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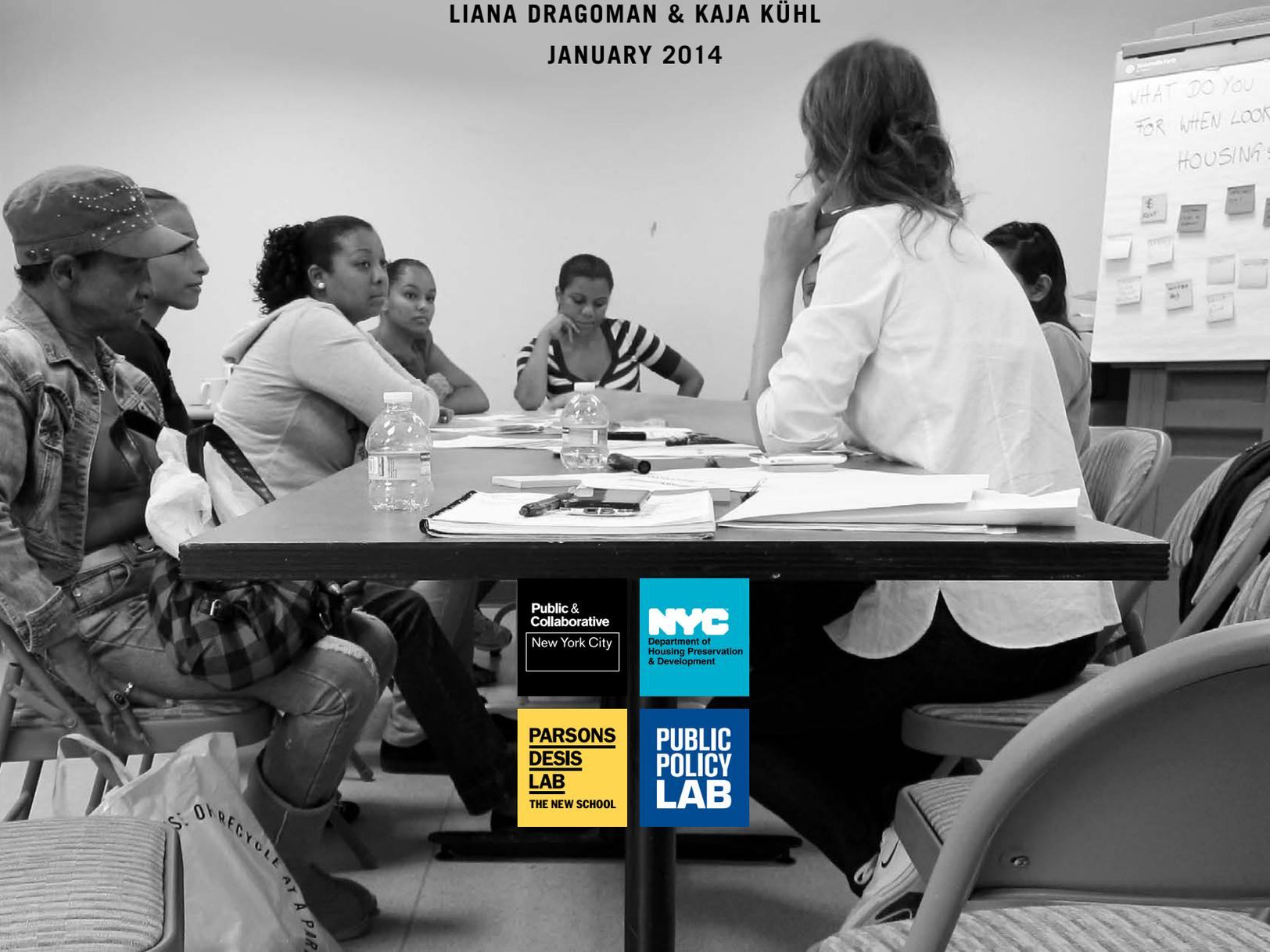
Designing
Services
for Housing

PRELIMINARY EVALUATION PLAN

1 OF 3

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Public &
Collaborative
New York City

NYC
Department of
Housing Preservation
& Development

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Public & Collaborative: Designing Services for Housing is a project of the New York City Department of Housing Preservation and Development, Parsons DESIS Lab, and the Public Policy Lab.

New York City Department of Housing Preservation and Development
<http://www.nyc.gov/hpd>

Parsons DESIS Lab
www.newschool.edu/desis

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Public &
Collaborative:

Designing
Services
for Housing

PRELIMINARY EVALUATION PLAN

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Introduction

OVERVIEW

Four pilot proposals were developed as part of *Public & Collaborative: Designing Services for Housing*, a collaboration among the New York City Department of Housing Preservation and Development (HPD), the Parsons DESIS Lab, and the Public Policy Lab. The proposals recommend that HPD and its sister agency, the New York City Housing Development Corporation (HDC), enhance the application process for affordable housing through the following efforts:

Create new, human-centered informational materials

Implement, distribute, and sustain a series of new or redesigned informational materials to be used throughout the application process — from marketing to interview and lease-up.

Encourage hyper-local marketing by developers

Supplement existing outreach by asking developers to share redesigned advertisements in public venues frequented by neighborhood residents.

Support community-based housing ambassadors

Recognize the work of community-based groups and individuals who assist residents in applying for affordable housing by providing them with reliable information and resources.

Form a street team for in-person HPD outreach

To address the lack of visibility and awareness of HPD and its affordable housing programs, employ a street team in strategic locations and at specific events in order to highlight HPD's work, publicize resources, and broaden the pool of applicants.

The objective of these proposals is to create a knowledge-sharing infrastructure that enables the dynamic and reciprocal exchange of information among New York City residents, community-based partners, housing developers, and HPD leadership and front-line staff.

REPORT STRUCTURE

In late 2013, HPD began planning the implementation of the proposals described above. The purpose of this preliminary report is to outline a process for evaluating the pilot implementation efforts performed by HPD.

Two subsequent evaluation reports will describe whether and how the proposals met the design objectives of creating a knowledge-sharing infrastructure: encouraging information accessibility and exchange, accounting for applicants' lived realities, and enabling informed decision-making. Evaluation of the pilots' implementation process will be included in the second and final reports, as well.

The pilot proposal evaluation plans are divided into three design objectives and by four pilot proposals. Each section lays out the research materials, roles, and strategy needed to support evaluation efforts among all Public & Collaborative constituents.

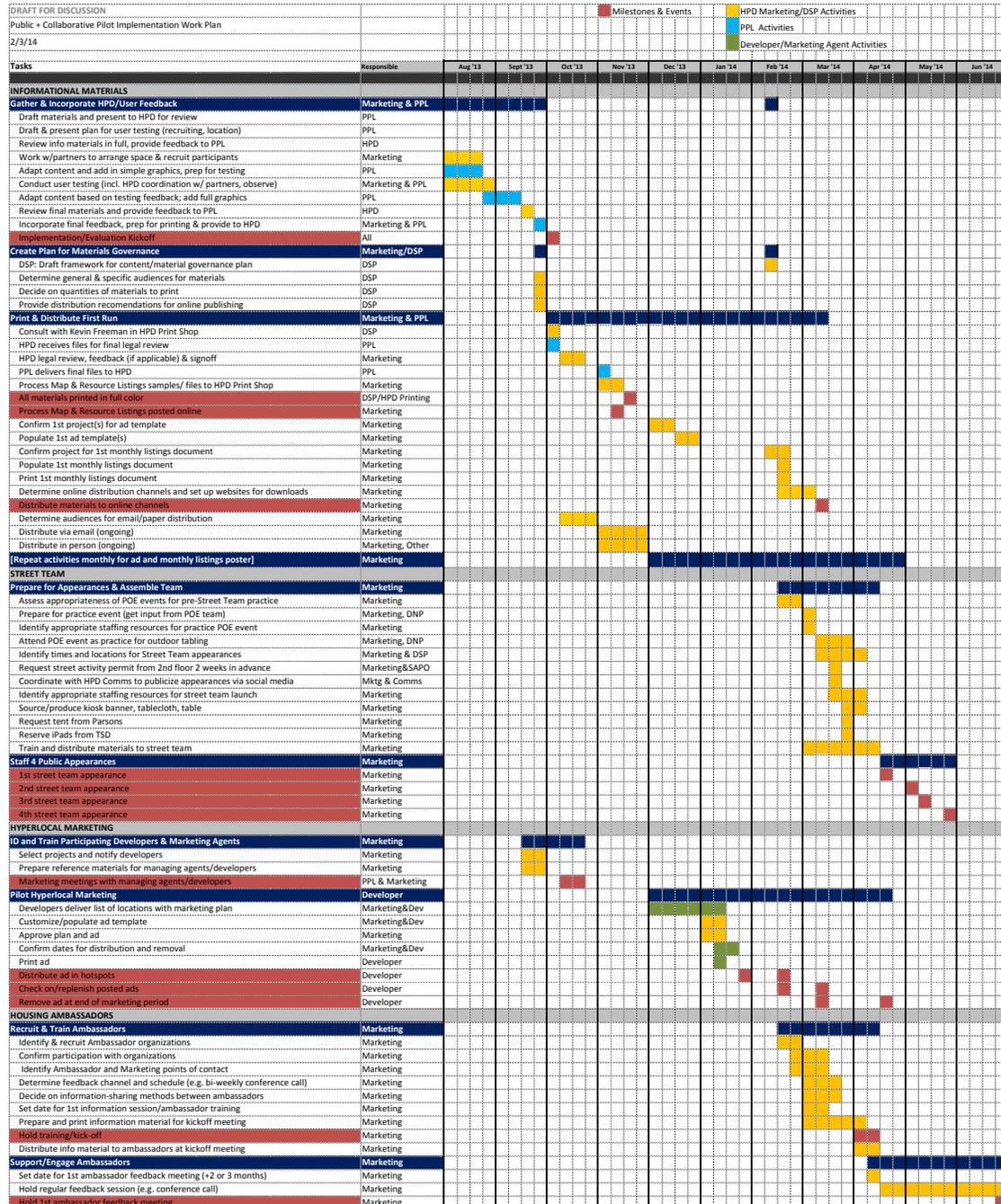
In addition, evaluation activities have been divided into three phases: prior, during, and post. 'Prior' refers to activities and planning that are required of evaluation/implementation participants before implementation begins. 'During' maps out activities occurring during the implementation effort, and 'post' describes the work that should occur after implementation has concluded.

IMPLEMENTATION & EVALUATION ROLES

HPD staff, a team of fellows from the Public Policy Lab, and a variety of other organizations are participating in the implementation of the pilot proposals. HPD is leading all piloting efforts, including organizing street team outings and printing all informational materials, among other responsibilities. The Public Policy Lab team will provide the frameworks and materials to guide pilot implementation and evaluation activities; these will include shadowing HPD staff, interviewing pilot participants, and consulting as needed. Parsons faculty will play an ongoing leadership role. Other participants may include developers and marketing agents from partnering organizations who may assist in the implementation of the pilots based on their role within the affordable housing application process.

TIMELINE

It's expected that implementation and evaluation will continue through mid 2014. The chart below visualizes the expected implementation process over time.



Evaluation of the Design Objectives

ASSESSING DESIGN OBJECTIVES 1–3

We believe that a coordinated approach to sharing pertinent information will result in a better service experience during the affordable housing application process. Therefore, the pilot proposals are meant to work together as a knowledge-sharing infrastructure to improve applicants' experience. The intended result is to meet the following design objectives:

- Encourage information accessibility and exchange.
- Account for applicants' lived reality.
- Enable more informed decision-making.

Due to the holistic nature of the design objectives, the Public Policy Lab team will conduct the majority of this portion of the evaluation post-implementation of all of the pilot proposals, as described below.

PRIOR TO IMPLEMENTATION OF ALL PILOTS

TASK LEADER	ROLE	FORMATS
PPL	Create questionnaires that assess the design objectives across pilot proposals; make available across channels, including NYC Housing Connect.	Variety of Formats
	Work with HPD and other Public & Collaborative partners to distribute the questionnaires.	Variety of Formats
HPD	Approve content of surveys.	Internal HPD Process
	Assist in the distribution of the questionnaires to Public & Collaborative partners.	Variety of Formats

POST IMPLEMENTATION OF ALL PILOTS

TASK LEADER	ROLE	FORMATS
PPL	Work with HPD to acquire completed questionnaires.	Variety of Formats (Please note that if the questionnaires is online, then the data can be easily collected without coordination.)
	Analyze results from questionnaires to evaluate success of design objectives.	Variety of Formats
HPD	Collect questionnaires from Public & Collaborative partners.	Variety of Formats
	Distribute completed questionnaires to the Public Policy Lab team for analysis.	Variety of Formats

Evaluation of the Pilot Proposals

ASSESSING PROPOSAL 1: INFORMATIONAL MATERIALS

The informational materials proposal asks HPD to deploy a new set of public-facing communications, designed to improve understanding of the application process for affordable housing. Five new communications were developed, each suitable for distribution as print documents or as downloadable PDFs (see Appendix A).

Implementation of this pilot requires testing the materials' content with users, performing iterative design revisions, participating in training sessions, developing content governance plans, and distributing materials strategically through a variety of different channels. The evaluation goal for Proposal 1 is to understand the costs and requirements of engaging in this level of content development and management.

To assess the effectiveness of the informational-materials pilot implementation, the project team will explore a number of questions prior, during, and post implementation:

- Did HPD successfully test the informational materials with users and refine appropriately?
- Did the web- and email-based distribution methods work? How did they work around standard Key Performance Indicators?
- What were the biggest challenges in developing and distributing the informational materials?

PRIOR TO IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Work with HPD staff to evaluate the user-testing process and refinement of informational materials.	In-Person Meeting
	Provide testing framework and language to help with recruiting and organization (see Appendix B).	Digital Document and General Consulting
	Facilitate user-testing sessions; prepare research materials for testing.	In-Person Meeting
	Create documentation of user feedback from testing.	Digital Document
	Revise informational materials for final hand-off based on HPD and user feedback.	Digital Documents
HPD	Recruit and assist in the organization of user-testing sessions.	Variety of Formats
	Provide feedback on research materials and documents during iterative design process.	Variety of Formats
	Set up tracking system to track downloads of informational materials from identified websites.	Determined by HPD
	Set up tracking system to assess printed materials that are being distributed by HPD staff.	Determined by HPD
	Set up tracking system to track email based distribution.	Determined by HPD

DURING IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Support HPD as needed.	Variety of Formats and Biweekly Check-in Calls between HPD and PPL Fellows
HPD	Track the various distribution channels.	Variety of Formats
	Maintain documents and tracking systems as needed.	Determined by HPD

POST IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Analyze data collected across distribution channels.	Variety of Formats
	Interview HPD strategic planning staff.	In-Person Meeting
	Interview implementation staff.	In-Person or Phone Meetings
	Provide tracking data for all information materials distributed during pilot implementation.	Variety of Formats
HPD	Help organize various interviews with HPD staff.	Variety of Formats
	Participate in post-implementation interviews.	In-Person or Phone Meetings

ASSESSING PROPOSAL 2: HYPER-LOCAL MARKETING

The hyper-local marketing strategy asks developers to share information about new developments in the locations near the new-to-market housing developments. The intention is to help developers reach more eligible applicants within the development's community-board district.

To assess the effectiveness of the hyper-local marketing pilot implementation, the project team will explore the following questions:

- Were the activities related to planning hyper-local marketing effective?
- What were the biggest challenges to customizing the advertising template, if any?
- How did the developers identify hyper-local marketing locations?
- What were the biggest challenges in distributing the advertisement?
- To what extent did passersby notice and interact with the flyers?

PRIOR TO IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Provide HPD and marketing agent with participation requirements.	Variety of Formats
	Make arrangements with HPD to ensure attendance of representatives at a marketing meeting.	In-Person Meeting
	Select a marketing agent who is willing and able to participate in the pilot implementation.	Internal HPD Process
HPD	Invite Public Policy Lab to the marketing meeting (or represent Public Policy Lab at marketing meeting) to introduce pilot to participants.	In-Person Meeting
MARKETING AGENT	Work with HPD and Public Policy Lab to develop a hyper-local marketing plan. This proposal could include: number of flyers to be printed, general distribution locations and their types, a tracking system for locations, and a plan for flyer removal.	Variety of Formats
	Distribute the Public Policy Lab survey to participants at the interview and collect answers.	Variety of Formats
	Assist in the scheduling of and allow for a Public Policy Lab team member to shadow flyer distribution.	Variety of Formats
	Commit to participate in an interview with Public Policy Lab post implementation.	In-Person or Phone Meetings

DURING IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Shadow a marketing agent while s/he distributes flyers; observe challenges and interactions; document all pertinent activity.	In-Person Meeting
HPD	Consult as needed.	Variety of Formats
MARKETING AGENT	Track the number and locations of flyers distributed.	Variety of Formats
	Track the number and locations of flyers collected at end of marketing period.	Variety of Formats
	Track qualitative aspects of the pilot (e.g., the benefits and challenges of implementation).	Variety of Formats

POST IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Interview marketing agents to understand the usefulness of planning activities related to hyper-local marketing, the challenges faced when customizing the template and other resources, the process for identifying hyper-local marketing locations and distributing flyers, and the effectiveness of the flyers at their locations.	In-Person or Phone Meetings
	Analyze questionnaire results from applicants.	Variety of Formats
HPD	Consult as needed.	Variety of Formats
	Provide questionnaire results to Public Policy Lab team from NYC Housing Connect and screening interviews (e.g., was flyer named as a source of information?).	Data
MARKETING AGENT	Assist in the organization of and participate in an interview with the Public Policy Lab team.	In-Person or Phone Meetings
	Provide Public Policy Lab team with all survey results for their analysis.	Variety of Formats

ASSESSING PROPOSAL 3: HOUSING AMBASSADORS

The housing-ambassador pilot aims to support those people and organizations who already work with potential applicants during the marketing process – neighborhood groups, nonprofit developers, employees of city agencies, community-based organizations, and concerned citizens – and give them the tools they need to be most effective.

To assess the effectiveness of the housing-ambassador pilot, the project team will explore the following questions:

- Did HPD find that existing housing partners were excited or reluctant to serve as housing ambassadors?
- Were the training sessions for housing ambassadors useful?
- Did HPD establish and maintain a platform for feedback and exchange? Was it effective?
- Did the ambassador program make a difference in the lives of the applicants it touched and the ambassadors themselves?

PRIOR TO IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Develop interview questions to ask HPD and ambassador staff in post-implementation meetings.	Digital and Hard-Copy Documents
	Prep ambassador staff on evaluation needs and activities.	In-Person or Phone Meetings
	Provide ambassador staff with a brief questionnaire which they can distribute to applicants after their interactions with them.	In-Person Meetings and Hard-Copy Documents
	Schedule observation of ambassador/applicant interactions.	Variety of Formats
HPD	Select one or two organizations to work with as ambassadors during the pilot phase.	Internal HPD Process
	Work with Public Policy Lab team to prep ambassador staff on evaluation needs and activities.	In-Person or Phone Meetings
AMBASSADOR STAFF	Agree to participate in pilot implementation and evaluation activities.	Variety of Formats
	Work with HPD and Public Policy Lab team to organize evaluation activities.	Variety of Formats

DURING IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Attend training session to document and observe.	In-Person Meetings
	Observe ambassador/applicant interactions.	In-Person Meetings
HPD	Consult as needed with Public Policy Lab team and ambassador staff (e.g., facilitate regular feedback, info-sharing sessions).	Variety of Formats
AMBASSADOR STAFF	Distribute and collect Public Policy Lab survey to applications.	Variety of Formats
	Allow Public Policy Lab team to observe ambassador/applicant interactions; manage appropriately.	In-Person Meetings

POST IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Facilitate interview with HPD staff to discuss interaction with ambassador staff (i.e., their commitment, passion, and/or reluctance) and effectiveness (or lack thereof) of feedback/exchange platform with ambassador staff.	In-Person or Phone Meeting
	Facilitate interview with ambassador staff to discuss the effectiveness of the training sessions and applicant interactions (e.g., Did the ambassador program make a difference in the lives of the applicants?).	In-Person or Phone Meeting
	Analyze results from applicant questionnaire.	Variety of Formats
HPD	Assist in the organization of and participate in an interview.	In-Person or Phone Meeting
AMBASSADOR STAFF	Assist in the organization of and participate in an interview.	In-Person or Phone Meeting

ASSESSING PROPOSAL 4: STREET TEAM

The goal of the street-team pilot is to increase awareness about HPD’s affordable housing programs – and the online application system – by sending HPD staff to targeted high-traffic areas throughout the city.

To assess the effectiveness of the street-team pilot, the project team will explore the following questions:

- Did potential applicants feel more comfortable with the application process as a result of coming into contact with the street team?
- Did residents take advantage of the ability to start an application on the spot? Why or why not?
- What were the biggest challenges in staffing and running the street-team operations?
- How many residents engaged with the street team?

PRIOR TO IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Prepare brief postcard survey for members of the public.	Hard-Copy Document
	Develop interview questions to ask members of the public.	Variety of Formats
HPD	Set up tracking system for daily or hourly web traffic on NYC Housing Connect website.	Web Analytics
	Coordinate schedule of street team appearance with Public Policy Lab.	Phone or Email Communication

DURING IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Shadow street team and document event.	In-Person Meeting
	Distribute survey to public during event.	In-Person Meeting
	Interview members of the public during event.	In-Person Meeting
HPD	Track number of NYC Housing Connect accounts created before, during, and after street team event.	Google Analytics
	Track web traffic on NYC Housing Connect pre, during, and after street team event.	Google Analytics

POST IMPLEMENTATION OF PILOT

TASK LEADER	ROLE	FORMATS
PPL	Facilitate interview with HPD staff (e.g. What were the biggest challenges with implementing the street team?)	In-Person Meeting
	Analyze data collected at street team event; examine the comfort of applicants with the process as a result of interacting with a street team member, their follow-through on completing a profile during an interaction, and the general level of engagement of residents with the event and the process.	Variety of Formats
HPD	Assist in the organization of and participate in an interview with Public Policy Lab team.	In-Person Meeting

PART 4

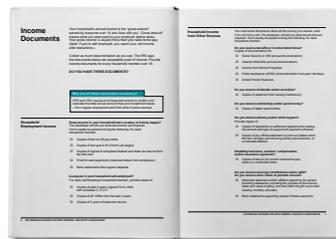
Appendices

This section houses research materials that the Public Policy Lab team used to conduct evaluations across all pilot proposals. As resources are developed, they will be included in the Appendix. The final report will include all questions and materials used to engage with Designing Services for Housing evaluation participants.

A. INFORMATIONAL MATERIALS



Process Map Document



Checklists Document



Advertisement Template



Monthly Listing of Available Developments



Income Guide Document

B. TESTING MATERIALS



User Testing Script 1



User Testing Script 2



Consent Form

A. INFORMATIONAL MATERIALS

PROCESS MAP DOCUMENT



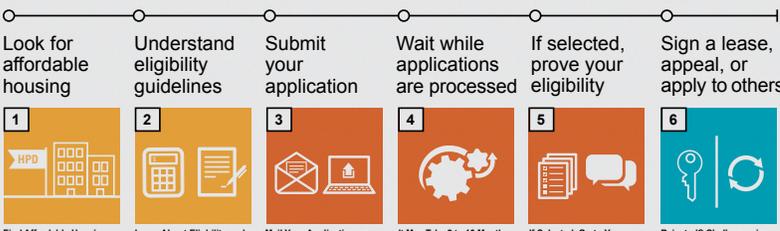
Steps to Apply

Your Guide to Affordable Housing

What does it mean for housing to be "affordable"?

A common rule is that housing is considered affordable when households have to spend no more than 30% of their gross income on rent and utilities. If a family has to spend more than 30% of their income on rent, they are considered "rent burdened."

LET'S GET STARTED...





Find and Apply for Affordable Housing

www.nyc.gov/housingconnect

Facebook: [facebook.com/NYCHPD](https://www.facebook.com/NYCHPD)

Twitter: [dmryhousing](https://twitter.com/dmryhousing)

LinkedIn: [www.nyc.gov/housingconnect](https://www.linkedin.com/company/nyc-housing-connect)

Website: www.nyc.gov/housingconnect

Visit www.nyc.gov/housingconnect to get more information or to apply online.

This document is for informational purposes only. This is not an application for affordable housing. Filing out this document does not guarantee that you will receive an affordable unit.

SEE BACK FOR MORE INFORMATION



Steps to Apply

Your Guide to Affordable Housing

YOUR GUIDE TO AFFORDABLE HOUSING



IMPORTANT

FRAUD ALERT
Do not use any money or fee at any time to anyone for an application to any HPD or HDC-sponsored housing project. If you see an advertisement for an HPD or HDC-affordable housing project that is not posted on an official City web site, report it to 311 immediately.

DONT SUBMIT DUPLICATE APPLICATIONS
Only one application per household may be submitted to each property. If you apply online, then you may NOT submit a paper application to the same lottery. If you apply via paper, then you may NOT submit an online application to the same lottery.

1

Look for affordable housing

Find Affordable Housing Listings

Visit NYC Housing Connect for current listings: www.nyc.gov/housingconnect

Call 311 and ask for the Affordable Housing Helpline.

Look for advertisements in newspapers.

Look for posters at construction sites, at local community organizations, and around your neighborhood.

2

Understand eligibility guidelines

Learn About Eligibility

Different affordable housing developments have different income requirements. Carefully read the income guidelines for each advertised apartment. You may fall in different categories for different developments, depending on your income and household size.

You May be Eligible If...

- your combined household income is between a development's low and high limits.
- the members of your household meet program rules.
- your credit history meets the developer's standards.
- you do not have housing, legal, or criminal issues.

You May Get Preference for a Development If You...

- have mobility, hearing, and/or vision impairments.
- currently live in the same Community Board District. Find out what district you live in: <http://www.nyc.gov/html/cgm/html/districts.html>.
- work for the City of New York. For more info, visit: <http://www.nyc.gov/html/nycd/html/apartment/facsimunicipal-employees.shtml>

Applicants who live in New York City receive a general preference over non-city residents.

3

Submit your application

Apply Online

Create an account on www.nyc.gov/housingconnect.

Submit an application to developments of your choice.

Apply Through the Mail

Check the property advertisement, which tell you how to request an application by mail.

Sign your application, or it will be rejected.

Mail your application before the deadline date; do not use priority, certified, registered, express, overnight, or oversized mail.

Your chances of being selected in a lottery are the same, whether you apply online or by mail.

Answer all of the questions on the application to the best of your knowledge. Fraudulent or incomplete information may result in disqualification.

Don't Submit Duplicate Applications

If you apply online, then you may NOT submit a paper application to the same lottery. If you apply via paper, then you may NOT submit an online application to the same lottery.

4

Wait while applications are processed

How Applications Are Processed

All applications are randomly ordered and assigned a log number based on this order.

To maintain fairness, housing developers work in order of the randomized log numbers, which provides transparency for resident selection and the process of verifying eligibility of applicants.

Applicants that meet one or more preferences will be given first consideration. See Step 2 for a list of the preference categories.

When Will You Hear Back?

A property may receive anywhere between 500 and 60,000 applications. You may hear about the status of your application within two to ten months after the deadline.

However, because there are so many applications, you may not be contacted, even if you qualify for the property for which you applied.

Your chances of being contacted are greatest if you are randomly assigned a low log number, or you meet one or more preference criteria.

5

If selected, prove your eligibility

Go to the Interview

If you are selected, you will be contacted by the developer. They will invite you to an interview to verify if you meet eligibility rules.

Your interview is very important. Topics are limited. Confirm your appointment immediately or reschedule if necessary.

Going to the interview does NOT guarantee that you will receive affordable housing.

Bring Documentation

You will be asked to bring copies of birth certificates, IDs, pay stubs, tax returns, proof of address, and other detailed documentation for each member of your household.

Wait for Confirmation

After the developer verifies your eligibility, a City employee will review your file for accuracy. If there are questions, you will be contacted.

6

Sign a lease, appeal, or apply to others

If Your Eligibility is Confirmed...

If your file is in order, you may be invited to sign a lease.

You might also be placed on a waiting list. The developer will tell you if you're on the waiting list. You are responsible for notifying the developer every six months if you wish to remain on the list.

If You Are Found Not Eligible...

You will receive a rejection letter. If you disagree, you can appeal. You have ten weeks or ten business days to appeal the decision.

As described in the rejection letter, you will need to submit an appeal in writing to the developer, explaining the reason you believe the rejection was in error.

You Can Apply to Others

Submit an application for another affordable housing development. You can apply for as many developments as you want.

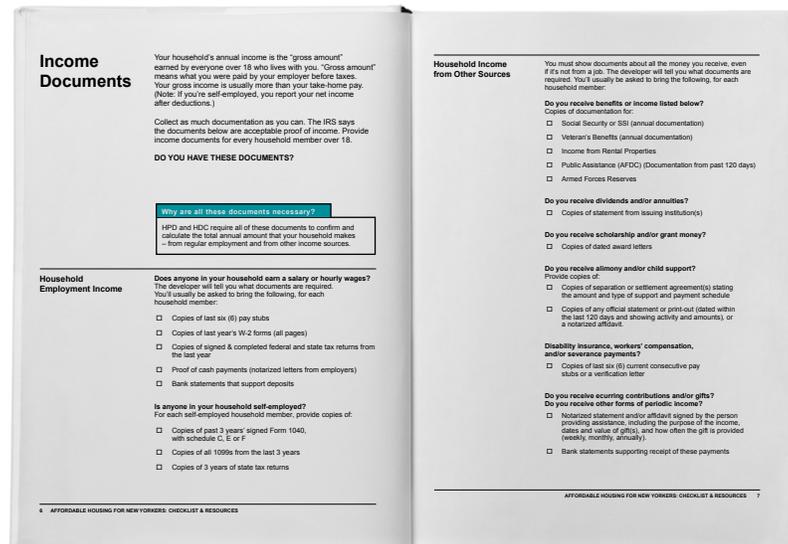
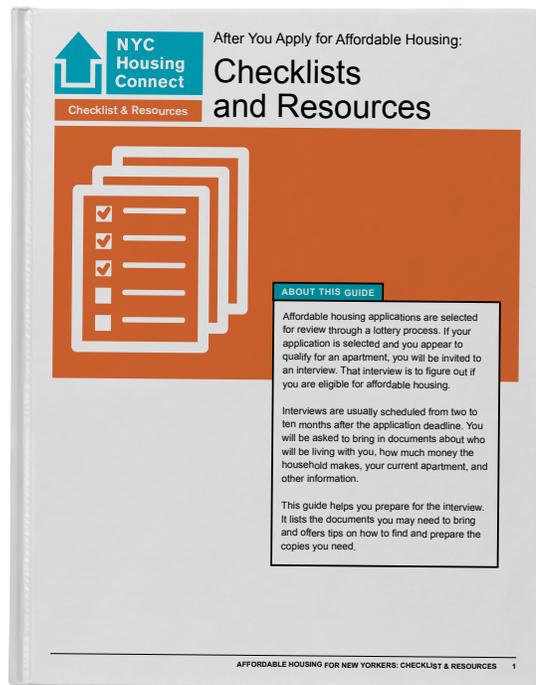
Visit www.nyc.gov/housingconnect to get more info or to apply online.

PUBLIC & COLLABORATIVE: DESIGNING SERVICES FOR HOUSING

16

A. INFORMATIONAL MATERIALS

CHECKLISTS DOCUMENT



A. INFORMATIONAL MATERIALS

ADVERTISEMENT TEMPLATE

This building is being constructed through the Low-Income Affordable Marketplace Program (LAMP) of the New York City Housing Development Corporation and the Low Income Rental Program (LIRP) of the New York City Department of Housing Preservation and Development.

Affordable Housing For Rent

45 NEWLY CONSTRUCTED UNITS

500 West 30th Street, Chelsea, Manhattan

Amenities: 24-hour attended lobby, on-site resident manager, sun terrace, fitness center*, computer lounge*, bbq terrace*, party rooms* (*additional fees apply).

Transit: A/C/E to 34th St or M34 bus
More Info: www.developerwebsite.com
No application fee. No broker's fee.

Who Should Apply? Individuals or households who meet the income and household size requirements listed in the table below may apply. Only qualified applicants will be eligible for apartments. Applicants who live in New York City receive a general preference for apartments.

Preference for a percentage of units goes to:

- applicants with mobility impairments (5%)
- applicants with visual or hearing impairments (2%)
- residents of Manhattan community district 7 (50%)
- municipal workers (5%)

1. View the Available Units...

2. See Unit Requirements...

Unit Size	Monthly Rent*	Units Available		Household Size**	Annual Household Earning***
Studio	\$525	4	→	1 person 👤	\$19,920 \$24,080
Studio	\$670	22	→	1 person 👤	\$24,892 \$30,100
1 bedroom	\$564	5	→	1 person 👤 2 people 👤👤	\$21,326 \$24,080 \$21,326 \$27,520
1 bedroom	\$720	28	→	1 person 👤 2 people 👤👤	\$26,675 \$30,100 \$26,675 \$34,400
2 bedroom	\$687	3	→	2 people 👤👤 3 people 👤👤👤 4 people 👤👤👤👤	\$25,612 \$27,520 \$25,612 \$30,960 \$25,612 \$34,360
2 bedroom	\$873	2	→	2 people 👤👤 3 people 👤👤👤 4 people 👤👤👤👤	\$31,989 \$34,400 \$31,989 \$38,700 \$31,989 \$42,950
2 bedroom, 2 bath	\$873	14	→	2 people 👤👤	\$31,989 \$34,400

* Rent includes gas for cooking

** Household size includes everyone who will live with you, including parents and children. Subject to occupancy criteria.

*** Household earnings includes salary, hourly wages, tips, Social Security, child support, and other income for household members. Income guidelines subject to change.

How Do You Apply? Apply online or through mail. To apply online, please go to: www.nyc.gov/housingconnect. To request an application by mail, send a postcard to: Macedonia Plaza, P.O. Box 1166, New York, NY 10039. Only send one application per development. Don't submit duplicate applications. Do not apply online and also send in a paper application. Applicants who submit more than one application will be disqualified.

When is the Deadline? Applications must be postmarked or submitted online no later than May 25, 2014. 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 interview to continue the process of determining your eligibility. Interviews 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.

Mayor Michael Bloomberg
 HPD Commissioner RuthAnne Visnauskas
 HDC President Marc Jaffe

www.nyc.gov/housingconnect

A. INFORMATIONAL MATERIALS

MONTHLY LISTING OF AVAILABLE DEVELOPMENTS



Affordable Housing for Rent June 2013 Listing

Visit www.nyc.gov/housingconnect to get more info or to apply online.

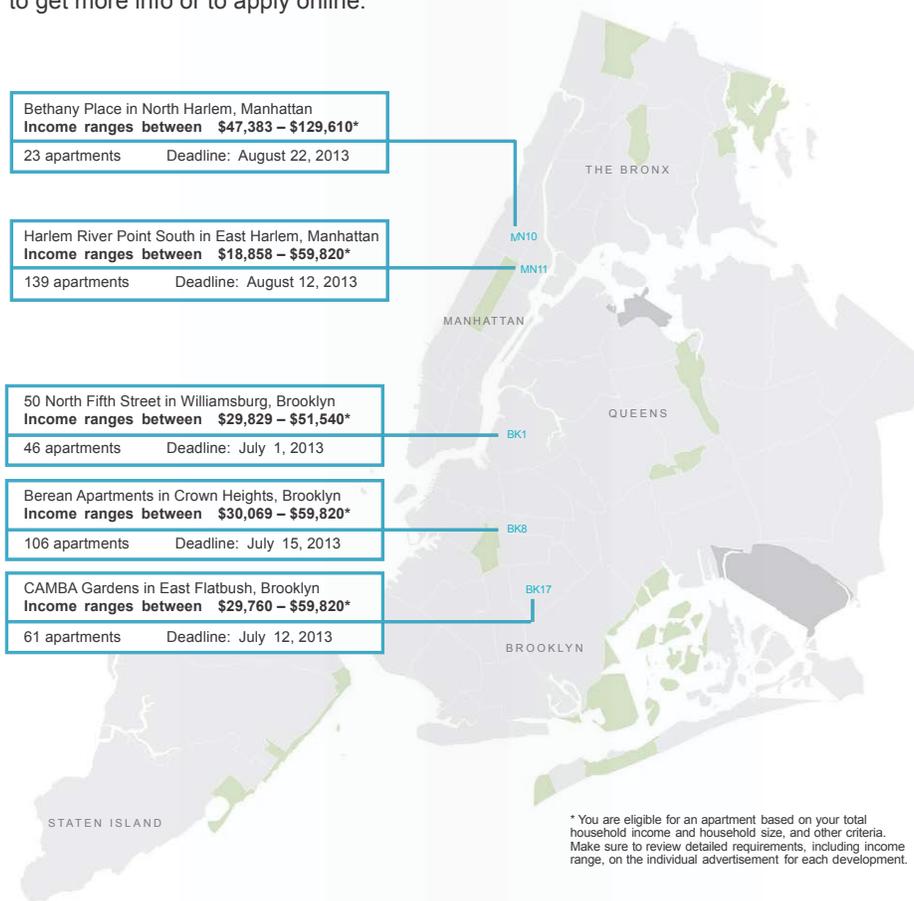
Bethany Place in North Harlem, Manhattan
Income ranges between \$47,383 – \$129,610*
23 apartments Deadline: August 22, 2013

Harlem River Point South in East Harlem, Manhattan
Income ranges between \$18,858 – \$59,820*
139 apartments Deadline: August 12, 2013

50 North Fifth Street in Williamsburg, Brooklyn
Income ranges between \$29,829 – \$51,540*
46 apartments Deadline: July 1, 2013

Berean Apartments in Crown Heights, Brooklyn
Income ranges between \$30,069 – \$59,820*
106 apartments Deadline: July 15, 2013

CAMBA Gardens in East Flatbush, Brooklyn
Income ranges between \$29,760 – \$59,820*
61 apartments Deadline: July 12, 2013



* You are eligible for an apartment based on your total household income and household size, and other criteria. Make sure to review detailed requirements, including income range, on the individual advertisement for each development.



www.nyc.gov/housingconnect

Find and Apply for Affordable Housing



facebook.com/NYCHPD

@nychoosing

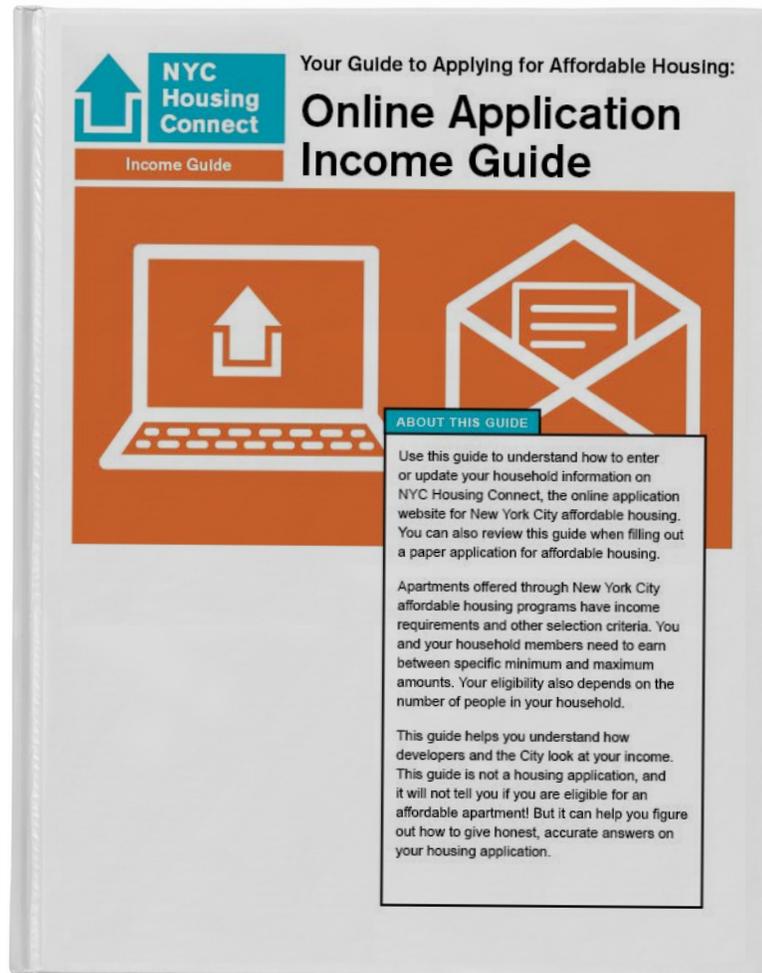
www.nyc.gov/housingconnect
www.nyc.gov/hpd

Visit www.nyc.gov/housingconnect to get more information or to apply online.

This document is for informational purposes only. This is not an application for affordable housing.

A. INFORMATIONAL MATERIALS

INCOME GUIDE DOCUMENT



B. TESTING MATERIALS

USER TESTING SCRIPT 1

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INTRODUCTION & INFORMED CONSENT [5 minutes]

Hello and thank you for taking the time to meet with us. We greatly appreciate it.

[Describe who is speaking and who is in the room.] *My name is _____.*

To give you a sense of why we are speaking with you today: the Public Policy Lab has partnered with HPD to enhance aspects of the affordable housing application process, including the design of informational materials. During this session, we would like to capture your feedback on these materials so that we can ensure their usefulness and usability. Your feedback will help shape their future design.

Before we continue, I'd like to discuss some of the logistics of our conversation.

We would like to record this session through audio and photography. [Pass out the consent forms. Explain consent forms. Have participants sign forms. Collect forms.]

During our discussion, please let me know at any time if you have questions or are unsure of what I am asking. It's important to keep in mind that we are NOT testing you; the only way we'll be able to make real improvements is if we get your honest feedback. There are no wrong answers.

There may be times when I have to cut part of our discussion short and move onto another topic for the sake of time; this doesn't mean you shouldn't share what you think or that I'm not interested, but I do have to make sure we cover all of the topics within our allotted time.

Please note that your participation in this workshop will not impact your affordable housing application, status, or relationship with HPD and HDC in any way.

Do you have any questions before we get started?

[Break participants up into groups. Numbers depend on how many participants and facilitators are attending the session.]

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CONTEXT [5 minutes]

[Participants have been broken up into groups. Facilitators engage in small group conversation.]

Before we begin, I'd like to get a sense of what your experience is or has been with HPD or the affordable housing application process as well as a few general demographic questions.]

Questions for Applicants:

- What borough do you live in? Or what is your Zip Code?
- How long have you lived in NYC?
- Are you a renter in NYC currently? If so, how many years have you rented in NYC?
- Generally speaking, how do you find out about affordable housing opportunities? *For example, newspaper, friend, organization, etc.*
- Have you ever applied for affordable housing in NYC?
 - If so, with whom?
 - Did you apply online or by print?
- On a scale from 1 - 5, where 1 is not confident and 5 is very confident, how confident did you feel applying for affordable housing with HPD? *(The steps, communication, process, approval, etc.)*

[For the next question, feel free to have the participants look at the attributes sheet for prompting. Explain that they can use their own words if they'd like.]

- If you had to choose three words or adjectives to describe your experience of the process, what would they be? *(For example: confusing, easy, simple)*
 - Why was the process [insert adjectives]?
- Did anyone help you through the application process? *(For example, a community organization, friend, family member, HPD staff, etc.)*
 - If so, what were the aspects of the process that were the most difficult?
 - What were the simplest aspects of the process?
 - Please describe how you were helped by a [Insert their answer here.]
 - Why kind of assistance would have been most beneficial to you?

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Questions for Ambassadors:

- Please provide me a general sense of your organization's work. We are primarily interested in your relationship to affordable housing and supporting the local community.
 - What is your primary mission?
 - What programs and services do you offer?
 - What constituents, partners, and communities do you work with the most?
 - What do you do to promote quality affordable housing in X neighborhood?
- Please describe your current role and/or responsibilities at X organization.
- How long have you been working at X organization?
- Can you tell me about the programs and services you provide to individuals and families looking for affordable housing in this community?
 - a. How do people hear about you and why do they generally contact you?
 - b. Who generally reaches out to you and what qualifies them for your services?
 - c. How do you currently interface with the affordable housing application process and HPD in particular?
- How long have you been working with affordable housing applicants?
- Generally speaking, how do you find out about affordable housing opportunities for your constituents? *For example, newspaper, HPD, organization, etc.*
 - How could this process be improved for you and your constituents?
- What resources do you currently use to help others understand the affordable housing application process?
 - What is your assessment of these resources?
 - What suggestions might you have for additional resources based on your past experiences?

[For the last two questions, feel free to have the participants look at the attributes sheet for prompting. Explain that they can use their own words if they'd like.]

- Please choose three words or adjectives that describe your experience of the affordable housing application process. *(For example: confusing, easy, simple, etc.)*
 - Why is the process [insert adjectives]?
- Please choose three words or adjectives that describe how you would like your experience with the affordable housing application process to be.
 - Please explain.

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DEEP DIVE: USABILITY OF DOCUMENT [35 minutes]

[The facilitator should have their document/s in front of the participant or hanging on a wall — printed with enough copies for all at the table. Go through these questions with each document that has been assigned to the facilitators track — one at a time.]

PART A.

Now I'd like to review the document with you. We will begin with some general questions.

[Let the participant review the document for 2 minutes.

- At first glance, is there anything about this document that is confusing?
- In your opinion and without knowing much about this document, what do you think you can do with it? [DO NOT PROVIDE PROMPTS AND DO NOT EXPLAIN DOCUMENT. LET THEM BE CONFUSED IF NEED BE.]
 - How do you think it can be used?
 - What do you think its purpose is?
 - Who do you think the audience is for this document? Please explain.
- Would you know what to do with this document (how to read it or use it) if you found it at a library? Please explain.

PART B.

*For the next part of our conversation, I'd like to get a sense from you as to how usable and useful you feel the document is. So that I can understand your thinking, it's important for you to be vocal and honest about what you are experiencing with the document. **Please remember that there are no wrong answers!***

[Depending on what document the facilitator is testing and/or whom the facilitator is speaking with, they can provide a quick scenario to the participant – providing a description of what it is and how it can be used. For instance: "Let's imagine that you are in the process of applying for an affordable housing unit and you have questions regarding how your income is calculated (income guide)." Or: "Let's imagine you are helping an applicant find out more information on the affordable housing application process (process map)."]

Within that context, let's discuss the following.

- Now that you have a better sense of what the document is, does my description match your initial expectations? Please explain.
- At a high-level, how could this document be improved to quickly catch your attention and clearly communicate its purpose to you?

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- Please talk to me about how you might use or interact with this document in your everyday.

[It's important to get a sense from the participant about context of use. For example: "I would probably sit at my computer and have it next to me with my notes and use it to help me fill out my online application, etc.")

- Where might you use it?
- How might you use it?
- What other information, documents, and/or resources might you use in coordination with this document?
- Where would you want to find or get access to a document like this?
- I am going to walk you through each page of this document. For each page of content...
 - Quickly — please point to the first item, word, or object on the page that draws your attention.
 - Point to the second.
 - Now the third.
- [Walk the participants through the name (title/main header) of the document and all subsequent headers or labels. Ask them the following for each or the most important.]
 - When you see the word/phrase XXX, what content do you expect to see within that section?
 - Now, let's look at the content in that section. Is that what you had expected to see? Please explain.
 - How might the name, headers, and/or labels be improved to better match your understanding of the content?
- Let's talk a bit more about how you might interact with this document. [Repeat what they explained to you earlier on in this section.] Do you think the size — both size of document and type size — and feel of you physically interact with the document best suits your needs, or how you might use it in the future? Please explain.
- Now that you know a bit more about the document, who do you think the audience is/should be? In your opinion, who would benefit the most from this type of document?
- How useful is this document to you? (Range from 1 – 5 where 1 in not very useful and 5 is very useful) Please explain.
- How would you rate your overall confidence level in using this document? (Range from 1 – 5 where 1 in not very confident and 5 is very confident) Please explain.
- How likely are you to use a document like this in the future? (Range from 1 – 5 where 1 in not very likely and 5 is very likely) Please explain.

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PART C.

I have a couple more questions before we finish.

- How could this document be improved to better suit your needs?
- Can you name one thing that we should absolutely not change about this document?
- Do you have any final comments or questions before we finish?

WRAP UP & CONCLUSION [5 minutes]

[At this point, the leader should address the group. Express gratitude. Pass out metro cards. Answer final questions]

Thank you so much for your time and for your feedback today. We'll be incorporating the information we gathered into our final design recommendations. Please accept these metro cards as a token of our appreciation for your participation in this workshop.

Does anyone have any final questions before we end this session? Thanks again!

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INTRODUCTION & INFORMED CONSENT [5 minutes]

Hello and thank you for taking the time to meet with us. We greatly appreciate it.

[Describe who is speaking and who is in the room.] *My name is _____.*

To give you a sense of why we are speaking with you today: the Public Policy Lab has partnered with HPD to enhance aspects of the affordable housing application process, including the design of informational materials. During this session, we would like to capture your feedback on these materials so that we can ensure their usefulness and usability. Your feedback will help shape their future design.

Before we continue, I'd like to discuss some of the logistics of our conversation.

We would like to record this session through audio and photography. [Pass out the consent forms. Explain consent forms. Have participants sign forms. Collect forms.]

During our discussion, please let me know at any time if you have questions or are unsure of what I am asking. It's important to keep in mind that we are NOT testing you; the only way we'll be able to make real improvements is if we get your honest feedback. There are no wrong answers.

There may be times when I have to cut part of our discussion short and move onto another topic for the sake of time; this doesn't mean you shouldn't share what you think or that I'm not interested, but I do have to make sure we cover all of the topics within our allotted time.

Please note that your participation in this workshop will not impact your affordable housing application, status, or relationship with HPD and HDC in any way.

Do you have any questions before we get started?

[Break participants up into groups. Numbers depend on how many participants and facilitators are attending the session.]

CONTEXT [7 minutes]

[Participants have been broken up into groups. Facilitators engage in small group conversation.]

Before we begin, I'd like to get a sense of what your experience is or has been with HPD or the affordable housing application process.]

Questions for Applicants:

- What borough do you live in? Or what is your Zip Code?

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- How long have you lived in NYC?
- Are you a renter in NYC currently? If so, how many years have you rented in NYC?
- Generally speaking, how do you find out about affordable housing opportunities? *(For example, newspaper, friend, organization, etc.)*
- Have you ever applied for affordable housing in NYC?
 - If so, with whom?
 - Did you apply online or by print?
- On a scale from 1 - 5, where 1 is not confident and 5 is very confident, how confident did you feel applying for affordable housing with HPD? Please explain. *(For example, the steps, communication, process, approval, etc.)*
- Did anyone help you through the application process? *(For example, a community organization, friend, family member, HPD staff, etc.)*
 - If so, what were the aspects of the process that were the most difficult?
 - What were the simplest aspects of the process?
 - Please describe how you were helped by a [Insert their answer here.]
 - Why kind of assistance would have been most beneficial to you?

Questions for Ambassadors:

- Please provide me a general sense of your organization's work. We are primarily interested in your relationship to affordable housing and supporting the local community.
 - What is your primary mission?
 - What programs and services do you offer?
 - What constituents, partners, and communities do you work with the most?
 - What do you do to promote quality affordable housing in the neighborhoods you service?
- Please describe your current role and/or responsibilities at WHEDco.
- How long have you been working at WHEDco?
- Can you tell me about the programs and services you provide to individuals and families looking for affordable housing in the communities you service?
 - d. How do people hear about WHEDco?
 - e. Why do they contact you?
 - f. Who generally reaches out to you and what qualifies them for your services?
 - g. How do you currently interface with the affordable housing application process and HPD in particular?
- How long have you been working with affordable housing applicants?

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- Generally speaking, how do you find out about affordable housing opportunities for your constituents? (*For example, newspaper, HPD, organization, etc.*)
 - How could this process be improved for you and your constituents?
- What resources do you currently use to help others understand the affordable housing application process?
 - What is your assessment of these resources?
 - What suggestions might you have for additional resources based on your past experiences?
- Please choose three words or adjectives that describe your experience of the affordable housing application process. (*For example: confusing, easy, simple, etc.*)
 - Why is the process [insert adjectives]?
- Please choose three words or adjectives that describe how you would like your experience with the affordable housing application process to be.
 - Please explain.

VISUAL IMPRESSION / PREFERENCE TEST [6 minutes]

[For this section, facilitators should capture quick first impressions of the visual design. Print the attributes document out and have a copy on the table.]

I'm going to show you a visual design. For this exercise, we'd like to understand your reaction to the visual design.

*Please review the list of attributes that you have next to you. You'll see that there is a range of attributes and sentiments from which you can choose. I will follow up with additional questions. **Please feel free to repeat attributes and/or use your own to describe what you see. This sheet is just a prompt.***

ATTRIBUTES AND DESCRIPTORS					
Accessible	Connected	Engaging	Impressive	Motivating	Straight forward
Advanced	Consistent	Entertaining	Incomprehensible	Not Secure	Stressful
Annoying	Controllable	Enthusiastic	Inconsistent	Not Valuable	Time-consuming
Appealing	Convenient	Essential	Ineffective	Novel	Time-saving
Approachable	Creative	Exceptional	Innovative	Old	Too technical
Attractive	Customizable	Exciting	Inspiring	Optimistic	Trustworthy
Boring	Cutting Edge	Expected	Professional	Ordinary	Unapproachable
Business-like	Dated	Familiar	Relevant	Organized	Unattractive
Busy	Desirable	Fast	Responsive	Overbearing	Uncontrollable
Calm	Difficult	Flexible	Rigid	Overwhelming	Unconventional
Clean	Disconnected	Fragile	Satisfying	Patronizing	Understandable
Clear	Disruptive	Fresh	Secure	Personal	Undesirable
Collaborative	Disrupting	Friendly	Simplicic	Poor quality	Unpredictable
Comfortable	Dull	Frustrating	Integrated	Powerful	Unrefined
Compatible	Easy to use	Fun	Intimidating	Predictable	Usable
Compelling	Effective	Gets in the way	Intuitive	Slow	Useful
Complex	Efficient	Hard to use	Inviting	Sophisticated	Valuable
Comprehensive	Effortless	Helpful	Irrelevant	Stable	
Confident	Empowering	High quality	Low Maintenance	Sterile	
Confusing	Energetic	Impersonal	Meaningful	Stimulating	

- Facilitator shows income guide to participant.

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- Participant reviews and provides at least 3 attributes for the design.
- [Facilitator asks the following questions to clarify stated attributes.]
 - When you chose the words X, Y, and Z, what is it about the design that makes you feel that way?
- What do you like **least** about the visuals?
- What suggestions do you have to improve the VISUAL design?
- What do you like the **most** about the visuals?

DEEP DIVE: USABILITY OF DOCUMENT [38 minutes]

[The facilitator should have their document/s in front of the participant in coordination with the online application.]

PART A.

Now I'd like to review the document with you. We will begin with some general questions.

[Let the participant review the document for 1 minute.]

- Would you know what to do with this document — how to read it and/or use it — if you found it at a library or someone gave it to you? Please explain.
 - What is it about this document that provides you with this information?
- Who do you think the audience is for this document?
 - What is it about this document that provides you with this information?
- At first glance, is there anything about this document that is confusing?

PART B.

To provide you with a little bit of background, you can use the income guide to assist you when you are applying online or in print for an affordable housing unit with HPD/HDC.

*For the next part of our conversation, I am going to ask you to complete a series of tasks using the online Housing Connect site and the income guide. I'd like for you to pretend that you are applying for an affordable housing unit, that your name is [Fake Name], and that your email address is [corresponding fake email address]. As you use the site, please provide us with made up information, and note that you are not officially applying for a unit at this moment. **This is a testing environment; meaning, anything that you submit will not be sent to a developer for application processing. It will be deleted immediately upon submission.** Again, this session does not impact any past or current application you may have submitted for an affordable housing unit.*

*Finally, it's important for you to be as vocal and honest as possible when walking me through what you are experiencing with the document and the site. **Please***

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remember that there are no wrong answers!

[Pass participant their slip of paper with their name and email address. Ask the participant to complete tasks. Do not prompt them unless they cannot figure something out.]

- Please access the Housing Connect website to begin your application. [Participant should use the site with the fake name and email address you have provided.]
- After accessing the site, what do you think you need to do next? Please explain.
- [Allow the participants to walk through all sections of the income guide and application process – moving between the document and the site. **Please avoid having them submit an application with e-signature.** Ask the following questions...]

GUIDE SECTION: SCREEN 1

- When you see the title 'Screen 1', what does that mean to you? What is it referring to?
- When you see the sub-title 'Instructions', what content do you expect to have access to in this section?
- Now, let's look at the content in that section. Is that content what you expected to have access to?
- Please follow the instructions – moving between the guide and the Housing Connect site for this first section.
 - Do you find the process you just completed to be easy or confusing? Please explain.
- How useful is this information to you as you are trying to apply online? (Range from 1 – 5 where 1 is not very useful and 5 is very useful) Please explain.

GUIDE SECTION: ALL OTHERS

[Ask the below questions for all of the other sections in the guide. Observe the participants as they move between the guide and the site. If you see them hesitating, ask them to verbalize their confusion. Pay attention to body language and length of pauses as they try to navigate the guide and site. These will be your key indicators of what could be confusing and where to probe. Remind participants to talk through their thoughts.]

- When you see the sub-title XX, what content do you expect to have access to in this section?
- Now, let's look at the content in that section. Is that what you expected to have access to?
- Please follow the instructions in this XX section – moving between the guide and the Housing Connect site.
 - Do you find the process you just completed to be easy or confusing? Please explain.
 - What was the easiest part?
 - What was the most difficult part?

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- How useful is this information to you as you are trying to apply online and navigate the Housing Connect site? (Range from 1 – 5 where 1 is not very useful and 5 is very useful) Please explain.
- How could this section information be improved to better support your needs?

[Repeat above question for all sections of the income guide. If you are running out of time, choose the most significant sections to test.]

PART C.

I have a couple more questions before we finish.

- How would you rate your overall confidence level in using this income guide? (Range from 1 – 5 where 1 is not very confident and 5 is very confident) Please explain.
- How could this document be improved OVERALL to better support your needs?
- Can you name one thing that we should absolutely not change about this document?
- How likely are you to use an income guide in the future? (Range from 1 – 5 where 1 is not very likely and 5 is very likely) Please explain.
- How you might use or interact with this document in your everyday?

[It's important to get a sense from the participant about context of use. For example: "I would probably sit at my computer and have it next to me with my notes, etc.")

- Where might you use it?
- How might you use it?
- What other information, documents, and/or resources might you use in coordination with this document?
- Where would you want to find or get access to a document like this?
- Do you have any final comments or questions before we finish?

WRAP UP & CONCLUSION [4 minutes]

[At this point, the leader should address the group. Express gratitude. Pass out metro cards. Answer final questions]

Thank you so much for your time and for your feedback today. We'll be incorporating the information we gathered into our final design recommendations. Please accept these metro cards as a token of our appreciation for your participation in this workshop.

Does anyone have any final questions or comments before we end this session? Thanks again!

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CONSENT FORM

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Please read this form carefully and ask any questions you may have before agreeing to take part in the workshop.

Notes and recordings: With your permission, we would like to take notes and make an audio recording of this workshop. These recordings will be used for review and analysis purposes only. We will not share notes or recordings made during this workshop with anyone outside of our research team. Any excerpted information or quotations that are generated from the workshop, could be used in future publications. You will remain anonymous. Only your first name will be used.

Please initial here _____ if you **approve** of having your audio recorded. Again, you will remain anonymous.

Photography: With your permission, we would like to take pictures of the workshop and the output from the workshop. While your identity will remain anonymous, your image could be used in a future publication of our work.

Please initial here _____ if you **approve** of having your photographed image used in future publications.

Risks and benefits: You will not be asked to disclose any private details other than standard demographic information. Any transcriptions that are made of the audio recording of this interview will have all identifying information removed. Access to the original audio data will be restricted to personnel on our research team. We will take all necessary and appropriate precautions to limit any risk of your participation.

Taking part is voluntary: Taking part in this interview is completely voluntary. You may instruct the fellow to stop the workshop at any time, in which case no subsequent actions performed by you will be included in our project or publications. You may also instruct the fellow(s) to destroy all record of your participation at any time.

Confidentiality: Any reports that we make public about our research will not include any information that will make it possible to identify you. Your name, address, and other personal information will not appear in any transcriptions, and they will not be released to anyone without your written permission. Research records will be kept in a secure location, and only the fellows working on this project will have access to them.

Statement of Consent: I have read the above information and received answers to any questions I asked. I consent to take part in this workshop and to have any information I provide or audio recordings that are made be used in the manner described above.

Consent Signature _____ Date _____

Your Name (Please print) _____