

AMPP Consulting, LLC
Response to Request for Proposals
for
New York City Housing Development Corporation
Homeless Housing Placements Evaluation

February 22, 2023

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Alex Merchant
Director of Process Improvement for Housing Placements
New York City Housing Development Corporation
110 William Street
New York, NY 10038

February 22, 2023

Reference: Homeless Housing Placements Evaluation Request for Proposals

Dear Mr. Merchant,

As the Managing Member of AMPP Consulting, LLC, I deeply appreciate the valuable work being undertaken by New York City to support the homeless population of the City. I have extensive experience working on large interagency efforts in New York City, including during my time as the Senior Advisor for Strategy and Engagement at the New York City Mayor's Office of Operations from 2018 to 2021, when I worked on several homeless housing initiatives, including a process analysis and journey map for the Joint Crisis Coordination Center in 2019.

The issue of how best to support the homeless population in New York City is a difficult one, and I welcome the opportunity to contribute to this effort by evaluating the current process of placing this population in HDC- and HPD-financed and supported housing and offering recommendations regarding how to improve it, both for the City and its clients.

AMPP proposes the following actions and deliverables to achieve the objectives of this request:

- A thorough series of interviews with a representative sample of all stakeholders of the housing process, including the perspectives of both providers and clients;
- A process analysis detailing each action step, its stakeholders, timeframes, and other relevant details, with supporting flow charts and graphics as needed; and
- Recommendations for improvements to the process, resulting from gap and redundancy analyses.

The enclosed RFP response provides a more detailed proposal, with a focus on accurately capturing the placement process and its potential points of efficiency. My years of experience with interagency coordination across a variety of topics and with homeless housing specifically enable me to undertake this evaluation, represent the process in a way that ensures broad understanding, and pinpoint where there may be room to improve it. I am available to undertake this project independently, but I am also available to discuss how to provide my expertise to another consultant as a subcontractor.

I look forward to discussing this proposal with you. Thank you for your consideration.

Best regards,
Anna Marzullo
Managing Member
AMPP Consulting, LLC
www.amppconsulting.com

Project Understanding and Approach

In recent years, the number of homeless individuals in New York City has generally trended upward. In November 2022, there were 67,150 total homeless people using New York City’s main municipal shelter system, including 14,692 families.¹ This number does not include the unsheltered homeless population, of which the 2022 HOPE count found 3,439 across the five boroughs.² In response to the issue, Mayor Adams announced his approach to address homelessness holistically and comprehensively in Housing Our Homeless: A Blueprint for Housing and Homelessness.³ This plan acknowledges the importance of all stakeholder agencies coming together to improve the process of housing this population effectively and efficiently, including the agencies of the Homeless Housing Placements Task Force.

Specifically, HPD’s and HDC’s roles in addressing the homeless population in New York are notable. As indicated in the most recent PMMR, between FY2021 and FY2022, HPD increased the number of homeless households moved into newly constructed units, with the 4-month actual number for FY2023 noting an increase over the same period in FY2022. Similarly, the number of homeless households moved into a re-rental unit also increased between FY2021 and FY2022.⁴ In FY2023 to-date, HPD started 381 units and completed 520 unit for homeless households.⁵ This demonstrates that the *quantity* of housing placements is trending positively, and more people are receiving the housing they need.

In the Housing Our Homeless announcement, the Chief Housing Officer, HPD, and HDC committed to several actions to make the housing process for homeless households more streamlined.⁶ With *qualitative* improvements, such as those made possible by the products resulting from the RFP, more people could get the help they need more quickly and more easily, and the administrative undertaking by the City could be completed with fewer overall resources. The commitments from Housing Our Homeless will be supported by the process analysis and the recommendations resulting from this RFP by establishing a common understanding of the overall process and options to improve it.

The system around placing homeless individuals in appropriate housing is complex, and it includes stakeholders across both the public and private sector, in multiple City agencies, and at the federal, state, and local levels. The Homeless Housing Placements Task Force will need to consider the placement process from these various perspectives, record and share its findings to secure overall awareness, and encourage stakeholders to consider potential improvements to the process. While coordinating these types of analysis for a task force may be challenging, the work

¹ Coalition for the Homeless, <https://www.coalitionforthehomeless.org/basic-facts-about-homelessness-new-york-city-data-and-charts/>.

² DHS, Homeless Outreach Population Estimate 2022 Results, <https://www1.nyc.gov/assets/dhs/downloads/pdf/hope/hope-2022-results.pdf>.

³ The City of New York, <https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf>.

⁴ The City of New York, https://www.nyc.gov/assets/operations/downloads/pdf/pmmr2023/2023_pmmr.pdf, p. 312.

⁵ Ibid, p. 309.

⁶ The City of New York, <https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf>.

requested by this RFP centralizes the effort in a targeted way, ensuring the Task Force can make progress by operating from a solid, shared understanding of the process.

I propose approaching the project by undertaking a series of interviews in order to fully capture the current process of housing DHS shelter residents in HPD- and HDC-financed and supported housing; ensuring that process analysis is accurate and complete; and identifying points within the process that could be re-considered by stakeholders to render housing placements easier for all parties. The proposed project plan on pages ten and eleven will provide additional details on the plan of action, including a weekly cadence for regular review and discussion with the client. Support for the creation of a messaging strategy and communication plan will be available for the duration of the project, and the recommendations will be articulated in a way that makes them presentable for a wider audience.

As a first step, I would begin by meeting with the primary client, the Director of Process Improvement for Housing Placements, to ensure the detailed plan of action aligns with their goals and timing for the project overall. This meeting would include a discussion of potential obstacles or challenges in order to address these questions as early as possible in the project. Next, I would schedule interviews with City agencies, non-City stakeholders, and recent clients in order to gain an extensive understanding of the full experience of housing DHS shelter residents in permanent housing and undertake early quantitative study of the available statistical analysis of client- and unit-level data. The process analysis would be comprised of:

- the information from the interviews;
- the results of the quantitative analysis; and
- preliminary budgetary material.

This would be used to fill out a detailed spreadsheet (a potential template of which is included in the Example Case section on page 8), with specific action steps, the entity undertaking the action, other entities involved, the timeframe for each action step, and the method by which the action is accomplished. This process analysis would provide a comprehensive snapshot of how DHS shelter residents are placed in HPD- and HDC-financed and supported housing.

I would then socialize the process analysis with the Homeless Housing Placements Task Force members and other stakeholders as appropriate to confirm it accurately establishes the process in its current state, potentially including flow charts and a journey map to visualize the process graphically as needed. This analysis would allow me to identify specific redundancies or gaps, which would shape the recommendations on when, how, and who could make improvements to reduce the processing time and administrative burden for the City and better the client experience of homeless households. These recommendations would suggest changes in regulations, program design, technology, procedures, staffing models, and other tools for all involved stakeholders. The information-gathering, process analysis, and recommendations resulting from this project will set helpful foundations for the work of HPD, HDC, and other housing-related organizations as they continue their critical functions in providing housing to the homeless population of New York City.

Team Description

AMPP Consulting, LLC is operated by Anna Marzullo.

Anna Marzullo

Managing Member, AMPP Consulting, LLC (2021-present)

- Project planning and project management, workshop facilitation, and organizational advising for multiple departments of NYCHA
 - 2022-2023 support of various elements of Comprehensive Modernization
 - 2022 implementation of centralized approach to Housing Court processes
 - Analyses of current and future Housing Court processes to illustrate required changes
 - 2021 coordination of Emergency Rental Assistance Program applications

Senior Advisor for Strategy and Engagement, Mayor's Office of Operations (2018-2021)

- Extensive experience in coordinating multiple City-wide task forces, focused on NYCHA and other agencies involved in homelessness and housing initiatives
 - 2019-2020 efforts to reduce the amount of time required to turn over NYCHA vacancies for faster homeless housing
 - December 2019 homelessness plan “The Journey Home”
 - Journey map of homeless housing for the Joint Crisis Coordination Center
 - December 2018 public housing plan NYCHA 2.0, with communication support

Senior Policy Advisor to the Chief of Staff, NYC Department of Correction (2015-2018)

- Coordination and implementation of multiple projects designed to maintain the safety and security incarcerated individuals, DOC staff, and visitors
 - Extensive messaging and communication support on policy initiatives
 - 2017-2018 implementation of Raise the Age legislation
 - 2016-2018 DOC Visitor Working Group, bringing together the Board of Correction, DOC uniform and non-uniform staff, and advocacy groups to improve the experience of visiting incarcerated individuals, including the deployment of the Rikers Visit Bus in 2018

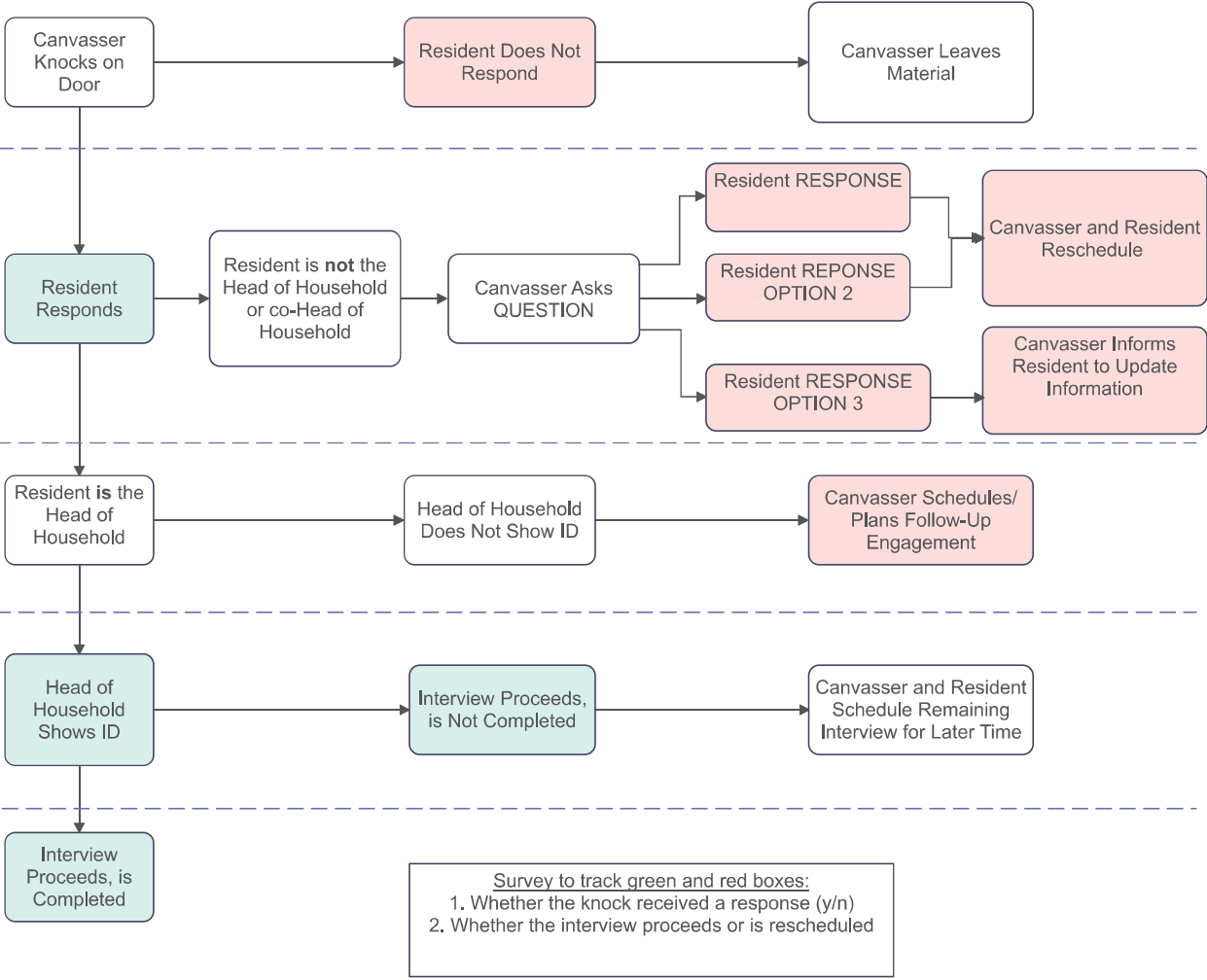
Example Case(s):

Due to confidentiality and the products being proprietary to AMPP's clients, AMPP Consulting is unable to provide the specific work products from similar process analyses. In lieu of the item itself, please see the following pages for the templates used to produce recent process analyses for clients.

Additional data points in the process analysis, depending on how the information presents itself during the interview phases, may include where in the process is best for reporting various metrics and source(s) of information used in each action step.

Precipitating Action						
Task #	Action Item	Responsible Entity	Timeframe	IT System/Via	Other Stakeholders	Outstanding Questions
	Prep Action	Agency/Division/Individual Roles	3-5 business days	via email	Agency/Division/Individual Roles	
	Prep Action	Agency/Division/Individual Roles	1-4 business days	via email	Agency/Division/Individual Roles	
1	Phase/Category					
	1a Action	Agency/Division/Individual Roles	1 week	internal IT system	Agency/Division/Individual Roles	
	1b Action	Agency/Division/Individual Roles	2-4 business days	via email	Agency/Division/Individual Roles	
	1c Action	Agency/Division/Individual Roles	2-4 weeks	manual	Agency/Division/Individual Roles	
	Alternative Action for 1c as a Result of 1b	Agency/Division/Individual Roles	3-5 business days	via email/phone	Agency/Division/Individual Roles	
	1d Action	Agency/Division/Individual Roles	1 week	internal IT system	Agency/Division/Individual Roles	
	Alternative Action for 1d as a Result of 1c	Agency/Division/Individual Roles	5-8 business days	manual	Agency/Division/Individual Roles	
	1e Action	Agency/Division/Individual Roles	1 business day	via email	Agency/Division/Individual Roles	
2	Phase/Category					
	2a Action	Agency/Division/Individual Roles	3-5 business days	internal IT system	Agency/Division/Individual Roles	
	2b Action	Agency/Division/Individual Roles	2-4 business days	internal IT system	Agency/Division/Individual Roles	
	2c Action	Agency/Division/Individual Roles	1 week	manual	Agency/Division/Individual Roles	
	2d Action	Agency/Division/Individual Roles	3-5 business days	via email/phone	Agency/Division/Individual Roles	
	2e Action	Agency/Division/Individual Roles	2 weeks	manual	Agency/Division/Individual Roles	
	Alternative Action for 2e as a Result of 2d	Agency/Division/Individual Roles	5-8 business days	manual	Agency/Division/Individual Roles	
	2f Action	Agency/Division/Individual Roles	1 business day	via email	Agency/Division/Individual Roles	
	Alternative Action for 2f as a Result of 2e	Agency/Division/Individual Roles	8-10 business days	SharePoint	Agency/Division/Individual Roles	
	2g Action	Agency/Division/Individual Roles	12-15 business days	via email	Agency/Division/Individual Roles	
	Alternative Action for 2g as a Result of 2f	Agency/Division/Individual Roles	5-8 business days	manual	Agency/Division/Individual Roles	
	2h Action	Agency/Division/Individual Roles	2 business days	via email/phone	Agency/Division/Individual Roles	
	Alternative Action for 2h as a Result of 2g	Agency/Division/Individual Roles	3-5 business days	internal IT system	Agency/Division/Individual Roles	
3	Phase/Category					
Non-Chronological	Action	Agency/Division/Individual Roles	2 weeks	various	Agency/Division/Individual Roles	
Non-Chronological	Action	Agency/Division/Individual Roles	5-8 business days	via email/phone	Agency/Division/Individual Roles	
Non-Chronological	Action	Agency/Division/Individual Roles	3 business days	SharePoint	Agency/Division/Individual Roles	
Non-Chronological	Action	Agency/Division/Individual Roles	8-10 business days	manual	Agency/Division/Individual Roles	
Non-Chronological	Action	Agency/Division/Individual Roles	12-15 business days	various	Agency/Division/Individual Roles	
4	Phase/Category					
Non-Chronological	Action	Agency/Division/Individual Roles	1 week	manual	Agency/Division/Individual Roles	
	4a Action	Agency/Division/Individual Roles	3-5 business days	internal IT system	Agency/Division/Individual Roles	
	4b Action	Agency/Division/Individual Roles	2 weeks	manual	Agency/Division/Individual Roles	
	4c Action	Agency/Division/Individual Roles	5-8 business days	via email/phone	Agency/Division/Individual Roles	
	4d Action	Agency/Division/Individual Roles	2 business days	internal IT system	Agency/Division/Individual Roles	
	Alternative Action for 4d as a Result of 4c	Agency/Division/Individual Roles	3-5 business days	manual	Agency/Division/Individual Roles	
	4e Action	Agency/Division/Individual Roles	5-8 business days	via email	Agency/Division/Individual Roles	
5	Phase/Category					
	5a Action	Agency/Division/Individual Roles	2 weeks	via phone	Agency/Division/Individual Roles	
	5b Action	Agency/Division/Individual Roles	2-4 business days	manual	Agency/Division/Individual Roles	
	5c Action	Agency/Division/Individual Roles	2-4 weeks	SharePoint	Agency/Division/Individual Roles	
	Alternative Action for 5c as a Result of 5b	Agency/Division/Individual Roles	3-5 business days	internal IT system	Agency/Division/Individual Roles	
	Additional Alternative Action for 5c as a Result of 5b	Agency/Division/Individual Roles	1 week	via email/phone	Agency/Division/Individual Roles	
	5d Action	Agency/Division/Individual Roles	2-4 business days	internal IT system	Agency/Division/Individual Roles	

Process Flow for Canvassing
February 2023



Proposed Project Plan

AMPP Consulting will begin the project with a thorough series of interviews, examining in detail the process of housing DHS shelter residents in HPD- and HDC-financed and supported housing. The interviews will start with involved City agencies, proceed to non-City stakeholders focused on the provider/housing perspective, and conclude with interviews of recent clients in order to gain a comprehensive understanding of the full experience of housing homeless households.

After the information-gathering has concluded, AMPP Consulting will draft an analysis in the form of a spreadsheet that clearly identifies each action step within the process of placing DHS shelter residents in permanent housing, organized by phases. The spreadsheet will delineate the individual actions within each phase and include the following details for each action:

- the entity responsible;
- the associated timeframe;
- other stakeholders involved; and
- the mechanism (e.g., email/SharePoint) used to receive, store, and share the information used in each action step.

Depending on the shape taken by the analysis, representing a high-level overview or parts of the process graphically as flow charts or other versions of a journey map may support overall understanding.

The spreadsheet and any accompanying graphics of the process analysis will be shared with HDC, and the documents will be updated to incorporate their feedback. The updated analysis will be shared with the rest of the stakeholders in order to ensure it is as accurate as possible. Using the finalized analysis, each step in the process will be carefully considered to identify any points that could be amended in order to establish a smoother, more efficient, and more effective system for all participants. The resulting recommendations will be shared with HDC, refined, and finally shared more broadly with the Homeless Housing Placements Task Force.

Week of	Primary Action Steps	Deliverable(s)	Client Review/Check-in
4/17	1. Review and confirm with client plan of action for successful completion of project; 2. Submit required interview requests and other approvals needed; 3. Schedule future client check-ins and any other deliverable-based review sessions with stakeholders	Gantt Chart	Monday
4/24	1. Interview primary HPD and HDC stakeholders; 2. Interview other City agencies, including DHS and HRA	Interview notes	Monday/Thursday (email)

5/1	1. Complete City interviews; 2. Review data team's statistical analysis	Interview notes	Monday/Thursday (email)
5/8	1. Interview non-City stakeholders, focused on non-profit homeless service providers and caseworkers; 2. Review budgetary information	Interview notes	Monday/Thursday (email)
5/15	Continue interviews of non-City stakeholders, focused on affordable housing providers, building marketing agents, and providers of rental subsidies	Interview notes	Monday/Thursday (email)
5/22	Interview clients of the homeless housing process and others with client perspective, including recent tenant applicants	Interview notes	Monday/Thursday (email)
5/29	1. Draft process analysis; 2. Share process analysis with HDC	Draft process analysis	Monday/Thursday (email)
6/5	1. Incorporate feedback from HDC; 2. Share updated process analysis with Task Force members and/or other stakeholders as appropriate; 3. Collect feedback on process analysis	Updated process analysis (with HDC edits)	Tuesday
6/12	1. Refine process analysis with feedback from stakeholders; 2. Share updated process analysis with Task Force, with all edits and corrections	Updated process analysis (with stakeholder edits)	Monday/Thursday (email)
6/19	1. Identify gaps and/or pain-points in process; 2. Draft recommendations	Draft recommendations	Thursday
6/26	1. Share recommendations with HDC; 2. Incorporate edits from HDC	Updated draft recommendations (with HDC edits)	Thursday
7/3	1. Socialize recommendations with Task Force members and/or other stakeholders as appropriate; 2. Collect feedback on recommendations	Updated recommendations (with stakeholder edits)	Monday/Thursday (email)
7/10	Update and finalize recommendations	Final process analysis and final recommendations	Wednesday

Engagement Letter/Contract

The below is a draft contract, and is not intended as a final document.

Agreement dated DATE between the New York City Housing Development Corporation having its principal office at 110 William St, New York, NY 10038 (“**HDC**”) and AMPP Consulting, LLC, a limited liability company authorized to do business in the State of New York, with an address of 333 E 30th St, 6F New York, NY 10016 (“**Consultant**”).

The parties agree as follows:

1. **The Services**

A. Consultant will provide the services and deliverables (the “**Services**”) set forth in one or more Statements of Work signed by the parties and specifically referencing this Agreement (each an “**SOW**”). The Consultant will provide all personnel, equipment, facilities, and supplies necessary to perform the Services, except as set forth in the applicable SOW. The terms and conditions of each SOW will prevail over any conflicting terms and conditions of this Agreement solely with respect to such SOW.

B. **Representations and Warranties** Consultant represents and warrants that: (i) it is either (a) an individual person or sole proprietorship or (b) a legal entity that is duly organized and validly existing in good standing under the laws of the state of its organization; (ii) if it is a legal entity, it has full power and authority and is authorized to enter into this Agreement and to perform all of its obligations under this Agreement; (iii) the execution, delivery, and performance of this Agreement does not conflict with any agreement, instrument, or understanding that is binding on Consultant nor violate any law, regulation, or order that applies to Consultant; (iv) it has all rights and permissions necessary to perform the Services and to make any grant of rights to HDC that is contemplated by this Agreement; and (v) the Services do not violate or infringe any copyright, patent, trade secret, trademark, trade name, right of privacy or publicity, or any other third party rights.

C. **Consultant Obligations** Consultant will: (i) perform the Services in a professional and workmanlike manner in accordance with generally accepted industry standards and in accordance with the specifications contained in the applicable SOW; (ii) comply with all applicable foreign, federal, state, and local laws, rules, and regulations and with any applicable HDC policies in connection with this Agreement; and (iii) provide personnel to perform the Services who are appropriately trained, qualified, and, if applicable, licensed to perform the Services.

2. **Fees** HDC will pay Consultant in accordance with the payment schedule and rates set forth in the applicable SOW, provided that Consultant has performed the Services in a satisfactory manner in accordance with any deadlines set forth in the applicable SOW. If the SOW does not specify a payment schedule, Consultant will invoice HDC on a monthly basis. Consultant will deliver the invoice to HDC through HDC’s regular invoicing system together with any supporting documentation specified in the SOW or otherwise requested by HDC. All invoices will specify in

detail the Services performed and the basis for calculating payment. HDC will pay undisputed invoices within thirty (30) days of receipt.

3. **Term and Termination**

A. This Agreement will terminate upon completion of all Services to the satisfaction of HDC unless (i) otherwise specified in the SOW or (ii) earlier terminated in accordance with Section 3.B.

B. Either party may terminate this Agreement upon written notice if (i) the other party fails to cure a material breach of any term of this Agreement within thirty (30) days after receiving written notice or (ii) the other party is declared insolvent or bankrupt by a court of competent jurisdiction, files a voluntary petition of bankruptcy in any court of competent jurisdiction, or assigns this Agreement for the benefit of its creditors. The failure by HDC to pay amounts subject to a good faith dispute between the parties will not constitute a material breach of the Agreement. Termination of this Agreement will automatically terminate all outstanding SOWs.

C. Upon any termination of this Agreement, Consultant will deliver to HDC all deliverables and other materials owned by HDC in Consultant's possession or control. Upon any termination, HDC will only be obligated to pay for Services rendered through the effective date of termination, to the extent not otherwise subject to a good faith dispute, and provided that Consultant has complied with the foregoing delivery obligations.

4. **Status of the Parties** The parties intend that Consultant will be an independent Consultant; that neither Consultant or any employee or agent of Consultant will be considered an employee or agent of HDC; and that no agency relationship, partnership, or joint venture will exist between the parties. Neither party will attempt to create any obligation on behalf of the other party, bind the other party contractually, or make any representation that it is an agent of the other party. Consultant will be directly responsible for the mode, method, and manner of its activities and all employment matters relating to Consultant and its employees, including without limitation payment of all federal, state, and local employment taxes, workers' compensation and disability insurance coverage, other mandated employee benefits, and any non-obligatory fringe benefits. HDC will not be liable for any such employment matters or for any other debts, obligations, or liabilities of Consultant.

5. **Confidentiality**

A. Consultant will hold in confidence and will not directly or indirectly disclose to any person or use for its own benefit any information provided by HDC or otherwise obtained or developed by Consultant as a result of this Agreement that is confidential or proprietary, whether written, verbal, or in any other form, including without limitation any information that relates to the employees, plans, business affairs, finances, property, records, contracts, processes, techniques, inventions, trade secrets, or know-how of HDC ("**Confidential Information**"). Consultant will only disclose the Confidential Information to those of its employees who need to know such Confidential Information in order for Consultant to carry out its obligations under this Agreement, provided that such employees have been informed of such confidentiality obligations.

Upon termination of this Agreement, Consultant will, at HDC's option, either return to HDC all Confidential Information and any copies or will destroy such Confidential Information and copies and certify such destruction in writing to HDC.

B. These obligations of confidentiality will not apply to information that (a) is or comes to be in the public domain other than as a consequence of a breach of this Agreement by Consultant, (b) at the time of disclosure and as demonstrated by contemporaneous written records of Consultant, was known to Consultant through lawful means, (c) is obtained by Consultant after the time of disclosure from a third party who is free to make such disclosure without restriction, (d) was independently developed by an employee of Consultant that has not had access directly or indirectly to Confidential Information, and which independent development can be substantiated by contemporaneous written evidence or (e) is disclosed pursuant to a lawful order or requirement of a court or regulatory agency; provided, that Consultant has given prompt written notice to HDC to enable HDC to seek a protective order or otherwise prevent or restrict such disclosure and, in the event that HDC is unable to prevent or restrict such disclosure, has only disclosed that portion of the Confidential Information that it is legally required to disclose.

6. **Ownership** HDC shall own any work product that the Consultant expressly creates or develops for HDC as part of the Services, and the Consultant waives any claim or right it has, or may have, against HDC or any third party as it may relate to ownership of such work product.

7. **Insurance** Consultant will not be required to procure insurance for the purposes of this contract.

8. **Indemnification** Consultant agrees to defend, indemnify, and hold harmless, to the fullest extent permitted by law HDC, its Members, officers, employees, agents, representatives, all others for whom HDC is obligated by contract to defend, indemnify, and hold harmless in connection with this Agreement, and any other party or entity acting on behalf of HDC, from and against any and all liabilities, claims, losses, damages, costs, fees, and expenses, including, without limitation, reasonable attorneys' fees and expenses (including, without limitation, those incurred by HDC in enforcing this indemnification), and all reasonable sums charged to associated litigation, relating to any breach by Consultant of any of the terms and conditions of the Agreement including, but not limited to, the failure of Consultant to perform any of the Services, a breach of any representation or warranty or any breach of confidentiality. The Consultant agrees that its obligations under this indemnification provision shall survive the expiration of earlier termination of this Agreement.

9. **Use of Name** Consultant will not use any name, logo, trademark, or other designation of HDC or its affiliates, or any of their respective divisions, departments, or other units, for any purpose, including without limitation in any marketing, advertising, or publicity materials, without HDC's prior written consent.

10. **Notices** All notices under this Agreement, except for routine correspondence and invoices, will be given in writing either by personal delivery, by a reputable national or international delivery service (such as UPS or FedEx), or by certified or registered mail, Return Receipt Requested (or foreign equivalent). The effective date of any such notice will be: (i) if personally delivered or

delivered by delivery service, the date of such delivery, or (ii) if delivered by certified or registered mail, seven (7) days after the date on which such notice or communication is deposited with the relevant postal service. Notice will be provided as follows:

If to HDC:
Alex Merchant
New York City Housing Development Corporation
110 William St.
New York, NY 10038
amerchant@nychdc.com

If to Consultant:
Anna Marzullo
AMPP Consulting, LLC
333 E 30th St., 6F
New York, NY 10016
anna.marzullo@amppconsulting.com

or to such other address as either party may furnish to the other in writing in accordance with this Section.

11. **Data Protection**

A. Consultant will: (i) comply with all applicable laws, rules, and regulations relating to privacy and data protection; (ii) implement appropriate physical, technical, and organizational measures that are no less rigorous than accepted industry practices to protect Personal Data (as defined below) against accidental or unauthorized access, alteration, destruction, disclosure, or use; (iii) use the Personal Data solely for the purpose of performing its obligations under this Agreement; (iv) notify HDC promptly, and in all cases within forty-eight (48) hours, of any actual or suspected accidental or unauthorized access, acquisition, alteration, destruction, disclosure, or loss of Personal Data (“**Security Incident**”), including the details of such Security Incident and the actions being taken by Consultant to mitigate and remediate such Security Incident; and (v) promptly return or destroy all Personal Data and any copies upon the request of HDC. For purposes of this Section, “**Personal Data**” means any information provided by HDC or on HDC’s behalf to Consultant or that is obtained or otherwise processed by Consultant in connection with this Agreement that relates to a specific natural person who can be identified, directly or indirectly, such as by reference to an identifier such as a name, an identification number, location data, an online identifier, or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural, or social identity of that natural person.

B. In the event of a Security Incident, HDC will have the sole discretion to determine whether to notify affected individuals or government authorities. Consultant agrees to assist and fully cooperate with any investigation of such Security Incident by HDC. Consultant shall not disclose any information related to a Security Incident to any third party without HDC’s prior written approval, except that Consultant may retain a third party subject to obligations of confidentiality to investigate or mitigate such Security Incident.

12. **Subcontracting** Consultant will not subcontract any of its obligations under this Agreement without the prior written approval of HDC. Consultant will enter into a written agreement with any approved subcontractor requiring such subcontractor to comply with the terms of this Agreement to the same extent as Consultant, including without limitation the confidentiality provisions. Consultant will remain primarily liable to HDC for any noncompliance with the terms of this Agreement by its approved subcontractor.

13. **Survival** Any respective obligations of Consultant or NYCHA hereunder which by their nature would continue beyond the termination, cancellation, or expiration of this Agreement shall survive such termination, cancellation, or expiration.

14. **Governing Law** This Agreement and all matters arising out of or relating to this Agreement will be governed by and construed in accordance with the laws of the State of New York, without regard to principles relating to conflicts of law.

15. **Jurisdiction** The courts of the State of New York in New York County and the United States District Court for the Southern District of New York will have exclusive jurisdiction over the parties with respect to any dispute, controversy, or claim between them arising out of or relating to this Agreement and, by execution and delivery of this Agreement, the parties to this Agreement submit to the jurisdiction of those courts.

16. **Miscellaneous** This Agreement will be binding on the parties and their respective successors and permitted assigns. No party may assign this Agreement or any of its rights or obligations under this Agreement without the prior written consent of the other party. This Agreement is not for the benefit of any third party. This Agreement may be executed by the parties in separate counterparts, each of which when executed and delivered will together constitute one and the same instrument. This Agreement constitutes the entire agreement of the parties regarding its subject matter, and it supersedes all prior and collateral negotiations, agreements, and understandings between the parties, whether written or oral, regarding the subject matter. Neither this Agreement nor any provision of this Agreement may be modified or waived except by a written instrument signed by all parties. Any waiver of any provision of this Agreement in one or more instances will not be construed as a further or continuing waiver of such provision or as a waiver of any other provision of this Agreement. If any provision of this Agreement is determined to be invalid, void, or unenforceable, the remaining provisions of this Agreement will continue in full force and effect.

The parties are signing this Agreement as of the date stated in the introductory clause.	
HOUSING DEVELOPMENT CORPORATION	CONSULTANT
By:	By:
Name: Alex Merchant	Name: Anna Marzullo
Title: Director of Process Improvement for Housing Placements	Title: Managing Member
Date:	Date:

STATEMENT OF WORK

This Statement of Work (“**SOW**”) dated DATE is entered into pursuant to the Independent Consultant Agreement dated DATE (the “**Agreement**”) between the Housing Development Corporation (“**HDC**”), and Anna Marzullo (“**Consultant**”).

1. Engagement Details

Consultant will serve as an independent consultant from April 17, 2023 through July 15, 2023, providing a process analysis to evaluate homeless housing placements in HDC- and HPD-financed and supported housing and offering recommendations to reduce the processing time and administrative burden of housing DHS shelter residents in permanent housing.

2. Project Description & Scope of Work

Consultant will provide a process analysis and resulting recommendations to address possible efficiencies within the process of placing homeless households in HPD- and HDC-financed and supported housing. Consultant will also provide support for the creation of a messaging strategy and communication plan on the evaluation and recommendations.

Reporting to the Director of Process Improvement for Housing Placements, Consultant will interview City agencies, non-City stakeholders focused on the provider/housing perspective, and recent clients in order to gain a comprehensive understanding of the full experience of housing homeless households. Consultant will also conduct quantitative analysis using the available statistical analysis of client- and unit-level data.

After the information-gathering has concluded, Consultant will provide a process analysis incorporating the information from the interviews, the quantitative analysis, and the budgetary components.

Using the finalized analysis, Consultant will identify any points in the process that could be improved in order to provide up to ten recommendations that could create a smoother, more efficient, and more effective process for all participants.

3. Contacts for Each Party

Anna Marzullo, Managing Member
AMPP Consulting, LLC
anna.marzullo@amppconsulting.com

Alex Merchant, Director of Process Improvement for Housing Placements
New York City Housing Development Corporation
amerchant@nychdc.com

4. Timeline & Deliverables

Consultant will work directly with HDC to provide a process analysis of the placement of homeless households in HPD- and HDC-financed and supported housing. Items include:

- A thorough series of interviews with a representative sample of all stakeholders of the housing process, including the perspectives of both providers and clients;
- A process analysis detailing each action step, its stakeholders, timeframes, and other relevant details, with supporting flow charts and graphics as needed; and
- Recommendations for improvements to the process, resulting from gap and redundancy analyses.

5. Fees

Consultant will be paid a total of \$82,000. The first \$5,000 will be provided upon approved delivery of the process analysis document(s). An additional \$5,000 will be provided upon approved delivery of the recommendations document(s). The remaining \$72,000 will be delivered upon successful completion of all work described in the above Scope of Work.

Total amount of agreement shall not exceed \$82,000.

6. Invoicing and Payment

Consultant may submit an invoice for each of the two primary deliverables upon their completion and approval by HDC, with the remaining funds, equaling \$72,000, to be paid upon the successful completion of the project. The invoices will be emailed to Alex Merchant, detailing the product or activity for which the invoices are intended.

Contract Start Date: 4/17/23
 Contract End Date: 7/15/23

The parties are signing this SOW as of the date stated in the introductory clause.	
HOUSING DEVELOPMENT CORPORATION	CONSULTANT
Signature:	Signature:
Name (print): Alex Merchant	Name (print): Anna Marzullo
Title: Director of Process Improvement for Housing Placements	Title: Managing Member
Date:	Date:

Proposed Budget

AMPP Consulting proposes a budget of **\$82,000** for the overall project.

- The proposed work will require approximately 40 hours of work per week, at an hourly rate of \$150, equal to \$72,000 for 12 weeks of work. This work includes:
 - scheduling all interviews, meetings, and review sessions;
 - conducting all interviews;
 - collecting and organizing all resulting notes from the interviews;
 - drafting, collecting feedback, and finalizing the deliverables; and
 - messaging and communication support.
- The deliverable of the process analysis will cost \$5,000. This product includes:
 - the process analysis spreadsheet with a full description of each action step and all related information; and
 - any supporting flow charts and/or other graphics.
- The recommendations deliverable will cost \$5,000. This product includes:
 - the gap and redundancy analysis of the process; and
 - up to ten recommendations to reduce redundancies, increase efficiency, save time and other resources, and improve the client experience.

AMPP requests that payment be provided for the deliverables upon their completion and approval by the client, with the remaining \$72,000 to be provided upon the completion of the project, but can accept one lump payment at the completion of the project as well.

AMPP Consulting is available to discuss being subcontracted at a negotiated price point.

Appendix Information

1. No Employer Information Report EEO-1 is available at this time for AMPP Consulting, LLC. AMPP Consulting has one woman employee, as its Managing Member and sole employee.
2. AMPP Consulting, LLC is in the process of applying for WBE certification through SBS, and the preliminary survey has indicated that AMPP Consulting is likely to qualify.
- 3a. AMPP Consulting, LLC is registered in the State of New York and operates primarily in New York City. There are no plans to relocate or hire outside of New York City in the next two years.
- 3b. AMPP Consulting, LLC has thus far worked exclusively with clients based in New York City, and its Managing Member worked for The City of New York for over six years.
4. Please see attached Doing Business Data Form for AMPP Consulting, LLC.