

# Homeless Housing Placements Evaluation

New York City Housing Development Corporation

Proposal from HR&A Advisors | February 22, 2023



HR&A

February 22, 2023

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

Re: Homeless Housing Placements Evaluation

*Delivered via e-mail to [amerchant@nychdc.com](mailto:amerchant@nychdc.com).*

Dear Mr. Merchant:

On behalf of a diverse team with decades of experience working inside and outside of government to transform complex systems so they more reliably deliver on their goals and meet the needs of vulnerable New Yorkers, we are pleased to submit this proposal to support the New York City Housing Development Corporation (HDC) as you work to significantly reduce processing delays and administrative burdens in the homeless housing placement process.

HDC's leadership on improving the homeless housing process is timely and urgently needed. As the number of New Yorkers living in shelter and the number of days people spend in shelter before they are placed into homes continues to mount, we know there are significant and systemic stressors on clients, on City staff, and on the organizations that provide homeless services, affordable housing, and rental subsidies. From our work with the City, with affordable housing developers and operators, and with nonprofits serving vulnerable New Yorkers, we have heard cautionary tales of tens of thousands of voucher holders competing for just a few units and from families living in shelter about the arduous and stressful process navigating the placement process. Over the next 90 days, as we support HDC, our analysis and recommendations will be oriented tightly toward actionable implementation steps – and we will act with the urgency and precision this situation demands.

HR&A is HR&A Advisors is a mission-driven advisory firm that conducts rigorous analysis to support policy development, affordable housing, program design, strong institutions, inclusive economies, and well-designed spaces. We are approaching this project as a collaboration between two practices within our firm: our Housing Practice, which has extensive experience with affordable and supportive housing projects in New York City and across the country, and our Inclusive Cities Practice, which helps governments across the country improve how they structure policies, processes, budgets, and community engagement strategies to better promote economic justice and racial equity. Our team will be led by Partner Bret Collazzi, who has deep knowledge of the affordable housing landscape in New York City and has worked closely with City and State housing agencies, and by Principal Sarah Solon, who has managed process change from within City government to improve the experiences of vulnerable New Yorkers.

We are proud to partner with KPS Strategies, an MWBE firm, on this project. Kavita Pawria-Sanchez, founder of KPS Strategies, formerly served for ten years as Assistant Commissioner and General Counsel at the NYC Mayor's Office of Immigrant Affairs and Executive Director of the Human Resource Administration's immigrant advocacy unit. In this time, she designed and implemented \$75M in programs, funded dozens of community organizations through various RFPs, and successfully informed legislation while interfacing with communities across NYC. Most recently, Kavita was one of the architects of the NYC Census 2020's historic campaign, which rapidly distributed \$40 million to over 150 community organizations to support the largest city-funded community organizing program in NYC history.

As detailed further in the enclosed response, we believe we are uniquely qualified to deliver on the goals of HDC's Homeless Housing Placements Evaluation because:

**We have supported the launch and implementation of effective housing programs for chronically homeless New Yorkers.** Recently, HR&A supported Trinity Church Wall Street to launch Faith Communities for Just Reentry (FCJR), a coalition of over 40 faith leaders across New York State demanding that City leaders take action to ensure that New Yorkers leaving city jails transition home effectively during the COVID-19 pandemic. HR&A supported the development of the coalition's policy platform, which includes keeping people safe during the pandemic, ensuring justice-involved families can access housing and calling for the creation of a coordinated reentry system. HR&A also managed day-to-day strategy for this coalition, including engaging government officials, partnering with nonprofit service providers, seeking press coverage, and facilitating coalition building. Additionally, our project team includes Sarah Solon, who recently served as the Deputy Director of the New York City Mayor's Office of Criminal Justice. In this role, Sarah was part of a multi-agency team that launched and oversaw the City's Justice Involved Permanent Supportive Housing Program, which provides homes and services to the people who are most frequently admitted to jail, shelter, and psychiatric hospitals in New York City. This permanent supportive housing model has been shown to reduce returns to jail by 38 percent and to save \$16,000 per individual in annual jail, shelter, and emergency room costs. As Deputy Director of the Mayor's Office of Community Mental Health, Sarah also shaped the expansion of mental health mobile treatment teams, which have been shown to significantly improve permanent housing placements for clients who enter the program living on the streets or in shelters.

**We have experience reducing unnecessary bureaucratic processes and the administrative burden on City employees and individuals navigating City services.** As a recent example, we led a process that integrated the EarlyLearn program—a system of services for children ages 0-5—from management under the Administration of Children's Services into the Department of Education. For this project, HR&A created recommendations on operational design, organizational structure, personnel needs, and culture of EarlyLearn as a part of a complex integration process with the potential to be a powerful force to prepare New York's children for educational success. Additionally, on behalf of the NYC Department of Citywide Administrative Services (DCAS) Real Estate Services (RES) division, HR&A developed a leasing playbook and process improvement recommendations to streamline how DCAS addresses City agencies' space needs and, when necessary, obtains leases and prepares designs for privately-owned spaces on the agencies' behalf. On behalf of the Committee for Greater L.A., HR&A also recently developed a playbook for Mayor Bass' Administration to reduce delays in procurement and contracting, and significantly reduce the administrative burden associated with reporting, for nonprofits with which the City contracts to prevent homelessness and place individuals who are homeless into permanent housing.

**We understand the needs and experiences of housing developers and operators and what they need in order to effectively place individuals experiencing homelessness into permanent homes.** Over the past three years, HR&A has helped transact more than \$1 billion in affordable housing projects nationally and has worked with dozens of developers in New York City pursuing affordable housing projects – this network allows us to gain real-time insights into the unique barriers preventing the effective placement of homeless New Yorkers in units set aside for them. As one recent example, with the support of Trinity Church Wall Street Philanthropies, HR&A supported the real estate division of NYC Health + Hospitals by conducting an assessment of currently underutilized land and buildings owned by Health + Hospitals to determine which assets could be converted to supportive housing for patients experiencing housing insecurity.

**We have existing relationships with the organizations that serve New Yorkers experiencing homelessness and can credibly and meaningfully engage homeless New Yorkers in shaping improvements to the housing placement process.** HR&A is currently leading NYC Speaks, a public-private partnership between the City of New York, a civic coalition of everyday New Yorkers, community-based organizations, and philanthropy that is engaging all New Yorkers in shaping the policies and priorities of the Adams Administration. NYC Speaks conducted the largest issue-based policy survey in NYC history, collecting responses from more than 62,000 New Yorkers with dedicated effort to engage populations that have historically been marginalized, such as Black and Brown residents, seniors, those impacted by the criminal legal system, people with disabilities, women, and the LGBTQIA+ population. We engaged housing

nonprofits and the populations they serve across NYC to shape findings and recommendations related to building more affordable housing, protecting renters, and reducing homelessness.

**We have a lengthy track record of creating actionable recommendations that help governments and their housing partners improve processes and connect more people to homes.** As a recent example, On behalf of the New York Housing Conference, a nonprofit affordable housing policy and advocacy organization, HR&A facilitated the “United for Housing” (UFH) campaign, a big-tent coalition of over 80 affordable housing advocates, practitioners, and developers collaborating to develop bold, rigorous recommendations to inform the next mayor of New York City’s affordable housing platform. Facilitation included a sprint of over 25 working group meetings to develop and workshop a range of policy recommendations focused on new construction, preservation, public housing, housing poverty and homelessness, and homeownership. Additionally, HR&A supported the NYC Mayor’s Office as project manager and strategic advisor for the City’s long-term plan, OneNYC 2050. HR&A led data analysis, policy research, and deep engagement with more than 70 City agencies and offices to guide the creation of 30 strategic initiatives that serve as a blueprint for tackling NYC’s most significant challenges, including racial and economic inequity, rising unaffordability, climate change, and failing infrastructure. OneNYC 2050 was shaped by the input and feedback of 16,000 residents through a public survey, pop-up events, and small group discussions, and an advisory board comprised of civic leaders, policy experts, business leaders, and academics. OneNYC 2050 launched on April 22, 2019, and the City subsequently released a 10-year \$117 billion capital strategy.

\*\*\*

I hope you find the enclosed approach and qualifications compelling, and we look forward to supporting your leadership as you work to significantly improve the housing placement process for New Yorkers living in homeless shelters. Please feel free to contact us with any questions you may have.

Sincerely,

Sarah Solon  
Principal  
HR&A Advisors  
[ssolon@hraadvisors.com](mailto:ssolon@hraadvisors.com)

Bret Collazzi  
Partner  
HR&A Advisors  
[bcollazzi@hraadvisors.com](mailto:bcollazzi@hraadvisors.com)

<b>Section</b>	<b>Page</b>
<b>Letter of Interest</b>	<b>1</b>
<b>1. Project Understanding + Approach</b>	<b>5</b>
<b>2. Team Description</b>	<b>7</b>
Firm + Subcontractor Overview	7
Team Overview	7
Resumes of Team Members	9
<b>3. Example Cases</b>	<b>18</b>
Project Descriptions	18
Relevant Work Product Examples	22
<b>4. Proposed Project Plan</b>	<b>23</b>
<b>5. Engagement Letter / Contract</b>	<b>27</b>
<b>6. Proposed Budget</b>	<b>31</b>
<b>7. Appendix</b>	<b>32</b>

# 1. PROJECT UNDERSTANDING & APPROACH

In investigating and resolving the process delays and unnecessary administrative burdens associated with placing New Yorkers living in shelters into homes, we propose to support the New York City Housing Development Corporation (HDC) in seizing an opportunity to alleviate pressure on a profoundly stressed system and to improve the lives of thousands of vulnerable New Yorkers you can help transition from shelter into HPD- and HDC-funded homes every year.

The homeless housing placement process is suffering. Families with children are spending an average of 534 days in shelter before they are placed into homes – over 100 days longer than just five years ago, according to the most recent New York City Mayor’s Management Report. The slowing pace of placements is happening within a context of related pressures: (1) the number of New Yorkers sleeping in shelters and on the street jumped precipitously in the second half of 2022; (2) rents are at record highs; (3) the availability of apartments for low- and middle-income tenants is the lowest in three decades; and (4) there are limited apartments available for individuals and families experiencing homelessness.

Yet there is encouraging momentum from the City to address these pressures. In the “Housing our Neighbors” blueprint released in summer 2022, Mayor Eric Adams laid out a strategy to not only increase the production of affordable and supportive homes but also help New Yorkers be placed into them more quickly. Critically, in developing this plan, we know that City agencies engaged homeless individuals and articulated a commitment to “eliminate paperwork and processes that retraumatize New Yorkers and families as they find a home.”

Through this evaluation of the homeless housing placement process, HDC and the Homeless Housing Placements Task Force are taking important steps to operationalize the intention and vision in the Mayor’s blueprint. We welcome the opportunity to support HDC and the Task Force composed of HDC, HPD, the Department of Homeless Services, and the Human Resources Administration by identifying how the placement process is needlessly complicated or burdensome from the perspective of homeless individuals and families, City agencies, non-profit homeless services providers, affordable housing providers, providers of rental subsidies, and others. We also welcome the opportunity to shape actionable recommendations to needed changes in regulations, program design, technology, processing, and staffing models at the Federal, State, and City level.

We see this project as fulfilling two goals: (1) we will equip HDC and the Task Force with up to 10 credible and impactful steps to take to significantly streamline the placement process and address the backlog of families awaiting placement right now; and (2) we will provide a roadmap to continue reducing processing delays and administrative burden in the future. In developing recommendations, we will specify the ways that regulations, program design, technology, processing, and staffing models will need to be structured to avoid the creation of new processing delays or backlogs as more housing stock is available in the coming years.

Over the next 90 days, our interdisciplinary team of affordable housing experts, former City government leaders, and experts in designing and implementing services and systems that benefit homeless and housing insecure New Yorkers are ready to execute this project with the urgency it demands. To support HDC and the Task Force, HR&A proposes to support your work in the following ways:

- **Creating a journey map of the homeless placement process that details the placement process from the perspectives of homeless individuals and families, all relevant City agencies and offices, non-profit homeless service providers, and affordable housing providers.** Leveraging HDC’s draft process flow analysis with estimated cycle times built on statistical analysis of client- and unit-level data, we will conduct a series of interviews with representative individuals and entities involved in the homeless placement process to deepen our understanding of information flows and process breakdowns. HR&A will partner with Trinity Church Wall Street Philanthropies, which has offered in-kind advisory capacity

to support this project and can quickly activate their network of grantees who provide homeless services, affordable housing, and rental subsidies to New Yorkers experiencing homelessness. Through Trinity, we will be able to model the process from the perspective of homeless individuals and families and the nonprofit and for-profit organizations that play a role in the housing placement process. HR&A will also partner with KPS Strategies, an MWBE firm registered with the City, that brings extensive experience working within and outside of NYC government to improve processes that serve homeless and immigrant New Yorkers. KPS Strategies and HR&A will conduct additional interviews with City staff at all relevant agencies and offices to understand how information technology, regulations, staffing patterns, and other factors affect the placement process from their perspective. Based on these interviews and analyses, we will share journey maps with HDC that include a detailed, credible understanding of how different actors – tenant applicants, caseworkers supporting tenants, and building marketing agents processing applications – experience the housing placement process, its timeframes and information flows, and the barriers and delays they encounter.

- **Creating a report that specifically documents how the housing placement process is increasing unintended barriers for homeless individuals and families, including time-consuming and taxing administrative burdens, and failing to make optimal use of set-aside housing units.** “Housing Our Neighbors” was intentional about inviting homeless New Yorkers to inform its strategy. To deliver on this report for HDC, we will use a similar approach and directly engage homeless New Yorkers who are navigating, or have successfully navigated, the housing placements process. HR&A already has established partnerships with Trinity grantees such as Anthos Home, a new non-profit that centralizes the rental subsidy application, unit search, approval, and move-in processes for housing voucher holders, and the Arab American Family Support Centers, whose housing navigation program provides culturally and linguistically competent assistance in securing permanent housing. We will leverage our relationships with these organizations and the people they serve to document how the current placement process is producing unintended barriers for homeless individuals and families. We will also work with HDC, HPD, and other City agencies as needed to collect and analyze data that documents how current practices impact the timelines to issuing vouchers, matching homeless New Yorkers with set-aside units, and tenanting those units. These metrics will help diagnose existing challenges and provide a baseline from which to measure the success of recommended actions. We will ground-truth findings from this analysis with affordable housing developers and managers, as well as service providers.
- **Producing up to 10 actionable recommendations to improve client experience, reduce redundancies, and increase efficiency.** To develop these recommendations, HR&A will draw on our experience streamlining government processes so they better meet the needs of vulnerable New Yorkers; save City resources and staff time; support the needs of nonprofit and for-profit organizations with which the City partners to deliver housing and services; and have a positive cost/benefit impact taking into account the City’s overall expenditures and both the financial and human impact of policies. Sarah Solon, part of the HR&A team, helped to streamline the bail payment process and the reentry process while she served as Deputy Director of the NYC Mayor’s Office of Criminal Justice, in both instances working to eliminate inefficient processes that were leading to unnecessary jail time and to increase connections to the community-based housing, health, and employment opportunities that can reduce future contact with the shelter and jail systems.

We share HDC’s commitment to housing homeless New Yorkers, without the administrative burden and processing delays that sap City and housing provider resources and can be traumatizing and overwhelming for homeless New Yorkers. To support your leadership over the coming 90 days, the HR&A team will provide consistent, on-call support to ensure that the HDC team has everything it needs to leverage momentum from the Mayor’s Office and the Homeless Housing Placements Task Force to enact real, durable process change.

## 2. TEAM DESCRIPTION

### Firm & Subcontractor Overview

HR&A Advisors is a mission-driven advisory firm that conducts rigorous analysis to support policy development, affordable housing, program design, strong institutions, inclusive economies, and well-designed spaces. Our mission is to ensure the implementation of our clients' aspirations: to create vital places, build more equitable and resilient communities, and improve people's lives. We accomplish our mission by deploying the extraordinary analytic and creative talent of our employee-owners, who come from a diversity of backgrounds, have a breadth of lived experience, and share a passion for cities. We are motivated by complex challenges, dedicated to our clients, and fulfilled by making lasting impact. Founded in 1976, HR&A is 100% employee owned. We are approaching this project as a collaboration between two practices within our firm: our Housing Practice, which has extensive experience with affordable and supportive housing projects across the country, and our Inclusive Cities Practice, which helps governments across the country improve how they structure policies, processes, budgets, and community engagement strategies to better promote economic justice and racial equity.

KPS Strategies, a registered MWBE firm, is a solutions and social justice-centered consulting practice that creates and implements projects with communities and government for a more equitable society. With decades of experience in stakeholder engagement, program design and policy advocacy in government, philanthropy, non-profit and the economic development sector, KPS can effectively pivot an existing program, conceptualize new ones, or change a policy for the better. We have a proven track record of managing initiatives from \$50K to \$75M, providing hands-on, strategic, and technical assistance for complex, interdisciplinary projects involving multiple stakeholders.

### Team Overview

To ensure intensive, responsive, and expert work on this project, we plan to structure our team as follows:

HR&A's Leadership Team for this project – led by Principal **Sarah Solon** supported by Partner **Bret Collazzi** – will set the overarching project approach and oversee on-time delivery and quality of all work. Sarah Solon brings extensive experience working within and outside of New York City government to improve complex systems so they better meet the needs of vulnerable New Yorkers. She previously served as the Deputy Director of Mayor's Office of Criminal Justice and the Deputy Director of the Mayor's Office Community Mental Health. In both roles, she significantly scaled community-based services that provide alternatives to jails, shelters, and hospitals and improved the inter-agency referral processes to increase uptake of these services. Bret Collazzi brings significant expertise in New York City affordable housing to this project. As just one recent example, Bret Supported a large-scale marketing effort in advance of a middle-income affordable housing lottery in New York City. Conducted a market segmentation analysis to develop a profile of households eligible for the middle-income housing. Using Census microdata and psychographic profiles, analyzed the demographic, socioeconomic, and behavioral characteristics of income-eligible households and translated findings into a high-level marketing strategy that clearly identified eligible populations that should be targeted for outreach, as well as potential partner groups and outreach channels. Bret and Sarah will be supported in this project by a bench of diverse analytic and planning staff in HR&A's New York City office.

Diagnosis and process mapping (task two) will be led by **Kavita Pawria-Sanchez**, from our MWBE subcontractor KPS Strategies. Kavita formerly served for ten years as Assistant Commissioner and General Counsel at the NYC Mayor's Office of Immigrant Affairs and Executive Director of the Human Resource Administration's immigrant advocacy unit. In this time, she designed and implemented \$75M in programs, funded dozens of community organizations through various RFPs, and successfully informed legislation while interfacing with communities across NYC. Most recently, Kavita was one of the architects of the NYC Census



2020's historic campaign, which rapidly distributed \$40 million to 150+ community organizations to support the largest city-funded community organizing program in NYC history.

Our team of dedicated staff members is prepared to offer HDC intensive, on-call support over the coming twelve weeks to ensure that this project is a success. We will be devoted to this project well beyond process mapping, developing recommendations, and preparing for effective meetings; instead, we will respond to requests from the Project Team as they come in and provide analysis, research, and support before and between meetings. We are invested in working with the Project Team nimbly and flexibly – adjusting as we go based on your needs – to ensure that HDC and the City have what they needs to durably, effectively, and quickly reduce processing time and administrative burden so homeless New Yorkers can be placed in homes.

## Team Member Resumes



### BRET COLLAZZI

PARTNER

#### EDUCATION

Cornell University  
Samuel Curtis Johnson Graduate  
School of Management  
MBA, 2013

New York University  
College of Arts & Science  
Bachelor of Arts, 2005

#### WORK EXPERIENCE

HR&A Advisors, Inc.

Partner, 2022 – Present  
Principal, 2016 – 2021  
Director, 2014 – 2015  
Senior Analyst, 2013 – 2014

Grubb Properties, Inc.  
Summer Fellow  
2012

New York City Council  
Office of Hon. James Vacca  
Deputy Chief of Staff  
2008 – 2011

Bronx Times Reporter, Inc.  
Managing Editor  
2005 – 2008

#### AFFILIATIONS

Citizens Housing & Planning Council,  
Board Member

Brooklyn Bridge Manhattan, Board  
Member

Greater NY, Corporate Partner  
Urban Land Institute, Member

Bret helps shape and execute complex projects that revitalize neighborhoods, strengthen local economies, and expand economic opportunity. With a background in the public and private sectors spanning real estate, land use, policy, and communications, Bret helps clients determine project feasibility, demonstrate project impacts, align public, private, and community interests, and manage projects in their early phases. His work includes public-private developments, open space projects, workforce and entrepreneurship programs, regional investment strategies, and citywide plans. He has worked in all corners of New York City and State, and across the country in markets including New Orleans, Detroit, and Miami. Prior to joining HR&A, Bret was legislative and communications director for a New York City Council Member and a community journalist. He is a proud Bronx native.

#### OneNYC 2050 Project Management

Supported the NYC Mayor's Office as project manager and strategic advisor for the City's long-term plan, OneNYC 2050. Led data analysis, policy research, and deep engagement with more than 70 City agencies and offices to guide the creation of 30 strategic initiatives that serve as a blueprint for tackling NYC's most significant challenges, including racial and economic inequity, rising unaffordability, climate change, and failing infrastructure. OneNYC 2050 was shaped by the input and feedback of 16,000 residents through a public survey, pop-up events, and small group discussions, and an advisory board comprised of civic leaders, policy experts, business leaders, and academics. OneNYC 2050 launched on April 22, 2019, and the City subsequently released a 10-year \$117 billion capital strategy.

#### Statewide Workforce Development Strategy for New York

Supporting the development of a comprehensive statewide strategy for Empire State Development (ESD)'s newly established Office of Strategic Workforce Development (OSWD) in partnership with Jobs for the Future (JFF). OSWD seeks to strengthen New York's economic competitiveness and expand economic opportunity and mobility for all New Yorkers. Working with leadership to establish priorities and build consensus with a multitude of internal and external stakeholders; analyze statewide economic and employment trends and existing workforce strategies; develop prioritized strategies and best practices; and establish clear metrics for success that can guide prospective grantees in their programming and provide a platform for OSWD to ensure the state's workforce ecosystem has maximum impact.

#### Financial & Benefits Analysis for Long-Term Housing Affordability

On behalf of a private landowner, conducted financial analysis and created a benefits case for a long-term affordability plan and improvements to a historic middle-income housing development in Manhattan. Led an interdisciplinary team of architects, affordable housing experts, land use lawyers, and engineers to generate a strategy for preserving a defined number of affordable units at the site, among other planning projects. Performed a technical review of developer's financial

model; crafted a project narrative and benefits case; and recommended negotiation strategies.

#### **Market Segmentation to Support an Affordable Housing Lottery**

Supported a large-scale marketing effort in advance of a middle-income affordable housing lottery in New York City. Conducted a market segmentation analysis to develop a profile of households eligible for the middle-income housing. Using Census microdata and psychographic profiles, analyzed the demographic, socioeconomic, and behavioral characteristics of income-eligible households and translated findings into a high-level marketing strategy that clearly identified eligible populations that should be targeted for outreach, as well as potential partner groups and outreach channels.

#### **Financial Feasibility Analysis for Mixed-Income Housing in the Bronx**

Conducted a financial feasibility analysis for a multifamily development in the Mount Hope neighborhood of the Bronx. Analyzed recent market-rate development in the Bronx, including rents, tenant mix, amenities, and development costs to estimate achievable market rents. Developed a multi-year financial model to inform the development program, by calculating breakeven rent and construction costs, with and without tax benefit programs and at various affordability levels.

#### **Feasibility Analysis for Criminal Justice Service Centers in Philadelphia**

Supported the City of Philadelphia's major reform of its criminal justice system by leading a feasibility analysis and implementation strategy for the deployment of community resource centers (CRCs), a model of neighborhood-based one-stop centers that offer education, workforce, and other social services for justice-involved populations. Led a team to define which justice-involved populations (e.g. youth, pre-trial, probation) would be best served by CRCs, identified best practice models, and made recommendations on mix of services, locations, management structure, and cost/benefits.

#### **NYC Food Policy Plan**

Mandated by City Council legislation and informed by the City's response to widespread food insecurity related to the COVID-19 pandemic, the 10-year food plan is an opportunity for the City to redefine the role that its own food-related policies and actions, and those of the broader food economy, can play in advancing equity and racial justice. Collaborated closely with the Mayor's Office of Food Policy (MOFP) and its partners across city government, developed an engagement strategy to convene leaders in the local and regional food ecosystem. Through a series of interactive, action-oriented workshops and briefings, used feedback from a diverse set of stakeholders to inform the goals of the plan. Collaborated with MOFP to identify near- and long-term programs and policies that can animate the plan and set the stage for City efforts in the coming years. Supported MOFP in the development of the final 10-year plan document and producing the final public-facing report. The 10-year food plan lays the groundwork for a decade of work across city government, led by the Mayor's Office of Food Policy and a variety of standing city agencies. The plan presents opportunities for partnership with and between philanthropic foundations, nonprofit organizations, advocates, and small businesses. The partnerships developed will ensure access to healthy food, a more equitable food economy, more efficient supply chains, and a more sustainable food system. As a whole, the plan will build capacity and jumpstart engagement for all New Yorkers to take control of their food system.

#### **Newark Affordable Homeownership Strategy**

Assisted a consortium led by New Jersey Community Capital (a statewide CDFI) for a Wells Fargo Foundation grant that sought to increase the number of BIPOC

homeowners in Newark and a surrounding five-county region by 5,000 by 2025. Analyzed housing needs and opportunities, facilitated discussions among consortium members, and developed recommendations based on the analysis of the regional housing market. From the initial set of recommendations, the team developed an implementation plan and led application drafting.



## SARAH SOLON

PRINCIPAL

### EDUCATION

Princeton University  
Master of Public Policy  
2012

Georgetown University  
Juris Doctorate  
2012

Colorado College  
Bachelor of Arts, Public Policy  
2002 – 2006

### WORK EXPERIENCE

HR&A Advisors, Inc.  
Principal  
2021 – Present

New York City Mayor's Office of  
Community Mental Health  
Deputy Director  
2019 – 2021

New York City Mayor's Office of  
Criminal Justice  
Deputy Director  
2014 – 2019

American Civil Liberties Union  
Senior Strategist  
2012 – 2014

Sarah Solon is a leader in the Inclusive Cities practice at HR&A. To this role, she brings extensive experience working within government to reshape the operations of complex systems to build more just and equitable approaches. For the City of New York, Sarah oversaw a \$300 million investment in new mental health services designed to close racial gaps in care and led the team responsible for reducing unnecessary incarceration. Her current work at HR&A focuses on supporting equitable economic development, policy analysis and program design. She is a skilled manager of high-profile, multi-entity projects.

#### Public Safety Agenda for Incoming Mayor of New York City

Sarah recently supported the John Jay College of Criminal Justice and Trinity Church Philanthropy to convene the 65 community leaders and experts appointed to the Public Safety and Justice Transition Committee for incoming Mayor Adams and translate the recommendations of members of this committee into concrete steps the incoming Mayor can take to reduce incarceration, end the violence on Rikers Island, and invest in community-led public safety strategies.

#### L.A. Mayoral Agenda to Address the Homelessness Crisis By Improving the City's Nonprofit Procurement Processes

Sarah led a team that produced a transition playbook for the Committee for Greater Los Angeles to deliver to the incoming Mayor of the City of Los Angeles to strengthen how the City contracts with nonprofits delivering homelessness prevention and stabilization services. Mayor Karen Bass was elected with a clear mandate to address the City's worsening homelessness crisis. Upon taking office, Mayor Bass declared a state of emergency to marshal resources and cut red tape, immediately fulfilling a campaign promise to meet this challenge with renewed focus and urgency. Much of the Mayor's agenda to address this challenge relies on nonprofit partners who deliver essential services at the neighborhood level, many of which have lamented the City's reduced and delayed payments, and a perceived lack of goodwill. The transition playbook identified eight concrete actions the Mayor could take to significantly streamline the procurement, payment, and reporting processes, significantly reducing the administrative burden on nonprofits and freeing up time and resources for these nonprofits to help homeless residents find housing and health services. HR&A recommendations were borne out of extensive interviews with stakeholders who had first-hand experience within City government or previous mayoral administrations, and nonprofit leaders. The playbook was strengthened by an economic impact analysis which demonstrated the extent to which the City's bureaucracy and delayed and reduced payments affect the financial wellbeing of those individuals and organizations serving LA's most vulnerable populations—to the detriment of the wider regional economy.

#### Equitable Economic Development Strategy for San Jose

Sarah is leading a team supporting Working Partnerships USA (WPUSA) to create an Equitable Economic Development Strategy for San Jose, which hinges on the effective implementation of a plan to provide a home for everyone who works in San Jose. Income inequality is growing 200% more quickly in San Jose than in the rest of the country and has resulted in 50% of essential workers being severely housing burdened compared to just 4% of workers in the technology industry. San Jose also ranks #1 among 400 U.S. regions for the total number of unsheltered people experiencing homelessness and

unsheltered unaccompanied youth. Sarah's team is developing a transition playbook to enable the new mayor to begin implementing a Housing for All agenda on Day One, using the policy and financing levers available to City Hall. HR&A is mapping the core features of San Jose's city operations, including departments and authorities, programs, initiatives, and funding levels. Our client will use both tools -- the Equitable Economic Development Strategy and the Transition Playbook -- to encourage whichever candidate wins the mayoral race to take concrete actions to address the housing needs of working families.

#### **Mental Health Investment and Policy Strategy for Trinity Church Wall Street Philanthropies**

Sarah is supporting Trinity Philanthropies to develop a strategy to address how mental health intersects with the Foundation's two core areas of grantmaking and policy advocacy: mass incarceration and mass homelessness. To develop this strategy, Sarah facilitated a three-day planning retreat for Trinity's grantees, which included the leadership of large housing and service providers, as well as peer advocates with lived experience of criminal legal system involvement and homelessness. Sarah then conducted research and supported Trinity and its grantees to align on a policy and grantmaking strategy to support the transformation of the mental health crisis response system in New York City.

#### **Impact Research for San Francisco's Dream Keeper Initiative**

For the Human Rights Commission of San Francisco, Sarah is supporting the Dream Keeper Initiative, which is reinvesting \$60 million annually into San Francisco's diverse Black communities. Inspired by Langston Hughes' line, the Dream Keeper Initiative seeks to address and remedy racially disparate policies so that the dreams of young African-Americans and their families are no longer deferred, and they have the needed resources and support to thrive in San Francisco. The Dream Keeper Initiative aims to break the cycle of poverty and involvement in the criminal justice system for the families in City programs and ensure that new investments, including in youth development, economic opportunity, community-led change, arts and culture, workforce, and homeownership, are accessible to San Francisco's families who are most in need. Sarah is working with the Dream Keeper Initiative, and with the Black-led and Black-serving non-profits funded through this initiative, to demonstrate the impact of these investments in their first year and to project how the lives of Black San Franciscans will improve in ten years if the City continues to prioritize investment Black residents.

#### **Equitable Workforce Development Strategy for the City of Chattanooga**

For the Mayor's Office of Chattanooga, Sarah led the HR&A team that helped to design a \$25 million, three-year initiative to help 1,100 low-income individuals and their families permanently rise out of poverty, through subsidized employment training to gain skills in high-growth industries and intensive case management support to eliminate barriers to success and support the wellbeing of entire families. HR&A's work included industry research to identify training opportunities that lead to good-paying jobs, programmatic and budget design, and structuring an implementation and accountability model.

#### **Analysis to Support the Women's Community Justice Association**

With support from the Ford Foundation, Sarah is currently working with the Women's Community Justice Association, Vinny Schiraldi of the Columbia University Justice Lab (formerly the Commission of the NYC Department of Correction), the nationally recognized experts from the Prison and Jail Innovation Lab, and a working group of women currently detained on Rikers Island to develop a proposed design and operational model for the new jail for women and gender-expansive people that will be constructed in the next few years in New York City.

#### **Previous Work for the City of New York**

As **Deputy Director of the Mayor's Office of Community Mental Health**, Sarah led strategic planning and operations for New York City's \$300 million annual investment in

new mental health services, ensuring that this new funding closed racial, ethnic, and geographic gaps in care. This work involved overseeing operational partnerships with 13 City agencies and nearly 200 community-based organizations to embed clinical care in high-need clinics, schools, and shelters. This initiative marked the first time that mental health services were directly embedded into over 100 shelters services families with children in New York City. In this role, Sarah also helped to scale mobile treatment teams providing intensive, ongoing care to people experiencing street homelessness. Sarah also supported the integration of mental health services into safety and eviction prevention planning for people harmed by family and intimate partner violence.

As **Deputy Director of the Mayor's Office of Criminal Justice**, Sarah led the team responsible for reducing unnecessary incarceration in New York City. This included overseeing a \$60 million annual budget, operational implementation for 20 programs, large-scale technology builds, and policy changes reaching hundreds of thousands of people per year. In this role, Sarah helped to structure New York City's first City-funded re-entry program that provided help finding housing and supportive employment for 10,000 people leaving jails every year. Sarah also helped to structure and oversee a permanent supportive housing program for the most frequent users of jail, shelter, and hospitals in New York City.

## KPS Strategies Team

**Kavita Pawria-Sanchez**

Brooklyn, New York | kpawria@gmail.com | 718-216-0756

---

Strategic leader with ~20 years of experience in non-profit and governmental program and policy innovation to advance social equity. Rooted in a progressive grassroots lens, a breadth of public-sector skills and socio-political knowledge bases. Executive skilled at visioning and implementing large-scale “social good” initiatives for marginalized communities. Tactical and emotionally intelligent manager and consensus-builder in complex environments.

---

### Professional Experience

KPS Strategies, New York, NY

2018 to Present

Co-principal of a social justice-centered consulting practice specializing in designing programmatic and policy initiatives through vision-first, bottom-up, hands-on, strategies and interventions. Clients include:

- *NYC Vaccine Command Center*: Developed strategies for the City’s outreach to Black, Brown and immigrant communities who were perilously lagging in getting vaccinated. Created and implemented a cash bonus program to incentivize vaccination for marginalized communities across the city.
- *NYC Mayor’s Office, Census 2020 Campaign*: Designed and led the creation of a ~\$20M community grants program to increase census engagement including visioning, advocating for funding, soliciting feedback from dozens of thought partners/community-based organizations, writing and running an RFP and selection process, grantmaking and evaluation. The fund was the City’s largest-ever program for community organizing and the nation’s largest census effort. • *Brooklyn Public Library*: Designed the library system’s first immigrant engagement model to gather feedback from immigrant patrons – a training for librarians across Brooklyn on conducting hyper-local feedback conversations with constituents to inclusively inform the branch’s tailored offerings.
- *NoVo Foundation*: Advised and mediated a multi-million dollar initiative to convert a decommissioned women’s prison in Manhattan to a brick-and-mortar international women’s movement center led by formerly incarcerated women. Facilitated conversations with multiple stakeholders to clarify vision and address conflicts surfaced by both funders and directly impacted women.
- *Mothers on the Move*: Lead strategist for this Bronx-based anti-poverty organization working to develop a State-supported cannabis incubator serving communities impacted by the prohibition on marijuana.
- *Barretto Bay Strategies*: Developed community engagement strategies to incorporate local voices into affordable housing plans in the Rockaways. Lead writer for a community engagement strategy for a proposal to the state centering on shifts to environmentally sound energy practices.

NYC Mayor’s Office of Immigrant Affairs, New York, NY  
Assistant Commissioner & General Counsel

2013-2018

- Co-led Mayoral agency charged with recommending policies and programs to materially improve the lives of marginalized immigrant New Yorkers.
- Created and launched citywide programs valued at \$50M to serve immigrant New Yorkers such as: immigrant legal services, in-person immigrant resource centers, English language learning, language access and agency-based solutions for access to public benefits, healthcare, housing and more.
- Advocated for and managed over \$50M in public and private funds, partnering with the philanthropic sector, NYC Council, and the NYC Office of Management and Budget.



- Analyzed policy impacts and advocated for dozens of laws to advance immigrant rights, at the local, state and national level such as limiting ICE's ability to transfer immigrants from Rikers Island to ICE's custody for detention & deportation. • Supported 50+ NYC agencies on adapting programs, policies and operations to better meet the needs of immigrants at the intersection of housing, public benefits, workers rights, human rights, etc.
- Represented the Mayor's Office externally at high-level inter-governmental, state, federal, and public events.
- Directed up to 75 staff responsible for handling fast-paced projects on complex issues.

NYC Human Resources Administration/Department of Social Services, New York, NY 2008 – 2013  
Executive Director, Office of Refugee and Immigrant Affairs

- Led an internal immigrant advocacy unit at the nation's largest social service agency to develop policy and operational reforms to increase access to social services for over 1 million immigrant clients annually.
- Developed and executed a multi-year strategic plan with a \$3 million budget, increasing language services to immigrants 10-fold in 2 years across over 100 locations.
- Engineered policy and programmatic solutions aligned with federal, state, and local civil rights mandates to ensure language and immigrant access.
- Authored a holistic "leave-behind" study to improve immigrant access, which served to inform the Agency's reforms in Mayor Bill de Blasio's administration.
- Built alliances with internal and external stakeholders including Mayor's Offices, City Hall, City Council, New York State Agencies, community organizations and advocates.
- Managed a team to create and implement programmatic interventions to improve services to immigrants such as organizational change, policy development, communications, technical assistance, internal advocacy, and legal analysis.

Immigrant Communities in Action, New York, NY 2007  
Organizer and Policy Strategist

- Lead strategist for a large grassroots coalition of New York City immigrant organizing groups to review policies, research legislation, and create policy advocacy recommendations.
- Built local, state and national campaigns in support of comprehensive immigration reform and equity for immigrants.
- Fostered alliances alongside local and national legal, policy, and lobbying organizations.
- Built leadership among affected members of organizing groups to develop issue-based campaigns

Desis Rising Up and Moving (DRUM), Queens, NY 2004  
– 2007  
Legal/Policy Advocate and Community Organizer (Open Society Institute Fellow)

- Served as the effective Deputy Director to lead this grassroots organization fighting detention, deportation, racism and anti-immigrant policies by developing and implementing strategic plans, issue-based campaigns, base-building, case management, grant-writing and operations.
- Led efforts in immigration reform and advocacy training for community members directly affected by immigration policy to connect to the local and national immigrant rights movement
- Spearheaded an immigration legal defense project in support of South Asian and Muslim communities, including hosting a "jail hotline" for immigrant detainees to get legal advice and referrals for support

---

## Education

City University of New York School of Law, New York, NY. Juris Doctorate: Human Rights  
Cornell University – Ithaca, NY. Bachelor of Science: Race, Class, Gender & Public Policy

---

## Press and Speaking Engagements

Select Press: CBS, NY Daily News, El Diario, Thikana, Gotham Gazette, Manhattan Times, Brooklyn Eagle, Audacy the Podcast

Select Speaking Engagements: Philanthropy New York, Asian American Bar Association, Baruch College, CUNY Law School, New York Law School, City Club of Cleveland, NYC Urban Design Forum

### 3. EXAMPLE CASES

#### Homelessness & Supportive Housing Strategies

##### **Faith Communities for Just Reentry**

Led by Trinity Church Wall Street, Faith Communities for Just Reentry (FCJR) is a coalition of over 40 faith leaders across New York State demanding that City leaders take action to ensure that New Yorkers leaving city jails transition home effectively during the COVID-19 pandemic. HR&A developed the coalition's policy platform, which includes keeping people safe during the pandemic, ensuring justice-involved families can access housing, and calling for the creation of a coordinated reentry system. HR&A also managed day-to-day strategy for this coalition, including engaging government officials, partnering with nonprofit service providers, seeking press coverage, and facilitating coalition building.

##### **United for Housing Campaign Facilitation and Consulting**

On behalf of the New York Housing Conference, a nonprofit affordable housing policy and advocacy organization, HR&A facilitated the "United for Housing" (UFH) campaign, a big-tent coalition of over 80 affordable housing advocates, practitioners, and developers collaborating to develop bold, rigorous recommendations to inform the next mayor of New York City's affordable housing platform. Facilitation included a sprint of over 25 working group meetings to develop and workshop a range of policy recommendations focused on new construction, preservation, public housing, housing poverty and homelessness, and homeownership. HR&A wrote and edited the UFH Campaign Report, which defines the City's housing needs and introduces a set of consensus-backed principles and policy recommendations to set the terms of the next mayor's affordable housing platform—including a \$4 billion annual budget ask for affordable housing overall. UFH released the report in December 2020, and its recommendations appeared in the New York Times, Bloomberg, amNY, City Limits, and other news sources.

##### **New Hope Housing Strategic Plan**

New Hope Housing, a supportive housing and homelessness services focused nonprofit, desired to take a broader approach to growth and examine what additional organizational, operational and management changes could be made to strengthen the organization to better meet the needs of homeless individuals and families in Houston and Harris County. New Hope engaged HR&A to develop a strategic plan to refine the organization's goals, identify opportunities for growth, and prioritize strategies to position the organization for success in the short-, medium-, and long-term. HR&A began by conducting an organizational assessment to identify potential opportunities for new programmatic areas, such as multi-family housing, new partnerships, land acquisition, and property management. HR&A developed a series of strategic initiatives to guide New Hope's management, operations, real estate development, and neighborhood engagement.

HR&A prioritized strategies based on the impact to the organization's mission, ease of implementation, and level of required resources, consolidating recommendations into a final strategic plan. In a second phase of work, HR&A is supporting implementation of the Strategic Plan recommendations. Among other tasks, HR&A is establishing and convening an implementation task force, developing a framework for how New Hope should evaluate partnership with other community development organizations, and refining New Hope Housing's approach to site identification through geospatial and data analysis.

##### **Charlotte Mecklenburg Housing and Homelessness Strategic Framework**

The City of Charlotte and Mecklenburg County developed a comprehensive strategic framework to address the full continuum of housing and homelessness. On behalf of the United Way of Central Carolinas, HR&A is developing a detailed implementation plan to realize the City's and County's vision over the next five years.

##### **L.A. Mayoral Agenda to Address the Homelessness Crisis by Improving the City's Nonprofit Procurement Processes**

HR&A produced a transition playbook for the Committee for Greater Los Angeles to deliver to the incoming Mayor of the City of Los Angeles to strengthen how the City contracts with nonprofits delivering homelessness prevention and stabilization services. Mayor Karen Bass was elected with a clear mandate to address the City's worsening homelessness crisis. Upon taking office, Mayor Bass declared a state of emergency to marshal resources and cut red tape, immediately fulfilling a campaign promise to meet this challenge with renewed focus and urgency. Much of the Mayor's agenda to address this challenge relies on nonprofit partners who deliver essential services at the neighborhood level, many of which have lamented the City's reduced and delayed payments, and a perceived lack of goodwill. The transition playbook identified eight concrete actions the Mayor could take to significantly streamline the procurement, payment, and reporting processes, significantly reducing the administrative burden on nonprofits and freeing up time and resources for these nonprofits to help homeless residents find housing and health services. HR&A recommendations were borne out of extensive interviews with stakeholders who had first-hand experience within City government or previous mayoral administrations, and nonprofit leaders. The playbook was strengthened by an economic impact analysis which demonstrated the extent to which the City's bureaucracy and delayed and reduced payments affect the financial wellbeing of those individuals and organizations serving LA's most vulnerable populations—to the detriment of the wider regional economy.

### **L.A. County Mental Health Services Act Housing Program**

HR&A served as the Los Angeles County Department of Mental Health's primary consultant for the MHSA Housing Program. Since 2007, HR&A has served as chief housing consultant to assist with design and implementation of procedures to utilize the County's \$116 million share of the MHSA Housing program, which provides capital and operating subsidy loans for service-enriched, permanent supportive housing for the homeless. HR&A helped DMH staff to design a process for screening and selecting development proposals for funding, performing initial due diligence review of successful application financing plans, assisting DMH staff with related elements of their review of formal applications, assisted in coordination between DMH and other funders, and assisted staff at DMH and the California Housing Finance Agency to complete underwriting review of loan applications.

### **Philadelphia Community Resource Centers**

Philadelphia is amid a major reform of its criminal justice system. After decades leading major U.S. jurisdictions in the percentage of the population behind bars, the City has made steady progress towards reducing the jail population through an embrace of diversion strategies and partnerships to address the needs of formerly incarcerated individuals. For the City of Philadelphia, HR&A led a feasibility analysis and implementation strategy on the deployment of community resource centers ("CRCs"), a model of neighborhood-based one-stop centers that would offer holistic education, workforce, and other social services for justice-involved populations. HR&A led a team to define which justice-involved populations (i.e., youth, pre-trial, probation) would be best served by CRCs, identify best practice models, and make recommendations on mix of services, locations, community integration strategies, management structure, and cost-benefits outlook. HR&A created an implementation roadmap to lay out concrete steps to stand up CRCs throughout Philadelphia, with the goal of creating a model for cities across the United States.

### **Charlottesville Affordable Housing Strategy & Comprehensive Plan Update**

HR&A worked with the City of Charlottesville, Virginia to develop an affordable housing plan with a focus on racial equity, as part of a larger planning effort, which includes updates to the City's comprehensive plan, called "Cville Plans Together". Engaged extensively with multiple stakeholder groups including local residents, developers, nonprofit service providers, City staff, and elected officials to understand key challenges and areas of opportunity to support a comprehensive approach to housing affordability in Charlottesville. Developed recommendations to amend the City's governance of housing funds, set target funding for housing programs, adjust land use policies and affordable housing programs, and pursue additional policy changes to enhance racial equity and affordability in housing. Recommendations will be incorporated in the comprehensive plan update as well as a zoning rewrite facilitated by partner firm Code Studio.

### **Assessing Economic and Societal Impacts of Universal Rental Assistance**

On behalf of the New York Housing Conference (NYHC), HR&A conducted an economic and fiscal impact analysis of Universal Rental Assistance on households and communities in New York City and New York State. Based on Section 8's current eligibility criteria, HR&A estimated the total additional households that would be served by a voucher were the program to be fully funded and made available to all who are eligible (the program is currently subject to annual appropriations, and thus only one in four households who are eligible receive a voucher). HR&A analyzed how expanded vouchers would allow households to afford necessities like food, transportation, and healthcare. The study highlighted the economic and fiscal benefits of this increased household spending in terms of jobs, labor income, and economic output in NYC and NYS. HR&A also evaluated the effects of universal vouchers in expanding the supply of affordable housing, reducing poverty, homelessness, and eviction, and simultaneously increasing educational attainment, mobility, and health equity. HR&A's analysis provided NYHC and an advisory group of housing stakeholders with a robust understanding of the economic, fiscal, and societal value of expanding vouchers to all who are eligible, which will be used to support the New York Congressional delegation in advancing federal legislation to fund this policy. NYHC published the [report](#) in August 2021.

### **Supportive Housing Strategy**

On behalf of the Mother Cabrini Health Foundation, one of the largest foundations in the country, HR&A supported the development of a homelessness services and housing strategy that outlined steps needed to invest in, and leverage, additional public and private funding sources for those in need of supportive housing, as well as those currently in supportive housing who require additional services. This strategy served as the basis for Mother Cabrini's five-year plan for investments in housing and homelessness.

## **City Process Evaluation & Improvement**

### **Organizational Transition for New York City's EarlyLearn Program**

HR&A supported the City of New York in planning for the integration of the EarlyLearn program—a system of services for children ages 0-5—from its management under the Administration of Children's Services (ACS) into the Department of Education's (DOE) Division of Early Childhood Education (DECE). This integration was envisioned to streamline coordination between the City and early childhood education providers, increase accessibility to child care for all families, and ensure quality across publicly-funded child care services for children ages 0-5. HR&A led a multi-disciplinary team to create a roadmap for the DOE, guiding leaders and stakeholders through both the design of this streamlined service delivery system, and the planning for implementation of developed recommendations.

To support this initiative, HR&A designed project management and coordination procedures that will help to structure the cross-agency collaboration and coordination required throughout the design process and during the ultimate transfer of services to the DOE. HR&A created a project plan that defined essential coordination processes for both DOE and ACS and worked with partners to create process maps outlining specific processes and procedures to be transferred. HR&A and partners conducted hundreds of interviews with key stakeholders, leveraging institutional knowledge and expertise to inform the design of the future organizational and service delivery structure.

The HR&A team's analysis of existing processes led directly to several major outcomes for the City. First, City Hall made several policy changes regarding how Child Care Block Grant and Head Start grants would be administered. Second, HR&A defined a clear process to manage the transition and promote transparency and collaboration within DECE through the transition of services across agencies. Third, work with DECE's senior leadership team has substantively changed how leadership manages decision-making. Our organizational design recommendations are anticipated to bring long-term sustainability to the division's leadership, enhancing outcomes for children and families while prioritizing internal staff team culture, diversity, and development.

### **Process Improvement Recommendations for the City's Office Leasing Team**

On behalf of the NYC Department of Citywide Administrative Services (DCAS) Real Estate Services (RES) division, HR&A developed a leasing playbook and process improvement recommendations. RES is responsible for assessing City agencies' space needs and, when necessary, obtaining leases and preparing designs for privately-owned spaces on the agencies' behalf. The RES portfolio consists of over 22 million square feet of privately-owned space. Each lease requires coordination between several public and private stakeholders, including multiple units within RES. Through in-depth engagement with RES leadership and staff members, as well as subject matter experts, HR&A created a guide that outlines key leasing processes, recommends strategies for negotiating preferable terms for new leases and renewals, and includes a detailed glossary of terms related to commercial real estate and NYC government. HR&A worked with Bellweather Agency, which translated playbook content into a visually compelling design for the playbook, to be used by both new RES hires and current employees. HR&A also produced a memorandum of recommendations to improve RES processes, from initial due diligence and site selection through approvals and lease signing.

### **OneNYC Strategic Plan**

On behalf of the Office of the Mayor of New York City, HR&A helped to lead a multi-agency, cross-disciplinary planning effort that resulted in the release of the City's long-term plan, OneNYC: The Plan for a Strong and Just City, in 2015. OneNYC is a successor to the City's PlaNYC strategic plans of 2007 and 2011, for which HR&A also provided policy support, and PlaNYC: A Stronger, More Resilient New York, prepared in the aftermath of Hurricane Sandy, for which an HR&A Senior Principal served as Deputy Director. OneNYC advanced many of the innovative sustainability, resiliency, and growth initiatives developed in these plans while also incorporating the City's ambitions for a just and equitable New York.

In addition to providing project management, agency coordination, and a major community and stakeholder outreach initiative, HR&A prepared an analysis of the current and future economic, demographic, and environmental trends influencing the city and its surrounding region, leading to the development of the Plan's economic, transportation, and housing initiatives. HR&A helped to set ambitious long-term targets and create major initiatives to support job creation, population growth, household income, housing supply, and transit access to jobs for New Yorkers. HR&A also headed an unprecedented effort to create a database and map of \$266 billion in planned future capital investment by the City and its regional and state partners, providing a valuable tool for informing future investment decisions.

### **KPS Strategies Project Descriptions**

<b>New York City Mayor's Office Census 2020 Campaign</b> <b>Location:</b> New York City, NY	KPS Strategies was the primary consultant to the NYC Mayor's Office's 2020 \$40M Census campaign, with a focus on engaging an array of internal and external stakeholders to build a campaign that was truly responsive to the realities of the hardest-to-count communities. Based on focus groups with both tremendously diverse sets of New Yorkers and community organizations, resulted in a highly creative, inclusive, thoughtful campaign that is now seen as a model in city government. KPS Strategies was centrally responsible for creating a \$16M grants program that funded over 150 community organizations representing the widest of diversity factors.
<b>Improving Inefficiencies in the NYC Human Resources Administration's Process of Offering Translation Services to Limited English Proficient New Yorkers</b>	For the Human Resources Administration (HRA), KPS designed a dashboard with a data team to surface inequities and inefficiencies in the provision of interpretation services to Limited English Proficient immigrants. The impact of this work was a realization that Limited English Proficient immigrants were not being offered translation at scale: for example, among 5,000

<p><b>Location:</b> New York City, NY</p>	<p>Limited English Proficient people who came into HRA service offices, only 10 were offered interpretation. Based on this finding, we recommended – and HRA adopted – giving unlimited universal access to the language line (which offers over-the-phone instant interpretation) to 9,000 frontline staff across all 120 HRA offices.</p>
<p><b>Improving Support Services for Limited English Proficient New Yorkers Across all 50 Public-Facing NYC Agencies</b> <b>Location:</b> New York City, NY</p>	<p>While working for the Mayor’s Office of Immigrant Affairs (MOIA), KPS studied all 50 public-facing city agencies and offices to determine how they were meeting the needs of Limited English Proficient New Yorkers – we surfaced a wide range of barriers, and strengths that became best practices. This work allowed MOIA to support agencies in developing policies and processes that pointedly broke down barriers and established solutions.</p>
<p><b>Improving the Process of Connecting Immigrant New Yorkers with Public Benefits</b> <b>Location:</b> New York City, NY</p>	<p>For the Human Resources Administration (HRA), KPS studied, analyzed, and identified key issues with federal policies and processes that illegally deny public benefits to immigrants. We generated policy and operational change recommendations that HRA adopted to overcome these federal barriers, which resulted in a five-year plan that was fully implemented, 9,000 frontline staff at HRA being retrained on immigrant eligibility for HRA services and enhanced access for the estimated 1 million immigrants served by the agency every year.</p>
<p><b>Improving how the Brooklyn Public Library Serves Immigrant New Yorkers</b> <b>Location:</b> New York City, NY</p>	<p>The Brooklyn Public Library brought KPS on to develop a process to gather immigrant input to inform the Library’s activities and holdings. As part of developing a model to engage immigrants, KPS collected and reviewed various forms of traditional (training manuals, administrative data) and non-traditional (interviews with Library staff and patrons) data. Both forms of data, analyzed alongside one another, helped to inform the model we developed to train branch-level staff across Brooklyn to host hyper-local conversations with immigrants to better understand how the branch’s operations could be adjusted to meet their needs.</p>

## Relevant Work Examples

Attached to our email submission of this application are three work product examples, including:

- [The Faith Communities for Just Reentry Policy Platform](#) that HR&A prepared for Trinity Wall Street Philanthropies
- [The United for Housing from the Ground Up Playbook](#) of housing recommendations for incoming Mayor in 2021, which HR&A prepared for the New York Housing Conference (please note this Playbook is only available online at the linked web address)
- A Playbook HR&A prepared for the NYC Department of Citywide Administrative Services to streamline and strengthen the DCAS Real Estate Services (RES) Unit’s process for leasing privately-owned real estate on behalf of City agencies, from an agency’s initial request to the successful execution of a lease.

## 4. PROPOSED PROJECT PLAN

### Task 1: Manage all aspects of the project and provide regular updates

Timeline: duration of the project

Lead: HR&A Advisors

To ensure that this 90-day project generates meaningful improvements to the homeless housing placement process, HR&A will bring its expert, intensive project management approach to each aspect of this project. This will begin with a kickoff meeting with the HDC team. During the kick-off meeting, we will also present a detailed workplan for this project and solicit the HDC's Team's feedback to ensure that this workplan meets your needs. Specifically, during this kickoff meeting, we propose to:

- **Review project scope and work plan** to confirm the HDC Team's goals and align on a schedule.
- **Determine the materials that will be made available to HR&A and KPS Strategies.** We understand that HDC is planning to make available a draft process flow analysis with estimated cycle times built on statistical analysis of client- and unit-level data completed by your sophisticated in-house analytics team. If possible, we request that these materials be shared with HR&A in advance of the kick-off meeting, so we can discuss during the kick-off meeting any additional materials that will be needed in order to quickly and comprehensively accomplish the analysis in Task 2 of this project.
- **Review the list of stakeholders that the HDC plans to make available to support this project.** HR&A and KPS Strategies hope to engage the leadership of relevant units at all agencies that are part of the Homeless Housing Process Task Force, as well as staff within these units, and a diverse cross-section of non-profit homeless services providers, affordable housing providers, providers of rental subsidies, and individuals and families who have tried to navigate the homeless housing placement process. HR&A and KPS Strategies come to this project with their own networks of non-profit service providers and can happily supplement the City's list to ensure robust coverage and engagement.
- **Review the objectives and planned timing for HR&A's engagement with the Homeless Housing Placement Process Task Force, per HDC's preference and guidance.**
- **Review the HDC Team's requested format for deliverables.**

Additionally, during this kickoff meeting, we hope to establish a project management approach and meeting cadence that will work best for the HDC Team. Our recommendation is that HR&A send project update emails in writing every Monday, that we meet weekly throughout the project duration to ensure we are accomplishing our goals and effectively supporting HDC, and that we will always be reachable and on-call to support the goals of this project. During the project, we will also provide periodic updates to the Homeless Housing Placement Task Force, in partnership with and at times determined by the HDC Team.

#### Task 1 Deliverables

- **Detailed workplan for this 90-day evaluation.** The HR&A team will bring a detailed project plan to the kickoff meeting for review by and discussion with the HDC Team. We will make any needed adjustments following the kickoff meeting and submit a final project plan following the kickoff meeting.

### Task 2: Develop a deeper understanding of the homeless housing placement process and identify key pain points in the current system

Timeline: Weeks 1 - 8



Lead: HR&A Advisors, with support from KPS Strategies

Our aim in Task Two will be to develop a detailed, credible understanding of how different actors – tenant applicants, caseworkers supporting tenants, and building marketing agents processing applications – experience the housing placement process, its timeframes and information flows, and the barriers and delays they encounter.

### **Task 2.1: Interview leadership and staff from the City agencies involved in the homeless housing placement process**

HR&A will partner with KPS Strategies, to complete up to 20 interviews with the leaders and staff of the agencies that are part of the Homeless Housing Placement Task Force to understand how information technology, regulations, staffing patterns, and other factors affect the placement process from their perspective. These interviews will explore processes within each City agency that affect housing placements and how the agency interacts with other parts of City government and with organizations that provide homeless services, affordable housing, and rental subsidies to New Yorkers experiencing homelessness as part of the homeless housing placement process. We will also work with HDC, HPD, and other City agencies as needed to collect and analyze data that documents how current practices impact the timelines to issuing vouchers, matching homeless New Yorkers with set-aside units, and tenanting those units. These metrics will help diagnose existing challenges and provide a baseline from which to measure the success of recommended actions. Emerging from these interviews and from our review of relevant data, HR&A and KPS Strategies will be able to provide a deeper understanding of how people and offices involved in implementing the homeless housing placement process diagnose inefficiencies, redundancies, and unnecessary administrative burdens associated with the process, the timeframes associated with each step in the process, and ideas to streamline the process so eligible New Yorkers can be placed in homes more quickly and easily.

### **Task 2.2: Interview organizations that provide homeless services, affordable housing, and rental subsidies to New Yorkers experiencing homelessness**

HR&A will conduct up to 20 interviews with a diverse and representative selection of organizations that provide homeless services, affordable housing, and rental subsidies to New Yorkers experiencing homelessness to understand how these organizations view the homeless housing placement process. To identify interviewees, HR&A will leverage its own network, engage organizations as requested by HDC, and engage partner with Trinity Church Wall Street Philanthropies, with whom we have a close working relationship and who can quickly activate their network of grantees who provide homeless services, affordable housing, and rental subsidies to New Yorkers experiencing homelessness. We will engage large and small organizations, nonprofit and for-profit organizations, and organizations based in different neighborhoods across New York City to identify variances in the homeless housing placement process and surface actionable ideas to reduce delays and administrative burdens associated with the placement process. These interviews will allow us to ground-truth findings from our engagement with the City with affordable housing developers and managers, as well as service providers.

### **Task 2.3: Interview homeless individuals and families who have navigated the homeless housing placement process**

HR&A and KPS Strategies will conduct up to 10 interviews with individuals who have navigated the homeless housing placement process. In selecting interviewees, we will strive for diverse representation, allowing us to explore how the housing placement process may be experienced differently based on whether the client is a single adult, a family, an individual with complex health needs, or an individual with limited English proficiency, for example. HR&A already has established partnerships with Trinity grantees such as Anthos Home, a new non-profit that centralizes the rental subsidy application, unit search, approval, and move-in processes for housing voucher holders, and the Arab American Family Support Centers, whose housing navigation program provides culturally and linguistically competent assistance in securing permanent housing. Additionally, HR&A can draw on its existing client network to identify interviewees. As an example of recent

and relevant work, HR&A conducted a focus group with women who were living in shelter and had been released from the City's jails within the past three years. The majority of the women we interviewed had held housing vouchers for over one year – one woman for nearly three years – and had not yet been placed in a home. We have also conducted significantly community engagement through our work supporting Faith Communities for Just Reentry and our leadership of NYCSpeaks, the largest public engagement process in New York City's history in which over 68,000 New Yorkers shared information on the conditions in their lives and neighborhoods and their ideas for actionable policy changes they would like the Adams Administration to champion to increase access to housing, opportunity, and safety. Through this engagement, we have heard significant and sustained reports of issues with landlord discrimination against voucher holders, difficulty of people with marginalized identities accessing requisite identification and forms to complete certifications necessary to translate their vouchers into a housing placement, and a “staggering” amount of duplicative paperwork and certification during the housing placement process. Through these interviews, we will explore both how the housing placement process itself could be streamlined and how factors outside of the housing placement process (such as access to identification or landlord bias) affect the housing placement process and how these factors could be addressed or mitigated.

Through these interviews, we will leverage our relationships with these organizations and the people they serve to document how the current placement process is producing unintended barriers for homeless individuals and families.

**Task 2.4: Build a sophisticated series of overlapping journey maps of the homeless placement process that detail the placement process from the perspectives of homeless individuals and families, all relevant City agencies and offices, non-profit homeless service providers, and affordable housing providers**

Based on our interviews and analyses, we will share journey maps with HDC that include a detailed, credible understanding of how different actors – tenant applicants, caseworkers supporting tenants, and building marketing agents processing applications – experience the housing placement process, its timeframes and information flows, and the barriers and delays they encounter. Additionally, in creating this journey map, we will gather and report on the following data points to help us diagnose process inefficiencies and provide HDC with a baseline against which you can measure future system improvements, disaggregated by household type and other demographic information as possible given data availability:

- Topline outcomes, including the percentage of set-aside units currently vacant; the percentage of set-aside units that are tenanted with new buildings open; and the percentage of DHS-identified homeless individuals who have been matched with a unit and/or awarded an HRA voucher.
- Process outcomes, such as the variances in time between when DHS identifies a qualifying homeless household, when that household receives a voucher, and when that household is placed into an appropriate unit.

**Task 2.5: Create a report that specifically documents how the housing placement process is increasing unintended barriers for homeless individuals and families, including time-consuming and taxing administrative burdens, and failing to make optimal use of set-aside housing units**

Based on our interviews and analyses, we will create a report that specifically documents unintended consequences of the housing placement process from the perspective of – and detailing the impact on – homeless individuals and families navigating the homeless housing placement process.

Task 2 Deliverables

- A sophisticated series of overlapping journey maps of the homeless placement process that detail the placement process from the perspectives of homeless individuals and families, all relevant City agencies and offices, non-profit homeless service providers, and affordable housing providers

- A report that specifically documents how the housing placement process is increasing unintended barriers for homeless individuals and families, including time-consuming and taxing administrative burdens, and failing to make optimal use of set-aside housing units

### **Task 3: Produce up to 10 actionable recommendations to improve client experience, reduce redundancies, and increase efficiency**

Timeline: Weeks 9 - 12  
Lead: HR&A Advisors

#### **Task 3.1: Create up to 10 actionable recommendations to improve the homeless housing placement process now and avoid the creation of delays and administrative burdens in the future**

In the final month of this project, HR&A will develop credible and detailed implementation steps to improve regulations, program design, technology, processing, and staffing models at the Federal, State, and City level in order to more quickly and easily connect eligible homeless New Yorkers with homes, with a specific focus on units financed by HDC and HPD. Our recommendations will aim to reduce delays and redundancies for tenant applicants, City employees, caseworkers supporting tenants, and building marketing agents processing applications. For each recommendation, we will include an estimate of the associated time and resource savings and project how the recommendation could reduce the trauma and stress for homeless families navigating the housing placement process.

To develop these recommendations, HR&A will draw on our experience streamlining government processes so they better meet the needs of vulnerable New Yorkers; save City resources and staff time; support the needs of nonprofit and for-profit organizations with which the City partners to deliver housing and services; and have a positive cost/benefit impact taking into account the City's overall expenditures and both the financial and human impact of policies.

We will reserve time to workshop our recommendations with HDC and the Homeless Housing Placement Task Force, refining these recommendations together so the recommendations are well-positioned to be embraced by City agencies and implemented following the conclusion of this 90-day evaluation.

#### Task 3 Deliverables

- Up to 10 actionable recommendations to improve client experience, reduce redundancies, and increase efficiency, including detailed implementation steps to improve regulations, program design, technology, processing, and staffing models at the Federal, State, and City

## 5. ENGAGEMENT LETTER / CONTRACT



### Evaluation of Homeless Housing Placements

#### CONSULTING AGREEMENT

This agreement made and entered into as of the **XX** day of March 2023 by and between *New York City Housing Development Corporation* (“Client”), and HR&A Advisors, Inc., a corporation organized and existing under the laws of the State of New York (“Consultant”), who agree and contract as follows:

WITNESSETH THAT:

WHEREAS, Client desires an evaluation of the housing placement process for individuals living in homeless shelters in New York City and the development of recommendations to significantly improve process delays and administrative burden, and

WHEREAS, Client desires to retain the Consultant to perform the services further described in Exhibit A attached hereto and incorporated herein by this reference (the “Services”);

NOW, THEREFORE, the parties hereto do mutually agree as follows:

1. Employment of the Consultant  
Client hereby agrees to employ the Consultant, and the Consultant hereby agrees to perform services set forth hereinafter in connection with an evaluation of the housing placement process for New Yorkers living in homeless shelters in accordance with the terms and conditions set forth herein.
2. Term of Employment  
Consultant services for the scope of work set forth hereinafter will be completed by August 1, 2023, subject to modification by mutual agreement by the parties hereto.
3. Scope of Services  
The Consultant agrees to satisfactorily render and provide services hereinafter set forth in “Exhibit A, Scope of Services.”
4. Disposition of Work Materials  
Upon prompt payment of all sums due under this Agreement, all contract documents and similar work materials prepared by the Consultant in completing the scope of services shall be the property of Client. Notwithstanding any other provision to the contrary, the Consultant shall maintain copyright ownership of photographs and of all notes, terms and standard details included in all project-related documents, models, photographs, and other forms of expression created by the Consultant. Client grants the Consultant licenses to use and reproduce its work product and similar work materials prepared by the Consultant and the Consultant shall be permitted to retain copies thereof for its records and for its future professional endeavors. The Consultant grants Client a non-exclusive license to use and reproduce such models, photographs, and other forms of expressions created by the Consultant as long as payments due to the Consultant under this contract are made as provided herein.

5. Personnel

The Consultant represents that it has, or will secure, at its own expense, all personnel or subconsultants required in performing the services under this Agreement. Such personnel shall not be employees of or have any contractual relationship with Client. All of the services required hereunder will be performed by the Consultant or under its supervision, and all personnel engaged in the work shall be fully qualified and shall be authorized under State, Federal and Local law to perform such services.

6. Termination and Suspension for Cause

If, for any cause, the Consultant or Client shall fail to fulfill in a timely manner their obligations under this Agreement, or if the Consultant or Client shall violate any of the covenants, agreements, or stipulations of this Agreement, the other party shall thereupon have the right to terminate this Agreement by giving written notice. The Consultant shall be entitled to receive just and equitable compensation for work performed and expenses incurred as of the date of termination; likewise, Client shall be entitled to ownership of all documents, data, studies, surveys, drawings, maps, models, photographs and reports or other material prepared by the Consultant under this Agreement for which it has compensated the Consultant.

If Client fails to make payments to the Consultant in accordance with this Agreement, in addition to the right of termination of this Agreement as set forth herein, at the Consultant's option and upon written notice to Client, it may suspend some or all performance of services under this Agreement and retain all Contract Documents and Work Materials for which payment is outstanding. In the event of a suspension of some or all services, retention of Contract Documents and Work Materials and/or the termination of the Agreement by the Consultant, the Consultant shall have no liability to Client for delay or damage caused Client because of such suspension of services. Before resuming services, the Consultant shall be paid all sums due prior to suspension and any expenses incurred in the interruption and resumption of the Consultant's services. The decision by the Consultant not to cease or suspend services or any portion thereof, or the decision by the Consultant to suspend certain but not all services under this Agreement shall not constitute a waiver of its right to suspend or terminate performance of any or all services under this Agreement so long as payments of undisputed amounts remain outstanding.

7. Changes

Client or Consultant may, from time to time, request changes in the terms of this Agreement. Such changes, including any increase or decrease in the amount of compensation due to the Consultant, shall be mutually agreed upon by the parties hereto and shall be executed and incorporated in written amendments to this Agreement.

8. Compensation

The cost of the Scope of Services shall not exceed \$225,000, inclusive of reimbursable expenses. The division of this not-to-exceed fee is described in "Exhibit B – Budget," attached hereto and incorporated herein by this reference. The services will be invoiced by the Consultant as follows: 50% once the contract is executed and 50% at the conclusion of the project. Invoices will include requests for reimbursement of expenses incurred by the Consultant in performance of the Scope of Services at cost and without mark-up. Client shall remit payment for an approved invoice within 30 days of receipt of the invoice provided all work is performed satisfactorily as reasonably determined by Client.

9. Equal Employment Opportunity

The Consultant will not discriminate against any employee or applicant for employment with regard to race, religion, sex, color, national origin, age, or disability. The Consultant will act to ensure that applicants are employed, and that employees are treated during employment, without regard to race, religion, sex, color, national origin, age or disability.

10. Assignability  
The Consultant shall not assign any interest in this Agreement and shall not transfer any interest in the same, whether by assignment or notation without the prior written consent of Client thereto; provided, however, that claims for money may be assigned to a bank, trust company, or other financial institution without such approval. Notice of any such assignment or transfer shall be furnished promptly by Client.
11. Conditions and Assurances  
A. Access to Records: Consultant agrees that Client or any of its duly authorized representatives shall have access to any books, documents, papers, and records of the Consultant for purposes of making audit, examination, excerpt, and transcripts.  
B. Retention of Records: Consultant shall maintain all records pertaining to this contract for three (3) years after Client makes final payment.
12. Miscellaneous Provisions  
A. This Agreement shall be constructed in accordance with the laws of the State of New York. Each party waives any right to a trial by jury either party may have pursuant to any claim or action arising from this Agreement.  
B. In case one or more of the provisions in the Agreement shall for any reason be held invalid, illegal, or unenforceable in any respect, such as invalidity, illegality, or non-enforceability, it shall not affect any other provision thereof, and this Agreement shall not be effective unless consented to, in writing, by both parties.  
C. Nothing in this Agreement shall be construed as granting any rights to any person other than the parties hereto.  
D. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and all of which shall constitute one and the same instrument.  
E. This Agreement shall be binding upon and inure to the benefit of each of the Consultant's and the Client's respective successors and assigns.
13. Indemnification  
A. Consultant shall indemnify, defend and hold harmless Client and its officers, employees, agents and permitted assigns from and against any and all suits, claims, losses, damages, charges, or expenses, whether direct or indirect, and liability of every name and nature to which they or any of them may be put or subjected by reason of any personal injury or damage to real or tangible property arising from or in connection with any acts or omissions on the part of the Consultant or arising from any breach by Consultant under this Agreement.  
B. To the extent permitted by law, Client shall indemnify, defend and hold harmless Consultant and its officers, employees, agents and permitted assigns from and against any and all suits, claims, losses, damages, charges, or expenses, whether direct or indirect, and liability of every name and nature to which they or any of them may be put or subjected by reason of any personal injury or damage to real or tangible property arising from or in connection with any acts or omissions on the part of the Client or arising from

any breach by Client under this Agreement (including the failure to make a payment when due).

In no event shall any officer, shareholder, member, employee or agent of Consultant or Client (or any of Consultant's or Client's affiliates) be personally liable for the performance of either party's obligations hereunder.

IN WITNESS WHEREOF, *New York City Housing Development Corporation* and the Consultant have executed this Agreement on this the XX day of March, 2023.

**HR&A Advisors, Inc.**

\_\_\_\_\_  
Bret Collazzi, Partner

\_\_\_\_\_  
Date

**New York City Housing Development Corporation**

\_\_\_\_\_  
TBD

\_\_\_\_\_  
Date

**Exhibit A – Scope of Work**

*HR&A will add the final scope of work, agreed upon with the Housing Development Corporation, to this section.*

**Exhibit B – Budget**

*HR&A will add the final budget, agreed upon with the Housing Development Corporation, to this section.*

## 6. PROPOSED BUDGET

HR&A will complete the Scope of Work included in this proposal for a total not-to-exceed fixed fee of \$225,000, inclusive of \$67,500 for sub-contractor KPS Strategies and \$15,000 in materials and focus group participant stipends to compensate nonprofit staff and homeless individuals for their time informing this evaluation. KPS Strategies, a registered MWBE firm, will contribute to Task 2 under the project management of HR&A Advisors.

	<b>Total</b>
<b>Task 1:</b> Manage all aspects of the project and provide regular updates	\$20,000
<b>Task 2:</b> Complete a journey map of the homeless placement process	\$125,000
<b>Task 3:</b> Make recommendations to significantly improve processing time and administrative burden	\$65,000
<b>Fixed Fee Subtotal</b>	<b>\$210,000</b>
<b>Allowable Additional Costs</b> Fees for materials and focus group participant stipends will be approved in advance by HDC and will be billed at-cost without markup.	\$15,000
<b>Total</b>	<b>\$225,000</b>

This proposed budget was developed using HR&A's 2023 public/not-for-profit sector rates, which offer an approximately 20% discount from our standard hourly rates.



# APPENDIX

## 1. Equal Employment

Please find a copy of HR&A’s most recent Employer Information Report EEO-1 below. Of 161 employees, 92 employees are women and 54 employees are minorities.

### EEO Consolidated Report

4838500 - HR&A ADVISORS, INC.

As of: 02/15/2023

Headquarters: 3230327

Reported by Insperty on: 02/15/2023

	MALE		FEMALE		***** MALE *****				***** FEMALE *****				LINE TOTAL		
	HISP	HISP	WHITE	BLACK	NHOPI	ASIAN	NAT AM	2+RACE	WHITE	BLACK	NHOPI	ASIAN		NAT AM	2+RACE
Exec/Senior Mrgs	0	0	1	0	0	0	0	0	1	0	0	1	0	0	3
Fst/Mid Lvl Mrgs	1	1	2	0	0	1	0	0	5	1	0	3	0	0	14
Professional	11	7	33	9	0	10	0	1	43	9	0	13	0	5	141
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin Support	0	2	0	0	0	0	0	0	0	1	0	0	0	0	3
Craft Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers & Helpers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>12</b>	<b>10</b>	<b>36</b>	<b>9</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>49</b>	<b>11</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>5</b>	<b>161</b>

## 2. Minority and Women Owned Business Enterprise (MWBE)

HR&A is applying to complete the HDC Homeless Housing Placements Evaluation in partnership with sub-contractor KPS Strategies, a firm registered with the NYC Small Business Services Department as an MWBE vendor. If HR&A is selected, KPS Strategies will retain 30% of the fees for this project.

## 3. New York City Location

### A) New York Headquarters

For over 35 years, HR&A’s New York office has served as a trusted partner to governments, nonprofits, businesses, and grassroots leaders in building vibrant communities. We have worked with dozens of clients across New York City and the surrounding region to advance equitable real estate development, economic opportunity, affordable housing, access to broadband, and reuse.

The office has served as the company’s headquarters since 2007. Many of our employees have gone to secondary, undergraduate, or graduate school in New York City and previously worked for city agencies and community stakeholders within the New York City metro area. Since 2007, we have increased the number of employees in the New York office from 20 to over 90. Due to personal reasons, a handful of employees have decided to move their families to another HR&A office location since 2017, but the firm has no plans to relocate employees. HR&A’s current New York Office employee size is larger than pre-2017 and we expect it to continue to grow in the upcoming two years.

### B) Corporate Citizenship and Commitment to the City of New York

HR&A and our employees are deeply committed to the City of New York and very active in civic and community initiatives. This includes:

- Supporting and serving roles with more than 25 civic organizations, many in the areas of housing and community development, such as Citizens Housing and Planning Council and Bronx-based WHEDco, Others include the Regional Plan Association, Greater New York, New York Public Radio, New Yorkers for Parks, Association for a Better New York, and Women’s Executives in Real Estate.
- Participating in multiple programs hosted by Greater NY that pair corporate leaders with executives from local nonprofits to address organizational challenges.
- Annually hiring summer fellows from New York universities and fellows from Coro New York.
- Volunteering with UrbanPlan, a program that engages high school and college students and puts them in the middle of a fictional city's development project.
- Annually contributing to local charities and organizations, including WHEDco and the Bronx Community Foundation.

In 2022, HR&A updated and refined our commitment to anti-racism, diversity, equity, and inclusion (ADEI). We focused on accelerating our progress from past years and working to further embed ADEI into the fabric of our culture and processes. We strongly believe that the inclusion of Minority and Women-Owned Business Enterprises (MWBEs) provides a high quality of work while promoting traditionally underrepresented local businesses. Several of our most successful projects have included MWBEs, and through designing and implementing solicitation processes on behalf of our clients to secure further MWBE participation for their projects. Examples of projects include the New York Rising Community Reconstruction Program and the New York City Housing Authority On-Call.

In addition, HR&A recognizes that a strong diverse supplier community is essential to economic vitality, and we actively seek opportunities to conduct business with a competitive, diverse set of suppliers reflective of the communities in which we operate business. We make efforts to foster collaborative supplier relationships with diverse-owned businesses and procure services and products from local firms, MWBEs, and diverse suppliers. Aligned with our Supplier Diversity Policy, we strive for the inclusion of diverse suppliers on 20% of all contracts executed across the firm.

#### **4. Local Law 34 Compliance**

HR&A’s completed Doing Business Data Form has been submitted electronically to the Mayor’s Office of the City of New York, per the instructions in the answers to respondent questions issued as part of this solicitation.