

RAD CURRICULUM

STUDENT PACKET

Your roadmap to understanding RAD: Rental Assistance Demonstration

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RAD AT A GLANCE

RAD stands for the HUD **R**ental **A**ssistance **D**emonstration. In 2011 it “was created in order to give public housing authorities a powerful tool to preserve and improve public housing properties.” (www.hud.gov)

WHAT IS A NYCHA RAD CONVERSION?

PRE-RAD

Deterioration, disrepair, difficulty in getting repairs.

Rents up to 30% of income



OWNER:
NYCHA



MANAGEMENT:
NYCHA or Current Private Manager (Kraus or BMA)



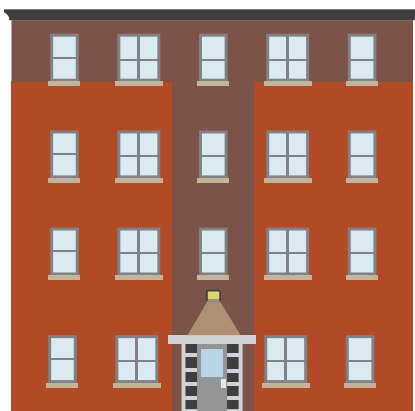
FUNDING:
Public Housing (Section 9)
Starvation federal funding



RAD

Major renovations in 2 years. Inspections every 2 years to assure federal quality standards are met.

Rents set at 30% of income*



OWNER:
Public-Private Entity**



MANAGEMENT:
New Private Manager



FUNDING:
Section 8 Housing
New capital from private investors and lenders



*As of 2018, NYCHA anticipates all rent to be phased to 30%.

**NYCHA continues to own and leases land and buildings to the public-private entity.

KEY FEATURES

Permanent affordability—rents set at 30 percent of household income

Transfer to alternative ownership and management

Funding for major improvements up to the 20-year need

Transfer from the HUD public housing program to the section 8 program

What does NYCHA RAD Conversion involve?



NEW OWNERSHIP AND MANAGEMENT ARRANGEMENTS

Your development will be leased by NYCHA to a public-private development team entity over a long-term lease period. (most likely 99 years).

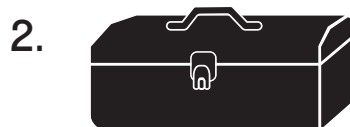
The **development team** will be selected by NYCHA through a competitive Request for Proposals (RFP). The developer will be in charge of improvements to buildings, apartments, and the site. A private manager will be in charge of day-to-day management of your development. A service provider will provide on-site services that are responsive to resident needs.

As a partner in the new ownership entity, NYCHA will continue to be involved. It will administer the waiting list used to fill vacancies and perform routine inspections. At the end of the lease, the property will return to NYCHA ownership.

WHO IS THE DEVELOPMENT TEAM?

The development team includes:

1. The developer who will secure financing and carry out renovations
2. The property manager who will assume maintenance and operations.
3. The service provider who will provide on-site services



RESIDENT RENTS AND LEASES

Your rent will be set at 30 percent of household income.

All residents on the original NYCHA lease have the “right to stay” after conversion without any rescreening.

Vacancies that occur after conversion will be filled by NYCHA from a site-based Section 8 waiting list. (Your development will not be “gentrified.”)

Under RAD, permanent affordability of your development is assured: HUD is required to renew its Section 8 commitment every 20 years and the owner is required to accept.

KEY BENEFITS AND RISKS FOR RESIDENTS*

BENEFITS

Within 2 years of conversion your development will be upgraded. As part of RAD conversion, the funds for renovation will come largely from private investors and lenders.

Your development will become Section 8 housing, which traditionally has more stable federal funding than public housing and allows for non-governmental investment.

Resident organizations will continue to be funded each year at up to \$25 per occupied unit. Arrangements will have to be worked out with the new property manager for accessing and using the funds.

As a result of the conversion, resident training and job opportunities will open up in construction and in fields such as construction and property management.

RISKS AND UNCERTAINTIES

The risk that the development team may not complete renovations to quality standards may be minimized by the investors’ incentives to protect their investment.

After conversion, anyone living with you, who you have not added to the lease, may be required to leave.

If you are living in an over or under-occupied apartment, you may be moved to a right-sized unit if an appropriately sized apartment becomes available in the same development.

Residents will be eligible for programs under Section 8 that are different from public housing programs. Under Section 8, residents will have access to the Family Self Sufficiency (FSS) Program.

*See RAD Handbook for full list of benefits and risks.



NYCHA's Plan for Conversion

Ocean Bay (Bayside) Apartments (approximately 1,400 units) in Far Rockaway was the first NYCHA development to go through the RAD conversion process. The conversion took place in December, 2016. Apartment and building renovations followed.

The 2015 NextGeneration NYCHA Plan called for the conversion of 15,000 public housing units over 10 years.

In July 2016, NYCHA announced it had applied to HUD for conversions of 5,200 units in 40 developments. In January 2017, HUD approved the conversion

of 17 NYCHA developments (approximately 1,700 apartments).

These developments will be leased, not sold, to a private-public development team. When the long-term lease expires, the property will return to NYCHA.

NYCHA has agreed to a set of “guiding principles” concerning resident rights and protections under RAD, go beyond what is required by federal law and HUD regulations. The full guiding principles are available at:

<http://www1.nyc.gov/assets/nycha/downloads/pdf/rad-principles.pdf>

RAD 101: STUDENT PACKET

BENEFITS AND RISKS

FOR RESIDENTS

Living Conditions

- 1. Benefit (B):** The renovation will cover major capital improvements projected over the next 20 years at your development.
Risks And Uncertainties (R&U): The risk that the developer may not complete renovations to quality standards may be minimized by the investors' incentive to protect their investment.
- 2. B:** NYCHA must inspect your apartment every two years to make sure it continues to meet federal quality standards. The owner will be required to address any deficiencies promptly.
R&U: You will have to provide access to your apartment for the inspector and for any needed renovations.

Rents and Leases

- 3. B:** Residents on the NYCHA lease at conversion will have the “right to stay” without rescreening. Those temporarily relocated during renovations will be guaranteed the “right to return.”
R&U: After conversion, anyone living with you, who you have not added to the lease, may be required to leave. If you are living in an under-occupied apartment, you may be moved to a different unit in the same development after renovation.
- 4. B:** Your rent will be affordable and set at 30 percent of household income.
R&U: Households now paying less than 30 percent will experience a rent increase, to be phased in over a 5-year period.

- 5. B:** Your development will remain affordable low-income housing. Every 20 years HUD and the owner are required to renew arrangements.
R&U: RAD and the public housing program—like any other federal program—are subject to legislative and funding changes in Washington.

Program Arrangements

- 6. B:** Your development will become Section 8 housing, which has more stable Washington funding than public housing.
R&U: Your development will no longer be considered public housing (Section 9). It will be subject to different rules and regulations, and different resident rights and protections.
 - 7. B:** Your resident organization will continue to be funded each year at up to \$25 per occupied unit.
R&U: Arrangements will have to be worked out with the new manager for receiving and using the funds.
 - 8. B:** NYCHA will select a “development team,” including a developer to carry out renovations and a private manager to replace NYCHA management. The development team will be required to develop a hiring plan and provide opportunities for residents to obtain training and jobs, both in construction and in permanent management.
R&U: Residents may lose access to NYCHA-run job training programs. If existing NYCHA employees are not hired by the new property manager they will be relocated to other sites.
- #### Change in Financing and Ownership
- 9. B:** The private financing that RAD unlocks will allow for quick repairs and renovation. Many developments have not been able to accomplish such work for years, but through RAD, work should be completed with 2 years. With private ownership, the new property management may be better quality.
R&U: Because each development will have a different new property manager, the quality of new management is unknown.

RAD 101: STUDENT PACKET

CHANGES IN ARRANGEMENTS

INSTRUCTIONS:

Use the chart below to create a reference sheet for addressing personal housing issues after conversion.

WHO IS THE DEVELOPMENT TEAM?

The Development Team includes:

1. The developer responsible for carrying out renovations
2. A service provider to provide on-site services
3. A property manager who will take over maintenance and operations.



AFTER CONVERSION...	NYCHA	New Property Manager
Who do I pay rent to?		
Who I do pay any owed rent to?		
Who do I contact if my income changes?		
Who will I annually recertify with?		
Who do I contact with questions about accommodating a disability or medical condition?		
Who do I contact for issues related to the Section 8 subsidy?		
Who do I contact for issues related to my lease and property maintenance?		
Who do I contact in case of emergencies? (flooding, lack of heat or hot water, etc.)		
Who do I call for repairs and work orders?		
Who do I contact if I want to find out more about the Housing Choice Voucher and portability?		

RAD 101: STUDENT PACKET

TELL A NEIGHBOR

INSTRUCTIONS:

A successful RAD conversion depends on the active involvement of neighbors to help keep each other informed and in the loop.

I. Take a few minutes to write a brief “In-a-nutshell” description of RAD that you can share with your neighbors, friends and family.

Guidelines:

- **Try to keep your message to 3-4 sentences, or about 90 seconds.**
- **Frame the explanation through questions to help draw the person you are talking to into the conversation.**
- **Draw connections from RAD to everyday experience**
- **Try to hit on the important ideas: What RAD is; why it’s happening, and 1-2 significant changes residents can expect**

Take turns sharing your description with a partner and give each other feedback:

- **What worked well in the brief?**
- **What important ideas were missing?**
- **Was the person engaging and did they capture your attention?**

Write down any other notes about RAD that you would like to share with your community:

KNOW YOUR RIGHTS: STUDENT PACKET

RAD COMMON CONCERNS*

FEAR

FACT

1. NYCHA IS SELLING PUBLIC HOUSING THROUGH RAD

NYCHA will not sell buildings or land through RAD. NYCHA will partner with a developer through a long-term lease for the land and through a new joint ownership entity in order to access additional funding for renovations.

2. RAD PRIVATIZES PUBLIC HOUSING

A private developer and manager will oversee renovations and will take over day-to-day management, but NYCHA will continue to own the land and will be a partial owner in a public-private partnership. NYCHA will also oversee the process of filling new vacancies from a site-based Section 8 waiting list. There are protections in the RAD regulations that ensure that converted properties will not become market-rate.

3. RENT WILL INCREASE AFTER UPGRADES

Rent will be set at 30% of annual household income. Any tenant currently paying less than 30% of their income (flat rent) will see their rent phased up to 30% of their annual household income over 5 years.

4. RESIDENTS WILL LOSE THEIR APARTMENTS

Residents will not be displaced. Existing residents have the right to remain without rescreening, regardless of income or other factors. If residents need to be temporarily relocated during renovation, they have the right to return. There is a possibility that residents will be relocated within the development if there is a need to “right-size” the unit.

5. RESIDENTS WILL LOSE THEIR RIGHTS

Under RAD, tenants maintain all the same basic rights, such as succession, affordability and organizing rights.

KNOW YOUR RIGHTS: STUDENT PACKET

RIGHTS WITH RESPONSIBILITIES

RIGHTS




WHAT YOU NEED TO KNOW



RESIDENT RESPONSIBILITY*


*This column is blank in student packet



1. Residents have the right to remain.

- If a household member is not on the NYCHA lease before conversion, the new property owner will have the right to evict them after conversion
- If a pet or major appliance (washing machine, AC, dishwasher) has not been registered with NYCHA, the resident may not be able to keep the pet or appliance after conversion

Residents must check with NYCHA to make sure their current lease includes all their household members, and that any pets and major appliances are registered.



2. Residents will receive new 12-month leases that the new property owner must renew every year.

- The property owner may terminate a resident's lease if they have cause. An owner has cause if a resident violates the terms of their lease, for example by:
- Not making payments
 - Not following rules in the lease
 - Involvement in criminal activity or alcohol abuse
 - Making false statements in annual recertification, for example about income or family size

Residents should:


- Read their lease carefully
- Seek assistance in understanding the terms of their lease if needed
- Make sure you start paying rent to the new property manager (rather than NYCHA) once conversion has occurred
- Make sure any benefits that go towards their rent are redirected to the new property owner. For example, payments through HRA.

RIGHTS

WHAT YOU NEED TO KNOW

RESIDENT RESPONSIBILITY*


*This column is blank in student packet



3. Rent will continue to be set at 30% of income, and residents will not need to pay a new security deposit.

- If a resident is paying a flat rent that is less than 30% of their income, it will be phased up to 30% of income over 5 years.
- Residents will no longer pay rent to NYCHA, but to the new property manager.
- If residents have rent arrears with NYCHA, the arrears will transfer to the new property manager and they will need to enter a payment plan with the new property manager.
- Residents will continue to do their yearly income re-certification with NYCHA, and may need to do additional income certification with the property manager.

- Residents need to continue to recertify annually with NYCHA and potentially also with the new property manager.
- Residents need to change who they are paying rent to.
- Residents need to make sure any benefits that go towards their rent are redirected to the new property owner.



4. Tenant Associations are called Resident Organizations (RO) under RAD. ROs will continue to be funded at up to \$25 per unit.

- If a Resident Organization does not exist, residents may have a hard time communicating with the development team and spreading information to all neighbors. Residents should form a Resident Organization as soon as possible.
- If only a portion of a development is being converted, residents may need to form a new Resident Organization.

- If a resident organization does not exist, residents should make every effort to form one.
- If only a portion of your development is being converted, talk to NYCHA to understand whether you need to form a new Resident Organization.
- If a resident organization does exist, get involved to make sure your concerns are heard.

Note: Organizing rights are addressed in more detail in the Organizing section of the curriculum.

KNOW YOUR RIGHTS: STUDENT PACKET NYC-SPECIFIC RIGHTS: RAD GUIDING PRINCIPLES*

Role of Guiding Principles for...

RESIDENTS

The Guiding Principles are an added measure to secure key resident rights by clarifying what is expected of NYCHA and the development team throughout the conversion process.

KEY POINTS

- Residents must be:
 - o notified of RAD application and given the RAD Handbook;
 - o provided with information about new lease procedures;
 - o supported in forming a resident organization if one does not exist;
- Principles reiterate the right of existing residents to stay in in their developments.
- Principles clarify that succession rights and the right to continue operating home businesses continue under RAD.
- Principles clarify that any unused Tenant Participation Activity funding will stay with the property after conversion.



PROPERTY MANAGERS

The Guiding Principles outline requirements for resident engagement and training/hiring opportunities, both during construction and in permanent positions. The principles help property managers operate in a way that will uphold resident rights.

KEY POINTS

- Property managers are required to:
- Meet with resident organizations to hear needs that will inform the rehab scope of work and service plan;
 - Provide training/employment opportunities to residents;
 - Provide ongoing orientation to the new grievance and termination procedure;
 - Provide residents with written relocation plans, where applicable;
 - Maintain existing community facilities.



NYCHA

The Guiding Principles outline requirements for resident engagement and establish a role for ongoing oversight.

KEY POINTS

- Principles outline policies for waiting lists, utility payments, security deposits, pets, and selection criteria for new residents.
- Pre-conversion, NYCHA must:
 - o Provide applications for adding household members to a lease, interim recertification, and transfers
 - o Create standardized tenant selection criteria for filling vacancies.
- Post-conversion, NYCHA will:
 - o Assign a NYCHA contact person with whom Resident Organizations can address development-wide, systemic problems that may emerge;
 - o Provide Resident Organizations with contact information for Resident Organizations at other RAD developments to support communication among RAD sites.



* See RAD Handbook Appendix for full set of RAD Guiding Principles, or visit: <http://www1.nyc.gov/assets/nycha/downloads/pdf/rad-principles.pdf>

GET INVOLVED: KEY ISSUES

SECTION 8 SUBSIDY & NEW LEASES



The RAD conversion will end your public housing lease, and you will have a Section 8 subsidy agreement with NYCHA.

Residents will receive new 12-month Section 8 leases that the new property owner is required to renew every year.



HOW IT WORKS

- NYCHA must give at least 30-day notice before the public housing lease is terminated.
- All household members on the NYCHA lease will have the right to stay without rescreening (for income, criminal background, credit status etc.).
- New leases will vary at different RAD sites depending on the new property manager and may affect terms regarding pets and major appliances, but as long as these are registered with NYCHA they will be grandfathered in.
- Residents must sign the new lease by the deadline in order to stay in their apartment.
- The new property manager cannot terminate leases without cause, and NYCHA cannot terminate Section 8 assistance without cause.

-
1. What potential concerns does the need to sign new leases bring up?
 2. What should residents do to make sure they and their neighbors are aware of regarding this process?
 3. What are 3 things residents can do to address these concerns?

GET INVOLVED: KEY ISSUES

PHYSICAL NEEDS ASSESSMENT



Once a development team is selected to renovate and manage the property, they will conduct a property assessment to determine what repairs will be done. From this, the development team will draw up a **Final Scope of Work** that details work to be done.



HOW IT WORKS

- Residents will receive a letter from the property manager if their apartment is randomly selected for inspection to assess repair needs.
- Exact repairs and upgrades will depend on the development, but needs to address major improvements, which may include unit upgrades, plumbing, electricity, heating, gas service, lighting, elevators and security.
- A resident representative may or may not be asked to attend the property assessment, to help point out building issues.
- The development team may conduct multiple assessments.
- Residents should attend any meetings the development team holds or invite the development team to Resident Organization meetings in order to influence the Final Scope of Work and begin to forge a productive relationship with the new property management.
- NYCHA and/or the property manager must notify residents of specific repair and construction plans for the property 30 to 90 days before construction begins.

-
1. What potential concerns does the Physical Needs Assessment bring up?
 2. What should residents do to make sure they and their neighbors are aware of regarding this process?
 3. What are 3 things residents can do to address these concerns?

GET INVOLVED: KEY ISSUES

TEMPORARY RELOCATION



NYCHA's goal is for all RAD properties to be renovated with tenants in place, and minimize the impact of construction on daily life. However, in some cases, due to the extent of the renovation, temporary relocation may be necessary for health and safety reasons.



HOW IT WORKS

- The development team will notify residents if they need to be temporarily relocated during construction, 30-90 days before construction begins.
- If the renovation requires residents to be temporarily relocated:
 - They will be offered a vacant unit in their development or in nearby locations.
 - They are guaranteed the “right to return” to their development under federal law. If residents are in an apartment that is too big or too small for their household size, they may be required to move into an appropriately sized apartment in their development after renovation
 - Relocation will last 12 months at most.
 - Relocation costs will be covered by the development team.
 - Residents will continue to pay the same rent during temporary relocation.
- Residents can request reasonable accommodation if they are concerned that construction will affect any existing health conditions.

-
- 1. What potential concerns does temporary relocation bring up?**
 - 2. What should residents do to make sure they and their neighbors are aware of regarding this process?**
 - 3. What are 3 things residents can do to address these concerns?**

GET INVOLVED: KEY ISSUES

TRANSFERS AND HOUSING CHOICE



If you are on the public housing waitlist to transfer out of your development, you will be removed from the waitlist when your development converts to RAD.

If you are on the waitlist or want to be added to it, make sure to contact NYCHA's Applications & Tenancy Administration Department (ATAD) to discuss if you qualify for a transfer and to make sure you understand your options.

1 year after conversion, residents can apply for a Housing Choice Voucher to move elsewhere.

***Under New York City's Human Rights Law, lawful source of income violations do not include situations where:**

- The tenant is a resident of a two-family house where the owner or a member of the owner's family resides in that house and the available housing accommodation was not advertised.
- The tenant rents a room or rooms in non-government assisted housing where the owner resides.



HOW IT WORKS

- If you are on NYCHA's transfer list and your development is converting to RAD, contact NYCHA as soon as possible to check on the status of your transfer request.
- You may request an emergency transfer at any time for circumstances such as domestic violence or reasonable accommodation by contacting **NYCHA's Customer Contact Center at 718-707-7771**.
- 1 year after conversion, residents can request a transfer voucher (also called a Choice Mobility voucher) from NYCHA. This is a tenant-based voucher, meaning the subsidy is attached to the tenant, rather than the unit. This voucher can be used anywhere in the U.S. Where there is a Section 8/Housing Choice Voucher program. It is a violation of New York City's Human Rights Law, under Lawful Source of Income Discrimination*, for a landlord not to accept a voucher. Such landlords should be reported to the New York City Commission on Human Rights.
- There is no waitlist priority for RAD tenants that request a transfer voucher. Requests for a transfer voucher will be approved, subject to funding availability.
- Voucher availability is unpredictable. At the moment, there is no waitlist for transfer vouchers. The availability depends on funding and the number of residents requesting a transfer voucher. Please note that RAD tenants (or any project-based voucher tenant) do not go on the general Section 8 waiting list when they request a transfer voucher. Their request is processed separately – there is not currently a waiting list for transfer vouchers.
- In NYC, it is often extremely difficult to find an apartment because of the very low vacancy rate.” It is against the law for a landlord to refuse to accept a voucher. There are not specific apartments that “accept Section 8.” Rather, all landlords are required to accept it – otherwise they are violating the Lawful Source of Income Discrimination section of the **New York City Human Rights law*** and should be reported to the NYC Commission on Human Rights. However, there are very few affordable apartments available in New York City.

-
1. What potential concerns do transfers and Housing Choice bring up?
 2. What should residents do to make sure they and their neighbors are aware of regarding this process?
 3. What are 3 things residents can do to address these concerns?

GET INVOLVED: KEY ISSUES

GRIEVANCES



After RAD conversion, depending on the issue at hand, some grievances will be processed by the new owner/manager and some by NYCHA.



HOW IT WORKS

- Grievances concerning appliances, pets and issues in your apartment will be processed by the new owner/manager.
- Grievances concerning matters involving your Section 8 rental assistance such as adding household members and calculation of your rent will continue to be processed by NYCHA as the agency administering your Section 8 subsidy.

-
1. What potential concerns do grievances bring up?
 2. What should residents do to make sure they and their neighbors are aware of regarding this process?
 3. What are 3 things residents can do to address these concerns?

GET INVOLVED: KEY ISSUES

TERMINATION OF SECTION 8 SUBSIDY



If your Section 8 rental assistance is terminated by NYCHA, the new owner/manager will no longer receive rental assistance for your apartment. You may therefore be at risk of eviction.



HOW IT WORKS

- As the administrator of Section 8, NYCHA will have to go through an administrative process at 250 Broadway if it wants to terminate your Section 8 rental assistance
- Grounds for bringing a termination of tenancy case include: chronic late payment of rent; non-desirability; misrepresentation of income; unauthorized household members.
- NYCHA must give you notice of the grounds for any termination and you have a right to an impartial hearing to challenge a proposed termination. If a NYCHA hearing officer terminates your Section 8 rental assistance, you can appeal the decision in NY State Supreme Court in an Article 78 proceeding.
- The loss of rental assistance for your apartment could be a violation under your lease with the new owner/manager.

In New York City, there is a law called the **Lawful Source of Income Law**. Under this law it is illegal to be denied a housing opportunity because of a lawful source of income. Lawful source of income includes **income from Social Security, or any form of federal, state, or local public assistance or housing assistance including Section 8 vouchers**. If you think you have been denied an apartment because of your voucher, contact the New York City Commission on Human Rights at 311 or (718) 722-3131. Make sure you know your rights regarding this issue and find more information here:

<http://www1.nyc.gov/site/cchr/help/residents.page>

1. What potential concerns does Termination of Section 8 Subsidy bring up?
2. What should residents do to make sure they and their neighbors are aware of regarding this process?
3. What are 3 things residents can do to address these concerns?

RESIDENT ORGANIZATIONS: STUDENT PACKET

TYPES OF RESIDENT GROUPS

UNDER NYCHA

RESIDENT ASSOCIATIONS (RAS)

The most accessible and easiest to get involved with of the groups, RAs must serve all residents of a given development and address development-specific concerns. **RAs are open to any resident of the development it serves.**

DISTRICT COUNCILS (DC)

NYCHA has designated 9 DCs throughout the City, made up of RO presidents. DCs enable RO presidents to bring resident issues and broader concerns to the Citywide Council, and to bring broader public housing information back to tenants. Each DC elects 5-7 officers and a chair. **DC membership is limited to RO presidents.**

CITYWIDE COUNCIL OF PRESIDENTS (CCOP)

Each of the 9 DC chairs sits on the CCOP. This council discusses broader issues including budget and policy and addresses public housing issues at the local, state, and federal levels. The CCOP meets with NYCHA to share these big-picture issues and to bring information back to their respective DCs. **CCOP membership is limited to District Council chairs.**

RESIDENT ADVISORY BOARD (RAB)

The CCOP, other DC officers, and Section 8 voucher holders comprise the RAB. The provides feedback and recommendations for NYCHA's annual and 5-year plans. **RAB membership is limited to members of resident leadership.**

UNDER RAD

RESIDENT ORGANIZATIONS (ROS)

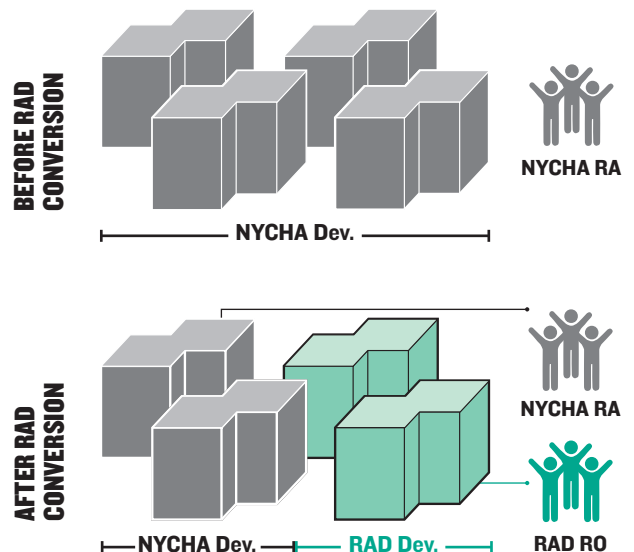
Under RAD, Tenant Associations are called Resident Organizations. An RO is a group of residents with elected leaders that is responsible for representing resident interests to the property owner. A resident organization is considered legitimate if it has been established by the residents of the property, meets regularly, operates democratically, is representative of all residents in the project, and is completely independent of the Project Owner, management, and their representatives. Resident organizations often provide resident education, organizing around tenancy issues, and training activities.



Under RAD, there is no equivalent for DC, CCOP or RAB.



If only part of your development is converting, you may need to form a new Resident Organization that represents only the RAD buildings.



RESIDENT ORGANIZATIONS: STUDENT PACKET

ESTABLISH A RESIDENT ASSOCIATION

STEP 1

Notify NYCHA: If residents interested in forming a TA prior to RAD conversion, the first step is reaching out to the NYCHA Resident Engagement Department at 212-306-3404 to be assigned a resident engagement coordinator who will assist you in the process.

STEP 2

Petition to form a TA: Residents need to create a petition and survey their development to understand what number of residents want to form a TA and be involved. This is a resident led process. You can request NYCHA's assistance.

STEP 3

Call a Meeting: Residents should hold a meeting to share the results of the survey. If NYHCA assists residents with tallying up survey results, NYCHA can be present to help describe results.

STEP 4

Positions: Who is interested in running for a position on the 5 member (minimum) board? Residents should call a meeting to describe positions and responsibilities as well of the benefits of having the association. NYCHA can be present at this as well if requested.

STEP 5

Introduce Nominees: Nominees should be introduced to the general resident body so they can begin to create campaigns and spread awareness.

STEP 6

Form a Bylaws Committee: The committee should consist of 3-5 residents who are either running for positions and those generally interested. NYCHA has a template that residents can use.

STEP 7

Bylaws Review and Approval: Once the Bylaws are created, the template is sent to NYCHA for legal review and approval. Once bylaws are approved, the election process is initiated.

STEP 8

Campaign and Election: Candidates have 30 days minimum to campaign for their positions. Election night is held, residents vote.

STEP 9

TA is Official: Residents have 72 hours to contest the election results, after which the slate of candidates is certified as the new TA. TA must post notice of names and positions of new board and distribute Certification.

RESIDENT ORGANIZATIONS: STUDENT PACKET

RESIDENT ORGANIZATION (RO) GUIDELINES*

Under RAD, there are several guidelines ROs and property managers should know:

A LEGITIMATE RO MUST:

- Be established by the residents of the property;
- Meet regularly;
- Operate democratically;
- Represent all residents at the property;
- Be independent from the property owner

ROS CAN RESPOND TO:

- Property owners' requests for rent increases,
- A partial payment of claims
- Conversion from project paid utilities to tenant-paid utilities,
- A reduction in tenant utility allowances,
- Major capital additions, and
- Loan prepayments

PROPERTY MANAGERS MUST PERMIT:

- Distribution of leaflets in the lobby, other common areas, and under tenants' doors
- Posting of information on bulletin boards
- Contact with tenants
- Conducting door-to-door surveys to determine interest in establishing an RO or offer information about an existing RO
- Assistance for tenants to participate in RO activities
- Convening of RO meetings on-site in a manner that is fully independent of management representatives (Management representatives may not attend such meetings unless invited by the tenant organization)
- Meeting in a location where residents can easily attend, including those with and disabilities
- Conducting other reasonable activities

TENANT PARTICIPATION ACTIVITY (TPA) FUNDS

- Funding is \$25 per occupied unit per year
- Up to \$10 will go to the property manager
- At least \$15 goes towards resident participation
- Activities and funds are to be used for resident education, organizing around tenancy issues, and training activities. The property manager should support any activity that falls into one of these buckets. Activities that fall outside of these buckets may not be eligible.

ACTIVITIES EXEMPT FROM TPA INCLUDE:

- Entertainment activities such as amusement, diversions, and social activities that do not directly offer activities or services to improve resident quality of life such as empowerment activities or social services resources;
- Organized fundraising;
- Giveaways to reward participation

*See RAD Handbook Appendix D for more info

ORGANIZING 101: STUDENT PACKET

CASE STUDY: The RAD Roundtable for Resident Rights and Protections



In New York City, resident leaders, advocates and community based organizations came together to educate themselves about RAD, address concerns and advocate for resident rights early in its evolution. Co-convened by the Community Service Society (CSS) and Enterprise Community Partners (Enterprise) this multi-stakeholder group became the **RAD Roundtable on Resident Rights and Protections**. This group convenes the stakeholders involved in RAD. They have come together to identify issues raised by a diverse set of stakeholders and to work towards a common decision-making process regarding resident's rights with NYCHA for future RAD projects.

The RAD Roundtable has made recommendations to shape the program as it continues to roll out and expand in NYC. The RAD Roundtable established goals that continue to evolve based on the status of the RAD program in NYC as well as the needs and experiences of group members.

GOALS:

- **Creating the RAD “Guiding Principles”;**
- **Providing ongoing education and information sharing on the RAD program in NYC;**
- **Identifying and addressing gaps in resident rights and protections under RAD;**
- **Acting as a feedback loop for resident voices to be heard and incorporated into NYCHA’s program implementation and policies;**
- **Providing independent forums to assure that residents are informed of their options, rights, and protections as they engage with NYCHA and other key actors in the conversion process.**



PRINCIPLES FOR THE RENTAL ASSISTANCE DEMONSTRATION (RAD):

Supplemental Resident Rights and Protections Under RAD Conversion (aka The RAD “Guiding Principles”): The Roundtable’s initial goal was to create a set of “Guiding Principles” that ensure additional resident rights and protections for public housing residents affected by the RAD program. The group met weekly and delegated work by breaking into working groups to tackle the creation of the principles. Once the group had finalized the document and discussed them with NYCHA, the Guiding Principles were incorporated into NYCHA’s city-wide approach to rolling out the RAD program.

THE FUTURE OF THE RAD ROUNDTABLE:

After completing their first goal, the group’s next steps continue to evolve while remaining true to their purpose of education and advocacy. To further ongoing education, the group works to create empowerment tools including an overview video and RAD Resident Handbook. Because of their ability to get and remain organized, the RAD Roundtable proved to be instrumental in protecting resident rights, educating stakeholders, garnering feedback from residents directly affected in real time, and coordinating with NYCHA to ensure feedback is addressed.

KEY TAKEAWAYS:

- **Get Everyone to the Table:** Being inclusive and gathering all of the stakeholders is key to ensuring all voices are represented at the decision-making table equally.
- **Establish Goals:** Articulating and agreeing upon goals helps to define the purpose of the group, generate buy in from members, hold the group accountable and is the first step to taking action.
- **Meet Early and Often:** Getting organized as early as possible enables you to proactively address an issue at hand. Meeting often is helpful to keep up the group’s momentum, build relationships and keep members involved and on track.
- **A Unified Voice is a Stronger Voice:** When individual voices are organized around one clear message, a group’s cause is more likely to be heard and addressed.
- **Power in Numbers:** The more people you can get excited about the cause you care about, the more likely you are to succeed in getting it addressed.

ORGANIZING 101: STUDENT PACKET

COMMUNITY NEEDS ASSESSMENT: INTERVIEW

1. What is your name and development?

Name: _____ Development: _____

2. How long have you lived at your development?

3. Do you go to any nearby parks, plazas, or other open space areas in your neighborhood?

Yes

No

4. If no, why not?

Nothing around my development

Don't like it

Not easy to get to

Other: _____

5. If yes, which area and what activity do you usually do there?

6. Are there any skills or hobbies you have that you'd be willing to teach others?

Yes

No

7. If yes, what are they?

8. Would you participate in resident-led classes to learn new skills or hobbies?

Yes

No

9. What is your preferred time of day to attend a class?

Early morning

At night

Late morning - early afternoon

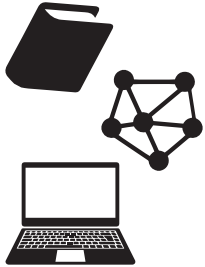
Other: _____

Late afternoon - evening

10. Any other ideas for community building or recreation that you'd like at your development?

ORGANIZING 101: STUDENT PACKET

COMMUNITY NEEDS ASSESSMENT: METHODS



USE EXISTING DATA

Through existing data sources, such as Census data, NYCHA’s fact sheet, or NYC Open Data, you can pull important statistics about your neighborhood and look at changes over time. However, this type of information is usually better as a supplement to one of the other methods below since it doesn’t necessarily reflect the needs residents may express, may not be current, and may be too general to help you develop plans for your development.



SURVEYS

Talking with a selection of residents that represents the larger population (in terms of age, sex, race, language, etc.) can help get an understanding of how residents feel and engage on a range of topics. Designing a good survey questionnaire is critical to the success of this method, and it can be costly since it requires more individual level interaction. There are free resources available online that could help you get started including templates or online options. A quick search for “free survey tools” can get you started.



KEY INFORMANT INTERVIEWS

Talking with community leaders and decision makers can provide a quick understanding of community concerns. However, this method may not provide information that can be applied to all residents and may serve better as a supplement or initial engagement leading to a more robust community engagement effort for your Community Needs Assessment. Conducting interviews with key leadership in your community can also serve as a basis for building a relationship with them which could be mutually beneficial in the future if not immediately.



COMMUNITY FORUMS

Large public meetings or workshops are an effective way to bring a broad group of residents together to engage on the range of topics you want to cover in your CNA. It can also help build networks and improve organizing efforts by potentially attracting a broader audience than smaller or more narrowly focused meetings. It is important to be clear on forum goals and expected outcomes, and use outreach efforts to try and bring the largest representation of residents as possible.



FOCUS GROUPS

Selecting focus groups that can speak to specific resident concerns (e.g. seniors in public housing) can help foster detailed conversations that may not come out at public meetings. However, success with focus groups rests on selecting the right group and moderating the conversation effectively to keep it productive.



ORGANIZING 101: STUDENT PACKET

SAMPLE NEEDS ASSESSMENT - TWIN RIVERS

SECTION 5: FOOD SECURITY

5.1 Where do you usually go food shopping for your household? (check one)

- | | |
|---|--|
| <input type="checkbox"/> 1. Grocery Store | <input type="checkbox"/> 4. Food Bank |
| <input type="checkbox"/> 2. Corner Store | <input type="checkbox"/> 5. Large retail store (Target, WalMart) |
| <input type="checkbox"/> 3. Gas Station | <input type="checkbox"/> 6. Other: _____ |

5.2 What is the specific location where you usually go food shopping?

5.3 Is it convenient to where you live or work?

- 1. Yes
- 2. No

5.4 How do you generally pay for groceries?

- | | |
|-----------------------------------|--|
| <input type="checkbox"/> 1. Cash | <input type="checkbox"/> 3. SNAP (food stamps) |
| <input type="checkbox"/> 2. Check | <input type="checkbox"/> 4. Other: _____ |

5.5 During a typical week, how many nights does your household eat fast food?

- | | |
|---|---|
| <input type="checkbox"/> 1. None | <input type="checkbox"/> 4. 5-6 nights per week |
| <input type="checkbox"/> 2. 1-2 nights per week | <input type="checkbox"/> 5. Every night |
| <input type="checkbox"/> 3. 3-4 nights per week | |

5.6 During a typical week, how many nights does your household make dinner at home?

- | | |
|---|---|
| <input type="checkbox"/> 1. None | <input type="checkbox"/> 4. 5-6 nights per week |
| <input type="checkbox"/> 2. 1-2 nights per week | <input type="checkbox"/> 5. Every night |
| <input type="checkbox"/> 3. 3-4 nights per week | |

5.7 Are there times when there isn't enough food in the house to eat?

- 1. Yes
- 2. No

5.8 If yes, what are the reasons why there is not always enough to eat? (check all that apply)

- | | |
|---|--|
| <input type="checkbox"/> 1. Not enough money for food | <input type="checkbox"/> 3. Too hard to get to the store |
| <input type="checkbox"/> 2. Not enough time for shopping or cooking | <input type="checkbox"/> 4. Other: _____ |

5.9 How interested would you be in having a community garden onsite at Twin Rivers?

- | | |
|---|--|
| <input type="checkbox"/> 1. Very interested | <input type="checkbox"/> 3. Not interested |
| <input type="checkbox"/> 2. Somewhat interested | <input type="checkbox"/> 4. Don't know |

5.10 How interested would you be in a course on healthy living?

- | | |
|---|--|
| <input type="checkbox"/> 1. Very interested | <input type="checkbox"/> 3. Not interested |
| <input type="checkbox"/> 2. Somewhat interested | <input type="checkbox"/> 4. Don't know |

5.11 How interested would you be in learning more about nutrition, cooking, or food preparation?

- | | |
|---|--|
| <input type="checkbox"/> 1. Very interested | <input type="checkbox"/> 3. Not interested |
| <input type="checkbox"/> 2. Somewhat interested | <input type="checkbox"/> 4. Don't know |

Source: Twin Rivers Resident Needs Assessment, Sacramento Housing and Redevelopment Authority (<https://goo.gl/vp93Qx>)

ORGANIZING 101: STUDENT PACKET

ORGANIZING SCENARIOS: JOB OPPORTUNITIES

INSTRUCTIONS:

In your small group or pair, develop an organizing strategy to address the scenario on this handout. Think about your answers to the questions below, and then write a brief Action Plan (5-10 bullet points) that you will report back on.

- What are you trying to achieve? What is your mission?
- What are the potential obstacles?
- What will get others interested in your cause?
- Who can you contact for support? *See sample power map below*

SCENARIO:

Through RAD conversion, the developer and property manager will need to create a job opportunity plan for residents. You know that a lot of information gets missed in your development and want residents to know about the opportunities and be able to apply on time.

POWER MAP

Who has a stake in the issue?
Who has decision-making power?

COMMUNITY GROUPS

Local CBOs,
Resident Organization

ELECTED OFFICIALS

Councilmember,
Borough President,
Senator



LOCAL INSTITUTIONS

NYCHA, Schools,
Faith based groups

ANYONE ELSE?

ACTION PLAN:

ORGANIZING 101: STUDENT PACKET

ORGANIZING SCENARIOS: STAIRWELL SAFETY

INSTRUCTIONS:

In your small group or pair, develop an organizing strategy to address the scenario on this handout. Think about your answers to the questions below, and then write a brief Action Plan (5-10 bullet points) that you will report back on.

- What are you trying to achieve? What is your mission?
- What are the potential obstacles?
- What will get others interested in your cause?
- Who can you contact for support? *See sample power map below*

SCENARIO:

There has been an increase in safety and maintenance complaints in your development's stairwells. Residents have been complaining that lights have gone out and are not being replaced; people are leaving garbage on landings; younger crowds are drinking, smoking, and partying at all hours of the night; etc. Repeated calls to the property manager from several tenants has not fixed the situation.

POWER MAP

Who has a stake in the issue?
Who has decision-making power?

COMMUNITY GROUPS

Local CBOs,
Resident
Organization

ELECTED OFFICIALS

Councilmember,
Borough President,
Senator



LOCAL INSTITUTIONS

NYCHA, Schools,
Faith based groups

ANYONE ELSE?

ACTION PLAN:

ORGANIZING 101: STUDENT PACKET

ORGANIZING SCENARIOS: PEST CONTROL

INSTRUCTIONS:

In your small group or pair, develop an organizing strategy to address the scenario on this handout. Think about your answers to the questions below, and then write a brief Action Plan (5-10 bullet points) that you will report back on.

- What are you trying to achieve? What is your mission?
- What are the potential obstacles?
- What will get others interested in your cause?
- Who can you contact for support? *See sample power map below*

SCENARIO:

There has been an increase in the number of pest complaints in your development. There are many potential causes including construction, problem tenants, the development's pet policy, etc. There is an exterminator that has been coming twice a week to cover apartments that have submitted complaints, however this is not solving the problem. The number of reports is still going up every week.

POWER MAP

Who has a stake in the issue?
Who has decision-making power?

COMMUNITY GROUPS

Local CBOs,
Resident
Organization

ELECTED OFFICIALS

Councilmember,
Borough President,
Senator



LOCAL INSTITUTIONS

NYCHA, Schools,
Faith based groups

ANYONE ELSE?

ACTION PLAN:

ORGANIZING 101: STUDENT PACKET

ORGANIZING SCENARIOS: PUBLIC SPACE ACTIVATION

INSTRUCTIONS:

In your small group or pair, develop an organizing strategy to address the scenario on this handout. Think about your answers to the questions below, and then write a brief Action Plan (5-10 bullet points) that you will report back on.

- What are you trying to achieve? What is your mission?
- What are the potential obstacles?
- What will get others interested in your cause?
- Who can you contact for support? *See sample power map below*

SCENARIO:

There are many young families in your development that have been voicing their dismay at the lack of play spaces for their children. Several tenants have approached you with the idea of building a playground on fenced-in green space adjacent to your development. The property manager is open to the idea, but says there is not enough funding right now.

POWER MAP

Who has a stake in the issue?
Who has decision-making power?

COMMUNITY GROUPS

Local CBOs,
Resident
Organization

ELECTED OFFICIALS

Councilmember,
Borough President,
Senator



LOCAL INSTITUTIONS

NYCHA, Schools,
Faith based groups

ANYONE ELSE?

ACTION PLAN: