

# ULA CAPACITY-BUILDING PROGRAM GUIDELINES

Draft for Consideration by the United to House LA Citizen Oversight Committee  
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A. United to House LA Measure

## INTRODUCTION

### 1. Program Summary

#### a. Goals and Requirements

United to House LA (ULA) includes the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program. These programs allocate unprecedented resources to position tenants to have an active and material relationship with their housing, in the form of tenant participation, management and potential ownership opportunities. The premise of this approach is that pathways to homeownership are largely inaccessible for low-income households, and thus new models, including financial resources, are necessary to facilitate homeownership opportunities for lower-income households. Moreover, a fundamental intention of the sponsors of ULA is to elevate and expand opportunities for lower-income tenants to participate in the management of their home, in partnership with building owners, landlords, or fellow owners.

Advancing such models will require engaging, educating, and empowering residents regarding these new opportunities. Through organizing, training and technical assistance, the Capacity-Building Program is intended to support successful outcomes for tenant engagement, leadership, management, and ownership of housing, including through implementation of the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program.

These Capacity-Building Program Guidelines are applicable not only to the Los Angeles Housing Department (LAHD) in its role administering the Capacity-Building Program, but also to community-based organizations and any umbrella entity overseeing or directing the activities of community-based organizations described below. For the purposes of these guidelines, community-based organizations, individually, collectively, and as an umbrella entity, shall be referred to as *Contracting Partner(s)*. For the purposes of these guidelines, any reference to LAHD, in its role as administrator of the Capacity-Building Program, shall include Contracting Partner(s) unless specifically stated otherwise.

The goals of the Capacity-Building Program are to:

- Facilitate and support tenant participation in building management.
- Provide training and resources to ensure long-term stability of non-profit and tenant-managed properties.
- Support residents and property managers in implementing and sustaining non-profit, land trust, cooperative and tenant-led management and/or ownership models.

- Facilitate equitable access to participation in ULA Production Programs, specifically the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program.

**b. List of subprograms or activities**

The Capacity-Building Program is designed to complement other ULA Affordable Housing Production Programs by ensuring that tenants and nonprofits are informed about and prepared to participate in the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program. The program will be implemented in a way that supports and expands City-funded outreach efforts associated with ULA Affordable Housing Production Programs and Homelessness Prevention Programs.

**2. Context**

The ULA measure and ordinance requires a portion of the annual ULA Program revenue to be dedicated to the Capacity-Building Program. No less than ten percent (10%), and up to fifty percent (50%), of the ten percent (10%) of ULA Program revenue allocated to Homeownership Opportunities, Capacity-Building and Operating Assistance Program annually shall go towards the Capacity-Building program.

According to the 2022 American Community Survey (ACS) 5-year estimate, there are approximately 886,998 renter households in the City of Los Angeles, and approximately 2,245,299 people are renters. In the traditional affordable housing approach, the developer owns the building and renters have a prescribed role as tenants, in which their core obligation is to pay rent in return for shelter. In this traditional housing approach, tenants are not typically consulted on issues pertaining to management and operation of the housing including, but not limited to, 1) developing the operating and leasing policies, 2) operation and maintenance decisions, and 3) other financial decisions about the building. Further, tenants are typically not extended any equity stake in the buildings in which they live, limiting their financial trajectory.

ULA Affordable Housing Production Programs, including the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program, are intended to establish a new affordable housing construct, in which tenants are actively engaged in operation and maintenance decisions about their housing, and potentially create pathways to an ownership stake in their place of residence. The Capacity-Building Program is designed to establish widespread tenant understanding of (and technical assistance with) the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program, such that individual tenants and the nonprofit organizations that are formed to own properties are equipped to meaningfully participate in these programs.

The Capacity-Building Program will make resources (including but not limited to tools, templates, models and training) available to potential future nonprofit developers, owners and residents of projects that are seeking or have secured funding from the Alternative Models of Permanent Affordable Housing and Acquisition Program and/or Rehabilitation of Affordable Housing Program, as well as current residents, developers, community partners, owners, and property managers. Subject to funding availability and administrative capacity, these resources may also be made available to residents of other publicly-funded affordable housing projects in the Los Angeles region that similarly deploy resident and community ownership models of permanently affordable social housing.

### **3. Commitment to Racial Equity**

Existing data and scholarship confirm that Black, Latinx, and other communities of color have disproportionately low percentages of property ownership. These Capacity-Building Program Guidelines acknowledge that this disproportionality is the result of generations of structural racism. Decades of land use policies and zoning practices have reinforced racial segregation, poverty, environmental injustice, and disinvestment that is manifested in the inconsistency in demographics between the City's residents and property owners.

As ULA seeks to foster new opportunities for tenant management and ownership of residential buildings, the implementation of the Capacity-Building Program is specifically designed to promote racial equity, with a focus on developing tenant management and ownership of residential buildings in the City's most vulnerable, marginalized and underserved communities.

Consistent with this commitment to promote racial equity, the Capacity-Building Program is intended to be attuned to the needs and realities of historically marginalized communities, and how racism, as well as disability, transphobia, sexism, and other tenant experiences affect the vulnerability of a tenant and their experiences. To this end, the Capacity-Building Program is committed to delivering culturally relevant outreach, grounded in activities, communication, and interventions that consider the community context and audience being served. Consequently, the Capacity-Building Program will emphasize the importance of interpretation, translation, and other agreed upon language justice accommodations to those whose primary language is not English.

### **4. Program Metrics**

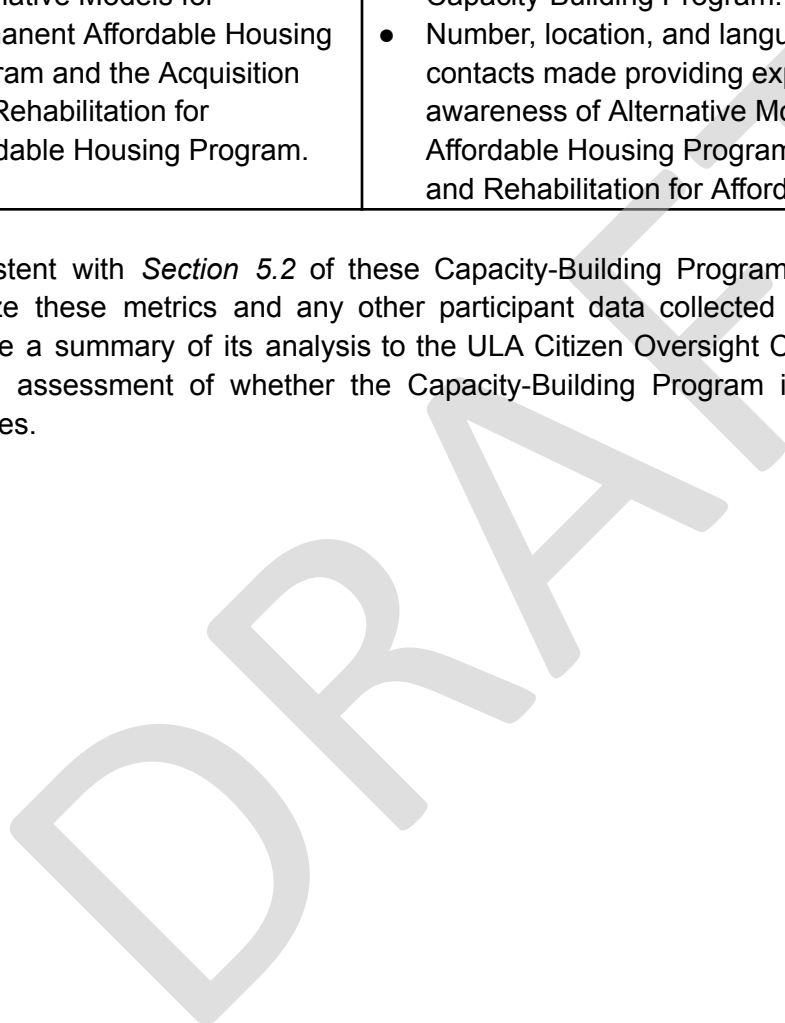
The Los Angeles Housing Department (LAHD) and Contracting Partner(s) shall collect program metrics and participant data in alignment with the ULA measure and ordinance reporting requirements and in a manner that supports the evaluation of long-term impacts and outcomes for the Capacity-Building Program. On an ongoing basis and to the extent feasible, LAHD and Contracting Partner(s) shall track and report data and metrics identified on the chart below. Wherever relevant, data shall be disaggregated by race, family composition, sexual orientation, age, ability, gender, and location (address, zip code, and

Council District). LAHD and Contracting Partner(s) shall also regularly collect and report on pertinent qualitative data, including oral histories, to highlight program participant and service provider success stories.

Goal	Metrics
Facilitate and support tenant participation in building management to ensure long-term stability of tenant-managed properties.	<ul style="list-style-type: none"> <li>● General condition of the properties subject to the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program (and if there are problems, the explicit plans to address them with residents' agreement).</li> <li>● Number and location of properties, units and residents participating in the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program.</li> <li>● Number, location, and participation levels of tenant management training conducted and tools deployed (for developers, community partners, property managers, and/or residents) focused on awareness of building management programs.</li> <li>● Number, location, and participation levels of tenant management training conducted and tools deployed (for developers, community partners, property managers, and/or residents) focused on the long-term stability of tenant-managed properties, including resident involvement in adoption of Property Management Plans, Operating Budgets and Capital Improvement Plans and Budgets.</li> <li>● Number of collaboration and cross-training activities with developers, community partners and/or property management staff.</li> </ul>
Support resident and property manager implementation and maintenance of tenant-led ownership model.	<ul style="list-style-type: none"> <li>● Number and location of properties having implemented and considering implementation of tenant-led ownership models.</li> <li>● Number and location of residents participating in tenant-led ownership models.</li> <li>● Number and location of resident-led ownership model trainings conducted and tools developed (for developers, community partners, property managers, and/or residents) focused on implementation of tenant-led ownership model buildings.</li> </ul>

	<ul style="list-style-type: none"> <li>• Number of collaboration and cross-training activities with developers, community partners and/or property management staff.</li> <li>• Number of properties that have successfully converted to community or resident-led ownership.</li> </ul>
<p>Facilitate equitable access to participation in ULA Production Programs, specifically the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program.</p>	<ul style="list-style-type: none"> <li>• Number and location of properties, units and residents in Racially/Ethnically Concentrated Areas of Poverty (R/ECAP) participating in the Capacity-Building Program.</li> <li>• Number, location, and languages of reaches and contacts made providing exposure to and awareness of Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program.</li> </ul>

Consistent with *Section 5.2* of these Capacity-Building Program Guidelines, LAHD shall analyze these metrics and any other participant data collected on an annual basis and provide a summary of its analysis to the ULA Citizen Oversight Committee (COC) to allow for an assessment of whether the Capacity-Building Program is meeting its goals and priorities.



## SECTION 1: ADMINISTRATIVE OVERVIEW

### 1.1 Program Administrator

Subject to requirements of the City's Administrative Code, LAHD shall administer the Capacity-Building Program, including procuring contracts with Contracting Partner(s) to provide direct services and coordinate Program administration if multiple service providers are needed. The LAHD General Manager, or designee, shall be empowered to delegate and/or revoke administrative responsibilities to Contracting Partner(s) and/or appropriate LAHD staff at their discretion.

### 1.2 Selection Process

The Capacity-Building Program is to be administered by LAHD's General Manager, or designee, consistent with *Section 1.1* above, and implemented by Contracting Partner(s) procured as described in *Section 5*.

## SECTION 2: GENERAL PROVISIONS

### 2.1 Eligible Participants

Eligible Participants: The Capacity-Building Program shall serve tenants (inclusive of nonprofit organizations, individual tenants and tenant households), as well as developers, community partners, and property managers for properties participating in the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program in the City. The Capacity-Building Program shall target outreach and training to Eligible Participants in buildings that have sought or are seeking funding from the Alternative Models for Permanent Affordable Housing Program and/or the Acquisition and Rehabilitation for Affordable Housing Program to maximize the success of tenant management and ownership opportunities in those buildings.

Subject to funding availability and administrative capacity, these resources may also be made available to residents of other publicly-funded affordable housing projects in the Los Angeles region that similarly deploy resident and community ownership models of permanently affordable social housing.

### 2.2 Eligible Forms of Funding

LAHD may seek and spend additional funding for the Capacity-Building Program, including potential grants, consistent with LAHD's general procedures and requirements.

Funding may be expended to facilitate Eligible Activities (further defined and discussed in *Section 2.3*) through contracts, purchase orders, and any other contracting mechanism consistent with City requirements.

## **2.3 Eligible Activities**

Eligible Activities of the Capacity-Building Program fall broadly within four categories: 1) Design, 2) Outreach, 3) Training and Tools, and 4) Monitoring and Compliance. In addition to these four categories, data collection and reporting activities will be included to monitor the efficacy of the Capacity-Building Program. Additional detail regarding these activities is provided in *Section 3.1, Scope of Services*. Activities not determined to be within these identified categories may still be determined to be Eligible Activities consistent with the Capacity-Building Program, subject to the discretion of LAHD.

## **2.4 Program Funding - Caps and Limits**

The ULA measure and ordinance allocates one percent (1%) of overall annual program revenue for the Capacity-Building Program. The ULA measure and ordinance also requires that ten percent (10%) of the overall annual program allocation be directed to the Homeownership Opportunities, Capacity-Building and Operating Assistance program in any given year. Funding allocated to the Capacity-Building Program shall be apportioned and prioritized for the eligible activities identified in these guidelines subject to the approval, discretion, and delegation of LAHD.

## **2.5 Timing / Frequency of Awards**

Consistent with *Section 5* of these Capacity-Building Program Guidelines, LAHD may execute annual contract(s) and annual extensions with Contracting Partner(s) for the implementation of Eligible Activities identified in *Section 2.3*.

Notwithstanding the fact that ULA funds are allocated annually, at its discretion LAHD may execute multi-year contracts subject to funding availability with Contracting Partner(s) for the implementation of Eligible Activities identified in *Section 2.3*.

# **SECTION 3: PROGRAM REQUIREMENTS: SERVICES AND FUNDING PRIORITIES**

## **3.1 Scope of Services**

LAHD, or its designee, shall effectuate these guidelines and provide services necessary for the execution and performance of the Eligible Activities identified in *Section 2.3* of these Capacity-Building Program Guidelines.



**a. Design**

These Capacity-Building Program Guidelines identify and acknowledge the innovative nature of the ULA Affordable Housing Production Programs (in particular the Alternative Models for Permanent Affordable Housing Program and the Acquisition and Rehabilitation for Affordable Housing Program). Tenant governance models have not been extensively implemented by the City and may need to be adapted to local needs. Accordingly, implementation of the Capacity-Building Program shall require LAHD, Contracting Partner(s), and/or any designee to conduct case study research, and based on that research, design models that articulate various approaches to tenant management and/or tenant ownership that could be functionally integrated into the Alternative Models of Permanent Affordable Housing Program or Acquisition and Rehabilitation of Affordable Housing Program, respectively. Case study research and analysis shall be shared with developers, community partners, and residents interested in pursuing social housing models (models) via ULA and/or other funding sources.

As described above, subject to funding availability and administrative capacity, these resources and activities may also be made available to residents of other publicly-funded affordable housing projects in the Los Angeles region that similarly deploy resident and community ownership models of permanently affordable social housing.

These models are not intended to be *one-size-fits-all*, but may be both general and introductory to interested nonprofit community organizations and residents, as well as be project and property specific, with design tailored to maximize likely success in specified circumstances.

**b. Outreach**

The Capacity-Building Program shall mobilize outreach team(s) and organizers to inform potential future residents, current residents, developers, community partners, owners, and property managers that are seeking or have secured funding from the Alternative Models of Permanent Affordable Housing Program and/or Acquisition and Rehabilitation of Affordable Housing Program to support tenant management and potential ownership opportunities. Outreach activities may include, but are not limited to:

- Phone and text banking tenants.
- Door to door canvassing and flier distribution.
- Mailing fliers or postcards.
- Orientation sessions.

Capacity-Building Program outreach shall be culturally competent, linguistically tailored, and focused on targeted communities and properties which are seeking or have secured funding from the Alternative Models of Permanent Affordable Housing Program and/or Acquisition and Rehabilitation of Affordable Housing Program. Capacity-Building

Program outreach shall emphasize objectives of educating, motivating, and activating Eligible Participants to engage in Capacity-Building training and assistance programs.<sup>1</sup>

**c. Training and Tools**

Training

Training will be the central component of the Capacity-Building Program, inclusive of ongoing support to residents, developers, community members, building owners and property managers who are currently implementing or planning to implement tenant management, and/or pursue tenant ownership models. The Capacity-Building Program Guidelines recognize that ongoing support and technical assistance in implementing tenant management and tenant ownership is vital to ensuring long-term stability of these Capacity-Building Program components.

The Capacity-Building Program shall implement a training program for each building subject to the Alternative Models of Permanent Affordable Housing Program and/or the Acquisition and Rehabilitation of Affordable Housing Program to support participants (including residents, developers, community members, building owners and property managers) through various stages of the property management process. Training shall be project-specific in nature, and shall, at a minimum, address topics including residential leadership, organizing, mediation, property management, asset management, building budgeting, building systems and repairs, ownership financing, tenant-landlord law, nonprofit corporation laws and regulations applicable to the ownership entities, and Governing Board rights and responsibilities.

The Capacity-Building Program shall facilitate and support the formation of Governing Boards for the implementation and governance of tenant management, and/or pursue resident ownership models, as appropriate. A Governing Board may take the form of a Resident Council, Homeowners Association, Co-op Board, or any other model that empowers building tenants as voting members. A Governing Board shall be vested with the authority to direct the operation and maintenance of a residential building, subject to by-laws and State law, as applicable. LAHD, or its designee, shall create a Resident and

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<sup>1</sup> Educating should involve, as a minimum, informing residents, Resident Councils, and community-based organizations (CBOs) about services being provided; communicating key messages about what services are provided for capacity-building, and how to participate; effectively answering questions about capacity-building services, and assessing what services are needed. Motivating should involve, as a minimum, sharing relevant and compelling information to motivate residents to participate in forming a resident council or housing cooperative, addressing information concerns, and encouraging participation through trusted messengers and channels. Activating should involve, as a minimum, reminding residents and CBOs to attend services or training, and providing outreach in community venues to continue promoting services. Outreach should detail culturally and linguistically-tailored strategies for educating, motivating, and activating the least likely to respond to residents. Strategies can mix what has worked in the past and innovative ideas.

Organizer Property Management/Oversight Training Manual, which shall be updated and revised on an on-going basis.

LAHD may, at its discretion, expand Capacity-Building Program training to include other areas of identified needs.

Training activities include but are not limited to:

- **Individual Sessions:** Initiated as requested by eligible participants, LAHD or contractors shall address specific questions and concerns raised by developers, community partners, owners, property managers, and current residents as they are raised, and as warranted, develop more extensive modules, materials, and curriculum.
- **Workshops:** Events that feature a presentation to a group of tenants, community partners, developers, and/or property managers, focused on specified elements of tenant management and/or tenant ownership. Workshops may be held at LAHD facilities, or other public or private facilities, including within a building or residential property where tenants reside. Workshops may be conducted virtually or in-person, and shall be conducted in multiple languages and be ADA accessible, as necessary.
- **Other Education Events:** Alternative formats or structures may be utilized as deemed appropriate for tenant engagement. These events may be held virtually, in-person, or hybrid as is deemed most effective for the target audience. Virtual educational events may be delivered on social media.

Training on relevant subjects related to housing operations shall be made available to all interested residents regardless of governance and/or ownership model utilized.

### Tools

LAHD or contractors shall furnish relevant Design research (as described above), including case studies, models, and templates to prospective eligible participants, including but not limited to future or current residents, developers, property managers, and/or community partners, as well as provide direct technical assistance and support access to tenant governance resources as needed.

Tools specific to maintaining rental properties may include templates, models, and training to support predevelopment, leasing and/or asset and property management activities, with an overall focus on tenants' training and education, as well as implementation of Governing Boards, as described below. If property rehabilitation is required, LAHD may provide education to the tenants on their rights and obligations during the rehabilitation process.

Tools specific to developing ownership projects may include supporting the marketing plan, providing homebuyer training, and providing ongoing training to ensure the habitability, financial health, and sustainability of the property. Tools may evolve over time based on future policies established by the City to advance resident management and ownership opportunities.

**d. Monitoring of Activities and Milestones**

The Capacity-Building Program shall establish a monitoring and compliance system to track the functioning of tenant governance activities established consistent with the Alternative Models of Permanent Affordable Housing Program and/or the Acquisition and Rehabilitation of Affordable Housing Program. Tenant governance actions and responsibilities subject to monitoring and compliance shall be identified and highlighted in training and workshops.

LAHD, or its designee, shall track tenant governance activities and milestones pursuant to these Capacity-Building Program Guidelines and as enumerated in professional service contracts, that may include, but are not limited to:

- Meetings to create Community Agreements, which are documents that describe how a group of people will live together.
- Monthly gatherings between property management and residents to support community cohesion and raise issues related to the building.
- Quarterly meetings between residents and property management to review operations, management, and adjust Community Agreements.
- Semi-annual meetings between residents and property management to review budgets, financials, and actuals to determine budget priorities.
- In addition to the above, formation of a Governing Board, a body that directs the operations and maintenance of a property with voting rights for residents. For rental properties, the Resident Council is a representative body elected by residents and would serve as the rental property's Governing Board. The Resident Council or other resident Governing Board must be convened within twelve (12) months after the building is initially leased up and must meet regularly. For a property that has been acquired with tenants already in place, the formation of a Governing Board may take up to eighteen (18) months. If the building is developed or acquired by a Community Land Trust (CLT), it is considered already an alternative tenant-led model. The CLT will present a community outreach plan, plans to form a Resident Council or ownership model (if considered), and plans to incorporate tenants into the CLT board within twelve (12) months of the finished development or acquisition.

At LAHD's discretion, and in negotiation of the Contracting Partner(s)'s Scope of Services, monitoring activities may be extended to include the monitoring of regulatory agreements and/or mandated activities.

### 3.2 Program Budget

The ULA measure and ordinance allocates one percent (1%) of overall program revenue for the Capacity-Building Program, which is equivalent to ten percent (10%) of the overall allocation of ten percent (10%) of ULA Program revenues to the Homeownership Opportunities, Capacity-Building and Operating Assistance program. Funding will be allocated for all services identified in these guidelines. Funding allocated to the Capacity-Building Program shall be apportioned and prioritized subject to the approval, discretion, and delegation of LAHD.

## SECTION 4: IMPLEMENTATION PLAN

Consistent with these Capacity-Building Program Guidelines, LAHD may contract for Capacity-Building Program administration and services, as further described in *Section 5*. Upon availability of funds, adoption of these Capacity-Building Program Guidelines, fulfillment of staffing needs, and execution of contract(s) for Capacity-Building Program services, LAHD shall direct the Contracting Partner(s) to initiate Capacity-Building Program Eligible Activities.<sup>2</sup>

## SECTION 5: CONTRACTUAL SERVICES

Implementation of the Capacity-Building Program may require LAHD identifying and contracting with Contracting Partner(s). All procurement activities must be conducted consistent with the City Administrative Code and any relevant City and LAHD policies. The contracting structure shall allow for the use of subcontractors, as needed, to provide specialized services based on subject matter expertise.

Contracts for Capacity-Building Program services shall at the minimum have a one-year term. Notwithstanding the fact that ULA funds are allocated annually, at its discretion LAHD may execute multi-year contracts with Contracting Partner(s) for the implementation of Eligible Activities identified in *Section 2.3*. Upon the completion of any existing contract term for the Contracting Partner(s), LAHD may consider extending the term of that contract consistent with the terms of the agreement, or conducting a competitive bid for Capacity-Building services, consistent with the City's competitive bidding requirements.

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<sup>2</sup> LAHD may take other actions to establish and in furtherance of the Capacity-Building Program, including, but not limited to the study of capacity-building and tenant ownership models and best practices in other large cities, prior to these identified steps. However, execution of Eligible Activities and the Scope of Services identified in *Sections 2.3* and *3.1*, respectively, necessarily require the completion of these steps.

## **5.1 Evaluation and Selection Process**

Award of a contract for Capacity-Building Program services shall be based on a best value competitive bid. Prior to release of a Request for Proposals (RFP) or other form of procurement, LAHD shall establish a scoring system assigning values to the following criteria, and rating responses to proposals accordingly:

- 1) Experience and approach to providing tenant-based outreach and education services of a similar nature;
- 2) Experience conducting research and program analysis in the fields of affordable housing and tenant management and/or tenant ownership;
- 3) Experience training new organizations and/or board members of nonprofits in the areas of property management, asset management, building and organizational budgeting, reporting and legal compliance activities.
- 4) Experience with and approach to providing services to the communities anticipated to be targeted for capacity-building activities; and
- 5) A cost proposal for the solicited services.

In addition to the evaluation criteria listed above, proposers must meet all of the following threshold requirements:

- 1) 501(c)(3) status with offices or experience working in the County of Los Angeles, in good standing with the California Secretary of State, and with a mission and/or program work that includes support of affordable housing and/or tenant rights initiatives;
- 2) Not carry an outstanding debt which has not been repaid or for which a repayment agreement plan has not been implemented, if the proposer has previously contracted with the State of California or the City, nor have any outstanding disallowed costs or other liability to the City under previous contracts with LAHD;
- 3) Have a minimum of four (4) years of experience performing, or partnering with Community Based Organizations to perform, tenant services that include outreach, curriculum design, and training; and
- 4) Have one or more established partnerships with organizations that have active tenant-management and/or tenant-ownership projects, including Community Land Trusts and housing cooperatives.

## **5.2 Contract Administration**

At least once per year, LAHD will provide a report to the COC and City Council summarizing the work accomplished as well as proposed programmatic improvements and contract amendments. Changes to the service contract(s) may shift elements of the Program Scope of Services between LAHD and the Contracting Partner(s), to best reflect organizational capacity, changes in service priority, and learning during the course of Program administration.

### Payment and Invoicing Policies

The Contracting Partner(s) shall submit invoices to LAHD with an accounting of costs incurred. The contract will stipulate the frequency that costs will be invoiced to LAHD.

The contract may provide that LAHD may approve payment to be advanced to the Contracting Partner(s) on an as-needed basis, especially if there are major startup costs and challenges.

### **5.3 City Living Wage Ordinance**

All contractors shall comply with the Living Wage Ordinance, Los Angeles Administrative Code Section 10.37 et seq., as amended from time to time. Contractors further shall agree to comply with federal law proscribing retaliation for union organizing. Any subcontract entered into by a contractor for work to be performed under these Program Guidelines must include an identical provision.

### **5.4 Data Collection and Reporting**

The metrics and participant data identified in *Section 3.1* of these Capacity-Building Program Guidelines shall be collected by the Contracting Partner(s) and provided to LAHD on a quarterly basis.

Further, LAHD, or its designee, shall no less than on an annual basis, provide a report to the COC that: 1) documents how the Contracting Partner(s) and LAHD are co-learning about resident management and resident ownership best practices, 2) assesses developer/owner participation in the program to evaluate correlation with tenant management and tenant ownership goals of ULA, and 3) assesses developer/owner program compliance to ensure accountability measures are implemented, and 4) evaluates the Contracting Partner(s) success incorporating racial equity into program implementation.

LAHD shall analyze the data and metrics collected and the annual report provided by the Contracting Partner(s) identified in this *Section 5.4* to form the basis of the report to the COC, as described in *Section 5.2*, which is intended to assess whether the Capacity-Building Program is meeting its goals and the priorities. This annual analysis shall specifically include a racial equity review of the Capacity-Building Program.