



# **P.A.C.T.** **DEVELOPMENT HANDBOOK:**

**PERMANENT  
AFFORDABILITY  
COMMITMENT  
TOGETHER**

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**AUG 2019**

**TOOLS AND BEST PRACTICES FOR PACT CONVERSIONS IN NYC**



**The P.A.C.T Development Handbook was created by Enterprise Community Partners in collaboration with Hester Street.**



**Enterprise Community Partners (Enterprise)** is a nonprofit organization that works with partners nationwide to finance, build and advocate for affordable housing for low- and moderate-income families.



**Hester Street (HST)** is an urban planning, design and development nonprofit that works to ensure neighborhoods are shaped by the people who live in them. Our goal is equitable, just and resilient neighborhoods and cities.

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*Cover photo: GSDNY*

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## HANDBOOK GOALS

The purpose of this handbook is to provide a resource for development teams, ensuring that the features unique to PACT and key lessons learned from the initial conversions are transferred early in the process for future PACT development teams. The Handbook describes and outlines successful approaches, considerations, useful tools and resources in order to:

- **Provide an overview of the PACT program for future development teams, highlighting best practices and lessons learned from the first four conversions;**
- **Emphasize components that are unique because of the PACT program requirements and/or the specifics of working with NYCHA and NYCHA residents compared to other affordable housing preservation projects;**
- **Highlight strategies throughout the process to maximize benefits for residents.**

The information included in this Handbook combines key takeaways from the Learning Collaborative and information collected during interviews with NYCHA staff and development team members who have participated in PACT projects. For a full list of interviewees see Acknowledgements on previous page.



Photo: NYCHA

# INTRODUCTION

## P.A.C.T. OVERVIEW

Public housing authorities (PHA) across the country have experienced significant disinvestment over the last two decades. The result is significant disrepair of housing developments that deeply impact residents' quality of life. In New York City alone, the New York City Housing Authority (NYCHA) has estimated its unfunded capital repair needs at \$32 billion. PACT (Permanent Affordability Commitment Together) is a key part of NextGeneration NYCHA 2.0, the Authority's 10-year strategic plan to ensure quality housing for all NYCHA residents, which is estimated to meet \$24 billion in repair needs.

PACT is New York City's program for creating public-private partnerships in order to make significant repairs and renovations to housing developments, streamline property management, and address the social service needs of NYCHA residents while ensuring ongoing affordability and maintaining resident rights. PACT is the umbrella name for three tools that enable the preservation of developments through Section 8 funding. This conversion puts developments on a more solid financial footing: Section 8 historically is a relatively stable, long-term funding source. Furthermore, leveraging the Section 8 funding platform allows NYCHA to finance critical capital repairs by accessing private debt and equity. PACT covers conversions under:

- **Rental Assistance Demonstration (RAD)**

RAD is a program of the U.S Department of Housing and Urban Development (HUD) that enables PHAs to shift a development's funding stream from Section 9 public housing funding to long-term, project-based Section 8 funding, enabling them and their development partners to leverage private debt and equity. Federal funding levels remain the same. See [HUD's RAD info page](#).

- **Section 18 Disposition and Tenant Protection Vouchers (TPVs)**

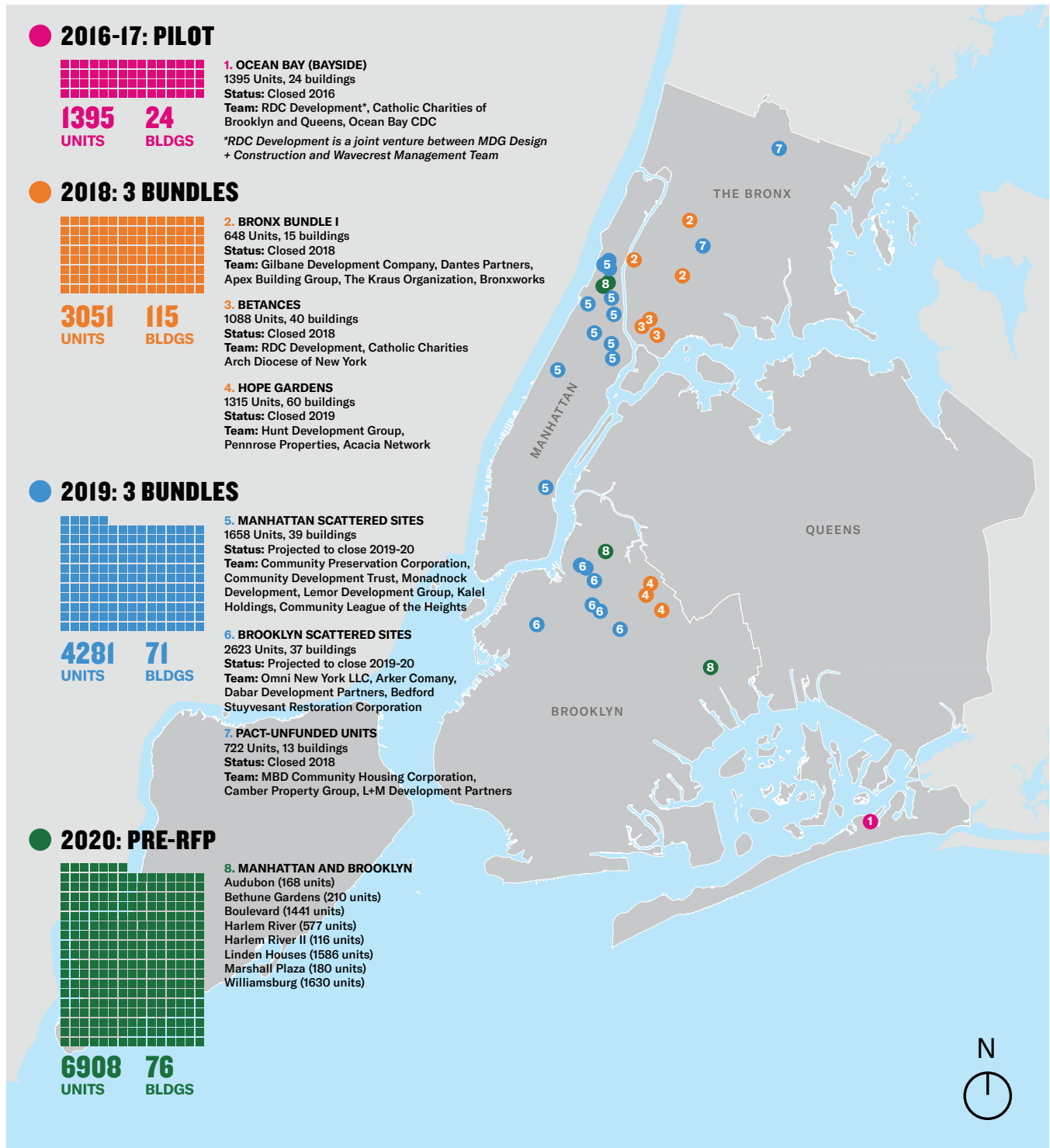
Section 18 of the Housing Act of 1937 allows PHAs to dispose of public housing units that meet specified criteria. PHAs can apply for project-based Tenant Protection Vouchers (TPVs), which provide higher levels of Section 8 funding relative to public housing funding levels (and therefore, RAD contract rents). TPVs also allow PHAs to leverage private debt and equity. See: [HUD's Section 18 info page](#).

- **Part 200 Disposition for LLC II/Unfunded Units**

NYCHA had eight (now two) developments that were originally constructed and funded by the City and State of New York but never received dedicated public housing funding after they were brought into NYCHA's portfolio. Through Part 200 disposition, HUD grants NYCHA approval to retain the Unfunded Units portfolio outside of the public housing program. Through PACT, NYCHA will use its existing Section 8 resources to convert these developments to project-based funding, which enables the Authority and its development partners to leverage private debt and equity to complete repairs. Ongoing federal funding levels are higher relative to RAD contract rents. See: [Part 200 PIH Notice](#).

# PACT ROLLOUT IN NYC

In 2016, NYCHA converted its first project through PACT at Ocean Bay (Bayside) Apartments which includes 1,395 units across 24 buildings in Arverne, Queens in the Rockaways. NYCHA has since committed to preserve at least 62,000 public housing units by converting them to Section 8 by 2028 through PACT.



## **LEARNING FROM PAST CONVERSIONS**

Since the closing of the first PACT deal and subsequent conversions, NYCHA has been updating protocols, streamlining processes and specifying details that were not foreseen in early conversions. These lessons learned are reflected in the structure of each new PACT deal and are expected to keep evolving as more developments go through the conversion process.

As NYCHA works towards its goal of preserving 62,000 units, different sites chosen for conversion will pose different challenges. NYCHA will preserve a variety of bundles, including scattered and smaller sites as well as larger, concentrated developments. This diverse portfolio will require a wide range of tools and resources for development teams. Approaches to resident engagement, communications, logistics, and construction will need to be tailored based on the particularities of each development and deal.

To date, development teams on PACT conversions have been selected by NYCHA through a competitive Request for Proposals (RFP). However, as of April 2019, NYCHA shifted towards a Request for Qualifications (RFQ) process to create a pre-qualified list of developers, property managers, general contractors, and social service providers. The list includes a mix of both large and small-scale development teams, which will enable a larger diversity of organizations to participate in PACT projects. See [NYCHA PACT Website](#) for updates on RFQ submissions and for the most recent Pre-qualified Developers List.

## **RAD LEARNING COLLABORATIVE**

In order to help jumpstart the learning curve, provide peer support, and enable standardized protocols across sites, Enterprise Community Partners (Enterprise) convened a development team Learning Collaborative in March 2018 with NYCHA and the development teams that are preserving the first four PACT sites.

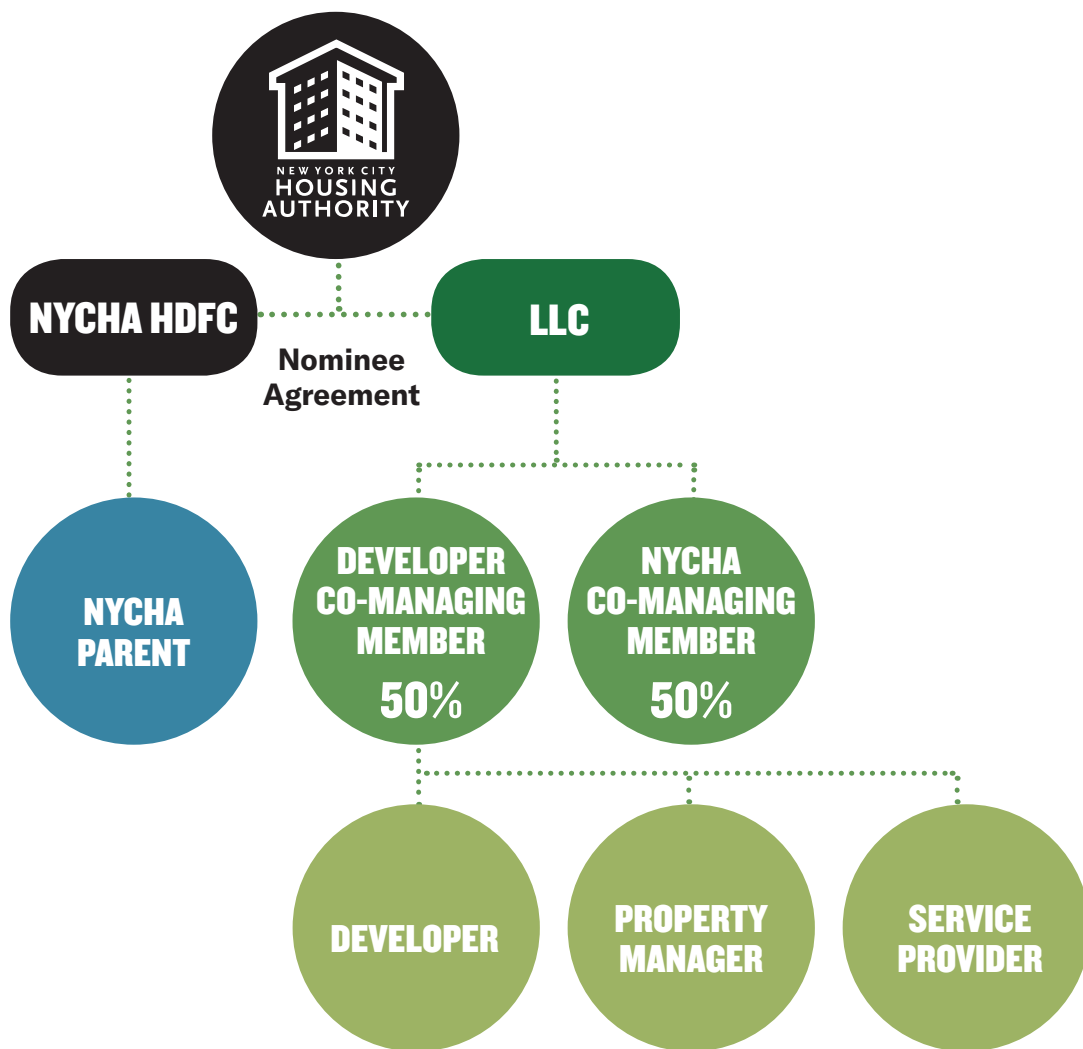
Enterprise Community Partners is a nonprofit organization that works with partners nationwide to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities. Enterprise has worked with a broad range of stakeholders in New York City as the PACT program expands with a goal of ensuring the program is implemented in a way that maximizes protections and benefits for residents and builds on early lessons learned and best practices.

The Learning Collaborative workshops, which took place over a period of approximately ten months, provided opportunities for discussion across critical areas including resident engagement, resident employment and services, property management and construction management for tenant-in-place rehabilitation, and temporary relocation under PACT. Importantly, the workshops provided an opportunity for developers and NYCHA to learn from the first PACT project in New York City as well as hear from newly designated development teams in real time about their experiences navigating the PACT conversion process.

# SECTION I: DEAL STRUCTURE

## OVERVIEW

PACT projects involve multiple stakeholders where coordination is key. Throughout the conversion process and beyond, the development team is in constant interaction with residents, HUD, local Community Based Organizations (CBOs), citywide organizations, NYCHA and other City Agencies, among others. Establishing clear roles and responsibilities and forming strong relationships is essential. The following section outlines relationships with key stakeholders within a typical organizational structure.





## NYCHA

PHAs across the country that leverage RAD or other preservation tools structure ownership and management of properties in different ways. In New York City, to guarantee public control and stewardship of PACT sites, NYCHA leases the land to a development partner that will repair and manage the development. NYCHA retains ownership of the land, a significant stake in the ownership structure of the buildings, and control over affordability requirements and resident protections as the Section 8 Contract Administrator and requires a purchase option and/or right of first refusal.

In New York, PACT deals are structured as a 99-year ground lease where NYCHA takes a 50% ownership interest and forms a Housing Development Fund Corporation (HDFC) to be the fee title owner, allowing the property to qualify for full tax exemption. Housing Development Corporation (HDC) is the primary lender on the projects, Low Income Housing Tax Credit (LIHTC) financing is not currently allowed as a source for PACT sites and although city subsidy is possible, NYCHA prioritizes proposals that minimize it. Any refinancing or restructuring of permanent debt needs to be approved by NYCHA and HDC. Details on the deal structure, financing and specific underwriting standards are included in NYCHA's RFP.

Although all communication and coordination between the development team and NYCHA is facilitated by the lead Project Manager in the Real Estate Development Department, in entering this partnership, development teams should be familiar with the following [NYCHA departments](#):

- **General Manager & COO**
- **Corporate Secretary**
- **Compliance Department**
- **Capital Projects Division**
- **Community Engagement & Partnerships**
- **Environmental Health & Safety Department**
- **External Affairs**
- **Leased Housing & Tenancy Administration**
- **Legal Affairs & General Counsel**
- **Mixed Finance**
- **Public Housing Operations**
- **Real Estate Development**

## HUD

Prior to closing, and as Section 8 Contract Administrator, NYCHA maintains direct contact with HUD and leads negotiations on HUD approvals. However, it is important that development teams engage in the process and participate in NYCHA-HUD conversations, even though NYCHA acts as the intermediary between development teams and HUD.

HUD's [RAD Resource Desk](#) is a useful tool for development teams. They can obtain information about RAD (both specific to the deal they are participating in and general information on RAD projects across the country) and keep track of the transaction/approval process.

## WORKING WITH LOCAL ORGANIZATIONS

In PACT development projects, collaboration with local organizations that have roots in the community and ties with NYCHA residents is invaluable. There is intensive work that NYCHA and development teams need to do on the ground with residents both pre-and post-closing. Whether it is including local groups in early community engagement and education, jointly planning a social service plan, or formalizing a “Resident Liaison” role within the ownership structure (See pg. 13 for a case study on Ocean Bay’s Resident Liaison), engaging these organizations early in the process is key for any successful PACT conversion. These organizations and their staff have strong relationships in the community and in-depth knowledge of resident needs, existing site conditions, and local dynamics that are crucial for everything from community engagement to property and construction management, and social service provision. This Handbook will outline specific instances and roles where local partners and development teams can work together for the benefit of the residents and the development.

### TEAM COORDINATION

**Given the many stakeholders involved in PACT projects, coordination is key. Communicate early, often, and effectively with all of them, including residents, development team members, NYCHA, HUD, local community organizations, and elected officials.**

- **Set recurrent meetings that ensure everyone is on the same page (in-person meetings go a long way in team building);**
- **Be proactive in flagging issues and working with the whole team to find solutions;**
- **Start early! Don’t underestimate the amount of work that goes into the conversion process and plan ahead;**
- **Be prepared to answer all questions related to the conversion or point people in the right direction even if it is not your role.**

# KEY TAKEAWAYS: DEAL STRUCTURE

1. **NYCHA plays a major role in the ownership structure to guarantee public control and stewardship of PACT sites**
2. **Establish a strong relationship with NYCHA and its different departments to make this a collaborative process**
3. **Participate in conversations and negotiations with HUD**
4. **Coordination and communication among stakeholders and different entities of the ownership structure is key**

## TOOLS:

- [HUD's RAD info page](#)
- [HUD's Section 18 info page](#)
- [Part 200 PIH Notice](#)
- [NYCHA Procurement Opportunities Website](#)
- [NYCHA PACT Website](#)
- [HUD's RAD Resource Desk](#)
- [NYCHA departments](#)

## SECTION 2:

# RESIDENT ENGAGEMENT

## OVERVIEW

A strong relationship between the development team and residents is crucial for the long-term success of the conversion process and for ensuring ongoing community support, trust and essential cooperation. Getting to know the community requires dedication and energy and will ultimately save time when it comes to thoroughly understanding repair needs and gaining access to units. Investing in relationships and communication up front will help to develop a more accurate scope of work, better tenant-developer relations and long-term stewardship of the development.

## RELATIONSHIP BUILDING

In taking on a PACT conversion, the development team is launching a long-term relationship with residents. It is critical to build trust from the beginning. Since timelines are often tight, start engaging residents early and often. Schedule a resident meeting as soon as your team is selected, establish an office on-site and a dedicated Resident Liaison so that residents know exactly where and who to go to with their concerns.

It is important to proactively communicate with the wider community: Resident Organizations (RO), community-based organizations (CBOs), on-site NYCHA staff, and local elected officials. These are the groups that residents already rely on and inviting them to be a part of the process will help you disseminate accurate information and build trust. Whenever possible, formally compensate community groups or resident leaders for their time and efforts to support engagement and education.

The Resident Liaison should serve as a link between residents and all members of the development team and be a consistent presence at meetings alongside NYCHA through closing and beyond. At scattered sites where establishing an on-site office is difficult, it may be helpful for the liaison to provide office hours or offer home visits. Although the Resident Liaison is a key point in the relationship between the development team and tenants, all members of the development team need to view their role as a “relationship builder” with residents.

Also note that there should be resident meetings/handouts/other engagement opportunities post-construction to continue building a relationship with tenants. Use the intensive engagement that needs to occur because of the conversion as an opportunity to structure ongoing communication with the residents after the deal is closed and construction is completed.

## OUTREACH

Outreach and engagement opportunities should be varied. Offering a range of different ways for people to be involved will help you reach a more diverse swath of the resident population – including those that don't typically participate. Maximize and incentivize participation at meetings by providing snacks, childcare and varied meeting times, and be prepared to have translated materials and interpretation in multiple, relevant languages. For large bundles, it is helpful to hold meetings in multiple buildings to ensure that you are reaching all parts of the development. Evaluate outreach throughout the process by keeping track of who you are engaging. Via sign in sheets, surveys and other documentation methods, capture basic demographic and development-specific information and compare against overall development demographics. Adjust outreach methods accordingly as you move through the process to ensure the broadest cross-section of residents are being reached. The following is a breakdown of outreach best practices:

METHOD	WHEN + HOW TO USE
<b>Share information with Resident Organization, CBOs, and elected officials</b>	Before meetings or major deadlines to make sure these groups can respond accurately if residents come to them with questions. Resources such as the RAD Resident Handbook, RAD Curriculum, the Guiding Principles, and NYCHA FAQs documents can aid in the outreach process
<b>Bulletin board notices</b>	Regularly post notices in highly visible places around the development to make sure information is public
<b>Flyering/door knocking</b>	Before meetings or major deadlines to make sure residents know what is coming up
<b>Robo calls/texts/emails</b>	The night before and morning-of inspections or repairs to remind people of their appointment

## COMMUNICATION

Creating a communications plan for your team will help ensure that everyone is able to communicate effectively with residents about upcoming changes. Provide clear, consistent and detailed messaging and materials, and avoid using jargon or highly technical language. It is important to keep in mind that this is work being done inside people's homes, that there is significant apprehension about such a major change and that miscommunication can greatly impact people's personal lives.

To mitigate the risk of misinformation circulating it is important to dispel myths early and often, especially around issues like displacement and affordability. Train ALL staff to respond to frequently asked questions - especially front-line social service, construction and management staff who will be interacting with residents daily before and after conversion. See the RAD resident handbook for detailed information on key resident issues.

Consider having experts in the room to answer general and specific questions about the program. Besides NYCHA, include trusted local CBOs, elected officials and resident representatives who understand the program and are familiar with resident needs and concerns.

## **RESIDENT LIASON**

Creating a formal role for a Resident Liaison to support resident engagement can have a huge impact on the success of a conversion. A Resident Liaison can both build capacity for the development team and make sure resident needs and concerns are being heard. Prior to closing, liaisons have lent support when residents were skeptical about the process and helped to build trust. During construction and beyond, they can help manage day-to-day communication between residents and different members of the development team.

An ideal candidate for a Resident Liaison is someone who has an existing presence in the community and experience engaging residents in local initiatives, such as an organizer from a CBO or service provider. In some cases, developments may have a strong existing CBO on site that can help fill this role, or it may be necessary to look to nearby organizations.

## **RESIDENT ORGANIZATION**

Resident Organizations (ROs) have an important role to play in resident engagement, from helping build trust with residents, to conducting outreach for meetings and supporting communication. Take the time to create a meaningful relationship with the RO president early on and get to know the board members. Talk to them about the program and make sure they understand the objectives, process and timeline. Also make sure to understand how they historically have engaged the rest of the resident population and how to best leverage their networks. Some ROs have subcommittees that deal with specific issues such as maintenance or youth development, and this specialized knowledge will provide valuable insight in assessing the property and finalizing scope.

It is also important to keep in mind that not all developments have ROs, and ROs are not representative of everyone. Work with NYCHA's Community Development team and existing CBOs to proactively identify other resident leaders such as those who participated in the Resident Leadership Academy, tenant watch groups, youth leadership groups, senior champions and other formal and informal leaders.

## **NYCHA'S ROLE**

Prior to selecting the development team, NYCHA will have held four meetings to talk to residents about the conversion process. Understanding how NYCHA has engaged residents in the past will make it easier to build on existing communication channels and avoid confusion. Before beginning resident engagement, talk to NYCHA about what information already has been shared and what resident concerns have come up.

# CASE STUDY: RESIDENT LIASON AT OCEAN BAY

Ocean Bay Community Development Corporation (OBCDC) is a social service provider that works to improve the health and safety of NYCHA residents in Far Rockaway. OBCDC is located within Ocean Bay (Bayside) Apartments, the first PACT conversion site in NYC, and is part of the ownership structure as Resident Liaison. Wavecrest Management, who specialize in managing affordable rental properties, has been managing Ocean Bay since 2016.

When NYCHA began holding town hall meetings about PACT, OBCDC began meeting with residents in smaller settings to help them understand how they would be impacted and explained the conversion to those who couldn't attend town hall meetings. As part of the development team selected, they were in regular conversation with both the team and residents, so they were able to help combat misinformation about the process.

Wavecrest Management understood the importance of OBCDC's role in the conversion process and hired a dedicated organizer who would enhance OBCDC's role. Residents already knew the organizer and felt comfortable coming to him with their concerns, which he could then bring to the development team all at once. Throughout the construction process he provided an on-the-ground perspective for the team and managed communication with residents and continues to do so in a permanent role now that construction is complete.



Photo: NYCHA

# KEY TAKEAWAYS:

## RESIDENT ENGAGEMENT

1. **Build trust**
2. **Plan for clear, consistent, detailed, ongoing communication**
3. **Train all staff and partners in communication and resident engagement**
4. **Establish a Resident Liaison role**
5. **Build a strong relationship with the RO**
6. **Hold meetings in different formats to reach all NYCHA residents**
7. **Engage the wider community to build trust and collaboration and ensure the spread of accurate information**

### TOOLS:

- [Hope Gardens Community Outreach Website](#)
- [RAD Resident Handbook](#)
- [RAD Curriculum](#)
- [RAD Guiding Principles](#)
- [FAQs and effective responses](#)



## SECTION 3:

# PROPERTY MANAGEMENT

## OVERVIEW

**It is critical that the incoming property manager (PM) starts getting to know the site and building trust with residents as early as possible. Keep in mind that the larger and more spread out the bundle, the longer it will take to get familiar with. Coordinating with the following groups will help ensure a smooth PM transition:**

- **Department of Buildings (DOB)**  
In order to avoid any delays to closing, review all documents on file with DOB to ensure that Certificates of Occupancy (COs) are active and accurate. It will also be helpful to review all current building violations early on to plan proactively for repairs.
- **Existing Property Management Staff**  
To leverage the institutional knowledge of the property, shadow existing PM staff and regular off-site staff (such as boiler maintenance teams) who know the buildings well. Keep track of work tickets coming in to get a sense of common issues and bring in specialized contractors to understand specific needs - for example having your exterminator or elevator consultant talk to NYCHA's team.
- **NYCHA's Operations Team**  
Coordinate with NYCHA's Operations team to access tenant folders and understand if there are residents in arrears or other information that will help with inspections, financing and repairs.
- **NYC Human Resources Administration (HRA)**  
HRA is the City department that administers Public Assistance Payments and is responsible for rerouting any rent benefits that residents receive to the new team. HRA uses a manual system to process benefits. In order to facilitate the transition of payments, this process should be started at least 3 months in advance of closing or as soon as the new entity name has been established and has a tax payer ID. Contact HRA as soon as you are awarded the site to promptly prepare for this process.
- **Tenant Participation Activity**  
ROs are eligible to receive up to \$25 per occupied apartment each year to support resident engagement and self-sufficiency activities. After conversion, the development team must account for the \$25 per occupied unit annual resident participation fee in their management and operations budget. NYCHA is applying the same requirement to the Unfunded Developments. In some cases, NYCHA may have unused TPA funds that it will transfer to the development team at construction closing. The development team can take up to 40% (or \$10 per occupied unit) of TPA funds for administrative costs. Refer to [NYCHA's Tenant Participation Fund Guidebook](#) for a detailed information on TPA eligibility and approval of activities. For a list of activities/approved uses of the funds reference the attachments on the [RAD Guiding Principles](#). Also note that NYCHA provides TPA training for the development team to ensure program understanding and compliance.

- **Resident Organization elections**

New management should be prepared to facilitate resident elections, using a neutral organization, post-conversion when RO term expires.

## LEASES

Before closing, NYCHA and the development team must work together to have all residents sign new leases. This process is energy intensive but should be seen as an opportunity to continue building the relationships needed to make repairs and manage the property. Lease-up will bring up a lot of questions, and the development team should be prepared with answers. Share clear and detailed information, provide support and consider asking The Legal Aid Society and other legal service providers, NYCHA Leased Housing Department, or other experts to attend meetings.

- **Collecting other information:** Lease-up is also an opportunity to collect resident information, conduct social service needs assessments and relocation surveys, get input on the scope of work and register residents for services - for example signing up for programs such as Family Self Sufficiency (FSS).
- **Communication:** Work with the Resident Liaison or a local service provider familiar with residents to make sure everyone is aware of their rights and responsibilities in signing the new lease. This may require setting up one-on-one meetings or making home visits to residents with disabilities, so it will be helpful to have a dedicated contact number for lease-up coordination. In larger and scattered sites, developers should be prepared for more groundwork. Establish an accessible location to conduct on-site lease signing, such as a vacant apartment or an on-site office. If possible, set a location in each building or multiple locations in scattered site conversions.
- **Online rent certification:** Keep in mind that some residents might not be familiar with the online Section 8 rent certification process and it's important to provide information on how this works and offer computer literacy support if needed. For example, at Ocean Bay (Bayside), in addition to setting up computers in the management office to assist residents in navigating the recertification procedures, Wavecrest brought 10 staff members onsite during late 2016 to provide the capacity to consult with residents individually about the changes to Section 8 paperwork and income certification documentation.
- **Lease Addition Day:** Tenants, pets and appliances that are not on the current lease with NYCHA will not be transferred to the new lease. Consider holding "Lease Addition Days" before new leases are signed to give residents the opportunity to add these to their leases. See the following Lease Addition Day case study for more information.



### NOTICE OF SECTION 9 CANCELLATION

NYCHA sends 30-day notice that section 9 lease will be cancelled



### LEASE ADDITION DAY

NYCHA allows residents to add family members, pets and appliances to their existing section 9 lease



### LEASE-UP

Residents sign new leases, development team distributes information and collects input on site + service needs



### UPLOAD DOCUMENTATION

Developers must scan and upload all PBV documents into the NYCHA self service portal



### CONVERSION

New property manager and development team officially take over site

# CASE STUDY: LEASE ADDITION DAY

In the Ocean Bay (Bayside) Apartments conversion, NYCHA worked with The Legal Aid Society to organize “Lease Addition Day,” an opportunity for residents to receive legal support in adding people, pets and appliances not currently in their public housing lease in order for them to transition to the new lease when signed. Ocean Bay had a huge turnout for Lease Addition Day, and it was a successful strategy towards getting leases updated before closing.

The Legal Aid Society saw the need for legal support and pioneered Lease Addition Day at Ocean Bay. Development teams should reach out to The Legal Aid Society or other legal service providers early to plan for a Lease Addition Day and help organize it by conducting outreach with local CBOs and coordinating day-of logistics such as space and additional staffing. A good turn out at Lease Addition Day is key for preventing displacement of people who are at risk because they are not currently on the lease. It is also a great opportunity to help residents understand conversion details related to rent and recertification.

Be clear and let people know that they may need to adjust to a big rent increase if they are living with adult children that are bringing in income – property management will recertify households and raise rent to 30% of household income even if NYCHA has overlooked this. Also note that approval of requests to add additional family members isn’t guaranteed, as those requests are processed per HUD protocols.



Photo: The Legal Aid Society

## STAFFING

The development team is required to provide existing NYCHA property management staff the opportunity to apply for positions with the new property management company and give them a right of first refusal for new positions for which they are qualified. Any staff members who do not wish to remain at the Properties after conversion will be redeployed to other NYCHA public housing developments at construction closing.

## GRIEVANCE PROCESS

The grievance process involves steps established by NYCHA for the resident and the landlord to follow to resolve disputes that may arise. A grievance does not have to be related to an eviction. PACT requires many of the same procedural rights related to grievances to remain the same after conversion, so it is key that the new Property Managers are aware of these.

Depending on the issue, some grievances will be processed by the new property manager and some by NYCHA. Grievances concerning appliances, pets and issues in the units will be processed by the new property manager. Grievances concerning Section 8 rental assistance will continue to be processed by NYCHA.

For more information on these procedures see [NYCHA Grievance Procedures](#) document.

## EVICITION PREVENTION

Development teams should make every effort to avoid displacement as a result of the conversion process. For residents that are in arrears, set up one-on-one meetings to discuss payment plans and offer referrals to service providers and city agencies who may be able to provide additional assistance. In certain instances, consider arranging to have arrears reduced in exchange for an upfront one-time payment of the remaining balance. In the Ocean Bay (Bayside) conversion, Wavecrest found it helpful to have a dedicated staff member working on rent related issues with residents to prevent the need to move to legal action. Below is a list of resources that can be provided to residents with rent arrears:

- [Housing Court Answers overview of options for assistance with rent arrears](#)
- [Coalition for the Homeless overview of one shot deals](#)
- [Mobilization for Justice overview of one shot deals](#)
- [Housing Court Answers information on getting assistance from charities for paying back rent](#)
- [Catholic Charities list of resources for avoiding eviction](#)
- [Coalition for the Homeless overview of the Bridge fund of New York City](#)

Also note that Section 8 landlords need to comply with the Eviction Proceedings per the [Williams Consent Decree](#). Eviction Certifications are available for online submission via the [NYCHA Owner Extranet](#).

# KEY TAKEAWAYS:

## PROPERTY MANAGEMENT

1. **Get acquainted with the site, its operations and NYCHA required procedures (like the grievance process) early on for a smooth transition**
2. **Share accurate and detailed information regarding lease-up with residents early on**
3. **Assist residents in the transition through Lease Addition Days, Online Rent Certification support and eviction prevention strategies**
4. **Dedicated a staff person to work on lease related issues pre-conversion**

### TOOLS:

- [NYCHA's Tenant Participation Fund Guidebook](#)
- [NYCHA Grievance Procedures document](#)
- [Williams Consent Decree](#)
- [NYCHA Owner Extranet](#)

# SECTION 4:

# SOCIAL SERVICES

## OVERVIEW

In addition to extensive physical rehabilitation, PACT conversions offer an opportunity to assess, restructure, and provide new social services at developments. Service providers are a crucial member of the development team who should be involved in all aspects of the conversion from the RFP response, to resident engagement and beyond.

Designing a social service plan that addresses resident needs and priorities involves significant groundwork in understanding what those needs are, what services are currently being provided, where there are gaps and which services will be phased out after conversion that might need to be replaced.

In most cases, existing service providers and new providers will jointly serve the PACT site and residents. This coordination is key in the success of a social service plan. Existing providers include those that run NYCHA community and senior centers through contracts with either New York City Department of Youth and Community Development (DYCD), the New York City Department for the Aging Funding (DFTA), or through grants, loans or other sources. After conversion, funding for social services will be provided by the project's development and operating budget.

## SOCIAL SERVICE NEEDS ASSESSMENT

In order to provide services that will best serve the community you are working with, it is important to understand what services are already available and where there may be gaps. Development teams should work closely with local CBOs (both those officially on site and those nearby) to understand their menu of services and capacity. Build off any existing needs assessments done by NYCHA or local CBOs to inform your survey approach, keeping in mind that these may be assessments of the broader area and not specific to the properties being converted. [The Department of Health and Mental Hygiene's Community Health Profiles](#), and New York's [Community District Profiles](#) can be a good source of information to assist in assessing the social service needs landscape.

Besides assessing services that are being provided, to identify service gaps you should reach out to residents to understand their needs including what services they value the most, what is lacking, and what could be improved. In order to make the most of everyone's time, integrate the social service needs assessment across other forms of community engagement. Include service needs as a

topic at highly attended meetings and at lease-signings and add questions on service needs to any surveys being conducted by other members of the development team or NYCHA. Given the existing service budget, ask residents to prioritize needs and use meetings as an opportunity for local CBOs to promote existing services that residents may not be aware of (See sample Social Service needs Assessment). Design engagement so that it is interactive, clear and accessible for residents. In asking them to prioritize consider using models like that of [Participatory Budgeting](#) that encourage residents to actively propose, advocate and vote for their ideas. Also consider working closely with the Resident Organization in assessing program and service needs.

Take into consideration that different parts of the community might have different needs so make sure your reaching different demographics and locations (especially at scattered sites) during your engagement.

## **TRANSITION AND COORDINATION**

Working with long-time existing providers is key. Existing providers often have deep and long-standing relationships with residents and other community stakeholders. They hold intimate knowledge of the community, and they have infrastructure and dynamics set in place that should be leveraged.

Once existing service providers are identified and you understand their menu of services and capacity through the social service needs assessment, incorporate them into your social service plan. Avoid duplicating the services they are already providing and instead fill in the gaps, enhance existing programs when needed, and develop a referral protocol to connect residents with the right services across the local service network. Also understand what, if any, services might be lost in the transition and prioritize filling that gap if it was well used and desired by residents (i.e. loss of ROSS grant threatened dedicated social service coordinator at Ocean Bay (Bayside) but development team filled in with new resources).

Collaborate with providers both on site, and in the broader neighborhood to create a comprehensive network of services for residents. At larger bundles with a more dispersed geography, there could be multiple service providers on the team that serve specific parts of the community based on their service area.

PACT transitions often represent a significant change for existing providers – including physical changes to their spaces, a new property manager/owner, new service partners to coordinate with, etc. Understand that there might be sensitivities regarding incoming service providers and fears around overall change. Working closely with all stakeholders and proactively engaging them to create a true partnership from the beginning is key in making of this change an opportunity to leverage new resources and collaboration. For example: in the Bronx Bundle scattered sites, BronxWorks worked with developers to use empty apartments as offices to conduct assessments and meet with tenants.

Straightforward, continuous communication and close collaboration can help create a healthy relationship and make the partnering process easier. A continuous open line of communication, assistance and resource sharing can go a long way. Think about establishing monthly meetings for the relevant service providers, and to the extent appropriate and/or necessary, also include the leadership from the RO, property management team and relevant city agencies.

# KEY TAKEAWAYS:

## SOCIAL SERVICES

1. **Create a thorough needs assessment by understanding existing services provided and working closely with residents and local organizations**
2. **Coordinate and build partnerships with providers to create a comprehensive plan that enhances existing programs and fills in gaps**
3. **Educate all social service providers about PACT**

### TOOLS:

- Sample social service needs assessment - appendix pg 38
- Sample social service needs survey - appendix pg 45
- Sample social service plan - appendix pg 46
- [The Department of Health and Mental Hygiene's Community Health Profiles](#)
- [Community District Profiles](#)



## SECTION 5:

# CONSTRUCTION MANAGEMENT

## OVERVIEW

One of the main goals of the PACT program is to provide significant repairs and renovations relatively quickly and to improve residents' quality of life. Careful project planning, coordinating with different stakeholders, and maintaining a good relationship and effective lines of communication with tenants is key to an effective approach across the project's long-term timeline.

## DEFINING THE SCOPE OF WORK

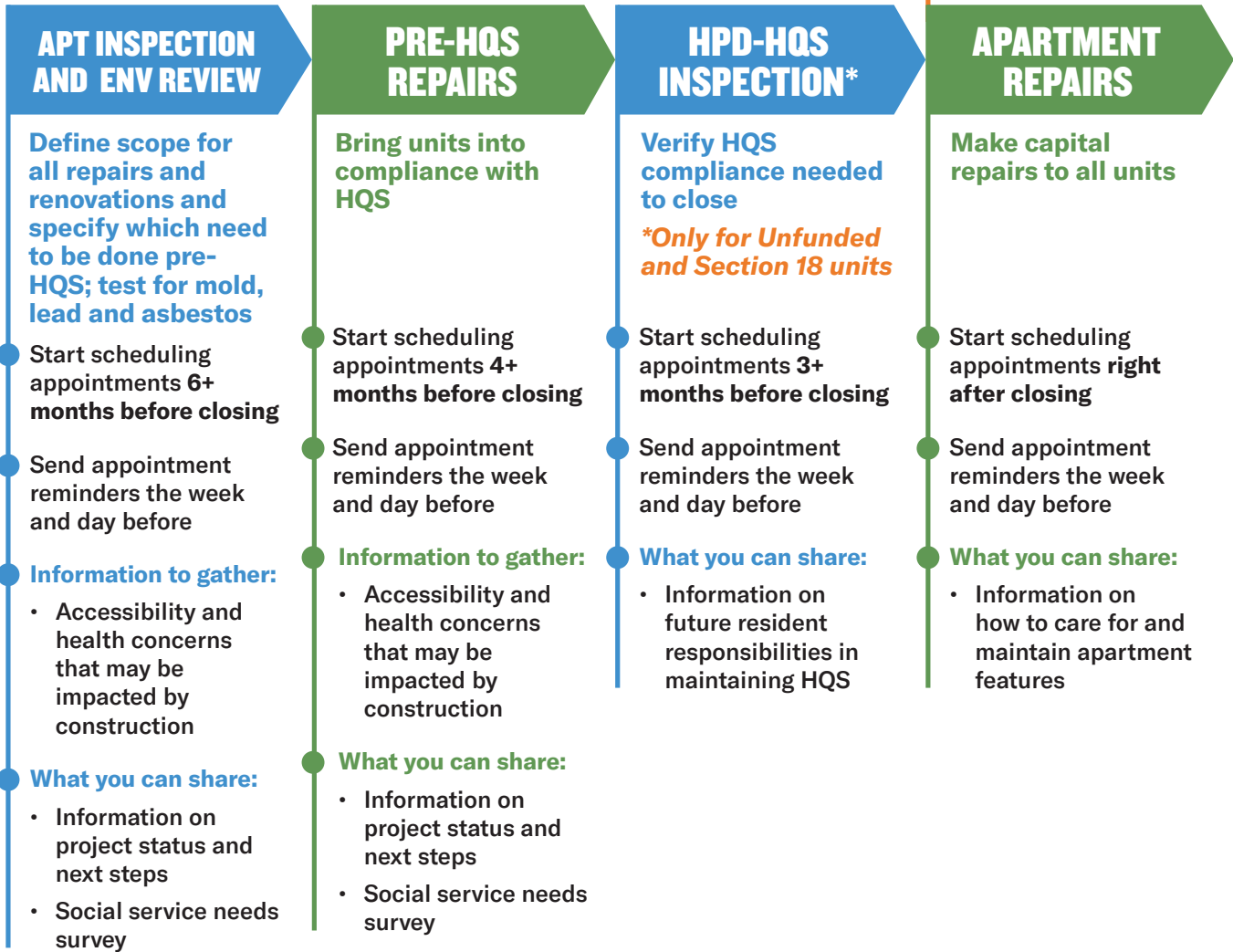
In defining the scope of work, which must, at minimum address the 20-year capital needs of the Properties as determined in the RAD Capital Needs Assessment (rCNA), development teams should use all available tools and data to gather detailed, comprehensive information on the state of the buildings and grounds. This will include information provided by NYCHA and residents as well as findings from the development team's own inquiries. The following list of tools and resources will be used throughout the process as the scope of work is developed and refined.

- **PNA (Physical Needs Assessment):** required by HUD from all PHAs every 5 years, the PNA contains data about the remaining useful life of building components. It reflects 20 years of needs and NYCHA uses it to prepare for the 5-Year Capital Plan. The development's most recent PNA should be used to determine the scope of repairs and renovations early on.
- **RCNA (RAD Capital Needs Assessment):** a detailed physical inspection of a property, required under the RAD Notice, to determine critical repair needs, short- and long-term rehabilitation needs, market comparable improvements, energy efficiency, unmet physical accessibility requirements, and environmental concerns including lead-based paint. Critical repairs are work that, in HUD's determination, address imminent health and safety threats to residents that must be completed before residents can occupy or continue to occupy the affected units. The rCNA is conducted by NYCHA and provided to the development team pre-selection and is the basis for the final scope of work.
- **IPNA (Integrated Physical Needs Assessment):** The final scope of work must also address all capital needs as identified in the IPNA, which may be a financing requirement. The IPNA is a property evaluation tool jointly developed and released by the NYC Housing Development Corporation (HDC), New York City Department of Housing Preservation and Development (HPD), and the New York State Homes and Community Renewal (HCR). The tool integrates an evaluation of energy, water and health needs into a full roof-to-cellar assessment of a property's physical conditions to ensure that the holistic needs of the property are addressed. HDC and HPD established a list of qualified providers that owners may use to complete an IPNA.

- **Enterprise Green Communities Criteria:** In April 2016, NYCHA adopted the [New York City Overlay to the Enterprise Green Communities Criteria](#) as the green standard for new construction. The Criteria provides the foundation for the [Design Guidelines for Rehabilitation of NYCHA Residential Buildings](#) and is an important part of the scope development.
- **Work tickets reports:** Residents can submit requests for repairs from NYCHA online or via telephone. Development teams can ask for weekly reports of these work tickets to better understand repair needs in the buildings.
- **Resident input:** Make sure to tap into residents' intimate knowledge of the buildings – both for input on their individual units as well as sitewide needs. They might know of things that are not apparent in inspections and can be crucial in determining the scope of work. Sending out surveys early on and scheduling large meetings as well as one-on-one conversations (during inspections) can be very helpful. The RO can also be a good source of information, especially regarding the most common and recurrent tenant complaints.
- **Site staff input:** Site staff knowledge is also invaluable. Distributing surveys, holding meetings and going on site walks with them is crucial. Consider talking to staff, especially the Property Manager, Property Maintenance Supervisor, other Maintenance Workers, Heating Plant Technicians and Caretakers. If past repairs have been made by outside vendors or NYCHA skilled trades staff, reach out to them.
- **Inspections:** A physical evaluation of the buildings and grounds is imperative in refining NYCHA's initial scope of work. Apartment inspections should be carefully planned to minimize tenant disruption and maximize information gathered. The following tips can help make the most out of the inspections:
  - Get resident buy-in! Inspections are an opportunity to build trust and inform residents about the project. Make sure inspectors accurately communicate overall project information and timeline, specific purpose of the inspection, and lay out next steps (upcoming inspections, resident meetings, general next steps, etc.). Also consider handing out this information to each unit in the form of a flier/pamphlet during inspection.
  - Get resident input! Inspections are great opportunities to get firsthand knowledge from residents about what works and what doesn't work in their development (see resident input above). Consider handing out surveys and equipping the inspector with a list of questions to ask tenants.
  - To the extent possible, streamline inspections to decrease apartment access needs and the associated disruption to tenants. (see Resident Appointments)
  - Consider having a representative from Property Management that accompanies others on the inspections. This will help maintain a consistent relationship with tenants and will ensure there is someone present that can speak to the overall project in case tenants have questions or concerns.
  - Consider formally inviting the RO leadership to join the team during the inspection which will help build trust with the tenants and address their concerns.

# APARTMENT VISITS TIMELINE

The following timeline shows a sequencing and grouping of inspections, repairs and information-sharing that looks to minimize tenant disruption, maximize information gathered and ensure timely compliance with regulations.



## HOUSING QUALITY STANDARDS (HQS):

These are the minimum standards established by HUD to ensure that each unit is “decent, safe, and sanitary.” HQS inspections include unit interiors, building systems, building common space and exterior, and focus on general health and safety conditions including lead-based paint and exposed electrical hazards. These are an important part of the PACT conversion process pre- and post-closing. For more information see [HUD HQS website](#)

- **Pre-closing:** All units being converted through Section 18 and all Unfunded Development units need to be HQS compliant before closing. Because of this, development teams need to budget for time and funds to address repairs in a timely manner. Having a pre-HQS inspection in addition to the inspections NYCHA or HUD might have already conducted, (see [HUD Inspection Checklist](#) to understand what makes a unit non-compliant) can be useful to identify violations and fix them before official HQS inspection, avoiding delays in overall process. Coordinate with NYCHA Leased Housing regarding on site pre-HQS inspections in preparation for HPD inspections.
- **Post-closing:** Once public housing is transferred to the Section 8 platform, HQS inspections have to be completed every two years to ensure ongoing quality long-term. Use HQS inspections to inform residents of their responsibilities in maintaining HQS and clarify that their failure to respond to an HQS inspection could result in their loss of subsidy. Because these occur recurrently every two years after construction, they are also a great opportunity for the property manager to inform residents on how to maintain and use their apartment features (especially locks and floors). Consider handing out materials that explain this.

## RESIDENT APPOINTMENTS

Coordinating apartment access has been one of the biggest challenges in past conversions. Because apartments receive multiple visits for inspections, construction, HQS repairs, and post-closing project repairs and renovations, careful planning can go a long way in keeping to a tight timeline (see Example Resident Appointments Timeline on the previous page). To make the most out of apartment visits and appointment planning, it can be helpful to keep in mind:

- Apartment visits are key points in the process to build trust! These are moments in the project where residents have direct one-on-one contact with project staff so make the most out of them (see Inspections section above).
- Minimize the number of visits to each unit by combining access needs.
- Give advance notification to residents and provide clear information on what the visit will entail.
- Re-confirm visit the day before and/or the morning the day of.
- Accommodate different schedules and provide flexibility.
- Make sure your project team keeps the appointments. Demonstrating that the development team keeps its commitments is crucial to building a strong relationship with tenants.
- Given that some of the visits will be conducted by consultants (inspections) and/or subs (construction), think about creating customer service protocols/standards/expectations and training all staff that will engage with residents.

- Have one same point person on site handling inspections and resident appointments so residents know who to contact and to provide overall project consistency.
- Work with resident leaders, ROs and CBOs to minimize access-related issues when tenants don't keep appointments or don't allow access to their apartments. Depending on the reason for non-access plan for mediation or social service involvement before resorting to legal intervention.
- Use appointments to gather information/input from residents:
  - Accessibility and health issues – survey residents during inspections to understand health concerns that will be impacted during construction;
  - Distribute social service needs surveys;
  - Communicate/hand out general project information, timeline and next steps.

## COMMUNICATION

It is important to maintain an open two-way flow of communication with residents. Beyond apartment visits, making sure they are aware of the construction process and where/how to get information on it is key in maintaining a good relationship. Consider:

- Continually updating and posting construction schedule, both online (see [Hope Gardens Community Outreach](#) website as an example of where this information could be posted online) and in buildings.
- Creating a list of frequently asked questions to inform residents about the construction process, including the sequencing and steps they can take if construction does not go according to plan. Example questions can include 'A construction worker entered my apartment without knocking. How do I report this?' and 'My belongings were severely damaged. What is my recourse?'

## NYCHA'S TENANT-IN-PLACE REHABILITATION

For all PACT conversions so far, NYCHA has adopted a tenant-in-place rehabilitation approach and is expected to continue doing so to the extent possible in future projects. Best practices to minimize impact on tenants during this type of construction strategy include:

- Make sure residents know their rights! (see RAD Resident Handbook).
- Talk beforehand with each head of household to deliver accurate information on the process and their options within it, plan for construction jointly and ensure their needs are met while repairs and renovations are being done in their units; this could include the timeline and sequencing of construction in their unit; what they need to do to ready their apartment for construction; who to contact if anything gets damaged or they have questions or concerns about the new materials or appliances; and their rights if they choose to be temporarily relocated.
- Invite opportunities for resident feedback on the construction process and refine it, as feasible, to address resident concerns.

- Provide easily accessible and comfortable “hospitality suites” with all necessary amenities (bathroom, kitchenette, T.V. room, dining space, lounge space, etc.) for residents to use during the day while their apartments are under construction.
- Provide special accommodations to those households with special needs.
- Provide options for tenants to secure their valuables.
- To the extent in-place rehabilitation cannot be accomplished, temporary resident relocation will be the responsibility of the development team, including, obtaining any necessary service providers to facilitate temporary relocation and covering all associated costs. Any temporary relocation will be within a reasonable proximity to the resident’s property and will be subject to NYCHA’s approval.

## TENANT PROTECTION PLAN

The development team is required to create a Tenant Protection Plan that outlines the specific strategies that will be used to protect tenants during construction. The New York City Department of Buildings (DOB) requires the Tenant Protection plan to include detailed and specific provisions for egress, fire safety, health requirements, compliance with Housing Standards, structural safety, noise restrictions and maintaining essential services. In addition, the Tenant Protection plan should detail any temporary resident relocations to address pertinent health issues, especially those of senior residents, that may arise during construction. For more information on Tenant Protection plans see the [DOB’s website](#).

## RESIDENT INPUT ON DESIGN

Resident feedback on design throughout the process can contribute to the success of the project by gaining resident trust and buy-in and giving them opportunities to have ownership in the renovation, which could help with long-term stewardship. Residents are experts in their community’s needs and their ideas can contribute to a better-informed outcome. Landscape design and communal spaces are great opportunities to get residents’ input on design. Also consider allowing residents to choose certain details within their apartments like colors or finishes (within parameters set by development team). Moreover, the work will probably be better received if residents see their feedback reflected in the final design.

This is a great tool to build trust and build excitement about the project. However, make sure parameters are clear and only ask for ideas and feedback where you know they can be incorporated. Asking for design input that will not be incorporated in a meaningful way can be detrimental to your relationship with residents.

Be creative in the ways you engage residents about design. Other ideas for getting them excited about renovations include creating a model unit that residents can visit and taking them on site tours of other similar completed projects.

# CASE STUDY: RESIDENT INPUT ON DESIGN

At Hope Gardens in Bushwick, Pennrose organized opportunities for residents to weigh in on the design of the development's public spaces. Pennrose recognized that by involving residents in a participatory process they could leverage residents' local knowledge, build a sense of ownership for the design and create a final plan would be better accepted by everyone.

The development team held a series of charette-style meetings to go over specific components of the project, including multiple weekend and evening times so that different groups would be able to participate. They started by sharing a base design with residents and asked them to help tailor it to their community, specifically asking for input on hyper-local issues with the building that they had seen over time. This allowed the architects to respond to issues that they would not have been able to anticipate otherwise - for example, residents called out problems with piping backflow that had not been in any of the inspection reports.

After each round of resident input, the team shared subsequent iterations of the design to confirm that they were addressing the points raised. The final landscape design was something that neither the development team nor residents could have anticipated, and served to build trust and stewardship for the project.



Photo: City Limits

# KEY TAKEAWAYS:

## CONSTRUCTION MANAGEMENT

1. **Create a thorough scope of work. Go beyond required needs assessments by speaking to residents and site staff**
2. **Consider HQS inspections and repairs in your budget and timeline**
3. **In apartment visits for inspections and repairs, plan to minimize tenant disruption and use visits as an opportunity to build trust and gather/ share information**
4. **Provide clear and frequent information on inspections, repairs and resident rights, protections and options**
5. **Get resident input on design to better address needs and to ensure outcomes are well received**

### TOOLS:

- [HUD HQS website](#)
- [HUD HQS inspection checklist](#)
- [RAD Resident Handbook](#)
- [Tenant Protection Plan DOB's website](#)
- [New York City Overlay to the Enterprise Green Communities Criteria](#)
- [Design Guidelines for Rehabilitation of NYCHA Residential Buildings](#)
- Tenant Protection Plan Sample - appendix pg 49
- NYCHA Resident Needs Survey - appendix pg 51



## SECTION 6:

# RESIDENT TRAINING AND EMPLOYMENT

## OVERVIEW

PACT projects prove to be a unique opportunity to advance NYCHA's goal of generating economic opportunities for residents because of the amount of jobs they create both in construction during rehab and in the long-term management and operations of the properties. In the Ocean Bay (Bayside) conversion there were 88 total NYCHA hires (both at Ocean Bay as well as from other NYCHA developments), out of which only 18 were temporary.

PACT projects need to comply with Section 3, which requires 30% of all hires go to low and very low income residents with a priority to PH and section 8 residents.

In addition, NYCHA requires that the development team carry out a training and employment plan that further guarantees these opportunities reach NYCHA residents. Section 3 covers construction jobs but NYCHA further requires resident hiring for permanent jobs.

The development team must take the lead in resident training and hiring both during conversion and in the long-term. This involves creating a comprehensive plan and tracking its execution, coordinating with NYCHA, partners and workforce development organizations, and communicating with residents about job openings and training opportunities.

## PLANNING

The development team should understand early on what economic opportunities will open up to create a clear, comprehensive plan that includes a robust training strategy to get applicants ready early on to fill new jobs. It is important to think beyond the immediate openings that PACT conversions generate, and plan for the long-term by maintaining a system that continuously works to fill new jobs and train potential applicants. Moreover, the development team should be responsible for tracking hires internally and through partners and contractors.

In drafting and executing the plan, it is the role of the development team to take the lead in coordinating with all the relevant stakeholders, including:

- Working closely with [NYCHA's office of Resident Economic Empowerment and Sustainability Department \(REES\)](#) and utilizing all the resources they provide (see NYCHA REES below)
- Collaborating with local and citywide workforce development programs to provide training for expected positions, source potential hires and reference interested applicants - most NYCHA-based non-profits have strong partnerships with others doing workforce training and may even be willing to develop customized trainings for the types of jobs coming
- In planning for construction, working closely with the General Contractor and sub-contractors to ensure they have a clear hiring plan
- Making sure all partners have the capacity to conduct outreach and facilitate the hiring/screening process and make sure this is coordinated so people can be referred across job opportunities; and/or have one partner help coordinate hiring for all opportunities

Consider conducting a survey early on to understand existing skills and interest in training opportunities to inform the training and hiring plan. Make sure to do this as early as possible to leave enough time for training before job openings.

Keep in mind that there will be turnover in jobs as well as new and/or temporary positions which will open throughout the conversion process and in the long-term. Plan for this and include a method for continuously updating and expanding your resume database to have a ready pool of applicants.

## **COMMUNICATING WITH RESIDENTS**

Communicating clearly, consistently and early on with residents about job openings and training opportunities is key. Be transparent about opportunities, don't promise more jobs or hires than can be delivered, and where possible, make real-time information about status of hiring process available.

In some cases, residents don't find out about hiring opportunities until after hiring is well underway. Make sure training and hiring opportunities are clearly and continuously being presented to residents. Send information through fliers, newsletters, email, and hold meetings and job fairs where residents can learn more about what opportunities are coming up, what the potential is for full time work, and how they can prepare to apply for these jobs. In previous PACT projects, job fairs proved to be an especially effective outreach strategy.

Make sure you plan the outreach, training and hiring in a way that allows time for residents to prepare for job opportunities but avoid announcing positions or collecting resumes too soon before jobs are available, since this can be frustrating for applicants. Let people know broadly that there will be job opportunities, connect them to workforce and job readiness partners; work with local workforce partners to align programs with the anticipated job pipeline (if this is possible); and start announcing positions as they open up.

## NYCHA REES

NYCHA works with the development team in their training and hiring efforts through **Resident Economic Empowerment and Sustainability Department (REES)**. REES measurably supports residents' increased income and assets through programs, policies and partnerships in the areas of employment and advancement, adult education and training, financial literacy and asset building and resident business development.

REES provides training opportunities and manages partnerships with external workforce development and vocational training providers. REES is an invaluable partner in guiding development teams through the training and hiring process and remains involved after project completion. Development teams should work closely with REES to create the hiring plans (one for construction and one for management opportunities), source residents and connect to other sources for referrals.

A good resource to be connected to through REES is the **NYCHA Resident Training Academy (NRTA)**. Funded by Robin Hood, the NRTA provides employment-linked training opportunities and job placement assistance to NYCHA residents in the construction, maintenance, and janitorial fields. REES works with successful graduates of the Academy to provide job placement assistance by focusing on jobs with career paths, that lead to self-sufficiency. Past NRTA graduates have worked with REES to obtain jobs at NYCHA in positions such as Caretaker and Pest Control Technicians, and with contractors and developers in the various construction trades. However, note that currently, residents cannot participate in NRTA post-conversion so use this resource before closing.

REES can also connect residents to **HUD's Family Self Sufficiency (FSS) program**. Although typically ineligible for the **Earned Income Disallowance** after conversion<sup>1</sup>, NYCHA Section 8 residents are eligible for the FSS program. This program provides benefits and support for residents with new jobs. It helps families in the HPD Section 8 program achieve self-sufficiency and accumulate substantial savings. The FSS program provides education, job training, job placement, and financial literacy services to participants. When household income increases from employment earnings, the increase in the tenant share of the rent is matched in a savings account that becomes available to the household upon successful completion of the program.

<sup>1</sup> Note that Earned Income Disallowance is carried over post-conversion if the resident is participating pre-conversion

## TRAINING

When planning for resident hiring, it is crucial to allow enough time for people to obtain required certifications and training. Development teams should be able to predict job pipeline and anticipate skill gaps and provide the support to guide residents in needed training.

Work closely with REES, local CBO's and other workforce development organizations that provide training for jobs in construction trades, groundskeeping, maintenance, janitorial jobs, administrative skills (which could be useful for management of Section 3 contracts, and other construction administration positions), and also training and support for small and WMBE businesses that could be hired as contractors. Some typical entry level jobs that usually open up in PACT conversions include porter, security, janitor and office administrative positions. Types of training that can be useful for residents include OSHA trainings for construction and maintenance, Soft skills trainings, computer classes, language classes and preparation for the High School Equivalency exam among others.

Besides partnering with other organizations for training, consider setting up an in-house apprenticeship program to prepare residents to work on different parts of the project like moving and boxing people's goods during rehab, helping in the lease signing process, or coordinating resident engagement and outreach.

Make sure to provide training and support to people who are newly hired or NYCHA staff who decide to continue in their position after conversion. Support career pathways by helping them improve their skills to advance in their position. Refer them to workforce development programs, create job shadowing opportunities and make sure employees in entry level positions work directly with more experienced staff.

## HIRING

**Be mindful of how the hiring process can advance opportunities for residents. The following tips can help make the most of it:**

- Refer applicants who aren't hired to local partners for further training or placement.
- Give feedback on interviews! Even if not hired, interviews are an opportunity for capacity building.
- Track the reasons why people aren't hired in a tracking document. Not only might elected and other local officials want to know why certain people weren't hired, but you can use that information to consider applicants for different positions. See sample Applicant Tracking Spreadsheet.
- When a new entry level hire is made, consider providing support during the first two payment periods, by assisting with lunch, transportation, uniforms, etc.
- Because there are limitations to what onsite residents can do (i.e. can't be in positions where they'd be entering their neighbor's apartment or have access to sensitive data), consider opportunities to hire residents at other sites within a scattered bundle or in the development team's portfolio.

## CASE STUDY: CAREER SUPPORT AT OCEAN BAY (BAYSIDE)

At Ocean Bay (Bayside), the development team made sure to support residents in their jobs beyond the hiring and training process. They looked for opportunities to help build career pathways for residents by utilizing strategies like job shadowing, one on one mentoring by more experienced employees and connection to further training. For example, one former Ocean Bay resident was hired as a porter and within 10 months was promoted to lead porter, overseeing a staff of 23 people and leading to a 15% increase in the resident's wages.

Below is an overall breakdown of hires at Ocean Bay (Bayside):

- 70 total permanent hires
- 39 construction jobs, 31 management jobs
- 23 internships
- 374 Queens employees
- Residents in a majority of the permanent jobs received an average salary of \$15/hour
- Residents in prevailing wage construction jobs made \$41 - \$98/hour



Photo: Ocean Bay CDC

# KEY TAKEAWAYS:

## RESIDENT TRAINING AND EMPLOYMENT

1. **Plan ahead for resident hiring to allow time for people to get required training and certifications**
2. **Work closely with NYCHA and workforce development programs to provide training and source potential hires**
3. **Provide accurate, frequent and timely information on hiring opportunities and training programs**

### TOOLS:

- [HUD's Family Self Sufficiency \(FSS\) program](#)
- Applicant Tracking Guide - appendix pg 57

# APPENDIX

## LINKS:

[HUD's RAD info page](#)

[www.hud.gov/rad](http://www.hud.gov/rad)

[HUD's Section 18 info page](#)

[www.hud.gov/program\\_offices/public\\_indian\\_housing/centers/sac/demo\\_dispo](http://www.hud.gov/program_offices/public_indian_housing/centers/sac/demo_dispo)

[Part 200 PIH Notice](#)

[www.hud.gov/sites/dfiles/PIH/documents/PIH-2016-20.pdf](http://www.hud.gov/sites/dfiles/PIH/documents/PIH-2016-20.pdf)

[NYCHA Procurement Opportunities Website](#)

[www1.nyc.gov/site/nycha/business/procurement-opportunities.page](http://www1.nyc.gov/site/nycha/business/procurement-opportunities.page)

[NYCHA PACT Website](#)

[www1.nyc.gov/site/nycha/about/nycha-rad.page](http://www1.nyc.gov/site/nycha/about/nycha-rad.page)

[HUD's RAD Resource Desk](#)

[www.radresource.net](http://www.radresource.net)

[Hope Gardens Community Outreach Website](#)

[www.hopegardenscommunity.org/rad](http://www.hopegardenscommunity.org/rad)

[RAD Resident Handbook](#)

[www.enterprisecommunity.org/download?fid=9399&nid=6569](http://www.enterprisecommunity.org/download?fid=9399&nid=6569)

[RAD Curriculum](#)

[www.enterprisecommunity.org/download?fid=8917&nid=6364](http://www.enterprisecommunity.org/download?fid=8917&nid=6364)

[RAD Guiding Principles](#)

[www1.nyc.gov/assets/nycha/downloads/pdf/rad-principles.pdf](http://www1.nyc.gov/assets/nycha/downloads/pdf/rad-principles.pdf)

[FAQs and effective responses](#)

[www1.nyc.gov/assets/nycha/downloads/pdf/PACT-RAD-FAQs-19.pdf](http://www1.nyc.gov/assets/nycha/downloads/pdf/PACT-RAD-FAQs-19.pdf)

[NYCHA's Tenant Participation Fund Guidebook](#)

[www1.nyc.gov/assets/nycha/downloads/pdf/tpa-guidebook-20170123.pdf](http://www1.nyc.gov/assets/nycha/downloads/pdf/tpa-guidebook-20170123.pdf)

[NYCHA Grievance Procedures document](#)

[www1.nyc.gov/assets/nycha/downloads/pdf/grievance-procedure\\_040302.pdf](http://www1.nyc.gov/assets/nycha/downloads/pdf/grievance-procedure_040302.pdf)

[The Department of Health and Mental Hygiene's Community Health Profiles](#)

[www1.nyc.gov/site/doh/data/data-publications/profiles.page](http://www1.nyc.gov/site/doh/data/data-publications/profiles.page)

[Community District Profiles](#)

<https://communityprofiles.planning.nyc.gov/>

[HUD HQS website](#)

[www.hud.gov/program\\_offices/public\\_indian\\_housing/programs/hcv/hqs](http://www.hud.gov/program_offices/public_indian_housing/programs/hcv/hqs)

[HUD HQS inspection checklist](#)

[www.hud.gov/sites/documents/DOC\\_11775.PDF](http://www.hud.gov/sites/documents/DOC_11775.PDF)

[Tenant Protection Plan DOB's website](http://www1.nyc.gov/site/buildings/safety/tenant-protection-plan.page)

www1.nyc.gov/site/buildings/safety/tenant-protection-plan.page

[New York City Overlay to the Enterprise Green Communities Criteria](http://www.enterprisecommunity.org/sites/default/files/media-library/solutions-and-innovation/green/2015-nyc-overlay-checklist-rev2016-08-01.pdf)

www.enterprisecommunity.org/sites/default/files/media-library/solutions-and-innovation/green/2015-nyc-overlay-checklist-rev2016-08-01.pdf

[Design Guidelines for Rehabilitation of NYCHA Residential Buildings](http://www1.nyc.gov/assets/nycha/downloads/pdf/nycha-design-guidelines.pdf)

www1.nyc.gov/assets/nycha/downloads/pdf/nycha-design-guidelines.pdf

[HUD's Family Self Sufficiency \(FSS\) program](http://www1.nyc.gov/site/hpd/section-8/tenants-family-self-sufficiency.page)

www1.nyc.gov/site/hpd/section-8/tenants-family-self-sufficiency.page

**ADDITIONAL RESOURCES:**

pg 39	Sample social service needs assessment
pg 46	Sample social service needs survey
pg 47	Sample social service plan
pg 50	Tenant Protection Plan Sample
pg 52	NYCHA Resident Needs Survey
pg 58	Applicant Tracking Guide





## NYCHA PACT – Pennrose Acacia

March 21, 2019

**RE: Special Needs and Social Services - Requested Information**

Dear Resident:

We realize that you are receiving a lot of notices, and appreciate your patience. The proposed is a one-page document that simplifies this request for information. **NOTE: All residents who have previously filled out and returned a survey ARE NOT obliged to fill out the simplified survey.**

Sav Enterprises, Inc. will be assisting you with the steps your household will take to prepare for the work in your apartment. We need to determine whether or not your household has any special needs. If yes, then we will provide further assistance and support prior to the start of work in your unit according to the Tenant Protection Plan in-place for your property.

If you or a family member have a special need that you feel will impact your stay throughout the renovation work in your apartment, please fill-out the attached one-page form and return it to us. We will then be ready to discuss those special needs with you when the time comes to start work in your apartment; as well as take the necessary steps to help you during that time-period.

This information will be kept confidential. You can return the form to us in one of five ways:

- 1) Drop the form off to Acacia, located at 160 MENAHAN STREET. If you need assistance filling-out the attached form, Acacia's community organizers would be happy to complete it with you;
- 2) Mail the document to **Sav Enterprises, Inc. P.O. Box 3303, Bridgeport, CT 06605.**
- 3) Fax a copy to 914-992-7187;
- 4) Email a copy to [nychapact@ajsav.com](mailto:nychapact@ajsav.com).
- 5) Bring the form to the resident meeting on **March 28<sup>th</sup>** and give it to one of our representatives.

The purpose of the resident meeting on **March 28<sup>th</sup>** is to discuss the in-place renovation work and assistance.

### **NON-DISPLACEMENT NOTICE:**

Under PACT, NYCHA seeks to identify resources and opportunities to make extensive, much-needed improvements to developments, while **preserving long-term affordability and maintaining strong resident rights.** **Your responses to this survey are completely voluntary, you will not be penalized for your responses and they will not affect your ability to stay in your unit.**

Thank you,

Sav Enterprises, Inc. for Pennrose-Acacia



**NYCHA PACT – Penrose Acacia**

**Section I: Special Needs Questionnaire**

*(Please print)*

**NAME:** \_\_\_\_\_

**UNIT #:** \_\_\_\_\_ **PROPERTY NAME:** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_

**CONTACT NUMBER (If we have any questions):** \_\_\_\_\_

I would like to make you aware that I or a member of my household has one or more special needs. I would like to discuss this matter with you in greater detail when we meet prior to the start of work in my apartment (please check-off all special needs that apply):

- \_\_\_\_\_ **Health Issue**
- \_\_\_\_\_ **Mobility or Visually Impaired**
- \_\_\_\_\_ **Bed-ridden**
- \_\_\_\_\_ **Use of Nebulizer**
- \_\_\_\_\_ **Use of Wheelchair or Walker**
- \_\_\_\_\_ **Respirator or Oxygen Tank**
- \_\_\_\_\_ **Medical Condition. Please specify:** \_\_\_\_\_
- \_\_\_\_\_ **Life-sustaining Equipment.**
- \_\_\_\_\_ **Other: Please describe:** \_\_\_\_\_

Thank you,

\_\_\_\_\_



## Section II: Social Services Questionnaire

I would like to make you aware that I or a member of my household has one or more social service needs. I would like to discuss this matter with you in greater detail when we meet prior to the start of work in my apartment (please check-off all special needs that apply):

- After School Programs, Youth Sports or Activities *and where:* \_\_\_\_\_
- Mental Health Services: Agency: \_\_\_\_\_
- Substance Abuse services, Agency: \_\_\_\_\_
- Employment Training or Financial Counseling, Agency: \_\_\_\_\_
- Head Start/ Daycare/ Early Childhood Intervention
- Preventative Health Services
- Developmental/Physical Disability support services
- Meals on Wheels/Home Care/Health Aid. Agency: \_\_\_\_\_
- Early Childhood Intervention and/or Adoption/Foster Care services
- Other: Please describe: \_\_\_\_\_

1. Do you and/or any household member need any social service that are not currently being provided?

YES  NO

If yes, can you please specify which service(s) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Do you or anyone in the household currently have outside service providers that come into your home (i.e. elderly service, home health aide, personal care services, Meals on Wheels, etc.)?

No

Yes, if yes, please list, *for information purposes only.*

\_\_\_\_\_  
\_\_\_\_\_

3. Are you currently receiving any kind of in-home care services?

Yes, if yes, please indicate which agency: \_\_\_\_\_

No

4. Have you or anyone in your household used any service(s) in the past 12 months that you feel will be affected by your rehabilitation? Such as:

\_\_\_\_\_  
\_\_\_\_\_

21 de marzo de 2019

**RE: Necesidades Especiales y Servicios Sociales - Información solicitada**

Querido residente:

Nos damos cuenta de que está recibiendo muchos avisos y apreciamos su paciencia. El propuesto es un documento de una página que simplifica esta solicitud de información. **NOTA: Todos los residentes que hayan completado y devuelto una encuesta anteriormente NO ESTÁN obligados a completar la encuesta simplificada.**

Sav Enterprises, Inc. lo ayudará con los pasos que tomará su hogar para prepararse para el trabajo en su apartamento. Necesitamos determinar si su hogar tiene alguna necesidad especial. Si es así, entonces le brindaremos más asistencia y apoyo antes de comenzar a trabajar en su unidad de acuerdo con el Plan de Protección del Inquilino para su propiedad.

Si usted o un miembro de su familia tienen una necesidad especial que cree que afectará su estadía durante los trabajos de renovación en su apartamento, complete el formulario adjunto de una página y envíenoslo. Luego, estaremos listos para hablar con usted sobre esas necesidades especiales cuando llegue el momento de comenzar a trabajar en su apartamento; así como tomar las medidas necesarias para ayudarlo durante ese período de tiempo.

Esta información se mantendrá confidencial. Puede devolvernos el formulario de una de cinco maneras:

- 1) Deje el formulario en Acacia, ubicado en 160 MENAHAN STREET. Si necesita ayuda para completar el formulario adjunto, los organizadores de la comunidad de Acacia estarán encantados de completarlo con usted;
- 2) Envíe el documento por correo a **Sav Enterprises, Inc. PO Box 3303, Bridgeport, CT 06605** .
- 3) Envíe una copia por fax al 914-992-7187;
- 4) Envíe una copia por correo electrónico a [nychapact@ajsav.com](mailto:nychapact@ajsav.com) .
- 5) Lleve el formulario a la reunión de residentes el **28 de Marzo** Y dáselo a uno de nuestros representantes.

El propósito de la reunión de residentes el **28 de Marzo** es discutir el trabajo de renovación en el lugar y la asistencia.

**AVISO DE NO DESCUENTO:**

Bajo PACT, NYCHA busca identificar recursos y oportunidades para realizar mejoras extensas y necesarias para los desarrollos, al mismo tiempo que preserva la asequibilidad a largo plazo y Mantener fuertes derechos de residencia. Sus respuestas a esta encuesta son completamente voluntarias, no se le penalizará por sus respuestas y no afectarán su capacidad para permanecer en su unidad.

Gracias,  
Sav Enterprises, Inc. para Penrose-Acacia

**PACTO DE NYCHA - Pennrose Acacia**

**Sección I: Necesidades Especiales Cuestionario**

*(Por favor imprimir)*

**NOMBRE:** \_\_\_\_\_

**UNIDAD#:** \_\_\_\_\_ **NOMBRE DE LA PROPIEDAD:** \_\_\_\_\_

**DIRECCIÓN:** \_\_\_\_\_

**NÚMERO DE CONTACTO (Si tenemos alguna pregunta):** \_\_\_\_\_

Me gustaría informarle que yo o un miembro de mi familia tenemos una o más necesidades especiales . Me gustaría discutir este asunto con usted en mayor detalle cuando nos reunamos antes de comenzar a trabajar en mi apartamento (marque todas las necesidades especiales que correspondan):

- \_\_\_\_\_ **Problema de salud**
- \_\_\_\_\_ **Movilidad o deficiencia visual**
- \_\_\_\_\_ **Postrado en cama**
- \_\_\_\_\_ **Uso de Nebulizador**
- \_\_\_\_\_ **Uso de silla de ruedas o andador**
- \_\_\_\_\_ **Respirador o tanque de oxígeno**
- \_\_\_\_\_ **Condición médica. Por favor especifica:** \_\_\_\_\_
- \_\_\_\_\_ **Equipos de soporte vital.**
- \_\_\_\_\_ **Otro: Por favor describa:** \_\_\_\_\_

Gracias,

\_\_\_\_\_

## Sección II: Cuestionario de Servicios Sociales

Me gustaría informarle que yo o un miembro de mi familia tenemos una o más necesidades de servicio social. Me gustaría discutir este asunto con usted en mayor detalle cuando nos reunamos antes de comenzar a trabajar en mi apartamento (marque todas las necesidades especiales que correspondan):

\_\_\_\_\_ Programas después de la escuela, deportes o actividades jóvenes. y *donde*: \_\_\_\_\_

\_\_\_\_\_ Servicios de salud mental: Agencia: \_\_\_\_\_

\_\_\_\_\_ Servicios de abuso de sustancias, Agencia: \_\_\_\_\_

\_\_\_\_\_ Capacitación laboral o asesoramiento financiero , Agencia: \_\_\_\_\_

\_\_\_\_\_ Head Start / Guardería / Intervención Temprana en la Infancia

\_\_\_\_\_ Servicios de salud preventiva

\_\_\_\_\_ Servicios support Desarrollo de Discapacidad Física s

\_\_\_\_\_ Comidas sobre ruedas / Inicio Cuidado / Ayuda a la Salud. Agencia: \_\_\_\_\_

\_\_\_\_\_ Servicios de intervención temprana y / o adopción / cuidado de crianza

\_\_\_\_\_ Otro : Por favor describa: \_\_\_\_\_

1. ¿Usted y / o algún miembro de la familia necesita algún servicio social que no esté siendo proporcionado actualmente?

SI \_\_\_\_\_ NO \_\_\_\_\_

En caso afirmativo, ¿ puede especificar qué servicio (s) \_\_\_\_\_

\_\_\_\_\_

2. ¿Tiene usted o alguien en el hogar actualmente proveedores de servicios externos que ingresan a su hogar (es decir, servicio para personas mayores, asistente de salud en el hogar, servicios de cuidado personal, comidas sobre ruedas, etc.)?

\_\_\_ No

\_\_\_ Sí , en caso afirmativo, enumere, *solo con fines informativos.*

\_\_\_\_\_

\_\_\_\_\_

3. ¿Actualmente recibe algún tipo de servicios de atención domiciliaria?

\_\_\_ Sí, en caso afirmativo, indique qué agencia: \_\_\_\_\_

\_\_\_ No

4. ¿Ha utilizado usted o alguien en su hogar algún servicio en los últimos 12 meses que cree que se verá afectado por su re habilitación ? Como:

5. \_\_\_\_\_

\_\_\_\_\_

## Catholic Charities Brooklyn and Queens Ocean Bay Community Needs Assessment

Catholic Charities would greatly appreciate your input regarding your community so that together we can develop services to assist you

Gender:  Male  Female

Age  18-30  31-40  41-50  51-65  65 or older

Employment status:

Full Time  Part time  Unemployed  Retired

How many people currently live in your household?

1-2  3-4  5-6  More than 6

How many children under the age of 15, currently live in your household?

1  2  3  4  5  More than 5  None

Primary language spoken in the household:

English  Spanish  Other \_\_\_\_\_

Has anyone in your household served in the military?  Yes  No

Please check all that interest you:

- Mentoring opportunities for young adults
- English classes
- Activities for seniors
- Enhancing parenting skills
- Nutrition and fitness awareness/activities
- Employment Assistance
- Immigration issues
- Volunteer opportunities

- Internship opportunities for youth
- Access to healthier food choices
- Services for pregnant women
- Individual/family counseling
- Benefits advocacy
- Anti-crime/ anti violence resources
- Substance abuse prevention
- Other: \_\_\_\_\_

Please select the time(s) of day you would attend a workshop or event

Morning  Afternoon  Evening (after 5pm)  Weekends

**Thank you so much for your participation**

# Catholic Charities Brooklyn and Queens Ocean Bay (Bayside) Social Service Plan

## I. Introduction:

For over 30 years, Catholic Charities Brooklyn and Queens (CCBQ) has provided services on the Rockaway peninsula. In addition, CCBQ operates over 130 programs throughout Brooklyn and Queens providing a wide array of services to help people be self-sufficient. We are excited that this opportunity will allow us to strengthen our connection to the Rockaways and to benefit the residents of Ocean Bay (Bayside).

## II. Catholic Charities Role

The role of CCBQ is to coordinate the delivery of social services at Ocean Bay (Bayside). We recognize the importance of hearing the voice of the community and our efforts will be in partnership with the residents of Ocean Bay (Bayside). While CCBQ has an extensive array of services and expertise, we also recognize that we cannot provide all the services that may be necessary. To that end, CCBQ expects to partner with other local providers. We further expect to look at additional funding opportunities which may allow for increasing service capacity to the residents of Ocean Bay (Bayside).

## III. Outreach and Engagement

CCBQ began planning outreach and engagement efforts in late July. Our original plan was to have a series of large and small meetings with residents to engage in a dialogue around the needs of the community. Due to the limited access to the community prior to closing, we were unable to engage the community to the extent desired. This resulted in an alteration of the outreach and engagement plan and further impacted the development of the social service plan.

CCBQ has presented at a number of the large community meetings held by NYCHA. At these events, we distributed surveys to solicit feedback. Furthermore, we have set up a survey drop box at the Wavecrest offices at Ocean Bay allowing residents the opportunity to complete a survey when they signed their leases. Our survey efforts will continue through the end of December.

We will further engage the residents of the community between January and June via a number of workshops and community events. This will allow us to better identify needs and develop a fuller social service plan. These efforts are being conducted through CCBQ's Community Programming Services and the Office of Planning and Evaluation

## IV. Interim Service Plan

Catholic Charities of Brooklyn and Queens has formulated an interim social service delivery plan that consists of several fairs, expos, and workshops. As an introduction of services to the Ocean Bay Community we will be conducting a "Community-wide Service Provider Fair". This will serve as our kick-off event to help bring awareness of all readily available services that are easily accessible and within close proximity to Ocean Bay.

1. **Community-wide Service Provider Fair:** CCBQ will coordinate a "Community-wide Service Provider Fair" to which local providers will be invited. The purpose of this event is two-fold by both increasing the awareness of services along with signing up eligible individuals for affordable



health care and connecting local service providers together with the intention of strengthening community and corporate relationships beneficial to the Ocean Bay Residents. The Service Provider Fair will entail several potential screening opportunities such as Hypertension, Diabetes, Cholesterol, HIV, Dental, Vision, and Hearing. Ocean Bay residents will have access to free flu shots and interactive courses on CPR and First Aid. Local service providers will have on site opportunities to speak with Ocean Bay residents about the service they provide and how to access them.

2. **Health and Nutrition Workshops:** CCBQ will partner with local providers in a three (3) part series workshop called *Keep on Track Volunteer Blood Monitoring Program* from The New York City Department of Health (NYCDOH). This is a community-based blood pressure monitoring program that helps individuals understand the concepts of hypertension, how it relates to them, their lifestyle, and what measures need to be taken to help prevent and/or lower one's hypertensive state. At each of these series of workshops blood pressure monitoring will be conducted for the first hour followed by an informative and interactive nutrition expo. The expo will offer information and support that helps spread awareness about healthy living and blood pressure control. A demonstration of ways on preparing healthier meals along with giving away fresh produce used to create those meals helps participants recreate lessons learned at their leisure.
3. **Workforce Development:** Another high priority survey result is the need for workforce development. The three part Customer Service training tackles professional qualities, techniques of customer service including body language, telephone etiquette, business emails and making a good impression. Also covered is conflict management and Do's and Don'ts of customer service. Participants receive a Certificate of Participation at the end of successful completion of course and Customer Service Quiz. Other Workforce Development programs will include workshops on Logic and Reasoning, Non-Verbal Communication, First Impressions, Social Media Basics, and Interviewing Skills. In today's highly competitive environment, individuals on a customer service team can have a very big impact on the bottom line of businesses and customers' level of satisfaction. To exceed expectations and create loyal customers, employees often need help in developing customer service retention skills and understanding the techniques that will help them understand customers' needs and service the customer even in challenging situations.
4. **Older Adult Services:** As we discussed what challenges the Ocean Bay Residents undertake on a daily basis we came to realize that many of the grandparents are raising children. According to the United States Census (1991) 3.2 million children under the age of 18 live with their grandparents, which represents an almost 40% increase in the last ten years. Social support groups such as GAMA, focus on sharing the burdens of the member's situations through several round table discussions and activities. Some of the major components addressed at the GAMA support groups are eliminating isolation, gaining perspective, and developing a sense of empowerment. Becoming the caregiver for a grandchild impacts all aspects of a person's life. As a result, grandparents raising grandchildren face a number of challenges including personal resources stretched to the limit. Issues of health, financial stability, and parenting are salient to these individuals. Grandparents who find themselves in the position of raising their grandchildren can benefit from the CCBQ GAMA workshops and local community provider resources which will provide the support required to meet their unique needs.

5. **Disaster Preparedness:** On October 29<sup>th</sup> 2012 Ocean Bay Residences were one of the many victims whom suffered the devastating impact of Super Storm Sandy. As we embark on a new year approaching the 5<sup>th</sup> anniversary of Super Storm Sandy; one of the greatest storms to ever hit the shores of the Rockaway Peninsula, we would like to continue our efforts in supporting and preparing Rockaway Residents for hurricane preparedness and resiliency training. Catholic Charities of Brooklyn and Queens will invite both local and national disaster preparedness leaders to engage Ocean Bay residents on discussions and activities around hurricane preparedness.

VI. **Next Steps:** Based on the feedback provided, CCBQ will further develop the social service plan to address any Identified needs. While CCBQ offers many services, we recognize that we cannot provide everything. We further believe that it is in partnership that we build strong communities. To that end, CCBQ will where possible, invite other local community providers to deliver services. We expect this phase to begin in the summer of 2017.

V. **Social Service Budget:** Please see attached



# TPP1: Tenant Protection Plan

Must be completed as fill in PDF



**1 Location Information** *Required for all applications.*

House No(s) 54-81 Street Name ALMEDA AVENUE Number of apartments to remain occupied

Borough QUEENS Block 16002 Lot 01 BIN 4436447 CB No. 414

**2 Tenant Protection Plan** *Required for all applications with occupied dwelling units. (2014 AC 28-104.8.4)*

- 1. **Egress** - Clarify how adequate egress will be maintained during construction.
- 2. **Fire Safety** - Identify safety measures to maintain fire safety of occupied dwelling during construction.
- 3. **Health requirements** - Specify methods to be used for control of dust, disposal of construction debris, noise control, and maintenance of sanitary facilities during construction.
- 4. **Compliance with housing standards** - Demonstrate compliance with NYC housing maintenance code and NYS multiple dwelling law during construction.
- 5. **Structural safety** - Identify specific measures to maintain structural stability during construction.
- 6. **Noise restrictions** - Identify measures to comply with NYC Noise control code during construction.
- 7. **Other requirements** - Any additional requirements to assure tenant safety during construction.

Complete all sections that apply below.

### 1. MEANS OF EGRESS

- Every required exit, way of approach thereto, and way of travel from the exit into the street shall be continuously maintained free of all obstructions or impediments to full instant use in the case of fire or other emergency. Every automatic sprinkler system, fire detection and alarm system, exit lighting, fire door, and other item or equipment, where provided, shall be continuously in proper operating condition.

### 2. FIRE SAFETY

- All required ratings will be maintained during construction and no temporary fire walls will be required. The excessive accumulation of combustible trash, rubbish, or waste materials shall be kept to a minimum. Combustible debris shall be removed from buildings as often as practical, placed in proper receptacles and removed from the job site as often as needed. It will be the responsibility of the job superintendent to see that trash accumulation is kept to a minimum and removed as needed. Trash or trash receptacles shall not block fire lanes or access easements.

### 3. HEALTH REQUIREMENTS

- Health Requirements specified in the 2014 code will be complied with.
- Dust and debris shall be minimized by use of shop vacuums and prompt debris removal. Debris will be discarded promptly at the end of the day and the corridor shall be kept clean during construction.
- All work will comply with applicable laws relating to asbestos and lead paint removal. If any of these materials are discovered, the contractor shall stop work and notify the architect immediately.

Continue on next page, if necessary.



**2 Tenant Protection Plan (Continued)**

**4. COMPLIANCE WITH HOUSING STANDARDS**

- All work shall comply with New York City Housing Maintenance Code and the New York state Multiple Dwelling law.

**5. STRUCTURAL SAFETY**

- No structural modifications are intended during construction that may endanger any occupants.

**6. NOISE RESTRICTIONS**

- Noise Levels will comply with all applicable aspects of Noise Control Code.

- Work within the Apartment and/or Corridors (as required) will be limited to the hours and days of the week in which construction work may be undertaken by the NYC Noise control or as limited by the NYC Department of Buildings.

- With the Assistance of the building management, tenants will be notified prior to work starting.

**7. Other Requirements - N/A**

*Should you require additional space, please complete and submit an A11 form.*

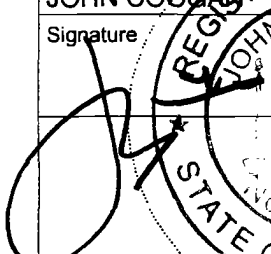
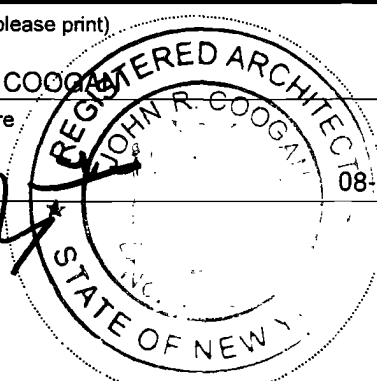
**3 Tenant Protection Plan Attachments/Drawings** Required for all applications where separate Tenant Protection Plan attachments/drawings are included. Please append legible 11 x 17 attachments/drawings to this document.

1. Do attachments/drawings accompany this TPP?  Yes  No

2. If yes, how many pages?

**4 Applicant's Statements and Signatures** Required for all applications.

Falsification of any statement is a misdemeanor and is punishable by a fine or imprisonment, or both. It is unlawful to give to a city employee, or for a city employee to accept, any benefit, monetary or otherwise, either as a gratuity for properly performing the job or in exchange for special consideration. Violation is punishable by imprisonment or fine or both. I understand that if I am found after hearing to have knowingly or negligently made a false statement or to have knowingly or negligently falsified or allowed to be falsified any certificate, form, signed statement, application, report or certification of the correction of a violation required under the provisions of this code or of a rule of any agency, I may be barred from filing further applications or documents with the Department.

Name (please print)	
JOHN COOGAN	
Signature	Date
	08-30-2016
	
P.E. / R.A. Seal (apply seal, then sign and date over seal)	

# **NYCHA Permanent Affordability Commitment Together (PACT)** **Resident Needs Survey**

[INSERT DATE]

**RE: PACT Resident Needs Survey**

Dear Resident:

As you know, your development has been selected for NYCHA's Permanent Affordability Commitment Together (PACT) program which means you can look forward to renovations and upgrades within your apartment and the entire development, a new property management company, and enhanced on-site social services.

Resident voices are an important part of PACT and we need your input to make sure this program best serves residents. In addition to regular in-person meetings, we would like to invite you to complete a brief survey. This is your opportunity to identify frequent issues or concerns you may have within your apartment and/or the development. The survey also provides an opportunity to capture household needs related to social services and special needs. Your response will aid NYCHA and the selected development team in identifying the real needs of the residents.

Please note that this information will be kept confidential. You can return the form in **one** of four ways:

- 1) **In Person**: Bring a completed survey to your management office.
- 2) **By Mail**: Return the survey to the address below using the enclosed self-addressed stamped envelope:  
New York City Housing Authority  
P.O. Box 3422  
New York, NY 10007  
Attn: Community Development – RE: PACT Survey
- 3) **By Email**: Scan the completed survey to [pact@nycha.nyc.gov](mailto:pact@nycha.nyc.gov).
- 4) **NYCHA Community Development**: Bring the completed survey with you to the next, Development specific, PACT resident meeting.

If you have any specific questions about the survey, you can contact Brooklyn Community Development at 718-289-8130 or Manhattan Community Development at 212-306-4660.

Sincerely,

Leroy Williams  
Director of Community Development

## Resident Needs Survey

*(Please print).*

NAME (Optional): \_\_\_\_\_

DEVELOPMENT: \_\_\_\_\_

ADDRESS: \_\_\_\_\_ UNIT #: \_\_\_\_\_

CONTACT NUMBER (Optional): \_\_\_\_\_

### SECTION I: Physical Conditions - Apartment

I would like to make you aware of the following item(s) within my **apartment** that are problematic and/or in need of repair (please check-off all that apply):

#### KITCHEN

\_\_\_\_\_ **Faucet/Pipes.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Water - Temperature/Pressure.** Relevant Work Order #,  
if applicable \_\_\_\_\_

\_\_\_\_\_ **Sink.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Leaks.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Cabinets.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Floors.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Countertop.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Other: Please describe (include any applicable Work Order #):**  
\_\_\_\_\_

#### BATHROOM

\_\_\_\_\_ **Faucet/Pipes.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Water – Temperature/Pressure.** Relevant Work Order #,  
if applicable \_\_\_\_\_

\_\_\_\_\_ **Sink.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Leaks.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Vanity.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Tiles/Wall.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Bathtub.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Floors.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Other: Please describe (include any applicable Work Order #):**

---

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**GENERAL**

\_\_\_\_\_ **Door (Entrance/Locks).** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Door (Closet/Bedroom/Bathroom).** Relevant Work Order #,  
if applicable \_\_\_\_\_

\_\_\_\_\_ **Windows.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Flooring/Tile/Wood.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Heat.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Hot Water.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Ceiling.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Peeling Paint.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Asbestos/Lead.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Lead.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Mold.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Mice/Rodents.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Bedbugs.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Other: Please describe (include any applicable Work Order #):**

\_\_\_\_\_

\_\_\_\_\_

**SECTION II: Physical Conditions – Development**

I would like to make you aware of the following item(s) within the **development** that are problematic and/or in need of repair (please check-off all that apply):

**INSIDE THE BUILDING**

- \_\_\_\_\_ **Entrance/Lobby Door.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Lobby/Hallway Flooring.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Elevator.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Staircase.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Paint.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Interior Walls.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Building Lighting.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Garbage Chute.** Relevant Work Order #, if applicable \_\_\_\_\_

**OUTSIDE THE BUILDING**

- \_\_\_\_\_ **Exterior/Outdoor lighting.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Bricks.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Playgrounds.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Basketball courts.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Courtyard.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Fences.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Sidewalk/Curb.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Parking Lot.** Relevant Work Order #, if applicable \_\_\_\_\_
- \_\_\_\_\_ **Garage.** Relevant Work Order #, if applicable \_\_\_\_\_



\_\_\_\_\_ **Mice/Rodents.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Other: Please describe (include any applicable Work Order #):**

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**COMMUNITY FACILITY SPACE, if Applicable. Please list address:** \_\_\_\_\_

\_\_\_\_\_ **Bathroom.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Kitchen.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Windows.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Flooring/Tile/Wood.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Heat.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Hot Water.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Ceiling.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Doors.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Peeling Paint.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Asbestos.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Lead.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Mold.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Mice/Rodents.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Bedbugs.** Relevant Work Order #, if applicable \_\_\_\_\_

\_\_\_\_\_ **Other: Please describe (include any applicable Work Order #):**

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**SECTION III: Special Needs**

I would like to make you aware that I or a member of my household has one or more special needs outlined below (please check-off all that apply):

- Health Issue**
- Mobility or Visually Impaired**
- Bed-ridden**
- Use of Nebulizer**
- Use of Wheelchair or Walker**
- Respirator or Oxygen Tank**
- Medical Condition. Please specify: \_\_\_\_\_**
- Life-sustaining Equipment**
- Other: Please describe: \_\_\_\_\_**

**SECTION VI: Social Services**

I would like to make you aware that I or a member of my household has one or more of the social service needs outlined below (please check-off all that apply):

- After School Programs, Youth Sports or Activities *and where:***  
\_\_\_\_\_
- Mental Health Services: Agency: \_\_\_\_\_**
- Substance Abuse services, Agency: \_\_\_\_\_**
- Employment Training or Financial Counseling, Agency: \_\_\_\_\_**
- Head Start/ Daycare/ Early Childhood Intervention**
- Preventative Health Services**
- Developmental/Physical Disability support services**
- Meals on Wheels/Home Care/Health Aid. Agency: \_\_\_\_\_**
- Early Childhood Intervention and/or Adoption/Foster Care services**

\_\_\_\_\_ **Other: Please describe:** \_\_\_\_\_  
\_\_\_\_\_

**Section V: Training and Employment Opportunities**

Note: Developments that will undergo a PACT conversion are subject to a Housing & Urban Development (HUD) program and requirement known as Section 3. Under Section 3 residents of the converted development and nearby community will be entitled to training and employment opportunities.

I would like to make you aware that I or a member of my household are interested in one or more of the training and employment opportunities once the PACT Conversion occurs (please check-off all that apply):

- \_\_\_\_\_ **Occupational Safety and Health (OSHA) Training**
- \_\_\_\_\_ **Job Readiness Training**
- \_\_\_\_\_ **Computer Skills Training**
- \_\_\_\_\_ **Other Training: Please describe:** \_\_\_\_\_  
\_\_\_\_\_

- \_\_\_\_\_ **Construction Jobs**
- \_\_\_\_\_ **Property Manager Jobs**
- \_\_\_\_\_ **Administrative/Clerical Jobs**
- \_\_\_\_\_ **Porter Jobs**
- \_\_\_\_\_ **Security Jobs**
- \_\_\_\_\_ **Other Jobs: Please describe:** \_\_\_\_\_  
\_\_\_\_\_

## **APPLICANT TRACKING GUIDE**

In order to keep track of potential hires and build a database for future hiring opportunities, we recommend keeping a spreadsheet with the following categories:

- Full Name
- Address
- Email Address
- Telephone Number
- Additional Telephone Number
- Referral Source
- Resume of File at MDG (Y/N)
- Construction Experience (Y/N)
- Management Experience (Y/N)
- Cleaning Experience (Y/N)
- Administrative Experience (Y/N)
- Security Experience/Certificate (Y/N)
- High School Education or GED (Y/N)
- College / Vocational School (Y/N)
- Driver and/or License(Y/N)
- NYCHA Resident (Per REES)



