

NEW YORK CITY HOUSING AUTHORITY

THREE-THOUSAND ONE HUNDRED AND SIXTY-FOUR MEETING

Minutes of Board Meeting

Wednesday, September 15, 2021

The meeting was held remotely.* A Quorum being present, the Chair called the meeting to order.

Present: Gregory Russ, Chair
Victor A. Gonzalez, Vice-Chair
Joseph Adams, Member
Magalie Austin, Member
Paula Gavin, Member
Matt Gewolb, Member
Vito Mustaciolo, Chief Operating Officer
Jacqueline C. Hernandez, Esq., Corporate Secretary

*Because of the ongoing COVID-19 health crisis and in relation to Chapter 417 of the Laws of 2021, the Board Meeting of the New York City Housing Authority, held on Wednesday, September 15, 2021 at 10:30 A.M., was limited to viewing the live-stream or listening via phone instead of attendance in person

NEW YORK CITY HOUSING AUTHORITY
Office of the Corporate Secretary

Minutes
Regular Meeting*
Wednesday, September 15, 2021

I. Authority Minutes

Adoption of Minutes of Regular Meeting, Wednesday, July 28, 2021

APPROVED

II. Chair's Opening Remarks

I just wanted to give the Board an update on what we know about the Infrastructure and Capital discussions going on in Washington. I want to emphasize we do not have the final Bill language yet. We have draft Bill language. I will be talking about the monies that are not associated with the bi-partisan Infrastructure Bill, but part of the Reconciliation Bill ("RB") that the Democrats would like to get through the House and the Senate. We had strong advocacy from the New York delegation.

The White House is proposing \$80 billion for Public Housing nationally over a ten (10) year period. It wants to distribute funding in a series of three (3) major distributions. The first distribution would be made sixty (60) days after the enactment of the RB and would use the Capital Fund ("CF") formula, (the formula HUD currently uses), to divide up across all the Housing Authorities ten \$10 billion in CF nationally. Since we know the formula, our estimate is that it's possible, NYCHA could get \$2.2 billion, available within sixty (60) days of enactment. This amount is enough for NYCHA to do five (5) large sites with comprehensive modernization ("CM"). That leaves about \$66 billion left to distribute. The Bill language proposes that the Secretary would have discretion to make priority investments to repair, replace or construct properties assisted under Section 9. The second distribution divides up to \$66 billion into two parts; about \$22 billion would be distributed within eighteen (18) months of the law being enacted. Those would be grants that we would have to apply for or become eligible for. What that criteria is and how HUD may treat them has not yet been worked out. There is probably going to be a distressed properties category, and we certainly would be eligible under that category. The third distribution (\$44 billion) comes sometime between eighteen (18) and forty-eight (48) months after enactment distributed through grants that you qualify for or you go after. There is also a non-related \$2.7 billion for Competitive Grants that's also available. I don't know if we would apply for those or not. Lastly, there is administrative funding for HUD.

The Secretary is given fairly broad waiver language. As you're talking to other residents or other folks in the communities, there's a sense that we're just simply going to get forty \$40 billion handed to us if this RB passes. I want the Board Members to be aware that we've been in heavy

discussions with HUD, the Delegation, and even yesterday we had representatives from the White House on the call, but there is a process to distribution. We are very excited about these numbers. This was inconceivable a year ago. I think the first slug of funds would allow us to do, maybe CM at five (5) of our most difficult properties. We do not have any details on how HUD is thinking about distribution of grants or distress property grants; yet, I believe they are still trying to work it out. Keep in mind that neither HUD nor NYCHA has dealt with money at this scale before. There is going to be stuff to work through.

Questions and Answers

Q. Vice-Chair Gonzalez: First, we must wait for the enactment of the law?

A. Chair Russ: Correct.

Q. Vice-Chair Gonzalez: Then, at a bare minimum we are looking at a wait time, providing that we are eligible for it, at least into 2023 and 2024 before any of these funds will be released to us?

A. Chair Russ: That's only the first amount of money that comes through the CF formula that is available sixty (60) days after the Bill passes. We would have available to us, not in our bank accounts, but available from HUD \$2.2 billion. We could begin to access that for planning purposes, and we could get that pretty quickly. The bigger amounts are subject to a process, even though at eighteen months, they must have that money distributed, and between eighteen (18) and forty-eight (48) months for the balance. The first portion of \$2.2 billion comes quickly. HUD is suggesting that they are going to base some of the needs on the Housing Authorities updating their Physical Needs Assessment. NYCHA had planned to do this anyway. I am going to see if they can accelerate that. However, it was done in 2017, and the next one will be due this year or next year. I just want to emphasize, we are still trying to work this out, and the call yesterday was very collaborative. They're taking our ideas about the approach and thinking about them in terms of how they want to disperse the money. The first slug of \$2.2 billion comes sixty (60) days and then sometime after that it's hard to guess. We would begin to get notices from HUD that the balance of the money becomes available at eighteen (18) months, and maybe before, and no longer than forty-eight (48) months.

Q. Vice-Chair Gonzalez: In your estimate, do you see anything at all, that would not make us eligible at all to receive these funds? Is there anything in the way at the moment that you feel we need to clear up in order to be eligible?

A. Chair Russ: If they keep a distressed properties criteria, I would say I don't see a thing. We can certainly show that the properties have all the things in the agreement that we signed with HUD, plus the age of the buildings. If other criteria is applied, I can't say at the moment. This \$80 billion nationally is predicated on the \$2.3 trillion RB passing. If they can't get the \$2.3 trillion RB passed, then that's going to impact all the numbers in the Bill, probably, including ours. We will get something, and we know that. If we get \$2.5 or \$2.2 billion from the Feds, we also have the CM money that the City put in the City Action Plan for the Agreement. By sometime next year, we could have seven (7) sites in CM which would be either in planning and design or resident engagement stage. We also stress the need to do alternative procurements, because we are talking about \$500 million contracts for some of these sites and we are going to have to do them differently. We can't just bid that out.

Q. Vice-Chair Gonzalez: You mentioned something about the Secretary having discretion as to how the monies are spent. I have a little issue with that. Discretion, in my opinion, does not look at what we actually need. I would hope that, in this process, when she does decide to use that discretion, that she at least communicates with us so that she knows what our priorities are.

A. Chair Russ: The Secretary's representatives were on the call yesterday, and they are aware of what we're talking about. We had three (3) HUD staff, one from the Secretary's office, one from Public Housing and the other from its Planning Shop. The Secretary's office has been engaging with us, so they are aware of that. Even though she has this authority, that's really granted to her to set up the structure to get the money distributed.

Q. BM Gavin: Even in the best case scenario, obviously we still need more money. So, are we still confident about the additional vouchers that would be part of the Blueprint For Change ("BFC")?

A. Chair Russ: We haven't taken the BFC off the table. We're waiting to see how much money does come from Washington over what period of time. There are additional vouchers available anyway in the budget and in the RB that we could get access to. I think the RB also increases the numbers of Tenant Protection Vouchers, which were the vouchers, we were planning on using. Depending on what happens with these grants, and these Capital investments, we would have a better idea after this passes. We need the procurement relief, no matter what and, if you recall, the Trust Bill included substantial authorization for procurement flexibility. In addition, it created the Alternative Procurement Method requirements for resident hiring and created requirements for Minority-Women Business Enterprise. We talked to the State Legislative, the Housing Committee Chairs, and HUD about this. We don't want to be in a position where we get \$2.2 billion for the first slug of money and go through a conventional procurement process that we'll never get the money out the door. We have some time to pivot a little bit if we need to.

Q. BM Gavin: I was thinking that the BFC and the additional vouchers are still a necessity.

A. Chair Russ: It's exciting to have numbers at this scale. It's the first time since 1937 that we've talked about recapitalizing the whole portfolio.

Q. BM Adams: The newly appointed Lieutenant Governor stated that he is going to give NYCHA a few \$100 million dollars to take care of the immediate needs, capital projects aside. He clearly stated this is for our day-to-day things. Will the money go directly to what he is directing?

A. Chair Russ: What he said, I don't have any idea. We don't know what we have from the State. We have \$450 million for boilers and elevators. We have another \$100 or \$200 million, which I believe \$100 million is going to elevators and \$100 million maybe for compliance. We have not seen anything on operating funds. He may have said this with all good intentions, but the other thing is that he is also going to do a taskforce around NYCHA. I could ask Brian Honan to check on whether these things are connected in some way. In other words, is this contingent on the taskforce? We are very happy that we're on people's minds. We could certainly use what you described, but I don't want to tell you that we have a finished deal, or we have the amounts or anything like that yet. It is possible it could come, but its not quite done baking.

One last note. I know that we have a new Administration that wants to do something. State Legislators and Senators also want to do something. I think we have a good combination here. As

soon as the information becomes available, the Board will be briefed on what is proposed at the federal level and state level as well.

III. Reports

A. NYCHA's Green Energy Strategy (Report is attached hereto and incorporated herein)

Questions and Answers

Q. BM Adams: I didn't hear anything in your presentation about road blocks or possible things that might or might not work. There are numerous things from my research about this low efficiency levels, such as, how it can be unreliable at times, although I am not saying this is the case here.

I would like to see data on where you have completed this, and what are the heating numbers, as far as outages, where these systems have been installed. I would like to see some numbers supporting how feasible it's been since you have some of these systems in place.

A. Steven Lovci: We are constantly monitoring risks, everything from the State and the Federal governments moving to a green grid. That is an important piece that makes all this work. We sit in those meetings and hear about the funding that's happening on the Federal and State level, and the work the Federal, State and City are doing to get us to the green grids. There are risks, as you mentioned. The construction of all this roofing this year was very difficult for us, because the ISO boards (the installation boards that we use to get our values) are in high demand. We are managing all the risks around that to make sure that we can get the roofs on. We have to do things like contact the actual suppliers and manufacturers, to make sure that we are getting those materials and supplies to us.

In terms of numbers, we have consultants who have built a very cool software system for us, in which we can monitor, as well as project savings, carbon footprint, and other items. As such, we can make good decisions now in planning. As you build these things out and get the funding for it, we don't want to be behind the 8-ball. Technology is constantly changing, and we hope it gets better.

Q. Vice-Chair Gonzalez: What is the ultimate goal as far as boilers, heating systems, and gas that you use or won't use? Have we concluded, as to what's going to be the ultimate goal on all these topics? Will we be going strictly to this or that? If so, have you calculated where it's going to work and where it's not going to work?

A. Steven Lovci: One size does not fit all. We have an amazing portfolio of high-rise campuses, scattered sites and midrise sites. There are a set of tools in our tool chest. For example, for solar panels, you need a large area, that you can produce the solar to make it viable for those sites. We could do it at Queensbridge, but we might not be able to do it at other sites. We have mapped out which sites are viable and which are not. However, we can partner up to have it done at certain sites. The Building Management System doesn't necessarily work at all the sites just as the heating systems don't necessarily work at all the sites.

A. Vlada Kenniff: We do have to be prescriptive, but the approaches will be different for different buildings. The map we created is a planning tool. It's going to allow us, as we ask for funding and as we work with our PACT Partners to make decisions around how we would approach heating and hot water systems. Technology targets are dictated by Local Law 97. We don't have a choice. The city overall doesn't have a choice. There are no penalties built into the law and, in some ways, we have a little bit more flexibility. However, other buildings throughout New York City that are twenty-five thousand (25,000) square feet or bigger will see pretty hefty penalties for not complying with the law, and not showing the carbon reductions. The reductions are 40% by 2030, which will be very soon, and 80% which is essentially net zero (0) by 2050.

We are in a moment where we must work together with the State and other agencies to make sure that the grid is taken in the right direction. We are electrifying our buildings, so we better know that the grid is greening. We are going in the right direction, so it is really going to be very complicated, like dancing with many players.

Q. Vice-Chair Gonzalez: Where are you going with boilers and stoves? I know there is combination of different things. I would like to see how you are going to address these aspects going into the future, while you incorporate this wonderful massive undertaking that you are doing now.

A. Vlada Kenniff: When the map becomes public, you will be able to click on each one of the properties, and it will explain the plan or the aspirations, assuming that we get the level of funds for complete electrification, versus hydraulic conversion, versus geothermal.

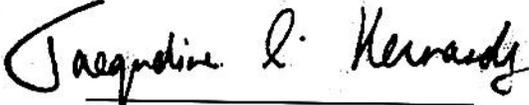
B. PACT Update and Resident Engagement Overview (Report is attached hereto and incorporated herein)

Questions and Answers

Q. Vice-Chair Gonzalez: Will all this information and forms be distributed to the developments that have already gone through conversion? Where can they get the information? To my knowledge, the information has not been distributed to the residents who already went through the conversion and are still in the process. In addition, I am not sure if the Resident Associations ("RA"), know that they can still be an association. What is the process?

A. Leroy Williams: I believe we will talk internally about sharing that information with the previous rounds. We just newly instated the Poll Conversion Team. They will be reaching out to all past and present Resident Association Presidents, so they will know that they can maintain their RAs, and that they will receive Tenant Participant Activity funds and technical assistance on Elections. We will work with our PACT Partners to give them that particular type of technical assistance. We will follow up on those things and keep you abreast.

*Non-Voting
BM=Board Member


Jacqueline C. Hernandez, Esq.
Corporate Secretary

NYCHA Board Meeting September 15, 2021

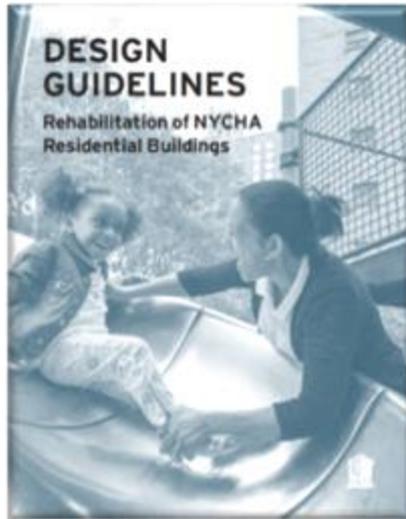
NYCHA's Green Energy Strategy

J. Steven Lovci, EVP of Capital Projects Division
Vlada Kenniff, VP of Energy and Sustainability

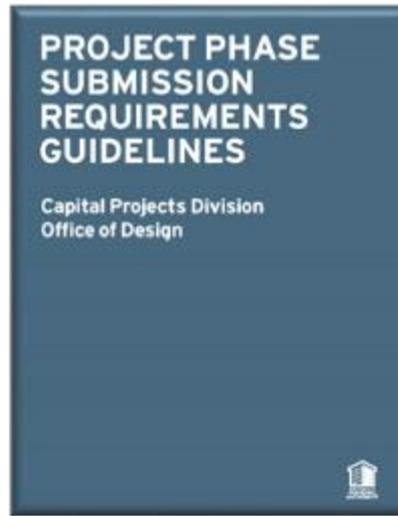


Capital Projects Division

Develop and Adopt Practices of Design Excellence



2017



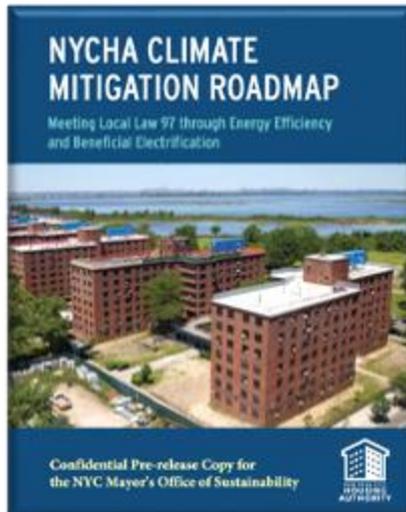
2018



2019



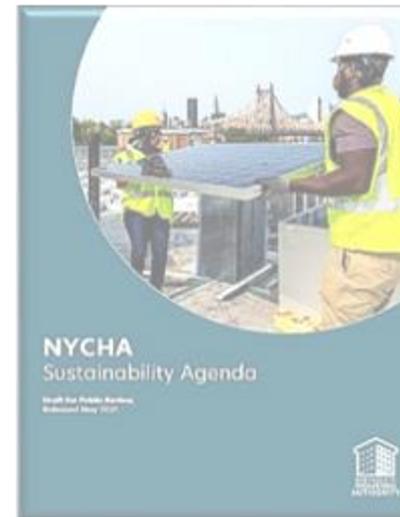
2020



2020



2021



2021

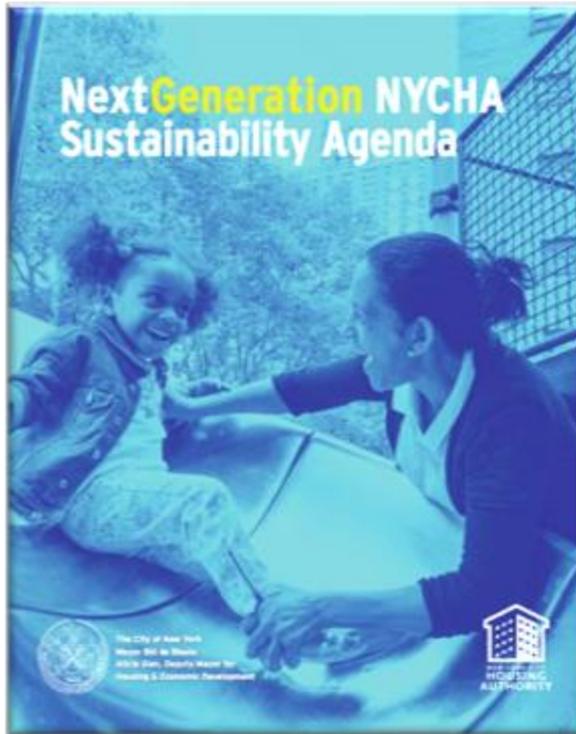


2021

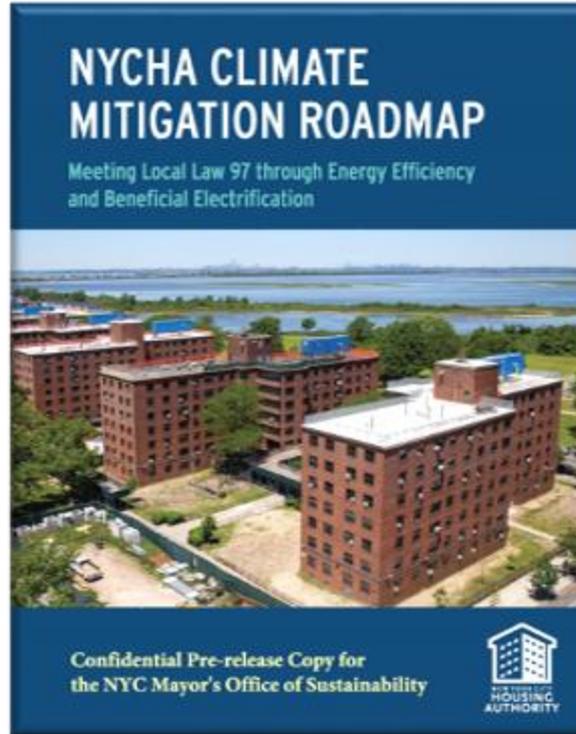


Capital Projects Division

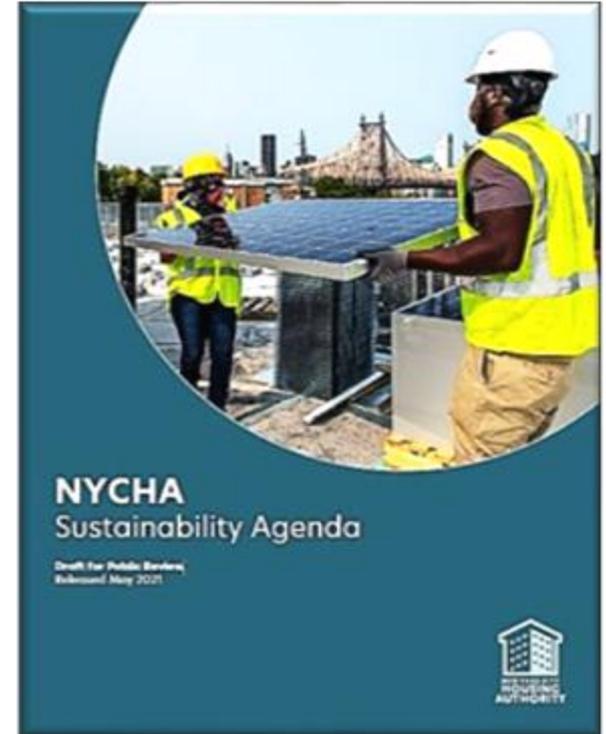
Develop and Adopt Practices of Design Excellence – Energy Programs



2016



2020



2021



Legislation

NY State and NY City Trends

NYS

CLCPA

NYS Climate Leadership and Community Protection Act (2020)

sets action leading CLEAN ENERGY TARGETS while calling for an orderly and JUST TRANSITION to clean energy that create JOBS and fosters a GREEN ECONOMY.

2030 70% Renewable Energy

2040 100% Carbon Free Electricity

2050 85% GHG Reduction from 1990

STATE ENERGY PLAN

Amendments to the 2015 State Energy Plan were adopted to reflect the updated target of CLCPA.

CLEAN ENERGY STANDARD

70% renewables by 2030 through the mechanism of RENEWABLE ENERGY STANDARD and zero-emission credit.

NEW EFFICIENCY

Comprehensive strategy to deliver energy efficiency gains. 2025: 185 Tbtu of energy savings. 1/3 of 40% GHG Reduction target by 2030.

Clean Energy Fund

\$5B Market Development
NY-SUN
NY Green Bank
Innovation and Research

CHARGE NY

Infrastructure for a CLEANER TRANSPORTATION system through a collaboration between NYSERDA, NYPA and DEC.

NYC

CMA

NYC Climate Mobilization Act (2020)

represents NYC's commitment to the carbon drawdown targets set out in the PARIS AGREEMENT pledging the city to carbon neutrality by 2050.

2030 40% GHG Reduction from 2005

2050 80% GHG Reduction

2050 Carbon Neutrality

LOCAL LAW 97

Requires NYCHA portfolio to RETROFIT and reduce carbon emissions by 40% by 2030 and 80% by 2050.

LOCAL LAW 99

Mandates the City study the feasibility of replacing in-city GAS FIRED power plants with BATTERY STORAGE systems powered by RENEWABLES.

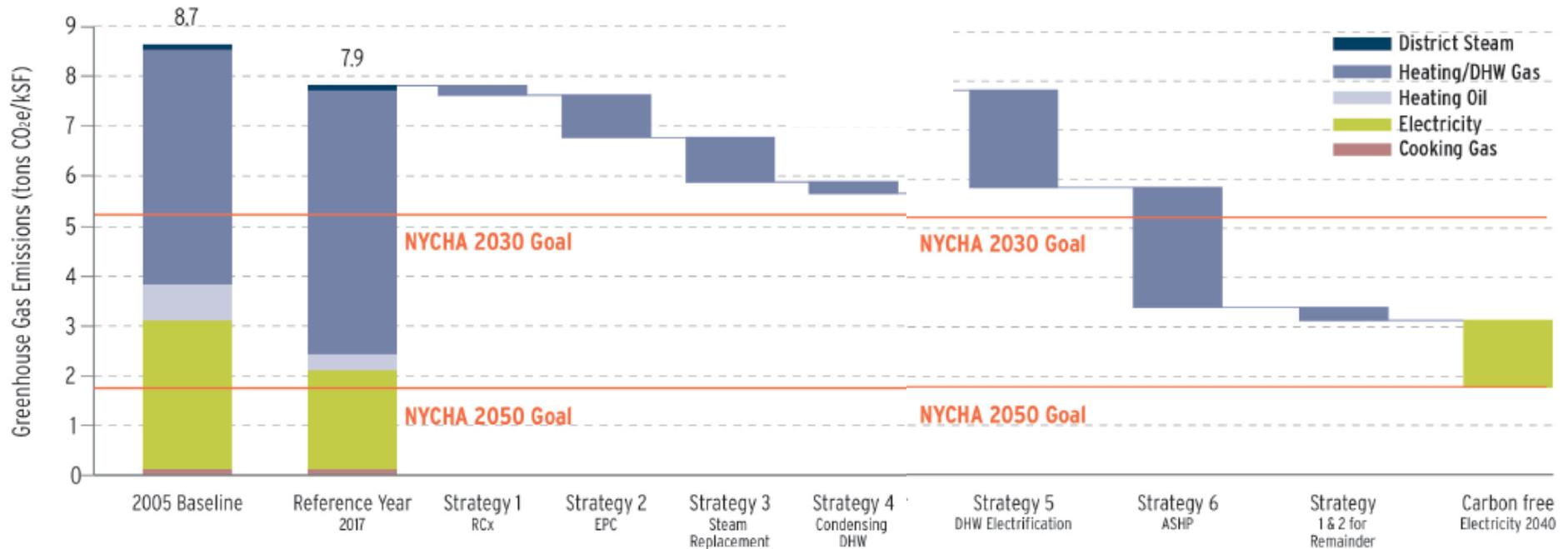
LOCAL LAW 92 + 94

Requires the installation of Green Roofs or SOLAR PV electricity generating systems on the roofs of certain new construction and renovation projects.

Legislation

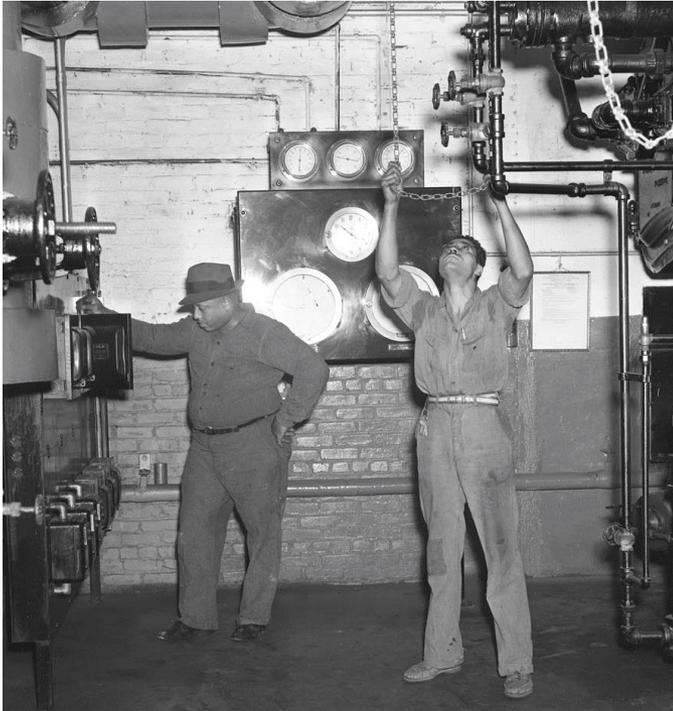
Path to Local Law 97 Compliance

Figure E1. Impact of Fuel Efficiency Measures on GHG Intensity



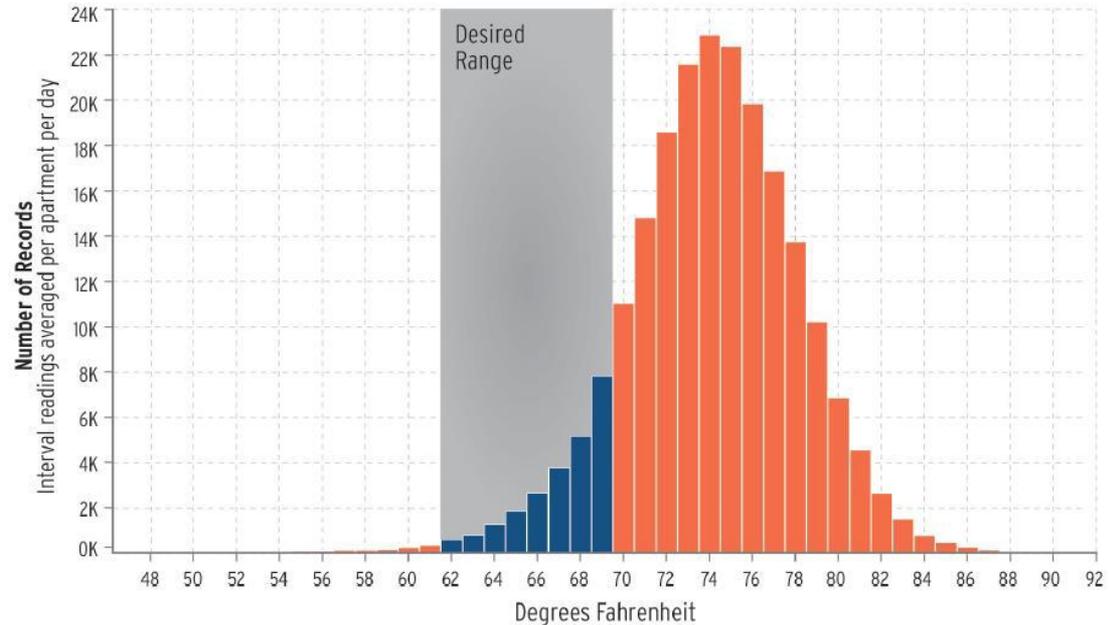
Heating and Cooling Systems

Campus Steam Heating and Hot Water Systems



What was state of the art in 1939 ... is still with us today.

Average Nightly Temperature Distribution
(From Oct 2017 to Jan 2018 in 11 developments, 10PM - 6AM)

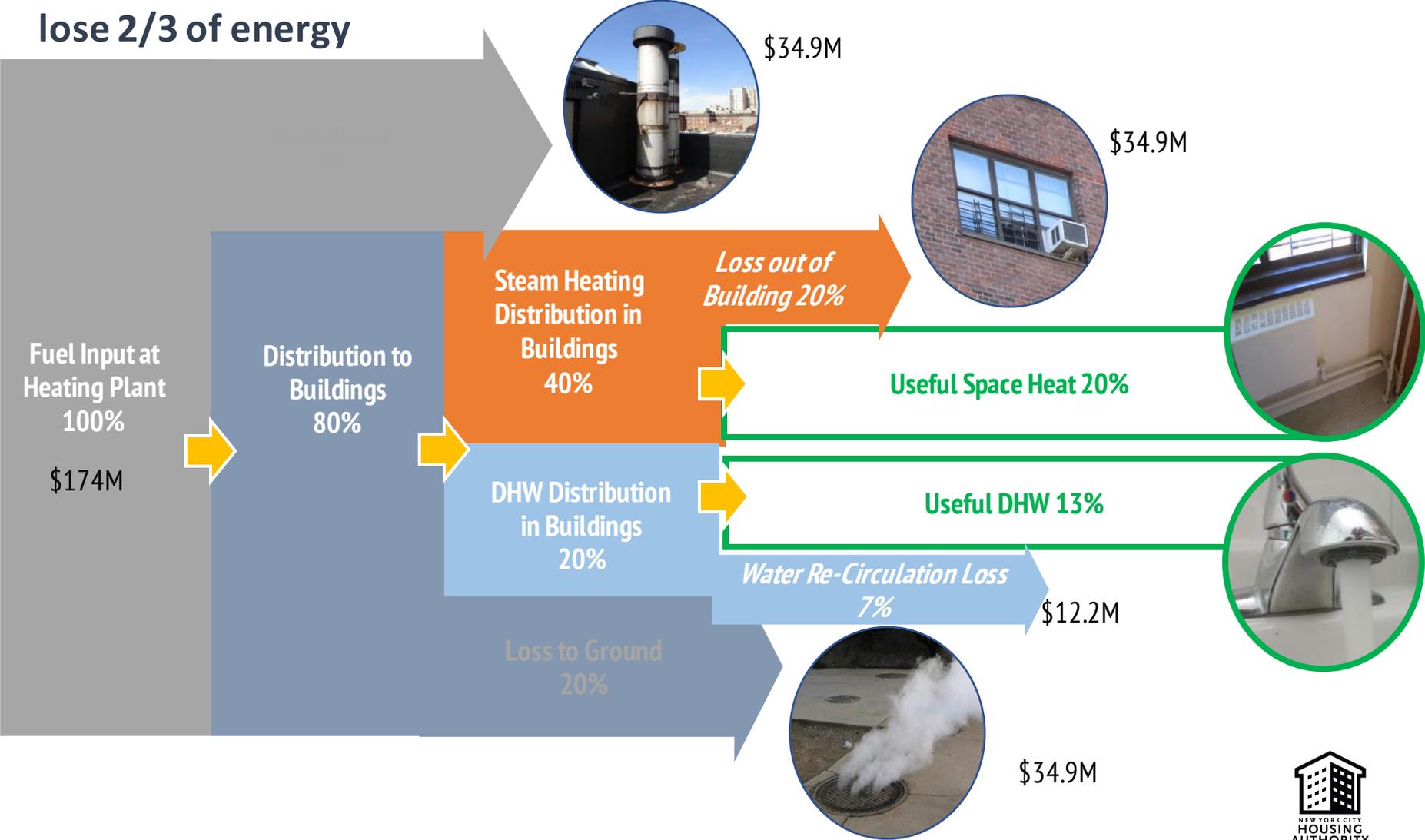


Overheating is more pervasive than heating outages at NYCHA

Heating and Cooling Systems

Campus Steam Heating and Hot Water Systems

lose 2/3 of energy



Heating and Cooling Systems

Heating Technology Progress

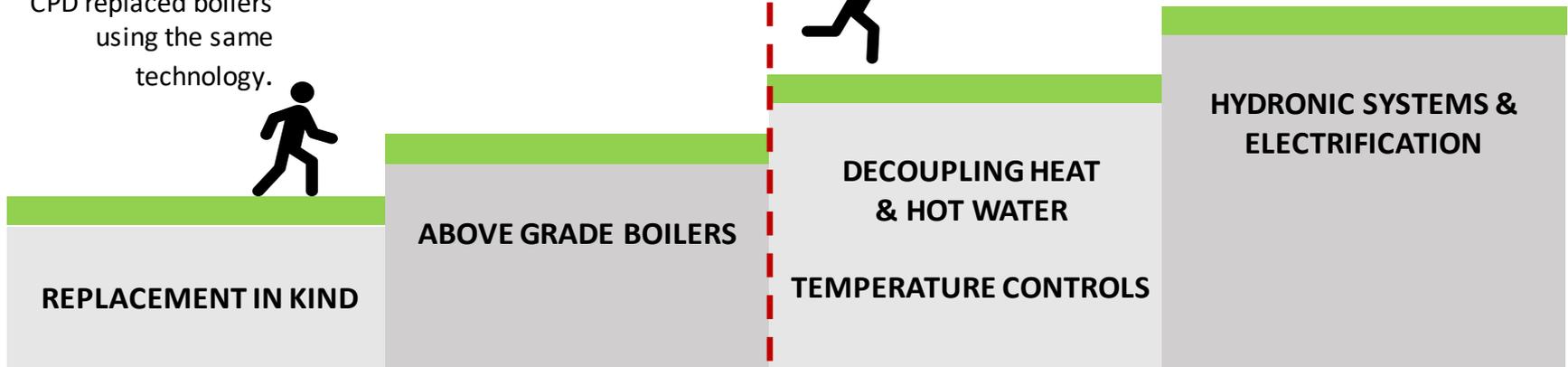
- Optimize Campus Steam
 - Distributing Maintenance & Balancing
 - Indoor Temperature Sensors and new BMS
- Weatherizing Small Buildings
- High Performance Enclosures

Looking Forward,
to comply with LL97 and reduce carbon emissions, the newest technology allows an opportunity for beneficial electrification..

Recent Improvements
decouple heat and hot water, which allows heating boilers to shut down in the summer for maintenance and improved efficiency.

Post-Superstorm Sandy,
to prevent flooding many damaged boiler rooms were moved above grade.

Historically,
CPD replaced boilers using the same technology.



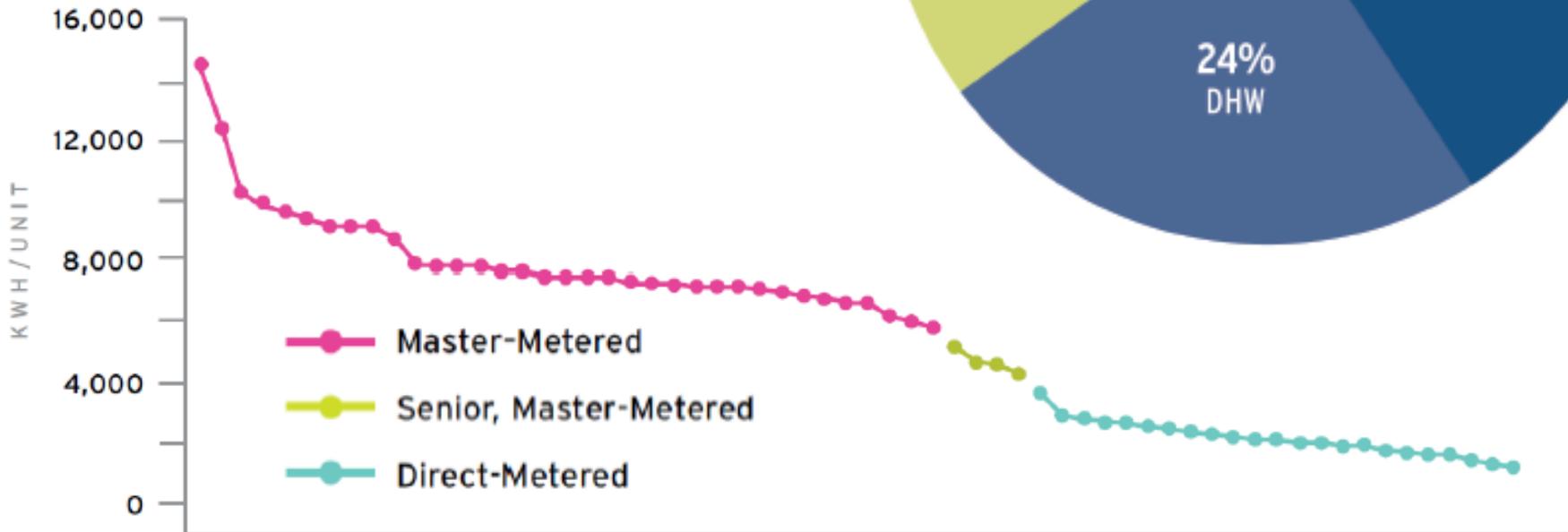
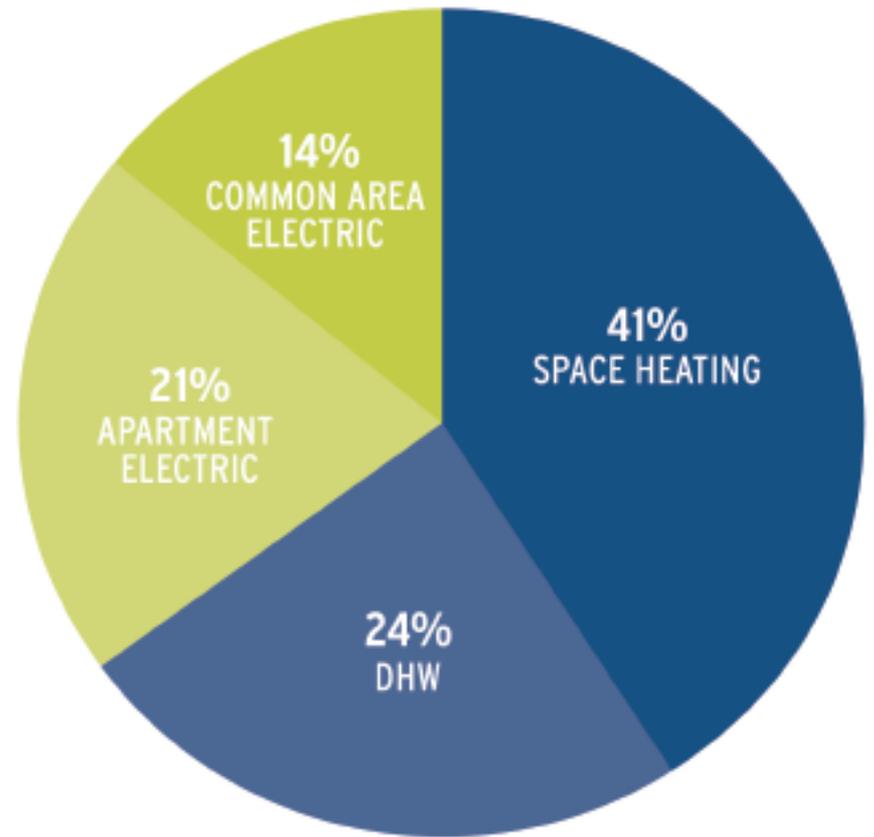
2020

2020 - 2050

Energy Usage

Electrical

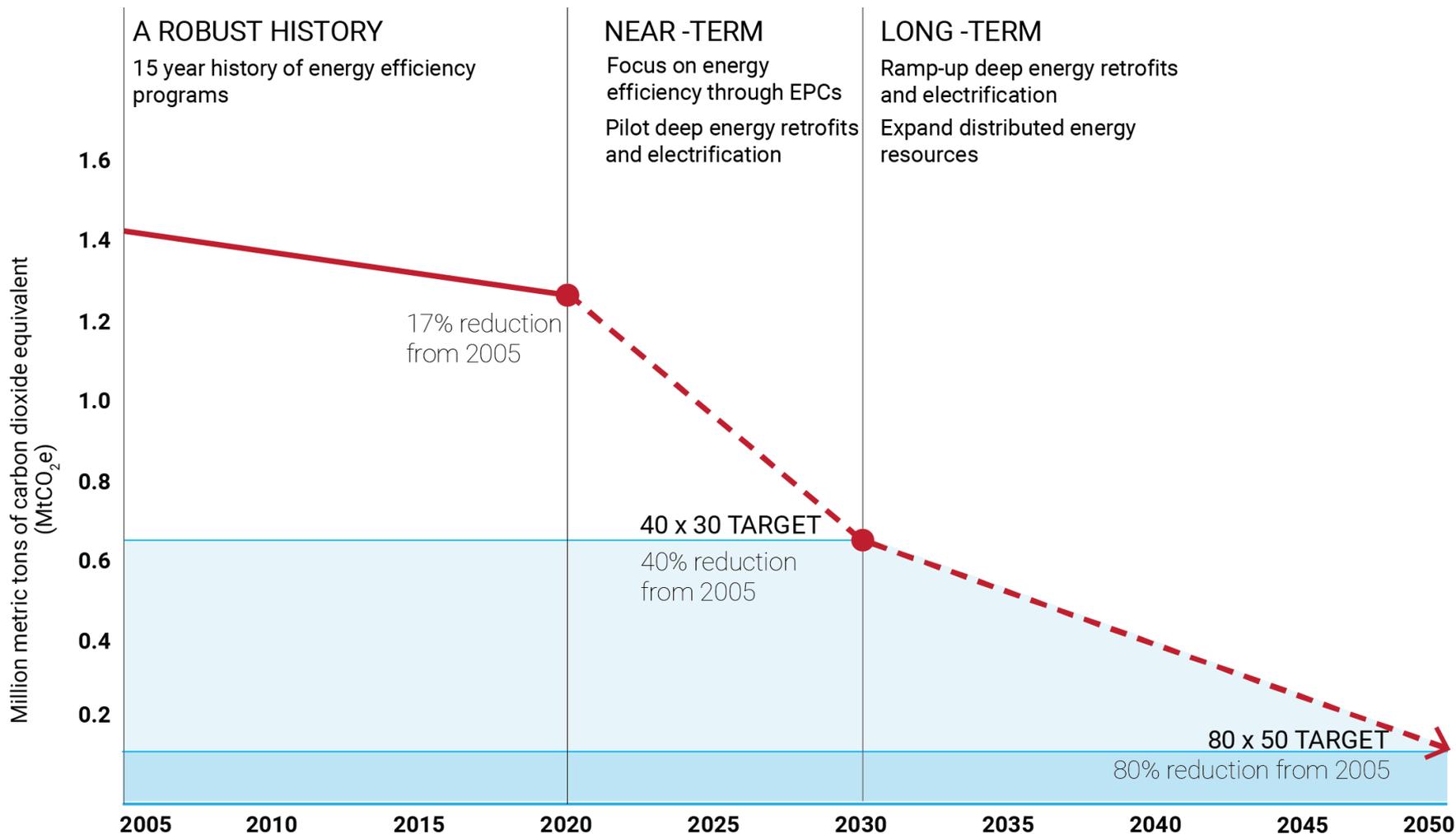
- Submetering
 - Resident Outreach
 - Utility Allowances
- Reduce Existing Loads
- Using Additional Capacity
- Reduce Common Area Loads
- Limit Demand



Future Considerations?

Green House Gas Emissions

NYCHA'S Reduction Pathway



Heating, Hot Water and Cooling

Heating Technology Progress – Capital’s Portfolio



Capital Projects Division Portfolio

Recovery and Resilience	
LES V [^] (protected by barriers)	Complete
Ocean Bay Bayside	Complete
Coney Island Sites 4/5	Complete
Two Bridges (protected by barriers)	Complete
Coney Island Site 1B [^]	Complete
Coney Island	Complete
Baruch (PRV above flood elevation)	3/27/2023
Carey Gardens	5/25/2022
Carleton Manor	12/8/2021
Coney Island I (Site 8)	8/30/2022
Gravesend	1/7/2022
Haber	11/2/2021
Hammel	8/18/2022
Lavanburg (PRV above flood elevation)	3/27/2023
Metro North	1/27/2022
O'Dwyer Gardens	8/30/2022
Red Hook East	10/28/2022
Red Hook West	10/28/2022
Redfern	12/10/2021
Surfside Gardens	8/30/2022

City	
Cypress Hills [^]	11/09/21
Farragut [^]	11/19/21
LI Baptist Houses [^]	Complete
Morris I [^]	12/27/23
Morris II [^]	12/28/23
Morrisania [^]	12/28/23
Rangel [^]	04/11/23
Fiorentino Plaza	Complete
Robinson [^]	Complete
Sotomayor [^]	Complete
Taft [^]	12/31/21
Gompers [^]	03/25/23
Lehman Village [^]	02/26/25
Wilson [^]	02/26/25

Key:
Direct ConEd steam conversions
Heating plants above grade
[^] Decoupling of domestic hot water
^{**} Electrification
^{***}Hydronic conversions

State I (DB)	
830 Amsterdam ^{**}	10/22/23
Berry [^]	10/22/23
Eastchester [^]	12/30/23
Jackson [^]	12/30/23
Pink ^{^***}	09/02/24
Tilden ^{**}	09/02/24
Ocean Hill ^{**}	01/06/25
Brownsville [^]	01/05/25
Saratoga Village ^{**}	01/05/25
Marble Hill [^]	10/22/23
Marlboro [^]	04/07/25
Federal	
Bronx River	06/25/2024
Carver	10/05/2023
Dyckman	09.30.2024
East River	8/18/2024
Sumner	7/10/2023
Pomonok ^{**}	Q3 2024
Latimer ^{***}	Q4 2025
Woodside ^{**}	Q3 2024
Morrisania Air Rights ^{***}	Q4 2025

State II	
Amsterdam [^]	01/15/24
Brevoort [^]	01/25/24
Cooper Park [^]	10//15/23
Johnson [^]	02/15/24
Lincoln [^]	06/15/24
Mott Haven [^]	09/15/23
Ravenswood [^]	11/15/24
Roosevelt I & II [^]	10/15/23
UPACA (Site 5)	07/14/23
Van Dyke I & II [^]	10/15/24
Bay View	01/11/24
Gowanus	06/23/24
Marcy	07/05/24
Smith	01/03/24

Grants and Other Sources	
Fort Independence ^{**}	Q3 2024
1471 Watson ^{**}	9/1/2023

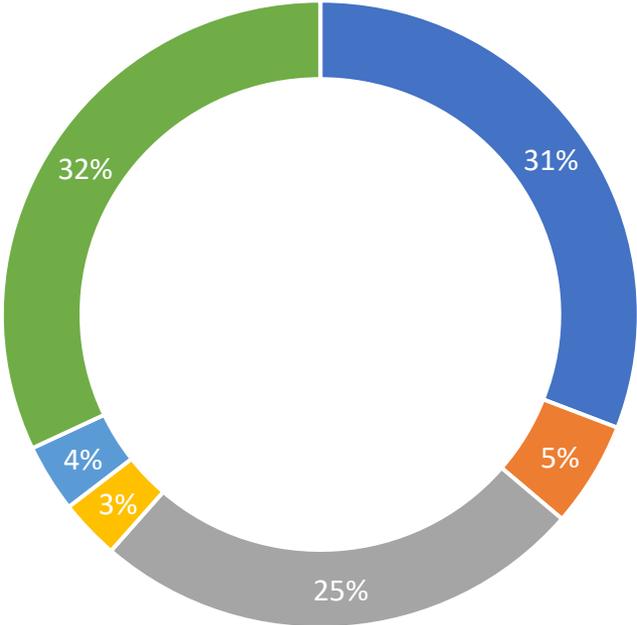
Energy Performance Contracts	
Patterson	Complete
Whitman	Complete



Mechanical, Electrical, and Ventilation

Our Future

Carbon Benchmark 2025

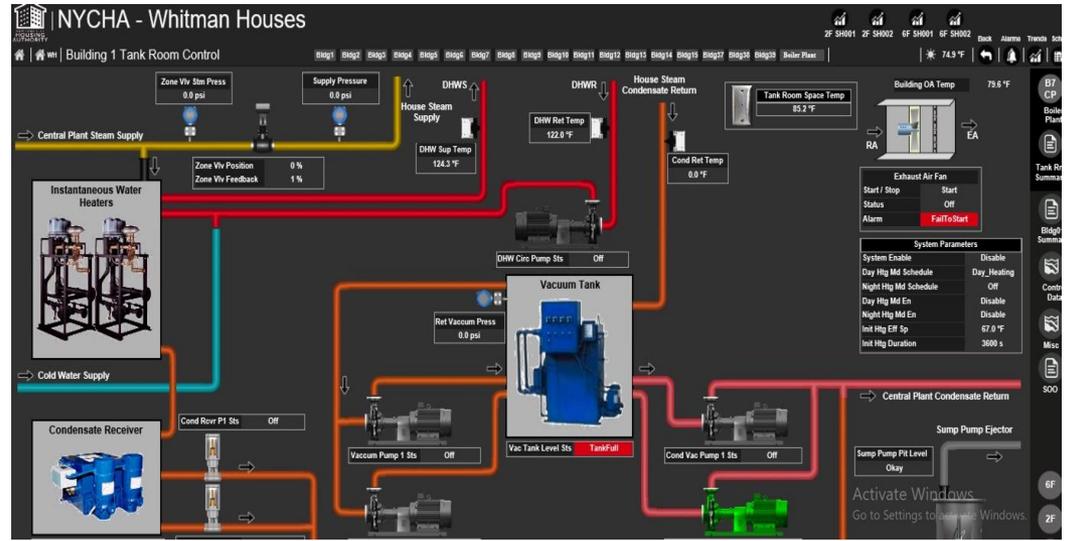
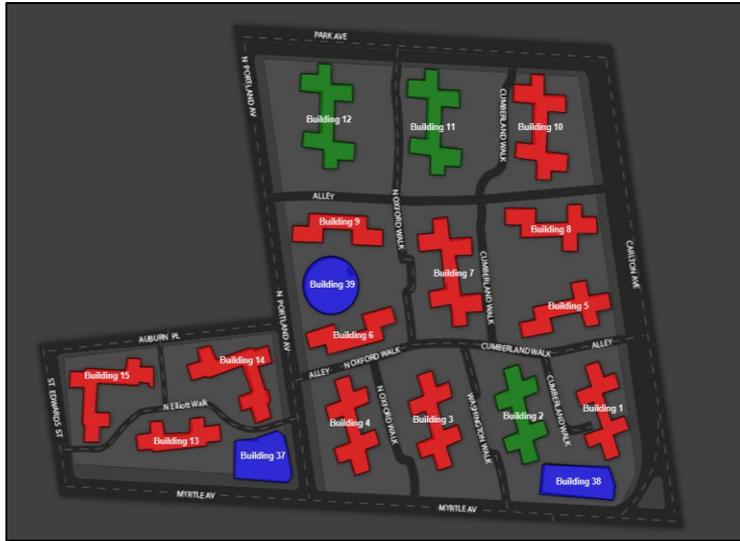


- Heat (Nat Gas)
- Heat (#2 Oil)
- DHW (Nat Gas)
- Cooking (Nat Gas)
- Elec Loads (Air Cond)
- Elec Loads (All Other)

- Building Management Systems
- Steam System Optimization
- Steam to Hot Water Exchangers
- In Unit Thermal Controls
- Hydronic Conversation
- Heat Pumps for Space and Hot Water
- Smart AC's
- Submetering without Resident Billing
- Enclosure Retrofits

Building Management Systems

Energy Use Monitoring



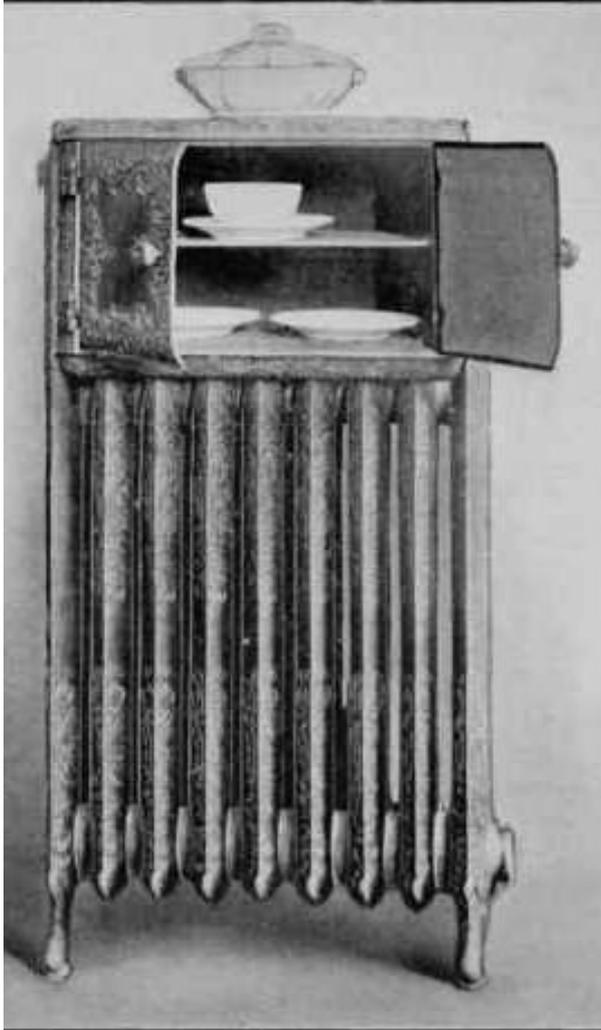
Temperature Range Legend: Out Of Range (70, 75) | Temperature Range (Color scale from blue to red)

Building Side / Stair	101 North Portland Ave SH017					99 North Portland Ave SH018				
	A	E	B	C	D	A	E	B	C	D
Sixth Floor	80.6 °F	76.3 °F	78.6 °F	78.3 °F	80.0 °F	78.7 °F	32.0 °F	71.0 °F	82.3 °F	81.4 °F
Fifth Floor										
Fourth Floor										
Third Floor										
Second Floor	78.9 °F	83.3 °F	83.7 °F	81.7 °F	84.2 °F	73.8 °F	79.2 °F	77.2 °F	78.6 °F	80.8 °F
First Floor										
Basement										



Steam System Optimization

Interior Distribution



A proof-of-concept project was completed at Washington Houses that showed an energy savings of 24% for the heating load only (not including hot water and electrical). This optimization solves interior distribution issues and prolongs the life of the boiler. The work at Washington Houses was completed by NYCHA's Heating Unit. They do not have the resources, staff and funding, to do this work for the rest of the portfolio.

Building Science

Every Project Makes A Difference



90% savings over the sodium/halogen fixtures they replaced



The buildings with R30 is 15% less heat loss than from earlier designs that used R-25.

Estimated to reduce building peak kW demand by 26%.



Deep Retrofits

Entirely Electrical Buildings

CPD will completely electrify all energy uses such as heating (and cooling), domestic hot water, and cooking at **1471 Watson Avenue** located in Bronx, NY.



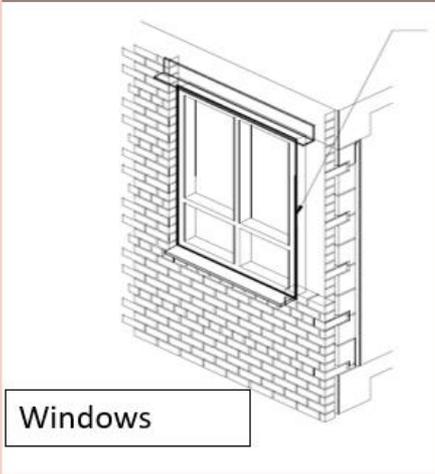
Induction Stovetop



Heat Pump



Domestic Hot Water Heater



Windows

Deep Retrofits

Building Envelope



Rendering of Ravenswood Panelized Cladding Installation

NYSERDA Retrofit NY Competition RFQL 4234

Scope of work:

- Panelized cladding
- Electrification (heat pumps for heating, cooling, ventilation and hot water), solar PV
- Improving aesthetics and resident comfort
- Project in Design

Cladding at Baychester Houses

Scope of work:

- LL-11 Façade
- Increased R-value
- Revitalization



Before



After

Deep Retrofits

Heating and Cooling



NYSERDA/NYPA Grant

Bring to market a cold climate window heat pump



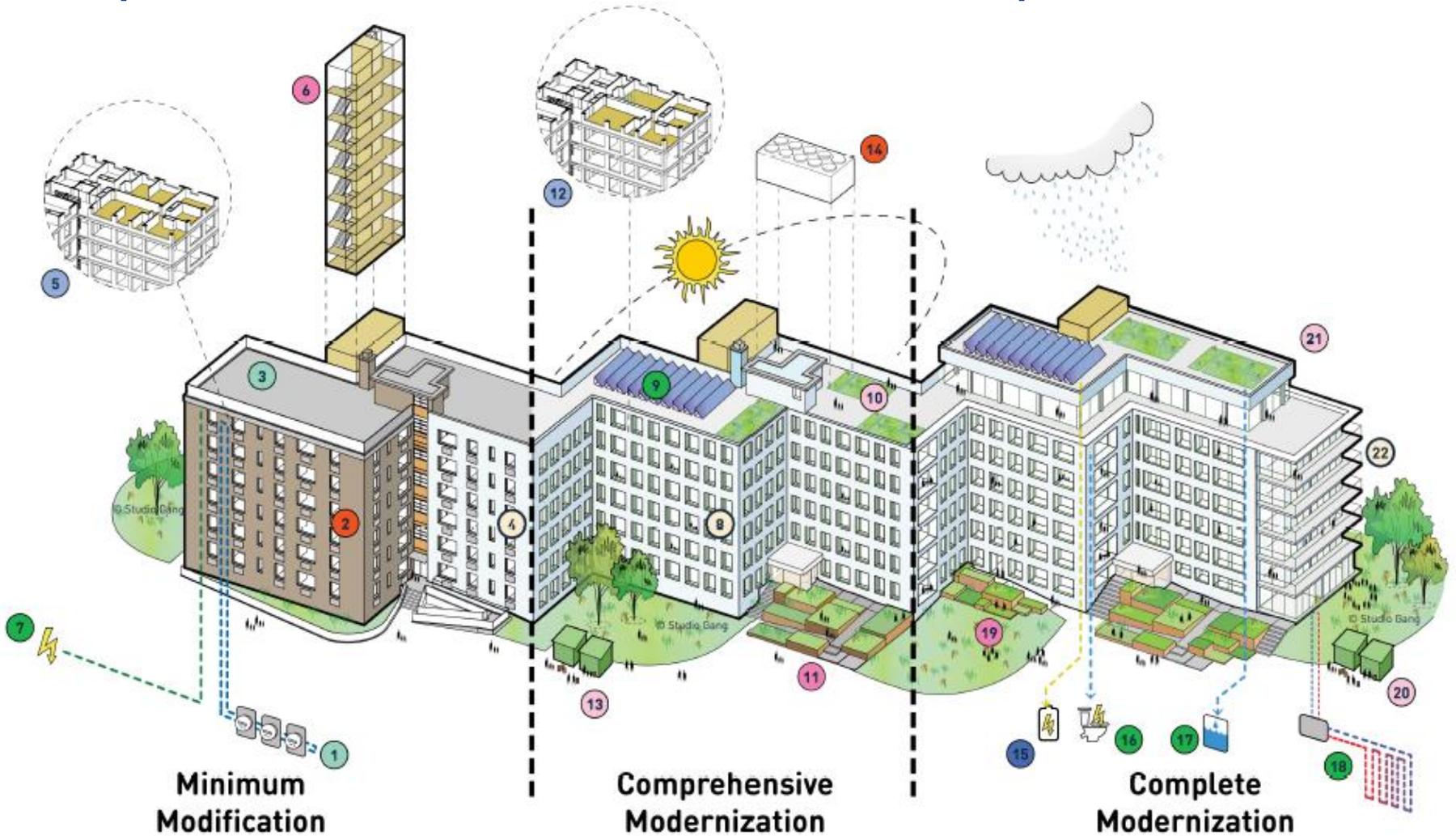
Capital Projects Division Demonstration Project at 3 developments = largest NYSERDA grant in NYCHA's history

The Future



Deep Retrofits

Comprehensive Modernization and Real Estate Development PACT



Sustainable Energy

Community Shared Solar

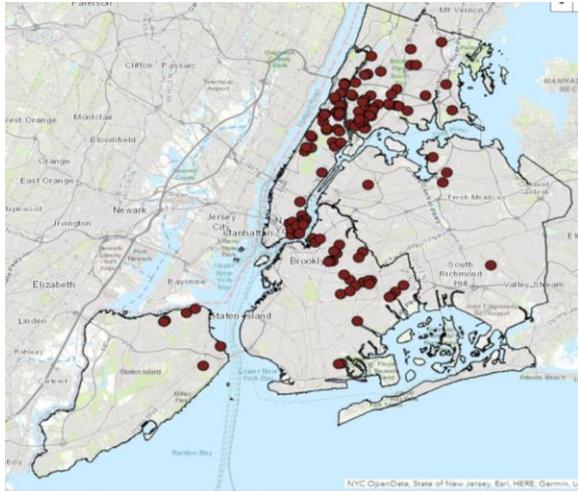


Solar roof installations at Queensbridge Houses

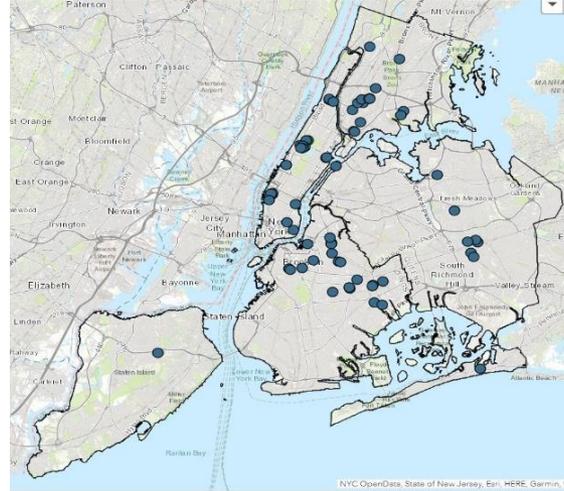
- Contribute to NYCHA's goal of installing **30MW** of renewables on our property by offering rooftops for solar leases.
 - Raise revenue for NYCHA through leases.
 - Enable NYCHA residents who pay their own electric bills and low-income residents throughout NYC to reduce their electric bills through community shared solar.
 - Connect NYCHA residents to green jobs and economic opportunities by mandating NYCHA hiring by solar developers.
-
- Installed solar at 5 NYCHA developments at **3MW** (Carver, Glenwood, Kingsborough, Queensbridge North and South) which will serve approximately 500 LMI households in reducing utility bills (including NYCHA residents) upwards of 20%. These installations afforded training and hiring of 25 NYCHA residents.

Sustainability Agenda

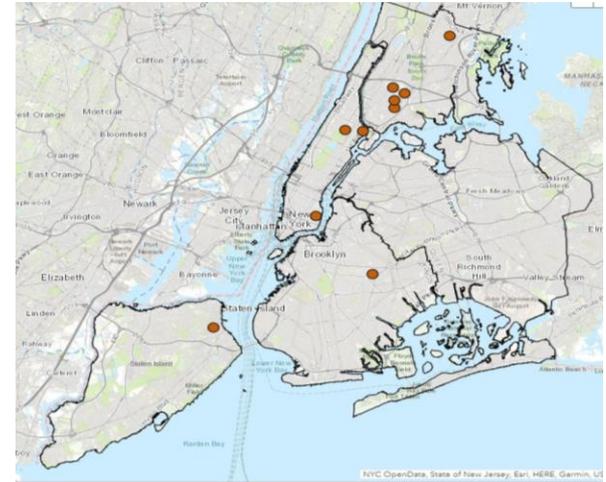
Immediate Next Steps



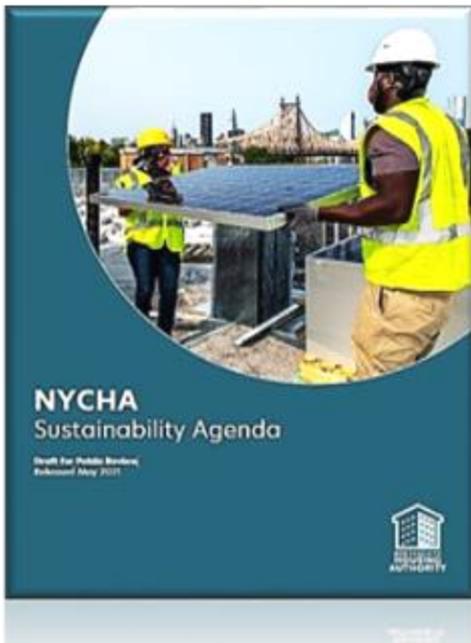
Low-temperature PTHPs (130)



Hydronic Conversions (62)



Geothermal Heat Pumps (10)



- Release 2021 Sustainability Agenda
- Release of NYCHA's decarbonization map
- Advocate for and secure funding for building envelope, heating, cooling and DHW upgrades
- Establish a "Clean Energy Academy"
- Coordinate with Utility Companies and State Agencies to support new loads at NYCHA sites with electrification opportunities.

Resident Engagement

Stakeholder Outreach (Planning, Design & Construction)

- Workshops with residents
- Technical panels with Industry and residents
- Stakeholder Committees
- Public Review Periods
- Participatory budgeting with residents
- Threat and Vulnerability Assessment
- Community-Based Construction Plan
- Site-Specific Events

Section 3 & M/WBE

- New Manufacturing Industries
- Additional Economic Incentives
- Resident Training Programs
- Subcontracting



Exterior Lighting Upgrades
 Program Management
 Cooking Gas Replacement
Underground Steam Distribution
 Design-Build
 Kitchen and Bathroom Renovations
 Architects and Engineers
 Waste Management
 Elevators
 Recycling
INNOVATION
 RESILENCY
 DESIGN GUIDELINES
 Compactors
 Energy Performance Contracts
SOLAR
POWER
 Roof Replacement
 Community Centers
 CCTV and Layered Access
Masonry Repair
 Heating Plants
Construction Managers
 SANDY PRE-APPRENTICESHIP PROGRAM



wellbeing cities
mieux vivre en ville



and Award Winning

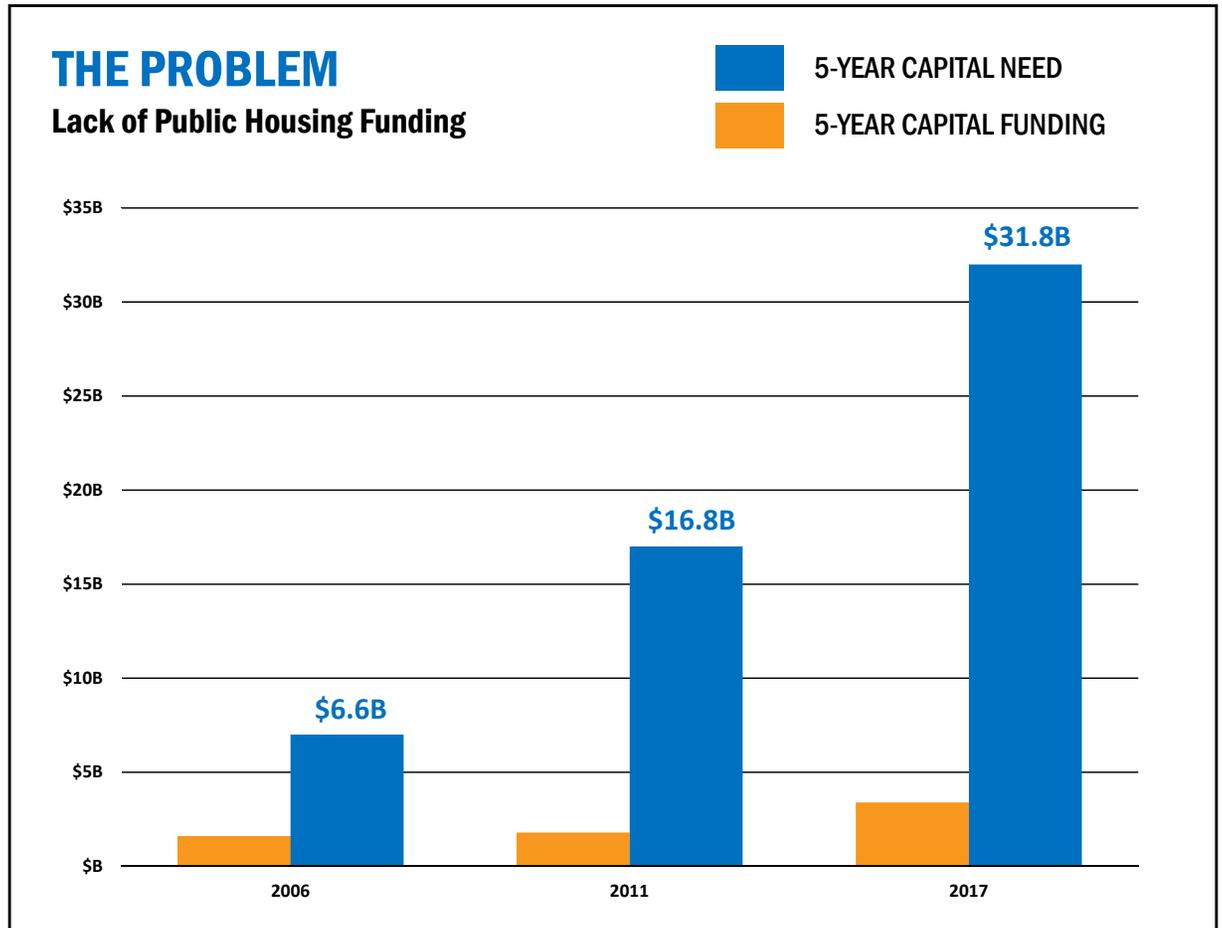


AGENDA

1. PACT Program Overview
2. Resident Planning and Engagement Strategies
3. Progress to Date

What Is PACT?

- NYCHA needs \$40 billion to fully renovate and modernize its housing, but the federal government has provided only a fraction of the funding needed.
- Through PACT, developments are included in the Rental Assistance Demonstration (RAD) and convert to a more stable, federally funded program called Project-Based Section 8.
- PACT unlocks funding to complete comprehensive repairs, while keeping homes permanently affordable and ensuring residents have the same basic rights as they possess in the public housing program.



How PACT Works

PACT depends on partnerships with private and non-profit development partners, who are selected based on resident input.

COMPREHENSIVE REPAIRS

Development partners bring design and construction expertise. They address all the physical needs at the development.

PROFESSIONAL MANAGEMENT

Property management partners are responsible for the day-to-day operation and upkeep of the buildings and grounds.

ENHANCED SERVICES

Partnerships with social service providers help improve on-site services and programming through input from residents.

PUBLIC CONTROL: NYCHA & RESIDENTS

Your development will remain under public control. After conversion, NYCHA will continue to own the land and buildings, administer the Section 8 subsidy and waitlist, and monitor conditions at the development. Where needed, NYCHA can step in to resolve any issues that may arise between residents and the new property management team.



Betances



Ocean Bay (Bayside)

** PACT uses the Rental Assistance Demonstration (RAD), which was designed to ensure that as developments transition to the Section 8 program, homes remain permanently affordable and residents have the same basic rights as they possess in the public housing program.*

PACT Investment & Improvement

Sites and Grounds



Site improvements at Baychester and Betances



Buildings



Building improvements at Ocean Bay (Bayside) and Baychester



Building Systems



New and improved building systems at Ocean Bay (Bayside)



Apartments



Newly renovated apartment at Twin Parks West



PACT Resident Protections

- **Rent** will be **30% of your household's income**.*
- You will have the right to **organize**.
- **Resident associations** will continue to receive funding.
- You will have the right to **renew your leases**.
- Your application will **not be re-screened** upon conversion.
- You will be able to **add relatives** onto your leases.
- You will continue to have **succession rights**.
- You will be able to have **grievance hearings**.
- You will have the opportunity to **apply for jobs** created by PACT.

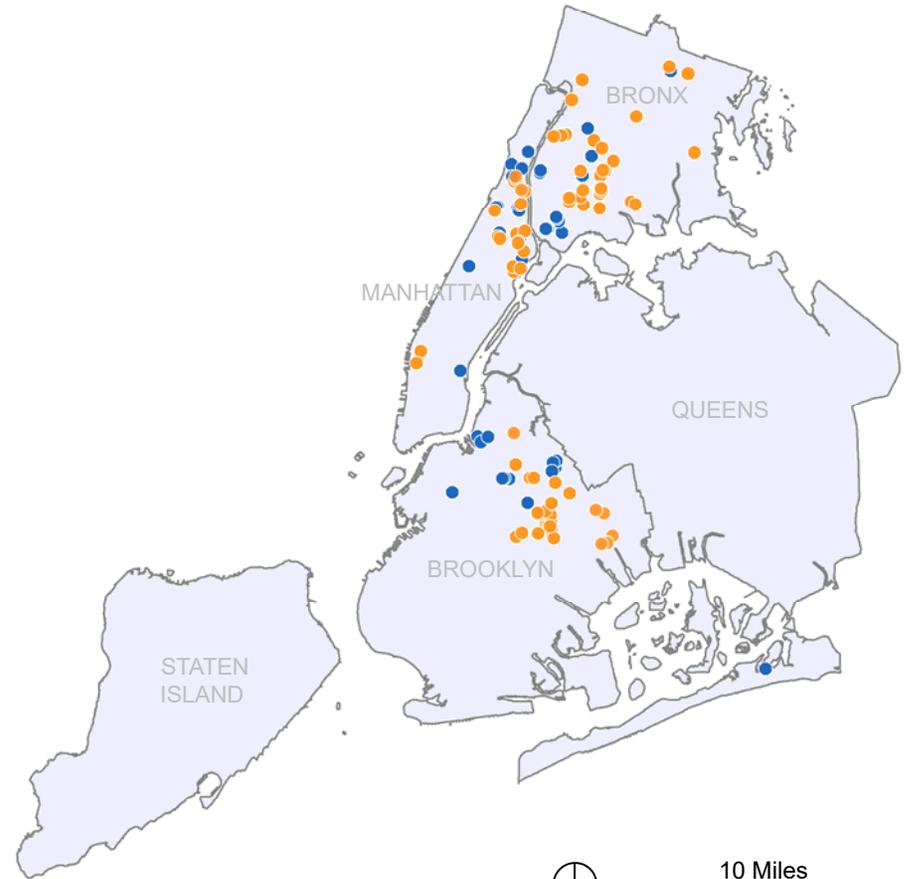
**Exceptions may apply to households who pay flat rent, are current tenant-based Section 8 participants, or a mixed family, as defined by HUD.*

PACT Projects

	# Developments	# Units	Capital Repairs*
● Construction In Progress or Complete	49	9,517	\$1.76B
● Planning and Resident Engagement	77	22,550	\$4.28B
	126	32,067	\$6.04B

Nearly \$1.8 billion in capital repairs already completed or underway.

An additional \$1.2 billion will commence in 2021.



* Capital Repairs for completed PACT developments reflect both Hard Costs and Soft Costs. For active PACT projects, we use the 5-yr PNA to estimate their capital repairs.

Engagement Guiding Principles

1. Residents' expertise is centered and respected

- Decisions are informed not only by a shared approach to analysis but also by residents' lived experiences.

2. Residents are supported with technical and legal resources

- Residents are empowered to shape key components of the planning process based on the unique goals of their community.

3. The process is transparent and starts much earlier

- Planning processes, including key milestones and decision-points, are clearly articulated and consistent across projects.

4. Information sharing and clear communication are key factors to success

- A wide range of strategies must be employed to ensure ready access to information, and in ways that are tailored to the needs and schedules of residents at each development.

Engagement Process

Phase	Listen & Learn	Design	Refine	Implement
Goals	<p>Educate residents about the PACT program</p> <p>Learn about community needs</p>	<p>Understand community goals and priorities</p> <p>Select PACT partners</p>	<p>Prepare detailed rehab, property management, and social service plans</p> <p>Obtain HUD approvals</p>	<p>Transition to new property management team</p> <p>Conduct repairs</p>
Key Engagement Activities	<ul style="list-style-type: none"> • Regular RA meetings • Resident info sessions • PACT Curriculum • Flyering and material distribution • Launch PACT project pages, email, and hotline • Resident surveys 	<ul style="list-style-type: none"> • Regular RA meetings • Resident workshops • PACT Curriculum • Incorporate community goals and priorities into RFEI • RAs participate in selection of PACT partners 	<ul style="list-style-type: none"> • Regular RA meetings • Resident workshops • PACT Curriculum • Lease signings, including free legal assistance • Fairs and trainings for job seekers 	<ul style="list-style-type: none"> • Regular RA meetings • Resident info sessions and progress reports • Assistance with temporary relocations (if needed) • Social service providers support housing stability • Ribbon cutting

PACT Program: Recent Changes

Resident Engagement

- Resident leaders participate in selection of PACT partners
- New initiative, called the “Resident Planning Fund,” pairs resident leaders with trusted, third-party advisors and consultants
- Free legal assistance available from the Legal Aid Society
- Monthly “PACT Curriculum” webinars

Property Management

- Partners must prepare and implement robust Resident Engagement Plans
- Property managers must prepare and implement Resident Stability & Retention Plans
- Dedicated budget for on-site social services and case workers
- New NYCHA team focused on resident engagement after transition to new management

PACT Partner Selection

Beginning this year, Resident Associations are helping NYCHA select PACT Partners, including developers, general contractors, property managers, and social service providers.

- Resident leaders review proposals and participate in interviews with finalist candidates
- Input from resident leaders informs the selection of PACT Partners
- Residents must sign a Confidentiality and Conflict of Interest Agreement in order to participate in the process



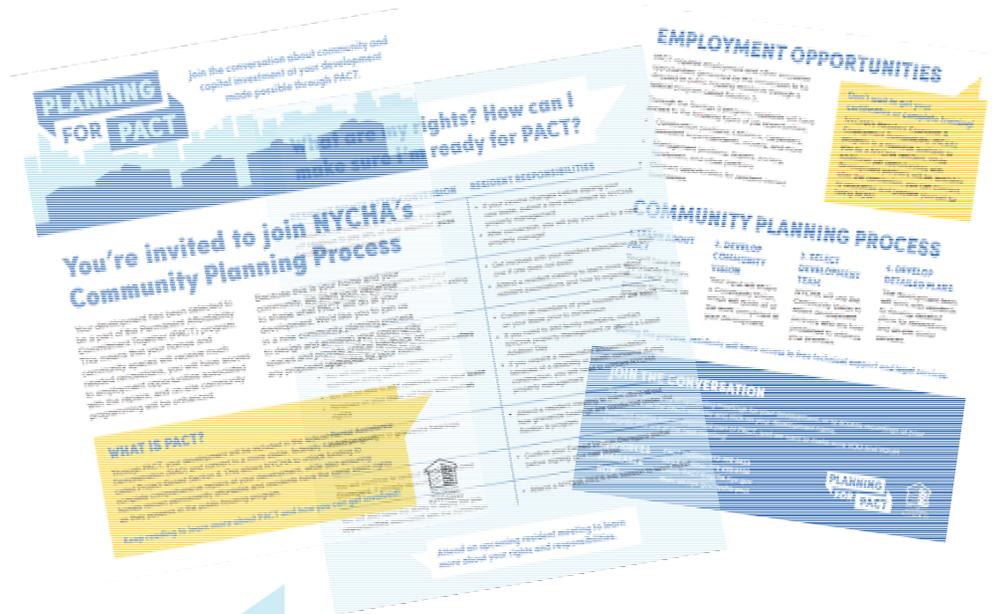
PACT Curriculum

- Three rotating information sessions:
 - A. Understanding Your Rights, Responsibilities, and the Section 8 Program**
 - B. Design and Construction**
 - C. Preparing for PACT Development Partners**
- Residents at any stage of the process can attend
- Sessions are offered multiple times throughout the year so that residents can access information and ask questions on a regular basis
- Sessions are recorded and available online for viewing at residents' convenience
- To watch a recording of a prior session, visit the “Resources for Residents” section on the PACT webpage



* PACT Curriculum sessions are in addition to project-based meetings with each development.

PACT Informational Resources



Residents watch this video when they are introduced to the PACT program.

Available on NYCHA's YouTube page!

New print collateral are available for residents (and translated in appropriate languages).

Available [online](#) to download.



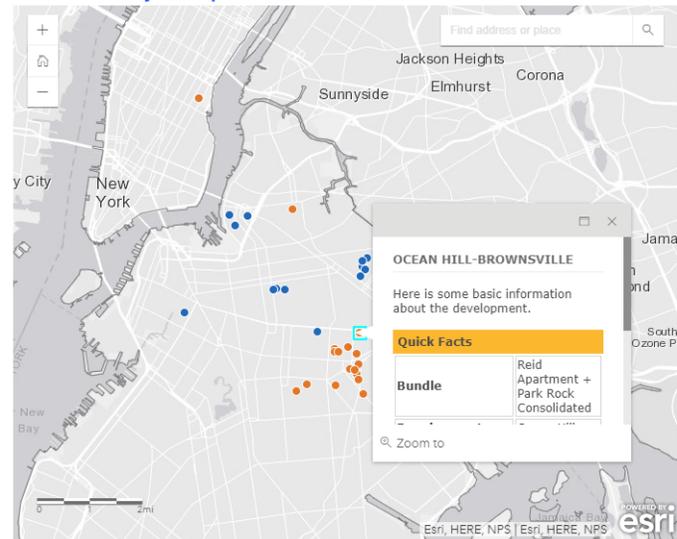
PACT Project Pages

PACT Projects- Development List

Use the drop down menu or map below to select a development. You can learn about the status of PACT at that development, estimated cost of repairs, and other development specific information. Some developments will have their own webpage for residents to learn more about the process at that site.

Click or tap to select a development

Interactive Project Map



<http://on.nyc.gov/nycha-pact>

New PACT webpages:

- General PACT Info Page
 - PACT video
- PACT Project Page
 - Interactive Map
 - Ability to find specific developments or projects
- Resources for Residents
- Procurement Page

PACT Outreach Strategies

- Virtual meetings typically hosted twice, during a morning and evening time
- Residents can dial in on their phones or via Zoom
- All households receive printed copies of presentation materials so they can follow along at home
- English and Spanish translations circulated to every household; other languages available for pick-up at management office
- At the beginning of a process, NYCHA conducts phone banking to speak one-on-one with residents
- Robocalls, emails, and flyering conducted in advance of all meetings
- NYCHA attends community events, including Family Days, and hosts open houses at each development
- Residents can have questions answered at any time during the process via the PACT hotline or email

PACT Resident Engagement Post-Conversion

NYCHA recently created a new team responsible for maintaining relationships with residents and social service providers following the transition to new management

- Field and respond to resident issues or complaints received from resident leaders, 311, community organizations, elected officials, and other stakeholders
- Ensure residents and PACT partners are supported in conducting elections and utilizing Tenant Participation Activity (TPA) funding
- These activities are meant to complement NYCHA's Asset Management functions



PACT Resident Planning Fund

NYCHA will provide residents with the support of independent, third-party professionals during the PACT planning process.

- NYCHA has selected **Public Works Partners, Public Policy Lab, Local Initiatives Support Corporation (LISC), and Pratt Center** to help develop and implement the program.
- The team will work with resident leaders to assess needs and connect them with qualified assistance, including:
 - Research and policy analysis
 - Legal support and tenant advocacy
 - Capacity building
 - Outreach assistance
 - Real estate advisory services
 - Planning and urban design



PACT Social Services

PACT Partners are required to develop comprehensive Social Services Plans and dedicate budget for ongoing implementation.

- Resident leaders help select community-based organizations to enhance social services at each project.
- All providers must staff on-site social workers and case managers to coordinate services, including access to healthcare, economic opportunities, youth programming, eviction prevention, and other resources.
- Services are meant to enhance any existing programs already offered by on-site community center providers.

Current PACT Social Service Providers:

- Acacia Network
- Bed Stuy Restoration
- BronxWorks
- CAMBA
- Catholic Charities
- Community League of the Heights (CLOTH)
- Grand Street Settlement
- Presbyterian Senior Services
- St. Nicks Alliance
- University Settlement

PACT Resident Stability & Retention Guidelines

PACT development partners must conduct pro-active outreach to households with arrears or households who are in breach of their lease.

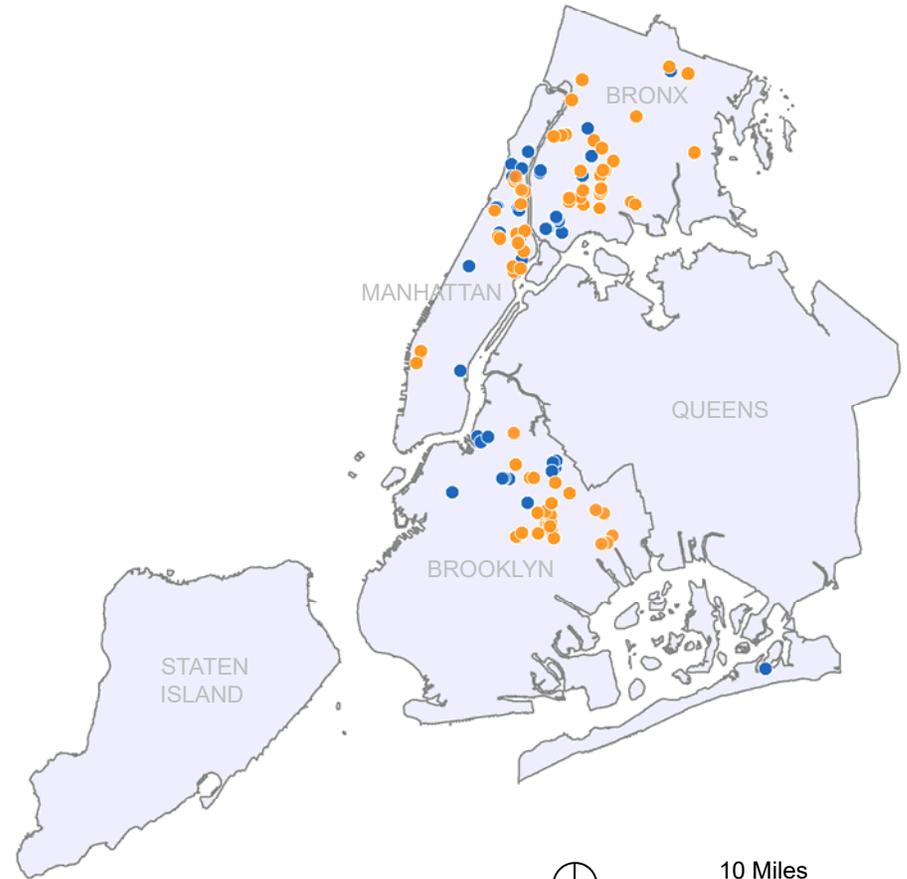
- **New retention guidelines** are followed by all development partners. Partners report on outreach efforts to NYCHA monthly.
- Residents have access to **free legal services** and information sessions to get up-to-date and tailored information about their lease.
- **Social service providers are critical partners** in all eviction prevention outreach and are utilized as a trusted, neutral party to share sensitive information.
- NYCHA launched a new pilot program that provides **eligible family members pathways to legal tenancy.**
- All PACT partners are currently **following NYS Eviction Mortarum guidelines.**

PACT Projects

	# Developments	# Units	Capital Repairs*
● Construction In Progress or Complete	49	9,517	\$1.76B
● Planning and Resident Engagement	77	22,550	\$4.28B
	126	32,067	\$6.04B

Nearly \$1.8 billion in capital repairs already completed or underway.

An additional \$1.2 billion will commence in 2021.



* Capital Repairs for completed PACT developments reflect both Hard Costs and Soft Costs. For active PACT projects, we use the 5-yr PNA to estimate their capital repairs.

Construction In Progress or Complete

Development Name	Apartments	Capital Repairs*	Conversion Date
Ocean Bay (Bayside)	1,395	\$317M	Dec 2016
Twin Parks West (Sites 1 & 2)	312	\$46M	Oct 2018
Betances I; Betances II, 9A; Betances II, 13; Betances II, 18; Betances III, 9A; Betances III, 13; Betances III, 18; Betances IV; Betances V; Betances VI	1,088	\$145M	Nov 2018
Franklin Avenue Conventional (I-III); Highbridge Rehabs (Anderson Ave and Nelson Ave)	336	\$38M	Nov 2018
Baychester; Murphy	722	\$116M	Dec 2018
Hope Gardens; Palmetto Gardens; Bushwick II (Groups A&C); Bushwick II (Groups B&D); Bushwick II CDA (Group E)	1,321	\$280M	Jul 2019
Independence; Williams Plaza; Armstrong I & II; Weeksville Gardens; Berry St-South 9th St; Marcy Ave-Greene Ave Site A & B; 572 Warren St	2,625	\$434M	Feb 2020
335 East 111th Street; 344 East 28th Street; Park Avenue-East 122nd, 123rd Streets; Manhattanville Rehab (Groups 2&3); Public School 139 (Conversion); Fort Washington Avenue Rehab; Grampion; Washington Heights Rehab (Groups 1&2); Washington Heights Rehab Phase III & IV (C&D); Samuel (MHOP) I-III; Wise Towers	1,718	\$383M	Nov 2020
Total:	9,517	\$1.76B	



Ocean Bay (Bayside)



Betances

* Note that the Capital Repairs data have been updated to reflect both Hard Costs and Soft Costs, which is consistent with how the PNA is calculated. Previous versions of this table included only Hard Costs.

PACT Round 8

Development teams are designated for the Round 8 projects, and construction is expected to begin by the end of 2021 or early 2022.

Project Name	Development Name	Units	Total Units	Total PNA
Audubon, Bethune & Marshall	Audubon	167	557	\$64.6M
	Bethune Gardens	210		
	Marshall Plaza	180		
Boulevard-BSA-FP	Belmont-Sutter Area	72	1,673	\$319.1M
	Boulevard	1,441		
	Fiorentino Plaza	160		
Harlem River Consolidated	Harlem River	577	693	\$103.5M
	Harlem River II	116		
Linden-Penn	Linden	1,586	1,922	\$402.7M
	Pennsylvania Avenue-Wortman Avenue	336		
Williamsburg	Williamsburg	1,630	1,630	\$337.9M
5 Projects	11 Developments		6,475	\$1.22B



PACT Round 9

In November 2020, NYCHA released an RFEI to invite development partners to submit proposals in response to the below three projects.

NYCHA worked with resident leaders to review proposals and select PACT partners. Announcements will be made in the coming days.

Project Name	Development Name	Units	Total Units	Total PNA
Edenwald	Edenwald	2,039	2,039	\$444.7M
Samuel City	Samuel (City)	664	664	\$261.5M
Reid Apartments + Park Rock Consolidation	104-14 Tapscott Street	30	1,698	\$357.1M
	Fenimore-Lefferts	36		
	Lenox Road-Rockaway Parkway	74		
	Ralph Avenue Rehab	118		
	Reid Apartments	230		
	Rutland Towers	61		
	Sutter Avenue-Union Street	100		
	Tapscott Street Rehab	155		
	Crown Heights	121		
	Howard Avenue	150		
	Howard Avenue-Park Place	156		
	Ocean Hill-Brownsville	125		
	Park Rock Rehab	134		
	Sterling Place Rehabs (Saint Johns-Sterling)	83		
Sterling Place Rehabs (Sterling-Buffalo)	125			
3 Projects	17 Developments		4,401	\$1.06B



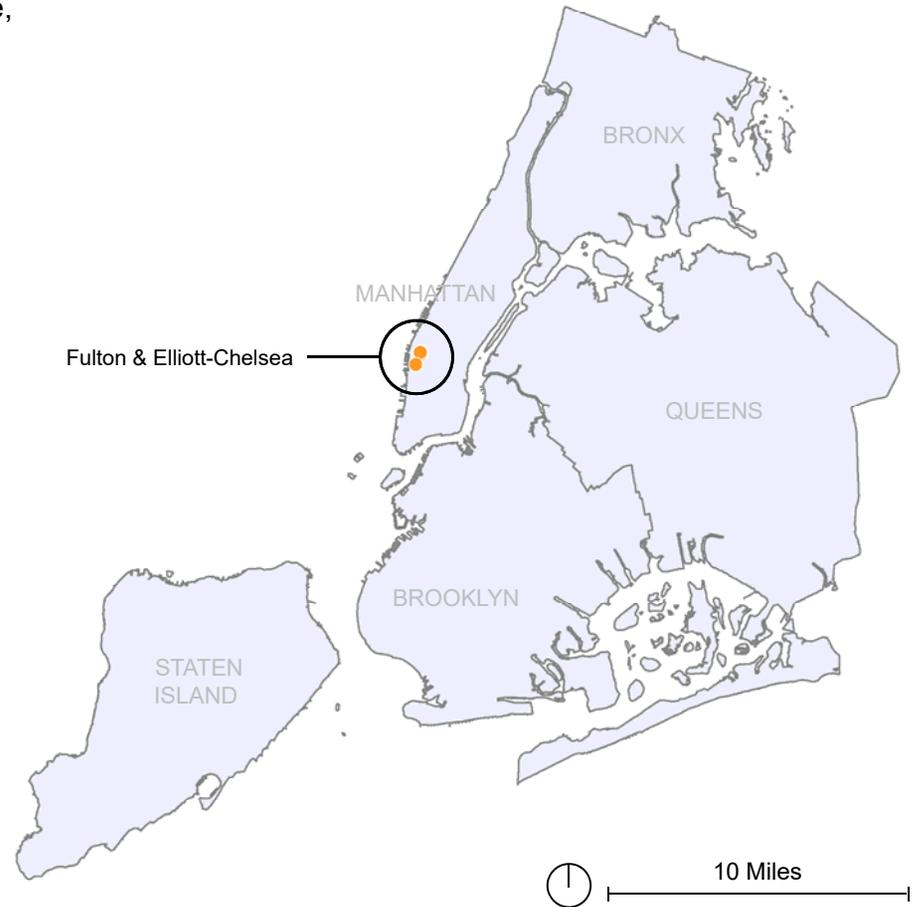
Fulton & Elliott-Chelsea

In October 2019, a Working Group was established to research, evaluate, and make recommendations to address the capital needs of the four Chelsea neighborhood developments.

The Working Group report was released in February 2021, and NYCHA worked with resident leaders to release an RFP in April to implement the Working Group recommendations.

NYCHA and the Resident Review Committee are currently preparing to evaluate the proposals.

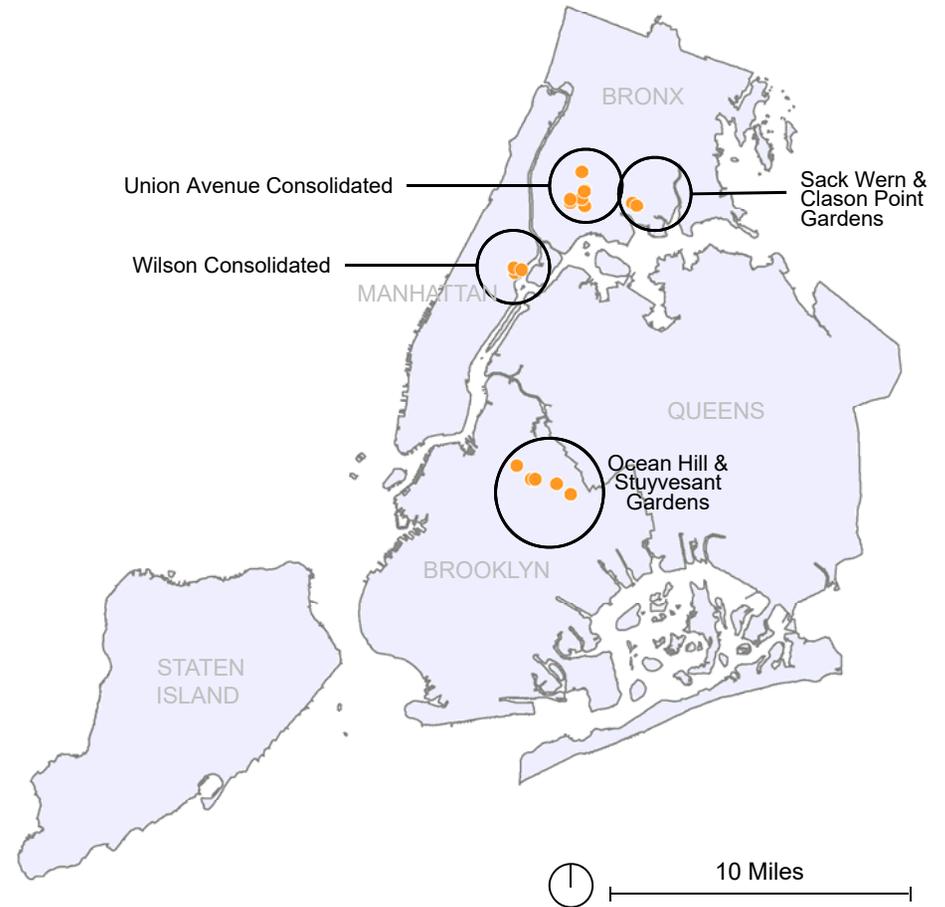
Project Name	Development Name	Units	Total Units	Total PNA
Fulton & Elliott Chelsea	Chelsea	425	2,073	\$344.3M
	Chelsea Addition	96		
	Elliott	608		
	Fulton	944		
1 Project	4 Developments		2,073	\$344.3M



PACT Round 10

In May 2021, NYCHA released a RFEI to invite development partners to submit proposals for an new round of PACT projects totaling 17 developments and 3,647 units.

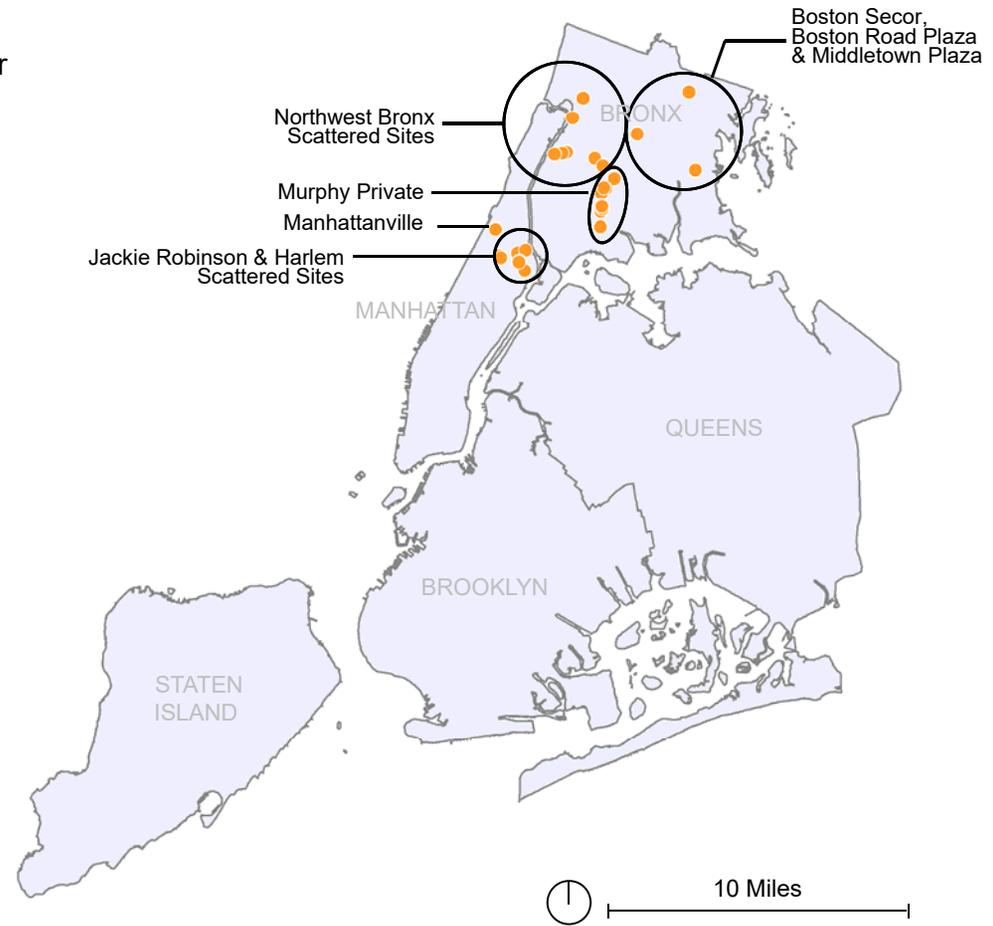
Project Name	Development Name	Units	Total Units	Total PNA
Union Avenue Consolidated	Eagle Avenue-East 163rd Street	66	983	\$165.6M
	Claremont Parkway-Franklin Avenue	188		
	Davidson	175		
	South Bronx Area (Site 402)	114		
	Stebbins Avenue-Hewitt Place	120		
	Union Avenue-East 163rd Street	200		
	Union Avenue-East 166th Street	120		
Wilson Consolidated	Metro North Plaza	275	921	\$160.5M
	White	248		
	Wilson	398		
Ocean Hill + Stuyvesant Gardens	Ocean Hill Apartments	238	929	\$176.9M
	Saratoga Village	125		
	Stuyvesant Gardens I	331		
	Stuyvesant Gardens II	150		
	Bedford-Stuyvesant Rehab	85		
Sack Wern & Clason Point Gardens	Clason Point Gardens	401	814	\$190.4M
	Sack Wern	413		
4 Projects	17 Developments		3,647	\$693.4M



PACT Round 11

NYCHA recently began conducting outreach to residents at the below developments to introduce them to the PACT program and understand their goals and priorities. An RFEI will be released this fall.

Project Name	Development Name	Units	Total Units	Total PNA
Jackie Robinson & Harlem Scattered Sites	Morris Park Senior Citizens Home	97	1,063	\$189.3M
	Robinson	189		
	UPACA (Site 5)	200		
	UPACA (Site 6)	150		
	Corsi Houses	171		
	Rehab Program (Taft Rehabs)	156		
	131 Saint Nicholas Avenue	100		
Northwest Bronx Scattered Sites	1010 East 178th Street	220	1,817	\$276.5M
	East 180th Street-Monterey Avenue	239		
	Twin Parks East (Site 9)	219		
	Bailey Avenue-West 193rd Street	233		
	Fort Independence Street-Heath Avenue	344		
	Harrison Avenue Rehab (Group A)	34		
	Harrison Avenue Rehab (Group B)	150		
	University Avenue Rehab	230		
	West Tremont Avenue-Sedgwick Avenue Area	148		
Boston Secor, Boston Road Plaza & Middletown Plaza	Boston Secor	538	952	\$128.5M
	Boston Road Plaza	235		
	Middletown Plaza	179		
Murphy Private	Bryant Avenue-East 174th Street	72	850	\$147.7M
	East 165th Street-Bryant Avenue	111		
	East 173rd Street-Vyse Avenue	168		
	Hoe Avenue-East 173rd Street	65		
	Hunts Point Avenue Rehab	131		
	Longfellow Avenue Rehab	75		
	West Farms Road Rehab	208		
West Farms Square Conventional	20			
Manhattanville	Manhattanville	1,272	1,272	\$222.8M
5 Projects	28 Developments		5,954	\$964.8M



Questions? Feedback?

Simon Kawitzky

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Heather Beck

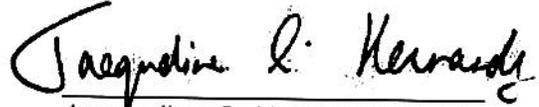
Senior Policy Analyst, Portfolio Planning
Real Estate Development Department
New York City Housing Authority

Heather.Beck@nycha.nyc.gov

THREE-THOUSAND ONE HUNDRED AND SIXTY-FIRST MEETING

ADJOURNMENT

On Motion, without objection, the meeting was duly adjourned at 12:38 P.M.

A handwritten signature in black ink that reads "Jacqueline C. Hernandez". The signature is written in a cursive style with a large initial "J".

Jacqueline C. Hernandez, Esq.
Corporate Secretary