuss a time for setting that up.
5. Record the interaction in the program CRM.

Rationale:

Most clients will not require additional assistance from the Community Choice Demonstration after the initial post-move meeting, however, a small subset of clients may benefit from additional check-ins that are provided on an as-needed basis. These check-ins may help clients maintain tenancy and to develop social ties in their new Opportunity Area. The additional

Goals:

- Resolve any outstanding issues identified during initial post-move check-in
- Identify if the client can maintain tenancy without additional intervention moving forward

Performed by:

Coach

Required materials:

- Program CRM

check-ins are scheduled with clients where the check-in may significantly improve a client's chances of maintaining tenancy and integrating into their new community.

Post Move Assessment

Use the prompts below to get information from the client and the client's home. The examples in the boxes under each question help to determine if the client has an issue or not. If an issue is identified, use the examples in the boxes to determine if the issue should be graded as low, medium, or high. If the client describes a scenario similar to one of the examples, highlight or circle the response. If the scenario is different write a description of the situation and grade it as low, medium or high. The grading of the issue will help the user and the client determine what sort of follow-up may be needed.

Definition of issue grades:

- Low issues: An issue that should be easily resolved with troubleshooting or a referral.
- Medium issues: An issue that could affect the client's desire to stay in their home or neighborhood, or could threaten their tenancy regardless of the client's wishes. These probably require a referral and/or an additional check-in, either in person or virtual depending on the issue.
- High issues: An issue that will definitely affect the client's desire to stay in their home or neighborhood, or could threaten their tenancy regardless of the client's wishes. These always require a referral and/or an additional check-in, either in person or virtual depending on the issue.

Verbal Assessment

1. Are the kids feeling settled in?

Request additional information for any issues described:

Grade of issue	Client responses
No issues	<ul style="list-style-type: none"> • Child is getting settled in • Child loves their new space • The child is adapting to their new environment
Low	<ul style="list-style-type: none"> • Child misses their friends in their old community • Problem occurred at school with a teacher or another student • Child cannot participate in an extra-curricular activity due to cost • Negative interaction occurred with a neighbor
Medium	<ul style="list-style-type: none"> • Problem occurred at school with a teacher or another student • Negative interaction occurred with a neighbor • Important person in child's life, such as father or grandparent, has had trouble visiting due to the distance • The child had a negative experience in the neighborhood or at school that the client feels was due to their identity as a racial or economic minority
High	<ul style="list-style-type: none"> • Child is refusing to stay at the home and/or spending all of their free time in their old community

Other issue	Issue grade

Additional notes:

2. (If applicable) Did you find a new childcare center for [child's name]?

Request additional information for any issues described:

Grade of issue	Client responses
No issues	<ul style="list-style-type: none"> They switched providers or are able to use the same provider without any issues
Low	<ul style="list-style-type: none"> Client still relying on previous childcare provider despite it being out of the way for them
Medium	<ul style="list-style-type: none"> Client is searching for new childcare but has been unable to locate an appropriate provider in their area Client cannot find a provider in the area that will accept the subsidy they use
High	<ul style="list-style-type: none"> Client is in trouble at work or lost their job because they have been unable to locate appropriate childcare in their new area

Other issue	Issue grade

Additional notes:

3. (If applicable) Are the kids all enrolled in their new school(s)? How is school going for them?

Request additional information for any issues described:

Grade of issue	Client responses
No issues	<ul style="list-style-type: none"> Children are enrolled in their new schools Children seem to like their new schools
Low	<ul style="list-style-type: none"> Child is having trouble catching the bus on time They cannot afford to enroll their child in an extra-curricular activity
Medium	<ul style="list-style-type: none"> Child or children have not been enrolled in their new school
High	<ul style="list-style-type: none"> Child is being disciplined in school for bad behavior

Other issue	Issue grade

Additional notes:

4. How has the new commute to [insert appropriate place such as work, school, place of worship, etc.] been going?

Request additional information for any issues described:

Grade of issue	Client responses
No issues	<ul style="list-style-type: none"> It's going well It takes longer to get there but they are managing They made a new friend on their bus route
Low	<ul style="list-style-type: none"> Client has not learned their new bus route and is getting rides with friends or family members
Medium	<ul style="list-style-type: none"> Client indicates they have been late to work multiple times because they have missed their bus or their new commute is longer and they have run into more traffic
High	<ul style="list-style-type: none"> Client is considering giving up their job because they cannot manage the new commute

Other issue	Issue grade

Additional notes:

5. And what about you, are you feeling settled in to the new home and new neighborhood? Have you met any of the new neighbors yet?

Request additional information for any issues described:

Grade of issue	Client responses
No issues	<ul style="list-style-type: none"> House is fine Not yet, the client is still getting settled in but everything seems fine Have not met any of the neighbors yet but they have not had any bad experiences Met some of the new neighbors and they seem very nice and welcoming
Low	<ul style="list-style-type: none"> The client had a negative interaction with a neighbor that left them feeling frustrated
Medium	<ul style="list-style-type: none"> Client describes a negative experience their child had in the neighborhood or at school that they feel was due to their identity as a racial or economic minority
High	<ul style="list-style-type: none"> Client has had multiple negative experiences in the community that has left them feeling discouraged Client is spending most of their free time outside of their new community, such as at a friend or family's house, because they do not feel like their new place is comfortable

Other issue	Issue grade

--	--

Additional notes:

6. How are things going with your new property owner?

Request additional information for any issues described:

Grade of issue	Client responses
No issues	<ul style="list-style-type: none"> Everything is going fine They have not talked to the owner since they moved in
Low	<ul style="list-style-type: none"> Client had an interaction with the owner that left them feeling frustrated The owner has not made a repair yet that the client requested
Medium	<ul style="list-style-type: none"> The client cannot figure out the method of paying rent and had to turn it in a unique way not described in the lease Property owner has not responded to a maintenance issue despite the client's best efforts to appropriately contact the owner to make the repair The property owner has shown up at the unit unannounced and without proper notice to the client
High	<ul style="list-style-type: none"> The client is so frustrated with the owner that they want to move or would not consider renewing their lease next year The owner has made sexual advances to the client and suggested that the client could skip a rent payment in exchange for sex

Other issue	Issue grade

Additional notes:

7. Have you had any maintenance issues since you moved in? If so, were those addressed?

Request additional information for any issues described:

Grade of issue	Client responses
No issues	<ul style="list-style-type: none"> No maintenance issues There is an issue but the client feels the owner is dealing with the issue appropriately
Low	<ul style="list-style-type: none"> The client complains that an owner has not resolved a maintenance issue
Medium	<ul style="list-style-type: none"> Property owner has not responded to a maintenance issue despite the client's best efforts to appropriately contact the owner to make the repair and the client feels frustrated
High	<ul style="list-style-type: none"> The client identifies an emergency maintenance issue

	<ul style="list-style-type: none"> The client identifies a maintenance issue that has frustrated them so much they think the house is the wrong fit for them
--	---

Other issue	Issue grade

Additional notes:

8. Did you have any trouble the system the owner set up for paying the rent? Did you get it in on time? What about the utility bills, are they what you expected? Have you gotten them all transferred over?

Request additional information for any issues described:

Grade of issue	Client responses
No issues	<ul style="list-style-type: none"> No problems with paying bills or utilities The client was surprised at how high the gas bill was but it is manageable
Low	<ul style="list-style-type: none"> The client could not figure out how to pay the rent via the owners preferred method described on the lease and ended up dropping the rent off at the owners' house The electricity bill was a lot higher than the client anticipated and they are worried it will be high next month as well The client has not transferred one of the utilities over to their name yet The client paid their rent but said they had a reduction in hours and have not been able to reach their caseworker at the PHA to update their income
Medium	<ul style="list-style-type: none"> The client indicated that they paid their rent late this month The client was not able to fully pay one of their utility bills The client indicated that they had to have a friend or family member help pay one of their bills
High	<ul style="list-style-type: none"> The client said they are behind on paying their rent

Other issue	Issue grade

Additional notes:

Sensory Assessment

9. Is there any evidence that the client may have not yet moved into the unit?

Identify the issue and request additional information:

Grade of issue	Sensory identifiers
No issues	<ul style="list-style-type: none"> The unit is furnished
Low	<ul style="list-style-type: none"> The unit is sparsely furnished Most of the moving boxes have not been unpacked
Medium	<ul style="list-style-type: none"> There is a lack of sleeping quarters in the unit, such as a bed, or bed linens indicating a place for sleeping
High	<ul style="list-style-type: none"> There is no furniture in the unit One or more of the utilities does not seem to be turned on

Other issue	Issue grade

Additional notes:

10. Is there evidence of a housekeeping issue?

Identify the issue and request additional information:

Grade of issue	Sensory identifiers
No issues	<ul style="list-style-type: none"> The unit is a little messy with toys and clothes scattered around the place The unit is extremely clean The unit smells like food
Low	<ul style="list-style-type: none"> There is a smelly odor in the unit indicating a plumbing, personal hygiene, or mold issue There are many days of dishes stacked up in and around the sink There are bags full of trash in and around the home that have not been taken to the dumpster Piles of dirty laundry not in hampers throughout the house The grass in the yard is overgrown, despite tidy yards amongst the neighbors There is grease and other food remnants that have build-up around the stove
Medium	<ul style="list-style-type: none"> There is evidence of a pest or rodent problem, such as bugs on the walls, floors or furniture, or rodent feces There are multiple days of food cartons or plates not in the kitchen
High	<ul style="list-style-type: none"> There is trash build up in and around the unit making it challenging to walk There is food that has been left in inappropriate places, such as on the floor or directly on furniture There is evidence of untrained or unkept pets such as an overflowing litter box, or signs of pet urine or feces that has not been cleaned up

Other issue	Issue grade

--	--

Additional notes:

11. Does there appear to be any damage to the unit?

Identify the issue and request additional information:

Grade of issue	Sensory identifiers
No issues	<ul style="list-style-type: none"> There is no damage to the unit There are a few nicks and scrapes to the walls or flooring
Low	<ul style="list-style-type: none"> A door seems to be hanging off the hinges There is a small hole in one of the walls
Medium	<ul style="list-style-type: none"> There are multiple small items that seem to have been damaged by the client since they moved in A broken appliance such as a microwave door detached from the microwave
High	<ul style="list-style-type: none"> Extensive damage to unit, such as carpeting pulled up or severely ripped, large holes in walls or doors, cabinets that have been pulled away from the wall, etc. A maintenance issue that has gone unreported, such as a large leak in the roof or a broken window allowing water into the unit

Other issue	Issue grade

Additional notes:

12. Is there evidence that the client is in some other violation of their lease or the Family Obligations with the PHA?

Identify the issue and request additional information:

Grade of issue	Sensory identifiers
Low	<ul style="list-style-type: none"> Smell of cigarette smoke
Medium	<ul style="list-style-type: none"> Evidence that a person not on the lease is staying in the unit A pet not on the lease in the unit Large modifications to the unit, such as adding a pet door to an exterior door or boarding up a window
High	<ul style="list-style-type: none"> Client using the space to operate a business

Other issue	Issue grade

--	--

Additional notes:

Phase 7: Completed Search

Summary: Phase 7 is generally a parking lot for clients who are not actively searching or leasing up with the program. The program engages with clients if a need is identified by the client or the property owner, and at the client's Annual Check-in. This is also where damage mitigation funds may be requested by property owners.

Timeline: Clients enter this stage when they (1) complete their 1-month post-move check-in and have no additional check-ins scheduled, or (2) if they do not move into an Opportunity Area and their search is closed. Program staff do not proactively contact clients during Phase 7 until they reach their Annual Check-in. The program engages with clients when they reach the Annual Check-in. Even then, if the client is not planning to move, they do not leave Phase 7. However, at any time, clients may reach out to the program for assistance and program staff should engage with clients to answer questions and help clients resolve any concerns they may have related to their housing and community.

Key parties: Coach; Leasing Coordinator; Team Lead

Activities:

"Open Door" Check-ins
Annual Check-in
Damage Mitigation Fund

Associated documents:

Damage Mitigation Fund Application (attached)

“Open Door” Check-ins

Steps:

1. Assist clients, should they reach out to Program Staff, to problem solve with housing- and community-related needs.
2. Set clear boundaries with clients about what services the program can and cannot provide.
3. Assist clients with connecting with their property owner, PHA staff, or outside referrals where applicable.

Rationale:

Program clients should feel comfortable with, and encouraged to, contact the program staff should they have a housing-related issue during the course of their lease, even when they are not in the midst of searching for or leasing up a unit. The program staff have special skillsets and resources that can help clients avoid pitfalls in their tenancy, even with little effort involved for program staff. By offering brief interventions through an “Open Door” policy, Program Staff can help maintain clients’ long-term tenancy in Opportunity Areas.

Goals:

- Assist clients in maintaining tenancy.

Performed by:

Coach or Leasing Coordinator

Required materials:

- Program CRM

Annual Check-in

Steps

1. Review client's PHA file to note any relevant information prior to reaching out the family (ie, addition of a new family member, owner complaint, job gain or loss, family is in breach of Family Obligation, etc.).
2. Reach out to client remotely via phone call or text message to ask them if they have considered what they want to do when their lease is up.
 - a. For clients who moved to an Opportunity Area: Discuss the benefits and drawbacks of their past 9 months in the unit. If the client is considering moving, try to problem solve with the client to see if any issues can be resolved without them having to move.
 - i. For clients who do want to move:
 1. Encourage clients to consider moving to another Opportunity Area.
 2. Set up a Pre-Move Appointment to initiate client's search process.
 - b. For clients who did not move to an Opportunity Area: Discuss the benefits and drawbacks of their past 9 months in the unit and see if they would consider trying to move again. For clients who want to try and move to an Opportunity Area again, set up a Pre-Move Appointment. Any client enrolled in the Community Choice Demonstration treatment group may participate in services again throughout the lifetime of the demonstration.
 - c. If clients do not respond to inquiries by program staff, refer to the Inactive Clients policy towards the end of this document.
3. Record relevant information in the program CRM, either setting up a Pre-Move Appointment or indicating the family is not planning to move and setting up the client for an annual check-in the following year.

Rationale:

Some clients will want or need to move after they have lived in an Opportunity Area for a year, or if they were not successful in leasing up in an Opportunity Area the prior year. By offering this check-in at the appropriate time, Program Staff can encourage clients to choose to stay in their current unit or to move within

Goals:

- Identify if client is satisfied with their current unit/neighborhood or if they want to move at the end of their lease
- If possible, help client to problem solve issues that could make staying in the unit another year more tenable
- Encourage client to choose to move within an Opportunity Area should they choose to move

Performed by:

Coach

Required materials:

- Program CRM
- HCV line of business software

an Opportunity Area. By maintaining contact with program clients, clients might also be more likely to reach out to program staff should they have an issue they need help with resolving. By offering brief interventions, Program Staff can help maintain clients' long-term tenancy in Opportunity Areas.

Damage Mitigation Fund

Damage Mitigation Fund Policy

The Community Choice Demonstration will reimburse owners through a Damage Mitigation Fund for repairs and lost rental income due to damage to an Opportunity Area unit during a mobility client's tenancy up to \$2,000. These funds are only accessible for mobility clients in their 18 months of tenancy and owners must submit an application within 30 days of the tenant vacating the unit and/or the owner taking possession of the unit.

- Reimbursable expenses include: materials, labor costs for hired services, and lost rental income up to one month's rent.
- Non-reimbursable expenses include: Tools needed to make repairs, the owner/property manager's time or an on-staff maintenance person's time, or anything not directly related to making repairs and replacements due to damage.

Funds may only be accessed after the owner has exhausted the tenant's security deposit fund. Owners must provide all receipts for labor and materials costs, and photo documentation of the unit damages and repairs made when they turn in a Damage Mitigation Fund Application. The Community Choice Demonstration staff will receive the application and reserve the right to deny any requests deemed to be lacking evidence or that are not a reimbursable expense according to the policy. The Community Choice Demonstration will provide a response to the owner within 30 days.

Steps

1. Property owner reaches out to Program Staff regarding damage to unit.
2. Property owner fills out Damage Mitigation Fund Application form.
 - a. Property owner provides appropriate documentation with application.
 - b. PHAs may choose to inspect units to certify that repairs have been made, but any such inspections may not be expensed towards the Community Choice Demonstration.
3. Program staff review the application against the Damage Mitigation Fund policy.
4. Program staff notify owner of the decision regarding their application within 30 days.
5. If application is approved:

Goals:

- Reduce the financial burden a property owner incurs when a tenant damages a unit and repairs exceed the price of the security deposit
- Encourages property owners' participation in the HCV program who have units in Opportunity Areas

Performed by:

Any Program Staff; Team Lead processes request

Required materials:

- Damage Mitigation Fund Application
- Program CRM

- a. Program staff [Insert check request process].
 - b. [Insert office] cuts a check for the property owner.
 - c. Record Damage Mitigation Fund receipt and amount in CRM.
6. Ask the property owner if they want to notify the Housing Authority about the family's lease violation.

Rationale:

Some property owners may have the impression that HCV clients are "risky" tenants because of their perception that HCV tenants are hard on units. The Damage Mitigation Fund may help to alleviate this concern. For owners who do not think that HCV clients are harder on units than market-rate tenants, the Mitigation Fund offers them an incentive of asset protection that is not available through market-rate tenants.

Damage mitigation fund placeholder

Damage mitigation fund placeholder

Program Oversight Protocols

Summary: This set of instructions outline the additional functions performed by the Team Lead that are not directly related to services provision.

Timeline: These set of activities occur throughout the demonstration.

Key parties: Team Lead

Activities:

- Program Model Integrity
- Enrollment Monitoring
- Program Oversight for Staff
- Collaboration with HCV Department(s)
- Scheduling Workshops and Briefings
- Reporting

Associated documents:

- PHA-HUD memorandum of Understanding (to be developed)
- Administration Calendar (to be developed)

Program Model Integrity

Steps:

1. Monitor services being offered to the program to ensure that only services included in the CMRS Guide are being offered to clients through the program.
2. There are a few exceptions to this rule.
 - a. The program may refer clients to external agencies that can meet the needs of clients identified during pre- or post-move coaching.
 - b. Clients may utilize, but are not required to utilize, other programs or opportunities that are open to all HCV clients, such as the Family Self-Sufficiency program or another resident services program.
3. Where the program operator or Housing Authority wishes to add additional services, they must request to add those services in writing to HUD. Additional services may not be added without written approval from HUD.
4. Provide ongoing feedback and support to Coaches and the Leasing Coordinator to maintain services as described in the CMRS Guide. See also: Program Oversight for Staff.

Rationale:

In order to maintain comparability across the different sites participating in the Mobility Demonstration, the Community Choice Demonstration at each site needs to operate similarly. It is the Team Lead's job to ensure that their program maintains model integrity, meaning that the services offered through the program do not deviate from the program as it is outlined in the CMRS Guide and the MOU signed by HUD and the Housing Authority(ies).

The chances of moving away from the program model might be highest for programs where: the Community Choice Demonstration is being offered by a contracted nonprofit that operates similar but slightly different programs; where the Housing Authority has operated a Community Choice Demonstration in the past under a different program model; or where the Housing Authority(ies) operating the Community Choice Demonstration have a very strong resident service program.

Housing Authority(ies) or Community Choice Demonstration operators may identify a need for additional services that could

Goals:

- Ensure that the program services are operated in line with the program model as presented in the MOU and CMRS guide

Performed by:

Team Lead

Required materials:

- PHA-HUD Memorandum of Understanding (to be developed)
- CMRS Guide (this document)

benefit program clients such as additional workshops, pre-move discussion topics, or post-move supports, for example, but adding these services can jeopardize what will be learned through the demonstration. Therefore, prior approval is required.

Enrollment Monitoring

This activity is still under construction

Goals:

- Ensure that the right number of applicants are enter the program each month

Performed by:

Team Lead

Required materials:

- CRM Reports
-

Program Oversight for Staff

Steps:

1. The Team Lead regularly meets and reviews client progress with the staff. This may take place in a group meeting or through individual check-ins depending on the Team Lead's preference and the staffing set-up.
 - a. Coaches and Leasing Coordinator provide updates on clients, and staff problem-solve any areas where the Program Staff are having trouble.
 - b. The conversation might be aided best with an Active Clients list for clients in Phases 2-6 and a Phase 7 list of clients who are coming up for the Annual Check-in.
2. The Team Lead reviews case files for data completeness and quality on a weekly basis, including searches, unit listings, referrals, post-move check-ins, and case notes. The Team Lead may choose to have some or all of these reports pulled and reviewed by the staff prior to the review by the Team Lead.
3. Use the Administration Calendar to keep these activities and other administration activities on calendars.

Rationale:

Providing staff oversight will help to ensure that the program is operating successfully to provide superior client and property owner services, and that it is in line with the other protocols within the CRMS Guide. The more technical reporting suggested for review will also help to ensure that researchers are able to easily access and use the data inputted by program staff.

Goals:

- Review staff members' progress on offering client services
- Provide feedback and support to staff
- Ensure client records are maintained correctly

Performed by:

Team Lead

Required materials:

- CRM Reports
- Administration calendar (to be developed)

Collaboration with HCV Department(s)

Steps:

1. Regularly communicate with the Housing Authority HCV liaison(s) regarding client lease-up processes.
2. Participate in regularly scheduled check-ins with the Housing Authority HCV liaison(s) to discuss progress on client activities. Discussion points may include for example:
 - a. Any challenges clients or program staff had had in accessing expedited lease-up processes such as porting, RFTA filing, inspections, rent reasonableness, or move-in procedures.
 - b. Offering an update on active clients moving through the program.
 - c. Discussing any changes to HCV administration policies or processes.
 - d. Coordinating for upcoming Mobility Demonstration Voucher (MDV) briefings or workshops.
 - e. Upcoming reports due to HUD or Abt. [Add additional content as these are developed].
 - f. Assistance needed from the technical assistance provider.
3. Use the Administration Calendar to keep this activity and other administration activities on calendars.

Rationale:

Close working relationships between the Community Choice Demonstration staff and the Housing Authority(ies) involved in the program is key to the program's overall success. While the Community Choice Demonstration will provide support to clients and property owners, the traditional HCV department will still be responsible for the lease-up process as well as the traditional case management of clients and the HAP subsidy. Program staff need to have easy access to the HCV department of the Housing Authority(ies) to assist in expedited lease-up activities and to ensure smooth and timely payment to property owners.

Goals:

- Facilitate ongoing communication with the Housing Authority HCV department(s)
- Problem-solve any bottle necks in the client lease-up process

Performed by:

Team Lead

Required materials:

- CRM Reports
- Administration calendar (to be developed)

Scheduling Workshops and Briefings

Steps (to be determined at each site; sample below):

1. Establish a regular calendar for all program workshops with the program staff and the Housing Authority liaison(s).
 - a. Each workshop and Enrollment Meeting should take place at least twice per month at each location, with at least one occurring during regular working hours and one after hours or on a weekend.
 - b. Sites should provide for clients with the option to join workshops virtually at least once per month, either as a separate workshop or in conjunction with an in-person workshop session.
2. Work with the Housing Authority liaison(s) to schedule eligibility meetings for MDV waitlist applicants based on the agreed upon schedule.
3. Schedule the space(s) for use and provide other necessary information to staff to block the room(s) and have the required set-up ready for the meeting.
4. Ensure that required materials are available and rooms are set up for the meetings the day of the event.
 - a. Where applicable, make sure reception staff are aware the meetings are taking place so they can direct guests.
5. Use the Administration Calendar to keep these activities and other administration activities on calendars.

Rationale:

Workshops and Enrollment Meetings need to occur on a regular and ongoing basis. These meetings may require coordination with different staff members such as the Housing Authority liaison, reception, information technology, and janitorial staff.

Goals:

- Prepare outreach lists for mail merge to send notices to eligible families

Performed by:

Team Lead

Required materials:

- Administration calendar (to be developed)

Reporting

Steps:

1. [Add additional steps once reporting requirements for program are finalized. This may include PHA required reporting, HUD reporting, TA provider reporting, and Abt reporting].
2. Use the Administration Calendar to keep these activities and other administration activities on calendars.

Rationale:

Because the Community Choice Demonstration is a part of a federally-funded study with several program partners, there are various reporting requirements, both to monitor the program performance and to study the program's implementation and successes.

Goals:

- Provide required reports to various program partners
- Ensure that program data is saved in case of an accidental deletion

Performed by:

Team Lead

Required materials:

- CRM Reports
- Administration calendar (to be developed)

Inactive Clients

A client is considered “inactive” when they stop interacting with the Program Staff despite repeated attempts at contact. In general, Program Staff should make every reasonable effort to stay in touch with clients, however, at a certain point disengaged clients need to roll off of active caseloads so that staff can focus their finite time and resources on engaged clients. Common points of disengagement might include: during Phase 1 after initial enrollment into the study, during Phase 3, and after a client enters Phase 7.

For case management purposes, PHAs and researchers may wish to make a separate phase for inactive clients in their CRM.

Becoming Inactive

Before clients become “inactive”, the following outreach must take place and be documented in the client file:

1. At least three attempts to contact the client are made via two or more communication methods (text/call, email, mailed letter) over the course of three weeks.
2. For clients who have entered Phase 6 but fail to complete their 1-month post-move check-in, a letter is required.
3. Send an email to the client informing them they are no longer active in the program but that they may reengage with the program at any time during the demonstration.

Program Reengagement

Clients may reengage with the program and rejoin the active caseload at any time. However, their timeline for needing to move and where they dropped into “inactive” status will determine at which Phase they re-enter the program.

1. For clients who did not complete Phase 2: Clients must have at least 6 weeks available for pre-move Phases (2 through 5) before they need to move. “Needing to move” should be determined by the Program Staff and client.
 - a. If clients have at least 6 weeks to receive pre-move services, they may re-enter at Phase 2.
 - b. If the client does not have 6 weeks, they can re-enter at Phase 7 and start a new search at the appropriate time.
2. For clients who did not complete Phases 3, 4, or 5: clients must have least 3 weeks available for pre-move services before they need to move.
 - a. If clients have at least 3 weeks to receive pre-move services, they may re-enter at Phase 3.
 - b. If the client does not have 3 weeks, they can re-enter at Phase 7 and start a new search at the appropriate time.
3. For clients who disengaged at Phase 6 or 7:
 - a. If the client wants to move again, the same rules apply to them as those who disengaged at phase 2 (must have 6 weeks).
 - b. If the client simply wants post-move services, they can re-engage back into Phase 6.

Making these requirements for reengagement will help Community Choice Demonstration staff set reasonable expectations for clients who want to reengage with the program. If a client re-engages with

a program with extremely limited time to find a unit, the program cannot reasonably provide the family with the necessary services to help them make an Opportunity Area move. The program should always do its best to set families up for success and housing stability, even if that means renewing a lease because of limited time.

Removal from Study

This section is under construction.