

NYC HDC Homeless Housing Placement Evaluation RFP  
Response from K Miller Executive Consulting LLC  
February 22, 2023

## TABLE OF CONTENTS

Letter of Interest	Page 3
Project Understanding and Approach	Page 4
Team Description	Page 6
Examples of Prior Work	Page 8
Proposed Project Plan	Page 10
Engagement Letter/Contract	Page 14
Proposed Budget	Page 17
Appendix A	Page 18
Doing Business Data Form	Separate Email Submission Attachment

## Letter of Interest

February 22, 2023

Alex Merchant, Director of Process Improvement for Housing Placement  
NYC Housing Development Corporation  
110 William Street  
New York, NY 10038  
Via email: [merchant@nychdc.com](mailto:merchant@nychdc.com)

Dear Mr. Merchant,

K Miller Executive Consulting is pleased to express interest in the recently released RFP to assist NYC HDC in evaluating homeless housing placements into HDC- and HPD-financed and supported housing. The firm, as a locally based business with deep NYC housing experience, is well-poised to quickly make informed recommendations to significantly reduce time and administrative burdens.

With over 80-years of combined homelessness and housing experience in New York City, the team will build upon existing knowledge of the multiple government systems and relationships to analyze the data provided by HDC and the Task Force. Team members hold expertise in Federal and City vouchers, housing finance and eligibility, homeless services, numerous City agencies, and CAPS.

The team at K Miller Executive Consulting is eager for this unique opportunity to bring in a third-party perspective to enhance the knowledge and expertise of dedicated bureaucrats. We are excited to see HDC seeking concrete, actionable recommendations to change this complex process, coupled with advice on how such recommendations can be implemented. We look forward to working with you and your team.

Thank you in advance for your consideration,



Kristin Miller, Principal  
K Miller Executive Consulting, LLC

## Project Understanding and Approach

This project's goal is to make concrete recommendations to the Homeless Housing Process Inter-Agency Task Force on how the City can improve the speed at which households move through HPD's placement of DHS-sheltered residents into HPD- and HDC-financed and assisted housing with an HRA voucher.

K Miller Executive Consulting's team deeply understands the complexities and nuances of placing people residing in NYC homeless shelters into housing. The process of being awarded a voucher is arduous but is only the beginning. Once a voucher is in hand, a household must quickly search for a safe, affordable unit with a landlord willing to not only rent to that household but also participate in the voucher leasing process. This process includes specific paperwork, inspection(s), vouchers in lieu of cash security deposits, and rental payments from the City/government and the tenant (rather than only the tenant). These processes involve at least 3 different government agencies and multiple units within those agencies, often a nonprofit staff member and the tenant. Lease approval is also complicated due to the financing of the housing, which comes with differing eligibility rules. Communication is challenging and often confusing, typically a symptom of "too many cooks in the kitchen" and no main Point of Contact.

That said, hundreds of landlords rent to households with vouchers every year. The process does happen. Therefore, analysis of the current flow is needed to understand what does work, what doesn't work, what is duplicative, and what is missing in order to make concrete recommendations as to how all parties can work to improve the process. There is no "one silver bullet".

Our approach will first work **with existing information and knowledge**. There are many people within government and within nonprofits, as well as people who have actually gone through the process, who are fluent in the voucher housing process with concrete recommendations for improvement. Many of these individuals are likely members of the Task Force. Therefore, we will rely heavily on their input and knowledge – through the Director of Process Improvement for Housing Placement at HDC. With documentation from the City's analytics team, we will assess time-to-event reports to understand the length of time it takes for a household to move successfully through the process, and other metrics supporting or impeding speed and positive outcomes.

After this "discovery phase", the team will begin to create a **journey map** with key milestones and deadlines, and collected information and documents overlaid with any existing outcomes analysis. This exercise will highlight missing information, prompting **requests for further analysis from the City to fill in important data** as needed. We understand that not all requests may be fulfilled by the City, given time and resource restraints.

The missing information will determine who is beneficial to **interview** and the best questions to ask to fill gaps in the analysis. As there are many stakeholders involved in getting a household from shelter to permanent housing, by first identifying specific information needed, the interviewees can be narrowed to key stakeholders - both in and outside government including City agency staff, nonprofits, affordable housing providers and their marketers, persons having gone through the process and others. This 360-degree view will allow for a wide variety of experiences to inform our recommendations, and provide for a human-centered approach touching on actual experience rather than theory as laid out in procedures.

**Recommendations development** will happen throughout the 90 days, informed by the team's qualitative and quantitative analysis. The initial analytics and process flow analysis will point to some key improvements as will further data. Interviewees will have strong opinions on recommendations from their perspectives, as will Task Force members. This Consulting Team will use this information as well as their own knowledge to create up to ten recommendations that will have the most impact on systems improvement and are doable in the NYC landscape. Specifically, recommendations will address how to improve the client experience, reduce redundancies and increase efficiency in the process, taking time and resources into consideration.

Because so many stakeholders are involved in the process of a household with a voucher moving into HPD- and HDC-financed housing, it is crucial to have **continual opportunities for input and feedback**. Therefore, our approach is to continuously learn and hone in on the recommendations and communication strategy. Weekly meetings with the Director of Process Improvement is the main point of feedback and avenue for assisting with troubleshooting issues; we also anticipate also getting feedback continually from the Task Force, interviews and other key stakeholders. People should recognize the final recommendations including their voice, their opinions and see their knowledge and expertise portrayed. Not everyone may agree but participants should see that they have been heard. Using this process gains early buy-in on the marketing and communications strategy and is the first step in successful implementation.

NYC stakeholders know there is room for improvement in the housing placement process. We will synthesize this knowledge and make strong recommendations that are clear on how NYC can achieve these changes. The **final report** will clearly identify barriers in the process created either through gaps and/or redundancies for both clients and the administrators. The **marketing and communications plan** will speak to the "pain points" of the various stakeholders by articulating concrete and actionable recommendations.

This team has a combined 80 years' experience working with multiple stakeholders to create, recommend and implement systems improvement. All team members have worked in or with NYC government and other levels and locations of government so have first-hand experience on how to work with government staff and bureaucracies and can immediately dive into the tasks, rather than taking time to get to know the local system and players. Most have worked in nonprofit organizations so understand the pressures and limitations experienced social services workers face everyday. And all have had professional interactions with NYC landlords.

Relevant projects that team members lead and/or contributed to include the recent influx of Emergency Housing Vouchers; NYC Coordinated Assessment and Placement System (CAPS) that reorganized how households move through multiple agencies' processes to identify and access housing; leadership on the NYC Continuum of Care; completion of the first NYC Youth Homeless Services Assessment New York City Youth that included a systems map and capacity overview; and the creation of Anthos|Home, a new nonprofit set to drastically change and improve how households with vouchers in NYC access apartments. Please see more details in the Team Description Section below.

## Team Description

**K Miller Executive Consulting, LLC** Using over 30 years of experience, K Miller Executive Consulting LLC, advises executives at nonprofits, government agencies and affordable housing developers to achieve their most impactful work. Through strategic planning, organizational and financial analysis, and program research, we help our clients ensure they have holistic information and knowledge to make expert decisions when undertaking important organizational changes. Most recent business clients include New Destiny Housing, Lantern Community Services, Anthos|Home and BronxWorks, all organizations working with government to access housing for their clients - in some cases through DHS-contracted shelters. [www.kmexeconsulting.com](http://www.kmexeconsulting.com).

The firm is founded and led by **Kristin Miller** (she/her), a proven leader in the social services and housing fields. Using her thirty years plus of management and systems knowledge, she has built effective relationships that bring large, complex initiatives to fruition. In addition to consulting, she has worked in governments and non-profit organizations in NYC and across the country. Kristin served at the Corporation for Supportive Housing (CSH) as Director of the Metro Team, utilizing project and team management expertise to lead strategic planning and implementation in creating solutions for vulnerable people living in NY, NJ, and PA. She is well-versed in multiple service systems including homelessness, housing finance, justice, mental health, substance abuse, child welfare, and aging. Kristin is adept at using her multifaceted experience to develop and implement creative and effective solutions through program design, philanthropy, financial modeling, data analysis, training, and technical assistance. She has a Masters Degree in Social Work from Hunter College, NYC, and a dual Bachelors Degree in Social Work and English from Augsburg University in Minneapolis.

For this Homeless Housing Placement Evaluation project, Kristin has pulled together an expert team with over 80-years combined homelessness and housing experience in New York City. The team will therefore start the project with a deep understanding of the complexities, players, barriers and obstacles of the local scenario and immediately begin to assess gaps of information needed to quickly move to recommendations and communications and marketing of solutions. Team members hold expertise in Federal and City vouchers, housing finance and eligibility, homeless services, numerous City agencies, and CAPS. Each subcontractor on this team, with whom Ms. Miller has prior working experience, is described below.

**Cole Giannone** (they/them). Mx. Giannone recently served as Senior Advisor for Youth Homelessness at the NYC Office of the Deputy Mayor for Health and Human Services. As Senior Advisor, they were responsible for overseeing the development, implementation and expansion of interagency initiatives focused on addressing youth homelessness, particularly around housing solutions. Cole helped with implementation of the Emergency Housing Voucher program with agency partners. Key projects similar to the one proposed in this RFP include partnering with the Mayor's Office of Economic Opportunity (OEO), Center for Innovation through Data Intelligence (CIDI) and selected vendor Chapin Hall at the University of Chicago to conduct the City's first ever [Youth Homelessness System Assessment](#). In partnership with many stakeholders, Cole secured NYC a \$15M Youth Homelessness Demonstration Program award from HUD. They co-lead the planning and implementation process resulting in [Opportunity Starts with a Home](#). Cole coordinated the Youth Homelessness Taskforce, a cross-sector

stakeholder community of 82 people representing government agencies, nonprofit providers, advocates and youth with lived experience aiming to prevent and end youth homelessness in the City of New York and authored the [final report](#). Prior to this role they spent seven years at the Ali Forney Center, a runaway homeless youth provider in NYC serving LGBTQ youth. Cole has a B.S. in Communications from NYU and a M.S. in Nonprofit Management from the New School.

**Amy Boyle** (she/her) is a housing consultant who advises government agencies on housing policy, housing finance, and operational improvement. Amy has over 20 years of professional experience in both affordable housing and public policy and understands the finance and operation of residential real estate. Amy most recently consulted for the State of Rhode Island throughout the process of creating a new Housing Department. In this role, Amy reviews existing housing and homelessness programs that live amongst many agencies, and recommends changes that will improve the efficacy of these programs within the new Housing Department. Amy was the Senior Advisor for Housing in the Office of NYC Deputy Mayor Vicki Been. In this role, Amy worked to implement and improve many programs (including NYC's Tenant Helpline and Emergency Housing Vouchers). Amy has also worked for two Housing Finance Agencies (NYS HFA + NYC HDC), an affordable housing developer, and two Members of Congress. Amy is an Adjunct Professor at Columbia University's Graduate School of Architecture, Planning, and Preservation where she co-teaches a course in housing. Amy holds an MBA and a Master's of Urban Planning from Columbia University and a BA from Miami University.

**Kristen Edwards** (she/her) is an independent consultant and seasoned nonprofit leader focused on homelessness, housing, and justice reform in NYC and beyond. Kristen has spent over 20 years leading collaborative efforts aimed at creating efficiencies and increasing access to community resources for people experiencing homelessness. Kristen was the first director of the Manhattan Outreach Consortium (MOC) in 2007, an effort that led to a dramatic increase in permanent housing placements for people with a history of chronic street homelessness. Under her guidance, MOC created a matching and prioritization system for permanent supportive housing units that decreased the length of time an individual remained homeless. From 2015-2019, Kristen was an independent consultant and assisted a Steering Committee of various stakeholders to create the Coordinated Access and Placement System (CAPS) in compliance with the coordinated entry requirement from HUD. Kristen provided expertise and guidance in building the coordinated entry system, authored an extensive report with recommendations and best practices, facilitated stakeholder groups, developed initial forms and plans, and wrote policy. Most recently, Kristen was overseeing another housing effort geared towards people with criminal legal history called SHERO. During her time with SHERO, Kristen was a voting member of the NYC CoC Steering Committee and was critical in accessing emergency housing vouchers and other housing placements for those served through SHERO. Kristen holds a BA in Sociology from La Salle University and a Master of Social Work from Bryn Mawr College School of Social Work and Social Research.

## Examples of Relevant Prior Work

The proposed team for this project have over 80 years of housing, homelessness and systems work, both through K Miller Executive Consulting, independent consulting work and other professional experience. The team members' relevant projects are described in brief below.

Kristin consulted to New Destiny Housing on the recent influx of **Emergency Housing Vouchers (EHV)** that were awarded from US HUD, as the organization grappled with quickly understanding multiple voucher processes, establishing infrastructure, outreaching to clients and hiring staff. While this was an amazing windfall for NYC residents in need of rental subsidies. But the burden on government, nonprofits and the households themselves was huge, complicated and challenging. All four team members have been involved in the EHV process from application to move-in and learned a great deal on the intricacies of the clients' approval processes and eligibility, the government agencies' requirements, and landlords' concerns and challenges.

Kristin served as an advisor to the creators of the new **Anthos | Home nonprofit**, which is collaborating with government partners, non-profit organizations, landlords, and other entities to streamline the apartment search, approval, and move-in processes, as well as support housing retention, ultimately making the New York City housing voucher process work better for more households. Through this work, she learned the intricacies of getting a household with a voucher into quality, affordable housing. She interviewed over 80 stakeholders - representing identical stakeholders to this project - and researched process and budget information and outcomes. She helped draft funding applications describing in detail the process and the issues, from which Anthos has received over \$7m in philanthropic funding. See [www.anthoshome.org](http://www.anthoshome.org).

Kristin was a co-founder of the **Coordinated Assessment and Placement System (CAPS)** and co-chair of the CAPS Steering Committee for 7 years. While CAPS may not currently be used to place DHS households into apartments, it is an example of working with multiple NYC stakeholders to improve access to housing for homeless people. CAPS involved 25 stakeholders representing government, nonprofits and PWLE who came together to design and implement a new system by which people experiencing homelessness received housing, primarily supportive housing, in NYC. Using technology, the CAPS on-line portal knocked months off the housing application process by allowing case workers across NYC to access their clients' documents. Kristen Edwards helped project manage the CAPS effort as a consultant, working very closely with HRA as the program was in early implementation including drafting policies and procedures. She understands the details of how a household seeks and successfully obtains housing through HRA. Cole also participated in CAPS, representing the youth population and their unique housing process needs. Please see <https://www.nyc.gov/site/nycccoc/caps/caps.page> and the attached *Making the Case Infographic*.

Cole partnered with the Mayor's Office of Economic Opportunity (OEO), Center for Innovation through Data Intelligence (CIDI) and selected vendor Chapin Hall at the University of Chicago to conduct the City's first ever **Youth Homelessness System Assessment**. In partnership with many stakeholders, Cole secured for NYC a \$15M Youth Homelessness Demonstration Program award from HUD. They co-lead the planning and implementation process resulting in **Opportunity Starts with a Home**. Cole



coordinated the **Youth Homelessness Taskforce**, a cross-sector stakeholder community of 82 people representing government agencies, nonprofit providers, advocates and youth with lived experience aiming to prevent and end youth homelessness in the City of New York and authored the [final report](#).

Amy has been advising the State of Rhode Island throughout its process of creating a **new Housing Department**. In this role, Amy reviews existing housing and homelessness programs that live amongst many agencies, and recommends changes that will improve the efficacy and outcomes of these programs within the new Housing Department. Through this work, Amy will bring a fresh perspective to NYC's housing solutions. As Senior Advisor for Housing in the Office of NYC Deputy Mayor for Housing, Amy worked to implement and improve many of NYC's housing programs including **NYC's Tenant Helpline and Emergency Housing Vouchers**.

Kristen Edwards was the first Director of the **Manhattan Outreach Consortium (MOC)**. MOC was formed in 2007 as the single point of accountability for street outreach in Manhattan. MOC was formed to reduce duplication of services, increase access to housing placements and create efficiencies in the placement process for those who have lived on the streets for years. The development of MOC involved engagement of multiple stakeholders representing government, nonprofits and PWLE in order to implement a more effective and successful approach in providing assistance. Since MOC's inception, there has been a dramatic increase in permanent housing placements for people with a history of chronic street homelessness compared with prior outreach models. Part of MOC's success is a matching and prioritization system for permanent supportive housing units that decreased the length of time an individual remained homeless when compared with DHS' traditional process. This success greatly influenced the development of CAPS in 2017.

## Proposed Project Plan

The goal of this project is to make concrete recommendations to The Director of Process Improvement for Housing Placements on how the City can improve the speed at which a household moves through HPD's placement of DHS-sheltered residents into HPD- and HDC-financed and supported housing with an HRA voucher.

### **Deliverables, completed in full in 90 days, for this project are:**

- **A Journey Map** of the homeless placement process that synthesizes administrative complexities, outlines estimated time frames, and describes how information flows between steps in the process.
- **A Final Report** that identifies gaps in the process that create unintended barriers for homeless households, including time-consuming and taxing administrative burdens for clients and staff. The report will provide concrete recommendations to improve the client experience, reduce redundancies, and increase efficiency, including an estimate of time and other resources savings. Details will be provided on needed changes in regulations, program design, technology, processing and staffing models. It will look at this through the lens of Federal, State and City level requirements. The report will incorporate feedback from:
  - Interviews with stakeholders including City agencies, nonprofit homeless service providers, affordable housing providers, providers of rental subsidies, and others.
  - Analysis of the process from multiple clients' perspectives: tenant applicants, caseworkers supporting tenants, and building marketing agents processing applications.

The final report will include an Executive Summary and, if so desired, a final presentation to the Director of Process Improvement and other relevant stakeholders.

All requests for information and interviews will follow the Department of Social Services' Procedure No. 18-03 and the Consultant will sign and comply with non-disclosure agreements as needed and required.

Most, if not all meetings will be via Teams, though all team members live in NYC and can travel to in-person meetings as necessary. We anticipate interviewing up to thirty (30) people through individual and group video conferencing. People with lived experience participating in interviews will each receive a \$50 gift card for their time.

Below are the planned details of tasks and deliverables with timing. The consultant is open to amending these tasks and this schedule after input from the Director of Process Improvement for Housing Placements, or as needed to fit timelines of the Task Force.

TASK	Begin	End
<b>A: Create a Process Review</b>		
Analyze existing analytics including flow charts, mapping and budget analysis	17-Apr	5-May
Identify missing or unclear information and request further analytics from City	5-May	5-Jun
Draft flow chart, mapping and budget analysis	24-Apr	16-Jun
Present Flow chart for feedback	19-Jun	23-Jun
Incorporate feedback	26-Jun	30-Jun
Finalize Flow chart, mapping and budget analysis	30-Jun	7-Jul
		80 Hours
<b>B: Messaging Strategy &amp; Communications Plan</b>		
Create key stakeholder chart	15-May	26-May
Review comms/messaging strategies from previous process changes at DHS /HPD/HDC	15-May	2-Jun
Draft plan to inform larger communications effort	5-Jun	9-Jun
Present draft to Director of Process Improvement	12-Jun	16-Jun
Edit and finalize	19-Jun	30-Jun
		41 Hours
<b>C: Interview Stakeholders</b>		
Draft questions and organize data collection	24-Apr	5-May
Populate interview schedule (send invites and organize responses for calendar)	8-May	12-May
Conduct interviews	15-May	9-Jun

Reassess needed interviews and add as needed	29-May	2-Jun
Compile notes for analysis and final report	29-May	16-Jun
		94 Hours
<b>D: Information Details</b>		
Review analytics received from City to understand data requirements	17-Apr	28-Apr
Document how info is received, stored and shared (including IT systems or other formats)	1-May	26-May
Request missing information from City	8-May	19-May
Draft recommendations	5-Jun	30-Jun
		78 Hours
<b>E: Identify Redundancy &amp; Areas of Efficiency</b>		
Using Process Review, Interviews and Information analysis, document redundancy and opportunities for efficiency	5-Jun	30-Jun
		44 Hours
<b>F: Draft Recommendations on needed changes</b>		
Consolidate findings into 10 recommendations	5-Jun	23-Jun
Present draft recs to Director of Process Improvements for feedback	26-Jun	28-Jun
Incorporate feedback and finalize recommendations	3-Jul	7-Jul
		39 Hours
<b>G: Final Report</b>		
Draft final report (2 rounds)	5-Jun	16-Jun
Edit final report (after Dir Review)	19-Jun	30-Jun

Draft final presentation	26-Jun	7-Jul
Deliver presentation	10-Jul	14-Jul
		76 Hours
<b>H: Administrative</b>		
Weekly Check-ins	17-Apr	14-Jul
POC communication	17-Apr	14-Jul
Internal Team meetings	17-Apr	14-Jul
Kick off and final closing meeting	17-Apr	14-Jul
		92 Hours
<b>Grand Total</b>		<b>544</b>

## CONSULTING AGREEMENT

### Sample

This Consulting Agreement (“**Agreement**”), dated as of April 17, 2023 (the “**Effective Date**”), made by and between New York City Housing Development Corporation at 110 Williams Street, New York, NY 10038 (“**Company**”) and K Miller Executive Consulting LLC with its principal place of business at 188 82<sup>nd</sup> Street, Brooklyn, NY 11209 (“**Consultant**”). Consultant and Company may hereafter be referred to individually and collectively as “**Party**” or “**Parties**,” respectively.

#### 1. Services

Subject to the terms and conditions contained in this Agreement, Company agrees to retain Consultant to provide, and Consultant agrees to perform, the services set forth on Exhibit A attached hereto and made a part hereof (the “**Services**”) which may be amended by mutual agreement of the Parties from time to time.

#### 2. Term

This Agreement commences as of the Effective Date and shall continue in full force and effect until July 14, 2023 (the “**Termination Date**”) (such period, the “**Term**”).

#### 3. Payment

For performance of the Services, Company shall pay Consultant a fee for work for a maximum of 544 hours, as detailed in attached Scope of Work (Exhibit A). Consultant shall invoice Company by May 31, 2023 upon completion of subtasks to date (approximately 270 hours); and a final invoice on July 14, 2023 upon completion of remaining work. Each invoice will detail hours and work completed. Company shall make payments to Consultant within thirty (30) days of receiving each invoice.

#### 4. Proprietary Rights

Company and Consultant acknowledge and agree that any materials, including without limitation, written materials, diagrams, slides, training materials, best practices materials, presentations, databases, models, and videos, provided by Consultant to Company in delivery of the Services hereunder are Consultant’s proprietary information and exclusive intellectual property. Consultant will share materials with Company.

**5. Independent Contractor**

Consultant is and shall remain an independent contractor. Nothing in this Agreement shall constitute Consultant as a joint venture, partner, employee, agent, or legal representative of Company for any purpose whatsoever.

**6. Assignment**

Neither Party may assign this Agreement or any rights or obligations hereunder without the prior written consent of the other Party, and any such assignment without consent shall be null and void.

**7. Notice**

Notices under this Agreement shall be given by hand or by courier delivery and shall be deemed delivered upon receipt to the following addresses, or at such other address as specified in a notice duly given to the other Party:

If to Consultant, to:

NAME: K Miller Executive Consulting LLC  
ADDRESS: 188 82<sup>nd</sup> Street  
Brooklyn, NY 11209  
Email: [Kristin@kmexecconsulting.com](mailto:Kristin@kmexecconsulting.com)

If to Company, to:

NAME: NYC HDC  
ADDRESS: 110 Williams Street, New York NY 10038  
Email: [amERCHANT@nychdc.com](mailto:amERCHANT@nychdc.com)

**8. Governing Law; Venue**

The Parties shall comply with all applicable federal, state, local laws and regulations and nothing in this Agreement shall be construed to require either Party to violate such provisions of law or subject either Party to liability for adhering to such provisions of law. This Agreement, and all rights and obligations of the Parties hereunder, shall be governed by and construed in accordance with the laws of the State of New York, without giving effect to its principles of conflict of laws. The sole and exclusive jurisdiction for resolution of any disputes relating to, arising from or otherwise connected to this Agreement shall be in the state and federal courts located in the City and State of New York, and each Party hereby submits to the jurisdiction of such courts.

## **9. Survival**

Any provision of this Agreement, which by its nature should apply following expiration or termination of this Agreement, including Sections 3, 4, and 8, will remain in full force after any termination or expiration of this Agreement.

## **10. Severability**

If any term, provision, covenant, or condition of this Agreement is held invalid or unenforceable for any reason, the remainder of the provisions shall continue in full force and effect as if this Agreement had been executed with the invalid portion thereof eliminated.

## **11. Termination**

This agreement may be terminated by either party with three weeks written notice prior to the termination date. The Consultant will invoice for and be paid for the total amount of hours and work completed upon the time of termination.

## **12. Entire Agreement**

This Agreement (including the Exhibit attached hereto, which are hereby incorporated and made a part hereof and are an integral part of this Agreement) constitutes the entire agreement of the Parties with respect to the subject matter hereof and thereof and supersedes all prior agreements, arrangements, communications and understandings, whether oral or written, among the parties with respect to the specific subject matter hereof and thereof. There are no restrictions, promises, warranties or undertakings with respect to the subject matter hereof or thereof other than those set forth or referred to herein or therein.

## **13. Counterparts**

This Agreement may be executed and delivered (including via email portable document format (\*.pdf) or similar electronic means) in any number of counterparts, each of which shall be deemed to be an original, but such counterparts together shall constitute one and the same instrument.

[Signatures Page to be added]



# Budget

The total cost for the services detailed above is \$89,350. Please see details below:

Tasks	Hours	Costs
Task A: Create Process Review	80	\$13,000
Task B: Messaging Strategy & Communications Plan	41	\$6,500
Task C: Interview Stakeholders	94	\$14,700
Task D: Information Details	78	\$12,600
Task E: Identify Redundancy & Areas of Efficiency	44	\$7,000
Task F: Draft Recommendations on Needed Changes	39	\$6,500
Task G: Final Report	76	\$12,250
Task H: Administrative (includes \$500 for 10 client interviews @ \$50 each	92	\$16,800
<b>Grand Total</b>	<b>544</b>	<b>\$89,350</b>

# NYC HDC Homeless Housing Placement Evaluation RFP

## Appendix

**1. Equal Employment:** This consulting firm is a single proprietor LLC and does not have an Employer Information Report EEO-1. The firm is solely owned by a woman and in this proposed project is sub-contracting with 2 additional women and 1 non-binary person.

**2. Minority and Women Owned Business Enterprise (MWBE):** While this is solely a woman-owned business enterprise, K Miller Executive Consulting does not yet have certification from NYS SBS as a MWBE.

**3. New York City Location:**

**a.** This firm maintains its headquarters in New York City (Brooklyn) and the sole proprietor resides in NYC and has done so for 32 years, and has no plans to move from NYC. In addition, all subcontractors for this project live in New York City.

**b.** This firm is committed to the City of New York and will procure any needed goods and services from local sources. It is also committed to the development of or participation in internship programs or scholarships, corporate philanthropy, especially in the areas of housing and community development and policies with regards to the use of women-owned, minority-owned small business enterprises. The sole proprietor volunteers at a local aging services agency, is an Auxiliary member of the Brooklyn Botanic Garden, donates to multiple local nonprofit organizations and is a NYC Urban Fellows Alumni.

**Local Law 34 Compliance:** The **Doing Business Date Form** has been fully completed and included in the submission of this application as a separate email attachment.