

NYCHA PACT RFEI: Citywide Clusters

Addendum #1: Responses to Questions Received by 1/23

Note: Certain questions have been edited for length and clarity.

Eligibility and Team Formation

- 1. Question: Do firms applying to sub on PACT projects need to be pre-qualified as well?**

Answer: Project teams must include at least one Pre-Qualified Partner in each category of Developer, General Contractor, and Property Manager. In the event that a Project Team includes multiple Developer entities, all Developer entities must be pre-qualified. Subcontracting firms do not need to be pre-qualified.

- 2. Question: Can the development team include a non-pre-qualified development partner?**

Answer: No, all Developer entities must be pre-qualified.

- 3. Question: Can the development team partner include as its only property manager a property manager that is not pre-qualified?**

Answer: No, Project Teams must include a Property Manager that is pre-qualified.

- 4. Question: The RFEI states that "Prime Developer Applicants must be a Pre-Qualified Partner and demonstrate experience having successfully completed large-scale rehabilitation and/or new construction projects of at least 1,500 units within a single project or transaction." Does "completed" mean financial closing, construction completion, or project conversion/stabilization? Additionally, do multi-year phased closings count, or does it have to be within a single financial closing?**

Answer: Prime Developer Applicants must have successfully completed construction on at least 1,500 units in order to be considered for this RFEI.

- 5. Question: Can two developers form a joint venture that serves as the Prime Developer?**

Answer: Yes, two developers can form a joint venture that serves as the Prime Developer. The threshold experience requirement for the Prime Developer of having completed at least 1,500 units must be met by at least one member of the joint venture and cannot be cumulatively met among members.

- 6. Question: In a joint venture of two or more partners, can their cumulative experience be used to satisfy the Prime Developer threshold, or must one single lead entity meet the requirement independently? The requirement is the successful completion of at least 1,500 units in a single project or transaction.**

Answer: See above answer. One entity must meet the requirement independently.

- 7. Question: Please confirm that the proposed Prime Developer must have completed large-scale projects of at least 1,500 units. This limits the pool of developers for this submission. Can a development joint venture be formed for this RFEI?**

Answer: Yes, see above answers. The Prime Developer should have independently met this requirement. Yes, JVs can be formed and serve as the Applicant to this RFEI.

- 8. Question: Can additional team members be added after the Preliminary Proposal submission, at the time of the Final Proposal submission?**

Answer: Please refer to page 13 of the RFEI. Once Applicants have submitted their Proposal, they are not permitted to change, add, or remove additional entities to/from Project Team(s), as defined in the RFEI, until designation. Once an Applicant has received notice from NYCHA of designation, they may request to change, add, or remove additional entities to/from Project Team(s) subject to NYCHA's approval in its sole discretion. Technical subconsultants are not part of the defined Project Team and may be added after the Preliminary Proposal submission in order to prepare a Complete Proposal.

- 9. Question: Are subconsultants able to be on multiple teams at each phase of submission (Preliminary and Complete Proposal phases)?**

Answer: Yes.

- 10. Question: Can a developer apply with different teams for different clusters?**

Answer: Yes. A Prime Developer may choose to partner with different co-developers, general contractors, and property managers for different projects within a cluster, as well as for different clusters.

- 11. Question: My team is pre-qualified and will take on the role as the Prime Developer. Do all members of a project team need to be pre-qualified, or just the Prime Developer?**

Answer: All developer entities must be pre-qualified. Project teams must include at least one pre-qualified partner in each category of General Contractor and Property Manager as well.

- 12. Question: Can the "Prime Developer" form a joint venture with different entities for the different boroughs/neighborhoods of the cluster (e.g. Brooklyn and Bronx)?**

Answer: Yes.

13. Question: Do property managers need to be prequalified as well?

Answer: Yes.

Submission Requirements

14. Question: Once we complete the necessary RFEI forms, do we need to make 10 copies and submit them?

Answer: Project teams should submit 10 printed copies of the Preliminary Proposal by March 10, 2026 at 5PM. This does not include any Appendix materials.

15. Question: Form 3 (Assets Statement) appears to be requesting information on personal assets. Given the large amount of assets our company holds, we think it's more appropriate to give information on those assets. Is that permissible?

Answer: Yes, that is acceptable.

16. Question: Due to the significant size and scattered locations of the Clusters, is there a maximum page count for each section?

Answer: Proposals should contain a maximum of 30 pages. Pages 16-19 of the RFEI suggest page counts for each section.

17. Question: Is there a page limit for the preliminary and final response?

Answer: Yes. The preliminary proposal should be no more than 30 pages. Finalist Applicants will receive further guidance.

18. Question: If a developer is responding to two clusters, is it required to submit two separate proposal packages?

Answer: Applicants may respond to the RFEI with one proposal addressing multiple Clusters.

19. Question: Please confirm whether bidders are permitted to submit responses for more than one Cluster, and whether NYCHA anticipates any limitations on the number of Clusters that may ultimately be awarded to a single bidder based on demonstrated capacity, financial strength, or risk considerations.

Answer: Applicants are permitted to submit responses for more than one Cluster and may submit proposals for all three. Applicants will be selected based on the criteria outlined in the RFEI beginning on page 23.

20. Question: Section 8(b) of the Submission Requirements outlined in the RFEI asks respondents to provide a cost-benefit analysis of rehabilitation vs. redevelopment vs. combinations of both. Please clarify in greater specificity the level of detail and site-specific study that NYCHA expects respondents to undertake at the RFEI stage. Can the provided 20-year PNA figures be escalated and used as a proxy for rehabilitation costs in the absence of more detailed site information? What level of site-specific architectural and design study are respondents expected to undertake in order to estimate costs for new construction at each property? Or, conversely, to what extent can respondents rely on high-level estimates based on broad factors such as proposed construction typology?

Answer: Applicants are not expected to undertake site-specific architectural and design studies for the purposes of submitting the Preliminary Proposal. 20-year PNA figures can be used as a proxy for rehabilitation costs, along with other sources such as the Applicant's knowledge of typical rehabilitation costs for similar typologies in NYC and through NYCHA's PACT program.

21. Question: Do all sites need to be analyzed for development potential as a part of the Preliminary Proposal submission?

Answer: Yes. Please see page 8 of the RFEI for more information.

22. Question: As part of the Preliminary Proposal, are developers expected to evaluate each property for redevelopment, rehab and/or in-fill development as described on page 8? And if so, does "property" refer to each cluster or each development?

Answer: Yes. "Property" refers to an individual development.

Property Information

23. Question: The average vacancy at each of the Clusters ranges between 7-9%. Has NYCHA stopped renting apartments? What level of vacancy are they expecting to have by designation?

Answer: NYCHA is pursuing site-specific strategies in order to have a reasonable vacancy rate at each Property conducive to the rehabilitation and/or redevelopment goals described in the RFEI. NYCHA will coordinate with partner teams to determine the most appropriate number of vacant apartments based on project needs and scope. NYCHA will work directly with selected partners on temporary move plans.

24. Question: For the purpose of thinking through redevelopment strategy and temporary relocation, would you please share information regarding the number of vacant units at each site?

Answer: Yes, vacancy information is included in the Exhibits to the RFEI (Exhibit A – Property Profiles), posted on the PACT website here: [PACT-Procurement](#).

25. Question: Can NYCHA provide more details on the particularly significant capital needs at Unity Plaza?

Answer: Finalists will receive existing conditions reports that detail the specific capital needs at each property. A sample of priority capital needs at Unity Plaza sites includes heating/cooling and DHW system upgrade, façade and parapet repair, new roofing and insulation, replacement of existing steel fire stairs, new windows and storefronts.

26. Question: Please confirm that Conlon LIHFE Tower is a senior building. The NYCHA Development Data Book (2025) indicates “elderly”, but Exhibit A indicates “Not a senior development”.

Answer: Conlon LIHFE Tower is a senior building.

27. Question: Can you please confirm the unit quantities and types for Conlon LIHFE tower?

Answer: Conlon LIHFE contains 216 units, comprised of 51 0-Beds, 162 1-Beds, and three 2-Beds. Exhibit A – Property Profile has been updated. Counts are also available in the ‘PACT Citywide Clusters Additional Data’ sheet within the RFEI Sharepoint folder that will be sent out to registered applicants. Applicants may register through the Applicant Interest Form on the PACT Procurement website here: [Applicant Interest Form](#).

28. Question: Can you please confirm the unit quantities and unit mix for the East New York City Line? The profile notes both 64 and 66 units.

Answer: East New York City Line contains 66 units, comprised of 12 2-Beds, 52 4-beds, and two 6-Beds. Counts are also available in the ‘PACT Citywide Clusters Additional Data’ on the RFEI Sharepoint sent out to registered applicants.

29. Question: Please identify all senior buildings that are mentioned in the RFEI.

Answer: Senior buildings include Conlon LIHFE Tower, International Tower, Shelton House, New Lane Area, Brown, Thomas Apartments, Robbins Plaza, and College Ave-East 165th Street.

30. Question: Can NYCHA provide gross square footage (or estimated) of each building?

Answer: Documentation of gross square footage is available in the ‘PACT Citywide Clusters Additional Data’ on the RFEI Sharepoint. Historic drawings are also available for additional reference.

31. Question: Please provide a breakdown of units, unit mix type (studio, 1BR, 2BR, etc.), and vacancies by building.

Answer: Unit types and unit mix are included in Exhibit A Property Profiles. Counts are also available in the 'PACT Citywide Clusters Additional Data' on the RFEI Sharepoint.

32. Question: Have obsolescence studies been completed for any of these properties?

Answer: No, obsolescence studies have not been conducted.

33. Question: Can NYCHA share the PCA reports for the properties?

Answer: HUD required RAD Conditional Needs Assessment (RAD CNA) investigation reports are not available for the properties at this time.

34. Question: Are Hazardous Materials reports available, and can they be shared?

Answer: Lead-Based Paint data is publicly available here: [NYCHA Lead-Based Paint Report](#). Additional due diligence documentation including available hazardous materials records will be provided to Finalist Applicants.

35. Question: Are historic drawings available for any of the properties?

Answer: Yes, historic drawings are available in the RFEI Sharepoint folder that will be sent out to registered applicants.

36. Question: Are there any landmark buildings in this RFEI?

Answer: There are no Landmarks Preservation Commission landmark buildings included in this RFEI. The National Register historic eligibility status of each development is listed in Exhibit A Property Profiles and in the 'PACT Citywide Clusters Additional Data' file on the RFEI Sharepoint.

37. Question: Will you be providing drawings of existing buildings/any additional due diligence items to assist in putting together the Overview of Design and Construction Approach required for the Preliminary submission as well as help evaluate new construction potential at different sites?

Answer: Yes, historic drawings are available in the RFEI Sharepoint folder.

38. Question: Will NYCHA provide a standardized baseline scope of work and building condition assumptions for each Cluster? Additionally, how does NYCHA anticipate addressing latent or concealed conditions discovered during predevelopment or construction?

Answer: NYCHA intends to provide proposed baseline scopes of work and potential betterments to Finalist Applicants. It is understood and expected that scopes of work will

evolve through pre-development and even during construction. Final scopes of work will therefore likely include for allowances and contingencies for latent and concealed conditions.

39. Question: Will site visits be offered before the Preliminary Proposals are due?

Answer: No, NYCHA will not be conducting site visits before the Preliminary Proposal responses are due.

40. Question: Are any of the sites within the 3 clusters managed by third party management companies?

Answer: Yes. Two sites in the Manhattan Cluster, 154 West 84th Street and Douglass Rehabs, are managed by third party management companies.

Resident Engagement

41. Question: Has NYCHA converted a PACT project with a planning committee in place? If yes, how has that process differed from a PACT project with a tenant association?

Answer: NYCHA has converted developments without active Tenant Associations. For the Citywide Clusters, Planning Committees will be formed at developments where a Tenant Association is not active. The purpose of these Committees is to represent the resident body throughout the PACT process. The Committees should be consulted in the same manner that PACT partners consult with Tenant Associations.

42. Question: Has NYCHA's engagement with residents to-date included the possibility of new build / demolition and replacement?

Answer: NYCHA has not specifically engaged residents for feedback on the options of new build / demolition and rebuild, but the planning team has made it clear that all options are on the table.

Relocation and Construction

43. Question: Is NYCHA open to allowing temporary moves to other nearby NYCHA properties outside of a Cluster if appropriate units are available?

Answer: When the time comes for temporary relocation, NYCHA will work closely with the selected partners on relocation plans and related outreach.

44. Question: Can NYCHA provide more information from the Fulton and Chelsea-Elliot PACT project, specifically about temporary moves and strategies to encourage residents unwilling to move when site clearance and new-build is planned?

Answer: See above answer. When the time comes for temporary relocation, NYCHA will work closely with the selected partners on relocation plans and related outreach.

- 45. Question: The RFEI asks the developer to evaluate reconstruction vs. in-place rehab to help identify the most cost-efficient and quality construction. The RFEI also asks for expedited construction. In most cases, rehabilitation is likely to be faster than reconstruction. Which is a greater priority: speed or cost/site maximization?**

Answer: All priorities expressed in the RFEI will be considered. It should be noted in response to this specific question that expedited “construction” on its own is not necessarily the priority, but rather the expeditious provision of quality housing to NYCHA residents.

- 46. Question: We understand provision of decent, safe, and sanitary housing for existing residents is an immediate priority. If resident relocation to achieve quality of life (e.g., no leaks, provision of heat/hot water) is accomplished, will NYCHA consider waivers of the six-month window construction start for properties with unusually complex scopes such as historic structures, infill opportunities, or redevelopment-level needs?**

Answer: Teams should adhere to the construction timing priorities expressed in the RFEI. NYCHA will work with designated team(s) to identify appropriate alternate approaches in the event of extraordinary circumstances.

- 47. Question: Can residents be prioritized on the waiting list to be relocated temporarily or permanently to another PACT site?**

Answer: NYCHA will work with designated team(s) to identify appropriate relocation strategies.

- 48. Question: Understanding the PACT Program prefers on-site relocation, there may be instances where off-site relocation is advantageous, especially in a demolition and redevelopment approach. If relocating off-site, is there a radius restriction for families? For seniors?**

Answer: There is no specific radius restriction on relocation. Applicants should carefully consider proximity to resident needs and amenities (e.g., schools, childcare, transportation, etc.). NYCHA will work closely with the selected PACT partner to develop relocation plans.

- 49. Question: Is there also a relocation radius restriction if relocating residents outside of the site?**

Answer: See above answer. There is no relocation radius restriction. NYCHA will work with the PACT partner to develop a relocation plan.

- 50. Question: Are there any restrictions on temporary/permanent relocation sites (i.e. distance from existing buildings, etc.)?**

Answer: PACT Partners should make every effort to ensure that temporary or permanent relocations are on-site or nearby.

51. Question: Please explain further how the *guiding principles* (RFEI pg. 8) interplay with the 1-year closing timeline and 6-month construction commencement post-closing if the Developer Team proposes a One-for-One Replacement approach. If this approach is selected, residents may need to be temporarily relocated off-site and temporary relocation will be unlikely to occur on-site for all residents.

Answer: In the event a replacement approach is proposed, NYCHA will work with designated team(s) to identify whether alternate considerations are appropriate.

52. Question: All properties within a Cluster must begin construction within the same 6-month period. Will NYCHA allow a staggered closing schedule between two boroughs? Or must 6-month window apply to an entire Cluster regardless of geographic separation?

Answer: Regardless of geographic separation, Project Teams should aim to close all Projects within a cluster within a six-month period.

53. Question: Does construction need to start on all developments of the cluster within 6 months of closing? Is NYCHA open to phased / sequential construction start?

Answer: Construction should begin on all developments within a cluster at roughly the same time, within six months of closing.

54. Question: The RFEI requires that all households must be temporarily relocated. Does this include relocation within the building and/or portfolio or is there an expectation that residents be relocated off-site?

Answer: PACT Partners should prioritize relocating residents within the development when applicable. Off-site relocations may be required in some circumstances.

55. Question: Can tenant-in-place rehab be considered?

Answer: Applicants should assume temporary relocations to be necessary at all developments, but if tenant-in-place rehabilitation is determined to be feasible, it may be considered.

56. Question: What is the maximum distance for 1:1 replacement of buildings or new housing added to a development?

Answer: There is no set maximum distance. Replacement of buildings or new housing should consider and respond to resident needs. NYCHA will work with the PACT partner to ensure any new development is responsive to resident priorities.

Finance

57. Question: Can LIHTC be used on new construction?

Answer: Yes.

58. Question: Please clarify whether NYCHA anticipates establishing a mechanism for reimbursement, capitalization, or recovery of predevelopment costs incurred by a selected bidder prior to financial closing, including in the event that a project or Cluster does not proceed to closing.

Answer: Certain predevelopment costs will be capitalized in the development budget, including the cost of on-site investigations and environmental testing and reporting. NYCHA will not reimburse for project costs in the event that a project does not proceed to closing.

59. Question: Please confirm NYCHA’s anticipated approach to capital stack structuring for each Cluster, including the expected RAD or Section 18 pathway, the degree of flexibility in financing structures, and whether financial closings are anticipated to occur on a Cluster-wide basis or on a staggered, project-by-project basis.

Answer: Please refer to Section D of the RFEI for more detail on the RAD/Section 18 approach and detail on capital stack structuring. We are asking teams to propose a timeline for closing the projects within a Cluster. All projects within a Cluster must reach a financial closing and begin construction within the same 6-month period.

60. Question: Will the rent subsidies (Section 8) be affected by proposed cuts to Federal Section 8 subsidies?

Answer: NYCHA does not expect Section 8 subsidies to be affected.

61. Question: Does NYCHA anticipate all sites in a Cluster to close as one financial closing?

Answer: The RFEI provides detail on the expected number of projects per Cluster. Each project would have its own financial closing. This is subject to change.

62. Question: The Preliminary Proposal requires an Overview of Financing Approach (8) and Overview of Design and Construction Approach (9). These two sections require a narrative that speaks about “proposed financing strategy, which demonstrates compliance with this RFEI and explains proposed funding sources and overall approach”, “Cost-benefit-analysis demonstrating the cost-effectiveness of rehabilitation versus redevelopment” and “proposed design and construction strategies.” Can you expand on what NYCHA is looking for here?

Answer: Please refer to Section VI in the RFEI for more detail on PACT Project Requirements, including as related to Design and Construction, and Financing.

Review & Selection

63. Question: How many developers do you anticipate shortlisting per cluster?

Answer: The number of Applicants who are asked to submit a Final Proposal will be at NYCHA's discretion after Preliminary Proposals are received.

64. Question: Is the scoring different between criteria (i), (ii), (iii), and (iv) under the "Meaningful Role" definition?

Answer: No.

65. Question: The RFEI states the social service coordinator should not be included in the initial Project Team but will be identified later. How much weight does the "Social Service Plan" narrative carry in the review of the Preliminary Proposal if the partner isn't yet selected?

Answer: The Social Service Plan narrative will be considered by NYCHA in the review of the Preliminary and Complete Proposals. The narrative should describe the Project Team's plan to conduct the Social Service Needs Assessment, select a provider, and complete the Social Service Plan.

66. Question: Can we express preference for one or more of the Clusters at the RFEI stage?

Answer: Yes. Applicants should develop proposals in response to one or more Clusters.

67. Question: Given the variety in building typologies and scale within a Cluster, does NYCHA have a preference regarding whether all sites within a cluster share the same property manager or the same General Contractor?

Answer: Applicants may propose different structures for property management and construction within a cluster.