



NEW YORK CITY HOUSING AUTHORITY

PACT SOCIAL SERVICE REQUIREMENTS

Social Service Requirements for PACT Development Partners

UPDATE November 2023

NYCHA seeks to improve residents' quality of life not only through extensive physical rehabilitation of the NYCHA developments and streamlined property management services, but also through access to social services and resources – both on-site and through resident referrals to off-site organizations and services. PACT provides a unique opportunity to enhance and provide additional services and community programming to NYCHA residents.

Following designation, PACT partners will work directly with NYCHA's Portfolio Planning team to:

- a. Develop a service coordination model for their project;
- b. Conduct a Needs Assessment using a standardized template;
- c. Identify any existing providers actively serving the community;
- d. Identify any additional social service provider(s) to deliver services to the community;
and
- e. Finalize a formal Social Services Plan.

Social Service Coordination Model

NYCHA residents currently have access to workforce training, job opportunities, and social service referrals for vulnerable populations. These are services that NYCHA provides through a service coordination model for public housing residents.

PACT partners should develop an appropriate service coordination model, based on the unique characteristics of the development, existing providers, and resident population, to provide enhanced and direct services to residents. In this model, the partner team should identify a main point of contact (the "lead service coordinator") to oversee the enhancement and delivery of services and community programming for all residents. The lead service coordinator should oversee a team of on-site case managers that provide direct support and referrals to households. This model should also identify ways to connect residents to services that are available to Section 8 households and any other services or programming identified by residents. For example, the model should outline a plan for conducting referrals to the Family Self-Sufficiency program, using NYCHA's OpportunityConnect portal and successor systems, referring tenants to vetted providers that have formal partnerships with NYCHA, and making use of other public and private resources to assist residents.¹

¹ This excludes social service referrals directly to NYCHA for intervention in tenancy, lease enforcement, or related matters; this function should be incorporated within the scope of the property management and social service provider team. NYCHA expects that property management and the social service provider will work together to conduct proactive outreach around tenancy issues, as outlined in the Resident Stability & Retention Guidelines.



NEW YORK CITY HOUSING AUTHORITY

PACT SOCIAL SERVICE REQUIREMENTS

The service coordination model should include on-site presence at the PACT development, and the Social Services Plan should include the number of on-site service coordinators, their hours of operation, and how they plan to be accessible and available to residents at all developments in the PACT project. NYCHA expects each PACT partner to provide adequate staffing levels based on each project's need and size. The lead service coordinator and the proposed model should be introduced to both NYCHA and resident leaders before the PACT partner begins their Needs Assessment. Information about the social service model and lead coordinator should be described in resident meetings and shared with residents via letters, flyers, and/or email.

The lead service coordinator will be responsible for reporting metrics on all services provided to residents under their umbrella (either by the staff on-site directly or through other providers who work with residents). See Reporting Requirements below for additional details.

Conducting a Needs Assessment

NYCHA has developed a standardized Social Service Needs Assessment to collect resident feedback on service, resource, and programming needs via surveys, community meetings, workshops, and other information-gathering tools. PACT partners are required to use the standardized tool to collect information from residents about their service needs or areas that require improvement at the development. The information collected in the Needs Assessment should inform the creation of the Social Services Plan and can inform the final service coordination model provided by the PACT partner team.

Outlined below are the requirements for conducting the Needs Assessment. When further customization of survey templates is necessary to meet a development's particular needs, PACT partners should work directly with NYCHA to draft an appropriate subset of questions from the standard tool.

Process and Requirements for Conducting and Analyzing Needs Assessments:

- NYCHA will provide the PACT partner with the standard needs assessment tool for their development/s. This will be either a senior-focused survey or a general family-oriented survey ([Appendix A1 & A2](#) are provided as PDFs in this document, NYCHA's portfolio planning team will provide your team with final copies to distribute)
- A minimum of 35%-50% of households should respond to any survey or participate in any meetings regarding social service provision
- The partner should plan to take at least two to three months to conduct their assessment, ensuring enough time to collect surveys and promote participation in meetings
- Outreach and communication:
 - Surveys should be mailed to residents in both English and Spanish



NEW YORK CITY HOUSING AUTHORITY

PACT SOCIAL SERVICE REQUIREMENTS

- All other languages should be made available at the property management office
- Residents should be able to mail and drop off surveys at their property management office
- Residents should be able to complete the survey online
- All materials must include return instructions, deadline date, and contact information for the partner team
- All materials should mention the entire PACT development team and associate the enhanced services and programming opportunities as a component of the PACT program
- NYCHA will provide all teams with a template cover page to accompany their survey tool ([Appendix B](#))
- Response collection and analysis:
 - Teams should use the standard questions and tool to build out an online version of the survey for their collection and analysis
 - PACT partners should share findings and provide summary-level analyses to key stakeholders, including NYCHA and residents throughout the pre-development process
 - Assessment findings should be included in the final Social Services Plan, including a narrative on how assessment findings shaped the final plan

The Social Services Plan

The PACT partner team must submit to NYCHA a detailed Social Services Plan. The Social Services Plan must be informed by a comprehensive Needs Assessment and describe how PACT partners plan to coordinate services across all developments in the project.

Expectations for what to include in the Social Services Plan are listed below. PACT partners must submit a draft Social Services Plan that follows the structure outlined below. NYCHA will review and comment before the Plan can be finalized. The final Social Services Plan must be submitted prior to the HUD RAD Financing Plan submission or Section 18 application.

Required Structure for Social Services Plans:

0. Cover Sheet
1. Vital Information Table ([see Appendix C](#))
2. Table of Contents
3. Introduction
 - Provide an introduction to the Social Services Plan highlighting its main features and stakeholders
4. Summary Results of the Resident Engagement Process



NEW YORK CITY HOUSING AUTHORITY

PACT SOCIAL SERVICE REQUIREMENTS

- Share a summary of the Needs Assessment, including a narrative on how assessment findings shaped the Social Services Plan
5. Social Service Program Overview and Approach
- Provide an introduction to the service coordination model and outline the roles of all known service providers;
 - Outline how relevant services will be coordinated for residents across all necessary providers and programs through the service coordination model;
 - Describe all resources to be provided across all developments;
 - Note how the PACT partners will preserve the services offered by existing provider(s) for the duration of their existing service contract(s) with City agencies; details on existing contracts and funding sources should be included. NYCHA can assist partners with introductions and fact finding for existing providers if needed.
 - Outline how the team will facilitate access to and share information about existing and new social services or community amenities and programming; and
 - Provide an Organizational Structure Chart
 - Provide an overview and timeline for the rehabilitation of any community facilities or details on how programs will be moved across the development/s
6. Detailed Social Service Programming Focus Areas:
- In this section, please list and provide detailed information requested below **for each Social Service Program** proposed in the Social Services Plan, including those services offered by existing providers.
 - a. **Program Name:** Please provide the name of the Social Service Program
 - b. **Program Description:** Please provide a detailed description of the Social Service Program
 - c. **Administering Entity:** Please provide the name of entity responsible for implementing and running this Social Service Program
 - d. **Target Audience (Participants):** Please provide the intended target audience for this Social Service Program.
 - e. **Location (Where services will be provided):** Please provide the intended location where this Social Service Program will be implemented. Be sure to identify where an intended location is on- or off-site from the Project Development.
 - f. **Point Person:** Please identify the person responsible for implementing this Social Service Program.
 - g. **Frequency (of service):** Please provide the frequency that this Social Service Program will be offered.



NEW YORK CITY HOUSING AUTHORITY

PACT SOCIAL SERVICE REQUIREMENTS

- h. **Program Description:** Please provide a detailed description of this Social Services Program, its key features, and justify why this Social Services is needed.
- i. **Program Goal(s):** Please identify the intended benefit(s) this Social Service Program seeks to achieve.
- j. **Expected Outcomes:** Please identify the intended outcome(s) of this Social Service Program.
- k. **Metrics and Reporting:** Please propose metrics to measure Program Goal(s), which the main program coordinator will report back to NYCHA on a quarterly basis (see section on reporting later in this document). Please justify the appropriateness of each metric proposed (explain how each is a reasonable measure of the programming and services offered).
- l. **Frequency of Evaluation and Adjustment:** Please outline a proposed timeline for conducting additional assessments in the future and share how PACT partners will continue to incorporate resident feedback on an on-going basis.

7. Budget

- Propose a budget for the provision of all services and programs (see section on the budget later in this document).

8. Appendices

- Resumes and firm profiles of proposed social service providers
- Location map of where social services will be provided
- Methodology and full results of resident engagement (e.g., Social Services Needs Assessment Survey and community outreach meetings associated with the Social Service Needs Assessment process)
- Outline a proposed timeline for conducting additional assessments in the future and share how PACT partners will continue to incorporate resident feedback on an on-going basis.

Preserving Services with Existing Providers

In some cases, there are existing on-site social services providers at the properties. Some existing providers receive funding through one or more awarded contracts following a competitive procurement process with New York City agencies or entities (for example, New York City Health and Hospitals, the New York City Department of Youth and Community Development, the New York City Department of Education, or the New York City Department for the Aging), each with contract terms that include specific performance and insurance requirements. PACT partners will be provided with a list of existing providers and service contracts, including the name of the provider and City agency funder, if applicable. NYCHA's



NEW YORK CITY HOUSING AUTHORITY

PACT SOCIAL SERVICE REQUIREMENTS

Portfolio Planning and Resident Services, Partnerships, and Initiatives teams will coordinate an introduction to current providers after the initial kick-off meeting with NYCHA.

To the extent that there are existing providers, PACT partners must work with the providers and their City agency funders, if applicable, to ensure that services are not negatively impacted or otherwise interrupted for the duration of the existing service contracts, including any renewal or extension of the contract term. Each existing provider must remain in place for the duration of the existing service contract unless the City agency funder determines that the existing provider is not meeting service requirements under the existing service contract or any future renewal contract. In such event, the City agency funder has the right to assign a new social services provider to the affected property to assume the existing provider's obligations and rights under the existing service contract, or any future renewal contract.

The PACT partner will be expected to execute leases or partnership agreements with existing providers that reflect the agreed-upon and understood terms. If the PACT partner and NYCHA select existing providers to join the team as the lead service coordinator, the existing providers must be engaged to deliver new services in addition to the scope of their existing service contracts. These services must be resident-informed, as described above, and negotiated directly with NYCHA.

NYCHA may also have agreements with third party providers or City agencies to provide programmatic and/or maintenance support to gardens, farms, public art, parks, and other amenities located at the development. PACT partners should assume or acknowledge these agreements for the remainder of the term and ensure services are not negatively impacted. Continuations can be renegotiated directly with the third-party provider or City agency following conversion. PACT partners must participate in hand-off meetings between NYCHA, partner City agencies, and third-party providers to ensure continuity.

Through the Needs Assessment and in conversations with existing providers, PACT partners should also assess the existing conditions and physical needs of community facilities at the site and consider how PACT investments can improve current conditions. PACT partners should consider how to extend, support, or enhance the delivery of current services and programming when possible through physical investments in community facilities.

Proposed Budget

Social Services Plans must include a budget proposal to support the provision of services and programming over the long term. NYCHA's preliminary guidance is to assume (1) a one-time, up-front social service reserve of \$300 per unit and (2) an additional \$300 per unit in annual costs to fund social services on an ongoing basis, escalating at 3% annually. However, PACT partners should tailor their budget to the specific needs of the community and to ensure the successful implementation of their Social Services Plan.



NEW YORK CITY HOUSING AUTHORITY

PACT SOCIAL SERVICE REQUIREMENTS

The proposed budget should outline different program expenses against their annual total budget allocation and indicate the percentage of annual funding that will be used by each program. The proposed budget should also outline the number and titles of staff required to deliver programming and services, as well as other operational costs, such as supplies, technology needs, and staff training.

Reporting Requirements

The final Social Services Plan should include detailed metrics pertaining to social service utilization, participation, and outcomes. Metrics should match the programming and services offered. The lead service coordinator should outline goals for each metric on an annual basis. The lead service coordinator must report to NYCHA on a quarterly basis. This report should include a combination of quantifiable and qualitative updates based on the goals of the Social Services Plan. The lead service coordinator should assume the responsibility of collecting information from all providers to inform the quarterly reports.

Ongoing Assessments and Adjustments

The lead service coordinator should also plan for ongoing adjustments to the provision of services and programming based on resident input and their ability to meet the goals outlined in the Social Services Plan. The Social Services Plan should outline a proposed timeline for conducting additional assessments in the future and consider how resident feedback will inform the creation of new or the refinement of existing plans.

**Appendix A1: NYCHA Social Services Needs Assessment (SSNA)
“Family-Oriented Development Survey” Template**