Stout's Proposal for a Homeless Housing Placements Evaluation

Prepared for: New York City Housing Development Corporation

February 21, 2023

STOUT

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

RE: Homeless Housing Placements Evaluation – Request for Proposals

Alex:

Stout submits this letter of introduction to indicate our interest in the above referenced opportunity and our ability to start work on April 17, 2023.

Stout is uniquely qualified to assist the New York City Housing Development Corporation (HDC) with an evaluation of its Homeless Housing Placements process (HHP process). We have extensive experience providing strategic solutions to non-profits and government agencies assisting people experiencing the multi-faceted challenges associated with poverty, particularly related to housing instability, homelessness, and eviction.

Stout's professionals have expertise in process evaluation, strategy development and implementation, impact analysis, cost-benefit analysis, and program evaluation. We have assisted clients – government agencies, non-profits, legal aid organizations, civil and criminal court systems, and social safety net systems – in more than 40 jurisdictions across the country. Through these engagements, we have developed a breadth and depth of knowledge, experience and expertise related to housing issues and conducted innovative analysis, such as ground-breaking cost-benefit analyses for expanded legal representation in eviction cases, analyses of the sufficiency of housing subsidies, analyses of eviction filing outcomes and trends, analyses of trends and issues in public housing conditions, and analyses of emergency rental assistance data. Stout has worked with Continuums of Care (CoC) across the country on the analysis and interpretation of Homeless Management Information System (HMIS) data to complement other quantitative and qualitative analyses.

Stout's unique experience that is relevant to this proposal includes (and is further detailed in the proposal below):

- Stout has served as independent court-appointed expert for the New York City Housing Authority (NYCHA) since 2019 to assist NYCHA in understanding its data related to the occurrence and recurrence of mold and leak conditions. As part of its work, Stout has assisted NYCHA in identifying opportunities to foster sustainable improvement in compliance, improved resident engagement, developing iterative processes for identifying barriers to change, identifying process inefficiencies, reducing recurring

issues, and improving the experience and living conditions of residents. In this capacity, Stout also operates an independent call center that has assisted over 16,500 NYCHA residents since 2019 with mold and leak complaints.

- Serving as the Independent Evaluator for the Cleveland Eviction Right to Counsel, Milwaukee Eviction Right to Counsel, Connecticut Eviction Right to Counsel, and Maryland Eviction Access to Counsel programs.

- Serving as the independent evaluator for the National Center of State Courts' Eviction Diversion Initiative – a groundbreaking cohort of 12 court systems throughout the country each developing unique and innovative methods for eviction prevention and diversion. This work has included a variety of process mapping exercises, efficiency metrics, and integrated evaluation considerations.

- Using qualitative research methods to develop recommendations for process improvement associated with the delivery of services for students with disabilities at New York City public schools.

- Conducting robust cost-benefit analyses of eviction prevention and eviction right to counsel programs as well as other proposed and existing social programs.

- Developing strategic plans for organizations assisting people experiencing housing instability and a range of civil legal issues. These strategic plans have included recommendations for increased operational efficiency and effectiveness from a variety of stakeholder perspectives, including but not limited to intake and referral process analyses, data collection and system evaluations, staffing model refinements and workflow optimization, and removing barriers that potential clients may face when trying to interact with the organization.

- Using qualitative and quantitative methods to create reasonable caseload guidelines for attorneys representing clients in eviction proceedings.

- Analyzing the effectiveness of statewide intake and referral systems for civil legal aid providers who are often assisting people who may become homeless.

- Analyzing the impact that housing subsidies and rental assistance has on individual households and the need for social safety net responses to homelessness.

More information about Stout's relevant project experience can be found on pages 7-11.

Stout appreciates the opportunity to submit this proposal to assist the HDC in conducting an efficiency analysis of the HHP process. If there are questions regarding the content of Stout's proposal, please contact Neil Steinkamp at nsteinkamp@stout.com or 646-807-4229.

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Project Understanding and Approach

Stout understands HDC and the Homeless Housing Placements Task Force is seeking a consultant to undertake an intensive process analysis to evaluate homeless housing placements in HDC- and HPD-financed housing and supported housing as well as develop recommendations to significantly reduce processing time and administrative burden. The goal of the process analysis is to identify opportunities and strategies for increasing the speed at which households move through the placement process and are housed in HPD- and HDC-financed and assisted housing with a Human Resources Administration (HRA) voucher.

Stout is uniquely qualified to complete an efficiency analysis of the HHP process and develop recommendations for improved efficiency and stakeholder experience with the HHP process. Our approach to process and efficiency analyses leverages our expertise in quantitative data analysis (structured and unstructured) and qualitative research by learning from and listening to system experts, stakeholders, and people interacting with the HHP process. Furthermore, Stout has deep experience and expertise understanding systems, assisting people experiencing homelessness, and analyzing the data collected from these systems, as we have worked closely with Continuums of Care and Homelessness Information System data from jurisdictions across the country.

Given the significant work already completed by the in-house analytics team to create draft process flow analyses with cycle times, Stout's quantitative approach will center on leveraging these resources. We will seek to understand the key inputs, data sets, and assumptions used to develop the process flow analyses and cycle times to not only learn from the in-house analytics team but also inform the variety of conversations we will have with stakeholders and opportunities to enhance or supplement the process flow analyses based on these conversations.

Members of Stout's team dedicated to this project have a combined 50 years of experience conducting focus groups, interviews, and stakeholder engagement, including significant experience with stakeholders interacting with housing social safety net responses. Through Stout's work with NYCHA (and other matters), we have a deep understanding of resident communication strategies and barriers that arise when relocation is required, often delaying the process weeks or months. Through this work we have assisted over 16,500 NYCHA residents, including over 300 residents that required relocation. As described in detail in the section "Proposed Project Plan" below, we will use this experience to develop an understanding of the HHP process that is informed and guided by those who are most familiar with it and interact with it regularly.

In addition to stakeholder interviews with City agencies, non-profit homeless services providers, affordable housing providers, providers of rental subsidies, tenants, caseworkers, and building marketing agents, Stout will conduct comprehensive, nationwide independent research to understand the HHP processes of other jurisdictions and identify best practices based on their processes. Throughout the 90-day analysis, Stout will meet with the Director of Process Improvement for Housing Placements at HDC weekly (and more frequently as necessary) to share

what we are learning, ask questions, and seek feedback on any interim work product Stout develops.

At the end of the 90-day analysis, Stout will deliver a detailed report with its findings, recommendations, and a journey map of the HHP process (leveraging the work already completed by the in-house analytics team).

Team Description

Neil Steinkamp is a Managing Director at Stout in New York City and leads the Transformative Change Consulting Practice. Neil is a well-recognized expert and consultant on a broad range of strategic, organizational, and financial issues to government, business, court and community leaders and their advisors. He has more than 20 years of experience covering many industries and matter types. Clients seek Neil for his comprehensive understanding of: transformative change strategies; complex structured and unstructured data analysis and assessment; multi-stakeholder collaboration and coordination; the development of pathways to compliance and iterative change strategies; financial and fiscal impact analyses; and other complex topics. He has worked extensively to help resolve sophisticated problems involving large-scale industry and social issues. He also leads Stout's Pro Bono practice. In this capacity, Neil has served a wide range of individuals and organizations through the application of financial, economic, strategic, and data analysis concepts that benefit low-income individuals and underserved communities.

Kiersten Acevedo is a Director in Stout's Transformative Change Consulting Practice in New York City and has more than 15 years of experience providing consulting services, working with businesses, government, non-profit organizations, and legal advisors on a range of organizational, strategic, and financial issues. Kiersten has deep experience in large-scale transformations and has supported several multi-year transformation and improvement projects across various topics, including strategic planning, strategy and concept development, go-to-market expansion strategies, corporate strategy, compliance improvement strategies, and topics regarding financial and fiscal impact, sustainability, leadership, innovation, technology, and operational oversight. Kiersten has experience leading collaborative meetings and settings across various stakeholders and external parties, which allows for cross-functional engagement, creative thinking, and the development of innovative solutions to complex problems. Kiersten has extensive experience working with New York City's Public Housing Authority and the residents that it serves. Kiersten is the Co-Chair of Stout's Women's Resource Group and is actively involved in the firm's Pro Bono practice and Diversity, Equity, & Inclusion program.

Samantha DiDomenico is a Senior Manager in Stout's Transformative Change Consulting Practice in New York City. Samantha has nearly 10 years of experience providing consulting services to for-profit and non-profit clients in a variety of industries. She has developed expertise in understanding complex systems and data sets and their intersection with business and social issues. Samantha's work often includes conducting program evaluations, economic impact assessments, and cost-benefit analyses; interpreting and analyzing voluminous data sets; and developing transformative change strategies for her clients. She has extensive experience related

to housing issues, including those related to eviction, housing instability, emergency rental assistance, public housing, and programs designed to assist tenants in eviction proceedings. Samantha has developed cost-benefit analyses and independent evaluations of eviction-related programs in nearly 20 jurisdictions throughout the country. Furthermore, Samantha has experience leading collaborative settings such as focus groups and multi-stakeholder meetings, which are often a key element of her engagements. Through these interactions, she is able to create an environment where her clients can share their expertise and experiences, which informs her approach to her engagements and ultimately results in the transformative change her clients are seeking.

Relevant Project Experience

Court-Appointed Independent Data Analyst (IDA) for NYCHA and Operator of Ombudsperson Call Center (OCC) for NYCHA Residents with Mold and Leak Conditions

The *Baez v. NYCHA* case was brought on behalf of thousands of New Yorkers with asthma, living in public housing with mold, leaks, and excessive moisture and thus having health challenges exacerbated by their living conditions. NYCHA is required to remediate 95% of certain mold and leak work orders with seven to 15 days. NYCHA had not demonstrated it had a reliable understanding of its data to measure its compliance or identify why recurrence was so frequent or why remediation was taking so long. The court appointed Stout as the Independent Data Analyst as part of NYCHA's consent decree.

Stout's activities include, but are not limited to:

- Collaborate with NYCHA to develop revised court-required reports and create a data visualization platform to identify barriers to improved compliance, process inefficiencies and to monitor incremental progress in reducing recurrence and remediation times

- Frequent and regular interaction with various departments within NYCHA

- Monthly collaborative multi-stakeholder meetings

- On-going identification of opportunities to change the organizational culture at NYCHA through resident engagement, staff feedback, and regular dialogue regarding challenges and opportunities

- Data integrity reviews and data system process improvement strategies

- COVID-19 prioritization planning to minimize backlog while addressing staffing constraints

- Engagement with external stakeholders such as tenant associations and community-based organizations serving NYCHA residents

- Resident communication strategies and the development of a multi-channel outreach program to improve awareness of the independent call center

- Operate an independent call center to field resident complaints and ensure NYCHA resolves the complaints in a timely manner.[1] Since 2019, Stout has assisted over 16,500 NYCHA residents.

We continue to assist NYCHA with understanding its mold and leak data and how the data can be used to foster sustainable change in compliance and resident engagement, as well as developing iterative processes for identifying issues and creating systemic solutions leading to operational efficiency and the significant reduction of recurring mold and leak issues.

Data and Process Assessments of Services for Students with Disabilities at the New York City Department of Education

Stout is assisting with an ongoing class action involving the New York City Department of Education (NYCDOE). For students with special needs, the litigation sought to ensure the timely evaluation of students' needs and their subsequent placement in individualized programs according to their needs. Stout has collaborated with the parties to the litigation over the last 4 years to identify opportunities for process improvement and robust data collection to determine who is and is not being served, and the barriers faced by school districts that may result in non-compliance.

Analysis of Processing Time Data for Administrative Proceedings Involving Students with Disabilities Enrolled at the New York City Department of Education

Stout was retained by Plaintiffs' counsel the New York Legal Assistance Group to analyze data maintained by Defendants New York State Education Department (NYSED) and New York City Department of Education (NYCDOE) relating to administrative proceedings of students with disabilities enrolled in New York City public schools. Stout first reviewed the large data sets maintained by the NYCDOE, containing information pertaining to the timeline, activity, and status of administrative proceedings on a case-by-case basis, performed a reconciliation between the two data sets, and determined which data could be relied on. Stout then identified relationships between data elements in the data set, identified relevant data fields, communicated limitations and anomalies observed in the data, and conducted various calculations. Specifically, Stout calculated metrics relating to the time required for various steps in the processes associated with certain administrative proceedings.

Evaluation of the Efficiency and Effectiveness of Michigan's Intake and Referral Process for People with Civil Legal Needs

In early 2023, Stout completed a statewide efficiency and effectiveness analysis of Michigan's intake and referral systems/processes for residents with low-incomes who had civil legal needs. This project involved a system-wide analysis and process mapping to understand how efficiently and effectively Michigan residents were receiving the assistance they were seeking or were

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[1] Refer to www.ombnyc.com for further information regarding Stout's independent call center for NYCHA residents.

referred to an organization that could assist them. Stout interviewed a variety of stakeholders throughout the state to learn from their experiences and inform Stout's evaluation report. An important component of Stout's work in Michigan was conducting a thorough process analysis of Michigan's statewide call centers that were assisting residents with civil legal needs. To understand this process from the potential client's perspective, Stout developed 10 "personas" we used to conduct mystery calling. Stout's internal call center representatives contacted Michigan's statewide call centers as if they were a resident seeking assistance. During these calls, Stout's call center representatives recorded key data points about how long it took to be connected to a representative, how long it took to receive a call back, if the information provided was helpful, and if they experienced any barriers to receiving the assistance they were seeking. Stout also conducted independent research for this project comparing Michigan's statewide legal assistance website to those of other states to identify best practices and opportunities for Michigan's intake and referral systems/process to be enhanced. The project culminated in a comprehensive report with a process map and recommendations for a more efficient and effective intake/referral system and better user experience.

Strategic Planning and Process Assessment for Non-Profit New York City Law Firm

Stout was retained by one of the largest non-profit law firms in the country to create a strategic plan and assist with identifying process improvement opportunities. The plan was designed to increase operational efficiencies, create a data-driven culture of innovation, achieve transformative change for clients and communities, provide pathways for systemic change advocacy, and maintain financial sustainability. During the 18-month project, Stout engaged with staff at every level of the organization to seek feedback and learn from their experience and expertise. Stout also observed client-facing processes such as intake and referral, as well as internal processes such as case assignments, staffing, budgeting, and data collection. Stout worked closely with executive leadership of the organization throughout the engagement to share our findings and observations and develop a cohesive strategy based on their feedback. The engagement included developing a variety of process/system assessment tools and procedures to improve internal culture and collaboration; identify opportunities for process efficiencies or synergies; refine management roles and responsibilities to align with strategic objectives; create workflow optimization; and develop unique strategies for long-term transformative change in the delivery of legal services to its clients.

Strategic Consultant to New York Permanent Commission on Access to Justice

Stout has been serving as consultant to the New York Permanent Commission on Access to Justice (the Commission) since 2016. In this capacity, Stout has worked with this body to assist it in developing and implementing a statewide strategic action plan to provide effective assistance to all New Yorkers facing civil legal issues affecting the essentials of life. Stout traveled throughout New York State to listen to and learn from stakeholders (e.g., legal services organizations, community-based organizations assisting people experiencing homelessness and other issues, activists and organizers, the health care community, government agencies, the

court system) about challenges their community was experiencing. Stout used the feedback from these stakeholders to assist the Commission in developing a statewide strategic action plan to close the justice gap in New York State. The plan included recommendations from Stout to develop enhanced data collection, processes for reviewing data, collecting qualitative feedback, and developing both local and statewide strategies and coalitions.

Working Group Member for New York City Eviction Right to Counsel Caseload Guidelines Appointed by Acting Chief Judge Anthony Cannataro

Given Stout's expertise in data analysis and process analysis as well as our expertise with legal services programs across the country providing eviction defense and prevention, Stout was recently appointed to a working group by acting Chief Judge Anthony Cannataro to assist with developing guidelines for the time required for attorneys to effectively and efficiently represent tenants in accordance with New York City's Eviction Right to Counsel legislation. This has included a combination of iterative quantitative and qualitative information and research regarding the steps required for effective representation of tenants, the frequency of certain activities, the range of expected time required for each activity, practical limitations and barriers to greater efficiency, and consideration of organizational culture and staffing that will serve as the basis for recommendations by the working group.

Independent Evaluations of Eviction Right to Counsel Programs and Development of Fiscal Impact Analyses

Stout is currently retained as the Independent Evaluator for the Cleveland Eviction Right to Counsel, Milwaukee Eviction Right to Counsel, Connecticut Eviction Right to Counsel, and Maryland Eviction Access to Counsel programs. Furthermore, Stout serves as the independent evaluator for the National Center of State Courts' Eviction Diversion Initiative. In total, Stout provided or is providing consulting services to approximately 40 jurisdictions across the country related to programs assisting people experiencing housing instability or eviction, including New York City. In each of these jurisdictions, Stout seeks to understand what will happen to a household that experiences eviction and what are the public costs of the social safety net systems designed to assist these households. Stout consistently receives feedback (and observes in the data it is collecting) that a portion of households who experience eviction will also experience homelessness – either entering the emergency shelter system or living unsheltered. In each of these jurisdictions, Stout seeks to connect with the CoC and stakeholders with expertise in HMIS data. Their perspectives inform Stout's quantitative analyses of the cost of social safety net responses in response to eviction, and these stakeholders often share data related to length of stays in emergency shelter, rapid re-housing, and transitional housing which can be indicative how long placement processes may take in that jurisdiction.

These evaluations and Stout's cost-benefit analyses have included both quantitative and qualitative analyses of:

- Participant/client characteristics, demographics, outcomes, and experiences
- Data collected by civil legal aid providers, emergency rental assistance administrators, and other community stakeholders such as 2-1-1 and government agencies
- The efficiency and effectiveness of referral mechanisms and program procedures, particularly referrals to and collaboration with emergency rental assistance administrators and other civil legal aid providers
- The efficiency and effectiveness of court processes and barriers that court users, particularly unrepresented tenants with low incomes, experience when trying to interact with the court
- Staffing models, operational expenses and budgets, and cost savings
- Publicly available court data regarding eviction filing trends, party representation, court-assigned case dispositions, and case durations
- Outreach and communication effectiveness
- Impacts of eviction moratoria and indications of housing stabilization.

In 2015, Stout was retained by the New York City Bar Association's Pro Bono and Legal Services Committee to conduct cost-benefit analyses for the expanded representation of low-income tenants in eviction cases. This analysis and report contributed to landmark legislation guaranteeing access to counsel for all tenants facing eviction in New York City. Stout conducted similar analyses for the Philadelphia Bar Association's Civil Gideon and Access to Justice Task Force, contributing to Philadelphia's passing of historic right to counsel legislation. In 2019, Stout worked with the Los Angeles Right to Counsel Coalition to develop an economic impact report to be used in its advocacy with city and county legislators. In 2020, Stout worked with the Public Justice Center and a coalition in Baltimore to analyze the costs and benefits of an eviction right to counsel in Baltimore and Maryland. In 2021, Stout worked with Community Legal Aid Society Inc. and a coalition in Delaware to analyze the costs and benefits of an eviction right to counsel. Also in 2021, Stout worked with a coalition of legal aid providers in Pennsylvania to measure the costs of providing an eviction right to counsel across the state. Stout has ongoing engagements involving similar analyses or considerations in Detroit and New York State (outside New York City). In 2022, Stout completed analyses and reports for a coalition in New York State (outside New York City), Detroit, Miami-Dade, South Carolina and has ongoing engagements in Atlanta, Maryland, Nashville, Chattanooga, and Columbus. Stout's published reports are available at [Stout's Eviction Right to Counsel Resource Center](#).

Proposed Project Plan

Provided below is a proposed work plan for undertaking a 90-day process analysis of the HHP process. Stout's proposed work plan has 3 phases:

Phase 1: Understanding the HHP Process and Learning from Stakeholders

During Phase 1, Stout will coordinate with HDC and the Homeless Housing Placements Task Force to identify stakeholders within and outside government who have knowledge of and experience with navigating the HHP process and the ancillary social services systems connected to it. Once the relevant stakeholders are identified, Stout will collaborate with HDC to convene meetings with each to learn about the HHP process from their perspectives. Topics to discuss during these meetings would include but not be limited to:

- How information is received, stored, and shared throughout the process and through what medium (e.g., databases, online portals, spreadsheets, forms, paper logs)

- The current staffing models and roles and responsibilities of each staff person

- Where in the process different stakeholders experience challenges or inefficiencies, what those challenges or inefficiencies are, and how the process could be improved from their perspective

- Whether and to what extent data that is being collected is also being analyzed and used to inform process improvements

Stout understands an in-house analytics team has drafted process flow analyses with estimated cycle times based on statistical analyses of client- and unit-level data. Rather than rebuild the process flow analyses, Stout would seek to learn from this team's expertise and leverage the work already completed. There may be qualitative insights Stout gathers during Phase 1 that could supplement, inform, or enhance the quantitative analyses of client- and unit-level data. Stout will collaborate with HDC and the in-house analytics team to refine the current process flow analyses with its qualitative learnings, where appropriate. It would also be helpful for Stout to understand the inputs of and any assumptions made by the in-house analytics team to develop the estimated cycle times.

In addition to qualitative feedback from City agencies, non-profit homeless services providers, affordable housing providers, providers of rental subsidies, caseworkers, tenants, and other stakeholders, Stout would welcome the opportunity to analyze available data collected during the HHP process. Stout would focus our analysis on data points related to placement/processing times and time spent on tasks (by type of task) by stakeholders throughout the process. For example, Stout will review the in-house analytics team's process maps and the cycle times between activities/steps in the HHP process. Stout will work with HDC and the in-house analytics team to understand what quantitative data exists for formulating the cycle times between each activity/step in the HHP process. It will be critical to understand how this data is collected and whether it indicates a date and time for the start and end of each activity/step in the HHP process. If this quantitative data does not exist, Stout will work with HDC and the in-house analytics team

to consider reasonable proxies or qualitative information to support the development of detailed cycle times. Additionally, if the quantitative data does not exist, Stout can recommend supplemental data elements specific to cycle times that could be implemented to facilitate ongoing, iterative evaluation of the HHP process. Based on what type(s) of quantitative data is available related to cycle times, Stout will work with HDC to seek feedback during the stakeholder interviews about whether their qualitative perceptions of the cycle times is consistent with the quantitative findings. Stout has learned throughout its other engagements that qualitative feedback and the perspectives of stakeholders within and interacting with complex systems provide invaluable context for interpreting, confirming, or refining quantitative data elements.

Throughout Phase 1, Stout will meet with the Director of Process Improvement for Housing Placements at HDC and other client leadership weekly to share what we are learning during the stakeholder engagement process and seek their feedback on our approach and topics of discussion.

Phase 2: Comprehensive Independent Research on Other Jurisdictions' HHP (or similar) Processes

Concurrent with Phase 1, Stout will perform independent research to identify similar HHP processes throughout the country. The purpose of the research would be to identify best practices, opportunities for efficiency, and client experience improvements based on other jurisdictions. For example, the United States Department of Housing and Urban Development (HUD) Office of Policy Development and Research published in 2021 a qualitative assessment of King County (Seattle), Washington's coordinated entry system. Reviews of similar research on HHP processes and/or coordinated intake systems could inform where there are opportunities to:

- Minimize redundancy and increase efficiency, specifically by considering the role of government and external parties in the HHP process

- Ensure the HHP process is client- and stakeholder-centered

- Consider regulatory reform, the role of technology, how processing times can be improved, and staffing models that may enable a more efficient and effective HHP process for all stakeholders

- Develop quantitative measures and key performance indicators to monitor the efficiency of the HHP process and serve as benchmarks for iteratively improving the HHP process.

Stout would seek HDC's recommendations as to what research may be publicly available and which jurisdictions may be helpful to connect with to learn more about their HHP processes. It could be valuable to meet with representatives at HUD to discuss which jurisdictions would be valuable to connect with and learn more about HUD's experience conducting efficiency assessments or other evaluations of HHP processes. Based on these conversations, Stout would coordinate with HDC to reach out to other jurisdictions' HHPs or national advocacy organizations that may recommend HHPs with which to connect.

Phase 3: Creating a Comprehensive, Integrated Journey Map and Report with Key Findings and Recommendations

Stout will work closely with the in-house analytics team and leverage the work it has completed to create a comprehensive, integrated journey map. The journey map of HHP process will synthesize administrative complexities, outline estimated timeframes, and describe how information flows between steps of the process. In addition to the journey map, the comprehensive final report will include:

- A detailed description of the 90-day process of analysis

- A detailed description of Stout's methodology and process

- Key themes communicated by different stakeholder groups during interviews

- Findings from Stout's independent research on other jurisdictions' HHP (or similar) processes

- Recommendations that are informed by the qualitative feedback from stakeholder interviews as well as Stout's own data analysis and independent research

    o The recommendations will be formulated from multiple perspectives and roles, including but not limited to those of tenant applicants, caseworkers, building marketing agents processing applications, city agencies, non-profits, affordable housing providers, and rental subsidy providers.

    o The recommendations will consider opportunities for regulatory reform and refinements to the design of the HHP process, the technology used, and staffing models – all through the lens of increasing efficiency and creating a better client experience.

    o Stout will include recommendations for an ongoing efficiency evaluation to inform iterative refinements of the HHP process going forward. The recommendations will consider new or different data elements HDC could collect that would assist with ongoing efficiency analyses of the HHP process, opportunities to develop data visualizations and key performance metrics, and processes that could be established to ensure iterative evaluation (e.g., monthly reviews of key metrics, quarterly HHP process stakeholder meetings, annual review and refinement of data elements).

- Gaps in the HHP process that create unintended barriers for households experiencing homelessness trying to access services, including but not limited to administrative burdens and time-consuming sub-processes.

Proposed Timeline and Estimated Budget

Stout estimates the total professional fees for the scope of work detailed in the phases above would be approximately $100,000 - $125,000. In support of this important work, Stout has developed this estimated budget incorporating a significant discount to its standard hourly rates. The table below shows Stout's estimate of professional hours and fees by project phase. The estimated professional hours and fees are preliminary and subject to change.

Phase and Key Tasks	Estimated Hours and Timeline	Estimated Fees
Phase 1 – Understanding the HHP Process and Learning from Stakeholders - Meet with HDC and the in-house analytics team - Collaborate with HDC to schedule stakeholder interviews - Meet with Director of Process Improvement for Housing Placements weekly to discuss themes from interviews and progress on priorities Sub-deliverable: Preliminary summary of key themes from meetings and interviews with stakeholders to be delivered to the Director of Process Improvement for Housing Placements after 50% of interviews are completed.	160-240 hours Stout's work will commence on April 17, 2023. Stout anticipates these activities to be completed within 45-60 days of project commencement, contingent upon stakeholder availability.	$60,000 - $80,000
Phase 2 – Independent Research on Other Jurisdictions' HHP (or similar) Processes - Conduct independent research - Share findings and seek feedback from the Director of Process Improvement for Housing Placements regarding best practices and opportunities for increased	40-60 hours This phase is estimated to take 45-60 days concurrent with Phase 1.	$15,000 - $20,000

efficiency identified based on other jurisdictions' processes Sub-deliverable: Preliminary matrix/summary of key themes from Stout's independent research including best practices to consider for improving HHP process efficiency.		
Phase 3 – Creating a Journey Map and Report with Key Findings and Recommendations - Create a journey map of the HHP process including cycle times, administrative complexities, and information flows - Develop a comprehensive final report detailing Stout's process, research findings, key themes from stakeholder interviews, and recommendations Sub-deliverable: Preliminary draft report delivered to the Director of Process Improvement for Housing Placements within 60 days of project commencement. Stout will work to incorporate feedback into the final report within 10 days of receiving the feedback. Stout will deliver a final report for the Director's review at least 10 days before the end of the 90-day analysis period.	60 hours Stout anticipates these activities to be completed within 30-45 days of the completion of Phases 1 and 2. Stout will be drafting report content throughout the project to create a draft report as efficiently as possible.	$25,000
Estimated Total	**260-360 hours; 90 days**	**$100,000 - $125,000**

Appendix

1. N/A.

2. Stout does not anticipate utilizing subcontractors or joint-venture partners in this project.

3. (a) Stout has an office in New York City, and Stout's team dedicated to this project is based in its New York City office. There are approximately 80 employees in Stout's New York City office as of February 22, 2023. Stout's New York City office opened in 2007 as Stout's fifth location (out of 25 current locations). When the New York City office opened in 2007, there were less than 10 employees. The firm has not relocated any employees from New York City to outside of New York City and does not have plans for any relocations in the next 2 years.

   (b) Stout participates in a variety of local and national charitable events. Members of Stout's New York City office volunteer (at least annually) with a New York City-based non-profit or community organization. Stout offers a robust internship program and scholarship opportunities for women in business and diverse emerging leaders. Stout also prides itself on its Pro Bono Practice. Stout provides pro bono services to organizations that serve the interests of people with low-incomes; organizations or individuals advocating for public, civil, or human rights; non-profit organizations that would not otherwise be able to afford professional services or where the payment of fees for such services would significantly interfere with that organization's mission;, and certain small for-profit businesses that cannot otherwise afford such services and seek to fulfill a commercial need in an economically challenged neighborhood or to serve customers with low-incomes. Since our Pro Bono Practice was formed in 2008 in New York City, we have been engaged in more than 200 matters, eclipsing professional fees of $7.3 million contributed to pro bono service. We are proud of our commitment to supporting the needs of individuals with low-incomes and under-served populations. More information about our pro bono work can be found at: https://www.stout.com/en/about/pro-bono.