

Exhibit P

Community Engagement Guide

I. Background

This memo details the expectations for engaging with NYCHA residents, tenant leadership (where applicable), elected officials and other community stakeholders. PACT Partners are expected to draft and implement Community Engagement Plans that reflect the guidance below. This guidance includes a sample meeting schedule as well as direction for utilizing various resources and technologies meant to enhance the accessibility and effectiveness of the community engagement process. NYCHA Real Estate Development Department (REDD) will support efforts and monitor compliance from designation through on-going operations.

Upon designation, PACT Partners and NYCHA will review and update the team's Community Engagement Plan to determine the most appropriate meeting schedule and cadence. The Community Engagement Plan should include a plan for outreach to residents, resident leaders, elected officials and other community stakeholders. The Plan will be reviewed by NYCHA and finalized after designation, prior to beginning outreach. The Plan must detail an outreach and reporting structure that will provide residents and elected officials with regular, proactive, and transparent project updates from designation through to ongoing operations.

II. Community Engagement Plan Goals and Objectives

- Encourage resident participation by establishing a clear engagement plan that outlines meeting schedules and other touchpoints.
- Be thoughtful about outreach to non-resident stakeholders including local community based organizations, service providers and elected officials, among others.
- Demonstrate how resident input is considered and how it will shape the project.
- Allow for flexibility to best respond to resident and project needs.

III. Resources/Technology

PACT Partners should be prepared to utilize a variety of staff resources and media to thoroughly engage residents. If your team does not have equivalent in-house tools/services, you should consider budgeting for the following resources, including but not limited to:

- (a) Resident liaison(s): Assist with communication between residents and PACT partners, build and maintain up-to-date contact lists, ensure timely delivery of collateral/materials to residents and track distribution, actively outreach to resident groups to provide information and discuss issues, and maintain "office hours," among any other tasks.
- (b) Project website: Allows for residents to access all information regarding PACT and their development. Project websites should have information to access resident meetings, recordings of meeting for residents to view, link to NYCHA PACT Resident Resources, contact information for development team, etc.

- (c) Web-based tools for teleconferencing and online presentations, including Zoom or Microsoft Teams.
- (d) Budget resources and time for printing, mailing and flyering: Throughout the engagement process, many materials will need to be printed and distributed to residents, in multiple languages. In-house print shops or on-call printing services will be required.
- (e) Budget for translation needs: All materials will require translation in the primary languages spoken per development. Simultaneous translation will be required for all in-person meetings, webinars, and conference calls, as-needed.
- (f) Where spaces permit, teams will provide light, healthy refreshments for all in-person meetings, including both food and drink. If available, PACT Partners are encouraged to use resident catering companies and other food businesses.
- (g) Provide onsite licensed/accredited childcare options to ensure residents with children can reasonably join and participate in in-person meetings.
- (h) Dedicated hotline and email address for residents to ask questions and raise concerns. Partners will be expected to provide information about how many calls/emails they are receiving including responses to any questions that are raised.
- (i) Provision of free-to-resident training and safety courses, associated with project employment opportunities.
- (j) Provision of free-to resident legal resources focused on leasing and the transition to Project Based Section 8.

IV. Meeting Schedule and Objectives

All meetings and inspections are opportunities to both share information and gather input. NYCHA will advise on all agendas/activities per meeting, but in general, partners should plan to host the following at a minimum.

PACT Partners will coordinate with NYCHA to determine how best to engage residents while prioritizing their health and safety. Meetings should be held entirely virtually (with dial-in options) until otherwise noted. However, depending on the current state of public health, outdoor activities, tabling, door-knocking, and/ or other small group meetings may be considered, pending discussions with NYCHA. No in-person activities shall occur until it is determined by NYCHA that it is safe to do so.

Elected Official Outreach

PACT Partners will coordinate with work with NYCHA to schedule introductions and project briefings to local City, State and Federal elected officials.

NYCHA Real Estate Development Department (REDD) and Intergovernmental Affairs (IGA) teams will join, coordinate introductions and can assist with initial scheduling, as-needed.

Monthly TA Meeting

Each month, PACT partners are expected to meet with tenant leadership to discuss project schedule, provide relevant updates, and preview material for upcoming resident meetings.

NYCHA REDD and Community Development teams will join, coordinate introductions and can assist with initial scheduling, as-needed.

Meeting #1: PACT Partners Introduction - All Residents:

Topics/Agenda:

- (a) NYCHA-led update and recap of the process to-date
- (b) Team introductions and relevant experience
- (c) Share project timeline
- (d) Discuss Covid-19 protocols related to outreach, inspections, and construction
- (e) Present draft Community Engagement Plan for discussion
- (f) Discussion of known physical conditions and potential improvements
- (g) Explanation of upcoming inspection schedule

Meetings #2-5: Scope of Work Meetings:

PACT Partners, including architects and landscape designers, should plan to host a series of at least four discrete meetings around scope development. Meeting topics may vary depending on need and opportunity, but should include:

- (a) Overview and explanation of the Physical Needs Assessment
- (b) Health and Safety protocols
- (c) Logistics around construction and potential temporary relocation
- (d) Details on design and construction:
 - (i) Findings from building and unit inspections
 - (ii) Building systems, including elevators, roofs, facades, energy systems, boilers, and any other relevant components.
 - (iii) Building grounds (landscape, hardscape, pathways, parking and program) and common spaces (lobbies, hallways, community rooms, offices, and community facility and commercial spaces).
 - (iv) In-unit repairs and renovations.

Scope meetings should clearly demonstrate need and describe opportunities for repairs/improvements, as well as seek relevant input from residents on their priorities. Residents should have numerous opportunities to provide feedback on proposed scopes of work, design elements, and programming (where applicable).

Inspections:

All in-unit inspections should be considered an engagement opportunity. Community partners or other resident liaisons from the PACT Partners team are expected to join inspections to provide updates to residents, share information, and collect input on repair issues. Efforts should be taken to combine tasks, limiting the total number of visits. NYCHA to advise on required collateral material, but may include:

- (a) Updated FAQ
- (b) Updated One-Pagers or Fact Sheets

- (c) Resident input Surveys (improvement priorities, visual preferences for design styles, colors, etc., other?)
- (d) Social Service Needs Assessment

**Inspectors should always have properly displayed identification, and meetings should be set in advance. Members of the PACT Partners team, including any resident liaisons, should assist with scheduling inspections and accompany inspectors.*

Meeting #6: Lease Information & Plan for Lease Signings

NYCHA will coordinate with TAs and PACT Partners to develop an outreach plan to facilitate lease signings.

At a minimum:

- (a) Partners are expected to mail sample leases (and post to web) at least three-four months in advance of closing, giving NYCHA advanced notice. NYCHA will provide the lease and a cover page, and Partners should prepare a cover letter with information on how lease signings will be conducted.
- (b) Partners will be expected to retain a legal services organization (such as the Legal Aid Society) at the direction of NYCHA to provide free advice to all tenants via hotline (or in-person consultations if/when appropriate). No tenants are expected to sign a lease without having had the opportunity to consult with a third-party legal services provider.
- (c) Partners may elect to create House Rules to be signed during the lease signing. If Partners so elect, a draft must be circulated to NYCHA for review and approval, and then the TA for review and approval. Any House Rules may not be more restrictive than NYCHA's public housing house rules.
- (d) Partners will reach out to schedule lease-signing appointments with every household.
- (e) Separate from lease signings, PACT Partners will be expected to provide information on lease signings throughout process, including at least one resident meeting specifically focused on the content of leases and process/plan for residents to sign. This meeting must include representative(s) from NYCHA's Leased Housing Department. This meeting must occur before any lease signings take place. PACT Partners will coordinate with NYCHA to identify the most appropriate timing for the meeting, approximately 3-4 months in advance of the expected closing date.

Meeting #7: Employment Opportunity Meeting*

PACT Partners should provide information about employment and training opportunities associated with the PACT project. The meeting should focus discussion on all open construction and property management positions, describe the application process, and provide timeframes for hiring.

Prior to meeting, PACT Partners should coordinate with REES to identify current eligible residents and relevant training courses (OSHA 30, security, among others) that will be offered directly or through referrals.

PACT Partners must also coordinate with NYCHA REES on hosting job fair(s) to continue advertising employment opportunities and recruiting residents to fill those positions.

**Meeting can occur any time during pre-development, after team introduction. NYCHA to advise on timing.*

Meeting #8: Social Services Meeting*

PACT Partners, in collaboration with assigned Social Service Providers, are expected to craft comprehensive Social Services Plans informed by extensive resident consultation and feedback. Outreach may be conducted through wellness visits, surveys, workshops, and other strategies. However, PACT Partners should expect to host at least one large resident meeting to discuss and gather feedback on proposed Social Services Plans. During the meeting, Social Service Providers should provide information about their organization, their mission, and plans to provide services for the development, as well as to discuss and gather feedback on findings from previously distributed social service needs assessments.

Residents must have the opportunity to review and provide feedback on proposed plans before they are finalized.

**Meeting can occur any time during pre-development, after team introduction. NYCHA to advise on timing.*

Meeting #9: Property Management Team Introduction

As the project approaches conversion, PACT Partners should host a meeting to review all required paperwork that residents will need to complete in order to convert to the Section 8 program. This is also an opportunity for residents to get to know the property management team and ask questions regarding property management strategies/priorities at their development. The agenda should also advertise any upcoming legal clinics or lease signing workshops.

Meeting #10: Property Management Team Orientation

This meeting can occur just prior to or immediately following conversion. The goal is to orient residents to new property management policies and processes. For example, property managers should explain the house rules, describe processes for paying rent and submitting work tickets, and share contact information in case of emergencies or any other issues.

Post-conversion Meetings

Teams should describe their plans for continued engagement with residents and other community stakeholders following conversion. Post-conversion outreach should include, but not be limited to, construction progress/update meetings and ongoing meetings with tenant leaders.

V. Resident Meetings - Best Practices

General

- a) PACT Partner-led meetings should always include:
 - a. An opportunity for a NYCHA representative to provide remarks at the top of the meeting and to join for questions and answers;
 - b. NYCHA contact information for both the PACT hotline and the NYCHA Customer Contact Center, and;
 - c. NYCHA logo (where other team member logos are displayed, for example: title slides, headers, footers, etc.).
- b) For all printed materials, meeting advertisements, and presentation decks, PACT Partners must share with NYCHA three weeks prior to planned use. NYCHA will provide comments and feedback within five business days of receipt to account for translation, printing, and distribution.
- c) Draft agendas (including facilitation questions/guide if needed) must be shared with NYCHA three weeks in advance of external use for review.
- d) Presentation material must be sent to TAs and elected officials in advance of all meetings (following NYCHA's review).
- e) Flyers for events must be mailed to each resident at least two weeks in advance of the meeting and should be hung on every floor/lobby at the development, in every primary language for the development. PACT Partner contact information, and website address should be included in all flyers/material distributed. NYCHA will advise on where to post/hang flyers. All posted material should be removed post-meeting.
- f) Robocalls and/or text messages must be sent to all households with a reminder about the upcoming events two days in advance, as well as day-of.
- g) All printed materials must be legible and adequately sized for all audiences. Body text in presentation decks should not be less 16pt.
- h) Residents must receive printed copies of all materials, in both English and Spanish, in advance of any webinar (day of the event is acceptable only if material is being hand-delivered). Copies of all other relevant primary languages should be made available at property management (or other on-site) office.
- i) Partners should be aware of how meeting schedules will effect residents ability/likelihood to attend meetings. When scheduling meetings, PACT Partners must take into consideration resident fatigue and cultural or religious holidays.

Virtual/Tele-Town Hall - Best Practices

- (a) As attendees are logging in, an intro slide, with background music, must be displayed informing them that the presentation will start shortly.
- (b) Presenters must introduce themselves with their video cameras enabled.

- (c) Presentations must all begin with a brief tutorial of the webinar interface. Participants should be asked to practice muting/unmuting, type in the chat/Q&A box, enable microphones/cameras, raise hands, and any other relevant task we will be asking of them throughout the presentation.
- (d) Presenters must enable functionality that allows participants to see who else is on the call or how many other participants are on the line.
- (e) PACT partners must track attendance for all virtual meetings and report back to NYCHA with final headcounts within one day of meeting. Where multiple developments may be on a single webinar, attendance should be reflected by development.
- (f) Residents must have the option to ask questions either through chat/question boxes or by “raising their hand” and being unmuted. Residents who elect to ask questions themselves should be allowed the opportunity to follow up if any points are not clear. The same applies for questions that require simultaneous translation.
- (g) For webinars that utilize simultaneous translation, the call-in numbers for specific languages should be included on the title slide for participants to view as they wait to begin, as well as in the chat section.
- (h) During webinars or in-person meetings residents should be given ample time after the presentation (at least 30 minutes) to ask questions and share thoughts (depending on the meeting topic, this can be flexible). Depending on the size of the group, PACT partners should be prepared to spend some time after the meeting has formally “ended” to continue answering resident questions and/or schedule phone calls to speak with individual residents.
- (i) A call-in number/hotline should be available to any resident to call with questions or walk-through presentation materials.
- (j) Within five business days following all webinars, PACT Partners are required to post recordings of the presentations to their project pages.

VI. PACT Developer Team Webpage Content Guidance

Each website must contain the following content. Each item below does not require its own unique section/tab and can be combined as makes sense per project. Overall, we encourage text to be placed on the page and not have all information linked to documents. This helps ensure any translation plug-in can read the text (or e-reader) and that important information is not hard to find.

- Homepage with project overview, to include:
 - Name of the project
 - Brief PACT program explanation (noting that the project will bring comprehensive repairs, new property management, enhanced social services, while maintaining affordable rent and resident protections)

- PACT Partner team introduction, including notable experience
- Link back to NYCHA PACT website: <https://www1.nyc.gov/site/nycha/about/pact.page>
- Contact information for the development team. At a minimum contact information for property management should be listed, including at 24-hour number for emergency repairs.
- Contact form (where residents can submit comments/questions directly from the webpage)
- Resident Resources, examples include:
 - Information on hiring/training opportunities
 - Updates on social service provision
 - Notes on property management processes- paying rent, submitting work orders, and others.
- Schedule/Timelines
 - Resident meetings
 - Inspections
 - Construction
- Resident contact information collection
- Links to recordings of any/all virtual meetings
- Overview of resident protections. Please use NYCHA documents listed below for language in this section, so residents receive consistent language regarding their rights and protections.
- Document Repository with downloadable links to all collateral and presentation material