

Application for Federal Assistance SF-424

Version 02

*** 1. Type of Submission:**

- Preapplication
- Application
- Changed/Corrected Application

*** 2. Type of Application:**

- New
- Continuation
- Revision

*** If Revision, select appropriate letter(s):**

*** Other (Specify)**

*** 3. Date Received:**

03/28/2007

4. Applicant Identifier:

5a. Federal Entity Identifier:

*** 5b. Federal Award Identifier:**

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

*** a. Legal Name:** The Silvercrest Center for Nursing and Rehabilitation

*** b. Employer/Taxpayer Identification Number (EIN/TIN):**

11-2925535

*** c. Organizational DUNS:**

d. Address:

*** Street1:**

144-45 87 Avenue

Street2:

*** City:**

Briarwood

County:

*** State:**

NY: New York

Province:

*** Country:**

USA: UNITED STATES

*** Zip / Postal Code:**

11435

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Mr.

*** First Name:** Cosmo

Middle Name: J.

*** Last Name:** LaCosta

Suffix:

FACHE

Title: Senior Vice President and Administrator

Organizational Affiliation:

*** Telephone Number:**

Fax Number:

718-480-4028

*** Email:**

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9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

US Department of Housing and Urban Development

11. Catalog of Federal Domestic Assistance Number:

14.157

CFDA Title:

Supportive Housing for the Elderly

*** 12. Funding Opportunity Number:**

FR-5078-N-01

* Title:

Section 202 Demonstration Pre-Development Grant Program

13. Competition Identification Number:

202DEMO-01

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Queens Community Board #8, Queens, NY

*** 15. Descriptive Title of Applicant's Project:**

Request for Pre-Development Grant of \$396,000 to expedite development of HUD Section 202 Project consisting of 81 DUs of supportive housing for the elderly.

Attach supporting documents as specified in agency instructions.

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16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

| | |
|---------------------|---|
| * a. Federal | <input type="text" value="396,000.00"/> |
| * b. Applicant | <input type="text" value="0.00"/> |
| * c. State | <input type="text" value="0.00"/> |
| * d. Local | <input type="text" value="0.00"/> |
| * e. Other | <input type="text" value="0.00"/> |
| * f. Program Income | <input type="text" value="243,000.00"/> |
| * g. TOTAL | <input type="text" value="639,000.00"/> |

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)**

- Yes
- No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

**** I AGREE**

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Authorized for Local Reproduction

Standard Form 424 (Revised 10/2005)
Prescribed by OMB Circular A-102

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*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

[Empty text input field]

Attachments

AdditionalCongressionalDistricts

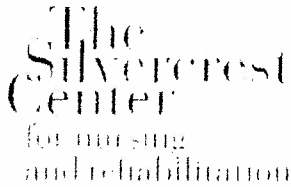
File Name

Mime Type

AdditionalProjectTitle

File Name

Mime Type



144-45 87 Avenue
Briarwood, NY 11435
Tel 718.480.4025
Fax 718.480.4028
clacosta@nyp.org

Cosmo J. LaCosta, FACHE
Senior Vice President
Administrator

Giving Quality to Life

March 28, 2007

Deborah VanAmerongen, Director
U.S. Department of Housing and Urban Development
HUD New York Multifamily HUB
Jacob K. Javits Federal Building
26 Federal Plaza
New York, New York 10278-0068

RE: Silvercrest Senior Housing Project
DUNS [REDACTED] Project # 012-EE349/NY36-S061-005

Dear Ms. VanAmerongen:

On behalf of The Silvercrest Center for Nursing and Rehabilitation, I am pleased to submit our proposal for assistance in the amount of \$396,000 from the Section 202 Demonstration Pre-Development Grant Program for the above referenced project, an 81 unit building to be located on our campus in Briarwood/Jamaica, Queens.

Our Board of Trustees and the staff of Silvercrest are excited and committed to the project. With the federal and state cuts in healthcare, we greatly appreciate the opportunity to have working capital during the critical predevelopment period. With HUD's Section 202 Demonstration Pre-Development Grant Program, we will be able to more aggressively pursue the development schedule detailed in the application.

The timely completion of the Silvercrest Senior Housing Project will provide greater housing opportunities of the underserved elderly populations, and in particular, will benefit a community with a chronic shortage of affordable housing for the elderly.

We look forward to receiving this pre-development grant working with you and your wonderful team at HUD New York Multifamily HUB to bring this project to an initial close as quickly as possible. If you have any questions, please contact me at 718-480-4025.

Sincerely,

Cosmo J. LaCosta, FACHE
Senior Vice President and Administrator

CJL/ift



Exhibit 4: Proposed Pre-Development Activities and Budget

All line item cost details provided below are based on contract amounts already committed or on the most recent costs incurred for comparable professional services on current Section 202 projects approved by HUD New York Multifamily HUB. Should the actual amount of any of the costs listed above turn out to be less than the estimate provided above, the lower actual costs will be recognized as the basis for final cost reconciliation of this grant as may be required by HUD.

As per the terms of this NOFA, it is anticipated that all predevelopment costs listed below (some of which may have been incurred by the Sponsor while this grant application is pending) will be expended within 18 months of the award of the Section 202 Capital Fund Reservation (11/03/2006).

Budget Line Items

f. Contractual (Housing Consultant) **\$10,700**

Coordination of development team members and acceleration of their work products throughout 18-month predevelopment period. Assistance in preparing progress reporting required as part of the Section 202 Demonstration Planning Grant. (20% of Housing Consultant Fee)

g. Construction

1. Administration and legal expenses **\$25,300**

Legal work required in formation of new single-purpose Owner/Borrower Corporation obtaining City/State approval of the entity and secured Federal IRS approval of the 501(c)3 designation. (63% of legal fee).

2. Land, structures, rights of way, appraisal, etc. **\$13,000**

Preparation of HUD-mandated land appraisal based on highest and best use of site as Section 202 Supportive Housing for the Elderly and apportionment of land value between the residential and non-residential components of the project. Settlement of sewer easement on property.

4. Architectural and engineering fees **\$314,500**

Preparation of preliminary plans, design development drawings and working drawings, including coordination of Structural, Mechanical and HVAC engineering work required to produce 90% progress plans and specifications suitable for GC use in pricing and value engineering as necessary. (63% of total architecture/engineering fee)

5. Other Architectural and engineering fees **\$22,000**

Preparation of certified land survey as per HUD and ALTA 1999 requirements and preparation of boring logs and report analyzing

bearing capacity of soils based upon on-site soil borings and investigations and laboratory analysis of soil samples.

12. Miscellaneous

\$8,000

Environmental assessment of site suitability for the proposed development, including evaluation of any historical and/or archaeological interest, analysis of prior uses and potential for soil and/or water table contamination, investigation of any hazardous or toxic materials, asbestos-containing materials and certification of absence of same prior to commencement of construction, as well as evaluation of the site's ambient noise level and the need for additional sound noise attenuation measures to be incorporated into the construction. Also included in this budget line is the fee for the HUD-mandated construction Cost Estimate, which is an integral part of the Firm Commitment submission.

h. Other (Direct Costs)

\$2,500

Approval of new Owner Borrower entity as an IRS 501(c)3 organization, including all required filings fees and document recording costs.

Total Pre-Development Funding Assistance Requested

\$396,000

Exhibit 5: Narrative Demonstrating Need for Pre-Development Funding

Critical Timeframe -Initial 12 Months

The accompanying Project Development Schedule provides the overall timeline context for the entire development history of the project from initial Section 202 Capital Advance Award (November 2006) through the Final Closing (projected for May of 2010). As per the terms of our Section 202 Award, however, the most important time period is the initial 18 months, during which we must move the project to Initial Construction Closing.

For purposes of this application, however, the most relevant timeframe is the 12 month period (essentially calendar year 2007) during which we must prepare the Firm Commitment application for submission to the local HUD Multifamily HUB. During these 12 months all of the most important critical path predevelopment tasks (quantified in the Detailed Budget and described in its accompanying narrative) must be accomplished. It is the costs associated with these tasks for which we require the \$396,000 Demonstration Pre-Development Grant requested in this application.

Critical Path Development Schedule

The ultimate outcome of the predevelopment process described following should enable us to submit the Firm Commitment application before the end of February 2008 as indicated on the Project Development Schedule. Assuming no major obstacles occur during the internal HUD processing of the application, this would ensure that we would be in position to reach Initial Construction Closing by May 25, 2007, within 18 months of the project's Capital Advance Award.

Certain tasks must precede others in the course of putting together a construction project (e.g., an accurate topographical survey of the site must be completed before the architect can accurately locate the elevations of the building foundations). Therefore, the concept of identifying the "critical path" schedule for the timely completion of the overall project (comprising those critical tasks and the dates on which they must be completed) has great applicability to the management of development projects such as that described in this application. While not as elaborate as many models used by Construction Management firms, the attached Project Development Schedule serves the same purpose.

The left hand column of the schedule details some 31 milestones to be achieved in the course of completing the project. From top to bottom, they are listed, with few exceptions, in the order in which they must be accomplished in order to accomplish the ultimate goal (completion of the project) in the least amount of overall time required. The top row of the schedule indicates, both in real calendar dates and in elapsed # of months since the Section 202 Capital Advance was awarded, the timeline along which the progress of the project can be measured.

With the exception of the acquisition of the site (which is a prerequisite to applying for a Section 202 Capital Advance) work could not begin in earnest on any of the tasks described until HUD

funding was committed. Although the Sponsor had been engaged in planning in concept for quite some time prior to securing HUD funding, it was not until these funds were in place that the project became "real." Thus, a baseline date of November , 2006 has been established for overall monitoring purposes.

Critical Predevelopment Tasks

Note: The following narrative is keyed to the critical path tasks listed in the attached Project Development Schedule. The discussion of each task parallels the order in which it appears on the schedule and the order in which it is integrated into the overall plan for tracking the progress of the predevelopment process. Furthermore, the cost of each task described is delineated in the Detailed Budget (provided in Exhibit 4 of this application). The availability of the amount of working capital requested in this grant will be critical to our ability to provide the financial incentives to the professional development team to adhere as closely as possible to the schedule of tasks outlined below.

At the outset of any Section 202 project, certain tasks are mandated by HUD to be initiated immediately (within the first 30 days following the official notification of the funding award). The requirement that the Capital Advance recipient initiate these tasks early on is based in part on the HUD handbook requirements. But, it is also necessary in order to lay the groundwork for subsequent steps in the predevelopment process. These tasks include:

- The commissioning of an Appraisal (which must be performed by a certified licensed appraiser familiar with the HUD protocols for estimating land values). The establishment of a fair value (subject to HUD review and approval) for the land underlying the proposed project fixes one of the critical variables in the underwriting of a Section 202 mortgage. As per the HUD underwriting handbook, the land value is factored into the Cost Not Attributable (CNA) and Site Not Attributable (SNA) adjustments to the Statutory mortgage limits in arriving at the maximum mortgage permitted for any given project financed or insured by HUD or FHA. Although many other factors are taken into account in arriving at the maximum mortgage, it cannot be finalized until the appraised value of the land is established. It is, in effect a necessary but not sufficient prerequisite to establishing the overall project budget, which among other things, establishes the maximum construction budget that can be accommodated. This, of course, informs the architects design decisions as to various features of the building that may have significant budgetary impacts.
- The Formation of an Owner Corporation by the project attorney. This single-purpose entity will act as the Borrower for the Capital Advance mortgage and will be the legal entity responsible for maintaining the project in compliance with all applicable HUD rules and regulations for the duration of the 40 year Section 202 Regulatory Agreement. The long lead time required for this task has to do less with building-specific issues than it does with the unpredictable nature of the subsequent governmental approval process through which the incorporation documents must pass. Specifically, in the case of this project, the not-for-profit Owner Corporation must be approved by all three levels of government, City, State and Federal, prior to the submission of the Firm Commitment. This process includes the City and State approval of the form of the corporate entity as

well as its members. Subsequent to this, a formal application must be submitted to the Federal Internal Revenue Service (IRS) for designation of the new corporation as a tax-exempt 501(c)3 entity. Since these approvals must be pursued consecutively (not simultaneously) at each of the three levels of government, this process often requires the longest lead time of any other task in the predevelopment period.

Other critical path tasks identified on the Project Development Schedule as warranting the earliest possible start are given priority status by virtue of their prerequisite relationship to other tasks within the overall design process:

- Commissioning a Topographical Survey in accordance with the latest HUD handbook regulations and the most current American Land Title Association (ALTA) and American Congress on Surveying and Mapping (ACSM) standards. The timely production of an accurate topographical land survey for the proposed site is vital to every subsequent step in the design process. Not only does the survey establish the metes and bounds within which the architect must locate the building in accordance with local zoning requirements, but it also provides vital information about other physical features (slope of the land, location of sewer and utility lines, encroachments into the site by adjacent buildings or fences, etc.) that might affect many basic design features of the proposed building. An architect proceeds at his/her own peril in designing a building for a site for which the most current, accurate survey has been provided. A site that may appear to the naked eye to be rectangular and flat may have asymmetrical features that will unduly complicate the layout of an efficient building configuration and/or lead either to subsequent redesign or unnecessary additional construction costs if not revealed in a timely manner.
- Obtaining an accurate set of Soil Borings and drilling logs. The quantification and analysis of the weight bearing capacity of the indigenous soil and the depth and extent of any natural subsurface features that may impede excavation and construction on the proposed site can only be achieved through physically drilling deep boring holes and taking soil samples on the site. Per force, some preliminary architectural design work must be completed prior to performing the borings because drilling is expensive, and the specific location at which the holes must be drilled must be determined by the architect based where the "footprint" of the proposed structure will be located on the site. Especially on the Silvercrest campus, where the geology includes prominent rock outcroppings and subsurface ledges, the importance of completing the soil borings before proceeding with design development cannot be overstated. Unexpected subsurface soil conditions (rock, water, peat, contamination, etc.) can require redesign during the initial phase of excavation and foundation construction and add unnecessary construction costs if not revealed at the very beginning of the design process.
- Completing remaining Environmental investigations. Although the initial Fund Reservation application included a Phase I Environmental Site Assessment, which was approved by HUD as part of the application review process, construction-related environmental issues must still be addressed prior to advancing the design process. For instance, New York City regulations may require that the site have a noise study performed that will provide baseline noise measurements at the dB(A) scale. An environmental consultant would have to be engaged to record noise measurements throughout the day to document noise levels measurements within the site area. The

analysis of this data will detail how the levels compare to the New York City recommended standards for residential buildings and what if any additional noise attenuation measures may be required as part of the building design. Design solutions may include changes in building fenestration and/or alternative HVAC systems, either of which may substantially affect the look of the building and the cost of its construction.

- Developing Preliminary Architectural Plans. Advancing the preliminary architectural plans, on which the initial Section 202 project application was based, through the Design Development stage must be accelerated if we are to meet the 18 month deadline for the initial construction closing. First, any substantial changes to the preliminary architectural plans must be developed in concert with the Sponsors and approved by HUD. At this stage all the basic decisions about the overall design of the building should be made (entry configuration, facade treatments, interior and exterior amenities, public/private spaces, circulation, accessibility, security, management and support service office location and layouts, wall and floor finishes, etc.). Equally important, individual Dwelling Units should be designed to as great a degree of detail as possible with an eye toward the special characteristics of the elderly and their evolving needs as they age in place.

Once this stage of design development is reached, the critical path evaluation is driven, to some extent, by working backwards from the 18 month initial closing deadline imposed by the Section 202 Capital Advance. Since the internal HUD processing time for the Firm Commitment and the preparations for the Initial Closing are relatively fixed time periods, our main opportunities for compressing the predevelopment schedule are to be found in the design and construction cost estimation processes, which are described below:

- Selecting a General Contractor. Once approval of the revised preliminary plans has been obtained, the Sponsors, Architect and Housing Consultant can use these plans as the basis on which to discuss the project, its scope and its complexities with potential General Contractors. This process usually involves soliciting comments on the plans by the GCs and face to face interviews to determine their qualifications and capacity to undertake the project and meet all relevant requirements of both HUD and the Sponsors. Once the GC firm is selected it becomes an integral part of the development team and contributes valuable input to the design process, informing the architect's decisions on the innumerable details that go into the Working Drawings and Specifications that eventually become part of the formal construction contract pursuant to which the project will actually be built.
- Advancing Final Architectural/Engineering Plans. Even as the GC selection process is under way design work can be advanced to the Working Drawings stage. Working Drawings, include all the design details discussed above, as well as complete and coordinated engineering plans for the building's structure and all its operating systems (mechanical electrical, heating, ventilation and cooling). These plans, together with the Specifications books that provide many of the crucial details that supplement and augment the information provided in the architects drawings, must be approximately 90% complete before they can be distributed to the General Contractor for pricing.
- Pricing by GC and Value Engineering. Approximately a month must then be allowed for the GC to obtain firm price quotes from the numerous subcontractors involved and to put together the overall cost estimate (form HUD 92328), an integral part of the Firm

Commitment. As indicated in the Project Development Schedule, however, additional time must also be allowed for subsequent discussion of the inevitable list of alternates and additions submitted by the GC as qualifications to the proposed contract price. The GC's proposed price will be evaluated by the Sponsors and the development team, specifically, comparison will be made with the estimate provided by the Owner's independent Cost Estimator. Based on this evaluation, subsequent negotiations and a Value Engineering Review may be necessary in order to arrive at a price that is acceptable to all and that will be deemed feasible by HUD as part of its Firm Commitment underwriting review. The GC's final cost proposal (form HUD 92328), together with the final plans and specifications and the AIA construction contract and riders are collectively referred to as the construction documents.

- Preparation and Submission of Firm Commitment. While the Architect, GC and Cost Estimator are fully engaged with the fine details of the working drawings, specifications, scope of work qualifications, and cost estimate, the Housing Consultant will accelerate the preparation of the bulk of the 37 exhibits required for the Firm Commitment application. Once this is accomplished, it should only require a few additional days after the final construction contract price is negotiated, for the remaining half dozen Firm Commitment application exhibits to be finalized, reproduced and bound for submission to HUD. As indicated on the attached schedule, in order to allow sufficient lead time for this process to run most efficiently, it must be initiated virtually simultaneously with the finalization of the construction documents described above.

Plan for Monitoring Progress and Addressing Delays

The overall measure of the effectiveness of the development team in achieving the goals and objectives established for this project is the Logic Model (form HUD 96010), an updated copy of which is included with this application. The Logic Model takes into account how the proposed project supports HUD's Strategic Goals (such as promoting decent affordable housing, strengthening communities and promoting participation of grass-roots organizations) and Policy Priorities (like increasing rental opportunities or the elderly, improving the quality of life in our communities and encouraging accessible design). Progress on this level will be monitored by the periodic updating of the Logic Model as the project moves toward completion, initial occupancy and beyond.

On a more immediate nuts and bolts level, the Project Development Schedule can be used as a more effective measurement tool to assess not only the effectiveness of the development team in achieving important predevelopment milestones, but also the timeliness of this performance relative to the critical path leading to construction closing within 18 months as discussed above. In this context, the Project Development Schedule can be a most effective monitoring and management tool for assessing the effectiveness of the development team in making timely progress on the entire range of predevelopment tasks described.

As an indication of its commitment to moving this project to construction well within the 18-month Capital Advance deadline, the Sponsors have already begun a series of Project Progress Meetings (PPMs) involving the full development team on a regular basis. During the initial

phase, these meetings have been scheduled monthly, while we await the results of the survey and other site investigations described above. But, as we move into the next phase, involving further development of the preliminary design and detailed discussion of the implications of these decisions on other aspects of the overall project, the schedule will be accelerated to a weekly basis. To accommodate the busy schedules of the participants, the Sponsors will utilize the option of conducting these PPMs via conference call whenever architectural plan review or other face-to-face discussion is not a necessary part of the agenda.

The Agenda for each progress meeting will be constructed so as to parallel the list of critical path tasks listed on the Project Development Schedule (including a notation of the completion date required as per the schedule) and the priorities for discussion at each successive weekly meeting will be structured so as to track the progress of tasks discussed at the prior week's meeting. Individual team member's names will be listed next to each item on the agenda and they will be asked to make a report of progress on their items each week.

As per the Project Development Schedule, as each critical milestone date approaches, the discussion at each meeting will be directed to focus on the tasks most closely associated with the timely achievement of that milestone. The PPM process is such that, to the extent problems or impediments do arise, they will be identified sooner than they would be otherwise and a collective effort can be made to address them. This is a vast improvement over the usual process of individuals working on their own atomized piece of the project and only becoming aware of a potentially major scheduling problem when another team member sheepishly admits to having fallen behind on another related task..

In order to add more efficacy to the monitoring process described above, and to impose more discipline on the performance of the contracted members of the development team, the schedule of payments will be strictly coordinated with the achievement of the milestone tasks assigned to each member of the team. The offer of prompt payments at the completion of each task will provide a greater incentive to timely performance by all members of the team. The working capital fund represented by the Demonstration Planning Grant will allow the Sponsors to make maximum use of this incentive-based performance to ensure timely performance through the course of the predevelopment process.

The PPM system described above has been used successfully in other recent Section 202 projects and it has been shown to enhance the ability of the development team to stay on top of the overall progress of the project and to identify problematic issues as they arise. The simple fact of having a weekly meeting does not, in and of itself, solve every problem (impediments to progress will inevitably arise in the real world). But, the process does create an incentive for individual initiative on the part of members of the development team to anticipate potential problems and take steps between meetings to resolve them whenever possible. At the same time, the ongoing communication among all the members of the team increases the ability for shared solutions to be developed when problems do arise. This team building aspect of the process is also helpful insofar as it tends to create a greater sense of shared investment in the success of the project and its timely completion. When responsibility for all tasks is shared, the ability of the development team as a whole to effectively marshal all its resources to complete the project in a timely manner is maximized.

Exhibit 3: Narrative Demonstrating Need for Pre-Development Funding

The Silvercrest Center for Nursing and Rehabilitation, established in 1989, has a core business of not-for-profit skilled nursing services. Although we have operated successfully, recent trends and changes in federal and state budgeting have diminished healthcare operating margins. The healthcare delivery system in New York is beset with numerous challenges from reimbursement, to occupancy and escalating costs. We are one of the few fortunate not-for-profit nursing homes in New York State that operates with limited positive margin.

For 2007, there are proposed Federal and New York State healthcare cuts totaling over \$2.4 billion affecting hospitals and nursing homes. If these cuts hold, and there is every indication that they will, then The Silvercrest Center will face a budget shortfall of \$2.5 million. These healthcare cuts will limit our ability to meet many pre-development costs required to bring the Silvercrest Senior Housing Project to initial close.

Our mission of *Giving Quality to Life*, is well aligned with the efforts of the HUD Section 202 Program and we are committed to the project. Through the generosity of our architect and consultant, who have extensive experience with the HUD 202 Program, we have successfully developed a project that will greatly benefit the community and help address the chronic need for senior affordable housing. However, other necessary services such as surveyors, appraisers, attorneys, and mechanical engineers have required payment in a timely manner. Delays in payment will lead to delays in the project and overall greater costs to the project. The Pre-Development Grant will help us address these service needs and successfully come to initial close as soon as possible. Lack of assistance with funding these required services would be more costly in the long-run and delay or possibly deny more housing opportunities to very low income elderly or homeless elderly.

Complex Nature of the Project & Magnitude of Pre-Development Costs

As described in the cover letter to this application, this Section 202 project, the Silvercrest Senior Housing Project, is to be constructed on a previously undeveloped site on our campus. Since access for both construction, vehicular and pedestrian traffic as well as utility connections will have to be routed through the existing developed Silvercrest property, extensive additional design and legal work will be required to develop detailed solutions to the impediments presented. Formal approvals will have to be secured from HUD design and legal reviewers as well as the local government agencies and utility companies prior to the initial closing. Furthermore, since the site is sloped and rocky we anticipate that additional geotechnical analysis and architectural design work will be required to resolve the foundation and site planning issues presented by the terrain.

As indicated in the Detailed Budget (form HUD 424-CB) provided in Exhibit 3 of this application, it is anticipated that, with respect to the residential component of the project alone, we will incur some \$396,000 in pre-development costs in bringing this Section 202 project to Initial Closing. This is in addition to the substantial level of time, effort and financial resources that the Sponsor must simultaneously devote to the other aspects of the project, including but not limited to managing the development team, implementing additional capital fundraising efforts.

Limited Financial and Institutional Resources of the Nonprofit Sponsor

Like many other not-for-profit providers, with limited cash flow resources, we find it very difficult to dedicate large sums of money over the long gestation period required to bring a substantial capital project to completion in New York City. The fundamental problem facing Silvercrest is that we are committed to aggressively pursuing this supportive housing project as the need dictates and the opportunity arises to create synergies with our healthcare services and social services programs. However, this project could easily exceed our available working capital and staff resources especially in light of the current state of healthcare reimbursement and looming Federal and State healthcare cuts.. The Section 202 Demonstration Grant requested in this application will not cover all the pre-development costs we expect to incur, but it will reduce the scale of the challenge to one that we are confident we can manage within our own resources.

Once the additional working capital requested from HUD is in hand, we can push our development team to work as aggressively as possible on this project while our in-house staff will focus on the other equally essential tasks described above on a parallel track.

Accelerated Development Schedule Required by Section 202 Capital Advance

To some extent, the need for the working capital grant funds requested in this application became a critical issue only with the recent (and highly gratifying) award of our Section 202 Capital Advance. For the past several years, The Silvercrest Center has been engaged in upgrading our main facility's infrastructure to realize cost savings in the long run and to modernize equipment. Upgrades such as a cogeneration plant to produce our own electricity, implementing an electronic medical record system, and installing a water purification and softer system, have made the most compelling, efficient and economically feasible development of a true continuum of care to include supportive housing for the elderly. Silvercrest, along with its association with NewYork-Presbyterian Healthcare System and New York Hospital Queens, will be a great model for senior services.

With the success of our application and the added time pressure of the 18-month Capital Advance fund reservation, each step of the pre-development process for this project must now be accelerated and some tasks, that might otherwise be performed consecutively, will have to be pursued simultaneously in order to achieve a timely construction start. For example, site work like the topographical survey and the soil borings would normally be completed before the initial schematic plans would be developed into preliminary architectural design plans. In this case, in order to meet the construction start deadline, we have been compelled to accelerate the design process and ask the architect to proceed with the design work, making allowances for subsequent changes (as may be required based on information revealed in the survey and soil boring reports). Likewise, once the preliminary architectural design options have been vetted and approved by the Sponsor, structural, mechanical and HVAC engineering work will have to be initiated even as the architectural plans are finalized, even though subsequent design changes may complicate the coordination with the engineering plans.

The accelerated process described above will increase the pressure on the entire professional team to complete their individual tasks in a timely manner and coordinate closely with their colleagues in order to produce their deliverables within the tight time frame described in Exhibit 5 of this application. Our ability to impose this type of accelerated production schedule on our professional consultants is directly related to our ability to provide them with initial retainers and prompt payments at each step of the pre-development work schedule. In effect, we are asking them to put aside work that they would otherwise be performing for other paying clients in order to meet our production schedule. This requires that we be in a position to offer timely payments to encourage timely performance of each task required. This "carrot and stick" approach can only work when the nonprofit developer is in a position to consistently and quickly compensate the professional consultants in a manner commensurate with the additional effort required of them.

Conclusion

In the context of the magnitude of the pre-development costs and the accelerated development schedule described above, the availability of HUD's Demonstration Planning Grant funds represents a unique solution to this problem. By providing the resources needed to cover the "critical path" pre-development costs (site survey, soil borings, architectural and engineering design work), as well as the legal and financial expertise required to make this complex project a reality, this grant will ensure our ability to keep this project on a fast track to begin construction within the 18-month time frame mandated by our Section 202 Capital Advance award.

Note:

Standard Form 2880, required as part of this Exhibit 3, has been completed and is included in the main NOFA application submission.

Attachments Form

Instructions: On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

Important: Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

- 1) Please attach Attachment 1 9686-2007_Pre-Development_Grant_-_ Mime Type: application/vnd.ms-excel
EXHIBIT_6_-_Logic_Model.xls
- 2) Please attach Attachment 2 9740-2007_Pre-Development_Grant_-_ Mime Type: application/pdf
EXHIBIT_1_-_Cover_Letter.pdf
- 3) Please attach Attachment 3 2295-2007_Pre-Development_Grant_-_ Mime Type: application/vnd.ms-excel
EXHIBIT_4_-_Detailed_Budget.xls
- 4) Please attach Attachment 4 8779-2007_Pre-Development_Grant_-_ Mime Type: application/msword
EXHIBIT_4_-_Proposed_Predevelopme
nt_Activities_and_Budget.doc
- 5) Please attach Attachment 5 9325-2007_Pre-Development_Grant_-_ Mime Type: application/vnd.ms-excel
EXHIBIT_5_-_Project_Development_Sc
hedule.xls
- 6) Please attach Attachment 6 0057-2007_Pre-Development_Grant_-_ Mime Type: application/msword
EXHIBIT_5_-_Project_Development_Sc
hedule_Narrative.doc
- 7) Please attach Attachment 7 1607-2007_Pre-Development_Grant_-_ Mime Type: application/msword
EXHIBIT_3_-_Narrative_Demonstrating
_Need_for_Funding.doc
- 8) Please attach Attachment 8
- 9) Please attach Attachment 9
- 10) Please attach Attachment 10
- 11) Please attach Attachment 11
- 12) Please attach Attachment 12
- 13) Please attach Attachment 13
- 14) Please attach Attachment 14
- 15) Please attach Attachment 15

**Applicant/Recipient
Disclosure/Update Report**

U.S. Department of Housing
and Urban Development

OMB Approval No. 2510-0011
(exp. 12/31/2006)

Applicant/Recipient Information

* Duns Number: [REDACTED]

* Report Type: INITIAL

1. Applicant/Recipient Name, Address, and Phone (include area code):

* Applicant Name:

The Silvercrest Center for Nursing and Rehabilitation

* Street1: 144-45 87 Avenue

Street2:

* City: Briarwood

County:

* State: NY: New York

* Zip Code: 11435

* Country: USA: UNITED STATES

* Phone: [REDACTED]

2. Social Security Number or Employer ID Number: 11-2925535

* 3. HUD Program Name:

Supportive Housing for the Elderly

* 4. Amount of HUD Assistance Requested/Received: \$ 396,000.00

5. State the name and location (street address, City and State) of the project or activity:

* Project Name: Silvercrest Senior Housing

* Street1: 86-19 144th Street

Street2:

* City: Briarwood

County: Queens

* State: NY: New York

* Zip Code: 11435

* Country: USA: UNITED STATES

Part I Threshold Determinations

* 1. Are you applying for assistance for a specific project or activity? These terms do not include formula grants, such as public housing operating subsidy or CDBG block grants. (For further information see 24 CFR Sec. 4.3).

* 2. Have you received or do you expect to receive assistance within the jurisdiction of the Department (HUD), involving the project or activity in this application, in excess of \$200,000 during this fiscal year (Oct. 1 - Sep. 30)? For further information, see 24 CFR Sec. 4.9

Yes No

Yes No

If you answered "No" to either question 1 or 2, **Stop!** You do not need to complete the remainder of this form.

However, you must sign the certification at the end of the report.

Part II Other Government Assistance Provided or Requested / Expected Sources and Use of Funds.

Such assistance includes, but is not limited to, any grant, loan, subsidy, guarantee, insurance, payment, credit, or tax benefit.

Department/State/Local Agency Name:

* Government Agency Name:

Government Agency Address:

* Street1:

Street2:

* City:

County:

* State:

* Zip Code: * Country:

* Type of Assistance:

* Amount Requested/Provided: \$

* Expected Uses of the Funds:

Department/State/Local Agency Name:

* Government Agency Name:

Government Agency Address:

* Street1:

Street2:

* City:

County:

* State:

* Zip Code: * Country:

* Type of Assistance:

* Amount Requested/Provided: \$

* Expected Uses of the Funds:

(Note: Use Additional pages if necessary.)

Part III Interested Parties. You must disclose:

1. All developers, contractors, or consultants involved in the application for the assistance or in the planning, development, or implementation of the project or activity and
2. any other person who has a financial interest in the project or activity for which the assistance is sought that exceeds \$50,000 or 10 percent of the assistance (whichever is lower).

| Alphabetical list of all persons with a reportable financial interest in the project or activity (For individuals, give the last name first) | * Social Security No. or Employee ID No. | * Type of Participation in Project/Activity | * Financial Interest in Project/Activity (\$ and %) |
|--|--|---|---|
| | | | \$ _____ % |
| | | | \$ _____ % |
| | | | \$ _____ % |
| | | | \$ _____ % |
| | | | \$ _____ % |

(Note: Use Additional pages if necessary.) _____

Certification

Warning: If you knowingly make a false statement on this form, you may be subject to civil or criminal penalties under Section 1001 of Title 18 of the United States Code. In addition, any person who knowingly and materially violates any required disclosures of information, including intentional non-disclosure, is subject to civil money penalty not to exceed \$10,000 for each violation. I certify that this information is true and complete.

* Signature:
Lloyd Torres

* Date: (mm/dd/yyyy)
03/28/2007

Attachments

AdditionalInfo_attDataGroup0

File Name

Mime Type

AdditionalInfo1_attDataGroup0

File Name

Mime Type

Facsimile Transmittal

1175106003 - 7837

**U. S. Department of Housing
and Urban Development**

Office of Department Grants
Management and Oversight

OMB Approval No. 2525-0118
exp. Date (04/30/2005)

* Name of Document Transmitting: Silvercrest Pre-Development Grant Application 2007

1. Applicant Information:

* Legal Name: The Silvercrest Center for Nursing and Rehabilitation

* Address:

* Street1: 144-45 87 Avenue

Street2:

* City: Briarwood

County:

* State: NY: New York

* Zip Code: 11435 * Country: USA: UNITED STATES

2. Catalog of Federal Domestic Assistance Number:

* Organizational DUNS: [REDACTED] CFDA No.: 14.157

Title: Supportive Housing for the Elderly

Program Component:
Pre-Development Grant

3. Facsimile Contact Information:

Department:

Division:

4. Name and telephone number of person to be contacted on matters involving this facsimile.

Prefix: Mr. * First Name: Cosmo

Middle Name: J.

* Last Name: LaCosta

Suffix: FACHE

* Phone Number: 718-480-4026

Fax Number: 718-480-4028

* 5. Email: [REDACTED]

*** 6. What is your Transmittal? (Check one box per fax)**

a. Certification b. Document c. Match/Leverage Letter d. Other

* 7. How many pages (including cover) are being faxed? 2

Form HUD-96011(10/12/2004)

Public reporting Burden for this collection of information is estimated to average 3 hours per response, including the time for reviewing and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information from you unless it displays a currently valid OMB Control Number.

General Instructions

This form is designed so that an application can be made for any of HUD's grant programs. Separate sheets must be used for each proposed program year and for a summary of all years.

Check applicable program year or all years box at top of page to indicate which applies.

On the final sheet enter the Grand Total for all years in the applicable box at the bottom of the page. In preparing the budget, adhere to any existing HUD requirements which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, HUD may require budgets to be shown separately by function or activity. Your budget information should show the entire cost of your proposed program of activities per year. If you are not using funds in any of the line item categories, you should leave the item blank. Pages may be duplicated to show budget data for individual programs, projects or activities.

NOTE: Not all budget categories on this form are eligible for funding under all programs. Please see eligible activities under the specific program for which you are seeking funding.

Budget Categories

The budget categories identifies how your program funds will be allocated by type of use, e.g., funds going for salaries, travel, contracts, etc. Each of these line items should be broken out under each applicable column.

Lines a-f--Show the totals of Lines a to f in each column.

Lines g. Show construction related expenses in the appropriate categories below.

Line g.1.--Enter estimated amounts needed to cover administrative expenses. Do not include costs which are related to the normal functions of government.

Line g.2.--Enter estimated site and right(s)-of-way acquisition costs (this includes purchase, lease, and/or easements).

Line g.3.--Enter estimated costs related to relocation advisory assistance, replacement housing, relocation payments to displaced persons and businesses, etc.

Line g.4.--Enter estimated basic engineering fees related to construction (this includes start-up services and preparation of project performance work plan).

Line g.5.--Enter estimated engineering costs, such as surveys, tests, soil borings, etc.

Line g.6.--Enter estimated engineering inspection costs.

Line g.7.--Enter the estimated site preparation and restoration which are not included in the basic construction contract.

Line g.8.--Enter the estimated costs related to demolition activities.

Line g.9.--Enter estimated costs of the construction contract.

Line g.10.--Enter estimated cost of office, shop, laboratory, safety equipment, etc. to be used at the facility, if such costs are not included in the construction contract.

Line g.11.--Enter any estimated contingency costs.

Line g.12.--Enter estimated miscellaneous costs.

Line h.--Enter any other direct costs.

Line i.--Calculate the totals of all direct costs.

Line j.--Indicate the approved indirect cost rate.

the terms of your approved indirect cost plan.

Grand Total (Year: __)--Enter the total amount for each applicable year, in the blank, for each year.

Grand Total (All Years)--Enter the total amount completed, under column 9, for all years.

For each budget category (percentage of total cost) you plan on using in your grant project.

Column 1 - Identify the amount of funds which you are seeking funding for.

Column 2 - Identify any major program in order to be eligible for funding.

Column 3 - Identify any other program through your formula or contract.

Column 4 - Identify any other program through your formula or contract.

Column 5 - Identify any State program.

Column 6 - Identify any Local government program.

Column 7 - Identify any additional program you intend to use for your project.

Column 8 - Identify any program not included in the above.

Column 9 - Add columns 1 through 8.

Reviewing instructions, searching existing data sources, collect this information, and you are not required to complete

costs not already addressed above.

Use applicable columns to determine the Subtotal of Direct Costs.

Calculate Direct Cost Rate (if any) and calculate the indirect cost in accordance with the direct cost rate and enter the resulting amount.

Enter the sum of lines i. and j. under column 9 for each year, and enter the amount on each sheet completed.

Enter the sum of all the "Grand Total (Year:___)" amounts from each sheet on the summary sheet for all proposed years.

For personnel, fringe benefits, travel, etc) you should identify the amount of funding program. You should complete each column as follows:

1. Amount of funds that you will need from the HUD grant program for the proposed program.

2. Matching funds that you are required to include in your proposed program for assistance.

3. Other HUD funds that you will be adding to this program either through competitive grant programs.

4. Other Federal funds that you will be adding to this program either through competitive grant programs.

5. Other State funds that you will be adding to this program.

6. Other Local or Tribal Government funds that you will be adding to this program.

7. Other non-federal funds not previously identified in Columns 1 - 6, that you expect to generate under this program.

8. Total program income that you expect to generate under this program. Enter the total from lines 1 - 8 across and place the total in Column 9.

Instructions for Completing the eLogic Model™

The eLogic Model™ form (3 copies) is contained within this MS Excel™ Workbook. The workbook has nine separate worksheets. Each worksheet is identified by a "tab" at the bottom of the screen. The worksheet(s) labeled "Logic Model (1-3)" is the actual form that you should complete. The other worksheet(s) simply provide supportive information. The "tabs" are:

- Instructions
- eLogicModel™ (1)
- eLogicModel™ (2)
- eLogicModel™ (3)
- Needs List
- Services List
- Outcomes List
- Tools List
- Evaluation

It may be helpful to print out a copy of each worksheet and have them on hand while reviewing these instructions, and while creating your logic model. These instructions may be printed but may not look exactly as displayed on your screen.

Select the tab labeled "eLogicModel™ (1)." This is the first copy of the logic model form. The additional copies of the eLogicModel™ form are used only if needed.

In the first row there is label, "Applicant Name". Enter the name of the applicant organization applying for funding. Use exactly the same name as on other parts of the application.

In the second row there is a label, "Project Name:" Enter the name of your project in cell [E2]. Use exactly the same name as you did on other parts of your application and the form SF-424. Note that the worksheet is "lock protected" so you can only make entries in cells that are for input as directed by these instructions.

In completing your eLogic Model™ you can elect to designate activities and outcomes as **Short, Intermediate or Long Term**. To do so, click the dropdown arrow in the **TERM** field and select Short, Intermediate, Long Term or Total, from the drop down list. On each form identify the appropriate time frame the form represents by selecting Short Term, Intermediate Term or Long term. Use a separate form for each timeframe.

If you are not designating time frames, then select "Total" from the dropdown list, which indicates to HUD that the Logic Model provided is a logic model that represents your plan for the entire project without timeframes.

Immediately below TERM is a field designated for the **HUD Program Name**. This field is already pre-filled; please verify that it matches the program for which you are applying. You will also see a field labeled "Program Component" [cell I-4]. If the program under which you are applying has components such as EOI or PEI under the Fair Housing Initiatives Program, or ROSS Family and Homeownership Component under the ROSS Program, enter the name of the program component for which you are applying. If there are no components in the funding opportunity for which you are seeking funding, leave this field blank.

To the right of the **Applicant** and **Project** fields, there are fields labeled **Period** and **Start Date** and **End Date**. Leave these fields blank. They will be used later for reporting performance to HUD. When actually reporting performance, first select the Period that reflects the reporting period you are submitting, e.g.: quarterly, semiannually, annually, final. For the Start Date, enter the start date of the reporting period. For End Date enter the End Date for the reporting period. When entering the dates, use the format MM/DD/YYYY.

All the rest of your entries will be made under the columns marked "Policy (1)," "Planning (2)," "Programming (3)," "Measure (4)," "Impact (5)," "Measure (6)," and "Accountability (7)."

Column 1 – Policy

Under the "Policy" column (1), there are actually two columns; one for HUD Goals, and one for Policy Priority. Enter the numbers corresponding to HUD Goals in the General Section of the SuperNOFA and the numbers corresponding to the Policy Priority in the General Section of the SuperNOFA. For either the HUD Goals or Policy Priority, enter one or more of the numbers corresponding to the HUD Goals or Policy Priority(ies) in the column below the labels. Use a separate cell for each number going down each respective column.

Column 2 – Planning

Under the “**Planning**” column (2), select a Need Statement. You do this by clicking the mouse in one of the cells of this column. A little dropdown arrow appears. Click the dropdown arrow and a dropdown list of Need Statements appears. Select one of the Need Statements in the list by clicking it. Because the column is too narrow to show the full Need Statement in the dropdown list, you may wish to refer to the printout of “Tab 1 Needs List” to see the full Need Statement. When you select a Need Statement, the full Need Statement will fill the cell. If you don't want this Need Statement, you can simply click the dropdown arrow again and select another item. Or, you can delete a Need Statement by selecting the cell and clicking the DELETE KEY on your keyboard. If you want to select more than one Need Statement, go to the next cell in the column and repeat the process, selecting the appropriate Need Statement. You can do this until you have selected all the Needs Statements that are appropriate to your proposed program. The selections should reflect the needs identified in your response to your Rating factor narratives. There is no need to select all the Need Statements if they do not apply to what you plan to address or accomplish with the funding requested.

Column 3 – Programming

Under the “**Programming**” column (3), select a Service or Activity. You do this by clicking the mouse in one of the cells of this column. A little dropdown arrow appears. Click the dropdown arrow and a dropdown list of eligible Activities appears. Select one of the Activities in the list by clicking it.

Column 4 – Measure

Notice that as the Activity you selected appears in the cell, a corresponding unit of measure appears or populates in the same column. The unit of measure could be “persons”, “dollars”, “square feet”, “houses”, or some other unit of measure that relates to the selected Activity. Immediately below the unit of measure are two blank cells. Enter the projected number of units you are proposing to deliver or accomplish in the “Pre” column. The “Post” column is locked to be used later for reporting purposes. If you choose “Other” from the dropdown list because you cannot add a description of the Activity or the unit of measure, you must identify the Activity or unit of measure in your narrative response to Rating Factor 5.

Column 5 – Impact

Under the “**Impact**” column (5), select the Outcome that would correspond to the Need and Activity along this row. You do this the same way as previously described for Needs and Activities. Select an Outcome from the dropdown list. Notice, once again, that a unit of measure automatically appears in the next column “Measure.”

Column 6 – Measure

Under the “**Measure**” column 6, specify a projected number of Outcome units you are proposing. If you choose “Other” from the dropdown list, because you cannot add a description of the Outcome or the Unit of Measure, you must identify the Outcome or unit of measure in your narrative response to Rating Factor 5.

Repeat the process of specifying a Need, a Service or Activity, and an Outcome using as many rows as is necessary to fully describe your proposal. The Logic Model form extends to about three pages when printed out. You may view a preprint of your model at any time by selecting from the Menu bar at the very top of the Excel Window: FILES | Print Preview. It is recommended that you do this periodically to get a better view of the logic model you are creating.

You can adjust the look of your logic model by skipping rows, so that Needs, Activities, and Outcomes are grouped accordingly.

CAUTION, DO NOT CUT & PASTE ITEMS FROM ONE COLUMN TO ANOTHER. For example, do not cut and paste an item from the Needs column to the Activity column, or the Activity column to the Outcome column. You will produce an unstable worksheet which will behave unpredictably requiring you to start over with a new blank Logic Model workbook.

Column 7 – Accountability

Under the “**Accountability**” column (7), enter the tools and the process of collection and processing of data in your organization to support project management, reporting, and responding to the Evaluation Questions. This column provides the framework for structuring your data collection efforts. If the collection and processing of data is not well planned, the likelihood of its use to further the management of the program and support evaluation activity is limited. If data are collected inconsistently, or if data are missing, or if data are not retrievable, or if data are mishandled, the validity of any conclusions is weakened.

The structure of Column 7 contains five components in the form of dropdown fields that address the Evaluation Process. You are responsible for addressing each of the five steps that address the process of managing the critical information about your project.

- A. Tools for Measurement
- B. Where Data Maintained
- C. Source of Data
- D. Frequency Collection
- E. Processing of Data

You may select up to five choices for each of the five processes (A-E) that supports Accountability and tracks Outputs and Outcomes. As you proceed through the remaining components, B through E, specify those components in the same order as the Tools selected in A. That is, if the first Tool is “Pre-post Test,” then specify the first item in B through E as it pertains to “Pre-post Test.” Likewise, if the second item in A is “Satisfaction Surveys,” then specify the second item in B through E as it pertains to “Satisfaction Surveys.”

A. Tools for Measurement. A device is needed for collecting data; e.g., a test, a survey, an attendance log, an inspection report, etc. The tool “holds” the evidence of the realized Output or Outcome specified in the logic model. At times, there could be multiple tools for a given event. A choice can be made to use several tools, or rely on one that is most reliable, or most efficient but still reliable. Whatever the tool, it is important to remain consistent throughout the project.

Instructions: Under the Accountability column, select your choices of Tools to Track Outputs and Outcomes, You do this by clicking the mouse in one of the cells of this column. A little dropdown arrow appears. Click the dropdown arrow and a dropdown list of Tools appears. Select one or more of the Tools in the list by clicking it. If your choice is not in the dropdown list, click “Other” and add text to describe, “Other”.

B. Where Data Maintained. A record of where the data or data tool resides must be maintained. It is not required that all tools and all data are kept in one single place. You may keep attendance logs at the main office files, but keep other tools or data such as a “case record in the case files at the service site. It is important to designate where tools and/or data are to be maintained. For example, if your program has a sophisticated computer system and all data is entered into a custom-designed database, it is necessary to designate where the original or source documents will be maintained.

Instructions: Under the Accountability column, select your choices of Where Data Maintained. You do this by clicking the mouse in one of the cells of this column. A little dropdown arrow appears. Click the dropdown arrow and a dropdown list of Where Data Maintained appears. Select one or more of the Where Data Maintained in the list by clicking it. If your choice is not in the dropdown list, click “Other” and add text to describe, “Other”.

C. Source of Data. This is the source where the data originates. Please identify the source and make sure that it is appropriate.

Instructions: Under the Accountability column, select your choices of Source of Data. You do this by clicking the mouse in one of the cells of this column. A little dropdown arrow appears. Click the dropdown arrow and a dropdown list of Source of Data appears. Select one or more of the Source of Data in the list by clicking it. If your choice is not in the dropdown list, click "Other" and add text to describe, "Other".

D. Frequency of Collection. Timing matters in data collection. In most instances, you want to get it while it occurs. Collect data at the time of the encounter; if impossible, when it is most opportune immediately thereafter. For example, collect report card data immediately upon the issuance of report cards. Do not wait until after the school year is over. Collect feedback surveys at the conclusion of the event, not a few months later when clients may be difficult to reach. Reporting can be done at anytime if the data is already collected. Another important aspect of this dimension is consistency. If some post tests are collected soon after the event, but others are attempted months later, the data are confounded by the differences in the timing. If some financial data are collected at the middle of the month and others at the end of the month, the data may be confounded by systematic timing bias.

Instructions: Under the Accountability column select your choices of Frequency of Collection. You do this by clicking the mouse in one of the cells of this column. A little dropdown arrow appears. Click the dropdown arrow and a dropdown list of Frequency of Collection appears. Select one or more of the Frequency of Collection in the list by clicking it. If your choice is not in the dropdown list, click "Other" and add text to describe, "Other".

E. Processing of Data. This is where you identify the mechanism that will be employed to process the data. Some possibilities are: manual tallies, computer spreadsheets, flat file database, relational database, statistical database, etc. The Logic Model is only a summary of the program and it cannot accommodate a full description of your management information system. There is an implicit assumption that the grantee has thought through the process to assure that the mechanism is adequate to the task(s).

Instructions: Under the Accountability column, select your choices of Processing Data. You do this by clicking the mouse in one of the cells of this column. A little dropdown arrow appears. Click the dropdown arrow and a dropdown list of Process of Collection and Reporting appears. Select one or more of the Process of Collection and Reporting in the list by clicking it. If your choice is not in the dropdown list, click "Other" and add text to describe, "Other".

When you are finished completing the Logic Model form, or wish to stop and continue later, Save the file by going to Excel's Menu bar and choosing FILE | Save As. Then specify a name for the file, and note where you save the file on your hard drive. Later, you will "Attach" this file to your application. Please remember the name of the file that you are saving. Be sure to delete any earlier version so that when you go to attach the file to your application you select the appropriate and final file.

In most cases, a single workbook should be adequate for completing your Logic Model. The workbook has three copies of the form included. If you need additional space, you may submit additional copies of the workbook as needed.

Suggested Naming Conventions for Saving Logic Model Files.

At some point in the application processing, your Logic Models will be batched into a database along with thousands of other Logic Models. It is important, therefore, that you give a unique name to your Logic Model file. Please use the following conventions.

Begin the name with the letters "LM" and a hyphen.

Continue the name by using your Applicant's Name, and a hyphen (no spaces). If you must have spaces in the name, then use the underscore (Shift-underline) character to represent spaces. It is best if you can avoid spaces altogether.

Complete the name by adding a numeric suffix indicating that this is workbook "1" or workbook "2", etc. As stated earlier, most applicants will only require one workbook. But, if you require more than one workbook, place a number at the end of the name to designate that this file is the first, or second, or third workbook of your Logic Model.

Examples: LM-YourApplicantName-#.xls

LM-SleepyHollowHousingProject-1.xls
LM-SleepyHollowHousingProject-2.xls

LM-WayDownYonderHomelessHelp-1.xls
LM-Green_Grass_and_Brownfields_Development-1.xls

The final portion of the name [.xls] is added automatically by MS Excel™.

This completes the instructions for using the eLogic Model™

Monitoring and Reporting - Program Evaluation

The eLogic Model™ will be used as a monitoring and reporting tool upon final approval from the HUD program office. HUD will compare the projected output and outcome data that has been entered into columns 4 and 6, **Measure** in your approved award, with the actual experience resulting from implementation of your program/project.

ing and Urban Development
5-0114 exp. Pending
Component Name:

DUNS #

Evaluation Tools

7

Accountability

ing and Urban Development
:5-0114 exp. Pending

Component Name:

Evaluation Tools

7

Accountability

DUNS #



Applicant Name:
Project Name:
TERM:

HUD Program

Problem, Need, Situation

2

Planning

3

Service or Activities/Output

Programming

4

Pre

Post

Measure

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

US Department of Housing and Urban Development
OMB Approval 253

Period:

Start Date:

End Date:

4

Pre

Post

Measure

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

5

Outcome

Impact

6

Pre

Post

Measure

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

ing and Urban Development
15-0114 exp. Pending
Component Name:

Evaluation Tools

7

Accountability

ing and Urban Development
:5-0114 exp. Pending

Component Name:

Evaluation Tools

7

Accountability

Applicant Name:
Project Name:
TERM:

HUD Program

Problem, Need, Situation

2
Planning

3
Programming

4
Measure

5
Impact

6
Measure

<select>
Sec 202

Service or Activities/Output

Pre

Post

Pre

Post

Outcome

Pre

Post

Period:
Start Date:
End Date:

US Department of Housing and Urban Development
OMB Approval 253

Measure

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A



Applicant Name:
Project Name:
TERM:

HUD Program

Problem, Need, Situation

2

Planning

3

Programming

4

Measure

5

Impact

6

Measure

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

<select>
Sec 202

Service or Activities/Output

Pre

Post

Outcome

Pre

Post

Measure

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

#N/A

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#N/A

#N/A

US Department of Hour
OMB Approval 253

Period:
Start Date:
End Date:

ing and Urban Development
15-0114 exp. Pending
Component Name:

Evaluation Tools

7

Accountability

ing and Urban Development
15-0114 exp. Pending

Component Name:

Evaluation Tools

7

Accountability



CAMP eLogic Model™

Copy to Column 2

PROBLEM, NEEDS, SITUATION

There is a lack of affordable rental housing with on-site and off-site supportive services for very-low income elderly persons, including the frail elderly, 62 years of age.



CAMP eLogic Model™

Copy to Column 3

| SERVICES OR ACTIVITIES/OUTPUTS | UNITS |
|---|----------------|
| Acquired property-Land | Properties |
| Acquired property-Rehabilitation | Units |
| Acquired property-Construction | Units |
| Constructed units | Units |
| Constructed with energy efficient standards | Units |
| Constructed-design incorporates universal design | Units |
| Constructed-design incorporates visitability standards | Units |
| Developed non-202 units with mixed financial resources | Units |
| Energy efficient appliances placed in units | Appliances |
| Rehabilitated | Units |
| Rehabilitated with energy efficient standards | Units |
| Rehabilitated-design incorporates universal design | Units |
| Rehabilitated-design incorporates visitability standards | Units |
| Coordinate assisted living services for the frail elderly | Services |
| Service coordinator to offer case management services | Services |
| Business opportunities-Section 3-Dollars | Dollars |
| Business opportunities-Section 3-Businesses | Businesses |
| Business opportunities-Other-Dollars | Dollars |
| Business opportunities-Other-Businesses | Businesses |
| Employment opportunities-Section 3-Persons | Persons |
| Employment opportunities-Section 3-Available jobs | Available jobs |
| Employment opportunities-Other-Persons | Persons |
| Employment opportunities-Available jobs | Available jobs |
| Training Opportunities-Section 3 | Persons |
| Training Opportunities-Other | Persons |
| Other | Other |



CAMP eLogic Model™

Copy to Column 5

| ACHIEVEMENT OUTCOMES GOALS AND INDICATORS | UNITS |
|---|----------------|
| Avoidance of placement into long term care facility | Persons |
| Obtained supported living housing-elderly and frail elderly | Persons |
| Reduction in placement into long term care facility | Persons |
| Property brought to initial closing within 18 months | Properties |
| Off-site services provided to residents-Persons | Persons |
| Off-site services provided to residents-Services | Services |
| On-site services provided to residents-Persons | Persons |
| On-site services provided to residents-Services | Services |
| Rental assistance | Persons |
| Residents linked to services-Persons | Persons |
| Residents linked to services-Services | Services |
| Business opportunities-Section 3-Dollars | Dollars |
| Business opportunities-Section 3-Businesses | Businesses |
| Business opportunities-Other-Dollars | Dollars |
| Business opportunities-Other-Businesses | Businesses |
| Employment opportunities-Section 3-Persons | Persons |
| Employment opportunities-Section 3-Available jobs | Available jobs |
| Employment opportunities-Other-Persons | Persons |
| Employment opportunities-Other-Available jobs | Available jobs |
| Training Opportunities-Section 3 | Persons |
| Training Opportunities-Other | Persons |
| Other | Other |



CAMP eLogic Model™

A. Tools For Measurement

Bank accounts
Construction log
Database
Enforcement log
Financial aid log
Intake log
Interviews
Mgt. Info. System-automated
Mgt. Info. System-manual
Outcome scale(s)
Phone log
Plans
Pre-post tests
Post tests
Program specific form(s)
Questionnaire
Recruitment log
Survey
Technical assistance log
Time sheets
Other

B. Where Data Maintained

Agency database
Centralized database
Individual case records
Local precinct
Public database
School
Specialized database
Tax Assessor database
Training center
Other

C. Source of Data

Audit report
Business licenses
Certificate of Occupancy
Code violation reports
Counseling reports
Employment records
Engineering reports
Environmental reports
Escrow accounts
Financial reports
GED certification/diploma
Health records
Inspection results
Lease agreements
Legal documents
Loan monitoring reports
Mortgage documents
Payment vouchers
Permits issued
Placements
Progress reports
Referrals
Sale documents
Site reports
Statistics
Tax assessments
Testing results
Waiting lists
Work plan reports
Other

D. Frequency of Collection

Daily
Weekly
Monthly
Quarterly
Biannually
Annually
Upon incident
Other

E. Processing of Data

Computer spreadsheets
Flat file database
Manual tallies
Relational database
Statistical database
Other

Evaluation Process

These are standard requirements that HUD will expect every program manager receiving a grant to do as part of their project management.

- An evaluation process will be part of the on-going management of the program.
- Comparisons will be made between projected and actual numbers for both outputs and outcomes.
- Deviations from projected outputs and outcomes will be documented and explained.
- Analyze data to determine relationship of outputs to outcomes:

The reporting requirements are specified in the program specific NOFA and your funding award.

HUD Will Use The Following Questions To Evaluate Your Program

1. How many units were acquired?
2. How many units were constructed?
3. How many units were rehabilitated?
4. How many units were constructed with energy efficient standards?
5. How many units were rehabilitated with energy efficient standards?
6. How many units were constructed with visitability standards?
7. How many units were constructed with universal design?
8. How many units were rehabilitated with visitability standards?
9. How many units were rehabilitated with universal design?
10. How many elderly persons including the frail elderly maintained their own residence?
11. How many elderly persons including the frail elderly avoided placement into a long term care facility?
12. How many services were provided to residents?
13. How many linkages were provided to residents?
14. What is the value in dollars of linked or referred services provided by other community based organizations?

©Carter-Richmond Methodology™

The above evaluation questions developed for your program are based on the ©Carter-Richmond Methodology™. A description of the ©Carter-Richmond Methodology™ appears in the General Section of the NOFA.

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ption of



U.S. Department of Housing and Urban Development
New York State Office
Jacob K. Javits Federal Building
26 Federal Plaza
New York, New York 10278-0068
<http://www.hud.gov/local/nyn/>

April 27, 2007

2AHMLA

Mr. Cosmo J. LaCosta, FACHE
Senior Vice President and Administrator
The Silvercrest Center
144-45 87th Avenue
Briarwood, NY 11435

CERTIFIED MAIL – RETURN RECEIPT REQUESTED

Dear Mr. LaCosta:

**SUBJECT: Section 202 Demonstration Planning Grant
Initial Screening for Curable Deficiencies
Section 202 Project No.: 012-EE349
Project Name: Silvercrest Senior Housing**

We have reviewed your application under the Section 202 Demonstration Planning Grant. Based upon initial screening, the curable deficiencies noted below have been identified. A curable deficiency is a missing exhibit or portion of an exhibit that will not affect your eligibility for funding. You will have 14 calendar days from the date of this letter to submit the information required to cure the deficiencies noted below. If you do not respond by the 14 day deadline, (i.e. May 10, 2007), the application will be rejected.

Curable Deficiencies:

Exhibit 4 – Pre-Development Activities and Budget: Separate and describe fees for legal expenses and administration. We note that expenses attributable to preparation/filing for 501(c)(3) appear both in this category and in another budget category under Other (Direct Costs). Please correct.

Land/structures/right of way: describe the purpose of this \$13,000 item and define residential/non-residential components and settlement of sewer easement.

Architecture/engineering fees: The total architectural/engineering fee for both design and supervision normally does not exceed \$6,000 per unit. Please detail what special requirements are present to justify the total fee of \$500,000 with a proposed design fee of \$314,500.

Miscellaneous: breakout environmental and cost estimator.

Other (Direct Costs) – see comment above regarding administration/legal expenses.

Please submit an original and two copies of the materials requested to Ms. Peggy Sheehan, Senior Project Manager, HUD, 26 Federal Plaza, Room 3200, N.Y., 10278; telephone number: (212) 542-7723.

Sincerely,

Yvette Lugo
Acting Director
New York Multifamily Hub

CC: Mr. Brian Sullivan

CC: Sheehan, file, chrono
Concur: Sheehan

James

Niewood

The Silvercrest Center
for nursing and rehabilitation

Giving Quality to Life

144-45 87 Avenue
Briarwood, NY 11435
Tel: [REDACTED]
Fax: 718.480.4028
clacosta@nyp.org

Cosmo J. LaCosta, FACHE
Senior Vice President
Administrator

May 9, 2007

Peggy Sheehan, Senior Project Manager
U.S. Department of Housing and Urban Development
HUD New York Multifamily FIUB
Jacob K. Javits Federal Building
26 Federal Plaza
New York, New York 10278-0068

RE: Section 202 Demonstration Planning Grant
Initial Screening for Curable Deficiencies
Section 202 Project No.: 012-EE349
Project Name: Silvercrest Senior Housing

RECEIVED
MAY 11 11 33
MULTIFAMILY

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The \$13,000 listed on line *g2* under *Land, Structures, Rights-of Way, Appraisals, Etc.* represents costs for on-site investigation of sewer line indicated on site survey to determine location, depth and size of sewer line, which will significantly affect architectural design.

Architecture/Engineering Fees

The requested architectural/engineering fees are slightly higher because of the additional structural engineering design work required to accommodate the existing sewer easement that runs through the site and under the new senior housing building. In addition, the site slope and location of the proposed building in relation to the street will require additional sub-grade engineering work for bringing the utility connections from the mains to the mechanical rooms in the building. Please note that the total fee cited

Member
New York-Presbyterian Healthcare System
Affiliate: Weill Medical College of Cornell University

P.2/3

70:202 401 9087

NOU-19-2007 17:49 FROM:

The Silvercrest Center
for nursing
and rehabilitation

Giving Quality to Life

144-45 87 Avenue
Briarwood, NY 11425
Tel: [REDACTED]
Fax 718.480.4028
clacosta@myp.org

Cosmo J. LaCosta, FACHE
Senior Vice President
Administrator

May 9, 2007

Peggy Sheehan, Senior Project Manager
U.S. Department of Housing and Urban Development
HUD New York Multifamily HUB
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26 Federal Plaza
New York, New York 10278-0068

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MAY 11 11 11 AM '07
MULTI-FAMILY HUB

RE: Section 202 Demonstration Planning Grant
Initial Screening for Curable Deficiencies
Section 202 Project No.: 012-EE349
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P. 2/3

TO: 202 401 9087

FROM: 17:49 19-2007

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for nursing
and rehabilitation

Giving Quality to Life

144-45 87 Avenue
Brarwood NY 11435
Tel: [REDACTED]
Fax: 718 480 4028
clacosta@nyp.org

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Senior Vice President
Administrator

May 9, 2007

Peggy Sheehan, Senior Project Manager
U.S. Department of Housing and Urban Development
HUD New York Multifamily ITUB
Jacob K. Javits Federal Building
26 Federal Plaza
New York, New York 10278-0068

RECEIVED
MAY 11 11 03
MULTIFAMILY
HUD

RE: Section 202 Demonstration Planning Grant
Initial Screening for Curable Deficiencies
Section 202 Project No.: 012-EE349
Project Name: Silvercrest Senior Housing

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P.2/3

10:20:22 401 9087

NOV-19-2007 17:49 FROM:


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Miscellaneous

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Sincerely,


Cosmo J. LaCosta, FACHE
Senior Vice President and Administrator

CJL/lf

The Silvercrest Center
for nursing
and rehabilitation

Giving Quality to Life

144-45 87 Avenue
Bronx, NY 10435
Fax 718.480.4028
clacosta@myp.org

Cosmo J. LaCosta, FACHE
Senior Vice President
Administrator

May 9, 2007

Peggy Sheehan, Senior Project Manager
U.S. Department of Housing and Urban Development
HUD New York Multifamily HUB
Jacob K. Javits Federal Building
26 Federal Plaza
New York, New York 10278-0068

RE: Section 202 Demonstration Planning Grant
Initial Screening for Curable Deficiencies
Section 202 Project No.: 012-EE349
Project Name: Silvercrest Senior Housing

RECEIVED
MAY 11 11 03
MULTIFAMILY HUB

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P.2/3

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Senior Vice President and Administrator

CJL/lll



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 26 Federal Plaza
 New York, New York 10278-0068
<http://www.hud.gov/local/ny/>

FAX TRANSMISSION COVER SHEET

DATE: 11/19/07

TO: Brenda Butler

ORGANIZATION: _____

PHONE NO.: _____

FAX NO.: 202-401-9087

FROM: Peggy Sheehan Tel. # (212) 542-7723

FAX: (212) 264-1277

NUMBER OF PAGES INCLUDING COVER SHEET 3

COMMENTS: S. Ivercrest Senior Hsg. DP6
012 EE 349 DP6 0601
The only additions to their electronic
submissions were some clarifications; I'll
leave it up to you if you think it needs to
be added to their submission. Peggy

The Silvercrest Center
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and rehabilitation

Giving Quality to Life

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Peggy Sheehan, Senior Project Manager
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RE: Section 202 Demonstration Planning Grant
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RENEWAL
MAY 11 11 03
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P.2/3

TO: 202 401 9087

NOV-19-2007 17:49 FROM:

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Cosmo J. LaCosta, FACHE
Senior Vice President and Administrator

CJL/ifi

P.3/3

TO:202 401 9087

NOV-19-2007 17:49 FROM:

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CJL/ff



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ORGANIZATION: _____

PHONE NO.: _____

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FROM: Peggy Sheehan Tel. # (212) 542-7723

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NUMBER OF PAGES INCLUDING COVER SHEET 3

COMMENTS: S. Ivercrest Senior Hsg. - DP6
012 EE 349 DP6, 0601

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