# TABLE OF CONTENTS

Introduction  
How to Use This Guide  

## CURRICULUM:  

### Section 1: RAD 101  

1. A. What is RAD and Why is it Happening?  
   - Origins of Public Housing  
   - RAD at a Glance  
   - Conversion Basics  

18. B. What Can You Expect?  
   - Big Picture Benefits and Risks  

### Section 2: Prepare for RAD  

24. A. Know Your Rights  
   - Common Concerns  
   - Rights with Responsibilities  
   - NYC-specific rights  

32. B. Get Involved  
   - Engagement  
   - Key Resident Issues  

### Section 3: Organize  

43. A. Resident Organizations (RO)s  
   - Types of Resident Groups  
   - Forming an RO  

53. B. Organizing 101  
   - Case study: The RAD Roundtable on Resident Rights and Protection  
   - Identifying Community Needs  
   - Creating a Call to Action
The Rental Assistance Demonstration (RAD) program transitions public housing (Section 9) into Section 8 housing and shifts ownership to a public-private partnership in order to access new sources of financing that will provide comprehensive repairs to public housing communities. The New York City Housing Authority (NYCHA) plans to convert as many as 15,000 units of housing through the RAD program over the next decade. It is therefore important that residents and other stakeholders understand what the RAD program is and what affected stakeholders can do to prepare.

The RAD curriculum guide is meant to serve as a resource for public housing residents, tenant leaders and advocates who want to help others understand and prepare for RAD conversion.

The curriculum was developed by Enterprise Community Partners, Inc. and Hester Street, using input from residents and local leaders, including those who have been through RAD conversions in their communities.

The goals of the RAD curriculum are to:

- Support the understanding of the RAD program by multiple audiences
- Equip residents with the information and tools they need to become knowledgeable participants in the conversion process
- Provide organizing resources for residents and advocates

HOW TO USE THIS GUIDE

Each section includes:

- handouts
- presentation slides
- activities for different topics

The curriculum is designed to be adaptable to different settings. It is up to you to decide which parts will best suit your needs and timeframe. The content provided should be presented based on:

AUDIENCE

The number of participants and their existing knowledge should dictate what information is delivered and how. For example, a youth group may not be aware of the changes that public housing has gone through, while a group of seniors may have experienced them directly.

Adjust the content depending on the setting. For example, if you're providing information at a table during a street festival you may only have a very short amount of time to discuss RAD, whereas in a classroom you can go more in depth.

Facilitator Tips:

- Familiarize yourself with the content and review the resources for additional information so that you are fully prepared.
- Review the discussion questions and add additional ideas that will relate to the audience you plan on engaging.
- The activities provided are meant to solidify learning through interactive engagement. Review each activity and decide for yourself whether your audience will benefit from it.
- Make this guide your own. If you think information should be discussed with your audience that isn’t included, make time for it and add it in. Where possible, try to incorporate new discussion questions and activities to build on the learning experience.
OVERVIEW: This section provides a brief history of public housing, the factors that led to the development of the RAD program, and what residents should expect from RAD conversion.

A. WHAT IS RAD AND WHY IS IT HAPPENING? 60 min
Be able to explain to a neighbor what RAD is, and why it is happening.

OUTLINE
• Introduction 5 min
• Opening Discussion 5 min
• Presentation: Origins of Public Housing 15 min
• RAD at a Glance 15 min
• Conversion Basics 10 min
• Closing 5-10 min

MATERIALS
• Presentation: Origins of Public Housing
• RAD at a Glance handout,
• Conversion Timeline handout

B. WHAT CAN YOU EXPECT? 60 min
Understand what changes residents can expect on a day-to-day basis, and over the long-term.

OUTLINE
• Introduction 5 min
• Big Picture Benefits and Risks 15 min
• Changes in Arrangements 10 min
• Tell a Neighbor 15 min

MATERIALS
• Benefits and Risks for Residents handout
• Changes in Arrangements worksheet
• Tell a Neighbor worksheet
A. WHAT IS RAD AND WHY IS IT HAPPENING?

OBJECTIVE: Provide participants with a basic history of public housing as it pertains to the development of RAD. Review the historic shifts in the perception of public housing, and how that contributed to the current conditions that necessitate a program like RAD.

FACILITATOR’S GUIDE: Italic = facilitator talking points
= options for a more condensed timeframe
= materials = corresponding slides

1. INTRODUCTIONS 5 min
Going around the room, ask participants to introduce themselves and give one reason why they want to learn more about RAD. Record these responses for others to read and keep in mind and refer to throughout the sessions.

2. OPENING DISCUSSION 5 min
Take a few minutes to encourage an open-ended discussion on how participants have experienced changes in public housing over time.

Suggested questions:
• What changes have you seen since you’ve lived in public housing?
• What types of changes do long-term residents frequently think about or discuss?

Then lead into the lesson with a big picture overview:

To understand the RAD program, we are going to start with providing the context of why RAD is happening. By looking at RAD within a broader context of public housing history, we can better understand:
• Why RAD was created;
• What will be gained and lost through RAD implementation;
• How our communities will be impacted, and;
• How to be prepared for the changes to come.

3. PRESENTATION: ORIGINS OF PUBLIC HOUSING 15 min

This presentation covers a brief history of public housing and its impact on NYC. Each slide is accompanied by talking points and reference information to give the facilitator more comprehensive background information. Feel free to adjust or elaborate on the talking points as you see fit. If you have limited time, we encourage you to focus on points that speak directly to federal underfunding and the deterioration of public housing, as a basis to dive quickly into the RAD program itself.*

*For a condensed presentation, use only the slides highlighted with the clock icon.

Let participants know that you will be covering the history of public housing policies and impacts that they may have experienced. Afterwards, encourage them to discuss points that resonate with them and ask questions about items they want to know more about.
To understand What RAD it is important to examine the historical events that led to the current circumstances that prompted the creation of RAD.

Public Housing was initially created to address several concerns of the day:

- Substandard living conditions and public health concerns in slums;
- Assist working families for whom the private housing market was out of reach; and;
- Help returning war veterans secure housing.

A series of U.S. Housing Acts (in 1934, 1937 and 1947) sought to:

- Revive the housing industry following the Great Depression;
- Set new national goals for housing quality; and
- Establish subsidies for local public housing authorities.

These acts secured the money and political will needed to create public housing, but cities still needed to find the space to build them.

Large urban renewal projects that contributed to the destruction of existing neighborhoods (called “slum clearance”) were used to make way for public housing developments and other infrastructure projects.

Reference Information

1930s
Over 80 years ago in 1934, NYCHA was created by Mayor LaGuardia as one of the first Public Housing Authorities (PHA) in the country, with First Houses in the Lower East Side becoming one of the first public housing project in the U.S. Demand at the time was so high, that 3,000 people were on the waiting list for First Houses’s 119 apartments.

A few years later, through the Housing Act of 1937 (also called the Wagner-Stegall Act) the federal government created a national public housing program to fund local PHAs for public housing.

1940s
To help achieve the goal for a “decent home and suitable living environment for every American family,” the Housing Act of 1949 promised the creation of over 800,000 units of housing over six years (it took many more years to reach the goal because of the Korean War and other priorities). It also authorized financing for slum clearance and urban redevelopment – a process that would become the Urban Renewal program through the Housing Act of 1954.

Income restrictions and maximum rents were set under the Housing Act of 1949. This policy was designed to restrict the program to lower-income American families in order to prevent public housing from competing with the private sector. Programs administered by the Federal Housing Administration, by contrast, served a broader range of American families.

1950s - 60s
Under the 1954 Act, public housing and urban renewal would only be funded if a community had plans in place to clear slums and blight. Requirements for planning did not, however, prevent the large-scale destruction of low-income urban neighborhoods throughout the country for public housing, highways, and market redevelopment. Also, the total housing supply in cities was not increased through urban renewal, since demolished units were being replaced, not expanded. In fact, there was a decrease in units since they were not replaced on a 1:1 basis.
Throughout the 1950s and 1960s public housing "projects" were built in cities throughout the country as adjuncts to the broader urban renewal process. In 1965, the Department of Housing and Urban Development (HUD) was created to address housing challenges throughout the country, and address city-related problems.

In the 60s and 70s, HUD started requiring that racial de-concentration become a priority in siting public housing. Communities began refusing federal funding to avoid the requirement and, as a result, caused a decline in the quantity of public housing units.

Facilitator option:
Add in a slide showing when your development or the development you work with was built!

1960s -70s
Site selection for public housing in New York initially underlined the city's racial dividing lines. For example, Williamsburg Houses in Brooklyn was built for white residents, while Harlem River Houses was built for black residents. By the nineteen forties, however, New York had pioneered a racially integrated system citywide. Other cities, such as Chicago, continued to use public housing to freeze racial dividing lines. As these practices were challenged in the nineteen sixties and seventies, HUD started requiring that racial de-concentration become a priority in siting public housing. This had an unintended consequences because communities began refusing federal funding to avoid the requirement and, as a result, caused a decline in the quantity of public housing units.
Reference Information

The Federal Housing Administration (FHA) was created through the National Housing Act of 1934 to insure long-term mortgages and financing related to housing improvements or repairs. This gave further incentive for lenders to provide long-term, low interest mortgages, which put homeownership in reach for the middle-class.

The FHA implemented restrictions, including racist policies, that led to the “white flight” many cities experienced. Mortgage insurance was often limited to new neighborhoods on the edges or outside of metropolitan areas that were considered “safer”. There were also limited loan options for the repair of existing units, which incentivized homeowners in cities to abandon homes and relocate to the suburbs.

The FHA also engaged in “red-lining”, a practice at the time of using a red marker on a map to highlight areas that lenders should not invest in. Red-lining was used against minority and immigrant communities, and led lenders to invest in white communities.

For example, an appraiser in the 1930s had this to say about Bedford-Stuyvesant in Brooklyn: “Colored infiltration a definitely adverse influence on neighborhood desirability.”

Over the years, policies that favored homeownership including tax breaks and minimal down payment requirements continued to be implemented. Additionally, the spread of highway infrastructure helped make the automobile the dominant form of transportation in the country. These collectively continued the trend of suburbanization and decline in city populations.

Much has changed since the 1930s, and public housing residents in NYC now face rapidly gentrifying neighborhoods. As gentrification occurs, demographics shift and the cost of living escalates, thus changing the nature of communities surrounding public housing developments. These changes can disrupt the original community fabric, thus causing sentiments of isolation or disconnectedness for longer term residents.

The Housing and Community Development Act of 1980 made commitments to “improve the physical conditions of existing public housing and to upgrade project management and operation in order to preserve the continued availability of these projects for low-income families.”

However, mismanagement in some housing authorities, and corruption amongst some private developers who used public financing for creating affordable housing during the 1970s and 1980s, diminished public and political support for subsidized housing programs. High profile efforts to scatter public housing in more affluent areas, such as Forest Hills, also hurt the program’s reputation with middle-class families.

Financial troubles for PHAs, declining physical conditions, and related rent strikes led to the “Brooke Amendment” in 1969, which amended the Housing Act of 1937 to limit public housing rents to 25% of a tenant’s income. It also ensured PHAs received operating subsidies to cover the difference through annual appropriations, a political challenge every year. Ten years later, in 1981, tenant contribution was increased to 30%. In many cases, appropriations failed to keep pace with increasing costs of operating housing projects, pushing some into receivership and their projects into long-term decline.

It was during the nineteen seventies and eighties that preference in tenant selection in many cities, including New York, was directed to disadvantaged families living in substandard housing or homeless.

Programs such as Hope VI were created in the 1980s and 1990s to fund the revitalization of “severely distressed” public housing projects, and where needed, demolition and/or a transfer of management away from PHAs to other managers to better maintain a property. The results of the Hope VI program remain debated today in terms of the mixed outcomes ranging from creating mixed income settings and eliminating the concentration of poverty to the loss of public housing units, encouragement of gentrification, and the displacement of public housing residents.

Initially it was assumed that rent could fund operating costs, but this was not adequate. PHAs were unable to keep up with the costs of service and maintenance and housing units began to fall into decline.

In an effort to close the gap between operating costs and PHA funding, the federal government raised tenant contribution from 25% of income to 30% in 1981.

Shortly after, many cities began to prioritize tenants with the lowest income. As public housing became housing for the neediest, many of those with the means to leave did so.

Public housing in New York became an important stepping stone for many families to a better life during this period.

Unfortunately, the public and political support for subsidized housing was diminished in the 80s, and many units were lost because of:

- housing maintenance costs that were higher than the subsidy and rents received
- Mismanagement in some PHAs
- Corruption amongst some private developers using public financing to create affordable housing
- Demolishing developments that were severely distressed

References:

Public housing falls under Section 9 regulations, and cannot access any private funding.

There are currently only three revenue sources for PHAs to use under Section 9 regulations:
• rent
• federal operating subsidy
• federal capital funds

HUD contracts were designed to cover the difference between rents received and operating costs. However, that is not the case today. NYCHA has been unable to keep up with the necessary maintenance.

Today, NYCHA is a vital source of affordable housing in New York City, home to a population that is larger than the city of Atlanta.

Federal underfunding has left NYCHA with an unmet capital need of $17 billion. At the same time, federal underfunding has meant that NYCHA lost over $1 billion in operating funding since 2001.

NYCHA receives a total of $440 million:
• $300M from the federal government
• $40M from the State
• $100M from the City

At this amount, it would take NYCHA almost 40 years to complete their current backlog of repairs.

Reference Information

1990s - Present: Underfunding and NYCHA

Under Section 9 regulations, PHAs are not allowed to access private funding, such as loans from a bank or private investment encouraged through the use of tax credits. As a result, PHAs have very few options for funding when the government limits or cuts funding for public housing.

All three of these sources have limitations with rents capped at 30% of tenant income and federal funds continuing to diminish over time. Incomes of public housing tenants, by and large, have not increased over the years creating a scenario where repair and renovation costs continue to climb as properties deteriorate, but revenue sources continue to decline.

The percentage of average operating expenditures covered by HUD has increased from 5% in 1969 to 54% in 2013. In other words, HUD must cover 10 times more building-related expenses now than they did 40 years ago. This is in part due to the change in tenant requirements and rent limits. NYCHA fought HUD rules for some time to maintain higher-income tenants and rents that helped keep its funding stream stronger than other PHAs around the country.

The federal government has still not funded PHAs since 2000 at the level they have needed to keep up with their operating and capital needs. This has resulted in a $26 billion capital backlog nationwide and declining conditions of apartments, building systems, and common spaces. Of this amount, NYCHA has the lion's share with a $17 billion backlog for capital work.

The average NYCHA resident currently makes under $25,000 per year. In a City with median rent of $1,330, public housing is a big part of stability for low-income families since rents are limited to 30% of incomes. In fact, NYCHA developments helped stabilize certain neighborhoods during years of neglect and have helped facilitate the boom we now see in the housing market.

NYCHA is home to 1 in 14 New Yorkers (almost 5% of the population) and has over 176,000 public housing apartments (over 8% of the City’s total rental apartments). That means NYCHA houses a population larger than the size of the city of Atlanta. Despite the ongoing concerns about repairs, renovations, and services, NYCHA is still a huge asset for NYC and continues to provide a vital need for low-moderate income households.
The financial strain and persistent underfunding from the federal government is forcing NYCHA to find additional funding strategies to plug the gap. RAD was created as a pilot program to test out whether a conversion from public housing to Section 8 could help PHAs repair, renovate, and return needed services to residents where they otherwise couldn’t.

Section 8 was established in 1974, and allows private housing managers/owners to access federal funding to subsidize rent for low-income tenants.

Section 8 therefore uses a combination of private and federal funding and has historically been a more stable source of funding.

With market-rate rents and home sales prices continuing to rise, Public Housing plays a crucial role in maintaining affordable housing.

The need to preserve existing units is a big part of why the Rental Assistance Demonstration (RAD) program was created in 2011.

In 2011, HUD created the RAD program as a new preservation strategy. RAD transitions public housing properties regulated by Section 9 to the Section 8 program. This shift, or “conversion” allows the additional sources of private funding to fund repairs and preserve public housing.

RAD was initially approved for piloting with funding to convert 60,000 units around the nation. This expanded to 185,000 units by 2015, and again to 225,000 units in 2017.

### ORIGINS OF PUBLIC HOUSING

#### Discussion Questions:

**Public Housing Policy**

- How have changes in housing policy and housing conditions led to the creation of RAD?
- How have these or other changes in public housing impacted you or your community?
- What are your reactions to the numbers we talked about in terms of underfunding and NYCHA? Do they reflect your experiences?

**Social Context of Public Housing**

- What are the social factors that led to the creation of public housing in the 1930s? Do those factors continue to be relevant today or have they changed and if so, how?
- Does your development reflect some of the issues we’ve discussed like red-lining and suburban flight? In what way?
- What role does public housing play in the current housing market?
- Have new homeowners in your own neighborhood changed the dynamic of the neighborhood? What about the physical environment?
grandfathered in and new tenants will come from NYCHA’s Section 8 waiting list.

Unlike in some other cities, here in NYC, NYCHA will continue to own the land, participate as a majority owner in the property, and play a decision-making role even after RAD conversion.

Additionally, NYCHA will maintain the Section 8 waiting list from which new tenants will be chosen to fill vacant units. NYCHA will not cede full control of the property to the developer and homes are required to remain affordable under program regulations.

Public housing tenants will retain the same basic rights before and after RAD conversion.

For those of you who may have been looking at RAD implementation in other parts of the country, you may have read that public housing units have been lost during the RAD conversion and subsequent renovation process. However, NYCHA does not intend to demolish any units, and all existing public housing residents have a guaranteed right to return.

While RAD transfers ownership of the development to a new entity, units will also continue to be affordable. Rent will be capped at 30% of household income after conversion.

Pass out copies of the RAD handbook, and refer people to pg 1-3. Go around the room and have participants each read a paragraph out loud. Then ask for volunteers to summarize the major points of the RAD program in their own words. Use the talking points and questions below to guide the conversation. Let participants know that experiences throughout the country may vary, and that NYCHA itself has gone through a process that is somewhat unique compared to other PHAs.

Talking points

We’ve discussed that RAD addresses the capital needs of public housing communities through private resources by converting units to project-based Section 8 housing. But what does that mean exactly? What does RAD aim to accomplish?

RAD has been developed to ensure quality capital improvements are made to your development. Renovation plans that HUD reviews must anticipate and address the needs of a property for the next 20-years. This includes the rehabilitation of units, common areas, plumbing, and other projected needs over the next 20 years.

You may be thinking, it’s nice that buildings will be renovated, but over time things deteriorate and maintenance becomes the problem. RAD addresses this by requiring that a reserve fund be created to address future repair needs so that properties do not fall into disrepair.

Through the RAD program, long-term affordability and stability for existing public housing residents is also guaranteed. This is ensured through the 20-year Section 8 contract that HUD and the new owner must renew every 20 years. This contract mandates the affordability levels for the development and determines the subsidy provided by the federal government. Rents remain at 30% of household income. Existing residents get

RAD AT A GLANCE

Discussion Questions:

• What do you think of the goals of the RAD program?

• Do they give some peace of mind, or are there important goals that you think are missing?
Let participants know you’ll quickly cover the basics of RAD conversion, but that understanding the timeline and how to get involved will be covered in Section 2 – How to Prepare for RAD. Use the talking points below to walk the group through the conversion timeline referenced below.

Talking points

**Resident Consultation and HUD Application**
NYCHA first applies to and must receive approval from HUD to allow an existing development to go through RAD conversion. Prior to this application, NYCHA will hold public meetings with residents of the development. If your development has already been selected by NYCHA and applied for, these initial public meetings should have already taken place.

**HUD Approval**
HUD approves RAD applications by issuing a Commitment to Enter into a Housing Assistance Payments Contract (CHAP) to NYCHA.

NYCHA will host ongoing resident meetings after specific RAD sites are announced to make sure residents have the opportunity to learn about RAD and what it means for them.

**Developer Selection**
NYCHA will choose a development team through a Request for Proposals (RFP) process, including a contractor, property manager and service provider.

**Final Scope of Work**
The development team will host resident meetings and create a scope of work for the repairs and renovation of the property. The scope of work will need to address the full needs that the building will have over the next 20 years, which will likely include unit renovations, mold remediation, upgrades to building systems, such as plumbing, heating, lighting, security, and garbage chutes.
The development team will also create a plan for providing resident services and job opportunities.

Residents have the opportunity to weigh in on the scope and service plan and to apply for job opportunities. It is important that the development team listen to and act on resident input.

Typically, developing and securing HUD approval of the scope of work and financing plan takes about 8 months from start to finish.
Talking points

Conversion
RAD conversion is official the point at which the property changes from Section 9 (Public Housing) to Section 8 and ownerships shifts from NYCHA to a public-private structure including NYCHA and a development team. This process leading up to conversion and renovations beginning will take 1-2 years.

Renovation
Construction is required to be completed within 2 years. NYCHA’s plan is to rehabilitate apartments with residents in place. During renovations in apartments, residents should expect increased noise as well as dust, fumes, and debris in the air and around their apartment. Also, during this time, residents should prepare for construction workers to be entering and exiting their apartment to complete necessary rehabilitations. If a hospitality suite is offered by the development team, residents should take advantage of spending time there while construction is underway in their apartments to avoid the dust, fumes, debris and noise affecting them.

In the first 9 months of renovation at the first NYC RAD site, Ocean Bay Bayside renovations consisted of work on bathrooms, kitchen cabinets, flooring, window replacements, masonry repairs (facade work), lighting replacement, elevator renovation and modernization, replacement of door hardware, solar panel installation and duct cleaning.

Ongoing Affordability
In other affordable housing developments, after a certain period of time the new owner may decide to get out of their Section 8 contract and convert the development to market rate housing. This cannot happen with RAD for a few reasons:

1. HUD and the new property manager sign a 20-year contract that guarantees affordability. This contract must be renewed by the property manager every 20 years, or the site will revert back to NYCHA.
2. In the worst case scenario that Section 8 goes away, a use agreement is in place to restrict affordability to 80% AMI.

CONVERSION BASICS
Discussion Questions:

- Have you been to any RAD-related meetings? What did you learn? Were there any surprises?
- What are some of the questions that pop up as you think about the RAD conversion process? What do you want to learn more about?
- Are you or anyone you know anyone currently going through a RAD conversion? What has been your experience?
- In your opinion, what are the benefits and risks of RAD?
6. REFLECTION 5-10 min

Take 5-10 minutes to close out the session. Use the lesson summary below to recap what was covered, and then use the discussion questions to prompt an ending discussion.

RAD 101 Lesson Summary

1. Public housing was created to provide a high-quality alternative to the appalling conditions many low-income and working-class families found themselves in more than 80 years ago. However, consistent shortfalls in federal government funding have forced many families to endure deteriorating living conditions.

2. NYCHA and its residents have been particularly affected by government underfunding, as NYC has the biggest public housing population in the U.S.

3. RAD was created in 2011, and transitions public housing properties to the Section 8 program, allowing additional sources of private funding to fund repairs. Under RAD, ownership is transferred to a public-private partnership and ongoing affordability is preserved.

4. After RAD conversion, developments will receive major capital improvements and new property management.

RAD 101 REFLECTION

Discussion Questions:

- NYCHA’s stated mission is to “increase opportunities for low and moderate-income New Yorkers by providing safe, affordable housing, and facilitating access to social and community services.” How does your current experience reflect or undermine those priorities?

- What are some of the most memorable or valuable pieces of information that you learned from this section?

- How do you see certain memorable points of information translating into how you interact with your neighbors about RAD?

- How might the information you learned in this Part translate into actions you may take in your community?

- Long-deferred capital repairs and improvements are commonly seen as the goal of a RAD conversion. Do you have any concerns about the construction process or results?
SECTION 2: RAD AT A GLANCE

RAD stands for the HUD Rental Assistance Demonstration Program. In 2011 it “was created in order to give public housing authorities a powerful tool to preserve and improve public housing properties,” and requires that the funding stream change from Public Housing (Section 9) to Section 8.

What is a NYCHA RAD Conversion?

PUBLIC HOUSING

Deterioration and disrepair. Difficulty in getting repairs.

Rents up to 30% of income

RAD

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

Rents set at 30% of income

OWNER: NYCHA

MANAGEMENT: NYCHA or Current Manager

FUNDING: Public Housing (Section 9)
Starvation federal funding

OWNER: Public-Private Entity

MANAGEMENT: New Private Manager

FUNDING: Section 8 Housing
New capital from private investors and lenders
What does NYCHA RAD Conversion involve?

NEW OWNERSHIP AND MANAGEMENT ARRANGEMENTS

Your development will transfer to a public-private ownership entity, with a long-term lease period. NYCHA will remain as partner.

The development team will be selected by NYCHA from competing proposals. 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. It will have a voice in decisions affecting the development.

At the end of the lease, the property will return to NYCHA ownership.

KEY FEATURES OF RAD

| Transfer from the HUD public housing program to the Section 8 program | Transfer to alternative ownership and management | Funding for major capital improvements needed over the next 20 years | Ongoing affordability - rents set at 30% of household income |

For facilitator reference: pages from RAD Resident Handbook
RESIDENT RENTS AND LEASES

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

All residents on the original NYCHA lease will 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, ongoing affordability of your development is assured: HUD is required to renew its rental assistance commitment every 20 years and the owner is required to accept.

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.
SECTION 1: RAD 101

CONVERSION TIMELINE

NYCHA will notify residents before they submit applications to convert properties to RAD and will engage with residents throughout the conversion process. Your development may have already begun the engagement process.

Upon RAD conversion, the development will no longer be funded under the HUD public housing program (Section 9). Instead, the public housing subsidies are “packaged” into a Section 8 rental assistance contract over a 20-year term.

Your development will be transferred from NYCHA to a new ownership entity. NYCHA will have a role in the new owner corporation in partnership with a private developer, property manager, and investors. This team will be selected by NYCHA through a competitive Request for Proposals (RFP) process.

NYCHA will select a “development team” that includes the developer responsible for building and apartment improvements, a service provider to provide on-site services, and a property manager to run the property.

The developer and property manager will oversee improvements to buildings, apartments, and the site, as well as handle day-to-day management over the long-term lease period.

Any vacancies that occur after conversion will be filled by NYCHA from a site-based waiting list drawn from the Section 8 voucher waiting list.
B. WHAT CAN YOU EXPECT?

OBJECTIVE: Provide participants with an overview of the key changes they should expect, and the benefits and possible risks of the RAD program. Participants should be empowered to discuss the RAD program and its impacts with their families and friends.

FACILITATOR’S GUIDE: *Italics* = facilitator talking points

- **Benefits and Risks for Residents pg 21**
- **Go through slides 47-57**

1. INTRODUCTION 5min

Ask for a couple of volunteers to call out any major takeaways or outstanding questions from the last session. Record any questions so that you can come back to them throughout the session.

Let the group know that in this session, you will be covering the major changes that residents can expect as a result of RAD conversion. Note that policy or procedural changes may alter some of the expected impacts, and check your resources ahead of time.

2. BIG PICTURE BENEFITS AND RISKS 15min

Let participants know you’ll know cover some of the expected benefits, risks, and changes they may experience with procedures. The purpose of these talking points is not to be exhaustive, but rather provide an overarching picture about what the major impacts of RAD will be. If specifics about your audience and their development are known, you could include relevant items to better ground the information in participants’ lived experiences.

Talking points

**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. Keep in mind that an RO will not necessarily receive the entire $25 per occupied apartment per year. The breakdown of funding is that up to $10 would go to the property manager while at least $15 would go to the RO.

**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.

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**SECTION TITLE**

**Discussion Questions:**

- How can you play a role in ensuring your neighbors understand the process and have their questions and concerns addressed?
- Which benefits are you most excited about? Which risks are you most concerned about?
3. CHANGES IN ARRANGEMENTS 10 min

Objective:
To give participants a chance to think through how their day-to-day experiences will change because of RAD conversion.

Instructions:
In this exercise, participants will work in groups to discuss existing procedures and understand how RAD conversion will impact those procedures. If this exercise is being done one-on-one, the facilitator can simply discuss procedures with the participant and highlight how RAD conversion will change the arrangement.

Participants should break out into small groups (3-4 people each) and be provided the Changes in Arrangements Worksheet, on page 21. Groups should then work together to map out the typical management structure and daily interactions at their development. The following procedures can be used as prompts for consideration:

- Paying Rent
- Income Certification
- Disability or Other Medical Accommodations
- Questions about Lease or Subsidy
- Property Maintenance and Repairs
- Emergencies

Once groups have gone through these procedures and the existing protocol, they can highlight how the development’s ownership structure will change, and the new arrangements they think will occur as a result for each category.

The facilitator can then go through each bucket and ask groups to respond about the changes they anticipate. At the end, the teacher should refer participants to the “Changes in Arrangements” chart on page 14 of the RAD Handbook so participants know what exactly will change procedurally. Leave room at the end for questions around these changes.

4. TELL A NEIGHBOR 15 min

Tell a Neighbor Worksheet pg 23

Objective:
To give participants a chance to think through how their day-to-day experiences will change because of RAD conversion.

Instructions:
In this exercise, participants will work in pairs to practice explaining the “What” and “Why” of RAD. Explain that residents can make a big difference in keeping their neighbors informed and prepared by sharing as much as they can from this course, and that is what you will practice doing in this activity.

Pass out copies of the Tell a Neighbor Worksheet, on page 24, and give participants some time to individually craft their “In a Nutshell” brief. The following parameters can help guide participants in being concise:

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

After drafting their brief, ask participants to pair up and practice saying their brief. After both have finished, they should 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?

After feedback in pairs is complete, ask if anyone has additional thoughts to share. Encourage everyone to “Tell a Neighbor” about RAD when they go home.
RAD 101: 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: 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.

1. [Image of a drill]
2. [Image of hands shaking]
3. [Image of a toolbox]

### AFTER CONVERSION...

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

*See page 14 of the RAD Handbook*
RAD 101: 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:
PREPARE FOR RAD

OVERVIEW: Understanding resident rights under RAD, how to ensure those rights are protected, and when residents will need to be actively involved in the conversion process.

A. KNOW YOUR RIGHTS 60 min
Provide an overview of rights under RAD, and responsibilities of residents and the development team in upholding those rights.

OUTLINE
• Introduction 5 min
• Common Concerns 20 min
• Rights with Responsibilities 20 min
• NYC-Specific Rights 10 min
• Closing 5 min

MATERIALS
• Know Your Rights: Student packet
• RAD Resident Handbook

B. GET INVOLVED 60 min
Identify opportunities for engagement in the RAD conversion process, provide the information needed for residents to have productive conversations with NYCHA and the development team, and encourage residents to advocate for their needs.

OUTLINE
• Introduction 10 min
• Engagement 30 min
• Key Resident Issues 15 min
• Closing 5 min

MATERIALS
• Getting Ready for RAD pamphlet
• Key Issue handouts
SECTION 2: Prepare for RAD

A. KNOW YOUR RIGHTS

OBJECTIVE: Provide an overview of rights under RAD, and responsibilities of residents and the development team in upholding those rights.

FACILITATOR’S GUIDE: Italicics = facilitator talking points

= options for a more condensed timeframe

= materials

= corresponding slides

1. INTRODUCTION 5 min

Take a few minutes to recap RAD 101. Ask participants to call out a couple key takeaways from RAD 101, and use the prompting questions if needed:

• Why was RAD created?
• What will change for residents after converting for RAD?

AND/OR Offer the following points:

• Federal underfunding of public housing led HUD to create RAD in order to secure additional funds for much-needed repairs and upgrades while maintaining affordability for residents.
• Properties undergoing RAD conversion will be transferred from NYCHA to a new ownership entity and new day-to-day management.
• There are benefits and risks to RAD. To maximize benefits and minimize risks, it is important that residents become informed and help keep each other informed throughout the conversion process.

To prepare for the changes ahead, residents will need to know their rights and when it is important to get involved in the process. In this section, we will go over:

• Common concerns
• Rights that come with responsibilities
• NYC-specific rights

2. COMMON CONCERNS 20 min

Given the current housing crisis and underfunding of public housing, it is natural that people have serious concerns about RAD’s ability to preserve affordable housing. It is important for residents to know their RAD rights to combat common misinformation.

Hand out the Know Your Rights packet, and ask for a couple of volunteers to read the second section, Common Concerns, out loud. Let the group know that you will go over the last concern, “Residents will lose their rights,” in more detail in a minute.

Then take a few minutes to discuss:

• Are there any other concerns that you had when you first heard about RAD?
• What resident rights do you think are most important or difficult to protect?
3. RIGHTS WITH RESPONSIBILITIES 20 min

The rights listed apply under RAD, as long as certain conditions are met. To maintain rights after RAD conversion, there are actions that residents will have to take before RAD conversion. We will go through these to understand which rights require resident action, and brainstorm steps to take to make sure these rights are protected.

Direct participants to the Rights and Responsibilities section of the Know Your Rights packet. Go around the room and have participants each read a row of the chart out loud. Note that in the participant packet, the ‘Resident Responsibility’ column is blank.

Split participants into groups of 3-4 people, and assign each group 1-2 rights that come with responsibility. Work in pairs if you have less than 10 people. Give the groups 5-10 minutes to brainstorm and record their answers:

- Can you think of any clauses/concerns not listed that might affect this right?
- What measures can residents take to protect this right?
- Who might residents get in contact with if they are concerned about this right?

Report back: go around and ask each group to share what they came up with, and keep track of the responses that correspond with the list in the facilitator packet. After everyone has shared, prompt the group to come up with any responsibilities listed in the facilitator packet that have not yet been said.

If you have limited time, skip the activity in pairs. Read the rights out loud and prompt the group to come up with the answers listed in the “Resident Responsibility” column of the facilitator packet.

4. NYC-SPECIFIC RIGHTS 10 min

Strong advocacy from housing advocates and tenant leaders has made it possible to include special provisions to RAD in NYC. NYCHA has agreed to a set of “Guiding Principles” concerning resident rights and protections under RAD which go beyond what is required by federal law and HUD regulations.

- RAD Guiding Principles were developed by the NYC RAD Roundtable on Resident Rights and Protections (RAD Roundtable): a group of resident leaders and advocates.
- The goal of the Roundtable was to identify gaps in the federal regulations and recommend NYC-specific provisions to further protect and advocate for residents.
- RAD Guiding Principles have been accepted as a standard by NYCHA and are embedded in the contract with the new owner/manager.

Let participants know that the full RAD Guiding Principles are included in the appendix of their RAD handbook.

Direct them to the last section of the Know Your Rights packet, NYC-specific Rights: RAD Guiding Principles. This section is a summary of what the Guiding Principles mean for residents, property owners and NYCHA. Ask for 3 volunteers to read these out loud, and discuss any questions.

5. CLOSING 5 min

Let participants know that the Appendix of the RAD Handbook includes information about where to find legal help, and an MOU template. Ask volunteers to call out a few key takeaways from the session, and explain that the next session will focus on engaging with the development team throughout the conversion process.
KNOW YOUR RIGHTS
STUDENT PACKET

GLOSSARY

**Cause** (in case of eviction) - Reason for not renewing a lease in cases when a resident has seriously and repeatedly violated their lease terms.

**Conversion** - Conversion is the official point in the process at which residents receive new leases, the ownership transitions from NYCHA to the new public-private entity, and new property management will begin.

**Grievance** - Any dispute or claim a resident may have with a property owner involving their lease or owner actions that they believe have negatively affected them. As a public housing resident before RAD conversion, all tenant grievances were processed by NYCHA. After RAD conversion, depending on the issue at hand, some grievances will be processed by the new owner/manager and some by NYCHA. For example:

- **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.

**Resident Organization (RO)** - 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.

**Succession Rights** - Rights that govern who inherits an apartment if a tenant passes away. Residents living in the development at conversion will keep the succession rights they had in public housing. However, residents admitted after conversion will be subject to the succession rules for project-based Section 8 vouchers instead. Under Section 8, adult children added to the household do not have succession rights.

**Termination of Section 8 Assistance** - Grounds for bringing a termination of tenancy case include: chronic late payment of rent; non-desirability; misrepresentation of income; unauthorized household members. If Section 8 assistance is terminated then residents may be at risk of eviction.

**Non-desirability** - NYCHA defines non-desirability as behavior by you or anyone living in your apartment that is (1) a danger to your neighbors’ health, safety, or enjoyment of their apartment (2) a sex or morals offense in or near a NYCHA project (3) a danger or cause of damage to NYCHA’s employees or property.
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.

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.

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.

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.

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

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

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.

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

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 recertification with NYCHA, and may need to do additional income certification with the property manager.

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.

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

### What You Need to Know

- 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.

### Resident Responsibility*

*This column is blank in student packet*
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.

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.

B. GET INVOLVED

OBJECTIVE: Identify opportunities for engagement in the RAD conversion process, provide the information needed for residents to have productive conversations with NYCHA and the development team, and encourage residents to advocate for their needs.

FACILITATOR’S GUIDE: Italics = facilitator talking points
= options for a more condensed timeframe
= materials = corresponding slides

1. INTRODUCTION 10 min

In this session, we will look at opportunities for residents, resident leaders, and advocates to engage with NYCHA and the development team, and then focus on changes that residents must prepare for pre-conversion. Let’s brainstorm:

• What does a successful conversion process look like to you?

• Are there issues in your building that an inspector might not notice if no one tells them about it?

Record responses on the board/chart paper, and explain that a successful conversion depends on residents actively making their needs known and showing up to hold the development team accountable. Let the group know that we will refer to this list throughout the session to remind us of why being involved is important.

2. ENGAGEMENT 15 min

Throughout the RAD conversion process, the development team is required to meet with residents and give advance notice of all meetings and important deadlines. Attending these meetings is the best way to learn about what’s planned for the development, and advocate for the changes that residents want to see. Residents should also feel free to invite local community-based or housing advocacy organizations to these meetings if they feel it would help them communicate with the developer.

Pass out the Getting Ready for RAD pamphlet. Acknowledge that they probably already know most of the information on the front, and that we will focus on the timeline in the interior spread.

Explain that the boxes underneath each phase (Preliminary Meetings, Property Assessment, Ongoing Meetings, etc.) highlight various ways for residents to be involved at different points in the conversion process. Ask for volunteers to read each of these boxes out loud, and let them know that they can find suggested questions to ask at meetings on pages 24-25 of the handbook. Then take a few minutes to discuss:

• What barriers might prevent residents from actively working with the development team? How can we address these?

• What points on the timeline seem most crucial for residents to be involved? How can we make sure everyone is aware of these?

• What can you do if you can’t attend a meeting?

If you have limited time, skip this section and distribute the pamphlet as a takeaway.
The Key Resident Issues section of the RAD Handbook explains how RAD will affect many major issues that residents care about in detail. We encourage residents to go through all of these on their own, and as a group we will focus on changes that may require extra attention and/or preparation:

- **Section 8 Subsidy and New Lease**
- **Physical Needs Assessment**
- **Temporary Relocation**
- **Transfers and Choice Mobility**
- **Grievances**
- **Termination of Section 8 Subsidy**

Divide into 4 groups, and give each group a Key Resident Issue handout. Give the groups 15 minutes to walk through the information on their handout together, letting them know that they will be responsible for reporting back to the entire group on their findings. Each group should come up with answers to the following questions (these are on the handouts for participant’s reference):

- **What potential concerns does this issue bring up? What should residents look out for?**
- **What are 3 things residents can do to address these concerns?**

Report back: go around and ask each group to share what they came up with. As they share, point out any action items that are time sensitive and where they fit into the engagement timeline.

If you have limited time, choose one issue to do as a group and give the rest of the handouts to people to read on their own.

To close, ask for volunteers to call out a few key takeaways from the session, and then review the materials to make sure participants are clear on how to use them:

- **Getting Ready for RAD pamphlet**: use checklists and timeline to stay organized and on top of opportunities for involvement.
- **RAD Handbook**: detailed information on how RAD conversion will impact residents.

Encourage participants to share these materials with neighbors. Let everyone know the next session will focus on organizing: working together for greater impact.
HOW CAN I PREPARE?

Use these checklists to make sure you are ready for important changes.

**IN GENERAL**
- Read the RAD Handbook, available at www.website.org
- Organize with your neighbors
- Attend meetings about RAD

**LEASE + HOUSE RULES**
When your development converts to RAD you will have to sign a new lease and house rules. Before signing:
- Before conversion, contact NYCHA to make sure that everyone in your household is on your public housing lease, and that your pets and appliances are registered.
- Read your new lease. If you need help understanding it you can contact: Name Name / 555-555-5555.

**RENT**
Your rent will not be more than 30% of your income, but if you are currently paying less it will increase to 30%.
- If someone else pays your rent, make sure they know about all changes.
- Make sure any benefits that go towards your rent are redirected to your new property manager.

After RAD conversion, my rent will be paid to:
NYCHA will still do your income and family size recertification. My next recertification will be:

See page xx of the RAD Handbook for more information on how to prepare.

WHAT IS RAD?
Rental Assistance Demonstration (RAD) is a federal program to improve public housing by converting developments to Section 8. In NYC, RAD is called PACT: Permanent Affordability Commitment Together.

WHAT DOES THIS MEAN?
When a development converts to RAD, NYCHA transfers ownership to a private-public partnership. This partnership will complete major repairs within 2 years and maintain affordable rents - no more than 30% of household income.

WHY IS RAD HAPPENING?
NYCHA has experienced severe funding cuts, resulting in a serious backlog of repairs. By converting to RAD, developments will get the funding and extensive repairs they need more quickly.

WHAT YOU CAN DO AS A...

**RESIDENT**
- Organize!
- Attend meetings and ask lots of questions
- Encourage your neighbors to attend meetings and keep each other informed

**ADVOCATE**
- Set up a RAD information session for your constituents
- Attend meetings and support resident organizing efforts
- Connect tenants with resources

For more information, visit: www.website.com

GETTING READY FOR RAD
RENTAL ASSISTANCE DEMONSTRATION

If you anticipate going through a RAD Conversion, you need to be involved in the process.

Make the most of this opportunity to improve your development and maximize the potential benefits of RAD.
**HOW CAN I GET INVOLVED?**

Use the timeline below to figure out how to work together with NYCHA and the development team throughout the conversion process.

**RESIDENT ENGAGEMENT PHASE 1**
- **Preliminary Meetings**
  - NYCHA will hold at least 2 meetings before submitting RAD application to HUD.
  - Once your development is approved, there will be a series of meetings where you can:
    - Learn what RAD means for you and your development.
    - Ask questions and organize.
    - Get involved in your resident association or start one if one does not yet exist.

**RESIDENT ENGAGEMENT PHASE 2**
1-2 years
- **Property Assessment**
  - You will receive a letter from the property manager (PM) if your unit is randomly selected for inspection.
  - If your apartment is selected, point out deficiencies like mold or repair needs.
  - Inform the inspector of any site-wide or common area issues.

- **Ongoing Meetings**
  - Help identify repairs to be included in the final scope of work.
  - Identify social services you want offered.
  - Learn about job opportunities.
  - Understand the process for transition to new property management.
  - Find out if temporary relocations are needed.

- **1. Lease Addition**
  - Make sure all your family members are on your current public housing lease.
  - Register pets and major appliances.

- **2. Lease Up**
  - Make sure you understand your new Section 8 lease before signing.

**MAJOR BUILDING IMPROVEMENTS**
- **Continued Affordability**
- **Preserved Resident Rights**

**RESIDENT ENGAGEMENT PHASE 2**
1-2 years
- **Final Scope of Work**
  - NYCHA and the Development Team assess the property to determine what repairs will be done and what services are needed.

**CONVERSION**
- Residents will receive new leases and the new property manager will begin.

**HOW IS THE DEVELOPMENT TEAM?**
- The Development Team includes the developer responsible for carrying out renovations, a service provider, and a property manager who will take over maintenance and operations. NYCHA will issue a Request for Proposals (RFP) to select this team.

**WHAT IS THE CONVERSION?**
- This is when property ownership is transferred, and the development is converted to Section 8 under RAD. Renovations will start soon after transferring ownership.

**FINANCIAL INFORMATION**
- **Preserved Resident Rights**
- **HUD Approval**
- **Developer Selection**
- **Final Scope of Work**
- **Conversion**
- **Renovation**
2 years or less

**WHAT IS RAD?**
- Preliminary Meetings
- Property Assessment
- Ongoing Meetings
- 1. Lease Addition
- 2. Lease Up

**TIPS**
- Form a Resident Organization if you don’t have one!
- Coming to meetings with your questions and concerns prepared will help you have more productive conversations.
- Keep copies of all materials that NYCHA and the new property manager give you and share with neighbors who couldn’t attend.
- Become familiar with local advocacy groups who can provide additional support and assistance.
- Contact your new property manager at any time in the conversion process if you have questions or concerns.
- Stay involved post-conversion. A strong resident organization is key to communicating with your new property manager.
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?
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.

I. 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?
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.

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.

I. 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?
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.

I. 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?
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

I. 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?
GET INVOLVED: KEY ISSUES

FACILITATOR KEY

For the Key Resident Issues discussion, use the key below to call special attention to major points residents need to know.

SECTION 8 SUBSIDY AND NEW LEASES:

• Everyone in your household needs to be on your public housing lease before conversion to ensure a right to stay.

• You will need to understand what counts as cause for eviction and that you understand the grievance process (see glossary).

• Contact Legal Aid if you need help understanding your new lease.

• Your rent will remain at 30% of household income unless you currently pay flat rent in which case your new rent will be phased in over a 5 year period.

GRIEVANCES

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

PHYSICAL NEEDS ASSESSMENT:

• Document repair needs in your unit and development to share with NYCHA and the development team.

• Someone from your development may or may not be asked to point out building needs to an inspector during the Physical Need Assessment process.

TRANSFERS AND HOUSING CHOICE:

• Residents on the transfer waitlist will be removed from the when their development converts to RAD. Residents should contact NYCHA’s Applications & Tenancy Administration Department (ATAD) if they are on the transfer waitlist or interested in being added to it.

TEMPORARY RELOCATION:

• Ask the development team about your options for relocation.

• All relocation costs will be covered by the development team.

• Relocation options are available for health and safety reasons.

• If necessary or desired, the Development team will try to relocate you either within your development or near by.

TERMINATION OF SECTION 8 SUBSIDY

• Grounds for NYCHA to terminate Section 8 assistance include: chronic late payment of rent; non-desirability; misrepresentation of income; unauthorized household members.

• Termination of Section 8 assistance can put you at risk for eviction.
This section seeks to help residents understand how organizing can be used to address issues in their developments, tools for assessing community needs, and practice creating strategies.

A. RESIDENT ORGANIZATIONS (ROs)  60 min

Provide an overview of rights under RAD, and responsibilities of residents and the development team in upholding those rights.

OUTLINE

• Introduction 10 min
• Types of Resident Groups 10 min
• ROs in Detail 15 min
• Forming an RO 20 min
• Closing 5 min

MATERIALS

• Resident Organizations: Student packet

B. ORGANIZING 101  60 min

Go through a selection of best practices and tools for organizing that can be utilized by tenants and ROs at their developments. Use activities to make understanding how to use these practices as interactive as possible.

OUTLINE

• Introduction 10 min
• Case Study 10 min
• Identifying Community Needs 15 min
• Creating a Call to Action 20 min
• Closing 5 min

MATERIALS

• Organizing 101: Student packet
A. RESIDENT ORGANIZATIONS (ROs)

OBJECTIVE: Provide an overview of rights under RAD, and responsibilities of residents and the development team in upholding those rights.

FACILITATOR’S GUIDE: Italics = facilitator talking points

1. INTRODUCTION 10 min

Go through slides 1-3

If Sections 1 (RAD 101) and 2 (Prepare for RAD) were covered previously, open the discussion with a recap of key takeaways from participants. This information can be used to highlight common themes and prep participants for this final, action-oriented Section on organizing. Explain that this first part is designed to help participants know how to access tenant leadership, and form a resident organization if one does not already exist.

Conversion to RAD represents a substantial change for public housing residents. It is important to recognize that by working together, organized residents have been able to advocate for a better living environment and better relationships with property managers post-RAD conversion. For example, when organized, residents can:

- Ensure their rights remain protected
- Have more of a voice in the decision-making process
- Provide input on the renovations that will take place
- Create a transparent, trusting and productive working relationship with the new property manager

Before you get started, pause and allow participants to ask any questions they may have from previous sections and discuss how they feel about the information they’ve received so far. You can use the discussion questions below for guidance. If participants have questions, see if other participants can answer one another’s questions. You can also select a participant to summarize their understanding of a specific topic. Take a few minutes to discuss:

- Have any of you been having discussions with your neighbors about RAD? Has anyone utilized the “Tell a Neighbor” exercise? How have those conversations been going?
- What is the most interesting thing you’ve learned so far in this course or from your neighbors?
- Have you gotten more involved in your community? If so, how?

Once the opening discussion has wrapped up, transition to the content by getting participants to engage around the topic of organizing. You can ask each participant to answer one of these questions:

- How can organizing with other residents benefit the entire community?
- What are you most interested in learning about in this section?
2. TYPES OF RESIDENT GROUPS 10 min

Begin by asking:

- What experiences have you had with a Resident Association or other resident leadership roles?
- If you haven’t participated, what is your understanding of their role in your community?

In this first topic, we will cover the different layers of resident engagement and how resident leadership lifts up concerns brought by their constituents to NYCHA. If you have participants representing tenant leadership, you can adapt the conversations to be more inclusive and discuss leadership challenges and perspectives. Give participants the Types of Resident Groups handout and briefly walk through each group. Emphasize how the NYCHA organizing structure changes under RAD.

Talking points

The primary way for residents to directly and officially engage in decisions about their development is through their Resident Associations (RA). If an entire development converts to RAD, its RA will become a Resident Organization (RO). If only part of the development is converting, residents may need to form a new RO that represents only the buildings converting to RAD.

Compared to RAs, ROs have the same rights to organize tenants and receive support from the property manager. For this Section, we primarily discuss ROs; occasionally we refer to the old name RAs to call attention to specific changes that come with RAD conversion.

If you are not part of tenant leadership, that doesn’t mean you can’t influence what the other groups discuss. Getting involved in your development’s resident organization and voicing your concerns will help leadership prioritize the issues they discuss, and can help lift up common issues across developments.

TYPES OF RESIDENT GROUPS Discussion Questions:

- How do you think the role of RAs will change leading up to conversion?
- What other types of organizations are you aware of (i.e. youth taskforces, women’s groups, resident watch, etc.)? Are there any lessons we can take from them to stay organized during conversion?
You will now get into the guidelines for Resident Organizations and how they are to be supported by the property manager. Distribute and refer participants to the Resident Organization Guidelines handout. You can adapt your review based on participant experience and understanding of their development’s RO.

Talking points

The goal of any Resident Organization is to improve the quality of life for residents. They are democratic organizations that should serve as the voice of residents in communication with property management.

Most NYCHA developments should already have an established Resident Organization (RO). These groups may also be referred to as Tenant Associations, Resident Councils, or Tenant Councils. There also may be RO subcommittees that deal with specific issues within the development, such as maintenance, youth issues, etc. If any of you are not already involved in your Resident Organization, you can contact your development’s management office to get the appropriate information.

There are also issue specific groups that can be recognized in association with an RO. For example, another direct engagement opportunity for residents is through a Resident Watch. Resident Watch groups are formed to improve safety at developments with support from NYCHA. These types of groups can help attract other residents to volunteer and make resident engagement more robust, further fostering community building and sense of shared ownership over the responsibility to promote and ensure better living conditions within the development.

Facilitator Reference: Resident Organizations and the 964 Regulations

The 964 Regulations that govern RAs in public housing also offer specifics that could help guide the operation of ROs under RAD. ROs should refer to these rules for guidance. Refer here for an outline of the key features of the 964 Regulations:

The Resident Organization Guidelines handout includes a list of activities that must be permitted. In general, activities that relate to resident education, organizing around tenancy issues, and training activities must be permitted by the property manager. Additionally, the property manager must provide meeting space to accommodate RO activities if such a space is available.

An important item to note is that every RO has access to Tenant Participation Activity (TPA) funds. These funds are calculated at $25 per occupied unit per year and are to be used for the benefit of NYCHA residents and communities. Keep in mind that an RO will not necessarily receive the entire $25 per occupied apartment per year. The breakdown of funding is that up to $10 would go to the property manager while at least $15 would go to the RO. Funding cannot be used for activities that do not directly offer activities or services to improve resident quality of life.
Under RAD, the new property manager is required to support Resident Organizations by providing annual funding and access to meeting space to carry out RO activities. In order to receive this support, an RO must be officially recognized by the property manager. In the Resident Organization Guidelines handout you'll find the criteria that an RO must meet to be recognized. Go through each of these with the group to discuss what they mean in practice:

1. **“Be established by the residents of the property”**
   - Why would it be an issue if your organization was not created and led by residents in your buildings?

2. **“Meet regularly”**
   - How would you define regularly? How often does your RO meet?

3. **“Operate democratically”**
   - Can anyone give us an example of how an RO can be democratic?
   - Can you discuss how RO elections are done in your development?

4. **“Represent all residents at the property”**
   - What could happen if only a select group of residents had their voices heard?

5. **“Be independent from the property owner”**
   - Why is it important that an RO not be tied to the property owner? For example, what would be the problem if the RO president was an employee of the property owner?

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**RESIDENT ORGANIZATIONS IN DETAIL**

**Discussion Questions:**

- What are some potential uses of the TPA funds that you’d like to see at your site?
- How could you help shape your development’s spending plan?
4. FORMING AN RO 15min

Establish a Resident Organization Handout pg 52
Pg 40-44 of RAD Handbook: Resident Participation and Funding

If your group is interested in focusing on the change from RA to RO, refer them to pg 40-44 of the RAD Handbook: Resident Participation and Funding.

If your group is interested in focusing on forming a new RO, refer them to the Establish a Resident Organization Handout and slides.

Walk the group through the materials that make the most sense for them, and use the talking points below to expand on some of the nuances of ROs under RAD.

Talking points

If an RA does not exist
NYCHA and the new property manager are required to work with tenants to support the formation of an RA. It would be best to form a Resident Association before RAD conversion so that the RA can be part of the conversion process. If an RA is not formed in advance on RAD conversion, the property manager is required to support the formation of an RO.

Because the 964 Regulations provide the standards of forming an RA, they can be a guide for creating a new RO under RAD. In the handout, you’ll see a sample 10-week process that the National Low-Income Housing Coalition has put together to help residents that need to create a new organization. Take a few moments to review the Establish a Resident Organization handout.

ROs and partial conversion
In some cases, an entire NYCHA development will undergo RAD conversion. In these cases, if an RA has already been established prior to conversion, it will simply switch to being the recognized RO after RAD conversion and will continue to function in the same way.

However, there may be complex situations in which only a portion of a development would convert under RAD. Depending on where tenant leaders reside in the development, there are two possible scenarios:

• If RA leadership lives in a building that will convert under RAD, the RA will become the recognized RO for the units that officially convert under RAD. A new RA would need to be formed to represent the units that are not converted.

• If RA leadership lives in a building that will not convert under RAD, the RA will continue to serve residents living in units not impacted by RAD. A new RO would need to be formed to represent residents whose buildings are converting.

Discussion Questions:

• If your development is converting to RAD and does not have a RA, why is it important to form one before converting to RAD?

• In the case that only a part of a development will convert to RAD, what might be a good strategy for the current RA to assist a new RO to form that will represent the portion of the tenants in a development affected by RAD?
We’ve discussed the formal process and structure of resident organizations, but why are we emphasizing this in a RAD program? The fact is that tenant leadership has one of the most important roles to play in the conversion processes – getting residents informed about the changes to come and getting them engaged.

Resident Organizations should take a leadership role in understanding RAD, using resources like this curriculum to teach residents about RAD and what they can expect, making sure any myths are properly addressed, asking questions, and meeting with NYCHA and the development team regularly to make sure resident needs are heard.

Some basic organizing tools can help maximize participation in your RO and ensure a productive working relationship with NYCHA management. In the next section, you will learn some organizing fundamentals and best practices.
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 NYCHA 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 as 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
• Convoking 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
B. ORGANIZING 101

**OBJECTIVE:** Share best practices and tools for organizing that can be utilized by tenants and ROs in their developments.

**FACILITATOR’S GUIDE:** Italics = facilitator talking points

= options for a more condensed timeframe

= materials

= corresponding slides

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1. **INTRODUCTION** 10 min

To begin, ask participants to go through a Self-Interest Exercise. Use this to provide an opening discussion for organizing. The goal of the exercise is to help cement the idea that personal interest can be tied to the collective good. Self-Interest is not necessarily a problem, and can help motivate individuals to work in the community-interest to achieve a specific outcome. Distribute index cards or Post-Its to each participant and ask them the following question:

*“Is there something that you would like to change to make your experience in your housing development better?”*

Let participants know that their responses should focus on what they feel is important for themselves. Once everyone has completed their responses, start grouping similar responses together. This can show participants that their desires are shared and how organizing can help express that demand in a voice louder than any one individual. For example: One participant might write “more spaces for kids to play” and another may write “more greenery and gardening opportunities,” both of which could be addressed by organizing around public space.

Once you have finished grouping the responses, have participants discuss their choices and use the prompts below to have them think through the importance of organizing around shared goals:

- **Think of a time when what you wanted and what many of your neighbors wanted was the same?**

- **What about when what you wanted and what many of your neighbors wanted was different?**

If the audience and setting allow for it, write down the following quote for participants to read:

*“Organizers work with people to interpret why they should act to change their world – motivation, and how they can act to change it – strategy.”*


After doing the self-interest exercise, do you see how motivation works in getting people to work together and organizing around specific issues? We are going to focus the rest of our time on strategies to make change.
Facilitator Reference: The Power of ROs

Having an RO established can make a powerful difference for residents throughout the conversion process. Here are a few examples of how:

• While NYCHA is considering applying to HUD for approval to convert a property to RAD, they are required to hold public meetings. The RO can attend the meeting in order to keep the resident population informed and to ask questions on behalf of residents.

• The RO can ensure that residents have all of their family members on the lease and that their washing machines and pets registered before the property converts to RAD.

• While to Physical Needs Assessment is being conducted, the RO can be ready to share with the inspector the needs of the building and of the apartments from the resident point of view.

• While renovations are taking place, the RO can advocate for a hospitality suite to be made available by the development team to keep residents comfortable and healthy during the construction process.

2. CASE STUDY 20 min

If applicable, break participants up into 3 groups for the remainder of the session. They will learn about organizing strategies before applying the knowledge through the final activity: Creating a Call to Action.

Organizing efforts require a sustained commitment from residents volunteering their time to make a difference for their community. It’s important to use the right set of tools and strategies to make the most of engagement opportunities, effectively address resident concerns and sustain participation, interest and motivation. Let’s look at an example of organizing at work here in NYC.

Hand out copies of the Case Study: NYC RAD Roundtable on Resident Rights and Protections. Let participants know that this is the actual organizing effort that is taking place here in NYC as of 2017. Use the following questions to discuss:

• What motivated stakeholders to organize?
• What do you think made this particular example of organizing was successful?
• What strategies did the group use to make the project successful?
• Are there any other thoughts on this example?
3. IDENTIFYING COMMUNITY NEEDS 15 min

In this section, we’ll look at how a Community Needs Assessment can help the RO understand what issues to prioritize. After discussing the basics of a needs assessment and some strategies, participants can be paired to go through the Community Needs Assessment Interview Exercise.

Talking points

It’s good practice to go beyond just reacting to issues that become urgent for residents. Especially with major changes such as RAD conversion, proactively engaging other residents regularly identify collective concerns and create an action plan to organize to address those needs can help address problems before they become urgent.

An effective way to be on top of your community’s priorities is by periodically conducting a needs assessment. This type of engagement consists of one-on-one or small focus group discussions where residents are encouraged to discuss their needs.

Identifying the needs and assets in a community is necessary to understand what gaps there are to fill. The needs assessment would inform discussions with NYCHA or the new property manager. If necessary, an RO can use the assessment as a platform to connect development-specific and citywide issues. This also enables ROs to work with outside groups or other advocates to help address resident needs. A community needs assessment should meet certain criteria to be effective. These include:

- **A clearly defined scope or question you want answered.** This can be created by having a foundation of information on your community that you are assessing from. For example, knowing all the existing social services offered to residents can help you define questions to assess if those services are meeting resident needs.

- **A strategy to complete the assessment.** Typically, working with a group such as the RO will help build community and complete the assessment in a reasonable amount of time. You will also be able to solicit responses from a broader range of residents and stakeholders if more people are on your team.

- **Data collection.** You’ll need to both review existing information and data about residents and develop new tools or surveys to collect data that is missing. You can look at NYCHA’s website or NYC’s open data website for information that NYCHA submits.

- **Analysis of your findings.** Once data collection is completed, you’ll need to analyze the information and determine what, if any, issues to lift up. For example, resident perceptions of safety may be validated by crime data, which can be used to boost the Resident Watch and serve as the basis to get more official security resources to your development.

- **Development of an action plan.** Here you’ll need to determine what priorities to focus on, short-term vs. long-term strategies, and the steps you will take to implement an action plan and track progress.

- **Share findings.** To keep residents informed and engaged, it’s important that you share a “final” report from your needs assessment and allow them to review the action plan and anticipated outcomes to generate buy in by your community.
There are a few methods that can be used to carry out a needs assessment with varying levels of difficulty. You can refer to the options on the reverse side of the Community Needs Assessment handout. Try to engage as many of your community members as possible by making information fun and accessible through multi-lingual activities and visuals.

Ask participants to work in pairs or with the facilitator to practice the Community Needs Assessment Interview Exercise. Let them know that the handout provides additional details and resources to help complete a needs assessment with their community. Give participants 5-10 minutes to interview each other. After the interviews are completed, go around the room and ask for volunteers to tell the class who they interviewed and provide 1-2 priorities they learned about from the interview.

4. CREATING A CALL TO ACTION 20 min

No matter how simple or complex an issue is, having a method for analyzing and strategizing is important. There’s no better way to do this than by diving in and figuring out who the players are, and who you will need to work with and engage. In our last exercise, assume that you’ve completed a needs assessment and have identified a key issue that you, as a tenant leader, are responsible for strategizing about. Each group will have a different scenario and create a draft action plan to address it.

Divide into groups of 4-5 participants, or one-on-one depending on the size of the group. Hand out the Organizing Scenario worksheets, and give the groups 15 minutes to discuss their plan. Call attention to the prompts on the handout that should help them develop a strategy:

- 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?

Note that the handouts each include a Power Map diagram, which can help residents to navigate the power structures and agencies, staff, and relationships of specific issues. This can enable an RO to determine who needs to be at the table to make change. For example, concerns about dark stairwells may require a meeting with the property manager and maintenance staff, while policy-related issues may require coordination with elected officials and the use of data to explain how residents are being impacted at a high-level.

Once everyone has come up with an action plan of 5-10 bullet points, have someone from each group report back.

CREATING A CALL TO ACTION Discussion Questions:

- Are there issues you are interested in organizing other tenants around?
- Are there strategies in this guide that would be useful in achieving you and your neighbors’ goals?
Facilitator Reference: Organizing Scenarios

JOB OPPORTUNITIES
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.

STAIRWELL SAFETY
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.

PEST CONTROL
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.

PUBLIC SPACE ACTIVATION
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.

5. CLOSING 5 min

Throughout the RAD conversion process there will be opportunities for residents to engage with NYCHA and the property manager. Through organizing, an RO can make sure that residents act as a unified front in ensuring their needs are addressed through the conversion process.

Hopefully the information in this curriculum has given you information and strategies to effectively engage with your community and be prepared for the changes RAD conversion will bring. Continue to stay in touch, inform your neighbors, and make sure your needs are being met.

Thank you for your time and engagement in this course.
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.
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
   □ Late afternoon - evening
   □ Other: ______________________________________________________________

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

   ______________________________________________________________
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.
SAMPLE NEEDS ASSESSMENT - TWIN RIVERS

SECTION 5: FOOD SECURITY

5.1 Where do you usually go food shopping for your household? (check one)
   □ 2. Corner Store    □ 5. Large retail store (Target, Walmart)
   □ 3. Gas Station     □ 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?
   □ 1. Cash  □ 3. SNAP (food stamps)
   □ 2. Check  □ 4. Other: ______________________________

5.5 During a typical week, how many nights does your household eat fast food?
   □ 1. None  □ 4. 5-6 nights per week
   □ 2. 1-2 nights per week  □ 5. Every night
   □ 3. 3-4 nights per week

5.6 During a typical week, how many nights does your household make dinner at home?
   □ 1. None  □ 4. 5-6 nights per week
   □ 2. 1-2 nights per week  □ 5. Every night
   □ 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)
   □ 1. Not enough money for food  □ 3. Too hard to get to the store
   □ 2. Not enough time for shopping or cooking  □ 4. Other: ______________________________

5.9 How interested would you be in having a community garden onsite at Twin Rivers?
   □ 1. Very interested  □ 3. Not interested
   □ 2. Somewhat interested  □ 4. Don’t know

5.10 How interested would you be in a course on healthy living?
    □ 1. Very interested  □ 3. Not interested
    □ 2. Somewhat interested  □ 4. Don’t know

5.11 How interested would you be in learning more about nutrition, cooking, or food preparation?
    □ 1. Very interested  □ 3. Not interested
    □ 2. Somewhat interested  □ 4. Don’t know

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

ACTION PLAN:
ORGANIZING 101: STUDENT PACKET

ORGANIZING SCENARIOS:
STAIRWELL SAFETY

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POWER MAP

COMMUNITY GROUPS
Local CBOs, Resident Organization

ELECTED OFFICIALS
Councilmember, Borough President, Senator

YOUR ISSUE
Ex: need more community space

LOCAL INSTITUTIONS
NYCHA, Schools, Faith based groups

WHO HAS A STAKE IN THE ISSUE?
WHO HAS DECISION-MAKING POWER?

ACTION PLAN:
ORGANIZING 101: STUDENT PACKET

ORGANIZING SCENARIOS: PEST CONTROL

INSTRUCTIONS:

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- 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

YOUR ISSUE
Ex: need more community space

LOCAL INSTITUTIONS
NYCHA, Schools, Faith based groups

ANYONE ELSE?

ACTION PLAN:
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.

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ACTION PLAN: