

**SAGE NATIONAL LGBT  
ELDER HOUSING INITIATIVE**



# NHI Housing Development Toolkit

*Strategies for Housing  
Developers and Nonprofits/CBOs  
in Developing LGBT-Affirming  
Affordable Elder Housing*



# Purpose/Mission of Toolkit

## Naming the Need

LGBTQ people face disproportionate rates of discrimination and poverty, including a shared history of community trauma involving both interpersonal and systemic discrimination. This has impacted LGBT elders in a myriad of ways around disparate health outcomes and unequal access. This might manifest in compounded isolation due to the absence of support from family of origin; increased vulnerability for elder abuse, caretaker abuse, intimate partner violence, and service provision exclusion; and decreased access to economic stability and wealth accumulation, which highlights the social disparities elders are living with based on their histories of discrimination.

## Toolkit will Address this Need By

- Providing best practices based on SAGE's housing development process, as well as leading trailblazers across the country
- Helping to imagine your goals, identify necessary parts of the process, and provide a roadmap to get there with unique attention to your specific location and community need
- Identifying common challenges and temper expectations to inform planning and holistic preparedness
- Sharing worksheets and planning tools to break the process down into manageable steps

## Background of SAGE and NHI

Mission: SAGE leads in addressing issues related to lesbian, gay, bisexual and transgender (LGBT) aging. In partnership with its constituents and allies, SAGE works to achieve a high quality of life for LGBT older people, supports and advocates for their rights, fosters a greater understanding of aging in all communities, and promotes positive images of LGBT life in later years.

SAGE's National LGBT Elder Housing Initiative addresses the challenges of housing affordability, emotional and physical safety, and aging with dignity in community on several fronts by:

- Building LGBT-friendly housing in New York City
- Advocating nationally against housing discrimination

- Training eldercare providers to be LGBT culturally competent
- Educating you about your housing rights
- Helping builders across the U.S. replicate LGBT-friendly housing

## Context of Affordable Housing

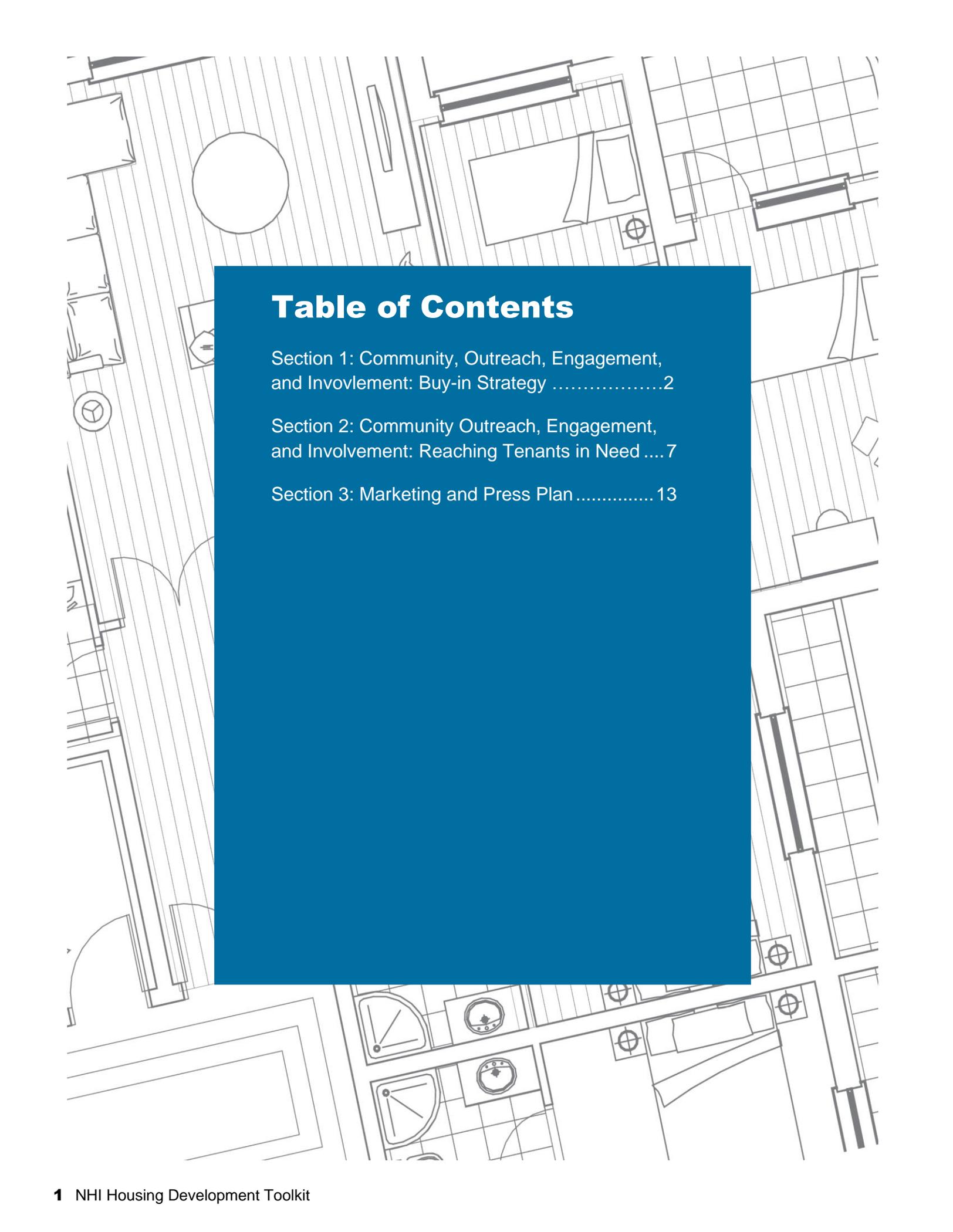
One housing intervention for LGBT older people is the creation of LGBT-affirming affordable elder housing. While available to anyone meeting the housing community's criteria, regardless of sexual orientation and gender identity, these affordable developments are designed specifically to meet the needs of LGBT older people. The goal of this housing model is to create inclusive communities where any sexual orientation and gender identity is embraced, and diversity is celebrated, focusing on creating LGBT-affirming and inclusive environments with LGBT culturally competent staff and LGBT-focused programming.

*For more contextual information on LGBT-affirming affordable elder housing, please see SAGE's "Understanding the Affordable Housing Development Process Primer."*

***This toolkit was made possible with the generous support of The Harry and Jeanette Weinberg Foundation.***



The Harry and Jeanette Weinberg Foundation

The background of the page is a detailed architectural floor plan of a building. It shows various rooms, corridors, and structural elements like walls, doors, and windows. The drawing is in a technical, line-art style. A large, solid blue rectangle is overlaid on the center of the page, containing the title and table of contents.

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The background of the entire page is a detailed architectural floor plan of a residential building. It shows various rooms, including bedrooms with beds, a bathroom with a toilet and sink, a kitchen with a stove and refrigerator, and a living area with a sofa and coffee table. The lines are thin and grey, creating a technical drawing aesthetic.

# SAGE NATIONAL LGBT ELDER HOUSING INITIATIVE

## NHI HOUSING DEVELOPMENT TOOLKIT

# Section 1: Community Outreach, Engagement, and Involvement: Buy-in Strategy

# 1

## Section 1: Community Outreach, Engagement, and Involvement: Buy-In Strategy

One key first step is developing buy-in from the community and political leaders. Buy-in simply means to support and believe in an idea or concept. To do this, think about the following:

Identify and speak to existing relationships:

- Elected officials
- Community boards
- Community residents
- Community organizations

Develop and nourish new relationships.

Assess the neighborhood and become and remain involved with the community.

Engage with established communities, with reverence to today's economic and political context:

- Engage with and reach out to communities of color, LGBTQ residents, and long-term residents
- Center intersectionality, and take into account the historical context of space and displacement
- Identify who you can sign linkage agreements for your own capacity and to nurture partnerships
- Identify who is already doing work you can uplift without reproducing or co-opting

**Outreach strategy:** Where do people you want to reach congregate? Go to them! (Places of worship, community centers, political convenings, etc.)

**Outreach strategy:** Host public information sessions as well as feedback sessions to both inform and be informed by the community.

**Outreach strategy:** Engage with community leaders at the very beginning across various sectors/roles.

### HELPFUL TIP

*In conducting outreach, keep detailed outreach and presentation logs*

Be methodical about documenting outreach attempts for transparency and solid outreach strategy, but also to report to city and elected officials who will need to know and ask who, how, and when people were reached. Elected officials will ask you for this information many times throughout the process

Documenting allows you to see where you are NOT reaching people, so draw a map. Reflect the community you are building in, and then you can reach out to areas you haven't yet reached.

Archive your work for outreach purposes, but also for evidence to community partners and elected officials.

Keep detailed records of WHO was reached and how, how many times, and how to contact folks.

Think about how to remain in contact for relationship-building and to strategically reach a larger base of people—keep folks informed along the way!

### APPENDIX TOOL

**Analytical Problem-Solving Worksheet**

Think about your long and short-term goals, and strategies to get there. Is this feasible?

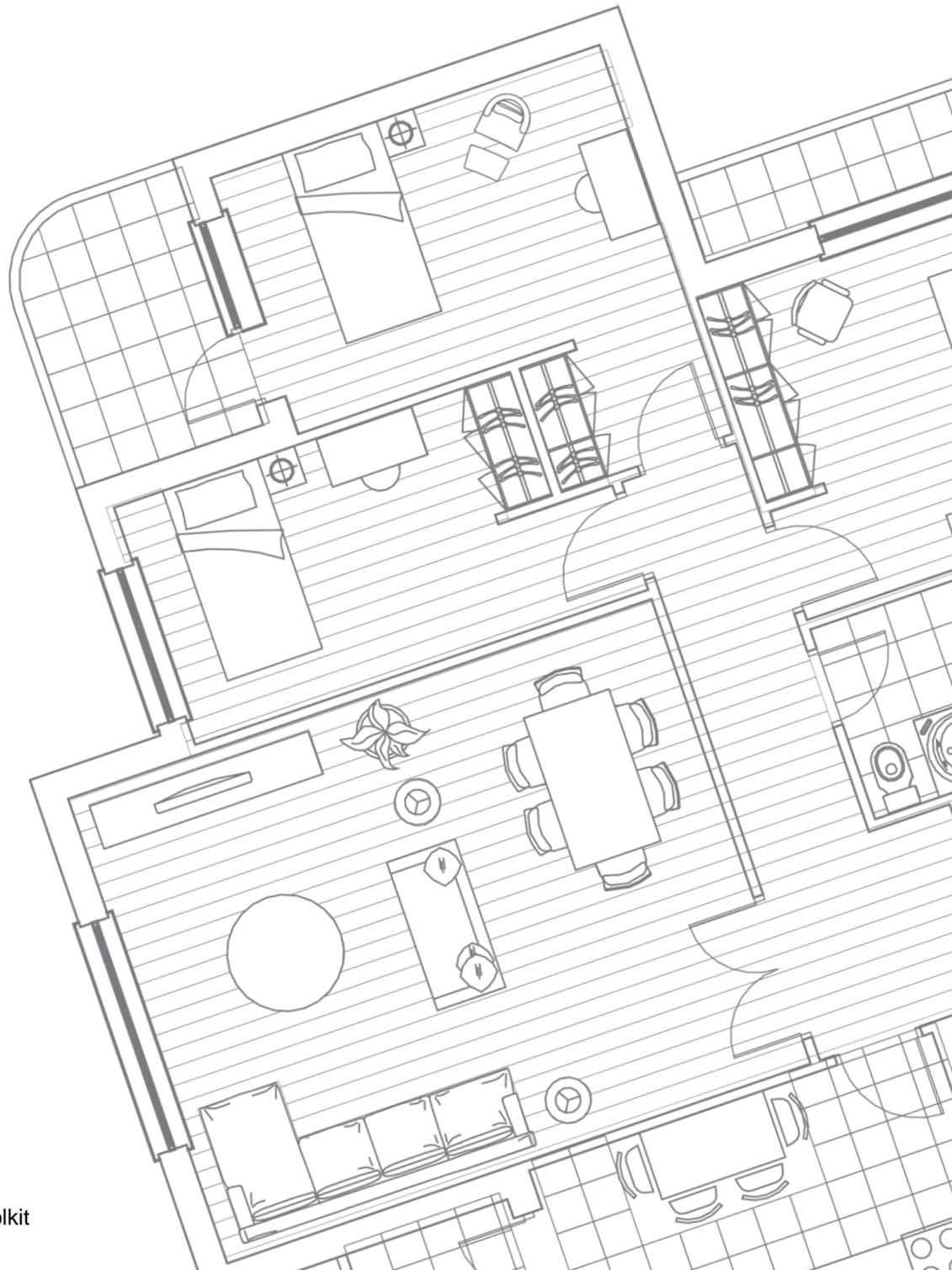
Under federal Fair Housing Law, government agencies, banks, and elected officials need to know this information of where you are doing outreach, how, and to whom, so chronicle it

- How many people in a city, borough, community board, or in an elected official's district did you reach?
- Chronicle demographics by address, not by race or ethnicity if people fear discrimination.

## APPENDIX TOOL

### *Power Map*

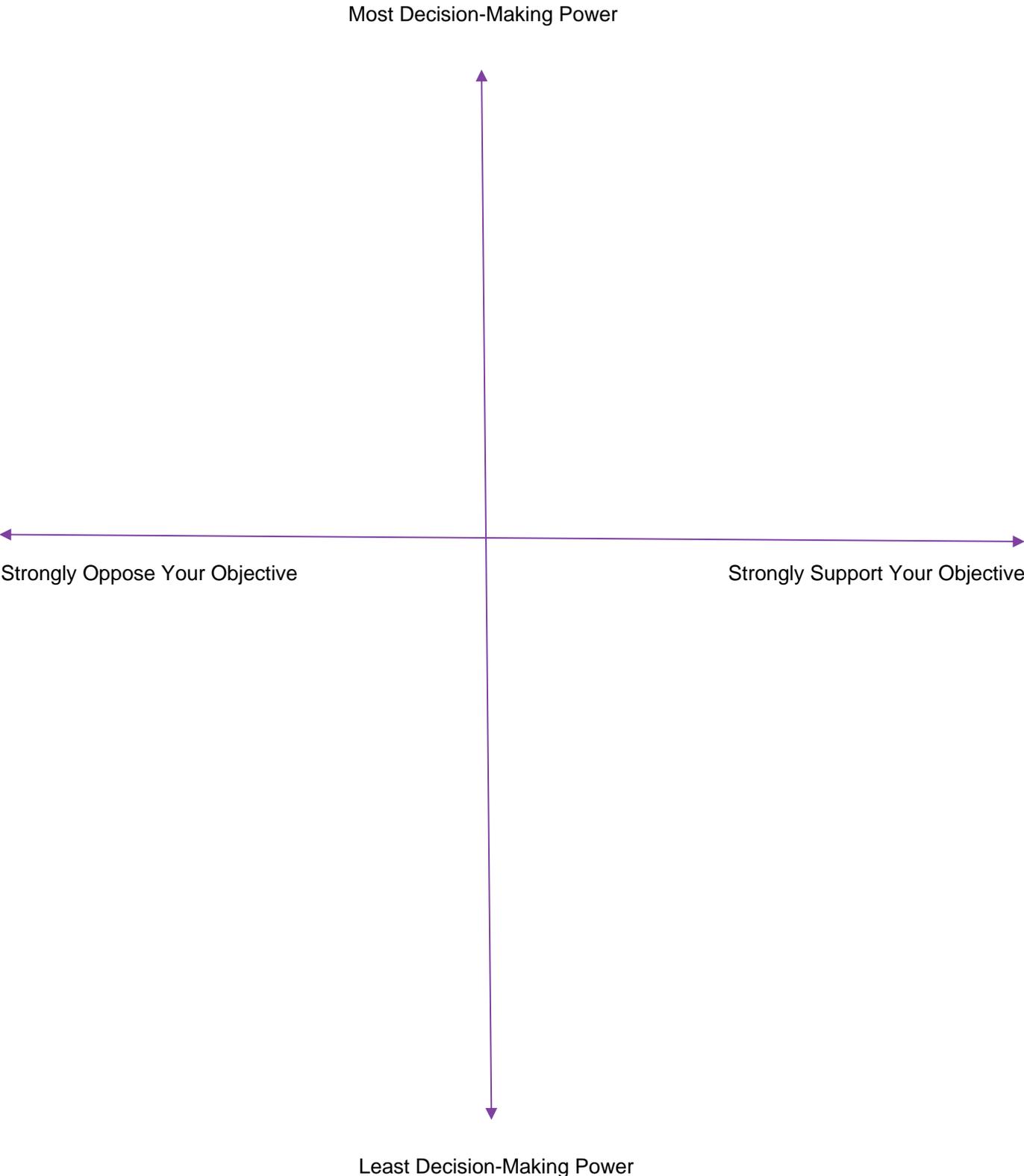
A power map is a simple organizing tool to identify stakeholders with interest, stakeholders with decision-making power, and who to bring in accordingly.



# APPENDIX TOOL: Analytical Problem-Solving Worksheet

Step	Remember	Notes
<b>Environment of the problem</b> Nature of the problem to solve, underlying issues	Why is this a problem? Why do we care? Name goals!	
<b>Stakeholders</b> Who is involved?	Identify relevant/current stakeholders, who is a player and what is their role? Be exhaustive.	
<b>Central Issue</b> Central Problem/Issue	How can you work to address or solve this issue, or a piece of this issue? Name goals and objectives through exploring the problem!	
<b>Identify Alternatives</b> Options, interventions, and choices—what are your range of options to solve the problem? Take organizational capacity into account.	Research what is relevant, hone in. Name constraints (legal, costs, etc.). Acknowledge underlying issues while sticking to the larger goal. If your plan is not feasible, that's ok and an important conclusion to recognize!	
<b>Identify Criteria</b> Develop 3-5 (typically) criteria to evaluate each alternative solution.	Develop measures to assess, i.e.: dollars, feasibility, time, efficiency, staff labor, # of stakeholders supporting, etc. Then measure your options quantifiably.	
<b>Analysis</b> Apply criteria to each alternative solution, project outcomes and probability	<i>Alternative 1:</i> Measured by Criteria 1, 2, and 3  <i>Alternative 2:</i> Measured by Criteria 1, 2, and 3  Etc....	
<b>Decision &amp; Next Steps</b>	Base this on detailed, quantifiable analysis, what is the final plan?	

# APPENDIX TOOL: Power Map



The background of the entire page is a light gray architectural floor plan. It shows various rooms, including what appears to be a kitchen with a sink and stove, a bathroom with a toilet and shower, and several living areas with tables and chairs. The lines are thin and the overall style is technical and minimalist.

# SAGE NATIONAL LGBT ELDER HOUSING INITIATIVE

**NHI HOUSING DEVELOPMENT TOOLKIT**

## **Section 2: Community Outreach, Engagement, and Involvement: Reaching Tenants in Need**

# 2

## Section 2: Community Outreach/Marketing, Engagement, and Involvement: Reaching Tenants in Need

### Reaching LGBT elders in need of affordable housing requires intentionality, creativity, and planning.

Develop a plan of how you are going to reach the people who may be underserved and can benefit most from this housing and meet them where they are at.

Map out a detailed and structured outreach/marketing strategy from the beginning through the lease-up process and don't forget to include a budget for designing assets, posting ads, and printing materials.

Use a variety of platforms to provide information accessible to LGBT elders:

- Use print materials – don't just focus online. Make sure you budget for advertising in local newspapers, interest magazines, flyers, postcards and other mailers.
- Cater to the spectrum of how people connect across age groups to create successful reach (website, Facebook, emails, robo-calls, text messages, etc.).
- In-person community forums/workshops (see below).
- Create an email newsletter and have interested participants sign-up to receive updates and information on the application process.
- Create different outreach plans for each population you are trying to reach. For example, concentrated outreach to transgender and gender-nonconforming elders will look different than to Spanish-speaking elders.
- Create a dedicated webpage with information on the project and an email sign-up form for folks to sign-up for updated information.

In-person outreach: Go to the communities you will build in and the demographics you aim to serve

- Provide easy to understand presentations with lots of details, including photos of the project, financial requirements, and amenities included.

### HELPFUL TIP

#### *First-Come First-Serve Tenant Applications*

When you go live on application day, be **READY** and have a multi-pronged outreach strategy (social media, emails, phone calls and texts). Think about hosting an in-person application day (via RSVPs) with volunteers assisting on computers and tablets. Make sure applicants know what information they need to provide well in advance of application day.

- Create brochures with information about the residences that showcase positive imagery of aging elders.
- Design postcards or flyers with a simple form for people to fill out during in-person outreach and make sure they opt-in to emails (if they have an email address). That way you can communicate with them regularly about the building's progress and also important information about the application process.
- Design large posters with an easy-to-read typeface with information and a sign-up link for potential applicants.

#### **Outreach strategy: Tenant Engagement Tactics**

Where do you reach prospective tenants?

- Community Forums
- Religious and social groups

- Community organizing leaders—people with deep connections to local community
- Aging and medical institutions
- Community centers

**Outreach strategy: Tenant Engagement Framing Questions**

Keep these questions in mind as you conduct tenant outreach.

- Who are you reaching and how are you reaching them?
- Where can you reach folks you are not?
- How does your mission impact who you are housing?
- What draws people in or shuts them out?
- How do you maximize diversity and reach deeply vulnerable communities?

**Outreach strategy: Tenant Communications**

Here are some ways to communicate with prospective tenants along each step of the way, including once they are housed.

- Embody transparency to tenants from the start, through lease-up and once they are housed:
- Clarity on unit size, amenities, building regulations
- Clarity on guest protocols
- Define "LGBT-affirming," "LGBT-friendly," "LGBT-inclusive" and other terminology used in communications

- Create avenues for internal tenant communication and community building:
  - Online forums
  - Lobby community boards
  - Tenant associations
- Ensure economic and community expectations defined in tenant onboarding meetings:
  - Outline of financial obligations (rent, utilities, security deposit) explained
  - Signed community agreements around safety, behavior, and anti-oppression
  - Cultural competency infused throughout the building – library books available, art in the building, rainbow or transgender flags in offices, etc.)

**APPENDIX TOOL**

**Outreach Strategy Worksheets**

Documenting your work is a critical component of outreach, methodology, and community accountability. Use these simple frameworks to help map and archive your work.

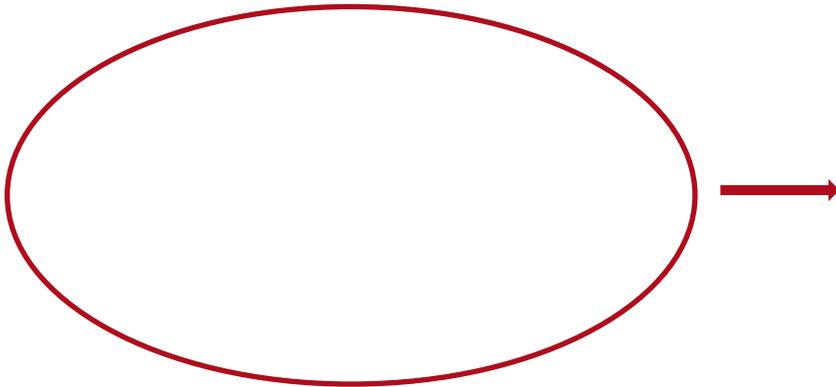


# APPENDIX TOOL: Outreach Strategy Worksheets

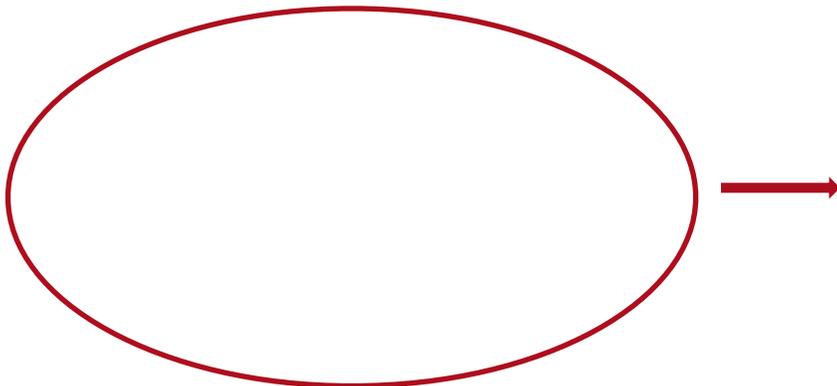
Where do people you want to reach congregate? Map it out.

*\*Identify who you may be missing, with equity in mind\**

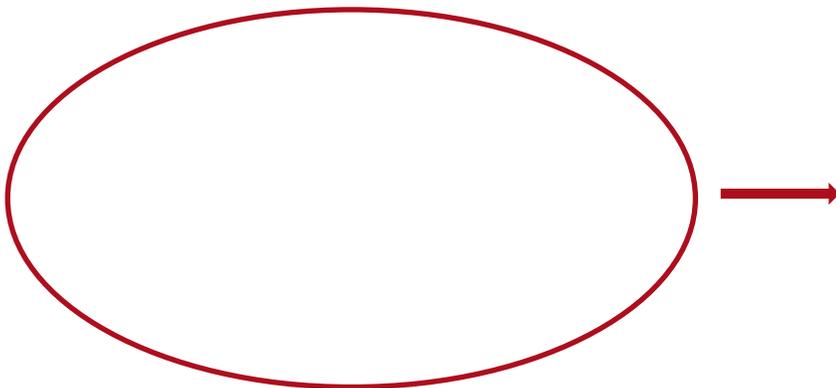
Where and how to reach them...



Community Members



Business Owners



Social, Religious, and Community Institutions





The background of the entire page is a detailed architectural floor plan of a residential building. It shows various rooms including bedrooms with beds, a living area with a sofa and coffee table, a dining area with a table and chairs, a kitchen with a sink and stove, and a bathroom with a toilet and shower. The drawing is in a light grey line-art style.

**SAGE NATIONAL LGBT  
ELDER HOUSING INITIATIVE**

**NHI HOUSING DEVELOPMENT TOOLKIT**

**Section 3: Marketing and  
Press Plan**

# 3

## Section 3: Marketing and Press Plan

Your marketing and press engagement require research of the community landscape, data on where you need to reach folks, and framing based on your intended audience – which you should have done in Section 2. In essence: know and map out your audience before promoting any assets and include them in the process, when applicable. Publicizing your project with intentionality will align with your mission and demonstrate an accountability to the community and to future tenants.

### Marketing

As mentioned in Section 2, mapping out a detailed and structured outreach strategy from the beginning through the lease-up process is key – and marketing plays a large role in that outreach. In addition to the strategies in Section 2, take note of:

**Broader outreach.** Keep in mind, advertising the residence might be required in a variety of publications due to other agencies involved. Be sure to take note if this is required and plan/budget accordingly.

**Fair Housing Regulations.** Take a look at our “Helpful Tips” for marketing ideas under Fair Housing Regulations. Most developments can’t say it’s LGBTQ-exclusive or it would violate fair housing laws.

### Press Engagement

In addition to marketing your housing to the applicants, it is important to place your facility and its crucial story in the public eye. This will provide “earned media” or free marketing for the residence. Engaging with reporters who cover housing or LGBT issues, social issue media outlets (both online and print), as well as local papers, will provide increased awareness in your project. Think about conducting media events linked to the groundbreaking, topping-out and your grand opening.

Make sure you have:

## HELPFUL TIPS

### *Marketing Under Fair Housing Regulations*

How to create intentional community that is not exclusive:

- Explicitly communicate in marketing that this is an oppression-free space
  - Use visual representation and indicators in marketing, forms, and physical infrastructure (flags, photos of LGBT community leaders, etc)
  - If possible, include LGBT elder-affirming programming in marketing
  - Marketing in LGBT-centered spaces and publications, as well as the broader community
  - Appropriately train all staff involved in press or marketing work in order for them to understand the implications of the fair Housing Act
- 
- **Talking points about the project.** Include basic information about the facility and its amenities, but also the larger need for LGBT-friendly housing, and any statistics on LGBT older people in your area. This will help you easily create media advisories and press releases, as well as educating potential spokespeople and stakeholders.
  - **Visuals.** Having a variety of architectural renderings, photos of project milestones, and completed photos of the building and its spaces are helpful for both marketing materials and members of the press. Short videos highlighting the space and construction are also useful for online marketing and press outlets.

- **Spokespeople.** Utilizing key staff and experts who are familiar with both the project and LGBT issues are key when trying to obtain earned media. Additionally, utilizing LGBT elders who are seeking housing or those who have been admitted are your strongest storytellers. Their lived experience is invaluable when pitching stories to the media.

***A note on tokenization in the media:***

Develop ways to ethically engage with vulnerable communities in marketing and publicity strategies

- While having spokespeople available to talk about their excitement in applying for housing is key, a person’s housing cannot be, or appear to be, contingent on speaking to press or being featured in marketing materials
- Housing security should be established and confirmed before asking tenants to speak to the press for your agency

- Visibility of diverse communities is always important when matched with accountability and empowerment each step of the way

**Make sure to Understand the Fair Housing Act in Marketing Materials**

- Gender identity and sexual orientation are not explicitly protected classes under fair housing regulations
- Federally protected classes include race, color, national origin, sex, religion, familial status, and disability
- Work has been done to establish LGBT-based discrimination as illegal under “sex” classification
- Use language such as “affirming” or “friendly” to denote LGBT competency without breaching fair housing regulations
- Market to LGBT-centered spaces and publications, with attention paid to geographic, racial, and cultural diversity

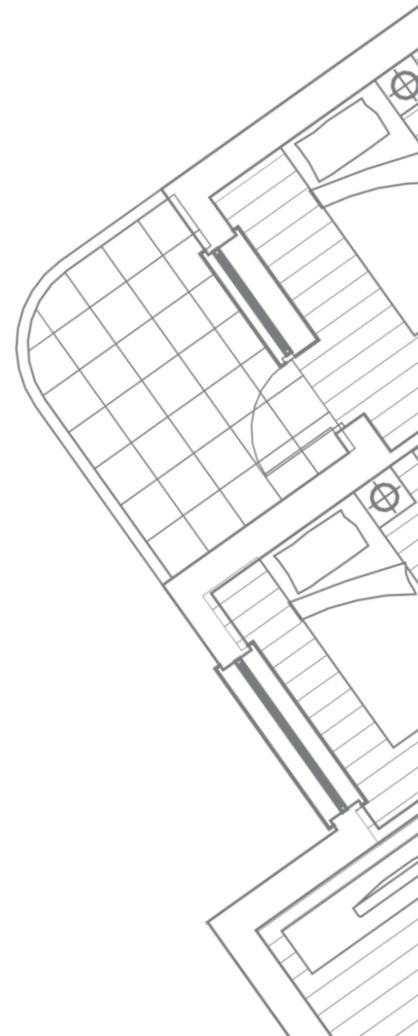
**APPENDIX TOOL**

***Personal Identity Wheel Exercise***

Engage in personal reflection around the privileged or oppressed identities you bring to this work, helping to inform your own equity lens.

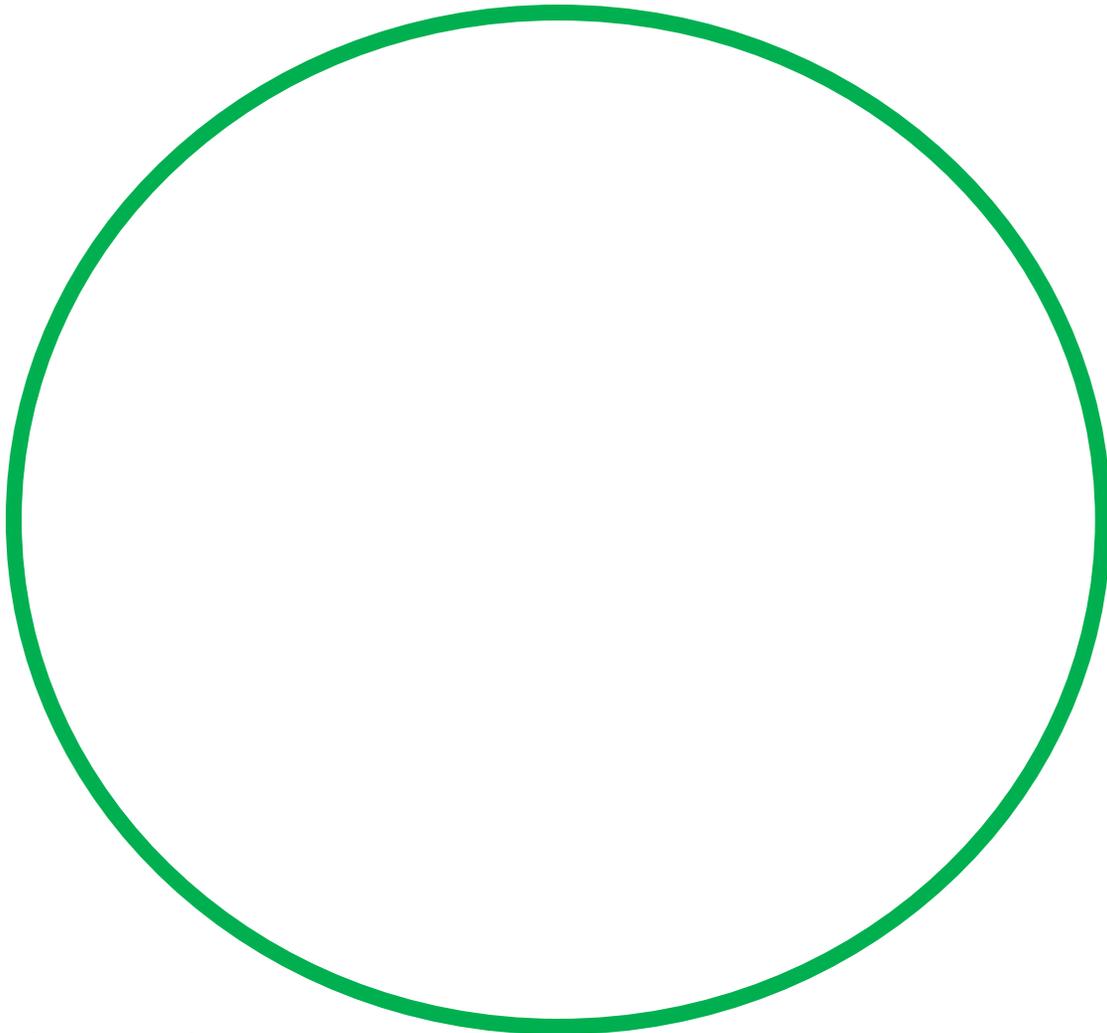
**APPENDIX TOOLS**

***SAGE's marketing communications for LGBT-welcoming elder housing in NYC***



## APPENDIX TOOL: Personal Identity Pie

1. Write down all of the identities you hold, trying to be as exhaustive as possible (i.e. your race, ethnicity, abilities, gender, place of origin, sexual orientation, etc.)
2. Categorize each identity as:  
*Oppressed (O)*: An identity that is the target of oppression/discrimination  
*Privileged (P)*: An identity that is privileged
3. Using the circle below, create a pie chart that shows your identities, with the size of each pie piece relating to how aware you are of each identity **on a daily basis**.



### Writing and Discussion Prompts:

1. Which identities were you more aware of? Why do you think this is?
2. Which identities are missing from the pie, or may be taken for granted? Why do you think this is?
3. From this exercise, can you identify one or two identities in which you need to work on being more aware of?
4. Think about how this informs your own community engagement and how it can benefit or hinder your outreach strategies and content.

# APPENDIX TOOL: SAGE's Housing Marketing: LGBT-friendly communities

*SAGE conducted focus groups with its members before creating the final ad series for both of its LGBT-welcoming elder housing. The ads featured different language choices, color schemes, building imagery, and real-life SAGE members. The ads below were the two chosen by the SAGE team after focus group testing. These ads were used in print outlets, digital media, and printed as postcards and in large poster size for placement at SAGE centers across New York City. A dedicated webpage existed for people to sign-up to learn more about both housing opportunities and receive time-sensitive information about the housing process.*

sage Advocacy & Services for LGBT Elders  
We refuse to be invisible

this is *home*  
this is **Community**

A place to call home that's as fabulous as you are! Check out SAGE's new LGBT-welcoming affordable housing for people aged 62+.

All the benefits of SAGE where you live:

- LGBT-Welcoming
- SAGE Center
- New Amenities
- Affordable

Applications opening soon.  
Learn more at:  
[sageusa.org/nychousing](http://sageusa.org/nychousing)

sage Advocacy & Services for LGBT Elders  
We refuse to be invisible

home  
*fabulous*  
home

Welcome home! Sign up for affordable LGBT-welcoming housing for people aged 62+ and find a place where you can be your spectacular self.

All the benefits of SAGE where you live:

- LGBT-Welcoming
- SAGE Center
- New Amenities
- Affordable

Applications opening soon.  
Learn more at:  
[sageusa.org/nychousing](http://sageusa.org/nychousing)

# APPENDIX TOOL: SAGE's Housing Marketing: General audience

In addition to SAGE's outreach to LGBT-welcoming communities and SAGE members, SAGE was required to place full-page ads in a variety of community newspapers for a specific amount of time, so be sure to set aside a budget and create a proper timeline for ad creation, approval and placement. When working with different partners, especially city or town agencies, keep in mind requirements for recruiting interested tenants. This could include unit information, income eligibility, household size, application information, and more. Below is a sample of a full-page ad SAGE placed for its Crotona Pride House.



## Affordable Housing for Rent



This building is being constructed through the SARA program of the New York City Department of Housing Preservation and Development and New York Homes and Community Renewal.

### CROTONA SENIOR HOUSING: Featuring a **Lesbian, Gay, Bisexual, and Transgender (LGBT)-FRIENDLY** Senior Center and Services

**57 NEWLY CONSTRUCTED UNITS AT 774-775 Crotona Park North, Bronx**  
**Amenities:** A state-of-the-art, inclusive, LGBT-friendly senior center offering services and programs related to the arts and culture, fitness, food and nutrition, health and wellness operated by SAGE (Services & Advocacy for Lesbian, Gay, Bisexual and Transgender Elders), a non-profit advocacy and services organization with a focus and expertise on serving the LGBT senior community. Onsite residential services, also provided by SAGE, will be available to all interested tenants. For more information on SAGE, visit their website at <https://sagenyc.org>. The residential building contains a community room, roof terrace, bike storage, laundry, and a community sitting area on each floor.

Transit: 2/6, Bx17, Bx19, Bx40, Bx42  
**No application fee • No broker's fee • Smoke-free building**

#### Who Should Apply?

Individuals or households who are 62 years or older meet the income and household size requirements listed in the table below may apply. Qualified applicants will be required to meet additional selection criteria. Applicants who live in New York City receive a general preference for apartments.

- A percentage of units is set aside for:
  - Mobility-disabled applicants (10%)
  - Vision/Hearing-disabled applicants (4%)
- Preference for a percentage of units goes to:
  - Residents of Bronx Community District 6 (50%)
  - Municipal employees (5%)

#### AVAILABLE UNITS AND INCOME REQUIREMENTS

Unit Size	AREA MEDIAN INCOME (AMI) UNITS	Units Available	Household Size <sup>1</sup>	Annual Household Income <sup>2</sup> Minimum – Maximum <sup>3</sup>
studio	50%	30	1 person	\$30,060 - \$37,350
1 bedroom		27	1 person	\$32,220 - \$37,350
			2 people	\$32,220 - \$42,700

<sup>1</sup> Household size includes everyone who will live with you, including parents and children. Subject to occupancy criteria.  
<sup>2</sup> Household earnings includes salary, hourly wages, tips, Social Security, child support, and other income. Income guidelines subject to change.  
<sup>3</sup> Minimum income listed may not apply to applicants with Section 8 or other qualifying rental subsidies. Asset limits also apply.

#### How Do You Apply?

Apply online or through mail. To apply online, please go to [nyc.gov/housingconnect](https://nyc.gov/housingconnect). To request an application by mail, send a self-addressed envelope to: HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. Only send one application per development. Do not submit duplicate applications. Do not apply online and also send in a paper application. Applicants who submit more than one application may be disqualified.

#### When is the Deadline?

Applications must be postmarked or submitted online no later than [ENTER DEADLINE DATE]. Late applications will not be considered.

#### What Happens After You Submit an Application?

After the deadline, applications are selected for review through a lottery process. If yours is selected and you appear to qualify, you will be invited to an appointment of eligibility to continue the process of determining your eligibility. Appointments are usually scheduled from 2 to 10 months after the application deadline. You will be asked to bring documents that verify your household size, identity of members of your household, and your household income.

**Español** Presente una solicitud en línea en [nyc.gov/housingconnect](https://nyc.gov/housingconnect). Para recibir una traducción de español de este anuncio y la solicitud impresa, envíe un sobre con la dirección a: HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. En el reverso del sobre, escriba en inglés la palabra "SPANISH." Las solicitudes se deben enviar en línea o con sello postal antes de [ENTER DATE IN SPANISH].

**简体中文** 访问 [nyc.gov/housingconnect](https://nyc.gov/housingconnect) 在线申请。如要获取本广告及书面申请的简体中文版，请将您的回邮信封寄送至：HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003。信封背面请用英语注明“CHINESE”。必须在以下日期之前在线提交申请或邮寄书面申请 [ENTER DATE IN CHINESE]。

**Русский** Чтобы подать заявление через интернет, зайдите на сайт: [nyc.gov/housingconnect](https://nyc.gov/housingconnect). Для получения данного объявления и заявления на русском языке отправьте конверт с обратным адресом по адресу HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. На обратной стороне конверта напишите слово "RUSSIAN" на английском языке. Заявки должны быть поданы онлайн или отправлены по почте (согласно дате на протворном штемпеле) не позднее [ENTER DATE IN RUSSIAN].

**한국어** [nyc.gov/housingconnect](https://nyc.gov/housingconnect) 에서 온라인으로 신청하십시오. 이 광고문과 신청서에 대한 한국어 번역본을 받아보시려면 발송용 봉투를 HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003으로 보내주세요. 봉투 뒷면에 "KOREAN" 이라고 영어로 적어주세요. [ENTER DATE IN KOREAN]까지 온라인 신청서를 제출하거나 소인이 찍힌 신청서를 보내야 합니다.

**Kreyòl Ayisyen** Aplike sou entènèt sou sitwèb [nyc.gov/housingconnect](https://nyc.gov/housingconnect). Pou resevwa yon tradiksyon anons sa a nan lang Kreyòl Ayisyen ak aplikasyon an sou papye, voye anvètè ki gen adrès pou retounen li nan: HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. Nan dèye anvètè la, ekri mo "HATIAN CREOLE" an Anglè. Ou dwe remèt aplikasyon yo sou entènèt oswa ou dwe tenyore yo anvan dat [ENTER DATE IN HAITIAN CREOLE].

**العربية** تقدم طلبك عن طريق الإنترنت على الموقع الإلكتروني [nyc.gov/housingconnect](https://nyc.gov/housingconnect). للحصول على ترجمة باللغة العربية لهذا الإعلان وللمودع الغالب الورقي، أرسل مغلفاً يحمل اسمك وعنوانك إلى: HELP Crotona Park LLC, 115 East 13th Street, New York, NY 10003. نان ديهه انڤوتڤ لا، اكتب باللغة الإنجليزية كلمة "ARABIC". يجب إرسال مغلف الطلبات عن طريق الإنترنت أو حملتها بتمه البريد جبل [ENTER DATE IN ARABIC].

Governor Andrew Cuomo • Mayor Bill de Blasio • HPD Commissioner Maria Torres-Springer



