

GAYLORD WHITE HOUSES PACT COMMUNITY PLAN


SEPTEMBER 2025



PLANNING
FOR PACT

ABOUT THIS PLAN

The New York City Housing Authority (NYCHA) has included Gaylord White Houses in the Permanent Affordability Commitment Together (PACT) Program to provide the community with much-needed building and apartment improvements and enhanced property management, public safety, and social services. PACT represents a significant opportunity to improve the quality of life for Gaylord White residents, while keeping rents permanently affordable and preserving tenant protections.

A conceptual rendering of an outdoor courtyard area. In the foreground, a group of four elderly people are seated around a dark green rectangular table, playing cards. A woman on the left is holding a fan of cards, while a man on the right is also holding cards. Two other people are seated across from them. In the background, another group of people is visible, including a man in a wheelchair and a woman standing. The courtyard is paved with light-colored tiles and is bordered by a brick wall with large windows. The scene is brightly lit, suggesting a sunny day.

Conceptual rendering of interior secret garden



PROJECT SUMMARY

Gaylord White is a senior public housing development located in the East Harlem neighborhood of Manhattan. The property consists of a 20-story residential tower with 248 apartments that are home to more than 240 residents. The residential building is attached to a community center operated by Union Settlement.

NYCHA and the selected PACT partners - The Community Builders, Inc (TCB) and Ascendant Neighborhood Development of East Harlem, both non-profit organizations - have worked closely with residents to design every aspect of Gaylord White's transformation. After many months of community engagement, the plans for the large-scale renovation and ongoing property management have been completed and are described in this document.

APARTMENTS, BUILDINGS & GROUNDS

Renovations will include improvements to all apartments, building interiors, building systems, and public spaces. Façades and roofs will be repaired, new windows will be installed, and elevators will be overhauled. Heating and hot water systems will be modernized, including new electric packaged terminal heat pumps (PTHP) in every apartment to improve efficiency and reliability. The on-site laundry facility will be restored to service, community center facilities and the tenant association office will be upgraded, and a new on-site management office will be built out on the ground floor.

Landscaping upgrades will include new plantings, improved and additional seating, updated paving, expanded shading structures, new LED lighting. Security improvements will include the installation of cameras in common areas, stairwells, and building entrances, as well as a new video intercom system and key fob-controlled building entrances.

PROPERTY MANAGEMENT & SECURITY

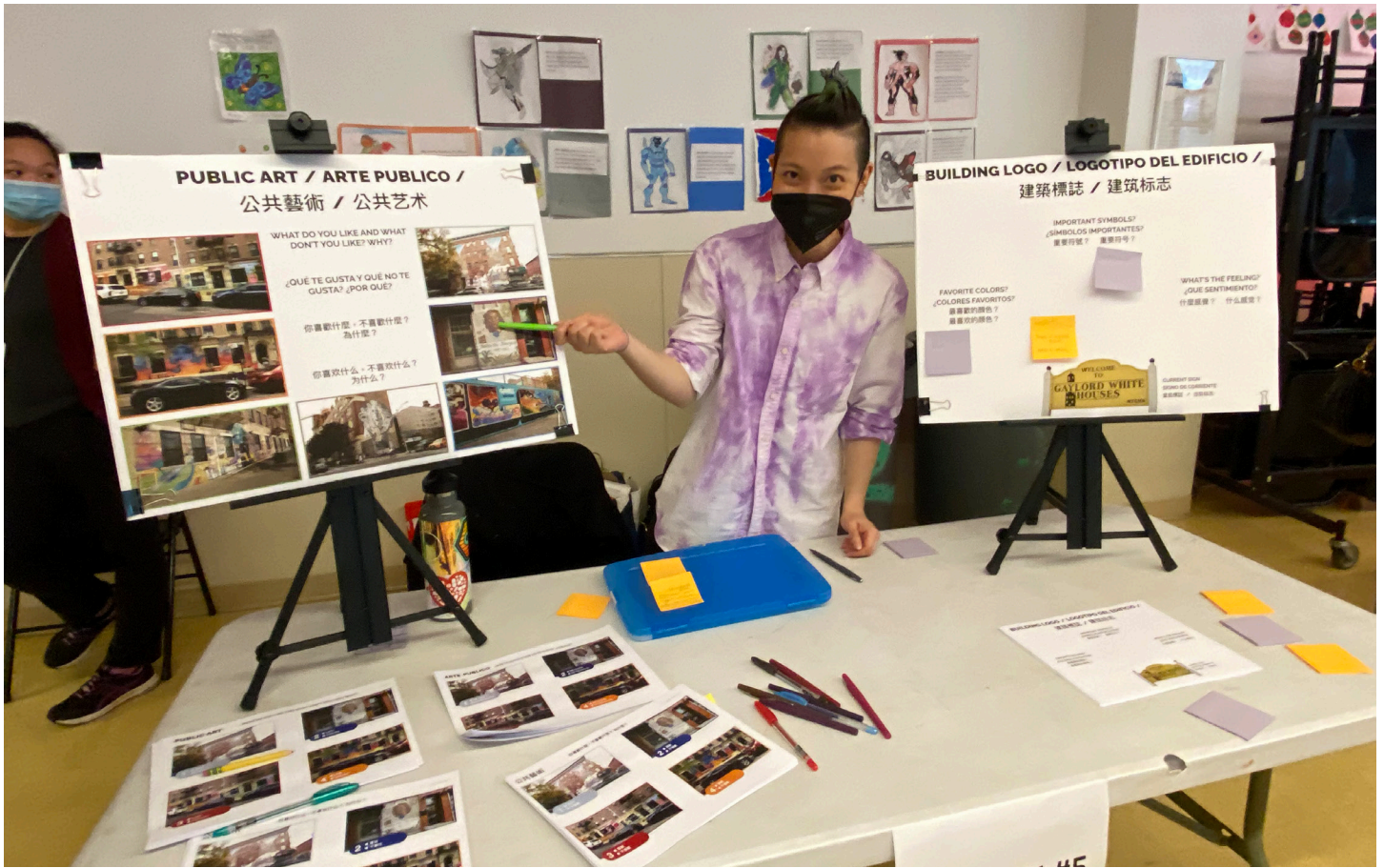
Property management will be provided by Wavecrest Management, who will be responsible for all aspects of the property's maintenance and operations. Wavecrest will respond immediately to all maintenance and repair requests; clean common areas and grounds; manage trash and recycling collections; provide regular extermination services; assist residents with annual recertification; and enforce house rules.

SOCIAL SERVICES

Social services will be expanded through a partnership with The Community Builders' Community Life team and existing on-site and local social service providers, which will together offer services including financial literacy, physical and mental health, landlord-tenant relations, and cultural and educational programming. Community Life will employ a full-time service coordinator to oversee the delivery of services and new programming. The service coordinator, with support from management, will identify and provide case management to residents in need of individualized support.

PROJECT TIMELINE

Wavecrest is expected to assume management responsibilities from NYCHA in Fall 2025, at which point the construction will also begin. The PACT partner team will distribute a detailed construction schedule prior to any work beginning on-site. Construction will take place in a phased manner across the development and is expected to last approximately three years. However, the work in each apartment is expected to take approximately 12 weeks with one-day follow-ups for new window installation and any remaining minor repairs.



Resident meeting, 2023



Resident meeting, 2023

KEY PRIORITIES & PLANNED INVESTMENTS

The Gaylord White Community Plan reflects key resident priorities, including:



SAFETY & SECURITY

Systems upgrades will include the installation of new cameras in common areas, new lighting, and key fob access controls at building front and back doors. Cameras will be monitored by an off-site security team, which will liaise with property management and the police precincts to respond to criminal activity and quality of life issues.

**Image from completed PACT project at Williamsburg Houses*



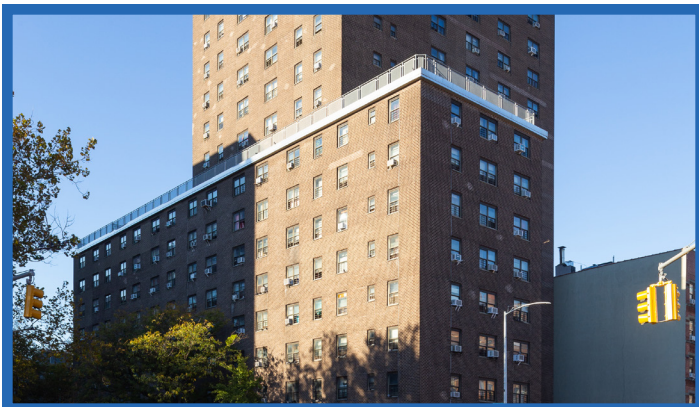
APARTMENT INTERIORS

Apartment renovations will include new kitchens with Shaker-style cabinets, quartz countertops, ceramic-tile backsplash, stainless-steel appliances, and durable vinyl floors. Bathroom renovations will include new fixtures, medicine cabinets, porcelain-tile floors, and ceramic-tile wainscoting. Apartments will be freshly painted, and combined carbon monoxide/smoke detectors, electrical outlets, and flooring with wood baseboards will be installed. Existing light fixtures will be replaced, and new wall-mounted fixtures will be added in bedrooms.



ENVIRONMENTAL REMEDIATION

Apartments have been tested for lead-based paint and inspected for mold and asbestos-containing materials. Where found, these hazards will be remediated to ensure healthy and safe living spaces. All abatement work will be conducted safely and with minimal disruptions to residents. Where lead or other hazards are found, households will be temporarily relocated during abatement at the PACT Partner's expense.



BUILDING ENVELOPE

The buildings will undergo full window replacement, and lintels and windowsills will be replaced as needed. In addition, the roof will be repaired, and brickwork will be repointed.



HEATING, COOLING & HOT WATER

The heating system and cooling system will be replaced with new electric individually controlled PTHP heating and cooling units in each apartment allowing residents to control the temperature of their homes. A new hot water heating system will be installed to provide reliable and efficient hot water to apartments.



HISTORIC PRESERVATION

Completed in 1962, Gaylord White has been listed on the National Register of Historic Places due to its significance as an intact and representative example of government-funded senior high-rise housing in New York City. Per the National Park Service, the rehabilitation plan for Gaylord White must preserve the spirit of the original design. Building exteriors and common spaces will undergo functional improvements and restoration while maintaining the building's historic character.



COMMON AREAS & GROUNDS

The lobby will be renovated to include USPS-approved mailboxes, new storefronts, LED lighting and improved access for residents with new intercoms and key fob access. Outside the building, sidewalks, curbs, and paths will be repaired, new LED lighting will be installed, and new plantings and renovated seating areas will be added.



SOCIAL SERVICES

The Community Builder's Community Life team, in partnership with existing on-site and neighborhood providers, will coordinate social services for residents, including individualized case management and group programming. A full-time service coordinator will connect residents to a range of services, with an emphasis on financial literacy, physical and mental health care, landlord-tenant relations, and educational and recreational programming.

**Image from Gaylord White Family Day, 2023*

APARTMENTS

KITCHEN RENOVATIONS

1 Appliances:

- New electric induction stoves
- New ENERGY STAR-certified refrigerators
- All appliances will be stainless steel

2 Fixtures:

- Low-flow, single-handle kitchen faucet
- Stainless steel, under-mount, double-compartment sink

3 Countertops: Solid, high-quality and durable quartz countertops

4 Backsplash: High-quality and durable ceramic tile

5 Cabinets: Solid wood boxes with Shaker-style fronts

6 Lighting: New energy-efficient ceiling-mounted LED light fixtures with diffused lenses will provide soft, smooth light throughout apartments

7 Flooring: New durable FloorScore-certified vinyl floors

8 Baseboard: New wood baseboards will be provided in all rooms

Other apartment renovations will include:

- **Doors:** Interior apartment doors will be replaced as needed with painted wood doors
- **Closets:** Renovated closets will include new doors, shelving, hanging rods, and new fixtures as needed
- **Wall & Ceiling Paint:** Apartment walls will receive drywall repairs, sanding, and priming before being painted with moisture-resistant paint
- **Window Replacement:** All apartment windows will be replaced with new, thermally-insulated and energy-efficient double-paned, double-hung windows to meet historic preservation and noise attenuation requirements
- **Fire Safety:** All apartments will receive new carbon monoxide/smoke detectors



Rendering of model unit kitchen



APARTMENTS

BATHROOM RENOVATIONS

1 Fixtures:

- New toilet
- New durable vanity with porcelain sink bowl and single-handle stainless steel faucet
- Stainless steel shower arm, diverter tub spout, and drain trim

2 Tub & Shower:

- New tub surround and shower
- Any leaks behind the wall will be repaired before fixtures are installed, and all galvanized lateral piping and waste pipes will be replaced

3 Medicine Cabinet: New wall-mounted medicine cabinet with mirror

4 Flooring: New large format porcelain tile floor with ceramic tile baseboard

5 Walls: Bathroom walls will be repainted with mold-resistant paint; ceramic tile will be installed on the lower half of bathroom walls and ceiling-height in showers

6 Lighting: New energy-efficient LED light fixtures will be installed above the medicine cabinet

7 Bathroom Accessories: New towel bars and toilet paper holders will be added in all units; grab bars will be installed in accessible units or upon request by residents





Model unit bathroom

BUILDINGS

SYSTEMS & INFRASTRUCTURE

■ **Building Envelope:**

- Façades will be cleaned and repointed, and brickwork will be replaced where needed
- Roofs will be repaired to improve energy efficiency
- Windows will be replaced with new, energy-efficient and historically compatible windows. Lintels and windowsills will also be replaced where needed

■ **Electrical Upgrades:** New electrical panels and wiring will be installed in every apartment, and new electrical sockets will be added to kitchens, living rooms, and bedrooms

■ **Heating, Hot Water & Cooling:**

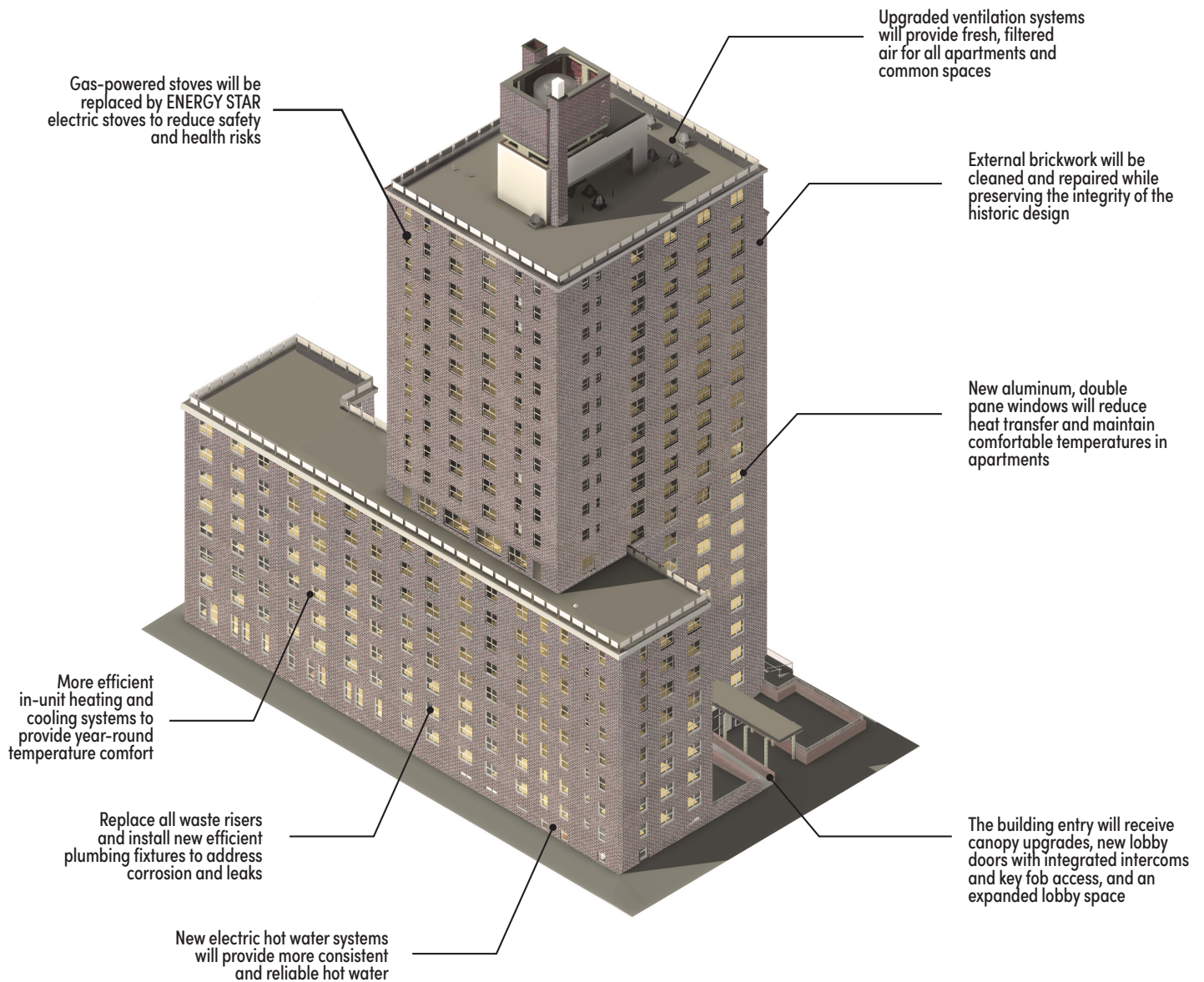
- A new energy-efficient boiler and boiler controls will be installed in the central boiler room, improving the distribution of hot water to apartments and heat to the mechanical and common areas of the building
- New energy efficient electric PTHP units will be installed in each apartment enabling tenant-controlled temperature settings for heating and cooling

■ **Elevators:** Elevators will be fully modernized with new elevator cabs, mechanical equipment, cables, and directional lights with “up and down” call buttons

■ **Ventilation:** Roof fans will be replaced, and all ductwork will be cleaned and sealed to improve air draw; constant airflow regulators will be installed at each register to ensure energy efficiency, and energy recovery ventilators will help with fresh air circulation in existing ducts

■ **Security:** A new video intercom system will be installed at all building entrances, and electronic key fob access controls will replace traditional keys at lobby doors (front and back), laundry rooms, and package and recycling rooms; security cameras will be installed in stairwells, elevators, roofs, building entrances, hallways, and storefronts; new LED lighting in hallways, building exteriors, and grounds will enhance visibility

■ **Wi-Fi:** In-wall Wi-Fi/ethernet ports will be installed in all apartments, providing resident access to free wireless Internet



ENVIRONMENTAL REMEDIATION

Where found, all environmental health hazards within apartments and buildings will be remediated and monitored during construction. Lead-based paint and mold will be fully abated. If asbestos must be disturbed during renovations, it will be removed, while asbestos-containing materials that are not disturbed will be encapsulated. Mold prevention will be addressed through improved ventilation; the repair of old or damaged plumbing, roofs, and façades; and the use of mold-resistant paint in bathrooms.

BUILDINGS

COMMON AREAS & COMMUNITY SPACES

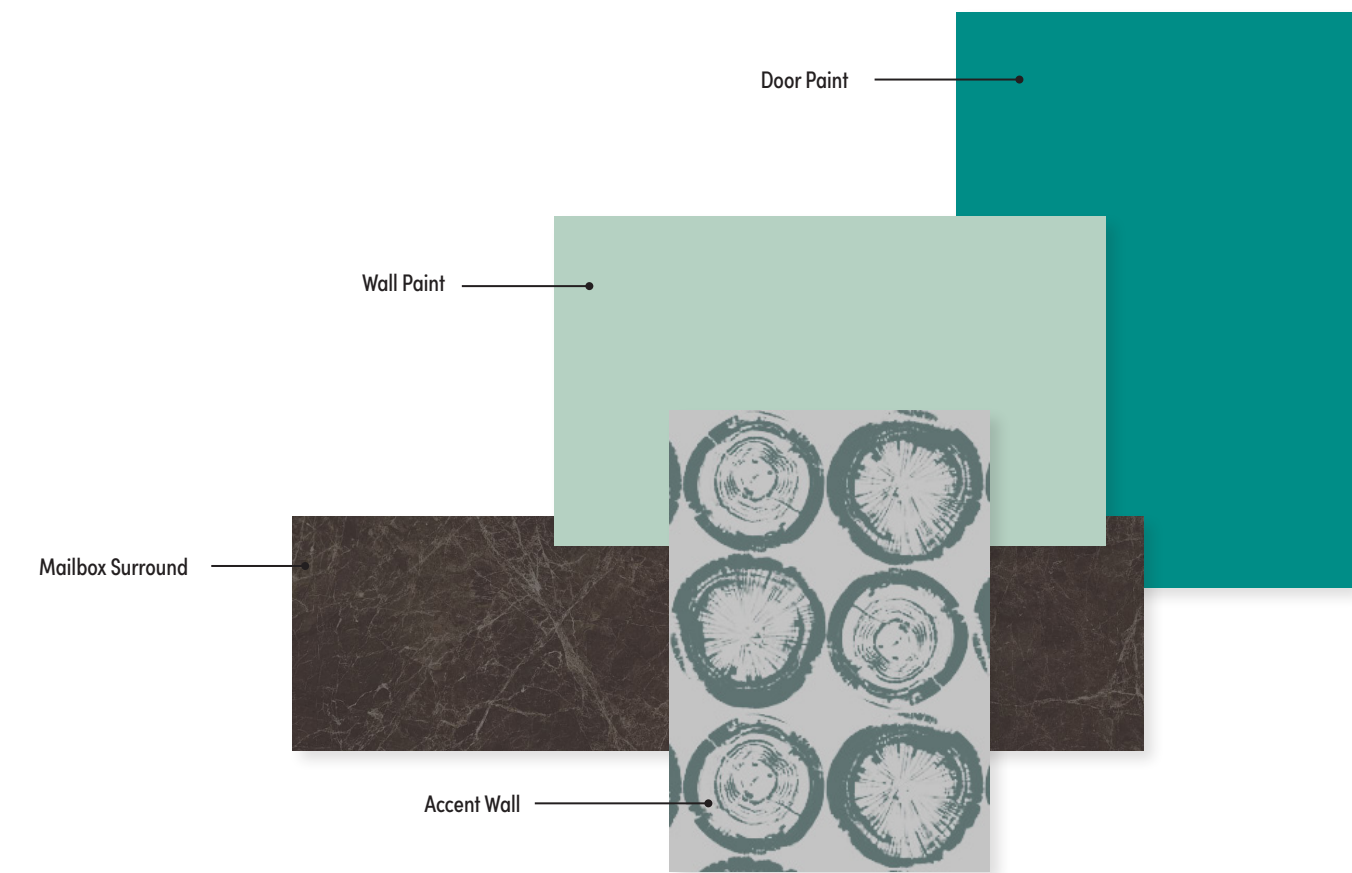
- **Building Lobbies:** The lobby will be renovated with new paint, overhead lighting, security cameras, and mail and parcel boxes; the lobby will be expanded with a new entrance, which will include new windows and a new entry door with key fob access and video intercoms
- **Hallways:** New FloorScore-certified natural flooring, LED lighting, and painting will be provided, while structural wall tiles will be repaired and cleaned; exposed cabling will be covered with wire mold
- **Mailboxes & Parcel Rooms:** New mailboxes with built-in parcel lockers will be installed in the lobby for USPS mail
- **Trash Chutes:** Trash chutes will be equipped with new, larger doors to allow for easier use by residents
- **Stairwells:** All fire stairs will be repainted, new signage will be created, and new doors with self-closing hinges will be installed or repaired; actively monitored cameras will also be installed

Other community space improvements will include:

- **Laundry Rooms:** The existing laundry room on the ninth floor will be restored to service and equipped with new card-controlled washing machines and electric dryers; cameras and a key fob-controlled door will be installed to improve security
- **Resident Association Office:** The resident association office, or Solarium, will be upgraded with a new kitchenette and refinished with moisture-resistant paint and durable laminate wall panels and flooring



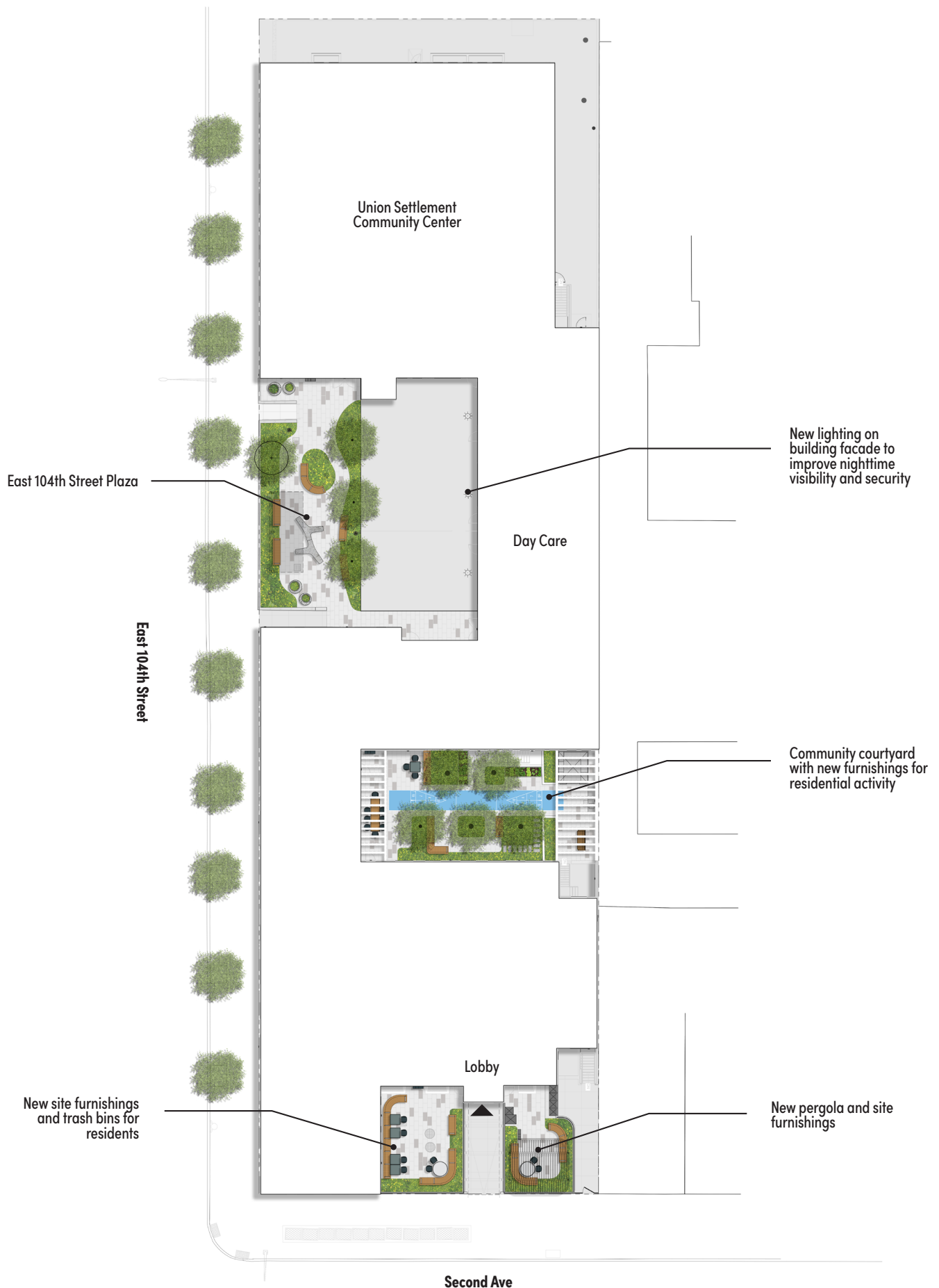
Conceptual rendering of building lobby



SITES & GROUNDS

The site plan shown at right represent the broad range of improvements that are planned for Gaylord White's public spaces.

- **Landscaping:** New trees, flowering plants, and shrubs will be planted in outdoor areas to beautify the grounds and bring seasonal color
- **New Seating, & Tables:** Supplemental seating areas with tables and benches will be installed throughout the site to allow residents to congregate and participate in recreational activities
- **Outdoor Shading:** A new pergola will be installed by the 2nd Avenue entrance to provide shade and allow residents to comfortably use the renovated seating area; the existing shading structure will be refinished and moved to the seating plaza on the south side of the building
- **Resurfaced Paths & Drainage:** Walking paths and curbs will be repaved to address trip hazards; site drainage will be enhanced to prevent storm-water flooding
- **ADA Accessibility:** Ramps and pathways at building entrances, laundry rooms, and the management office will be re-graded where necessary to ensure compliance with 2010 ADA accessibility requirements
- **Lighting:** Existing lighting will be upgraded with LED lamps, and additional lighting will be added to the building façades and throughout the property to improve security and safety
- **Signage:** Large building numbers and clear directional signage will be added to ease wayfinding to community facilities and amenities



Site plan of Gaylord White Houses and community spaces

PROPERTY MANAGEMENT & SECURITY

Property management will be enhanced with a fully staffed management team led by Wavecrest Management, who will be responsible for all aspects of the property's maintenance and operations. Prior to the transition to new management, the PACT partner will distribute welcome packets to all Gaylord White households with details on new procedures, such as paying rent and reporting maintenance and repair issues.

MANAGEMENT OFFICE

A new management office will be located at 2029 2nd Avenue. The office will be staffed to ensure smooth day-to-day operations. Staff working out of the management offices will include:

- **1 Property Manager**
- **1 Building Manager**

To submit a repair or maintenance request, or for questions regarding rent bills, residents may contact Wavecrest Management, the PACT property manager, at **(718) 475-4210**.

MAINTENANCE

Gaylord White Houses will have a dedicated superintendent and team of porters. Total maintenance staff includes:

- **Live-in Superintendent:** Responsible for oversight of the maintenance team and general apartment repairs.
- **Porters:** Responsible for cleaning all common areas, including trash removal. Grounds maintenance will be handled by a third-party landscaping firm.
- **Handyman:** Responsible for apartment repairs.

SECURITY

There are three key pieces to the security plan:

- **Security Cameras:** Cameras will be installed throughout the development, including in hallways, stairwells, lobby, laundry room, elevators, roof, and outdoor areas.
- **Building Access:** New doors in the building lobby will have a modern intercom system and key fob access technology, limiting access to authorized residents and their guests only.
- **Camera Monitoring:** An off-site security team will monitor the cameras and alert property management of unauthorized activity. Property management will also liaise with the local police precinct and respond to resident concerns as needed.

WASTE & PEST MANAGEMENT

All chutes will be jet-cleaned to reduce odors and remove pests. Recycling rooms will be located on the ground floor of every building for residents to drop off paper/cardboard, glass, metal, plastic, electronic waste, and composting.

On a daily basis, porters will remove garbage from compactor rooms. Bulk materials will be collected by maintenance staff from apartments when appointments are made through the management office. Regular waste and bulk will be collected and brought outside on pick-up days for removal by the Department of Sanitation (DSNY) or an approved third party. Recycling materials will be removed by DSNY weekly.

Property management will contract with a third-party exterminating service for regular grounds and apartment pest control. The smoke-free policy will be enforced by the management team.



PACT team with residents, 2023

SOCIAL SERVICES & COMMUNITY PROGRAMS

Gaylord White is the site of multiple community facilities currently operated by Union Settlement, including a day care facility, a senior center, and multi-use recreational space that hosts a range of classes and activities for all age groups. As part of Gaylord White's transformation through the PACT program, a new social services program operated by The Community Builders' Community Life team will be provided on-site. A full-time services coordinator employed by Community Life will oversee the delivery of a range of services and coordinate with Union Settlement and other neighborhood providers to connect residents with additional resources and programming. The program will focus on financial literacy and asset building, both physical and mental health services, landlord-tenant relations, and recreational and educational programming. Additionally, Community Life will provide individualized case management for residents in need of personalized supports.

FINANCIAL LITERACY

Community Life will establish partnerships with local organizations to provide financial literacy trainings, addressing topics such as credit unions and banking, managing credit scores, and household budgeting. Community Life will also provide individualized support and case management to assist with monthly budgeting and connect residents with resources relevant to household needs.

HEALTH AND WELLNESS

Working with local healthcare organizations, Community Life will deliver classes and workshops on topics such as managing chronic diseases, finding a primary care provider, and accessing Medicare and Medicaid benefits. The service coordinator will also help residents identify local health services, complete enrollment forms, and navigate barriers to care such as transportation and language. Mental health services will be encompassed within Community Life's programming, and staff will be trained to make referrals to local mental healthcare providers.

LANDLORD-TENANT RELATIONS

The Community Life service coordinator will help residents manage their landlord relationship and promote housing stability through collaboration and information-sharing with the property management staff, including support with interim recertification, rental arrears, and other tenant issues. The service coordinator will work closely with Wavecrest to identify and address the need for possible social service intervention.

EDUCATIONAL AND RECREATIONAL PROGRAMMING

The Community Life service coordinator will ensure residents are aware of free and low-cost programming opportunities in the neighborhood and help senior residents to overcome any barriers to enrolling in programs. In addition to educational opportunities provided onsite by Union Settlement, the Community Life team will also explore opportunities to partner with the Harlem Center for Education.



Gaylord White Houses Family Day, 2023



Resident meeting, 2023



Conceptual rendering of entry plaza



CONTACT US!

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