

Engagement of NYCHA Residents in Capital Projects




NYCHA Asset & Capital Management Division (A&CM)

BACKGROUND

NYCHA's Asset & Capital Management Division (A&CM) serves Property Management staff and residents through the delivery of capital projects and related services. Effective engagement of all stakeholders is critical for project success. A&CM's resident engagement approach has evolved and improved over time based on resident and staff feedback. This guidance document presents resident resources related to capital projects as well as A&CM's approach for engaging residents and external stakeholders.

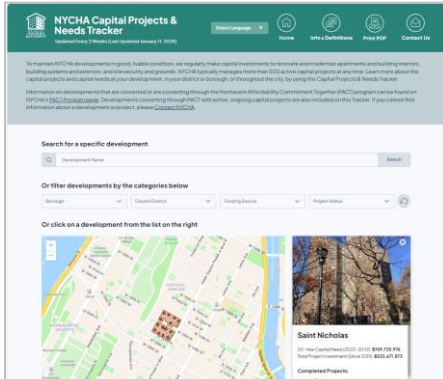
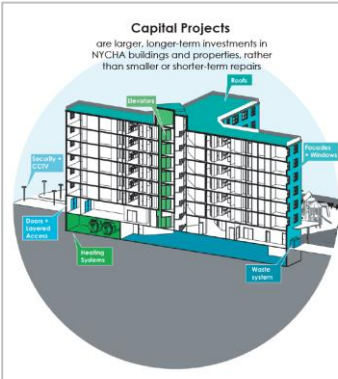
OBJECTIVES OF RESIDENT ENGAGEMENT

A&CM's specific objectives in engaging residents in capital projects fall into three areas:

 COLLABORATION	 IMPACT	 TRANSPARENCY
<ul style="list-style-type: none"> ✓ Provide resident leadership the opportunity to meaningfully participate throughout each project ✓ Develop project scope and design to best meet property and resident needs ✓ Facilitate successful handover of assets to the property for operation and maintenance 	<ul style="list-style-type: none"> ✓ Ensure construction is as minimally disruptive and as safe as possible ✓ Maximize economic opportunities for residents generated through construction contracts ✓ Deliver high-quality construction work, with workers who are respectful to residents 	<ul style="list-style-type: none"> ✓ Communicate and coordinate proactively with residents across active and planned capital projects ✓ Identify clear points of contact for residents to raise questions, suggestions, and concerns ✓ Obtain regular feedback from resident leadership to continue improving project delivery

RESOURCES FOR RESIDENTS

Residents can access up-to-date information about the physical investment needs of their development, as well as completed, active, and planned capital projects, by visiting the [NYCHA Capital Projects Tracker](https://capitaltracker.nycha.info) (<https://capitaltracker.nycha.info>) online or by scanning the QR code below. Through the Tracker, residents can access information on individual project teams and vendors and submit inquiries directly.

How Are Capital Needs Determined?

Every five years, NYCHA conducts a Physical Needs Assessment (PNA) to understand the capital investment needs of every development.

As part of the 2023 PNA, residents surveyed conditions in apartments and common areas, as well as building systems such as heating, elevators, and roofs, in a representative subset of NYCHA sites.

This data was combined with work order, outage, and other data, and input from property staff and resident leaders, to develop condition ratings, and estimate the timing as well as the cost to replace or upgrade a system or building area.

These estimates are updated every year to reflect market prices and combined with other data, including new repair and maintenance issues, to inform ongoing planning and prioritization.


How Are Capital Projects Prioritized?

Because NYCHA does not have the funding to address the majority of capital needs identified, investments in areas that most directly impact the health, safety, and security of residents are prioritized.

Within these areas, NYCHA uses the PNA, work order, outage, and other data, along with other property staff and resident input, to select needs across developments and prioritize projects.

In addition, funding provided to NYCHA is often allocated only for specific projects.

Priority Project	Other Project
Health & Safety	Plumbing
Security	Electrical
Fire	Roofing
Plumbing	HVAC
Electrical	Elevators
Roofing	Windows
HVAC	Landscaping
Elevators	Other



Screenshots of NYCHA Capital Projects Tracker and linked infographic

The [Modernizing Properties](http://www.nyc.gov/site/nycha/about/modernizing-properties.page) (www.nyc.gov/site/nycha/about/modernizing-properties.page) section of NYCHA's website hosts additional resources for residents related to capital projects.

The Modernization Strategies & Standards subsection gathers NYCHA's recently updated **Design Guidelines**, Open Space Master Plan, Sustainability Agenda, Connected Communities Guidebook, Historic Preservation Requirements, Standard Notices & Specifications, and other design-related guidance.

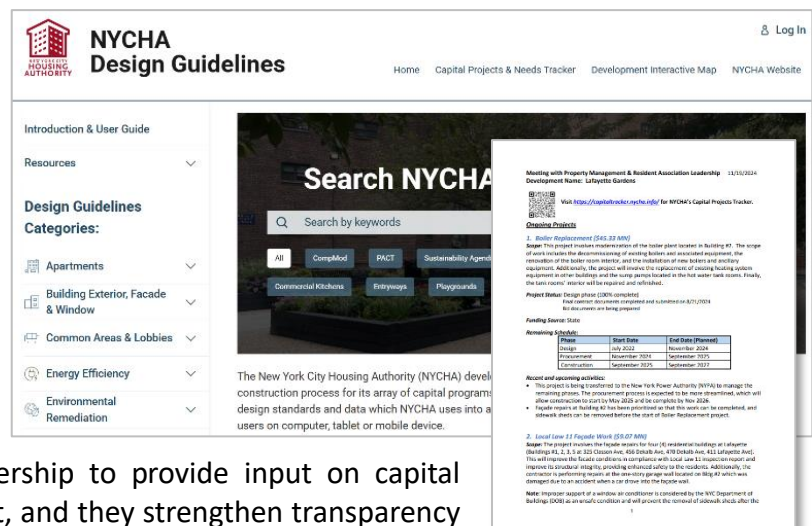
Frequently Asked Questions provide answers and links to resources for common questions and concerns about capital projects at NYCHA. They include topics like how needs are assessed and projects are prioritized, what happens during different phases of a capital project, the roles of different project team members, construction safety and quality management, procurement and contractor selection, funds management, U.S. Department of Housing and Urban Development (HUD) Section 3 requirements and responsibilities, and more.

Scope Fact Sheets summarize common scopes of work in capital projects that NYCHA undertakes at developments. Each fact sheet covers key terms related to the scope, why this scope is typically needed, typical project timelines, what to expect during construction, and other information.

Scope Fact Sheets



In addition to these online resources, **A&CM Capital Projects Property Liaisons** hold recurring **Capital Update Meetings** with resident association leaders and Property Management throughout the year at properties with active and/or planned capital projects. Liaisons act as a single point of contact for capital projects-related issues, strengthening coordination across specific project teams. The Capital Update Meetings enable resident leadership to provide input on capital investment priorities at the development, and they strengthen transparency through comprehensive updates across all projects.



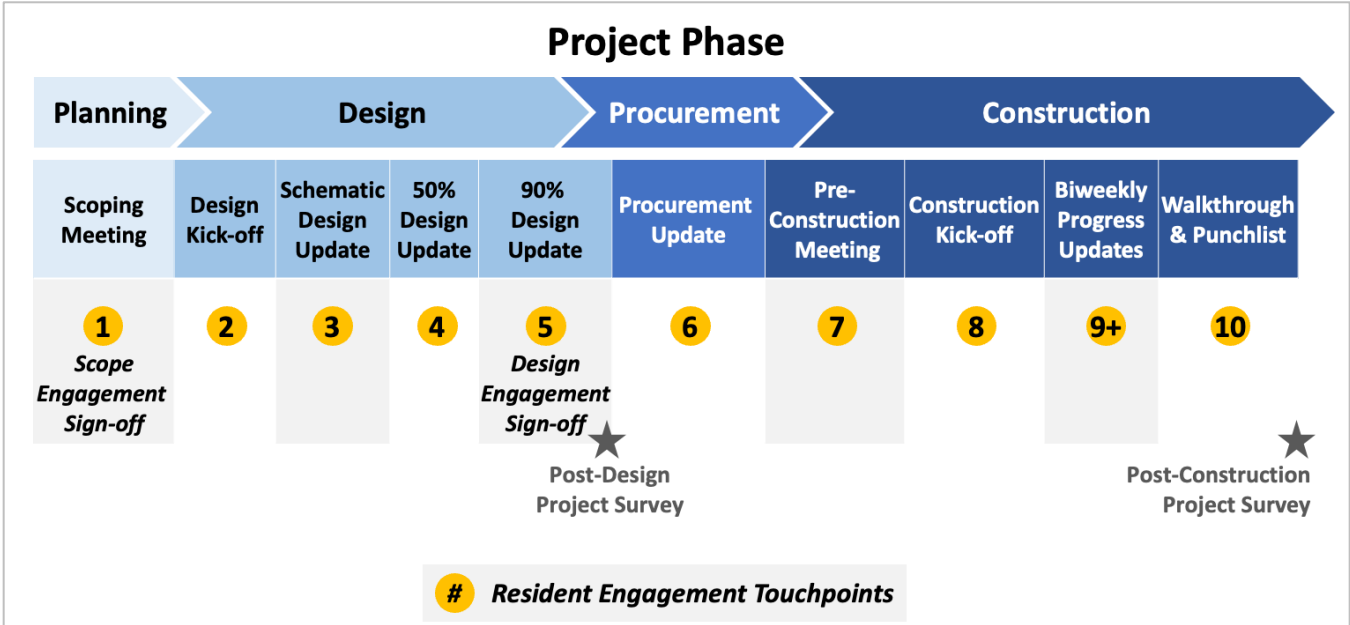
PROJECT-SPECIFIC RESIDENT ENGAGEMENT

Differentiated Engagement Model Based on Project Scope

A&CM has adopted differentiated engagement models for capital projects based on the project scope of work to maximize engagement resources and focus on projects with the most direct, resident-facing impacts. Whereas A&CM's previous engagement model had five standard resident engagement touchpoints, capital projects with **Most Scopes** now have **10 engagement touchpoints as well as recurring biweekly progress updates throughout the construction phase. Most Scopes** includes, for example, heating systems, elevators, roofs, entryways and lobbies, CCTV and lighting, non-residential kitchens, parking lots, and exterior stairs/ramps. **Resident association leadership is also asked to formally sign off after scoping and design activities to confirm they were substantively consulted, and**

that their feedback was incorporated where feasible. In addition, in 2025 A&CM will implement new Project Satisfaction Surveys to seek structured feedback from resident association leadership during projects.

These different engagement activities are summarized in the graphic below, with each numbered yellow circle representing an engagement touchpoint. Of note, while most resident engagement touchpoints are led by project team members (i.e., project manager, architect/engineer, and construction field inspector/manager), resident engagement at the ‘Procurement Update’ milestone is typically undertaken by the Capital Projects Priority Liaison during a Capital Update Meeting.



Resident engagement touchpoints and activities for most projects across the project phases

For projects with **Highly Customized Scopes** that involve more extensive design activities and greater opportunity for incorporating resident preferences, but sometimes also greater disruption to residents, the number of **resident engagement touchpoints increases to 12**. The **additional touchpoints** are at **‘75% Design Update’** and **‘Punchlist Completion’**, with an **additional engagement sign-off at the ‘Schematic Design Update.’** This includes comprehensive modernization, community center renovations, and playgrounds and sports courts projects. For these scopes of work, A&CM project teams can also coordinate with resident association leadership to engage the broader resident community through **presentations at resident association meetings, visioning workshops, and surveys**. Such efforts may be supported by Property Liaisons, Property Management, and other NYCHA staff.

For a small portion of capital projects that are largely replace-in-kind or limited design, focused on assets in contained areas that are not resident-facing and that involve limited or zero disruption to residents, A&CM follows a **Baseline Scopes** engagement model. **Baseline Scopes** includes repairs and renovations of crawl spaces, fire alarms, standpipes, interior compactor rooms, waste yards, brickwork, and roof tanks. Resident association leaders are first engaged on these projects by Property Liaisons through Capital Update Meetings, and then at a minimum engaged during the design phase at the **‘50% Design Update’** milestone, through a **‘Procurement Update’**, and during the construction phase at the **‘Pre-Construction Meeting’** and through **‘Biweekly Progress Updates.’**

The three models are summarized in the table below. The resident engagement model applicable for a specific project – Most Scopes, Highly Customized Scopes, or Baseline Scopes – will be discussed with resident association leadership at Capital Update Meetings or the initial engagement touchpoint for each project.

Engagement Model	Types of Projects	Scope Examples	Touchpoints
Most Scopes (~70%)	<ul style="list-style-type: none"> • Typical design activities • Assets may be in resident-facing or non-resident-facing areas • May be some direct or indirect disruption to residents 	<ul style="list-style-type: none"> • Heating • Elevators • Roofs • Lobbies • CCTV 	10 <i>(+ recurring biweekly construction progress updates)</i>
Highly Customized Scopes (~15%)	<ul style="list-style-type: none"> • More extensive design • Greater opportunity for incorporating resident preferences • Greater disruption to residents (sometimes) 	<ul style="list-style-type: none"> • Comprehensive modernization, • Community centers • Playgrounds • Sports courts 	12 <i>(+ recurring biweekly construction progress updates)</i>
Baseline Scopes (~15%)	<ul style="list-style-type: none"> • Replace-in-kind or limited design • Assets in non-resident-facing areas • Limited or no resident disruption 	<ul style="list-style-type: none"> • Crawl spaces • Fire alarms • Waste yards • Brickwork 	4 <i>(+ recurring biweekly construction progress updates)</i>

Communication Protocols

Across all engagement touchpoints, A&CM project teams seek participation and input from resident association leadership as well as Property Management to try to ensure that the needs of the development and residents are best met, and that the project proceeds efficiently and effectively. In doing so, A&CM project staff – including project managers, architects and engineers, and construction field inspectors/managers – are expected to make best efforts to adhere to specific communication protocols in several areas that were developed based on feedback from resident association leaders.

Meeting Participants: In addition to resident association leadership and Property Management staff, other participants invited to capital projects engagement touchpoints include the **Neighborhood Service Coordinators** from NYCHA’s Resident Services, Partnerships, and Initiatives Department (RSPI). RSPI engages residents across NYCHA through outreach, education, and information sharing, with a focus on resident association leadership. RSPI Neighborhood Service Coordinators are an integral partner in facilitating accessible communications with residents. RSPI staff from the **Resident Economic Empowerment and Sustainability (REES) team** are also invited to engagement touchpoints during the construction phase to help connect residents to Section 3 opportunities generated by the project.

For capital projects involving community centers, senior centers, daycare centers, and other similar facilities, the **entity or entities operating the center** are invited to engagement touchpoints. RSPI Community Partnerships staff may also be invited to engagement touchpoints when their support may be needed. For projects with discretionary funding from an elected official, **representatives of the elected official’s office** may be invited to engagement touchpoints if requested by the elected official or other stakeholders.

Scheduling, Format, and Materials:

Engagement touchpoints are generally scheduled by the A&CM project team. Upon request by a resident association leader, the assigned A&CM Capital Projects Property Liaison or the RSPI Neighborhood Service Coordinator may instead coordinate scheduling with resident leadership. **‘Scoping Meeting,’ ‘Design Kick-off,’ ‘Pre-Construction Meeting,’ ‘Construction Kick-off,’ ‘Walkthrough and Punchlist,’** and any touchpoints with engagement sign-offs are held onsite at NYCHA developments, with all A&CM project team members attending in person whenever possible.

Other touchpoints are typically hybrid format, held at the development with at least one A&CM project team member attending in person, but may be fully virtual as per stakeholder preference.

- ☑ **Schedule availability of attendees should be confirmed at least 2 weeks in advance of meeting**
 - If sufficient notice (3+ days) of a scheduling conflict is provided by an attendee, staff attempt to reschedule the meeting
- ☑ **Invitees should receive standardized calendar invites with clear subject lines**
 - E.g.: ‘50% Design Update: Holmes – Community Center Renovation’.
- ☑ **Standardized agendas should be utilized for different types of touchpoints to ensure effective engagement**
- ☑ **Materials should be sent at least 24 hours in advance**

After an engagement touchpoint, the A&CM project staff will aim to promptly share standardized meeting minutes that provide an update on the project and highlight decisions, actions, and next steps. If an attendee was not able to attend, the attendee can reach out to the A&CM project staff via phone or email to discuss the update and get any questions or concerns addressed.

Engagement Sign-offs and Walkthroughs: As noted earlier, resident association leadership are asked to sign off on their engagement after the **‘Scoping Meeting’** and **‘90% Design Update’** milestones for projects falling under the Most Scopes and Highly Customized Scopes engagement models; a sign-off is also requested at the **‘Schematic Design Update’** milestone for projects under the Highly Customized Scopes engagement model given the importance of early alignment with residents on key design elements for these projects.

A&CM project staff will make best efforts to obtain these sign-offs, which serve as an understanding on behalf of the full resident association board (and not just an individual board member); sign-offs are therefore considered final. Projects may move forward without sign-offs if A&CM project staff have made reasonable efforts to incorporate and accommodate resident input and reach consensus on any points of misalignment. In addition to sign-offs, stakeholders will also have the opportunity to join and provide input at the final **‘Walkthrough and Punchlist’** meeting for these engagement models, and additionally at the **‘Punchlist Completion’** walkthrough for Highly Customized Scopes projects.

Clear Points of Contact: Throughout each project, A&CM aims to maintain clear points of contact for resident association leadership, as summarized in the table below. Contact information for project-specific contacts will be shared at engagement touchpoints, and names of staff can also generally be found on the NYCHA Capital Projects Tracker (<https://capitaltracker.nycha.info>).

To address questions & issues about ...	Your point of contact is ...
Construction planning, coordination, and site management, before or during construction phase	Construction Field Inspector / Manager
Any other areas related to the project, e.g., scope of work, budget, design, procurement, etc., or if point of contact above cannot adequately address stakeholder's question / issue	Project Manager
Any issues the project team cannot address, including coordination across projects, or non-project issues	Capital Projects Property Liaison

Transparency on Funding and Contractual Requirements:

NYCHA aims to provide full transparency on funding and contractual requirements. As noted earlier, information on planned and active capital projects is shared publicly on the [NYCHA Capital Projects Tracker](https://capitaltracker.nycha.info) (<https://capitaltracker.nycha.info>) and with resident association leadership and Property Management through recurring **Capital Update Meetings**. This includes the preliminary budget as well as funding sources for each project, which are then updated as needed. Once A&CM initiates a capital project and staffs a project team, this information is also shared at project-specific engagement meetings.

As design and/or construction management consultants, and construction contractors, are brought on to a project, vendor information and contact details are also shared on the online Capital Projects Tracker and through engagement touchpoints. The construction contractor's contractual requirements are discussed in detail at the **'Pre-Construction Meeting'** and **'Construction Kick-off'** for each project, as applicable, and contract value and duration information is also shared. Stakeholders can also request copies of contracts through NYCHA's FOIL (Freedom of Information Law) request process to ensure any information subject to privacy laws is properly handled; details can be found on [NYCHA's website](https://www.nyc.gov/site/nycha/about/contact.page) at <https://www.nyc.gov/site/nycha/about/contact.page>.

Engagement on Resident Economic Opportunities and Section 3

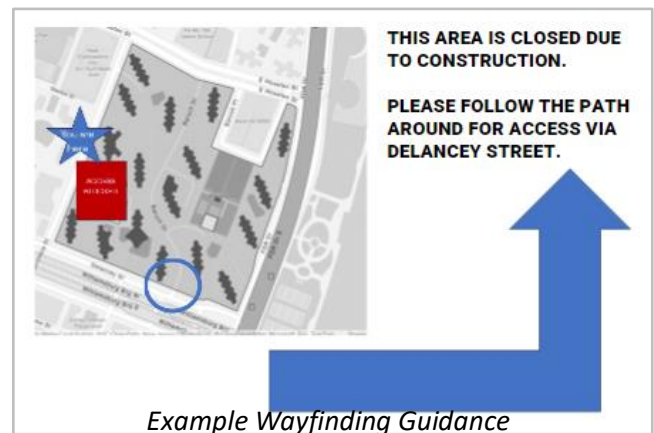
To maximize employment and apprenticeship opportunities for residents generated through capital projects, during the procurement process NYCHA requires construction contractors to provide a Section 3 Plan demonstrating how HUD Section 3 benchmarks will be met during the project. At the point of construction contract issuance, REES emails a letter to resident association leadership noting the primary construction trade and non-trade roles that may be available through the capital project. Discussion of the employment and apprenticeship opportunities, and the Section 3 Plan, is an important part of the agenda for the **'Pre-Construction Meeting,'** along with other contractual requirements as noted above. While not required under HUD Section 3 regulations, A&CM also tries to maximize resident economic opportunities with construction management consultants if they are involved in a specific project; this should also be discussed during the **'Pre-Construction Meeting.'**

Coordination on maximizing employment and apprenticeship opportunities for residents continues through the construction phase and is a standing agenda item for all construction phase engagement touchpoints. Contractors are expected to prepare flyers that advertise available opportunities at the development where the work is taking place, and to advertise roles on the [REES website](https://opportunitynycha.org/job-opportunities/section-3-information/) (<https://opportunitynycha.org/job-opportunities/section-3-information/>), as part of the contractors'

required outreach efforts under Section 3. The website includes broader resources about Section 3, current opportunities citywide, and support available to residents. NYCHA is developing additional resources on Section 3 specifically focused on capital projects and related topics, like construction trade union pre-apprenticeship and apprenticeship programs including the NYCHA Resident Training Academy (NRTA) and the Project Labor Agreement (PLA). These resources will be added to NYCHA's website and shared during capital projects stakeholder engagement once available.

Site Signage and Resident Noticing

In addition to live engagement touchpoints, on active construction sites A&CM project teams utilize various standard communication tools to provide information for residents, including simple, easy-to-understand project signage/posters; clear service interruption notices and apartment access notifications; wayfinding instructions; and other guidance related to construction impacts. These communications are translated into the most commonly spoken languages at the development.



Project Satisfaction Surveys

As also noted earlier, in 2025 A&CM will implement new Project Satisfaction Surveys to seek structured feedback from resident association leadership at multiple points in each project. Survey questions will be focused on scope clarity, quality of engagement and communications, satisfaction with vendors, and quality of work, among other topics. The survey results will be used to improve the management of future capital projects, including resident engagement. Additional details about the surveys will be added to this document.