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LETTER OF INTEREST

February 22, 2023

Alex Merchant
Director of Process Improvement for Housing Placements
New York City Housing Development Corporation

Dear Alex:

The Adams Administration's commitment to reducing administrative burdens in government processes is commendable. Strada would be thrilled to take part in HDC and HPD's initiative to improve the homeless placement process to reduce the amount of time it takes to move individuals and families living in the shelter system to HPD- and HDC-financed properties.

Strada Ventures LLC is a Women-Owned Business Enterprise (WBE) affordable housing real estate consulting company that specializes in the financing, development, and asset management of affordable housing. Strada provides consulting services related to low-income housing tax credit affordable housing transactions, mixed income transactions, pre-development, closing, construction oversight, asset management, loan conversion, real estate tax abatements, and housing subsidy programs. Strada is a New York City certified WBE.

What differentiates Strada is its:

1. **Leadership and Team** consisting of affordable housing experts with deep experience working in the public and private sectors on affordable housing development, asset management and policy, including the former HPD Executive Director of Multifamily Stabilization Programs, the former HPD Deputy Director of Multifamily Housing Rehabilitation and Green Housing Preservation Loan Programs, the former HPD Deputy Director of the Supportive Housing Loan Program, and a former HPD Senior Credit Analyst. Strada is led by Courtney Horwitz who has spent over 20 years in the affordable housing industry, including ten years at Omni New York, one of the most prolific developers of affordable housing in New York City.
2. **Extensive prior work in improving the housing placement process** for youth aging out of the foster care system. In the last year, Strada was hired by Fair Futures, a coalition of 100+ organizations and foundations advocating for young people in the foster care system, to evaluate the barriers facing youth aging out of foster care to obtain and utilize Emergency Housing Vouchers set aside for them by the City. Strada's recommendations were presented to the NYC Chief Housing Officer, who, in turn, met with the agencies responsible for administering the program to implement a number of those recommendations.

Given Strada's extensive experience working on both the policy and implementation of affordable housing programs, it is uniquely positioned to develop clear, practical, and specific recommendations that will make it easier for individuals and families living in the shelter system to transition to permanent affordable housing. In addition, Strada's ability to build off the prior work it has done to improve the housing placement process makes it prepared to hit the ground running on day one to ensure a comprehensive evaluation is complete by day 90 in a cost-effective manner.

Thank you for considering our proposal. We look forward to discussing it with you.

Sincerely,

A handwritten signature in black ink that reads "Courtney Horwitz". The signature is fluid and cursive.

Courtney Horwitz

PROJECT UNDERSTANDING AND APPROACH

PROJECT UNDERSTANDING

Strada will develop clear, practical, and specific recommendations to streamline the homeless placement process to ensure homeless individuals and families leaving the shelter system experience a fast and smooth transition into permanent housing financed and supported by HPD and HDC. Strada will ultimately deliver a comprehensive report that will detail the current process, identify bottlenecks, and provide a series of recommendations that would significantly lessen the burdens applicants face in this process and decrease the amount of time it takes for an applicant to get housed. In addition, Strada will create materials that concisely outline the issues and related recommendations that can be used to communicate to other government officials. To create these deliverables, Strada will:

- Gain a thorough understanding of the current homeless placement process;
- Analyze all aspects of the problems that plague the current placement process; and
- Develop concrete, concise recommendations to improve the process.

APPROACH

1. *Understand the Current Process*

The first step is to fully understand the nuances of the current homeless placement process. Strada will research and review all available information, flow charts, fact sheets, and FAQs. Then we will interview stakeholders at HPD, HDC, DHS, and HRA to gain their perspective on how the process is intended to work and what is not working.

We will learn the process, step-by-step, of moving an individual or family from a shelter into HPD and HDC-financed housing. We will learn the different types of documentation that are required to be provided by tenant applicants. We will learn the systems DHS and HRA use to track tenant applicants and make referrals to HPD and HDC. We will learn the systems HPD and HDC use to track and intake tenant applicants, track vacancies in developments and make referrals to building marketing agents. We will learn how HPD and HDC coordinate with building marketing agents to place tenant applicants. We will learn how HPD and HDC brief and/or train building marketing agents on the process to place a tenant applicant in a development, and how they communicate any updates to protocols. We will learn HPD, HDC, DHS and HRA's staffing model for this process to understand where there may be redundancies or gaps in positions.

2. *Analyze the Problems*

Once we fully understand the process and how it is intended to work, we will seek to learn the barriers tenant applicants face by interviewing caseworkers who assist applicants move from the shelter system into permanent housing, applicants in the system, building marketing agents, developers who have homeless set-asides in their developments, and individual building owners. We will also interview experts in the field, i.e. the nonprofits that are providing services to this population, such as the Supportive Housing Network of New York (SHNNY), Corporation for Supportive Housing (CSH), Institute for Community Living (ICL), etc. We will create separate lists of interview questions for each stakeholder category that will probe the potential obstacles, such as:

Caseworkers/Non-Profits:

- **Process** – We will ask them how long the process is taking and at what steps they are facing obstacles, including getting into the details of which required documents are creating barriers
- **Agency Communication/Coordination** – We will ask them where there may be breakdowns in communication from agencies and what agency technology systems may be difficult to get through
- **Developers/Owners**– We will ask them what delays there may be from developers and/or building owners in moving in tenant applicants and if there are coordination issues between agencies and developers/building owners

Building Marketing Agents/Developers/Building Owners:

- **Agency Communication/Coordination** – We will ask building marketing agents and developers/building owners where there may be breakdowns in communication from agencies, including difficulties in notifying agencies of vacancies and coordinating the move in of tenant applicants between the agencies and caseworkers
- **Maintenance** – We will ask developers/building owners if there are any issues with turning over units once vacant to expedite the lease up process

3. *Develop Recommendations and Communication Plan*

Once well versed in the process and problems, Strada will develop a set of immediate/short-term, mid-term and long-term recommendations. Strada will use its own experience to think through recommendations but will also rely on information and ideas gleaned from interviews conducted during scope items 1 and 2. Strada will deliver a report that:

- **Outlines the current homeless placement process in its entirety and recommends a new journey map** that will reduce processing time, improve the quality of the tenant applicants' experience, and minimize errors. The new journey map will reflect an identification of:
 - The problems in each step of the current process, including redundancies and inefficiencies and parts of the process that may lack quality control. Strada will provide recommendations to address those issues within and outside of government.
 - Issues with current staffing models. Strada will provide recommendations on how to correct for staffing issues, including how to utilize and reorganize current staff to make the process more efficient and what staff positions may be missing to enhance the process going forward.
 - Issues for receiving, storing, and sharing information. Strada will provide recommendations on how to correct for those issues, including how platforms used by differing agencies could better work together to receive, store and share information.
- **Outlines a messaging strategy and communication plan** for government officials and related stakeholders involved in the administration of the homeless placement process. The strategy and plan will include materials that concisely relay the issues, recommend changes to the process and timeline for implementing those changes, as well as materials that can be used to train any new government staff and stakeholders on the process. In addition, the plan will include detailed protocols on how to train staff and stakeholders on the process and message any future changes to the process to ensure all parties are made aware.

TEAM

Courtney Horwitz will be the Principal leading the project. She is the Principal and Founder of Strada Ventures LLC. She has over 20 years of experience in the housing industry.

Prior to founding Strada, she worked at Omni New York LLC, an affordable housing real estate development company for over nine years where she served in many different roles as the company grew from a 16-person operation to a 500-person company during her tenure. During this time, she worked with a team to manage the acquisition, secure the financing, and oversee the rehabilitation of over 3,400 units of housing with a total transaction size of over \$650 million. During her tenure as Vice President, she created and grew an asset management department, integrated new acquisitions into Omni's portfolio, and ensured financial and regulatory compliance. Additionally, she oversaw Omni's energy efficiency initiatives.

Prior to joining Omni, she worked at HR&A Advisors, Inc., a real estate consulting firm, where she co-managed NYSERDA's Assisted Multifamily Program. She also worked at TAG Associates, LLC, a consulting firm that assists public housing authorities throughout the U.S., where she advised the Washington, D.C. Housing Authority's Section 8 Department. She is currently on the Real Estate Advisory Counsel of The Fifth Avenue Committee. She is a former board member of Women in Housing Finance and the past treasurer on the board of Neighbors Helping Neighbors. She is an alumna of the Coro Leadership New York program. She holds dual master's degrees in Public Policy and Urban & Regional Planning from the Woodrow Wilson School at Princeton University and a Bachelor of Arts degree from Tufts University.

Dara Yaskil will be the project manager, working on the day-to-day tasks of completing the evaluation and drafting the report. Dara has close to 10 years of affordable housing finance, development and policy experience from the public, non-profit and private sectors in New York City.

At Strada, she worked with Courtney Horwitz on the Fair Futures research project to evaluate bottlenecks in the housing placement process for youth aging out of the foster care system utilizing the Emergency Housing Voucher. She co-drafted the memo that outlined the issues and provided recommendations for how the process could be improved, which was ultimately shared with City Hall and the Chief Housing Officer.

Prior to her current role, she was the Executive Director of Multifamily Stabilization Programs in the Division of Preservation Finance at the New York City Department of Housing Preservation and Development (HPD). At HPD, she oversaw a team that closed on over 25,000 units of affordable housing as well as developed and implemented several energy and water efficiency financing initiatives and provided technical assistance to owners on the tax lien sale (Landlord Ambassador Program). Earlier in her career, she worked in supportive housing at HPD and Breaking Ground as well as a legal advocate at the Urban Justice Center. *While interning in the Division of Special Needs Housing at HPD she assisted Jessica Katz in an inter-agency task force on improving the housing placement process for chronically homeless individuals with mental health issues transitioning to supportive housing.*

She holds a Master's in City Planning from the Massachusetts Institute of Technology, where *her master's thesis was on barriers to accepting the Section 8 voucher in NYC. For this project she interviewed approximately 20 landlords. The Furman Center has been using her work to further advance research on the issue.*

Dara also holds a Bachelor's in Environmental and Urban Planning from the University of Michigan.



Evan Easterbrooks-Dick will be the co-project manager, assisting Dara Yaskil on the day-to-day tasks of completing the evaluation. Evan joins Strada after seven years working at the New York City Department of Housing and Preservation (HPD). Most recently, he served as a Senior Credit Analyst on the Credit & Special Underwriting Team in the Division of Policy and Strategy. In this role, Evan was responsible for reviewing and approving all HPD development projects and transactions involving subsidy and/or tax exemptions to ensure that they demonstrated sound financing and were consistent with Agency and City-wide policy goals. These projects spanned all HPD loan programs involving the preservation and new construction of affordable housing, including both rental and homeownership. Additionally, Evan led several policy initiatives, including co-leading HPD's efforts to develop a broadband policy that has already ensured free broadband for all residents in dozens of HPD-financed new construction projects.

In his previous role at HPD, Evan worked as a Senior Planner in the Office of Neighborhood Strategies where he managed the RFP process for developing affordable housing on City-owned land. In one noteworthy example, he wrote and managed the RFP process for the SustainNYC RFP in East Harlem, which brought 650 units of affordable housing to the neighborhood and resulted in one of the largest passive housing projects in the world. Prior work experience includes time at Abt Associates, a public policy research firm, and the Cambridge Housing Authority in Massachusetts.

Evan received his Master in City Planning degree from the Massachusetts Institute of Technology. He holds a Bachelor of Arts degree from Tufts University with a major in Sociology.



EXAMPLE CASE

Improving the Housing Placement Process for Youth Aging Out of Foster Care

In February 2022, Strada Ventures LLC was hired by Fair Futures, a coalition of 100+ organizations and foundations advocating for young people in the foster care system, to evaluate the barriers facing youth aging out of foster care to obtain and utilize Emergency Housing Vouchers set aside for them by the City. As part of that effort, Strada interviewed housing specialists, agency officials at HPD and ACS, and youth applicants to understand the current process and identify bottlenecks. The ultimate report was shared with the NYC Chief Housing Officer, Jessica Katz, who in turn shared the recommendations from the report with agencies administering the program to improve the process.

On the following page is the report we drafted and shared with City Hall.

Memorandum

To: Fair Futures Advisory Board

From: Dara Yaskil and Courtney Horwitz

Date: April 27, 2022

Re: Recommendations to improve the NYC Emergency Housing Voucher program for youth aging out of foster care

This memo provides recommendations to improve the current housing placement process for youth aging out of foster care via the Emergency Housing Voucher Program (“EHV”, the “Voucher” or the “Program”). The Program is a federal housing subsidy program intended to assist individuals and families who are homeless or at-risk of homelessness. The Program allocates additional Housing Choice Vouchers and related administrative costs to public housing authorities across the nation to address the homelessness crisis. The Program was launched in January 2021, with an initial start-up period of 18-months. “HUD will provide annual funding to cover the cost of renewals” until 2030.¹

In the initial 18-month phase of the Program, New York City specifically allocated 106, or 1.36%, of its total 7,788 EHV allocation to youth aging out of the foster care system who are homeless or at-risk of homelessness. New York City announced the Program in July 2021 but did not start to accept applications until September 2021. As of the time of the writing of this memo, 71 vouchers have been issued and 58 are currently in process. However, vouchers to youth were only issued starting in February, which is 5 months after the Program started to accept applications. To date, no youth have been able to secure housing with the Voucher.

In New York City and across the nation, the utilization rate, or EHV units leased, for the entire voucher program remains low, but New York City lags behind the national rate, and the percent of EHV units leased to youth lags behind other voucher categories in New York City:

	Total Awards	Active Issuances	Current Vouchers Leased	% Active Issuances of Total Awards	% Leased of Total Awards
New York City – All Categories	7,788	3,111	574	39.95%	7.37%
New York City - Youth Allocation	106	71	0	66.98%	0%
National	69,814	27,779	18,095	39.79%	25.90%

Source: Emergency Housing Voucher Dashboard: Summary.

https://www.hud.gov/program_offices/public_indian_housing/ehv/dashboard

As a result of the slow process to both issue and lease units via the Program, which was meant to address the acute homelessness crisis of the moment, the Fair Futures Advisory Board hired Strada Ventures, LLC to conduct research that would seek to understand the bottlenecks in the EHV housing placement process in an effort to provide recommendations that City agencies could implement to streamline the application process and decrease the amount of time it takes for an applicant to get housed once found eligible.

EHV Application Process Issues

It is currently taking months for the City to issue vouchers to youth. The biggest contributing factors to the delay in getting vouchers issued is the cumbersome four-step process that applicants and their referral agencies must complete to determine eligibility. Paul Williams, Director at ACS said, “Getting the voucher should be the easy part; unfortunately, it is not.” The below outlines the administrative issues with the current application process.

¹ HUD Awards \$1.1 Billion in American Rescue Plan Funds.

https://www.hud.gov/press/press_releases_media_advisories/hud_no_21_099.

1. Too many government agencies and platforms are involved in the administration of the Program. There are four agencies that are involved in the administration of the Program and four different online platforms that house different parts of the application process, creating confusion as to who a referral agency should go to if they are experiencing issues. ACS is the central point of contact to referral agencies if they need assistance, but they have not always been helpful in following through on issues to resolution, which has led to excessive delays in completing applications for youth. For example, one referral agency has most of their foster care services sites erroneously listed as Residential Treatment Centers (RTC) in the Coordinated Assessment Placement (CAP) system. RTCs are not eligible to provide referrals. ACS referred them to someone at HRA, but the referral agency has not been successful in getting HRA to change the designation in the CAP system or for ACS to intervene. As a result, they have not been able to complete applications for any of their youth.

In addition, referral agencies often experience technical difficulties with the various application platforms, including the inability to save information already entered, shutdowns, error messages when submitting applications and systems asking referral agencies to change the log-in passwords frequently.

The chart below details the agencies involved in the administration of the Program along with their roles and responsibilities in the process.

Government Agency	Responsibility	Function/Process
HRA	Administers and reviews CAP system survey	<ul style="list-style-type: none"> Intakes information to determine initial eligibility of applicant. Initial determination is based on age (must be between 18-25 years old), housing status (i.e. homeless or at-risk of homelessness), and area median income (cannot earn more than 30% AMI)
ACS	Generates log-in information to complete main application; serves as a general resource to referral agencies as they complete the application process	<ul style="list-style-type: none"> Once an applicant is determined as eligible, ACS provides permission to the applicant's referral agency to complete the main application via the NYCHA Portal.
NYCHA	Administers NYCHA Portal	<ul style="list-style-type: none"> The NYCHA Portal houses the main application for the Program. The application collects information on age, household composition, income, expenses, and citizenship. The application and associated documents are then passed along to HPD for final determination of eligibility.
HPD	Reviews main application from NYCHA Portal; collects additional documentation needed via HPD DTR Portal;	<ul style="list-style-type: none"> HPD's Division of Tenant Resources reviews the main application and requests additional documentation

	<p>administers briefing to youth; administers daily briefings to referral agencies</p>	<p>that may be missing or needed to determine eligibility.</p> <ul style="list-style-type: none"> • HPD collects any additional documentation via the HPD DTR Portal. • Administers a briefing with applicants to verify information provided in the application. • Administers a daily briefing to referral agencies that go over different topics related to the process and provide the opportunity for referral agencies to speak with a live person to resolve issues on specific cases
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2. HPD’s review is slow, lengthy and inconsistent. Once the main application is submitted through the NYCHA Portal, the application is passed to HPD for final review and voucher issuance. At HPD, it goes through several layers of review that oftentimes results in a lot of back and forth between HPD and the referral agency. Referral agencies have found the following issues with the HPD review:

- a. Oftentimes, reviewers will ask for information already submitted through the NYCHA Portal
- b. The same additional documentation requested by HPD will be requested several times by different reviewers, indicating that reviewers are not thoroughly looking at files before making requests or not placing documents received in their central organizational system. There have been many times when the DTR Portal is down and referral agencies have had to submit documentation to a general email address.
- c. Reviewers have provided inconsistent feedback on additional documentation needed to approve an application. For example, one applicant originally applied for the Voucher when she was working for another company, but lost her job by the time of the HPD briefing. After the briefing, HPD asked the applicant to provide a termination letter. When the housing specialist from the referral agency said the youth would not be able to obtain one, the reviewer spoke to her supervisor, and her supervisor said it would not be needed. While the outcome was favorable in the end, it took over a week to resolve this issue.

3. There are too many eligibility verification checks. There are currently three eligibility verification checks:

- a. CAP System/HRA Initial Verification: This verification check solely looks to determine that the applicant fits the basic criteria of the Program – 1) they are within age (18-25); 2) homeless or at-risk of homelessness; and 3) their income is not higher than 30% of AMI. Once HRA completes their review and determines an applicant is eligible, they then refer the applicant to ACS, who in turn, creates a profile for the applicant in the NYCHA Portal and provides permission to the Referral Agency to complete the application on behalf of the youth. This review takes between 1.5-2 weeks.
- b. NYCHA Portal/HPD Main Application Review: HPD reviews the application and backup documentation to determine eligibility, including income, expenses, educational status, and household composition. This review takes a few months because there is oftentimes back and forth between HPD and the referral agency on documentation submitted.
- c. HPD Briefing/Final Verification: Once HPD determines an applicant is eligible, they will schedule a briefing with the applicant to confirm that the information in the application is still correct. If an applicant’s income or household changes, then the applicant must submit new backup documentation and a Declaration of Change Form to HPD for review before a voucher is issued. Since it has been taking HPD a long time to review the initial applications, there is a high probability that the status of an applicant will have changed by the time the briefing is held. At this point in a youth’s life, their job statuses are changing frequently and information provided months prior may not hold true by the time of the briefing.

This verification check can add additional weeks to months to the determination and voucher issuance process.

4. **Daily briefing trainings are too general and breakout rooms designed to have a live person assist on individual issues oftentimes do not have the right people there to help solve issues.** HPD holds daily briefings between 2-4 pm to provide housing specialists at referral agencies a chance to re-learn or learn specific parts of the EHV program process. In addition, if a housing specialist has a specific issue with an applicant's application, they can speak with a live person to help resolve the issue. However, several housing specialists that were interviewed thought that the daily briefings did not provide useful enough information to help them better understand the process and did not know about the opportunity the daily briefings presented to speak with a live person on a specific issue they were dealing with.

There are mixed reviews from housing specialists on the effectiveness of the breakout rooms to resolve issues. Housing specialists praised the daily opportunity to speak with a live person, but pointed out the following issues:

- a. Each day, the breakout rooms are led by a different agency, so housing specialists must wait until the day the agency that they need is scheduled to resolve an issue.
 - b. On days when it was slated for HRA to attend, they would send someone from DHS or DSS, so they were not equipped to provide guidance and issues were not being passed along to the correct people who could then help resolve an issue after the call was over.
5. **Lack of repeated overview trainings.** When the Program was rolled out initially, there were soup-to-nuts trainings offered to housing specialists on the process; however, since the initial trainings, there are only piecemeal daily briefings on different parts of the process, and the trainings do not go into enough detail. This has presented two significant issues that have added to the time it takes for referral agencies to complete a youth's application:
 - a. When there is turnover at referral agencies of housing specialists, they are oftentimes not trained properly on the process; and
 - b. Parts of the process have changed since the Program was launched.
 6. **Housing Navigators are slow to respond to applicants and schedule walk-throughs with realtors/landlords.** Housing navigators were only assigned to eligible applicants in mid-March and are still working to establish connections with landlords. While housing navigators have established relationships with landlords that have previously worked with the City, they have been slow to schedule apartment viewings and there are not enough units identified to meet demand.
 7. **Difficulty in obtaining signatures on additional documents.** Because youth are in a particularly volatile period in their lives – juggling unstable housing, employment and schooling situations – they oftentimes have difficulty finding the time to sign additional documents that may be needed by HPD after the initial application submission. For example, if information about household composition or employment changes, in addition to submitting the additional back-up documentation, youth need to also sign a Declaration of Change form.
 8. **Automatic application rejections for applicants who are erroneously named on another NYCHA lease.** Housing Specialists have reported that youth who are erroneously on another NYCHA lease – typically, their biological parents' lease – are automatically getting rejected by the system even though the youth are not living in the apartment where they are named on the lease. One Housing Specialist recounted a case of one youth who has not been able to apply for the Voucher through the NYCHA portal because she was never removed from her mother's NYCHA lease after she entered foster care:

I have one youth right now that is completely barred from making a NYCHA portal at all because her birth mom has a past case with NYCHA...It's a settlement in relation to rent that her mom owes. Technically, since she was on the lease before she went to foster care, it involves her, especially now since she is an adult. She was never removed from her mom's lease, which is illegal. We're working on trying to find a way around that. The final court date for her birth mother is on May 4th, so after that I am really hoping we will be able to continue the voucher process...I have all of her documents lined up ready to go for as soon as we can get that sorted.

Landlord Issues

1. **Landlords are unresponsive to youth with vouchers.** While it is illegal to discriminate against a housing voucher, landlords are not responding to texts, emails or follow-up calls from youth or housing specialists that say they are looking for housing with an EHV. A housing specialist spoken with for this research said:

They completely ghost us, block our numbers, and move on. I've called them saying I'm a housing specialist, I'm working with this youth, and I've had people curse me out, saying we don't work with those [vouchers] anymore, we don't work with housing specialists anymore, you say one thing, we say another and we can't do it. I've started to tell them that I am the person viewing the apartments just to get the youth in the door, saying, "I'm a worker in foster care. I want to view this apartment." The youth goes in, they get the application, I've had a couple of youth apply to apartments. Both of them have been rejected.

From extensive research previously done on Housing Choice Vouchers, landlords are hesitant to rent units to individuals or families with vouchers because of the amount of administrative work that comes with accepting voucher holders, in addition to the amount of time it takes to get a unit inspected and approved for move-in.

2. **Landlords are less likely to rent units to youth without jobs.** As of the writing of this memo, youth do not need to be employed to receive an EHV; however, they are required to contribute a minimum of \$50 per month in rent if they do not have any income. HPD has stated that they are planning to reduce the minimum rent contribution amount in the latter half of 2022 to \$0 if an applicant does not have any income, but there is not a specified date as to when that is set to occur. Despite youth not being required to contribute a lot of money each month if they do not have any income, landlords are still less likely to rent units to youth without jobs. Housing specialists have cited the following stigmas landlords hold:
 - a. Landlords think that youth without jobs are irresponsible and will not properly maintain the apartment
 - b. Landlords worry that if they lose their voucher, they will not be able to afford any rent, and they will spend more money on legal fees pertaining to eviction proceedings

Referral Agency Issues

1. **When a housing specialist leaves a referral agency, there is oftentimes no continuity of housing services.** Most referral agencies only have one housing specialist on staff to work with youth to apply for the EHV program. When a housing specialist leaves, there is typically a gap in housing services provided to youth, and applications go unfinished, or youth are left unassisted in finding housing options. In addition, some agencies do not receive enough funding to hire a dedicated housing specialist and oftentimes will have an existing staff member who has other roles and responsibilities work with youth to complete applications. Since the application process for EHV is long, complex and requires a lot of follow-ups with youth, government agencies, and housing navigators, it is important for referral agencies to have dedicated staff that can fully devote their time to assisting youth throughout the application and apartment identification process.
2. **Not all referral agencies have youth's vital documents on file to easily and quickly apply for housing.** Not every referral agency spoken with have youths' updated vital documents on file and because youth move around a lot, they oftentimes misplace or lose their documents. Obtaining vital documents, such as a birth certificate, government-issued ID or social security card can add months to the housing placement process.
3. **Referral agencies do not set realistic apartment expectations for youth or help youth identify roommates to live with.** Part of the delay in getting youth housed more quickly is youth's expectations on the types of amenities that should be included in their apartment rental. Youth are typically looking to live alone with in-unit or in-building washers/dryers and an elevator. Since a significant portion of New York City's building stock does not include in-unit or in-building washers/dryers or an elevator, referral agencies must help youth understand that it is not typical to receive those types of amenities.

In addition, because New York City is a high-cost housing market with a low supply of available units, it is not easy to obtain an apartment that would provide youth with the opportunity to live alone in the neighborhoods

they desire to live. Many youth have had traumatic experiences in the foster care system that have turned them off from the idea of sharing an apartment with a roommate. Referral agencies have not provided enough education to youth on the positive aspects to having roommates or helping them identify roommates that could be a good fit.

Recommendations:

Immediate (0-3 months):

1. Program Administration

- a. HPD should review applications within 10 days of submission and eliminate the HPD Briefing if all documentation is submitted within 45 days of initial application submission. The time it is taking to review applications and verify information is too long. Oftentimes, by the time HPD has completed its review and received any additional documentation requested, a youth's status will have changed, and they will need to re-submit documentation after the HPD Briefing, further elongating the process to approval. Youth are at a volatile stage in their lives where their employment, school and housing status are in constant flux – they are often in and out of different jobs, school and housing. Below is a timeline for review that HPD should be held accountable to:
 - i. HPD reviews applications within 10 days of submission and request any additional documentation for review within that timeframe.
 - ii. HPD reviews any additional documentation submitted for review within 3 days of receipt.
 - iii. If all documentation is submitted within 45 days of the initial NYCHA Portal application submission, HPD should not hold a briefing to verify the information.
- b. Provide in-depth video tutorials on the application process. There is oftentimes high staff turnover at referral agencies on the Housing Specialist level. HPD should create in-depth video tutorials on the entire process that new Housing Specialists can watch to brief themselves on the process or existing Housing Specialists can watch to re-learn parts of the process. When Housing Specialists do not know how to complete parts of the process, it further elongates the process to submit a complete application.
- c. Provide contact information to Housing Specialists for staff at HRA, HPD, NYCHA and ACS. Contact information of government agency staff should be provided to all Housing Specialists; it is currently taking too long to resolve issues that have arisen because Housing Specialists are at a loss of who to reach out to when there is an issue. Government agency contact information should list staff that have direct involvement with the different parts of the process so that Housing Specialists know exactly who to turn to for assistance.
- d. Create an e-mail listserv for all Housing Specialists to receive updates on program processes and policies. HPD should create a listserv to regularly communicate with Housing Specialists on updates to program processes and policies to ensure information is uniformly disseminated.
- e. Allow youth who are erroneously named on another person's NYCHA lease to complete a fillable PDF application document to be submitted directly to HPD. NYCHA and HPD are not providing youth with another means of applying to the Program outside of the NYCHA portal. Youth should be allowed to submit a PDF copy of the application to HPD, along with additional documentation that proves they have not lived and/or cannot live in the apartment where they are named on the lease.

2. Referral Agencies

- a. Referral agencies should be given Adobe DocuSign subscriptions. Since it can be difficult for youth to go to referral agencies to sign documents in-person, referral agencies should be given funding to obtain Adobe DocuSign subscriptions so that youth can easily sign documents on their phones or computers.
- b. Referral agencies should be required to submit youth's up-to-date vital documents to ACS on an annual basis. Not all referral agencies have up-to-date vital documents for youth, including a social security card, birth certificate, and government-issued ID. If referral agencies were required to submit updated records of youth's vital documents to ACS on an annual basis, it would hold referral agencies accountable for collecting the documentation. In addition, all of the youth's information would be centrally housed and youth would be more readily prepared to apply to any benefits programs, instead of adding months to the application process as they wait for vital documents to be re-issued.

- c. Referral agencies should develop a partnership with one or two other referral agencies that can manage youths' applications when a Housing Specialist leaves to ensure there are no gaps in services to youth. Youth are not allowed to easily switch to another referral agency, but youth are being disadvantaged when there is turnover in staff, leaving detrimental gaps in stabilization services provided to youth. To ensure there is no gap in services provided when an agency experiences a turnover at the Housing Specialist level, referral agencies should develop partnerships with up to 2 other referral agencies that they can send their youth to, to manage the application process until a new Housing Specialist is onboarded and trained in the process.
- d. Referral agencies should set realistic expectations on the types of apartments the youth's vouchers can afford. Referral agencies should educate youth on New York City's housing stock and market to ensure youth are not passing up on apartments that could be a good fit, even if it does not check off all of the amenities on their wish list.

Mid-Term (0-6 months):

1. Salesforce questions should be folded into NYCHA portal application. To eliminate the number of platforms that need to be used to complete the application process, the Salesforce questionnaire, which asks applicants to specify the location of where they want to live and what they are looking for in an apartment, should be folded into the NYCHA portal application. Since HPD staff are using the Salesforce portal to track applicants, HPD staff should then enter the information from the NYCHA portal into the Salesforce portal to reduce the amount of steps it takes to complete the process. It is difficult to get youth to complete the amount of steps being asked for in the process to obtaining a voucher.
2. Create a field in the NYCHA Portal that requires youth to attest to not living in the NYCHA apartment where they are named on the lease. The NYCHA Portal should have a field that gives the youth the option to attest under penalty of perjury that they are not living or able to live in the NYCHA apartment where they are named on the lease, in addition to being able to upload back-up documentation proving as such.
3. Referral agencies should be adequately funded to hire full time housing specialist staff. Many referral agencies do not have adequate funding to hire full time housing specialist staff, so the staff that are assisting youth in applying for the EHV are also engaged in other responsibilities. Because the EHV process is so involved and requires a lot of follow-up on the part of the housing specialist with the youth, HPD, ACS, and housing navigators, it is important to have dedicated staff for EHV and other housing subsidy programs.
4. Create a youth aging out of foster care set aside preference in HPD development deals. HPD should require a 2% set aside preference for youth aging out of foster in their term sheets similar to their homeless set aside preference. Historically, HPD has closed on 25,000 units of housing annually. Requiring a 2% youth aging out of foster care preference would put an additional 500 new units online annually, which is roughly equal to the number of youth who are aging out of the foster care system each year.
5. Referral agencies should develop an initiative that would help youth get to the point where they would be comfortable with the idea of having a roommate. The initiative would accomplish the following:
 - a. Help youth access individual therapy to undo the trauma that they experienced when sharing space with their foster care family.
 - b. Help youth identify roommates that would be a good fit.

Long-Term (0-12 months):

1. Program Administration:

- a. Automate eligibility in the CAP system: Since the CAP system provides an initial verification check of youths' eligibility for the program based on basic data, including age, income and youth's foster care status, the CAP system should automatically provide an applicant's eligibility status instead of having the information reviewed by a live human. The automated CAP system review should be completed instantaneously upon submission. Upon an applicant's approval, permission to complete the main application should be granted via e-mail. This would decrease the application process by 1-2 weeks.
- b. Create one platform for the entire application process. NYCHA, HPD, ACS and HRA should create one platform to submit the application and any additional documents to. The platform should have built in review technology to spot things that are missing like a date or a signature, as many of these small

errors are made when submitting applications and end up taking weeks or months to resolve after submission.

2. Program Design

- a. Allow youth to use their vouchers across the New York Metropolitan area, including all of New York State, New Jersey and Connecticut, at initial lease-up. Utilization of the voucher is very low across all voucher categories, and especially among young adults, in high-cost housing markets like New York City. Allowing regional voucher use provides youth with a greater number of housing choice options that will ensure a quicker lease-up process. NYCHA and HPD should work with public housing authorities across New York State, New Jersey, and Connecticut to get youth housed across the region instead of only focusing on New York City.
- b. Create one voucher program or have all voucher programs mimic requirements. The housing market is currently oversaturated with vouchers because landlords are hesitant to lease units to voucher-holders, despite source of income discrimination laws. Voucher programs are historically administratively burdensome to participate in, and with the various voucher programs that are available in the market today, each with differing rules, subsidy amounts and requirements, landlords are even more unwilling to engage. Up until recently, there were 6 different voucher programs in the market – CityFHEPS, FHEPS, LINC, SEPS, Section 8, EHV. The City folded CityFHEPS, FHEPS, LINC and SEPS into the CityFHEPS program “to streamline service for tenants and landlords”². The solution is not for the city, state or federal government to create new voucher programs with differing names and requirements, but to have one voucher program that has specific vouchers allocations to differing populations. While the City has made steps in this direction, there are still too many voucher programs in the market under different names. Since it is most difficult to change the federal government’s requirements, New York City and State should use their funding to either add to the pool of Section 8 vouchers available or to administer their funding in the same way Section 8 is administered.

² New York City Department of Homeless Services. <<https://www1.nyc.gov/site/dhs/permanency/seps.page>>.

**Appendix A
Summary of Issues and Recommendations**

Issue	Immediate Solution (0-3 months)	Mid-Term Solution (0-6 months)	Long-Term Solution (0-12 months)
Too many government agencies and platforms are involved in the administration of the Program.	Provide contact information to Housing Specialists for staff at HRA, HPD, NYCHA and ACS.	Salesforce questions should be folded into NYCHA portal application	<ul style="list-style-type: none"> Automate eligibility in the CAP system Create one platform for the entire application process
<ul style="list-style-type: none"> HPD's review is slow, lengthy, and inconsistent There are too many eligibility verification checks 	<ul style="list-style-type: none"> HPD should review applications within 10 days of submission and eliminate the HPD Briefing if all documentation is submitted within 45 days of initial application submission HPD should provide clear public-facing instructions for the type of documentation needed for various issues that may arise 	N/A	N/A
<ul style="list-style-type: none"> Daily briefing trainings are too general and breakout rooms designed to have a live person assist on individual issues oftentimes do not have the right people there to help solve issues. Lack of repeated overview trainings. 	<ul style="list-style-type: none"> Record in-depth video tutorials on the application process Train the government staff managing the breakout rooms to follow up on questions they do not have answers to Create a listserv to send updates on process to all Housing Specialists 	N/A	N/A
Difficulty in obtaining youth's signatures on additional documents	Provide referral agencies with Adobe DocuSign subscriptions	N/A	N/A
Automatic application rejections for applicants who are erroneously listed on another NYCHA lease through no fault of their own.	<p>Allow youth to apply via a fillable PDF document and submit directly to HPD.</p> <p>Youth and Housing Specialist must submit documentation proving they have not been living and/or cannot live in the apartment where they are named on the lease.</p>	Create a field in the NYCHA Portal that requires youth to attest to not living in the NYCHA apartment where they are named on the lease, in addition to uploading back-up documentation	N/A
<ul style="list-style-type: none"> Landlords are unresponsive to youth with vouchers. Landlords are less likely to rent units to youth without jobs 		Create a youth aging out of foster care set aside preference in HPD development deals	<ul style="list-style-type: none"> Create one voucher program or have all voucher programs mimic requirements to reduce burden placed on landlords with having to comply with different sets of voucher requirements. Allow youth to use their vouchers across the New York

			Metropolitan area, including all of New York State, New Jersey and Connecticut, at initial lease-up
When a housing specialist leaves a referral agency, there is oftentimes no continuity of housing services	Referral agencies should develop a partnership with one or two other referral agencies that can manage youths' applications when a Housing Specialist leaves to ensure there are no gaps in services to youth	N/A	N/A
Referral agencies do not maintain up-to-date vital documents for youth	N/A	Referral agencies should be required to submit youth's up-to-date vital documents to ACS an annual basis	N/A
Referral agencies do not set realistic expectations to youth on apartment amenities, educate youth on the positive aspects of having a roommate or help youth identify roommates to live with	Referral agencies should educate youth on the types of apartments they can afford at the outset of the application process	Referral agencies should develop an initiative that would help youth undo the foster-care related trauma that is inhibiting them from exploring the possibility of having a roommate	

**Appendix B
List of Interviewees**

Category	Name	Organization
Housing Specialist	Stephanie Hooker	Lutheran
Housing Specialist	Kenia Valerio	JCCA
Housing Specialist	Josie Manucha	Forestdale
Housing Specialist	Renee Rivera	Cardinal
Housing Specialist	Christen Taveras	CV
Housing Specialist	Nichole Wilson	Abbott
Government	Sara Tempel	HPD
Government	Alyson Zikmund	HPD
Government	Paul Williams	ACS
Youth	Ericka Francois	Fair Futures
Youth	Jaylen Fitzpatrick	Fair Futures
Youth	Marcus Diego	Fair Futures
Youth	Dareth Ogle	Fair Futures
Youth	Tireca	Forestdale
Youth	Melina	Forestdale
Advocacy Organization	Katie Napolitano	Fair Futures

WORKPLAN

Week	Description	Deliverable
1: April 17-24	<p>Review existing materials on the housing homeless placement process</p> <p>Draft interview questions for government stakeholders</p> <p>Identify government stakeholders to interview</p>	<p><u>Sub-Deliverable:</u> Interview questions and list of interviewees for Director of Process Improvement for Housing Placements to review</p> <p><u>Due Date:</u> April 24</p>
2-5: April 24-May 22	<p>Interview government stakeholders</p> <p>Map current homeless placement process</p>	<p><u>Sub-Deliverable:</u></p> <ul style="list-style-type: none"> ● Map of current homeless placement process ● Bottlenecks and gaps identified by government stakeholders <p><u>Due Date:</u> May 22</p>
6: May 22-29	<p>Draft interview questions for caseworkers, non-profits and developers</p> <p>Identify caseworkers, building marketing agents, non-profits, and developers to interview</p>	<p><u>Sub-Deliverable:</u></p> <ul style="list-style-type: none"> ● Interview questions and list of interviewees for Director of Process Improvement for Housing Placements to review ● Map of current homeless placement process <p><u>Due Date:</u> May 29</p>
7-9: May 29-June 19	<p>Interview caseworkers, building marketing agents, non-profits and developers</p> <p>Identify bottlenecks and gaps in the current placement process</p>	<p><u>Sub-deliverable:</u> Bottlenecks and gaps in current placement process identified by caseworkers, building marketing agents, non-profits and developers</p> <p><u>Due Date:</u> June 19</p>
10-13: June 19- July 17	<p>Draft report and create communications strategy</p>	<p><u>Deliverable:</u> Report and communications strategy</p> <p><u>Due Date:</u> July 17</p>



ENGAGEMENT LETTER/CONTRACT

A template of Strada's consulting agreement is on the following page.

CONSULTING AGREEMENT

THIS CONSULTING AGREEMENT (this "Agreement") is made and entered into this XXX day of XXX, 20XX (the "Effective Date") by and between, Strada Ventures LLC ("Consultant"), having an address at, 661 St Johns Place, Brooklyn, NY and [REDACTED], a [insert form of entity] having an address at [insert address of entity] ("Client"). Consultant and Client are sometimes individually referred to herein as a "Party" and collectively referred to herein as the "Parties".

RECITAL:

Client desires to retain Consultant to perform certain services in connection with [REDACTED]. The Consultant desires to be retained by Client for such purpose, upon and subject to the terms and conditions of this Agreement. Therefore, in consideration of the mutual covenants and agreements hereinafter set forth, and for other good and valuable consideration, the receipt of which is hereby acknowledged, the parties covenant and agree as follows:

- Engagement; Consulting Services. Upon and subject to the terms and conditions of this Agreement, Client hereby retains Consultant to perform the services more particularly described in the relevant Statement of Work. The Initial Statement of Work is attached hereto as **Exhibit A** and made a part hereof (the "Services"). Any additional Services not part of the Initial Statement of Work shall be as agreed upon between Client and Consultant and shall be set forth in a new Statement of Work to be agreed upon between the parties. Consultant agrees to devote such time, effort and attention as may be necessary for Consultant to satisfy its obligations hereunder.
- Compensation. Client shall pay Consultant during the term of this Agreement in consideration of the Services rendered by Consultant, the compensation more particularly described in the applicable Statement of Work.
- Term. The term of this Agreement (the "Term") for each portion of the work identified on the Statement of Work, shall commence on the Effective Date and shall expire on the earlier of a) the date of completion of the last dated Statement of Work, as the same may be modified or supplemented, or b) as set forth pursuant to the termination procedures in the applicable Statement of Work. Upon termination of this Agreement all obligations of the Parties hereunder shall cease.
- Consultant an Independent Contractor. In carrying out its duties and obligations hereunder, Consultant's relationship to Client shall be that of an independent contractor. Consultant is not and shall not be deemed to be an employee of Client. Nothing contained in this Agreement shall constitute or be construed to be or create a partnership, joint venture or similar relationship between Consultant and Client.
- Ownership of Work Product. Client shall own all documents, information, software, deliverables and/or any intellectual property rights created by or for either Party during the term of this Agreement as a part of the Services (collectively, the "Work Product"). The ownership of the Work Product shall not include ownership by Client of the name of Consultant when the same is included in the Work Product. Client shall have the unfettered right to license or otherwise permit a third party to use the Work Product.
- Confidentiality. Consultant shall, and shall cause each of his/her representatives, agents and subcontractors (to the extent permitted by this Section 6) (collectively, "Representatives") to keep confidential, any and all information (including, without limitation, any proprietary information of

Client) acquired in connection with the performance of its obligations under this Agreement (in aggregate and individually, "Confidential Information"), and none of Consultant or any of its Representatives shall in any way use Confidential Information other than in connection with the performance of its obligations under this Agreement. Each Party may, however, disclose any Confidential Information to those Representatives who require such Confidential Information for the purpose of performing or assisting in the performance of their respective obligations hereunder, *provided* that such parties shall be advised in writing of the confidential nature of such Confidential Information and shall be bound by a confidentiality obligation of the type contained in this Section. Consultant may also disclose Confidential Information (i) which is or becomes generally available to the public without breach of this confidentiality obligation, (ii) which is or becomes available to the Party from a third party, provided that such third party did not receive the same, directly or indirectly, from any Party hereto or any person or entity affiliated with any Party hereto and such third party was not to the knowledge of the Party hereto under an obligation of confidentiality to the source of such Confidential Information at the time it was disclosed, (iii) to the extent disclosure is required by any applicable law or regulation, or by any authorized administrative or governmental agency, (iv) to the extent required by the federal securities laws or rules thereunder or the rules of any stock exchange or self-regulatory organization, or (v) as required in order to enforce Consultant's or Client's rights or remedies under this Agreement. The Parties agree that the covenants and agreements contained in this Section 6 shall survive the expiration and termination of this Agreement. In the event that any provision of this Section 6 should be determined by a court of competent jurisdiction to exceed the time or other limitations permitted by applicable law, then such provision shall automatically be deemed to have been revised and shall be construed as if the maximum time or other limitations permitted by applicable law were set forth herein. In the event of a breach of any of the covenants contained in this Section 6, Client shall be entitled to an injunction to restrain such breach in addition to any other remedies available at law or equitable. Consultant acknowledges that the provisions contained in this Section 6 are both reasonable and necessary for the proper protection of both Client's business and the Consultant's work product, and will not unduly restrict Consultant's ability to earn a livelihood in the event of the termination of this Agreement.

7. Liability; Indemnity. Consultant shall not assume nor incur any liability, duty or obligation to Client other than in connection with the performance of the Services, as expressly provided herein. Client shall indemnify, defend, and hold Consultant harmless from and against any and all claims, damages, liabilities, actions, suits, costs, expenses (including reasonable attorneys fees and expenses) resulting directly or indirectly from Consultant's performance of the Services pursuant to the terms and conditions of this Agreement; provided, however, that the obligations of Client pursuant to this Section 7 shall not extend to any unauthorized act of Consultant which is outside the scope of Consultant's authority or responsibility hereunder, or any fraud, negligence, willful misconduct or intentional tort perpetrated by or on the part of Consultant resulting, in any case, in economic harm to Client.

8. Notice. Any notice required or permitted to be given hereunder and any approval by the Parties shall be in writing and all notices shall be (as selected by the Party giving such notice): (i) personally delivered, (ii) sent by certified mail, return receipt requested, (iii) sent by overnight delivery service, to the Parties at their respective addresses set forth in the preamble of this Agreement or (iv) sent by e-mail with required return receipt indicating the e-mail has been read. Except as otherwise specified herein, all notices and other communications shall be deemed to have been duly given on the date of receipt or refusal if delivered personally or by overnight delivery service, or three (3) days after the date of posting if transmitted by mail as aforesaid. Either Party may change its address for purposes hereof by notice given to the other Party.

9. Assignment. Neither Party may assign its rights, title and/or interests under this Agreement, or any of its obligations hereunder to any other person or entity without the prior written consent of the other Party, provided, however, that Client shall have the right to assign this Agreement and its obligations hereunder to any entity owned or controlled by or under common control with, Client or any entity that owns or controls or is under common control with Client. The rights and obligations created by this Agreement shall be binding upon and inure to the benefit of the Parties hereto, their receivers, trustees, successors and permitted assigns.

10. Strict Performance. No failure by Client or Consultant to insist upon the strict performance of any covenant, agreement, term or condition of this Agreement, or to exercise any right or remedy consequent upon a breach thereof, shall affect or alter this Agreement, but each and every covenant, agreement, term and condition of this Agreement shall continue in full force and effect with respect to any other then existing or subsequent breach thereof.

11. Authority; Amendment; Counterparts; Partial Invalidity; Captions. Each Party covenants and agrees to the other that it has the authority to execute, deliver and perform its respective obligations under this Agreement. This Agreement may be amended only by a specific written instrument executed by Consultant and Client. This Agreement may be executed in several counterparts, each of which shall be deemed to be an original, but all of which shall constitute one and the same instrument. If any term or provision of this Agreement or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Agreement and the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, as the case may be, shall not be affected thereby, and each term and provision of this Agreement shall be valid and enforceable to the fullest extent permitted by law. The captions, headings and arrangements used in this Agreement are for convenience only and do not in any way affect, limit, or amplify the terms and provisions hereof.

12. Integration; Construction; Governing Law. This Agreement evidences the entire agreement of the Parties with respect to the subject matter hereof, and supersedes any and all prior agreements or representations of either of the Parties hereto. This Agreement shall be governed and construed in accordance with the laws of the State of New York without regard to the conflicts of laws or principles thereof.

IN WITNESS WHEREOF, Consultant and Client, intending to be legally bound, have executed this Agreement as of the date first above written.

Strada Ventures LLC

By: _____

Name: Courtney Horwitz

Title: Member

By: _____

Name: ____

Title: ____

EXHIBIT A

INITIAL STATEMENT OF WORK

Strada Ventures LLC
661 St Johns Place
Brooklyn, NY

Effective Date: _____

Phone: 646-339-8744
Email: Courtney@stradanyc.com
Attn: Courtney Horwitz

Client:	Client Contact: _____
Address:	Phone: _____
City:	Email: _____

Scope Of Services: *[Insert project description]*

Project Team: *[insert expected number of people required to work on project]*

Fees: Consultant shall be paid *[\$ insert agreed upon contract amount]* at the completion of the Scope of Services.

In addition to the Basic Fee, Consultant shall be entitled to reimbursement for out-of-pocket expenses (eg. Federal Express, travel out of NYC, etc.), except local travel reasonably incurred by Consultant in connection with the performance of the Services. Consultant will only have out-of-pocket expenditures as approved in advance by Client. Requests for reimbursement shall be accompanied by receipts or other evidence of expenditures made by Consultant.

Term: A maximum of year from the Effective Date, unless terminated at an earlier date pursuant to General Terms and Conditions described below.

General Terms and Conditions:

- Definitions.** Terms capitalized but not defined in this Statement of Work shall have the meaning ascribed to them in the Consulting Agreement.
- Term:** This Statement of Work shall remain in effect for years from the Effective Date set forth on the cover page (the “**Initial Term**”). Unless otherwise terminated with 30-days’ advanced notice, this Statement of Work will automatically renew for additional -year periods following the expiration of the Initial Term (each a “**Renewal Term**”). This Statement of Work may be amended and additional services purchased with the written consent of the Parties and no later than 30 days from the expiration of the Initial Term (the Initial Term and any subsequent renewal terms, the “**Term**”).

Fees may be adjusted after the beginning of any Renewal Term involving this Statement of Work.

3. Fees and Payment Terms: In exchange for the Services set forth above, Client agrees to pay Consultant in accordance with the fee schedule set forth above.
4. Termination:
 - a. Termination for Cause. Either party may terminate this Statement of Work upon the default of the other party. Default includes: (a) failure of any party to pay any sum due under this Statement of Work within 10 calendar days of receipt of a statement from the other party of such failure to pay, or (b) except for the failure in subsection (a), the material breach by either party of any of the terms of this Statement of Work or other Consulting Agreement and failure to cure such breach within 30 calendar days.
 - b. Termination for Convenience. Either party may terminate this Statement of Work on 30-days written notice.

EXHIBIT B

[FIRST] AMENDMENT TO INITIAL STATEMENT OF WORK

This [FIRST] AMENDMENT TO INITIAL STATEMENT OF WORK (the "Amendment") effective [date] is entered into between Strada Ventures LLC ("Consultant") and _____, a [insert form of entity] ("Client"). This Amendment amends the Initial Statement of Work (the "SOW") made between the Parties pursuant to the Consulting Agreement entered into by the Parties dated _____ (the "Agreement"). Capitalized terms not defined are ascribed the meaning set forth in the Agreement. This Amendment is subject to the terms and the conditions of the Agreement.

The Parties agree to amend the SOW as set forth below.

Exhibit A of the SOW is hereby amended to include [_____].

Except as expressly modified in this Amendment, the Consulting Agreement and the SOW remain unchanged and in full force and effect.

IN WITNESS WHEREOF, Consultant and Client, intending to be legally bound, have executed this Amendment as of the date first written above.

Strada Ventures LLC

By: _____
Name: Courtney Horwitz
Title: Member

By: _____
Name: ____
Title: ____



PROPOSED BUDGET

Strada's proposed budget is on the following page.

Strada Ventures LLC
HDC Homeless Housing Placements Evaluation
RFP Response
Estimated Hours and Cost

Rates	
Principal (P)	\$ 225
Project Manager (PM)	\$ 200

	Est Hours		Expense		Total	Total
	P	PM	P	PM	Hrs	Expense
1 - Understand the Current Process						
Review Existing Materials	2	6	\$ 450	\$ 1,200	8	\$ 1,650
Draft Interview Questions for Gov Stakeholders	1	3	\$ 225	\$ 600	4	\$ 825
Identify Gov Stakeholders to Interview	2	6	\$ 450	\$ 1,200	8	\$ 1,650
Interview Gov Stakeholders	2	25	\$ 450	\$ 5,000	27	\$ 5,450
Map Current Process	1	5	\$ 225	\$ 1,000	6	\$ 1,225
Total 1-Understand the Current Process	8	45	\$ 1,800	\$ 9,000	53	\$ 10,800
2 - Analyze the Problems						
Draft Interview Questions for Casework/NonProfits/Dev	1.5	5	\$ 338	\$ 1,000	7	\$ 1,338
Identify Casework/Market Agen/NonProfits/Dev to Interv	2	5	\$ 450	\$ 1,000	7	\$ 1,450
Interview Casework/Market Agen/NonProfits/Dev	4	30	\$ 900	\$ 6,000	34	\$ 6,900
Identify Bottlenecks and Gaps	2	10	\$ 450	\$ 2,000	12	\$ 2,450
Total 2- Analyze the Problems	9.5	50	\$ 2,138	\$ 10,000	60	\$ 12,138
3 - Develop Recommendations & Communication Plan						
Draft Report an Create Communications Strategy	10	45	\$ 2,250	\$ 9,000	55	\$ 11,250
Total 3- Recommendations & Communication Plan	10	45	\$ 2,250	\$ 9,000	55	\$ 11,250
Total	27.5	140	\$ 6,188	\$ 28,000	167.5	\$ 34,188



APPENDIX 1 – EQUAL EMPLOYMENT

N/A – Strada Ventures LLC does not meet the threshold requirement to file an EEO-1. There are currently 3 women who work for Strada, including the owner.



APPENDIX 2 – MINORITY AND WOMEN OWNED BUSINESS ENTERPRISE

Strada’s WBE certification issued by the New York City Department of Small Business Services is on the following page.



careers
businesses
neighborhoods

WBE Certificate

Strada Ventures, LLC.

This certificate acknowledges that this company has met the criteria as established by the M/WBE Program at the NYC Department of Small Business Services and is therefore certified as a Women-Owned Business Enterprise (WBE).

Certificate Number

MWCERT2020-5018

Expires on

8/31/2025

A handwritten signature in black ink that reads 'Bill de Blasio'.

Bill de Blasio, Mayor

A signature in black ink that has been completely redacted with a solid black rectangular box.

Jonnel Doris, Commissioner

APPENDIX 3 – NEW YORK CITY LOCATION

- a) Strada’s business address, since its founding, is 661 St John’s Place in Brooklyn, NY 11216. Additionally, Strada rents office space in Brooklyn Heights, Brooklyn. Strada has no plans to relocate its office outside of NYC.

Strada has 4 full time employees and 3 people who work for Strada on a project basis as 1099 workers. All 4 full time employees, the owner, and 2 of the 3 1099 workers reside in New York City. Strada has no plans to hire employees who reside outside of New York City.

- b) Strada is in the business of helping developers build affordable housing in New York City. We consider ourselves partners to the City in helping to produce the greatest number of quality affordable and supportive housing units for our City’s most vulnerable residents. Strada’s founder and employees are committed to this goal and have devoted their professional lives towards this mission. In that regard we understand that creating stable local jobs for local residents helps to further that goal. We are proud to be a NYC job creator and also a place where new professionals can grow and learn. To that end Strada recently applied to participate in CUNY’s Internship to Employment (I2E) program. Additionally we have hired former Morgan Stanley ANHD fellows and have recruited from the New York City Fellows Program.

Strada is also committed to supporting non-profit led developers and philanthropic organizations dedicated to NYC housing and community development. We are proud annual sponsors of many of these organizations’ annual fundraisers such as Riseboro, Fifth Avenue Committee, Neighbors Helping Neighbors, Community Access, Westhab, and WSFSSH, among others.

Strada also supports many hard working, grassroots BIPOC lead housing development firms in NYC. Strada was awarded three contracts with Enterprise to help NYC BIPOC lead housing development companies, including CB Emmanuel, Infinite Horizons, and IMPACCT Brooklyn. Strada is also helping a BIPOC firm who received funding from NEF to receive technical assistance. Strada was just selected to run the Enterprise Asset Management University training program, where the BIPOC participants will receive one-one-one technical assistance.



APPENDIX 4 – LOCAL LAW 34 COMPLIANCE

Strada Ventures LLC's complete Doing Business Data form is on the following page.