SOUTH ASIAN COMMUNITY HOME:
Developing New York’s South Asian Community Center

DRAFT May 2013

preparing | hester street collaborative
Chhaya and its partners are grateful to the Surdna Foundation for funding toward predevelopment planning for the creation of a shared space for South Asians and their neighbors.
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I. Introduction

Mission Statement
The mission of the South Asian Community Home is to provide safe, accessible, multigenerational space and comprehensive services to South Asians in New York City that celebrates diverse South Asian cultures, and builds power, leading to an engaged fulfilled community.

Vision Statement
The creation of a South Asian center in New York City will lead to better relationships and engagement with the community, create a strong sense of community identity and result in a fulfilled, healthy South Asian community.

Project History: From Vision to Plan
In 2011, Chhaya Community Development Corporation (founded in 2000) launched a coalition effort comprised of a group of South Asian-serving, Queens-focused non-profit organizations working to acquire, develop, and administer a South Asian community center, to be named the South Asian Community Home (SACH), in Queens. The core coalition now includes Chhaya (the lead organization), South Asian Youth Action (SAYA!), India Home, Desis Rising Up, Moving (DRUM) and the Lower East Side People’s Federation Credit Union (LESPFCU). Together the partners represent more than 70 years of experience and offer a full range of services and community building efforts – civic engagement, housing, organizing, healthcare, youth development, and worker rights – and reflect the community’s diversity in language, culture, religion, and immigration patterns.

This project addresses numerous timely challenges, including the following:

- Lack of shared community gathering spaces, specifically devoted to civic engagement, as well as arts and culture that embrace the diversity of South Asians;
- Shortage of city-administered programs that address the needs of the South Asian population, especially in regards to the diverse languages, religions, and cultures present in the community;
- Isolation faced by stay at home women and the elderly, who have limited English skills;
- Disconnection from their own culture that many youth experience.

South Asian Demographics in NYC:
Growth 1990-2010

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>1990</th>
<th>2010</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladeshi</td>
<td>53,000</td>
<td>53,000</td>
<td>103%</td>
</tr>
<tr>
<td>Pakistani</td>
<td>42,000</td>
<td>114,000</td>
<td>210%</td>
</tr>
<tr>
<td>Indian</td>
<td>192,000</td>
<td>424,000</td>
<td>103%</td>
</tr>
</tbody>
</table>
Visioning Process

The partners implemented a community-driven visioning process over a three-month period, engaging more than 200 residents of Queens. The findings from this process articulate a clear, cohesive, community-driven vision for the Center defining our shared vision, and ideal location, programming, spaces allocation that sets the groundwork for our next steps. The findings are summarized in “A Community’s Vision: A Shared Space for South Asians.”

The overall process of engagement included three components:

1. **Visioning Sessions** with constituents organized by each of the partner organizations.

2. **A town Hall** bringing all these participants as well as other stakeholders together to re-affirm findings from the visioning sessions.

3. **A survey** of organizations providing services and conducting community organizing in the South Asian community around the City.

Community Defined Needs

Ideas that showed up more than once during visioning sessions and the town hall were deemed important and were categorized into three major areas: programs and services; space; and operations. They were then ranked according the number of times they appeared.

1. **Social Services** and support navigating services *(health, legal, and immigration)*

2. **Arts & Culture** *(arts & crafts, music & dance, cultural activities)*

3. **Job Prep and Search Assistance**

4. **Youth Programs/Senior Services**

5. **Other Noted Needs**: Computer classes, counseling, senior programs, translation & interpretation, South Asian language classes, ESL classes, and childcare

Identified Needs

Participants shared the spatial needs they envisioned for the Center, including a kitchen and dining room, recreational facilities, a religious program, arts facilities, conference rooms, a party hall, and a computer lab.

The Center will be an estimated 20,000 square feet located in the Jackson Heights area - a major transit hub. Programming and services will be available for youth, seniors, and families. Programming and services will be available for youth, seniors, and families - including recreational activities such as yoga and dance performance; an inter-faith prayer room, counseling & workshop space, as well as a larger space for community meetings and celebrations.
II. Who We Are

Chhaya and its partners have put together a diverse and talented team to undertake the development of the South Asian Community Home (SACH). “Sach”, meaning “true” in Urdu, will serve as a truly safe and welcoming space for South Asians, and their neighbors, to receive comprehensive services to ensure their personal, social and economic growth. This team brings together strong expertise in community development, fundraising, project management, and real estate.

Chhaya Community Development Center (Chhaya CDC)

Based in Jackson Heights, Queens, New York, Chhaya Community Development Corporation - meaning “shelter or shade”, is dedicated to creating more stable and sustainable communities by increasing civic participation and addressing the housing and community development needs of New York’s South Asians, and their neighbors. Chhaya’s efforts are concentrated in low-income and immigrant neighborhoods. From tenant rights, homeownership, and foreclosure prevention, to housing rights, civic engagement, and advocating for affordable housing opportunities, Chhaya has worked with tens of thousands of individuals, helping them nurture and sustain their economic development. With all services also offered in Bangla/Bengali, Hindi, Nepali, Tibetan, and Urdu, Chhaya CDC has helped to foster strength and unity in the South Asian community.

Seema Agnani, Executive Director

Seema is one of the initial founders of Chhaya CDC - a community-based organization in Queens addressing housing and community development issues of South Asians. Since 2007, she has been serving as Chhaya’s Executive Director. Before returning to Chhaya, Agnani was the Coordinating Consultant to the Fund for New Citizens at The New York Community Trust, a donor collaborative supporting immigrant rights work. Ms. Agnani also served as the Director of Training and Technical Assistance at Citizens Committee for NYC.

Development Experience: Seema began her work in New York City with Asian Americans for Equality as a Housing and Neighborhood Development Associate, serving as project manager for community, commercial, and low-income housing developments in Manhattan's Lower East Side/Chinatown communities. She stayed with AAFE for five years before founding Chhaya CDC. In this position, she coordinated projects from pre-development stages to lease-up. This included project underwriting, design, and solicitation of support from local community, elected representatives and funding institutions; planned and supervised a comprehensive land use study of the Lower East Side of Manhattan to identify potential development sites leading to the development of hundreds of units of affordable housing, storefronts and community facilities. Ms. Agnani is currently also participating in the Neighborworks America’s Achieving Excellence Fellowship at Harvard University.

She is currently Co-Chair of the National Coalition for Asian Pacific American Community Development (National CAPACC), and serves on the board of Directors of the Association for Neighborhood Housing Development, the New York Immigration Coalition, and the Nonprofit Coordinating Committee. Ms. Agnani is a former recipient of The Charles H. Revson Fellowship at Columbia University. She earned her bachelor's at the University of Wisconsin at Madison and a Masters of Urban Planning and Public Administration at the University of Illinois in Chicago. In addition to her academic background, Agnani has also received extensive professional and housing training. Seema has been the recipient of a number of awards, most notably the New York Woman's Foundation's Neighborhood Leadership Award.
Drew Goldsman, Project Manager of Real Estate Development
Drew joined Chhaya in November 2012 to help coordinate the development of SACH. He brings strong technical skills including real-estate finance, project management, and mapping, as well as soft-skills including effective communication and negotiation. Prior to joining Chhaya, Drew worked as an economic development consultant for BJH Advisors, provided data and project management services to the New York City Department of Transportation’s CityBench program, and coordinated a broad coalition in a transportation advocacy campaign at WE ACT for Environmental Justice. Drew holds a Masters in Urban Planning from New York University’s Wagner School of Public Service and a Bachelor of Arts from Hampshire College.

Kalese House, Community Development Fellow
Kalese joined Chhaya in September 2012 as a Community Development fellow through the Morgan Stanley/Association for Neighborhood and Housing Development Fellowship Program. Prior to joining Chhaya, Kalese worked within the health field at several hospitals and healthcare organizations, assisting with their research, outreach, financial, project management, and clinical services. Kalese received a Bachelor of Arts from Johns Hopkins University and is currently pursuing a Master of Public Administration degree from New York University’s Wagner School of Public Service.

Lawyer’s Alliance for New York / Kirkland & Ellis LLP - Technical Assistance Providers
Lawyer’s Alliance for New York is the leading provider of business and transactional legal services for nonprofit organizations that are improving the quality of life in New York City neighborhoods. By connecting lawyers, nonprofits, and communities, we help nonprofits to develop affordable housing, stimulate economic development, promote community arts, and operate and advocate for vital programs for children and young people, the elderly, and other low-income New Yorkers.
*The development team has been receiving pro-bono legal counsel from staff at Lawyer’s Alliance and Kirkland & Ellis.*

Neil Stevenson, Senior Staff Attorney
Neil Stevenson is responsible for Lawyer’s Alliance’s Economic Development program area. He uses his wealth of experience in corporate and real estate law to assist community development and nonprofit organizations that are bringing investment capital and credit services, pursuing earned revenue activities, stimulating and revitalizing commercial activity, and sponsoring job training and job placement programs in New York City. Prior to joining Lawyer’s Alliance in 2004, Mr. Stevenson was a staff attorney at The Legal Aid Society and partner at Eaton & Van Winkle. He received an L.L.M. from Columbia University School of Law in 1982 and LL.B. joint honours from the University of Glasgow School of Law in 1980.
Asian Americans for Equality (AAFE) – Technical Assistance Provider

Founded in 1974 to advocate for equal rights, AAFE has transformed in the past four decades to become one of New York’s preeminent housing, social service and community development organizations. AAFE is committed to preserving affordable housing throughout New York and to providing new opportunities for the city’s diverse immigrant communities. Employing innovative approaches, the organization has preserved and developed 86 buildings, creating more than 700 units of housing. It has secured almost $250 million in mortgage financing for home buyers and disbursed $13 million in loans to hundreds of small businesses. Through a wide range of multilingual counseling services, AAFE provides education, financial assistance and training to empower people, small businesses and neighborhoods.

Thomas Yu, Managing Director of Real Estate Planning & Development

Mr. Yu has been with AAFE since 1997 and has overseen the development of over 900 units of low-to very-low income family housing in Chinatown, Lower East Side and Queens, and bringing $55 million of public and private housing and infrastructure reinvestment into these communities. Mr. Yu has also participated and contributed to numerous comprehensive planning studies and plans in Lower Manhattan and Flushing, Queens. Mr. Yu has been recognized by Time Out NY as one of the up and coming new leaders in community activism, and received an Affordable Housing Finance Young Leader Award in 2008 from AHF. For the past two years, Mr. Yu has served on Manhattan’s Community Board #3, as chair of the Parks, Landmarks, and Waterfront Redevelopment committees, and has recently helped chair the Chatham Square Redesign Taskforce. Mr. Yu received an B. from Harvard University and a Masters in Urban Planning from the NYU Wagner School of Public Service.

Hester Street Collaborative (HSC) – Technical Assistance Provider

Founded in 2002, HSC uses design as a tool for social change. HSC believes that youth and engaged residents are among a community’s greatest assets. A vibrant neighborhood where residents have a sense of positive ownership is created when all community members have voice in how their built environment is shaped. HSC works with local residents and youth to transform neglected public spaces into parks, schools, and affordable housing developments through a participatory design and advocacy process that capitalizes on local knowledge and resources, gives stakeholders a hands-on role, and encourages meaningful, long-term community stewardship.

Anne Fredrick, Executive Director

As the founding director of HSC, Anne has worked to develop a community design-build practice that responds to the needs of under-resourced NYC communities. Her unique approach to community design integrates education and youth development programming with participatory art, architecture, and planning strategies. This approach is rooted in partnership and collaboration with various community based organizations, schools and local residents. Prior to founding HSC, Anne worked as an architect at Leroy Street Studio Architecture and as a design educator at Parsons School of Design and the New York Foundation for Architecture. Anne graduated from Parsons School of Design and The New School for Social Research in 1998, and has represented the work of HSC at various conferences, lectures and exhibitions.
III. Tenant Partners

The following organizations are committed to developing the community center and becoming a tenant upon completion.

**Chhaya CDC**

**Mission:** To create stable and sustainable communities by increasing civic participation and addressing the housing and community development needs of New Yorkers of South Asian origin and their neighbors.

**Vision:** Focused on improving access to housing opportunities, resources, and information for South Asian Americans throughout New York City and the metropolitan area, Chhaya CDC advocates for community and economic development and justice within South Asian and other immigrant communities.

**Chhaya’s programs include:**
- Homeownership education and counseling, including foreclosure counseling.
- Tenant rights organizing, education and counseling.
- Financial Fitness Counseling
- Assistance with housing discrimination and harassment
- Research, policy and advocacy
- Civic engagement

**Primary Groups Served:** South Asian and Indo-Caribbean

**Current Location:** Jackson Heights

**Rental Capacity:** $6,000/month

**Operating Budget:** $1,150,000

**DRUM**

**Mission:** DRUM was founded to build the power of South Asian low wage immigrant workers, youth, and families in New York City to win economic and educational justice, and civil and immigrant rights.

**Vision:** DRUM’s programs build a mass membership base, raise the leadership of immigrants, provide critical community services, wage campaigns for policy change, and build alliances for social movements.

**DRUM’s programs include:**
- Racial and immigrant justice
- South Asian workers center
- Community Services
- Global Justice
- Youth Empowerment
- Civic engagement

**Primary Groups Served:** South Asian and Indo-Caribbean

**Current Location:** Jackson Heights

**Rental Capacity:** $5,513/month

**Operating Budget:** $500,000
**Mission**: India Home, Inc. is committed to providing services for seniors and people with special needs in a culturally sensitive environment.

**Vision**: India Home possesses a passion for excellence and long-term sustained growth to enrich the lives of those cared for and is committed to partnerships with like-minded institutions and individuals.

**Primary Groups Served**: Indian

**Current Location**: Glen Oaks

**Rental Capacity**: $1,000/month

**Operating Budget**: $300,000

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**Mission**: SAYA! is dedicated to creating opportunities for South Asian youth to realize their fullest potential. SAYA! believes that youth thrive when they have safe spaces to learn, lead and contribute to their communities and each other.

**Vision**: By delivering culturally sensitive services and support, SAYA!'s holistic approach to youth development is focused on programs that develop individual and group talent, skills, knowledge and leadership.

**Primary Groups Served**: South Asian and Indo-Caribbean

**Current Location**: Elmhurst

**Rental Capacity**: $5,000/month

**Operating Budget**: $1,200,000

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**India Home’s programs include:**

- Spirituality: Lectures, Discussions and Bhajans
- Recreation: Movies, Music and Games
- Exercise: Yoga & Meditation
- Services: Medical, Social and Legal
- Classes: English, Computer and Citizenship classes.
- Celebrations: Arts, Crafts, Festivals and Birthdays

**SAYA!’s programs include:**

- College and career readiness
- Leadership development and social and emotional support.
- Active living: Sports and wellness.
- Artistic expression

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**TENANT PARTNERS**
Mission: To meet financial services and credit needs of residents, businesses and community organizations and to stimulate economic and community development by providing a safe and affordable alternative to traditional banks, and reinvesting members’ money in the communities it serves.

Vision: To provide a full range of affordable financial services, working to serve populations that are often overlooked by mainstream banks and provide a much-needed alternative to predatory lenders as well as to help members save, establish credit histories, and achieve their financial goals.

Lower East Side People’s Federal Credit Union’s services include:

- Savings and checking accounts.
- Credit cards to low-income communities
- Financial counseling and management classes.
- Personal, business and mortgage loans.
- Free tax preparation and earned income tax credit.
- Sandy relief resources

Primary Groups Served: Multi-ethnic

Current Location: Lower East Side and Harlem - mobile site in Queens 2013

Rental Capacity: $2,000/month

Operating Budget: $2,100,000
IV. Flexible Use Partners

**SAHI (South Asian Health Initiative)**

South Asian Health Initiative is a multidisciplinary partnership of community organizations, health practitioners, researchers, and more. SAHI’s goal is to address the health disparities faced by South Asians living in the U.S. and to ultimately improve the health status of the community. SAHI addresses the social determinants of health to achieve this goal. SAHI provides free health screenings (blood pressure, glucose, cholesterol) for the community as well as health counseling. SAHI also hosts workshops on exercise, diet, stress reduction, accessing healthcare, applying for insurance in between health fairs.

**Adhikaar**

Adhikaar’s programs are guided by community needs and demands. They respond to these needs through direct service, hands-on trainings and conferences, community organizing and base-building, advocacy and leadership development. Current programs areas are: Workers’ Rights, Access to Healthcare, & Immigrant Rights. Adhikaar promotes human rights and social justice for all through the following strategies: Community Organizing, Leadership Development, Participatory Research, Classes and Training, & Individual Assistance & Referrals.

**Turning Point for Women and Families**

Turning Point offers free and confidential services in a culturally and religiously sensitive environment. TP focuses on issues related to domestic violence, child safety, immigration, poverty and the aftermath of 9/11.

SACSS (South Asian Council for Social Services)

The areas of major focus for South Asian Council for Social Services are (a) healthcare access, awareness and advocacy (b) parents, children and families (c) mental health (d) English classes and basic computer skills training. SACSS also advocates with elected officials on behalf of the community. All programs and services are free and are provided by culturally competent staff members who speak Hindi/Urdu, Punjabi, Gujarati, and Bengali. Programs/services include community health advocates, immigrant healthcare access and advocacy collaborative, prevention services for children and families, parents empowerment program, ESOL classes, and STEP - Supporting Taxi drivers to Exercise through Pedometers.

Indo-Caribbean Alliance

Indo-Caribbean Alliance acts as a liaison and an advocate to government agencies, elected officials and other non-profit organizations to create specialized educational, social service and economic development programs. Programs include youth leadership, civic action, public library project, and school curriculum legislation.
### Other Potential Partners

**SEVA**

SEVA is a nonprofit, community based organization founded by a handful of neighbors, living in Richmond Hill, Queens, who grew increasingly outraged by the lack of information, assistance, organization, and resources in their community. SEVA's strategy is based on grassroots organizing focused on building community networks one member at a time.

**Community organizing**  
*Richmond Hill*  
*South Asian and Indo-Caribbean*

**Rajkumari Cultural Center**

RCC is a community-based, multi-arts organization that works to rejuvenate Indo-Caribbean cultural and artistic life and to restore self-esteem to this new American community. Programs/services include multiple arts programs, book discussions, and festivals.

**Arts and community empowerment**  
*Richmond Hill*  
*South Asian and Indo-Caribbean*

**Khadijah’s Caravan**

Khadijah’s Caravan connects people, places and communities through spiritually-based activism. KC’s aim is to support and encourage values of compassion and justice by focusing on art, education, and entrepreneurship. Programs include the KC Book Club, Open discussions, creativity, and an opportunity for peer to peer exchange.

**Civic engagement and community organizing**  
*Muslim community*
SAKHI for South Asian Women

SAKHI provides a safe place, support, friendship, and a full-range of culturally-sensitive, language-specific services to South Asian women facing abuse in their lives; and, works to inform, actively engage, and mobilize the South Asian community in the movement to end violence against women forever. Programs include domestic violence, economic empowerment, women's health initiative, and community engagement and media.

SALGA (South Asian Lesbian & Gay Association of NYC)

SALGA serves to promote awareness, tolerance, acceptance, empowerment and safe spaces for sexual minorities and people of all gender identities, who trace their heritage to South Asia or who identify as South Asian. SALGA encourages leadership development, provides multi-generational support, work towards immigration advocacy, addresses health issues such as HIV/AIDS, and foster political involvement in the interest of creating a more tolerant society through youth groups, support groups, events, etc.

Sikh Coalition

The Sikh Coalition is a community-based organization that works towards the realization of civil and human rights for all people. In particular, we work towards a world where Sikhs may freely practice and enjoy their faith while fostering strong relations with their local community wherever they may be. Programs/Services include providing direct legal services to persons whose civil or human rights are violated, advocating for law and policies that are respectful of fundamental rights, promoting appreciation for diversity through education, and fostering civic engagement in order to promote local community empowerment.
Site Selection Process

As determined by the visioning process, the ideal location for SACH should be in Jackson Heights and be within a short walk from the 74th Street – Roosevelt Avenue transit hub, with stops on the E/F/M/R and 7 subway lines as well as the Q32, Q33, Q47, Q49, and Q53 bus routes. A radius of 1/2-mile from the transit hub was established as the potential project area, with allowances for exceptional sites within a one-mile radius.

A thorough search was conducted to explore and identify any and all sites that could meet the needs of SACH, with the most critical criteria being proximity to the transit hub, overall size of the lot/building (minimum of 20,000 square foot building), and a room or potential room with the capacity to hold 400-500 people (roughly 4,500 square feet). Site investigation methods included contacting local brokers/real-estate agents, scouring public listings, exploring informal networks, and simply walking the neighborhood.

It is well known that Jackson Heights is an incredibly built-out neighborhood, as it is home to historic, planned garden apartment blocks. Because of its history and due the continued desirability of the neighborhood – due at least in part to the extensive transit options – there are a limited number of sites that meet SACH’s minimum requirements. Despite this fact, the development team identified a short-list of three sites to propose as potential sites. The core partners then toured all three sites and unanimously agreed that the site at 71-17 Roosevelt Avenue is best-suited for SACH’s needs.
Existing Conditions: Front Entrance

Main Entrance from Roosevelt Avenue

Looking to Roosevelt Avenue from main entrance

Looking to Roosevelt Blvd. from driveway to rear lot
Existing Conditions: Main Hall

Main Hall Entrance

Main Hall: View from stage

Main Hall: View from choir pews

Main Hall: View entrance
Existing Conditions: Kitchen and Dining Hall

Dining Hall from entrance

Connection of Dining Hall and Kitchen

View of kitchen from entrance

Kitchen: Commercial Sinks and Stoves
Existing Conditions: Interior Spaces and Rear Parking Lot

Interior Spaces
Left: Small worship room
Right: Small classroom

Interior Spaces
Left: Library/Lounge
Right: Church Office

Exterior Spaces
Left: Rear parking lot facing rear of church
Right: Rear parking from rear of church
Site Analysis: Existing Floorplans

* All existing diagrams provided by property owner.
Site Analysis: Existing Floorplans

* All existing diagrams provided by property owner.
Site Analysis: Existing Floorplans

* All existing diagrams provided by property owner.
* All existing diagrams provided by property owner.
Site Analysis: Circulation and Lighting

Existing Building Circulation

Primary Issues:
- Lack of light
- Cramped entry
- No connection between ‘zones’
- Mega-corridor
Site Analysis: Existing Building “Zones” and Square Footage

TOTAL BUILDING FOOTPRINT = 23,062 SF
TOTAL DESIRED PROGRAM = 20,431 SF
Spatial Needs

In order to identify the size of building that would best serve the South Asian community in northwestern Queens, the organizations involved in the study were asked to share their administrative and programmatic space requirements. When we consider these requirements and the key aspects of a center that are important to community members we concluded that the ideal space for the community center would be a large commercial building that is approximately 20,000 square feet.

The following diagrams sketch how the space might be utilized based on assumptions derived from ideal programmatic services, surveys, and needs of tenant partners. These are meant only to inform the space search and are not necessarily indicative of the center’s final layout. Ultimately, the building that is purchased or leased will determine what the center looks like. Another prioritization process will happen once a space has been identified.
Vision “In Their Own Words”

“A place that is inclusive and open to all; that is reflective of the true diversity of South Asia: does not feature religious or cultural names/norms/images that is only reflective of one country; does not exclude the LGBTQI community; that is inter-generational.”

“A one-stop shop for all services needed by the South Asian Community.”

“A place that was generated through the collective agreement of that diverse population. One that resides outside of the funder box so that work can be done that may not necessarily be condoned by government or private funders, and one that is nonjudgmental. A refuge and a place for not just community members, but those who work within the community as allies to go to for support.”

“Something that is for everyone, where every staff person or group head is LGBTQI sensitive, and we all work together to help each other.”

“An inclusive, multi-use space that is convenient and accessible.”
### Sample Program Allocation

<table>
<thead>
<tr>
<th>ROOM</th>
<th>SQ FT / ROOM</th>
<th>DIMENSIONS</th>
<th>TOTAL SQ FEET / FLOOR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BASEMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exercise Room</td>
<td>2,500</td>
<td>50'-0&quot; x 50'-0&quot;</td>
<td>5,092 SQ FT</td>
</tr>
<tr>
<td>Mechanical Space</td>
<td>1,000</td>
<td>25'-0&quot; x 40'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Prayer Room Entry</td>
<td>64</td>
<td>8'-0&quot; x 8'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Prayer Room</td>
<td>450</td>
<td>18'-0&quot; x 25'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Prayer Room</td>
<td>450</td>
<td>18'-0&quot; x 25'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Restroom (2)</td>
<td>64</td>
<td>8'-0&quot; x 8'-0&quot;</td>
<td></td>
</tr>
<tr>
<td><strong>1ST FLOOR</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multipurpose Room</td>
<td>4,500</td>
<td>50'-0&quot; x 90'-0&quot;</td>
<td>6,453 SQ FT</td>
</tr>
<tr>
<td>Multi-Age Lounge</td>
<td>600</td>
<td>24'-0&quot;x 25'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Kitchen/Dining</td>
<td>375</td>
<td>19'-0&quot; x 20'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Entry/Gallery</td>
<td>150</td>
<td>10'-0&quot; x 15'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Restroom (2)</td>
<td>64</td>
<td>8'-0&quot; x 8'-0&quot;</td>
<td></td>
</tr>
<tr>
<td><strong>2ND FLOOR</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visual Arts Studio</td>
<td>2,500</td>
<td>50'-0&quot; x 50'-0&quot;</td>
<td>4,618 SQ FT</td>
</tr>
<tr>
<td>Classroom</td>
<td>1,000</td>
<td>25'-0&quot; x 40'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Open Office</td>
<td>250</td>
<td>12'-0&quot;x 20'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Office (2)</td>
<td>120</td>
<td>10'-0&quot; x 12'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Restroom (2)</td>
<td>64</td>
<td>8'-0&quot; x 8'-0&quot;</td>
<td></td>
</tr>
<tr>
<td><strong>3RD FLOOR</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Library/Computer Room</td>
<td>1,500</td>
<td>38'-0&quot; x 40'-0&quot;</td>
<td>4,628 SQ FT</td>
</tr>
<tr>
<td>Classroom</td>
<td>1,000</td>
<td>25'-0&quot; x 40'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Conference Room</td>
<td>450</td>
<td>18'-0&quot; x 25'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Open Office</td>
<td>250</td>
<td>12'-0&quot; x 20'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Office (4)</td>
<td>120</td>
<td>10'-0&quot; x 12'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Counseling Room (5)</td>
<td>64</td>
<td>8'-0&quot; x 8'-0&quot;</td>
<td></td>
</tr>
<tr>
<td>Restroom (2)</td>
<td>64</td>
<td>8'-0&quot; x 8'-0&quot;</td>
<td></td>
</tr>
</tbody>
</table>
BASEMENT
5100 SQ FEET TOTAL

FIRST FLOOR
6500 SQ FEET TOTAL
SECOND FLOOR
4600 SQ FEET TOTAL

CLASSROOM
1,000 sq ft.
Capacity: 40

OFFICES (2)
120 sq. ft.
Capacity: 1-3

VISUAL ART STUDIO
2,500 sq. ft.
Capacity: 500
Natural Light
Potential Revenue Generator

OPEN OFFICE
250 sq. ft.
Capacity: 5 desks
Reception in this area

RECEPTION

RESTROOMS (2)
64 sq. ft.
Capacity: 2

ELEVATOR/STAIRS

CIRCULATION/HALLW

THIRD FLOOR
4600 SQ FEET TOTAL

CLASSROOM
1,000 sq ft.
Capacity: 40

LIBRARY/COMPUTER ROOM
1,500 sq ft.
30 stations
Books/periodicals & computers

COUNSELING ROOMS (5)
64 sq. ft.
Capacity: 2-4
Individual and Family Counseling

CONFERENCE ROOM
450 sq ft.
Capacity: 30
Double as classroom

OPEN OFFICE
250 sq. ft.
Capacity: 5 desks
Reception in this area

OFFICES (4)
120 sq. ft.
Capacity: 1-3

RESTROOMS (2)
64 sq. ft.
Capacity: 2
Program Diagram 1: Minimal Interior Renovation

This scenario proposes minimal renovation of the current space. Some non-load bearing walls may be removed or added in different instances to create spaces that better accommodate the community center needs but these are minor and the space can be used almost immediately. Minor exterior renovation occurs.
Program Diagram 2: Substantial Interior and Exterior Renovation

This scheme involves more substantial interior and exterior restructuring. By changing the shape of the multi-use room, a sitting area with skylights, to provide more natural light, can be accommodated. The front entrance and hallway are opened up to create a singular entryway from both the main entrance and additional entrances from the patios.
Entrance Options: Existing Entrance
Entrance Option 1: Paint Scheme

- Remove corner for transparent lobby space.

- Landscape scene in front lot that incorporates seating, grass, pavement and possibly a playground.

- Paint bright, vibrant striped colors across the entrance.

- Remove all applied elements.
Paint Scheme Precedents

UN STUDIO

WXY ARCHITECTURE

PARIS SCHOOLHOUSE
Entrance Option 2: Supergraphic Scheme

* Remove corner for transparent lobby space.

* Landscape scene in front lot that incorporates seating, grass, pavement and possibly a playground.

* Create large, community generated mural or supergraphic to attach to entrance.

* Remove all applied elements.
Supergraphic Precedents

WOMENS BUILDING, SAN FRANCISCO (PHOTO BY LARRY WERNER)

CAMBRIDGE PUBLIC LIBRARY
(PHOTO BY NICK NORMAL)
Entrance Option 3: Metal Curtain Scheme

* Maintain all existing openings.

* Landscape scene in front lot that incorporates seating, grass, pavement and possibly a playground.

* Attach a metal screen to the entrance wall.

* Remove all applied elements.
Metal Curtain Scheme Precedents

THE NEW MUSEUM (SANAA)

LIVERPOOL STORE (GRADIASTUDIO)

LOEB DRAMA CENTER (HARVARD)
Entrance Options: Shade Structure and Step Seating Scheme

* Maintain existing openings and adds additional openings that are connected inside into a main entryway.

* Landscape scene in front lot that incorporates seating, grass and pavement.

* Create large screen structure to provide shade in front area.

* Remove all applied elements.
Shade Structure Precedents

ART BASEL, MIAMI BEACH
MOORHEAD & MOORHEAD

MOMA PS. 1
(PHOTOS BY SCOTT LYNCH)
This multi-purpose room could be used for many different types of activities and events.
- Dance and music performances.
- Other cultural activities and celebrations.
- Large conference/meeting room for community organizations.
- Small business, job and information fairs.
- Panels, information sessions and other speaking events.
*This could potentially be a revenue generator as well.
A counseling room will provide a private and safe space for community members to come in and receive individual and family counseling from service-providing tenant partners. It can also be used for:

- Small meeting rooms.
- Office space if vacant.
- Evening tutoring sessions.
WHAT COULD IT LOOK LIKE TO BUILD SOMETHING NEW?

This scenario proposes a complete demolition of the existing building and the construction of a new building that would be more complimentary to the needs defined through the visioning process. This scheme envisions a four story commercial building that includes all the facilities shown in the prior program diagrams but at a more robust scale. For example, the auditorium is shown with cathedral ceilings that span two floors on the building.
Building Exterior features and materials

- PLANTED
- OPAQUE
- TRANSPARENT
- METAL SCREEN
- CRUSHED STONE 1
- PERVIOUS PAVEMENT
- CRUSHED STONE 2

ROOSEVELT AVENUE

NEW BUILDING SCHEME
Axonometric Program Diagram

1. LOCKER ROOMS
2. BASKETBALL COURT
3. WEIGHTS & STRETCHING
4. *AEROBICS / YOGA STUDIOS
5. CARDIO EQUIPMENT
6. PRAYER ROOMS
7. STORAGE / MECHANICAL
8. AMPitheater / FILM SCREENING ROOM
9. RETAIL SPACE
10. LANDSCAPED GARDEN
11. ENTRY PLAZA
12. MAIN LOBBY
13. LIBRARY
14. FIRST FLOOR LOUNGE
15. UPPER VIEWING BALCONY
16. KITCHEN
17. DINING
18. MULTI-AGE LOUNGE / MULTI-PURPOSE ROOM
19. *PERFORMANCE AUDITORIUM
20. OPEN OFFICE
21. CLASSROOM
22. CONFERENCE ROOM
23. VISUAL ARTS STUDIOS
24. *OFFICES
25. LANGUAGE LABS
26. COUNSELING ROOMS
27. VISUAL ARTS STUDIOS UPPER LEVEL
28. OUTDOOR TERRACE

*POTENTIAL REVENUE GENERATOR
Program Diagrams - Lower and First Levels

Lower Level

First Level
Program Diagrams - Second and Third Levels

Second Level

Third Level
WHAT CAN WE BUILD?
Zoning and Development Potential

Property Information:

Block: 1282
Lots: 151 & 160
School District: 30
Community Board: Queens CB2
City Council: 25
NYS Assembly: 39
NYS Senate: 13

Lot Dimensions: 151: 51' x 275' 160: 115' x 87.42'
Lot Sizes (sq ft): 151: ~24,900 160: ~10,053
Building Size (sq ft): 151: ~22,950 160: 0
Zoning: R6/C2-3
Existing Parking: 45 Spaces

Development potential and current zoning:

<table>
<thead>
<tr>
<th>Square Footage</th>
<th>Lot number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>150</td>
</tr>
<tr>
<td>Area (sq ft)</td>
<td>10,053</td>
</tr>
<tr>
<td>Potential Residential (sq ft)</td>
<td>24,429</td>
</tr>
<tr>
<td>Potential Units</td>
<td>36</td>
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<tr>
<td>Required Offstreet Parking</td>
<td>25</td>
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<tr>
<td>Potential OH-Residential (sq ft)</td>
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<tr>
<td>Potential OH-Units</td>
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<tr>
<td>Required OH-Offstreet Parking</td>
<td>22</td>
</tr>
<tr>
<td>Potential Commercial (sq ft)</td>
<td>-</td>
</tr>
<tr>
<td>Potential CF (sq ft)</td>
<td>48,254</td>
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<tr>
<td>Potential CF (Mixed Use) (sq ft)</td>
<td>10,053</td>
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<tr>
<td>Required Open Space (sq ft)</td>
<td>2,011</td>
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<tr>
<td>Rear Yard Depth (ft)</td>
<td>30</td>
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<tr>
<td>OH Max Base Height (ft)</td>
<td>60</td>
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<tr>
<td>OH Max Total Height (ft)</td>
<td>70</td>
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</tbody>
</table>

RS: RS (OH) G2 S CF CF (Mixed Use)
FAR: 2.45 3.0 2.0 48 10

OH = Office Housing Option, CF = Community/Facility Use Group 4
Zoning and Development Potential: 35% Open Space

This massing model shows 35% of the property as open space. This is the almost the minimum amount of open space required to redevelop this property. With the minimum amount of open space, there is a maximization of roof space, making the possibility of roof features such as a basketball court more feasible. In this scenario, the building at its highest point will have 7 floors and will maintain the street wall with zero lot line at Roosevelt Avenue.
Zoning and Development Potential: 60% Open Space

With 60% of the lot being open space, this shows a more extreme option of development. This option maximizes open space by creating higher buildings. At its peak, the model below has 15 floors. This will create narrower buildings with more floors and will be one of the larger buildings in its vicinity.
## VI. Project Budget

<table>
<thead>
<tr>
<th>Summary</th>
<th>Information</th>
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<tbody>
<tr>
<td>Project Name</td>
<td>South Asia Community Home (SACH)</td>
</tr>
<tr>
<td>Borough Location</td>
<td>Jackson Heights, Queens, NY</td>
</tr>
<tr>
<td>Address</td>
<td>71-17 Roosevelt Avenue</td>
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<tr>
<td>Block</td>
<td>1282</td>
</tr>
<tr>
<td>Lot(s)</td>
<td>151 &amp; 160</td>
</tr>
<tr>
<td>Year Built</td>
<td>1930</td>
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<tr>
<td>Building Class</td>
<td>M1</td>
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<tr>
<td>Stories</td>
<td>1</td>
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<tr>
<td>Current Parking Capacity</td>
<td>45</td>
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<tr>
<td>Community Board</td>
<td>3</td>
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<tr>
<td>Zoning</td>
<td>R6/C2-1</td>
</tr>
<tr>
<td>Lot Size (includes Lots 151 &amp; 160) (SF)</td>
<td>34,953</td>
</tr>
<tr>
<td>Existing Building Size (SF)</td>
<td>22,950</td>
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<tr>
<td>Maximum Development Rights (SF)</td>
<td>167,774</td>
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<tr>
<td>Occupied/Vacant project?</td>
<td>Occupied</td>
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### Pre-development Costs

<table>
<thead>
<tr>
<th>Uses</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Site Control/Option</td>
<td>$200,000</td>
</tr>
<tr>
<td>Environmental Fees</td>
<td>$10,000</td>
</tr>
<tr>
<td>Architectural</td>
<td>$12,300</td>
</tr>
<tr>
<td>Engineering</td>
<td>$5,000</td>
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<tr>
<td>Acquisition Legal Fees</td>
<td>$10,000</td>
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<tr>
<td>Accounting Fees</td>
<td>$4,000</td>
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<tr>
<td>Survey Costs</td>
<td>$4,000</td>
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<tr>
<td>Appraisal Costs</td>
<td>$10,000</td>
</tr>
<tr>
<td>Title and Recording fees</td>
<td>$15,750</td>
</tr>
<tr>
<td>Project Proposal</td>
<td>$2,000</td>
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<tr>
<td>Staff</td>
<td>$90,000</td>
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<tr>
<td><strong>Total Uses</strong></td>
<td><strong>$363,050</strong></td>
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### Development Budget Summary

<table>
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<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Acquisition</td>
<td>$6,300,000</td>
</tr>
<tr>
<td>Hardcosts</td>
<td>$225,500</td>
</tr>
<tr>
<td>Softcosts</td>
<td>$1,769,713</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8,295,213</strong></td>
</tr>
</tbody>
</table>

### Sources

- Community/Organizational Funds $200,000
- LISC Forgivable Loan $163,050

**Total Sources** $363,050
### Sources and Uses

#### USES

<table>
<thead>
<tr>
<th>USES</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Hard Costs</td>
<td>$225,500</td>
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<tr>
<td>Soft Costs</td>
<td>$1,769,713</td>
</tr>
<tr>
<td>Acquisition</td>
<td>$6,300,000</td>
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<tr>
<td><strong>USES TOTAL</strong></td>
<td><strong>$8,295,213</strong></td>
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#### SOURCES

<table>
<thead>
<tr>
<th>SOURCES</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Organizational Contribution - Capital Campaign</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Private and Family Contributions</td>
<td>$300,000</td>
</tr>
<tr>
<td>Local Initiative Support Corp</td>
<td>$150,000</td>
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<tr>
<td>Lower East Side Peoples Federal Credit Union Contribution</td>
<td>$175,000</td>
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<tr>
<td>New Market Tax Credit Investment</td>
<td>$500,000</td>
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<td>City Capital Funding(^1)</td>
<td>$4,147,606</td>
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<tr>
<td>Federal Office of Community Services</td>
<td>$650,000</td>
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<tr>
<td>New York State Discretionary Funding</td>
<td>$150,000</td>
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<tr>
<td>Green Building Retrofit Subsidies</td>
<td>$200,000</td>
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<tr>
<td>Financing - Commercial Loan</td>
<td>$22,606</td>
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<tr>
<td><strong>SOURCES TOTAL</strong></td>
<td><strong>$8,295,213</strong></td>
</tr>
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</table>

#### Loan Structure

<table>
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<th>Loan Structure</th>
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<tr>
<td>Bank Loan</td>
<td>$22,606</td>
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<tr>
<td>Ammortization Period</td>
<td>20 years</td>
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<tr>
<td>Term</td>
<td>10 years</td>
</tr>
<tr>
<td>Rate</td>
<td>6.02%</td>
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<tr>
<td>Payment/Year</td>
<td>$1,947</td>
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<tr>
<td><strong>Total Annual Debt Service</strong></td>
<td><strong>$1,947</strong></td>
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</table>
## Hardcost and Softcost Expenses

### SOFTCOSTS

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>UNIT COST</th>
</tr>
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<tbody>
<tr>
<td>Environmental Fees</td>
<td>10,000</td>
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<tr>
<td>Architectural/Engineering Fee</td>
<td>12,300</td>
</tr>
<tr>
<td>Acquisition Legal Fees</td>
<td>10,000</td>
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<tr>
<td>Accounting Fees</td>
<td>4,000</td>
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<tr>
<td>Survey Costs</td>
<td>4,000</td>
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<tr>
<td>Appraisal Costs</td>
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<td>15,750</td>
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<td>Construction Loan Fees</td>
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<td>Construction Period Interest</td>
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<td>Construction Period Insurance</td>
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<td>Permanent Loan Fees</td>
<td>3,452</td>
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<tr>
<td>Consulting Fees</td>
<td>80,000</td>
</tr>
<tr>
<td>Reserve Fund(^2)</td>
<td>1,036,902</td>
</tr>
<tr>
<td><strong>SOFTCOST SUBTOTAL</strong></td>
<td><strong>$ 1,424,079</strong></td>
</tr>
</tbody>
</table>

Developer Fee                      | $ 345,634 |

**SOFTCOST TOTAL**                  | **$ 1,769,713**

### HARDCOSTS

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>UNIT COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roof Repairs and Insulation</td>
<td>35,000</td>
</tr>
<tr>
<td>Exterior Renovation</td>
<td>30,000</td>
</tr>
<tr>
<td>Exterior Doors, Finishing</td>
<td>15,000</td>
</tr>
<tr>
<td>Parking Lot Reconstruction</td>
<td>30,000</td>
</tr>
<tr>
<td>Interior Finishes</td>
<td>25,000</td>
</tr>
<tr>
<td>Heating, Ventilation, Air-Conditioning</td>
<td>25,000</td>
</tr>
<tr>
<td>Bathrooms - ADA Compliant</td>
<td>15,000</td>
</tr>
<tr>
<td>Plumbing</td>
<td>20,000</td>
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<tr>
<td>Electrical</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 205,000</strong></td>
</tr>
</tbody>
</table>

Construction Contingency\(^1\)                     | $ 20,500   |

**HARDCOST TOTAL**                                 | **$ 225,500**

\(^1\) Represents 10% of hardcosts.

\(^2\) 15% of total project cost, as required by New York City capital request.
## Operating Pro Forma

### Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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<tbody>
<tr>
<td>Rent Income</td>
<td>276,156</td>
<td>281,674</td>
<td>287,513</td>
<td>295,059</td>
<td>298,920</td>
<td>304,889</td>
<td>310,997</td>
<td>317,238</td>
<td>323,868</td>
<td>328,793</td>
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<tr>
<td>Other Revenue Income</td>
<td>132,000</td>
<td>134,683</td>
<td>137,355</td>
<td>140,579</td>
<td>142,881</td>
<td>145,735</td>
<td>148,855</td>
<td>151,627</td>
<td>154,059</td>
<td>157,732</td>
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<tr>
<td>Rental Vacancy Allowance</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
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<td>10%</td>
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<tr>
<td>Other Vacancy Allowance</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Expense Reimbursements - Utilities</td>
<td>25% of total</td>
<td>$25,123.00</td>
<td>$29,302.00</td>
<td>$29,302.00</td>
<td>$31,557.85</td>
<td>$32,095.72</td>
<td>$33,580.00</td>
<td>$33,371.35</td>
<td>$37,147.23</td>
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<td><strong>Total Revenue</strong></td>
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<td>$402,476</td>
<td>$422,561</td>
<td>$427,421</td>
<td>$426,421</td>
<td>$425,426</td>
<td>$444,604</td>
<td>$454,219</td>
<td>$444,659</td>
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### Expenses

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<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$24,742</td>
<td>$25,785</td>
<td>$27,428</td>
<td>$28,083</td>
<td>$28,766</td>
<td>$29,447</td>
<td>$30,157</td>
<td>$30,889</td>
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<td>$32,388</td>
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<tr>
<td>Utilities</td>
<td>$124,400</td>
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<td>$131,487</td>
<td>$133,427</td>
<td>$135,190</td>
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<td>$138,176</td>
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<td>$141,988</td>
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<tr>
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<td>$22,072</td>
<td>$22,984</td>
<td>$23,477</td>
<td>$23,712</td>
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<td>$24,274</td>
<td>$24,579</td>
<td>$24,890</td>
<td>$25,217</td>
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<td>Taxes and Insurance</td>
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<td>$18,494</td>
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<td>$21,378</td>
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<td>$22,682</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td>$173,038</td>
<td>$185,006</td>
<td>$188,587</td>
<td>$191,455</td>
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<td>$201,042</td>
<td>$204,592</td>
<td>$208,281</td>
<td>$202,889</td>
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### Capital Reserves

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<tr>
<th>Description</th>
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<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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</thead>
</table>

### NOI Before Debt Service

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOI Before Debt Service</td>
<td>$186,267</td>
<td>$223,793</td>
<td>$225,010</td>
<td>$226,107</td>
<td>$227,071</td>
<td>$227,859</td>
<td>$228,562</td>
<td>$229,068</td>
<td>$229,262</td>
<td>$229,641</td>
</tr>
</tbody>
</table>

### Debt Service

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Loan</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
</tr>
<tr>
<td>Total Debt Service</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
<td>$1,947</td>
</tr>
</tbody>
</table>

### Total Net Expense

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Net Expense</td>
<td>$238,220</td>
<td>$278,833</td>
<td>$285,556</td>
<td>$293,481</td>
<td>$291,296</td>
<td>$290,420</td>
<td>$287,908</td>
<td>$285,398</td>
<td>$284,208</td>
<td>$283,915</td>
</tr>
</tbody>
</table>

### % of Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Income</td>
<td>53.1%</td>
<td>49.6%</td>
<td>45.5%</td>
<td>42.5%</td>
<td>40.0%</td>
<td>38.8%</td>
<td>37.3%</td>
<td>36.1%</td>
<td>35.0%</td>
<td>34.0%</td>
</tr>
</tbody>
</table>

### Net Operating Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Operating Income</td>
<td>$184,280</td>
<td>$221,849</td>
<td>$229,668</td>
<td>$226,197</td>
<td>$228,562</td>
<td>$228,668</td>
<td>$226,208</td>
<td>$219,923</td>
<td>$227,912</td>
<td>$227,994</td>
</tr>
</tbody>
</table>

### % of Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Income</td>
<td>96.9%</td>
<td>95.5%</td>
<td>94.5%</td>
<td>93.7%</td>
<td>93.9%</td>
<td>94.1%</td>
<td>94.5%</td>
<td>95.0%</td>
<td>95.6%</td>
<td>96.1%</td>
</tr>
</tbody>
</table>

**Notes:**
Assumes full tax exemption based on 501c3 status beginning in year one.
## Revenue Sources and Expense Detail

<table>
<thead>
<tr>
<th>Rent Roll</th>
<th>Monthly</th>
<th>Annually</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chihaya CDC</td>
<td>$6,500</td>
<td>$78,000</td>
<td>$79,000</td>
<td>79,560</td>
<td>81,151</td>
<td>82,774</td>
<td>84,330</td>
<td>86,118</td>
<td>87,841</td>
<td>89,517</td>
<td>91,219</td>
<td>93,217</td>
</tr>
<tr>
<td>DRUM</td>
<td>$5,513</td>
<td>$66,196</td>
<td>$66,156</td>
<td>67,479</td>
<td>68,829</td>
<td>70,205</td>
<td>71,599</td>
<td>73,042</td>
<td>74,502</td>
<td>75,992</td>
<td>77,512</td>
<td>79,063</td>
</tr>
<tr>
<td>SAYAI</td>
<td>$5,000</td>
<td>$60,000</td>
<td>$60,000</td>
<td>61,200</td>
<td>62,424</td>
<td>63,672</td>
<td>64,946</td>
<td>66,245</td>
<td>67,570</td>
<td>68,921</td>
<td>70,300</td>
<td>71,706</td>
</tr>
<tr>
<td>Indie Home</td>
<td>$1,000</td>
<td>$12,000</td>
<td>$12,000</td>
<td>12,240</td>
<td>12,465</td>
<td>12,734</td>
<td>12,989</td>
<td>13,249</td>
<td>13,514</td>
<td>13,784</td>
<td>14,060</td>
<td>14,341</td>
</tr>
<tr>
<td>Additional tenant TBD</td>
<td>$5,000</td>
<td>$60,000</td>
<td>$60,000</td>
<td>61,200</td>
<td>62,424</td>
<td>63,672</td>
<td>64,946</td>
<td>66,245</td>
<td>67,570</td>
<td>68,921</td>
<td>70,300</td>
<td>71,706</td>
</tr>
<tr>
<td><strong>Total Rental Income</strong></td>
<td>$231,015</td>
<td>$276,156</td>
<td>$276,156</td>
<td>$281,679</td>
<td>$287,513</td>
<td>$293,059</td>
<td>$298,920</td>
<td>$304,899</td>
<td>$310,957</td>
<td>$317,216</td>
<td>$323,561</td>
<td>$330,032</td>
</tr>
</tbody>
</table>

### Other Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Space Rental</td>
<td>$6,000</td>
</tr>
<tr>
<td>Parking Rental</td>
<td>$3,000</td>
</tr>
<tr>
<td>Retail</td>
<td>$2,000</td>
</tr>
<tr>
<td><strong>Total Other Revenue</strong></td>
<td>$112,000</td>
</tr>
</tbody>
</table>

### Effective Gross Rent

<table>
<thead>
<tr>
<th>Source</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>$44,015</td>
</tr>
<tr>
<td><strong>Total Administration</strong></td>
<td>$106,060</td>
</tr>
<tr>
<td>Utilities</td>
<td>$16,560</td>
</tr>
<tr>
<td>Maintenance and Operations</td>
<td>$14,400</td>
</tr>
<tr>
<td><strong>Total Maintenance</strong></td>
<td>$22,400</td>
</tr>
<tr>
<td>Taxes, Insurance, Fringe</td>
<td>$3,024</td>
</tr>
<tr>
<td><strong>Total Taxes and Insurance</strong></td>
<td>$17,904</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSE</strong></td>
<td>$167,026</td>
</tr>
</tbody>
</table>

---

* Annual Increase

** $2000/mo in summer, $3000/mo in winter.
VII. Letters Of Support & Interest

February 26, 2013

Seema Agnani
Executive Director
Chhaya Community Development Corporation
37-43 77th Street, 2nd Floor
Jackson Heights, NY 11372

Re: South Asian Community Home Project (71-17 Roosevelt Avenue, Queens, NY)

Dear Seema,

M&T Bank is clearly interested in providing differing levels of financing toward the acquisition and development of the South Asian Community Home ("Project") to be administered by Chhaya Community Development Corporation ("Chhaya").

Thank you for providing details on the Project, the Project budget and operating proforma. As you know, we are interested in working further with Chhaya to provide a portion or all of the Project’s required financing. M&T Bank’s Community Reinvestment Unit will consider financing $1MM for this project. Further details including fees, terms, and timeline may be established as the Project progresses.

Lastly, this letter creates no binding legal obligation between us and Chhaya or any other party and is meant only to provide an acknowledgement of the current strength of the Project and confirmation of our good faith intention to work with Chhaya towards the Project’s completion.

We wish you much luck, and we are eager to work with you going forward. Do not hesitate to call with any questions or if you need any additional information.

Sincerely,

Steven Flax

February 28, 2013

Seema Agnani
Executive Director
Chhaya Community Development Corporation
37-43 77th Street, 2nd Floor
Jackson Heights, NY 11372

Re: Acknowledgement of interest in 71-17 Roosevelt Avenue

Dear Seema,

I am writing to confirm that you and your staff at Chhaya Community Development Corporation ("Chhaya") have demonstrated a serious interest in a property in which we, Eastern Consolidated, as licensed real estate brokers, represent the sellers located at 71-17 Roosevelt Avenue. The property has been listed for $7,000,000 and we expect to begin discussing details of a possible acquisition as soon as we receive an offer from Chhaya. This letter represents a good faith acknowledgement that Chhaya has been actively working with Eastern Consolidated and has made numerous visits to the site. In no way does this letter create a legally binding relationship between Eastern Consolidated, the property owner, and/or Chhaya.

Best,

Peter Taikoff
Chief Financial Officer
Eastern Consolidated
February 19, 2013

Seema Agnani
Executive Director
Chhaya Community Development Corporation
37-41 77th Street, 2nd Floor
Jackson Heights, NY 11372

Re: proposed nonprofit multi-tenant community center

Dear Seema,

This will confirm our interest in pursuing negotiations for tenancy in the proposed nonprofit multi-tenant community center (the “Center”) in Jackson Heights, New York currently in the early stages of development by Chhaya Community Development Corporation (“Chhaya”). Based on early discussions there appears to be no conflict between our space requirements, development budget, financial capacity and timing and Chhaya’s proposed site and development goals for the Center at 71-17 Roosevelt Avenue.

We look forward to continuing our collaboration to make this project a reality in the near future. Nothing in this letter is intended to create any rights or obligations on the part of either Chhaya or LEESPCU.

Sincerely,

LOWER EAST SIDE PEOPLE’S FEDERAL CREDIT UNION

By:

Linda Levy, Chief Executive Officer

---

Memorial Sloan-Kettering Cancer Center

Immigrant Health & Cancer Disparities Service

February 27, 2013

Seema Agnani
Executive Director
Chhaya CDC
38-48 77th Street, 2nd Floor
Jackson Heights, NY 11372

The South Asian Health Initiative (SAHI) is pleased to provide its support for the development of the South Asian Community Center.

SAHI was formed in response to the growing numbers of South Asian immigrants in the United States and their particular health needs. SAHI facilitates the delivery of linguistically, culturally, and epidemiologically sensitive health care services to South Asian communities. We regularly hold health camps within the community offering free health screenings (blood pressure, glucose, and cholesterol), health education and counseling, and referrals to free and low-cost health providers, insurance and other social services.

The proposed community center will provide a safe, accessible, multigenerational space to provide these and other comprehensive services to South Asians in NYC.

SAHI is eager to continue building its relationship with Chhaya CDC to achieve the mission of the proposed South Asian Community Center. We look forward to contributing towards the development of the Community Center by—

• Sharing information such as annual reports, newsletters, social media, website content, and event schedules with Chhaya and other core partners to develop the inter-organizational knowledge and relationships needed to build a strong culture of cooperation leading to collaboration;
• Providing constructive feedback and supportive connections to resources as opportunities arise;
• Participating in meetings, being a member of the advisory committee, and reviewing materials and providing prompt feedback or information;

We strongly feel that the presence of a South Asian Community Center will be pivotal in promoting the health and well-being of this vibrant NYC population.

Best Regards,

Francesca Gany, MD, MS.

300 East 66 Street, 15th Floor | New York, NY 10065
Phone: (646) 888-4240 | Fax: (646) 888-4491
E-mail: ganyf@mskcc.org
NCl-designated Comprehensive Cancer Center
Commitment to Improve
the Quality of Life

Vasundhara Kalsi sad
Executive Director
India Home
P.O. Box 40263
Glen Oaks, NY 11040
February 16, 2013

Seema Agrani
Executive Director
Chhaya CDC
18-47 7th Street, 7th Floor
Jackson Heights, NY 11372

Re: South Asian Community Center Letter of Intent

Dear Seema Agrani,

As a principal partner in the development of the South Asian Community Center (herein the “Community Center” or “Center”), I am writing to conﬁrm the support and commitment to participate in the development of this project of India Home. Based on the proposal provided to date and the underlying business model demonstrating ﬁnancial feasibility including the project budget, timeline and work plan, India Home is excited to provide this letter demonstrating its willingness to become a participant and tenant in the proposed Center.

Senior healthcare professionals founded India Home Inc. (“India Home”) in response to a void in services for seniors of Indian origin. India Home is a facility open to any senior citizen with the hope of creating a special place for senior citizens of South Asian descent to foster Indian values. Committed to partnerships with like-minded institutions and individuals, India Home has a passion for excellence and sustained growth. By making a difference in the quality of life of seniors in a culturally sensitive environment, India Home works to bring about holistic change in senior care.

The seniors of our community have long needed a space for events and activities. The proposed Center will provide just that: a safe, accessible, multipurpose space to provide more comprehensive services to South Asians in NYC, one that celebrates the diversity amongst South Asian cultures, and builds power and unity in an engaged, fulﬁlled community.

The purpose of this letter is to create a basis for an ongoing dialogue and discussion that enables the signatories to this letter of intent (collectively, the “Parties”) to reach a point in the future for the negotiation and execution of a lease for workspace in the Center facility, including a clear statement of the expected lease rates and related occupancy costs for the space and services to be provided. Additionally, this letter will set the grounds for the Center’s development process and shared governance structure.

P.O. Box 40263, Glen Oaks, NY 11040 • Phone: (917) 288-7600 • Fax: (718) 425-0991
Website: www.indiahome.org • Tax ID: 30-0749901

While this letter of intent does not constitute a legally binding agreement, this letter does evidence the Parties’ good faith intent to proceed on the following general terms and conditions, which include but are not limited to:

1. The Parties will continue to develop an understanding of each organization’s mission, operations and client base to understand the spatial needs, typical activity, and calendar of events to develop an operating model for the Center.

2. The Parties will share information such as annual reports, newsletters, social media, website content, and event schedules with each other and other core partners to develop the inter-organizational knowledge and relationships needed to build a strong culture of cooperation leading to collaboration.

3. No Party shall at any time (i) use for the benefit of such Party or any other person, firm, partnership, joint venture, association, corporation or other business organization (“Person”); or (ii) disclose to any Person any non-public, proprietary or conﬁdential information obtained by such Party in connection with the development of the Center without the prior written authorization of the other Party.

4. Chhaya Community Development Corporation (“Chhaya”) will:
   a. List India Home as one of the future potential occupants of the Center as part of the case statement for funding the Center. This will include information about the organization, its clients and programs as well as the projected impact the Center will likely have on its mission and clients.
   b. Invite India Home to be a participant or sponsor in fundraising activities to support the Community Center project.
   c. Notify and invite India Home to all public, review sessions and presentations to the City planning commission, City Council or other governing bodies to provide supportive voice and comments to the Community Center project. Throughout the design review process, Chhaya will diligently seek at necessary permits and approvals for the project from all relevant government agencies.

5. India Home will:
   a. Monitor the Center project communications and provide constructive feedback and supportive connections to people or organizations as opportunities arise. This includes sharing the vision and status of the project with clients, donors or others as appropriate to the activities of your organization.
   b. Identify donors and key financial contacts to participate in the planning/feasibility study for the Center and introduce Chhaya to those individuals; provided, however, that the allocation and use of any funds raised on behalf of the Center shall be subject to the provisions of a joint development plan to be entered into among the Parties.

c. Designate contact person(s) to be responsible for representing India Home in conversations with Chhaya and their professional partners. Duties include:

   i. Being a member of the advisory committee;

   ii. Address • Phone: 505.500.1723 • E-mail address

Dr. Rishan Daya
President
Dr. Anuradha Divak
Director
Ms. Kireet Bhatnagar
Secretary

Dr. Anuradha Divak
Treasurer
Dr. Suresh Ram
Vice President
Ms. Pooja Arora
Executive Director

Ms. Anu Khosla
Ms. Kirtana Singh
Ms. Yaya Bakhtawar
Ms. Meher Ramesh
ii. Attending meetings (as scheduled);
iii. Reviewing materials and providing prompt feedback or information;
iv. Raising questions and providing input on behalf of India Home to the advisory committee and Chhaya leadership;
v. Participating in the design review with the architect (as scheduled); and
vi. Participating in all other necessary components of project.

6. India Home will pay ______ $5,000 ______ on a monthly basis toward the Center’s operating costs in the form of rent.

7. This letter of intent may be terminated by either Party by providing 30 days written notice to the contact of the other Party at the address listed below.

8. This letter of intent may be amended by the Parties only by mutual written agreement.

9. The Parties agree that this non-binding letter of intent is only a summary of the current intentions with respect to the cooperative activities that may lead to a lease and does not create any legal rights or obligations on behalf of either Party.

10. The Parties and Development Committee will make a good faith effort to develop the Center. Subject to Section 5.c. above, Chhaya will seek financing for the construction and operation of the building through grants and fundraising under its status as a non-member, non-profit, tax-exempt entity organized under section 501 of the Non-Proft Corporation Law.

Regards,

[Signature]

Vasundhara Kalanapudi, Executive Director
February 25, 2013
Seena Agnani
Executive Director
Chhaya CDC
38-43 77th Street, 2nd Floor
Jackson Heights, NY 11372

Re: South Asian Community Center Letter of Intent

As a partner in the development of the South Asian Community Center (herein the “Community Center” or “Center”), I am writing to confirm Turning Point for Women and Families (“Turning Point”) support and commitment to the project and its interest in implementing programs at the site upon its development based on the proposals provided to utilize the proposed South Asian Community Center.

Turning Point is the first and the only organization in New York City that directly addresses domestic violence in the Muslim community and offers culturally and linguistically competent services to Muslim women, girls and children. We believe in the inherent strength of women and girls and provide a culturally and religiously sensitive environment which supports women who have been targets of violence to become their own best advocates and agents of community change. In a safe and nurturing environment, Turning Point helps women empower themselves and transform their lives as well as those of their children. In partnership with public, private and religious institutions, Turning Point also aims at mentoring a new generation of social workers trained to address the unique needs of the Muslim community.

The proposed community center will provide just that: a safe, accessible, multigenerational space to provide comprehensive services to South Asians in NYC that celebrates the diversity amongst South Asian cultures, and builds power and unity to an engaged, fulfilled community.

While this letter of intent does not constitute a legally binding agreement, this letter does evidence the parties’ good faith intent to proceed on the following general terms and conditions, which include but are not limited to:

1. The parties will continue to develop an understanding of each organization’s mission, operations and client base to understand the spatial needs, typical activity, and calendar of events to develop an operating model for the Center.
2. The parties will share information such as annual reports, newsletters, social media, website content, and event schedules with Chhaya and other core partners to develop the inter-organizational knowledge and relationships needed to build a strong culture of cooperation leading to collaboration.

3. Chhaya and/or the newly created Community Center legal entity will:
   a. List Turning Point for Women and Families as a partner as part of the case statement for funding the Center. This will include information about the organization, its clients and programs as well as the projected impact the Center will likely have on its mission and clients.
   b. Invite the core partners and tenant to be a participant or sponsor in fundraising activities to support the Community Center project.
4. Notify and invite Turning Point for Women and Families to all public review sessions and presentations to provide supportive voice and comments to the Community Center project.

Turning Point for Women and Families agrees, to the best of its ability, to:

a. Monitor the Community Center project communications and provide constructive feedback and supportive connections to people or organizations as opportunities arise.
   b. Designate contact person(s) to be responsible for representing or TURNING POINT FOR WOMEN AND FAMILIES’ conversations with Chhaya and their professional partners.

Duties include:
   i. Being a member of the advisory committee;
   ii. Attending meetings, (as scheduled);
   iii. Providing feedback or information;

5. Turning Point for Women and Families is willing to pay designated fees and/or rent towards the use of the Center’s common spaces.

6. This letter of intent may be terminated by either party by providing 30 days written notice to the contact at the address listed.

7. This letter of intent may be amended by the parties by written agreement as an addendum to this agreement. Such addendum shall be signed by representatives of each party.

8. The parties agree that this letter of intent is only a summary of the current intentions with respect to the cooperative activities that may lead to a lease and does not create any legal obligations.

9. Chhaya will make a good faith effort to develop the Center. Chhaya will seek financing for the construction and operation of the building through grants and fundraising under its status as a non-member, non-profit entity organized under Federal statutes 501(c)(3).

Regards,

[Signature]

ROBINA NIAZ, Executive Director

[Signature]

PATRICIA A. JOYCE, Board Member

Turning Point for Women and Families PO Box 670086 Flatbush NY 11367
Tel 718-837-9400 Fax 718-837-1449 Email info@turningpoint-nyc.org www.turningpoint-nyc.org