

# Task 3: Report

**City of New York  
Law Department**

Management Consulting Services for NYCHA

Issued:  
December 6, 2019

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December 6, 2019

Ashley Iodice, Esq.  
New York City Law Department  
100 Church Street, Room 5-205  
New York, New York 10007

Dear Ms. Iodice,

In accordance with KPMG LLP's contract with the New York City Law Department ("Law Department") to provide Management Consulting Services to the New York City Housing Authority ("NYCHA") – PIN 02519X004985, enclosed please find the following reports satisfying Task 3 – Reports within our scope of work:

- Current State Observations and Maturity Assessment Report (Report 1 and Report 2)
- Change Readiness Report (Report 3)
- Roadmap (Report 4)

The tasks and deliverables described herein reflect our understanding of the services requested by the Law Department, NYCHA, City Hall, and the Monitor. The Law Department acknowledges that these reports are in compliance with the terms of the contract, and that all required interested parties have reviewed the reports.

The enclosed reports also incorporate feedback from our own internal quality assurance process as well as updates based on the written comments provided by NYCHA, the Monitor, the Law Department, the Mayor's Office of Operations, and City Hall. In providing these deliverables, KPMG has undertaken no role or view that should be interpreted as public policy advocacy.

These reports are intended solely for use by parties noted in the contract, and are not to be reproduced or shared with any third party without KPMG's written agreement, except as is allowed by the terms of our contract agreement.

We wish to thank you and the entire team for the cooperation and assistance extended to KPMG's team to date. Please feel free to contact me with any questions or comments you may have at (347) 406-4598 or [cindycohen@kpmg.com](mailto:cindycohen@kpmg.com), or Lorna Stark at (212)872-3396 or [lstark@kpmg.com](mailto:lstark@kpmg.com).

Sincerely,

A handwritten signature in black ink, appearing to read "Cindy Cohen".

Cindy Cohen  
Principal



Cc: Lorna Stark  
Partner  
Government Sector Leader, and Advisory Industry Leader for State and Local Government

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# Overview

KPMG LLP began work providing management consulting services for NYCHA on May 28, 2019 on behalf of the New York City Law Department pursuant to the terms of the agreement entered into by the United States Department of Housing and Urban Development (“HUD”), the New York City Housing Authority (“NYCHA”) and the City, dated January 31, 2019 (the “NYCHA Agreement”).

The contract scope was to identify procedural, organizational, cultural, logistical, resource, policy, and other impediments to the efficient and cost-effective operation of decent, safe, and sanitary housing and sustained compliance with NYCHA’s obligations under the NYCHA Agreement. Task 3 within this scope of work was to complete the following Reports:

- Current State Findings Report (Report 1)
- Capability Maturity Assessment Report (Report 2)
- Change Readiness Report (Report 3)
- Roadmap (Report 4)

Based upon discussions with the project team, including the Law Department, City Hall, NYCHA, and Monitor, the Current State Findings Report (Report 1) and the Maturity Assessment Report (Report 2) were combined into one deliverable. The following reports satisfying Task 3 can be found in Appendix A:

- Current State Observations and Maturity Assessment Report (Report 1 and Report 2): An examination of NYCHA operations with a specific focus on how operations support the asset management and resident lifecycles. The assessment captured and modeled the interactions and relationships between different areas of NYCHA using the capability framework. Benchmarking and maturity analysis were used to identify gaps in NYCHA’s current practices and to identify opportunities for NYCHA to improve its performance and service delivery to residents.
- Change Readiness Report (Report 3): A narrative assessment of NYCHA’s current culture and readiness to undertake a transformation and implement the recommendations contained in Current State Observations and Maturity Assessment report. The Change Readiness Report also details the observations and findings from the Employee Engagement survey.
- Roadmap (Report 4): Provides a series of initiatives and activities that touch upon many aspects of the organization to support NYCHA’s transformation agenda.

# Appendix A: Task 3 Reports

## **Current State Observations and Maturity Assessment Report (Report 1 and Report 2)**

- NYCHA Current State Observations and Maturity Assessment Report (Report 1 & 2)-FINAL Dec2019
- NYCHA Current State Observations and Maturity Assessment Report (Report 1 & 2) Appendices-FINAL Dec2019

## **Change Readiness Report (Report 3)**

- NYCHA Change Readiness Report (Report 3)-FINAL Oct2019

## **Roadmap (Report 4)**

- NYCHA Roadmap (Report 4)-FINAL Dec2019

# Deliverable Acceptance

The undersigned acknowledge they have reviewed the final reports attached and authorize the Deliverable. Changes to this Deliverable will be coordinated with and approved by the undersigned or their designated representatives.

Submitting Organization's Approving Authority:

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Signature

Printed Name

Date

New York City Law Department

## Contact us

### Cindy Cohen

Engagement Principal

**T:** 347-406-4598

**E:** cindycohen@kpmg.com

### Lorna Stark

Partner

**T:** 212-872-3396

**E:** lstark@kpmg.com

## [www.kpmg.com](http://www.kpmg.com)

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