

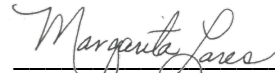
Report of the President & CEO

January 26, 2023

RESOLUTION AUTHORIZING EXECUTION OF AMENDMENT NO. 1 TO CONTRACT HA-2022-103-PB WITH GUIDEHOUSE INC. FOR PROFESSIONAL CONSULTING SERVICES, TO EXTEND THE CONTRACT TERM AND INCREASE ITS CONTRACTING AMOUNT TO AN ADDITIONAL \$3,038,880



Douglas Guthrie
President & Chief Executive Officer



Margarita Lares
Chief Programs Officer



Carlos VanNatter
Director of Section 8

Purpose: The purpose of this item is to authorize the Housing Authority of the City of Los Angeles' ("HACLA") President and CEO, or designee, to amend Contract HA-2022-103-PB with Guidehouse Inc ("Guidehouse") to extend the term and contract amount by an additional four (4) years and \$3,038,880.

Regarding: On June 15, 2022, HACLA entered into Contract No. HA-2022-103-PB with Guidehouse to provide professional consulting services to conduct an assessment of the Section 8 Department's processes, and make recommendations for future improvement and growth. The contract amount is \$248,000 for a one-year term.

On October 28, 2022, Guidehouse completed its initial assessment of the Section 8 Department's leasing operations and submitted to HACLA's Executive Office a summary of recommendations and opportunities for improvements. Please refer to Attachment 1, Executive Summary of the Current State & Recommendations Report. HACLA wishes to extend the Guidehouse contract to complete further Section 8 operations evaluations, and to assist with implementing recommendations. To do so, the proposed contract amendment is necessary in order to allocate sufficient funds and extend the contract term for this expanded scope.

Issues: On July 1, 2021, HACLA was awarded by the U.S. Department of Housing and Urban Development ("HUD") 3,365 Emergency Housing Vouchers ("EHV"). On October 1, 2022, HUD awarded HACLA 450 new Housing Choice Vouchers ("HCV") under the FFY 2022 Budget. Furthermore, on December 22, 2022, HACLA received a notice from HUD awarding an additional 250 VASH vouchers. HACLA's allocation of vouchers has grown to 56,000, with annual Housing Assistance Payments ("HAP") expected to reach \$856M in 2023. In anticipation of these additional resources, HACLA established a new HCV waiting list with 30,000 registrants on December 1, 2022.

HACLA is operating in a tight and competitive rental market with property owners demanding an expeditious contracting phase. Approximately forty-four percent (44%) of the vouchers are allocated to individuals experiencing homelessness or special needs

requiring a higher level of services. On December 12, 2022, Mayor Karen Bass declared a Local State of Emergency in response to the Citywide homelessness crisis. At the time of the declaration, the City of Los Angeles had a homeless population of approximately 41,980 people, many of whom are severely affected by health conditions, serious mental illnesses, substance abuse, physical disabilities, and other conditions in need of appropriate and specialized services.

In support of these efforts, the Section 8 Department is expected to review additional applications and issue a significant number of new vouchers in 2023. Therefore, it is imperative that Section 8 modernize its operations to fully utilize these resources and meet the current and future demands of the community. Through this contract amendment, Guidehouse will assist the Section 8 Department with implementing initiatives, including but not limited to, streamlining the application process, developing an internal tool for tracking the status of work from the application through move-in phases, and developing targeted trainings for staff. A list of the tasks to be completed is provided in Attachment 2, Price Proposal.

Procurement: HUD permits and encourages housing authorities to purchase common goods and services that are routine in nature under competitively awarded contracts entered into by other public agencies through a procedure called "cooperative purchasing" (aka "piggybacking") to realize greater economy, efficiencies and reduce costs.

On May 12, 2021, the New York City Housing Authority ("NYCHA") issued a Request for Proposals No. 303842 (the "RFP") for consulting services for NYCHA's Leased Housing Department. The services assist the Leased Housing Department in identifying opportunities to improve Section 8 Program administration. The RFP was advertised on NYCHA's website and on Oracle iSupplier system. Guidehouse was the selected proposer following their submission of a Best and Final Offer ("BAFO") and completed proposal evaluation on June 23, 2021. Guidehouse is not only the most qualified proposer but also has one of the best cost proposals. NYCHA and Guidehouse executed a contract ("NYCHA-Guidehouse Agreement") on October 28, 2021, for an initial one-year term and six (6) automatic consecutive six-month renewal periods.

HACLA staff determined that piggybacking off of the NYCHA-Guidehouse Agreement satisfied HUD's criteria for cooperative purchasing, because: (i) use of the NYCHA-Guidehouse Agreement provided for greater economy and efficiency resulting in cost savings to HACLA; (ii) the nature of the services is routine; (iii) the scope of the services provided to HACLA is sufficiently equivalent to the scope of the services provided to NYCHA; (iv) the NYCHA-Guidehouse Agreement was procured in compliance with 2 CFR 200.318(e); and (v) the cost and availability of the services was evaluated as part of the NYCHA-Guidehouse Agreement.

On June 15, 2022, pursuant to HACLA's Procurement Policy, HACLA entered into Contract No. HA-2022-103-PB with Guidehouse ("HACLA-Guidehouse Agreement") in the amount of \$248,000, pursuant to Contracting Officer authority, for a one-year term

expiring June 14, 2023. The HACLA-Guidehouse Agreement utilized the terms, conditions and pricing set forth in the NYCHA-Guidehouse Agreement, supplemented to include additional required HUD contract provisions.

HACLA staff have determined that continuing to use Guidehouse for professional consulting services to assess Section 8 program processes has been beneficial. In addition, the HACLA-Guidehouse Agreement pricing remains reasonable and advantageous to HACLA, when compared to other consultants.

Vision Plan: **PATHWAYS Strategy #5: Optimize technology platforms to enhance customer service and better support program delivery.**
PATHWAYS Strategy #7: Identify opportunities to reduce operating and administrative costs so that scarce resources are maximized.
PATHWAYS Strategy #8: Evaluate and facilitate modifications to the organizational chart and structure to improve program alignments and succession planning.
PATHWAYS Strategy #9: Improve staff morale and productivity.

Guidehouse shall identify areas of opportunity and recommend streamline program operations, including any restructuring and technology improvements, that will yield improved efficiencies, reduce the timeline for housing families, maximize the use of HUD provided resources, and yield exceptional service delivery to tenants, landlords and program partners. These goals are in line with HACLA's mission and vision plan strategies.

Funding: The Chief Administrative Officer confirms the following:

Source of Funds: The initial costing, \$248,000, of this contract is allocated primarily to Section 8 Department for all voucher programs.

Budget and Program Impact: HACLA anticipates expenditures for an additional \$3,038,880. The necessary funds are available and are included in the 2023 operating budget and will be budgeted in subsequent years as required. Guidehouse intends to complete this assignment over a three-year period as described in Attachment 2, Price Proposal. The annual costs may vary depending on the actual start and end dates for each task, and potential delays. Furthermore, HACLA may determine that certain tasks may be moved-up on the timeline, based on changing priorities.

Section 3: Guidehouse services is being procured through a piggyback contract, the terms of which have been negotiated in advance between Guidehouse and NYCHA. Furthermore, the source of funding exempts HUD Section 3 requirements (24 CFR part 75). HACLA's Section 3 requirements were not imposed due to type of services being performed.

Attachments:

1. Executive Summary of the Current State & Recommendations Report

2. Price Proposal
3. Resolution



Housing Authority of the City of Los Angeles (HACLA) Section 8

Executive Summary of the Current State & Recommendations Report

1/17/23

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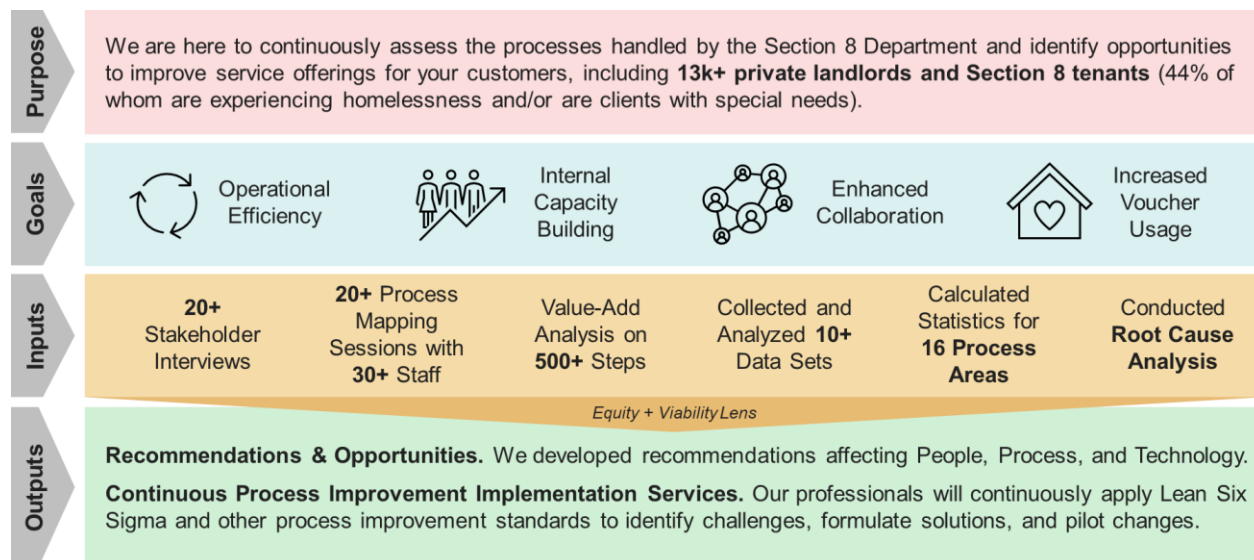
Introduction & Background

From September to October 2022, Guidehouse conducted an initial assessment to understand opportunities for improvement in People, Process, and Technology across several programs in the Section 8 Department as it relates to increasing lease up in the various voucher programs. We applied Lean Six Sigma and other industry standard methodologies to develop recommendations for efficient and streamlined processes for the following programs:

- Section 8 Waitlist Application, Processing, Issuance and Contracting (APIC)
- Special Program Operations (SPO), including Tenant-Based Supportive Housing (TBSH), and HUD Veterans Affairs Supportive Housing (VASH)
- Project-Based Vouchers (PBV), including Permanent Supportive Housing (PSH), Non-PSH, PBV HUD-VASH, and Rental Assistance Demonstration (RAD)

Project Charter	
Project Sponsors	Chief Programs Officer Executive, Director of Section 8
Key Internal Stakeholders	Assistant Director of Special Programs, Section 8 Waitlist Application, Processing, Issuance, and Contracting (APIC) Manager, Special Program Operations (SPO) Manager, Project-Based Voucher (PBV) Manager, Inspections Department, Owner Services, Asset Management, Development Services
Background	HACLA seeks to assess the current processes handled by its Section 8 Department in relation to lease ups. Over the past two years, HACLA has experienced many major business changes (some due to the COVID-19 outbreak). These changes include business modernization initiatives (e.g., centralized contact centers, hybrid remote-work), shifting vouchers to project-based housing, and a keen focus on individuals and families experiencing homelessness and clients with special needs (e.g., disabilities). Since 2015, the number of utilized vouchers has dropped each year. HACLA anticipates an award of additional housing choice or special purpose vouchers in the coming months.
Problem Statement	<ul style="list-style-type: none"> • HACLA faces challenges in the implementation of effective change management and the timely issuance of vouchers and processing of Housing Assistance Payment (HAP) contracts. • Voucher utilization rate is not high enough across programs. • Not enough referrals for SPO and PBV.
Goal 1	Improve organizational processes and operations.
Objectives	<ul style="list-style-type: none"> • Improve internal operations for program staff and process partners • Document end-to-end business processes and offer solutions to create efficiencies and mitigate bottlenecks

	<ul style="list-style-type: none"> Enhance communications and customer experience for private landlords and/or owners, Section 8 voucher participants and clients, and Section 8 partners. Work with staff to socialize changes and promote buy-in
Goal 2	Increase voucher utilization rate.
Objectives	<ul style="list-style-type: none"> Ensure timely issuance of vouchers and contract execution for voucher participants and landlords. Identify opportunities to enhance communications and customer experience for private landlords and/or owners, Section 8 voucher participants and clients, and Section 8 partners (e.g., referring agencies)



Business Process Improvement (BPI) Methodology

Our BPI methodology leverages the standard Lean Six Sigma (LSS) which has five project phases: Define, Measure, Analyze, Improve, Control (DMAIC). These project phases are used by certified LSS process engineers to facilitate process improvement projects. The project phases (and potential activities / outputs) are summarized in the section below. Since our project was on a shorter timeline and limited budget, we prioritized which tools we used based on your project/process needs.



Phase 1. Define opportunities for improvement.

- Identified critical customer requirements (CCRs) through collecting the voice of the customer and business (VOC/VOB) from key stakeholders.
- Collected current process documentation and conduct processing mapping sessions.

Phase 2. Measure the baseline to understand the current process and its performance.

- Conducted baseline process analysis, using flowcharts and value stream mapping (VSM).
- Developed operational definitions for key measures to provide a common understanding and reduce unnecessary variation in the measurement system.
- Performed data collection through interviews, surveys, focus groups, and data pulls.
- Displayed and evaluated the data to establish a baseline using basic statistical tools (e.g., box and whisker plots, histograms, run charts, and Pareto diagrams).

Phase 3. Analyze the baseline data and search for the key factors/critical X's that have the biggest impact on process performance (*specific outputs below will be included in Recommendations Report if time allows*).

- Identified root causes for problems using brainstorming methods (e.g., Cause & Effect/Fishbone Diagrams, the Five Why's).
- Conducted an initial Failure Modes and Effects Analysis (FMEA) to determine high-risk process steps prone to failure, the severity of each failure effect, the root causes for failures, and the likelihood the failures could occur without detection to effectively select the most important areas for improvement.

Phase 4. Improve process performance by identifying solutions for each critical X/root cause.




- Used benchmarking techniques to identify performance standards and best practices.
- Used brainstorming methods to generate potential solutions for each root cause.
- Evaluated each potential solution against the CCRs using a Solution Selection Matrix and against organizational constraints.
- Created “to-be” process map recommendations to provide a common picture and better understanding of each improved process flow (and opportunities for pilots).




Phase 5. Control key factors by developing and implementing an ongoing process monitoring mechanism, to ensure improvement results are sustained (*tasks that can be completed in future work*).




- Provide training and change management expertise to facilitate successful implementation and adoption of improved processes/solutions, while minimizing organization disruption and maximizing benefits.
- Establish process controls by creating standard operating procedures (SOPs) and performance metrics.
- Monitor process performance and tolerance levels using Process Control Systems and Control and Response Plans to sustain the gains.

Summary of Current State Findings

We identified 13 key pain points and observations on inefficiencies, waste, backlogs, and areas for improvement. We synthesized interviews, process mapping, documentation review, and desktop research. Pain points or observations with an asterisk (*) are indicating that they are not found in all programs, so the affected programs are specified.




Key Pain Points and Observations Across Programs	People 	Process 	Tech 
1) Paper management is too prevalent in areas that can be kept digital. Most processes use paper or email, but when application materials are shared digitally (e.g., via email), staff will still print out applications and scan them (instead of transferring files digitally).	✓	✓	✓
2) Determining eligibility requires a lot of rework. Applications are lengthy and are often incomplete (e.g., missing signatures, out-of-date income information, incomplete homeless verification). SPO and APIC receive roughly 0-5% of applications/referrals complete and accurate (including criminal background check forms), and PBV receives roughly 30% of referrals complete and accurate.		✓	✓
3) Opportunity for additional oversight. There is limited oversight across programs to identify and track risks and proactively address issues. For example, there are no dashboards to show where applications, RFTAs, and lease-ups are in the process.	✓	✓	✓
4) Staff turnover has led to a loss of institutional knowledge across programs. There are limited succession plans and opportunities to provide additional trainings for staff.	✓	✓	✓

Key Pain Points and Observations Across Programs	People 	Process 	Tech 
<p>5) Quality control (QC) checks create backlogs. QC checks are considered “waste” and are non-value-added steps. For initial contracting, the APIC team has 3 QC checks (with up to 4 re-QCs) and the SPO team has 2 QC checks (with up to 2 re-QCs) and AHMs and the program manager will also conduct a review for both programs. AHMs conduct QCs for the PBV programs twice. Through value stream mapping, we found that the error rate for work submitted to QC for SPO programs was 20% or below. The APIC team had the highest error rate at 50% for work submitted to quality control.</p>	✓	✓	
<p>6) Inspections can delay lease-ups. For PBV, inspection lead times were calculated to be 71 days on average (data collected from 2022). APIC and SPO have anecdotally said that inspections can take 30 days or more. Through statistical analysis (of data from 2021-2022), we have found that inspections for HUD-VASH (in SPO) takes on average ~5 days (and as long as 83 days). Inspections for HACLA owned units are only conducted once a week. We learned that some EI’s do not always submit the request to schedule inspections in a promptly manner.</p>	✓	✓	✓
<p>7a) Technology systems can be improved. The technology systems that each team uses have some limitations that can create rework (e.g., printing out and scanning applications into OnBase, manual data entry into Elite, scheduling and routing inspections).</p> <p>7b) *Establishing ownership can delay lease-ups. During contracting for APIC and SPO teams, eligibility interviewers will act as an intermediary between property owners, landlords and owner services. This can add an additional 3 to 10 days process lead time (PLT).</p>	✓	✓	✓
<p>8) The processes have too many internal hand-offs. There are a significant number of internal hand-offs and non-value added (NVA) steps (APIC has 21% NVA, SPO has 26% NVA, and PBV has 20% NVA).</p>	✓	✓	✓

Key Pain Points and Observations Across Programs	People 	Process 	Tech 
9) *Need to increase referral rates. SPO and PBV are not receiving enough referrals from their partners, resulting in 15% of PBV units not able to be filled.	✓		
10) Case management & high touch support. Some applicants may need additional support (e.g., homeless, digital divide, mental health).	✓	✓	✓

Recommendations Summary

Guidehouse developed 10 recommendations that affect People, Process, and Technology across APIC, SPO, and PBV. We synthesized voice of the business/customer (VOB/VOC) interviews, as-is/value-add/value-stream sessions, and documentation review and analysis. These recommendations may need to be further validated and vetted with project sponsors, key stakeholders and decision makers. Following the Recommendations Summary, we outline follow-up assessment opportunities as well as potential pilots that Guidehouse could begin developing and testing immediately.

Overview of Recommendations & Opportunities Across Programs	People 	Process 	Tech 
1) Identify additional opportunities to streamline and digitize applications and processes. Conduct assessment and develop pilot applications for select programs. Explore technology enhancements to streamline application (e.g., dynamic application features).		✓	✓
2) Revamp application materials. Assess application checklists across programs and revamp. For SPO and APIC, assess RFTA checklists and revamp. Analyze application components prone to errors and/or unclear to the applicant and seek opportunities to clarify language and provide examples.		✓	
3) Improve application tracking and develop additional oversight tools across programs. Create management dashboards for all programs to track risks, common issues, and applications from intake to lease-up. Update APIC, PBV, and SPO teams' tracking files to	✓	✓	✓

Overview of Recommendations & Opportunities Across Programs

People



Process



Tech



allow for easier tracking and response planning. Establish quantifiable key performance indicators (KPI).

4) Build and retain institutional knowledge (e.g., trainings). Launch initiatives to further build and retain institutional knowledge (e.g., succession plans, targeted trainings on templates and calculations). Work with leadership and seasoned staff on trainings and use QCA reports to prioritize training topics.

✓

5) Reduce quality checks (QCs). Identify opportunities to train employees so that they are doing the work correctly the first time and assess if any QCs can be removed from the processes. Pilot changes with teams and iterate as needed.

✓

✓

6) Revamp inspections. Create a team for initial inspections (or have current team prioritize initial inspections). Build out functionality in the Owners Portal/Elite to increase visibility into when inspections are scheduled and to allow for the owners to have direct access to the inspection results. By increasing owner visibility, it could reduce follow-ups and calls into the call center.

✓

✓

✓

7) Assess and enhance current technology infrastructure (e.g., Elite, Owners Portal). Conduct assessment of technology systems and look for ways to improve current gaps and centralize technology infrastructure (e.g., conduct income calculations solely in Elite vs using the Lot-27, broaden OnBase functionality beyond its use as a repository, assess whether inspections can be routed in Elite vs. VCR, revamp the Owners Portal).




✓

✓

8) Reclassify staff roles and responsibilities to reduce internal hand-offs. Consider reclassifying roles and responsibilities across the Department to streamline processes, avoid duplicative work, and reduce the number of handoffs between teams. Consider adding temporary staff (through a staffing agency) during anticipated surges or when staff goes on leave.

✓

✓

Overview of Recommendations & Opportunities Across Programs	People 	Process 	Tech 
9) Increase intake referrals and incentives for partners and landlords. Assess 3rd party organizations/vendors that HACLA can partner with to increase the number of referrals. Assess feasibility of introducing additional incentives or expanding Homeless Incentive Program (HIP).	✓	✓	
10) Increase high-touch support and case management. Identify opportunities to increase support for vulnerable households (both externally and internally).	✓	✓	✓

Potential Follow-up Opportunities

The following section outlines eight potential assessments and pilots that Guidehouse can begin immediately and continue over the next four – eight months. For the first four opportunities, we have included brief overviews that identify the key findings, intended impact, dependencies, potential stakeholders involved, and additional considerations.

Follow-up Opportunities Overview		
Assessments / Pilots	Summary & Key Details	
1 Continue Current State Assessment and Implementation	Continue current state analyses to identify further improvements in People, Process, and Technology and develop implementation plans with key stakeholders. This work can include additional stakeholder interviews, data collection (e.g., timing studies to identify PT time), process mapping, data analysis, root cause analysis, and leading practices research. Specific areas of focus could include the inspections, owner services, contracting, and technology infrastructure (e.g., Elite, VCR, Owners Portal, MyHousing Portal). As needed, we can provide ongoing organizational change management (OCM) support such as creating communication plans, job aides, and other helpful materials for piloting changes.	
2 Program Tracking and Performance Indicators	Guidehouse can continue working with APIC, SPO, and PBV to improve internal tracking of Section 8 Applications from A to Z (i.e., intake to initial contracting to maintaining the HAP). We have conducted a baseline analysis of available data for all teams and can continue to improve internal tracking across programs. There are additional areas to collect data such as backlogs when	

Follow-up Opportunities Overview		
Assessments / Pilots		Summary & Key Details
		<p>the contracting team is establishing ownership and during inspections.</p> <p>The goal of this effort will be to automate manual tracking processes (including paper tracking) and work in tandem with HACLA's effort to streamline tracking in the Elite system at the department level. Throughout this effort, we can provide OCM and technical support across stakeholder groups.</p>
3	Housing Policy & Program Alignment	<p>Our team can review program performance against HACLA's strategic plan and City-wide goals to address housing insecurity and homelessness. We can carry out a landscape scan of HACLA's current housing programs and services, review third party research, and survey housing stakeholders across LA City and County. Our assessment could review leading practices, identify additional funding streams, and propose practical incentives for housing stakeholders (e.g., developers, referring partners, owners, transportation services) that may mitigate root causes (e.g., supply side limitations in housing stock, transportation barriers).</p> <p>In addition, we can provide ongoing technical and program support for current programs, recently awarded programs (e.g., Community Choice Demonstration), and future programs. Ongoing support can include development of resource materials, guidelines, standard operating procedures (SOPs), and policy memos.</p>
4	Workload Assessment and Implementation	<p>Guidehouse can work closely with staff, program leadership, and other stakeholders (e.g., bargaining units) to conduct a workload assessment. The assessment will focus on key functional groups, including but not limited to inspections, intake and contracting teams, client services, operations, quality assurance, and performance management.</p> <p>We can conduct comprehensive workload analyses based on processing times, work volumes, complexity of work, etc. We can conduct an analytical review of the Department's current organizational structure (particularly its key functions, workflows, business processes, shared services, systems and strategies). This effort could explore reclassification and the pros and cons for different workforce models (e.g., generalized, hybrid, or specialized). We can recommend</p>

Follow-up Opportunities Overview		
Assessments / Pilots		Summary & Key Details
		<p>the most suitable organizational design to efficiently execute the Department's strategic direction. In addition, we can conduct a review of current policies and procedures and create a comprehensive OCM plan for any operational and/or policy related changes. As needed, we can develop communication materials for proposed changes (such as job aides and process guides).</p>
5	Assess and Develop Training Materials	<p>Guidehouse has identified current gaps across APIC, SPO, and PBV using available Quality Control Assistant (QCA) reports. Our team will continue to analyze knowledge gaps and work with staff to revamp and/or develop targeted trainings on application processing (e.g., income calculations), HACLA policies (e.g., Admin. Plan), and technology support. Our team can work with the QCAs (and other seasoned staff) and will approach this work in an iterative nature. As we plug knowledge gaps, we can phase out duplicative quality checks (QCs) to speed up processing times.</p> <p>On an as-needed basis, we can create additional training materials including one-pagers, job aides, and "cheat sheets." We can also provide ongoing OCM, including pilot plans for reducing QCs and developing effective communication plans when introducing these changes.</p>
6	Customer Experience and Engagement	<p>Guidehouse can conduct a customer experience (CX) analysis for the Section 8 Department to improve current processes and customer needs. We can leverage journey mapping techniques to understand the end-to-end process experience of key customer groups – applicants, referring partners, and landlords/owners. Guidehouse can analyze CX across all customer channels, including but not limited to the Owners Portal and the MyHousing portal.</p> <p>This analysis can help HACLA understand what is working, what is not, and what improvements can be made to optimize the process and their experience in the future. Outputs can include revamping customer communications (e.g., FAQs and fact sheets), improving forms or how they interact with the technology, recommendations to improve CX, and an actionable implementation plan.</p>

Follow-up Opportunities Overview

Assessments / Pilots		Summary & Key Details
7	Technology Assessment and Implementation	<p>Our Guidehouse team can work with the IT Department, software companies (e.g., Emphasys), and stakeholders to further investigate opportunities for process improvements leveraging technology at the department-level. Our areas of focus will include the Elite system, online applications and platforms (e.g., Universal Housing Application (UHA), MyHousing portal), (FormStack, VCR (for inspections routing), and the Owners Portal.</p> <p>Our technology assessment can include an application rationalization study, which will strategically identify and assess business applications across the Section 8 Department to determine how it impacts the current processes and customer experience. Our recommendations and implementation plan would aim to optimize current processes leveraging the current technology infrastructure. In tandem with our assessment, we would provide technical and OCM support across stakeholder groups as HACLA continues to implement their technology roadmap.</p>
8	Develop and Pilot Online Applications	<p>Building off the technology and customer experience (CX) analyses, Guidehouse can identify additional opportunities to roll out e-applications. Our team will work hand-and-hand with staff to promote buy-in and glean insights on potential roadblocks or equity considerations (e.g., digital divide).</p> <p>APIC and PBV are in the process of developing and piloting online applications and interfaces (e.g., UHA and MyHousing portal). Guidehouse can provide ongoing OCM and technical support to these teams and other teams across the Department as they pilot these applications and develop their internal processes (e.g., staff visioning sessions to promote buy-in, training materials, change management scripts, communication plans).</p>



1.0 Pricing Form

This is a good faith estimate based off our initial assessment and HACLA’s current needs. We can scale these tasks up-or-down and re-prioritize based on immediate needs.

#	Task Name	Cost	Est. Timeframe	Est. Start	Key Details
1	Current State Assessment & Implementation	\$336,000	6 months	Q1 2023	Continue current state analyses to identify further improvements in People, Process, and Technology and develop implementation and pilot plans with key stakeholders.
2	Program Tracking & Performance Indicators	\$299,520	6 months	Q1 2023	Guidehouse will continue working with APIC, SPO, and PBV to improve internal tracking of Section 8 Applications from A to Z (i.e., intake to initial contracting to maintaining the HAP), fine-tune dashboards, and identify key performance indicators (KPIs).
3	Housing Policy & Program Alignment	\$338,880	6 months	Q2 2023	We will review program performance against HACLA’s strategic plan and City-wide goals to address homelessness and housing insecurity. We can provide ongoing technical and program support for current Section 8 programs, recently awarded programs, and future programs.
4	Workload Assessment & Implementation	\$672,000	1 year	Q3 2023	Guidehouse can work closely with staff, and program leadership to conduct a workload assessment. This effort can explore reclassification and the pros and cons for different workforce models (e.g., generalized, hybrid, or specialized).
5	Assess & Develop Training Materials	\$170,880	4 months	Q4 2023	Our team will work with staff to develop targeted trainings on application processing (e.g., income calculations), HACLA policies (e.g., Admin. Plan), and technology support.
6	Customer Experience & Engagement	\$308,640	6 months	Q1 2024	We will conduct customer experience analysis and ongoing human-centered design services to understand and improve the end-to-end experience of key customer groups – applicants, referring partners, and landlords/owners.
7	Technology Assessment & Implementation	\$656,640	1 year	Q1 2024	We will work with the IT Department, software companies (e.g., Emphasys), and stakeholders to further investigate opportunities for improvement and Technology Roadmap implementation.
8	Develop & Pilot Online Applications	\$256,320	6 months	Q3 2024	In tandem with the customer experience and technology analyses, Guidehouse can identify additional opportunities to roll out e-applications. We can provide ongoing OCM services and technical support to teams.
Total Cost		\$3,038,880			

RESOLUTION NO. _____

RESOLUTION AUTHORIZING THE EXECUTION OF AMENDMENT NO. 1 TO CONTRACT HA-2022-103-PB WITH GUIDEHOUSE INC. FOR PROFESSIONAL CONSULTING SERVICES, TO EXTEND THE CONTRACT TERM AND INCREASE ITS CONTRACTING AMOUNT BY AN ADDITIONAL \$3,038,880

WHEREAS, HACLA requires Professional Consulting Services to assess the processes handled by the Section 8 Department, and make recommendations for future improvement and growth (the “Services”);

WHEREAS, on May 12, 2021, the New York City Housing Authority (“NYCHA”) issued a Request for Proposals (“RFP”) No. 303842 seeking the Services;

WHEREAS, NYCHA’s solicitation was advertised on NYCHA’s website and Oracle iSupplier. Guidehouse, Inc. submitted a proposal on June 3, 2021, and Best and Final Offer (BAFO) on June 23, 2021;

WHEREAS, on October 28, 2021, NYCHA and Guidehouse executed a contract “(NYCHA-Guidehouse Agreement”) for the Services for an initial one-year term and six (6) automatic consecutive six-month renewal periods;

WHEREAS, the U.S. Department of Housing and Urban Development (“HUD”) permits and encourages housing authorities to purchase common goods and services that are routine in nature under competitively awarded contracts entered into by other public agencies through a procedure called "cooperative purchasing" (aka “piggybacking”) to realize greater economy, efficiencies and reduce costs;

WHEREAS, after having found that piggy-backing off of the NYCHA-Guidehouse Agreement satisfied HUD’s criteria for cooperative purchasing, HACLA entered into Contract HA-2022-103-PB with Guidehouse (the “Guidehouse Contract”) for \$248,000, to provide the Services pursuant to Contracting Officer authority, for a one-year term through June 14, 2023; and

WHEREAS, for the reasons set forth in the Report of the President and CEO of the same date herewith, HACLA now desires to amend the Guidehouse Contract to extend its term through June 14, 2026, and increase its contracting amount by an additional \$3,038,880, pursuant to Board of Commissioners approval.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners hereby authorizes the President and CEO, or designee, to execute Amendment No. 1, to the Guidehouse Contract extending its term through June 14, 2026, and increasing its contracting amount by an additional \$3,038,880.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately.

APPROVED AS TO FORM:

HOUSING AUTHORITY OF THE
CITY OF LOS ANGELES

BY: _____
James Johnson, General Counsel

BY: _____
Cielo Castro, Chairperson

DATE ADOPTED: _____