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APARTMENT HOTEL PROJECT

Vera Institute of Justice
30 East 39th Street
New York, New York 10016

August 1982

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I. INTRODUCTION

The Vera Institute of Justice, a not-for-profit organization established in 1961 in New York State, is developing model apartment-hotel housing accommodations for low-income single individuals in New York City.

Developments over the past two decades in New York City (and in many other urban centers in the U. S.) have severely reduced the existing stock of housing for low-income single individuals and have not produced new growth in this housing arena. Many single individuals cannot afford or do not choose to live in apartments but prefer hotel-type housing situations.

Traditionally, rooming houses and single room occupancy hotels which have met this need have been operated by private for-profit operators. However, as the cost of housing operations rises at a faster rate than incomes (particularly for those at the lower end of the scale), individuals and families are being priced out of the dwindling rental housing market of hotel-type accommodations. Public subsidies for housing, which have been rising since World War II, have never existed for this segment of the market. Now all low income housing subsidies are shrinking rapidly. While there has been some development by municipalities and non-profit organizations of low-income housing for families, there has been almost none for low-income single individuals.

In New York City, in 1975, there were 298 lower priced hotels with a total of 50,454 rooms. By the spring of 1981, only 138 buildings with 19,619 rooms were left. This loss of 31,000 hotel units (or 61% of the 1975 total) has forced thousands of persons who would probably seek such housing -- particularly single welfare recipients in New York City with their limited incomes (the welfare housing allowance is \$152/month) or those with minimum wage jobs into the City's shelter system or into the street. These people are, simply, priced out of the housing market.

The Vera Institute believes, however, that the development of new approaches to financing, including leveraging some available public dollars and making use of tax incentives (especially those provided in the 1981 Economic Tax Recovery Act); careful selection of existing buildings appropriate for this use with rehabilitation potential; the guaranteed rental income stream from the public welfare departments; careful screening of tenants and management of buildings; and the large market for single room housing in New York City are elements that, if combined, can produce a model of viable low income housing for single individuals.

II. BACKGROUND

The Vera Institute's strategy is grounded in the public policy goal of developing a model for generating housing for low-income single individuals -- for whom housing is often the critical necessary element in stabilizing their lives so that they can obtain employment or avoid institutionalization. Through

a partnership of public and private investors and capable management, and through the use of now-vacant, privately-held or State or city-owned buildings (including former institutional facilities, such as schools, hospitals, and old-age homes), it is projected that well designed, low-cost, hotel-type housing can be created and operated at rental levels which would be adequate to cover operating costs and debt service.

A. The Potential Tenant Population

Over the past few years, the nation's cities have witnessed several simultaneous developments which have resulted in the abandonment of many individuals to a life of homelessness and have contributed generally to the decline in the quality of life in our cities. These include:

- +conversion of many older buildings in urban areas to middle or high-priced co-ops or rental apartments, leaving the (often elderly) residents -- whose fixed incomes do not permit them to buy comparable (or even decent) housing at today's rent levels -- with few or no affordable housing options;
- +inadequate code enforcement in single room occupancy hotels, so that owners have "milked" buildings for years eventually walking away from them -- or forcing the tenants out because of the intolerable conditions;
- +loss of unskilled or semi-skilled jobs in central urban areas, increasing unemployment among the "marginally" employable;
- +failure to develop publicly-supported housing for

single individuals (with the exception of special "enriched" (and expensive) housing models for the elderly and handicapped);

+disinvestment in housing in large areas of the "inner cities" leaving thousands of housing units uninhabitable and vacant.

+discharge of thousands of patients from mental health institutions to the community often with little or no provision for their food, clothing, and shelter;

+discharge of thousands (50,000 in New York City alone each year) of ex-offenders to cities with no planned support system.

The result is an estimated 36,000 homeless people in New York City alone. Some 20,000 of whom live at least some portion of the year in the New York City Shelter system -- at an average annual per bed cost of approximately \$6000. Others spend most of their welfare or Social Security checks to live in marginally acceptable hotels at an average of \$320/month for an 8' x 10' room with shared bathing facilities -- an annual cost of \$48 per square foot. Or they sleep in doorways, train stations, and parks.

While there is probably a segment of this sizeable population in New York City who would resist offers of decent, permanent living quarters, many would eagerly accept housing which offered independence, security, cleanliness, and basic building services at a cost they could afford.

Given the size and diversity of the population referred to

as "homeless," a range of housing options needs to be developed: apartments, hotels, institutional residences, and halfway houses. This project addresses the needs of that segment of low-income individuals who:

- prefer to live alone (or with a spouse or other relative or friend)
- do not need daily medical or social services
- have a source of income at least equal to current welfare levels (\$250/month)
- are capable of living with others in a 40-200/room hotel
- can abide by basic rules regarding security, cleanliness, noise, and
- are willing to share cooking and bathing facilities.

Within the expected sizeable group of those who meet these criteria, there are several sub-groups:

- elderly persons;
- younger, potentially employable adults;
- younger adults who are unemployable, due to a physical or mental disability;
- youth (under 21).

In some buildings, it might be appropriate to have a mixed tenant population. In others, because of neighborhood considerations or the design of the building itself, a more limited (e.g., elderly) tenant group population might be

appropriate.

B. Resources for Creating Low Cost Apartment Hotels

Against this backdrop of the social and economic forces which have "created" a population of homeless people and with this overview of who the homeless are, there are a number of recent developments which make it possible to create self-sufficient, low-income housing for single individuals without substantial public subsidies.

1. Acquisition Financing

- New York City in rem property: New York City owns over 50,000 units of residential housing which have been taken for failure to pay property taxes. (New York City is selling many of these units to non-profit community-based housing operators at an average cost of \$250 for a four-room apartment);
- Religious organizations and units of government own substantial numbers of institutional properties which are now vacant and which can be acquired at low cost, often with below market financing terms;
- Mortgage Insurance Pools/Programs
- Sale of tax shelter benefits to raise equity/proceeds.

2. Rehabilitation Financing

- Economic Recovery Tax Act of 1981 -- accelerated (15 year) depreciation on real estate and tax credits for certified rehabilitation costs of up to 25% for certified historical sites;
- Community Development Block Grant funds (through HUD):

New York City has set aside \$1 million in 1982 and projects an additional \$1 million in 1983 to be lent at 1-3% interest (for up to 20 years) for the rehabilitation of single room occupancy residences;

3. Zoning Incentives

-Housing Quality trends: now under consideration by the New York City Planning Commission are proposed amendments to the Housing Quality Program which would allow anticipated developer contributions to be used to underwrite the maintenance and upgrading of low-and-moderate income housing in proximity to the development sites. The proposed amendments are similar to existing "incentive zoning" provisions which have been used in numerous special zoning districts throughout New York City, granting developers FAR bonuses in exchange for a wide variety of public amenities.

-Special Needs Housing Act: The New York State Legislature passed (in May 1982) an appropriation of \$4 million for grants and loans to spur the development of housing for the homeless;

4. Operating Revenues

-New York State provides public assistance to anyone over 18 who is willing to seek and find work but is not currently employed. In New York City, there are 90,000 single persons receiving this form of public assistance known as Home Relief). The current housing allowance for HR recipients is \$152/month, and this amount

can be paid directly to the landlord, via a two-party check to the landlord and tenant, or directly to the tenant.

-Tenants over 65 are eligible for a minimum of \$348/month from Social Security retirement benefits or Supplemental Security Income (SSI) or a combination of the two. Individuals under 65 who have a substantial disability are also eligible for similar monthly benefits from the Social Security Administration. These entitlements have no rent restrictions attached and usually can be paid directly to the landlord with the individual's consent.

- Most buildings being considered for the Apartment Hotel Demonstration Project have ground floor space which could be leased to commercial or public users, generating additional revenue for the building;
- The Vera Institute is building an operating reserve, with an initial investment of \$80,000 from New York State Department of Social Services to provide a cash flow fund for the project(s) and is to be used in the event of unforeseen operating expenses which cannot be covered by revenues.

In addition to these resources for financing the acquisition, rehabilitation, and operation, other factors make such an endeavor timely and feasible.

C. Other Favorable Development Factors

(1) Rehabilitation "Technology" -- The large scale housing rehabilitation efforts undertaken over the past decade, largely

with federal financing, have created a base of technical expertise as well as a pool of contractors who are experienced in the rehabilitation of older (often over 40 years) buildings.

(2) Management Capability -- The Vera Institute's experience over the past twenty-two years in managing experimental projects (from a paratransit service for handicapped persons in lower Manhattan to a 300 employee/\$3 million/year construction company) provides a solid foundation of experience and knowledge in management of large-scale, potentially risky efforts. The Vera Institute has assembled a staff of planners and managers, has built fiscal management and information systems departments, and has developed in-house and outside legal resources.

(3) Community Support -- Residents of most major urban areas have witnessed a dramatic growth over the past five years in the numbers of people who "live in the street" barely surviving and creating an array of social problems. Communities (rich and poor alike) are beginning to realize that unless decent housing is provided to these people, the society will end up supporting what should be short-term arrangements (i. e., shelters) for more and more people for a long-term basis at rapidly-rising public costs.

This realization is resulting in wide community acceptance of low income housing which can fit into and enhance neighborhoods if the housing operators proceed with sensitivity to the existing neighborhood characteristics and infrastructure and if the facilities are operated in a business-like fashion

that insures that the building will be viable as a commercial venture, without reliance on public subsidies.

D. Statutory and Regulatory Framework

In New York City, apartment hotel type accommodations are governed by several relevant statutes and regulations. This statutory framework includes:

- Hotel Stabilization Code and Rent Stabilization Law (rent levels, eviction grounds, leases, services)
- New York State Multiple Dwelling Law and New York City Housing Maintenance Code (standards for maintenance, services, utilities, and physical and occupancy standards for dwelling units)
- New York State and New York City Real Property Law -- which govern tax abatements and exemptions for certain kinds of property uses.
- New York State Real Property Actions and Proceedings Law
- New York City Zoning Resolution (permitted uses and land development)

In addition, since often a large portion of the rental income is derived from public sources, the New York State Social Services Law and attendant regulations (related to payments of housing allowances for/by welfare recipients); and the Social Security Act, especially the regulations regarding Supplemental Security Income (income support for the aged and disabled) are relevant.

[APPENDIX A statutes and regulations]

III. Development Goals

At present, across the United States, there are several model apartment hotels which have been developed for low-income individuals and which are operating on a sound financial basis (e.g., the Cadillac Hotel in San Francisco). In New York City, there are several fledgling efforts (e.g., the St. Francis and, the Woodstock in Manhattan), which are operated by non-profit organizations. Each of these varies somewhat from the proposed demonstration -- chiefly because public or voluntary agency grants have been available to support substantial portions of acquisition, rehab, or operating costs, these projects have not provided a solid test of the financial feasibility of such a venture, nor have they had significant private sector involvement. To attract wider participation in the development of such housing, it is critical to test the feasibility of using resources which are/can be widely available, such as tax shelters, tax credits, conventional financing, low-cost public loan funds, welfare rent payments (as opposed to higher level Section 8-type rent subsidies), and low-cost buildings (such as those owned by municipalities or institutions).

IV. Development Strategies

A. Demonstration Apartment Hotel Project

The Vera Institute believes that low cost apartment hotels in New York City have an economic value which can be captured within acceptable levels of risk. The Vera Institute has received initial development support from the New York State Department of

Social Services to finance the feasibility analysis, planning, project oversight and monitoring, as well as to seed an operating reserve fund for developing a demonstration project.

The Vera Institute aims to develop and operate at least one, and perhaps up to three buildings as apartment hotels within the next 24 months. During the past three years, the Vera Institute, working as management consultants to the New York City Department of Social Services, has developed considerable knowledge about the New York City homeless population and about a variety of housing initiatives for them, and substantial experience in assessing the suitability of sites for such hotels. In addition, the Vera Institute has developed close working relationships with the relevant state (New York State Department of Social Services and New York State Division of Housing Community Renewal) and city agencies (New York City Department of Housing Preservation and Development, Human Resources Administration, Health & Hospitals Corporation, Mayor's Office, City Council President, City Planning Commission, Office of Management & Budget) and has undertaken extensive outreach efforts to major community-based housing groups in New York City (e.g., Harlem Urban Development Corporation, South Bronx Development Office, Valley Restoration Local Development Corporation Los Sures, etc.).

Building on this foundation of a knowledge of the population, strong interagency relationships, and community outreach efforts the project seeks to develop one or several sites which could serve as viable models for substantial not-for-profit participation in the development of low-income housing which

could be created and operated at rental levels adequate to cover operating costs and debt service.

B. Development Team

1. Corporate Management

The Vera Institute's development strategy for this proposed housing project is based on building a management team with strong analytic, systems, operations and project development backgrounds, and with experience in dealing with governmental units, communities, and the targeted resident population. The housing industry in New York City is heavily regulated and the financing for such a venture is complex. The ability to deal effectively with both government and private and institutional investors at every level is essential to success.

The Vera Institute's management team for this project is composed of three officers (Michael E. Smith, Stanley Hellman, and Claire Haaga) with responsibility for general project development and oversight, house counsel, a three-member project team, and several key consultants in the area of housing finance, architecture and construction. All of the corporate officers involved have extensive experience in working with government at the federal, state, and city levels and with management of multi-million dollar publicly and privately financed projects.

2. Project Team

The project team is led by Sharon Hom, a lawyer with considerable experience in public service law in New York City and in management services for the target population; and includes Peter Brest, a psychiatric social worker with experience

in New York City government (Comptroller's Office) and mental health/social service work (St. Vincent's Hospital); and Nancy Travers who has a background in housing rehabilitation, management and finance.

[Appendix B includes the resumes of the Vera Institute's relevant staff.]

3. Financial and Legal Expertise

Legal - Counsel for the Vera Institute is provided by R. Palmer Baker, President of the Vera Institute, and senior partner at Lord, Day & Lord, and by Marjorie Singer, house counsel to the Vera Institute; and to the project by Barry Mallin of the Community Economic Development Legal Assistance Corporation, a project of the Council of New York Law Associates.

Accounting - Stanley Hellman is the Institute's Treasurer and manager of financial matters. J. H. Cohn & Co. are the Institute's corporate accountants and auditors.

Financial Consultants - Michael Lappin, President of the Community Preservation Corporation, and Charles Lavan, of the private consulting firm of Caine, Gressel, Midgely, Slater, serve as financial consultants to the project.

4. Architects - Architectural services will be provided by several firms which have particular expertise in rehabilitation of older buildings or conversion of surplus public properties (e.g., schools, hospitals and nursing homes). These firms include: Meadows and Wohl; Kwartler and Jones; and Katz, Waisman, Weber. In addition, Michael Mostoller of the Columbia School of Architecture and a member of the Columbia University

Interdisciplinary Team working on upgrading low cost apartment hotels serves as an architectural design consultant to the project.

C. Site Development

1. Site Identification

After completing initial feasibility analyses on 25 buildings in New York City, the Vera Institute has identified three sites which warrant further exploration at this time. (There are literally hundreds of potentially feasible sites which could be developed if at least one of the current sites is successfully developed. Each presents a different combination of ownership situations, rehabilitation needs, community support, and use potential. A separate financing package would be developed for each one. The specific sites are described in greater detail in the preliminary fact sheet and background summary for each site attached in Appendix C.

2. Ownership and Management

The Vera Institute (or a subsidiary of the Institute) will be the developer and owner (or perhaps co-developer, co-owner) and manager of each of the projects which it develops. Some aspects of on-going operations and maintenance needs of each hotel may be sub-contracted to a community-based organization.

3. Rehabilitation Plan

Each of the hotels will utilize existing buildings and will involve no new construction. The sites being considered are now vacant. Each site will be rehabilitated substantially, so that maximum operating efficiency (e.g., new windows to reduce fuel

costs) and maximum habitability (e.g., rooms without sufficient light and air would not be used for living) will be achieved. For each of the sites that are developed, the Vera Institute will contract with outside vendors and contractors for systems service contracts (e.g., boilers and elevators) and construction work necessary to complete the projects. It is contemplated that key portions of the sub-contracting work will be done by the Neighborhood Work Project, a Vera Institute operated minority construction company, which has four years of experience in rehabilitating residential buildings in New York City.

4. Financing Resources and Strategies

The Vera Institute has an agreement from the New York City Department of Social Services to ensure 100% occupancy and full payment of rents (at welfare rent levels). This income stream is reasonably secure given New York City's desperate need for decent, low-cost housing for welfare recipients. (There is a zero percent vacancy rate in low cost apartment hotels in New York City and an ever-burgeoning shelter population.) Public assistance payments for this population are financed through state and city revenues, and thus, do not depend on federal financial participation, nor are the rent payments subject to federal regulation.

The difference between the revenue stream and the operating costs for a particular building will provide adequate dollars to support the debt service. The project will seek to attract institutional and individual equity investors. In addition to the regular real estate tax benefits of such an investment,

the economic picture is enhanced by the tax shelter available under the Economic Recovery Tax Act of 1981 and the 25% tax credit if the site is a certified historic structure. The value of the income tax shelter has been substantially increased by the accelerated depreciation allowed by the new tax laws.

Development of an apartment hotel requires a relatively large capital investment (which can be fully depreciated in 15 years) while operation of the hotel is not labor intensive and its costs are fairly predictable. For the targeted tenant groups, there are solid prospects of a firm market for many decades. The major asset which development funds purchase -- the building and its rehabilitation -- has an economic life of at least 15 years.

Because of the considerable tax credits and other tax benefits, the Vera Institute plans to finance the development of each site through the utilization of either limited partnerships or an "all-debt" financing model which takes advantage of the "tax-lease" provision of the 1981 tax law. For most sites, the tax benefits associated with each of these arrangements results in a competitive return on investment for the limited partner or to the "lessor" in the lease-back arrangement.

5. Hotel and Ancillary Services

Each site will offer basic residential hotel services as part of its operations, including cleaning, maintenance and repair, linens, security, and front desk staffing. In addition, congregate dining for one or two meals will be offered where facilities permit.

Because of the project's focus on low-income individuals, it

is expected that many tenants will also require supportive health and social services as well as vocational rehabilitation and employment guidance. These needs will be met by existing health, mental health, and human service providers located in the local community and other areas of the City. Services will be delivered primarily at these agencies' offices and supplemented by periodic on-site visits -- such as a health team -- where necessary. Costs for such services will be met by standard reimbursement mechanisms such as Medicaid and Medicare or by other arrangements with the provider, but in any case will not be the project's financial responsibility.

APPENDICES A & C

TO FOLLOW

APPENDIX B

RESUME

Claire Haaga
65 Sullivan Street
New York, New York 10012
(212) 925-5015

Office:
Vera Institute of Justice
30 East 39th Street
New York, New York 10016
(212) 986-6910

EDUCATION:

- 1977 J.D. School of Law
Fordham University
- 1972 Masters of Public Administration
New York University, Graduate School of Public Administration
Concentration: Urban Public Policy and Urban Economics
Thesis: "Discretion in the Administration of
Statutes Governing the Employment of
Ex-Offenders in New York City."
- 1970 B.A. (cum laude), Political Science
St. Louis University, St. Louis, Missouri

EMPLOYMENT:

2/74 to present: Vera Institute of Justice
30 East 39th Street, New York, N.Y. 10016

10/79 to present: Associate Director, Vera Institute
Oversee management of, obtain financing for, and
assist in the development of research related
to employment and human service projects operated
by the Vera Institute, including:

- Analyses of services delivered by the New York City Human Resources Administration: group foster care facilities, juvenile detention center, home health care, Medicaid-reimbursed transportation, child support enforcement. Design of new services (e.g., for releasees of mental institutions);
- Neighborhood Work Project — a day labor project serving 1000 recently released offenders annually. (Project financed by HUD)
- Easyride Transportation Service — a research and demonstration project testing the impact of door-through-door transportation on the health and socialization of over 3000 frail elderly and handicapped persons in New York City. (Project financed by: Medicare, UMTA, OVR, Medicaid, and private foundations; research financed by the Public Health Service.)
- Vocational Development Program — a multi-component CETA funded work-experience, on-the-job training, and classroom training program for 165 ex-offenders.

- Alternative Youth Employment Strategies: responsible for implementation of employment programs for 1800 high risk youth in three sites across the country which will be the subject of controlled research conducted by the Vera Institute.

9/76 - 10/78:

Director, Job Creation/Human Services Unit
Planned and directed projects to create jobs and improve the delivery of human services, including:

- EASYRIDE transportation service (described above)
- Study of federal and state unemployment statutes, developed a plan for using unemployment insurance benefits as a wage base to retrain and employ laid-off workers
- Design of an arson prevention program for high risk neighborhoods

1/75 - 9/76:

Senior Planner for Job Creation Unit. Planned and organized employment opportunities for specific groups of the unemployed (former municipal employees, ex-offenders, ex-addicts). Arranged short and long term funding for these projects. Hired and trained staff.

2/74 - 1/75:

Deputy Director, Job Development Unit. Provided assistance to staff job developers; developed jobs and placed graduates of the Wildcat Supported Work Program (ex-offenders and ex-addicts); assisted in planning training programs for Wildcat employees.

10/77 - 12/77:

English Speaking Union Fellow to study home health care and correctional programs in England and Scotland. Met with physicians, nurses, home health care workers delivering geriatric health services to develop an understanding of the organization and delivery of home health services: Met with staffs of the probation services, voluntary agencies, and correctional facilities to develop an understanding of British approaches to community based corrections.

8/73 to 2/74:

South Bronx Overall Economic Development Corp.
370 E. st 149th Street
Bronx, New York 10455 (212) 292-2889

*Manpower Specialist. Responsibilities included:
job development and placement, liaison to government
offices for local businesses, development of training
programs

6/69 to 2/70

Center for Urban Programs
St. Louis University
St. Louis, Missouri

Research Assistant. Responsibilities included:
education of the St. Louis Model Cities Program
and design of employment programs for hard-core
unemployed.

2/70 - 8/70

East St. Louis Board of Education
East St. Louis, Illinois
Elementary Teacher, Model Cities Experimental
School

SHARON HOM

37-64 63rd Street
Woodside, New York 11377

(212) 986-6910 (Office)
(212) 458-7380 (Home)

Professional Experience

1/81 to Present

Vera Institute of Justice
30 East 39th Street
New York, New York

Project Director: Responsible for coordinating overall design, development, and implementation of the SRO Demonstration Project. Responsibilities include: supervising project staff; overseeing preparation of all final reports and work products; identifying and negotiating necessary consultant services contracts; developing cooperative inter-agency relationships; hiring, training, and supervising housing management staff, and identifying and developing financing resources and strategies.

9/80 to 1/81

Planner: Assisted in the research and development of proposals for single room housing for low income individuals; responsibilities included reviewing existing SRO operations, research and analysis of relevant housing codes and regulations, drafting lease negotiation documents, and proposal drafting.

Provided technical assistance to the Shelter Care Center for Men (SCCM) and the Shelter Care Center for Women (SCCW) in the areas of service delivery, government benefits, and staff training; designing and conducting a study of SCCW population focusing on characteristics, patterns of service use and placements.

9/79 to 6/80

Washington Square Legal Services, Inc.
Urban Law Clinic, New York, New York

Law Intern: Researched and prepared memorandums on housing (rent control, summary proceedings), immigration, and welfare fair hearings, drafted and prepared legal documents.

6/79 to 8/79

Judge Margaret Taylor
Civil Court of the City of New York
New York, New York

Law Clerk: Researched legal issues relevant to cases pending before the court, including landlord-tenant cases; drafted bench memorandums and court rulings on motions, prepared case analyses, and responsible for general office management for Judge's chambers.

6/78 to 8/78

Susan Susman, Esq.
New York, New York

Law Intern: Prepared documentation for immigration cases; prepared community education booklets on pending immigration legislation; researched and drafted article on political refugees and undocumented workers for use by the United Methodist Office for the United Nations.

1976 to 1977 Project Hing-Dai, New York, New York
Youth Counselor: Responsibilities included individual and group counseling; serving as a liaison between families, the court, and probation officers; organized GED preparation classes; organized recreational and other program activities for youths.

1972 Lower East Side Prep School, New York, New York
English Teacher: Taught high school English in alternative high school for drop-outs and problem teenagers.

1971 to 1972 Hamilton-Madison House, New York, New York
V.I.S.T.A. Volunteer: Assisted social workers in a day-care center for emotionally disturbed children.

Education

J.D. New York University School of Law, New York, New York, June 1980. Root-Tilden Scholar. Admitted to New York Bar, 1981.

Columbia University East Asian Languages and Cultures Department, New York, New York, 1975 to 1977.

B.A. Sarah Lawrence College, Bronxville, New York, December 1974. Danforth Nominee 1974. President, Student Senate.

Conferences and Presentations

June 1982 Panelist "Symposium on the Homeless," sponsored by Hunter-Brookdale Center for the Aging, New York City. "Long-Term Housing Workshop."

April 1982 Guest Speaker "Sociology of Homelessness," New York University, New York, New York.

February 1982 Guest Speaker "WBZ-TV - People Are Talking" (talk show discussing the homeless problem). Boston.

May 1981 Panelist "Conference on Homeless Women" sponsored by United Church Board for Homeland Ministries, New York City. "Housing Alternatives and Options Workshop."

Special Skills:

Fluent Cantonese, fair Mandarin.

Other Experience:

5/79 to 6/79 -- Tour leader for group of American surgeons to the People's Republic of China.

7/75 to 8/75 -- Leader for American Youth Delegation to ARTEK, a Soviet Pioneer camp in the Soviet Union.

PETER R. BREST

14 West 11th Street
New York, N.Y. 10011

Phone: (212) 986-6910 (Office)
(212) 228-2475 (Home)

EXPERIENCE

Vera Institute of Justice
March 1982 to Present

SENIOR PLANNER - SRO PROJECT

- Identify target population for model Single Room Occupancy ("SRO") housing project, determine housing/environmental needs for this population and develop human services delivery plan for Project.
- Assist architect in:
 - Documenting and analyzing tenant living patterns in existing SRO's, hotels and rooming houses;
 - Interviewing tenants, building managers, and service providers on use of space, design problems, and environmental requirements;
 - Implementing design and service plans, reviewing and evaluating impact of design and other environmental factors on tenants, building staff, service providers, and community;
 - Developing technical assistance materials for other groups planning similar projects.

Office of the Comptroller
City of New York
September 1980 to March 1982

COMMUNITY COORDINATOR

Intern (9/80-5/81)

- Represented the Comptroller in meetings with community groups, voluntary and government agencies; promoted the effective delivery of public services through establishment of linkages among these groups.
- Collected and analyzed data on a broad range of public policy issues including social services, housing, mental health and energy.
- Researched and drafted legislation on state and federal levels, and prepared testimony for public hearings.

Private Practice of Psychotherapy
New York, N.Y.
February 1979 to Present

PSYCHOTHERAPIST/COUNSELOR

Part-time practice of adult psychotherapy.

St. Vincent's Hospital and
Medical Center
New York, N.Y.
November 1976 to February 1979

STAFF SOCIAL WORKER

- Participated, as part of inter-disciplinary team, in the treatment of ambulatory patients in Department of Psychiatry, using individual, group and family modalities. Performed intake interviews in Walk-In Clinic.
- Planned and coordinated service delivery with other community agencies, including housing and vocational rehabilitation.
- Assisted clients in obtaining welfare, Medicaid and other public entitlements.

Long Island Jewish-Hillside
Medical Center
Glen Oaks, N.Y.

SOCIAL WORK INTERN

- Provided clinical treatment and counseling to individuals and groups on in-patient unit and in community clinic.

Court Employment Project
Brooklyn, N.Y.
1971 to 1973

ASSISTANT SCREENING SUPERVISOR

- Directed daily interviewing and screening operations for pre-trial diversion program in Brooklyn Criminal Court.
- Provided on-site training and supervision of screening staff.

EDUCATION

New York University
Graduate School of Public
Administration

M.P.A., June 1981
Major: Urban Public Policy

Columbia University
School of Social Work

M.S. in Social Work, 1976
Major: Casework, Groupwork, and Family
Treatment

Oberlin College
Oberlin, Ohio

B.A., 1971
Major: Government

Professional Affiliations and Memberships

Certified Social Worker, New York State
American Society for Public Administration
National Association of Social Workers
Academy of Certified Social Workers (ACSW)

Board of Directors, Community Access Inc., a not-for-profit organization
developing and providing housing for former psychiatric patients.

Nancy M. Travers
2674 Valentine Avenue, #3B
Bronx, New York 10458
(212) 295-0326

PROFESSIONAL EXPERIENCE

Senior Housing Planner - Vera Institute of Justice,
S.R.O. Demonstration Project (July, 1982 - Present)

- * Major responsibility for undertaking the feasibility analysis, developing an operation plan, and overseeing management operations of the demonstration project.
- * Responsibility for identification and evaluation of specific properties and analysis of financial resources and options.
- * Primary responsibility for development and implementation of management operations and analysis of applicable regulatory standards.

Director of Policy and Analysis - New York City Department of Housing Preservation and Development (October, 1981 - April, 1982)

- * Served in one of seven positions directly responsible to the Deputy Commissioner. Assistant Commissioner level position in an organization responsible for management of more than 10,000 buildings, 4,300 of which are occupied, housing more than 125,000 people.
- * Established positions in budgetary analysis and control, contract management and policy analysis. As a result, the Office of the Deputy Commissioner now exercised some degree of control and coordination between five relatively independent and competitive divisions.
- * Supervised special projects including Harding Park, energy conservation and various inter-divisional issues. Harding Park will shortly result in the creation of more than 220 units of low-income single family condominium units in the South Bronx. OPM's energy conservation efforts have produced consumption savings exceeding 20% in the current fiscal year. A consolidation study prepared by the Policy Office resulted in major changes in the process by which tenants are relocated from deteriorated buildings to rehabilitated apartments. It is projected that productivity will increase by fifty percent as a result of the changes identified by the analysis.

- * Direct supervision of staff of sixteen with a budget of \$4 million.

Director of Urban Homesteading Program - New York City
Department of Housing Preservation and Development
(January, 1981 - October, 1981)

- * Developed a four building, one project experiment into a 12 building, 100 unit program.
- * Through a combination of City investment of Community Development funds and tenant sweat equity, the program has been able to rehabilitate vacant or severely under-occupied buildings into full-occupied, rehabilitated tenant cooperatives for less than \$10,000 per unit.
- * The program has attracted the attention and praise of the Deputy Commissioner of OPM, the Commissioner of HPD, and the Mayor, leading to the funding of a \$1.5 million Request for Proposals which will more than double the number of units under rehabilitation.
- * In less than a year, the program has already produced four cooperative sales, totaling 36 units for less than a \$6,000 per unit cost to the City. These four buildings are now an anchor of the redevelopment of the Manhattan Valley community.

Coordinator, Management in Partnership Program - New York City
Department of Housing Preservation and Development
(July, 1980 - January, 1981)

- * Full line responsibility for the management of City contracts with both private real estate companies and community housing organizations, designed to rehabilitate and eventually sell City-owned housing as private, low-income tenant cooperatives.
- * Position required analysis of rehabilitation reports; development of operating policies and procedures; negotiations with private firms, community organizations and tenant groups; development of scopes of work for rehabilitation plans, systems and reporting forms and monitoring efforts.
- * Full responsibility for one private firm and four community groups, encompassing approximately 40 buildings and an annual budget in excess of \$3 million.

Executive Director - Alpha Housing Coalition (June, 1978
- June, 1980)

- * Chief Administrator of New York State Neighborhood Preservation contract including building management and preparation of building rehabilitation plans.
- * Conducted extensive analyses of neighborhood demographics to create appropriate development strategies.
- * Extensive liaison responsibilities with government agencies, directly supervised a staff of six.

Research Assistant - Fordham University, Center of Gerontology (January, 1977 - June, 1978)

- * One of five staff people conducting interviews and back-up documentation for a \$1.3 million federally funded study: Impact on the Informal Support System of the Elderly upon Entry of a Formal Support System.

Executive Director - Women's Information Center (January, 1975 - May, 1978)

- * Improved and implemented the referral system serving women in the Central New York region.
- * Counseled women in crisis and long-term situations.
- * Conducted orientation sessions for new staff members and workshops for large groups on women's issues.
- * Organized three large weekend conferences, dealt with media, arranged press conferences, wrote press releases and appeared on television and radio shows.

Offset Printer - SPC Press (July, 1972 - December, 1974)

- * Established a small commercial print shop; built up clientele, expanded operation and trained three new offset printers.

EDUCATION

B.A. - Marymount College, Tarrytown, New York - 1981