



NEW YORK CITY
HOUSING
AUTHORITY

Comprehensive Modernization Program

New Approach to Project Delivery

Agenda



Project Overview

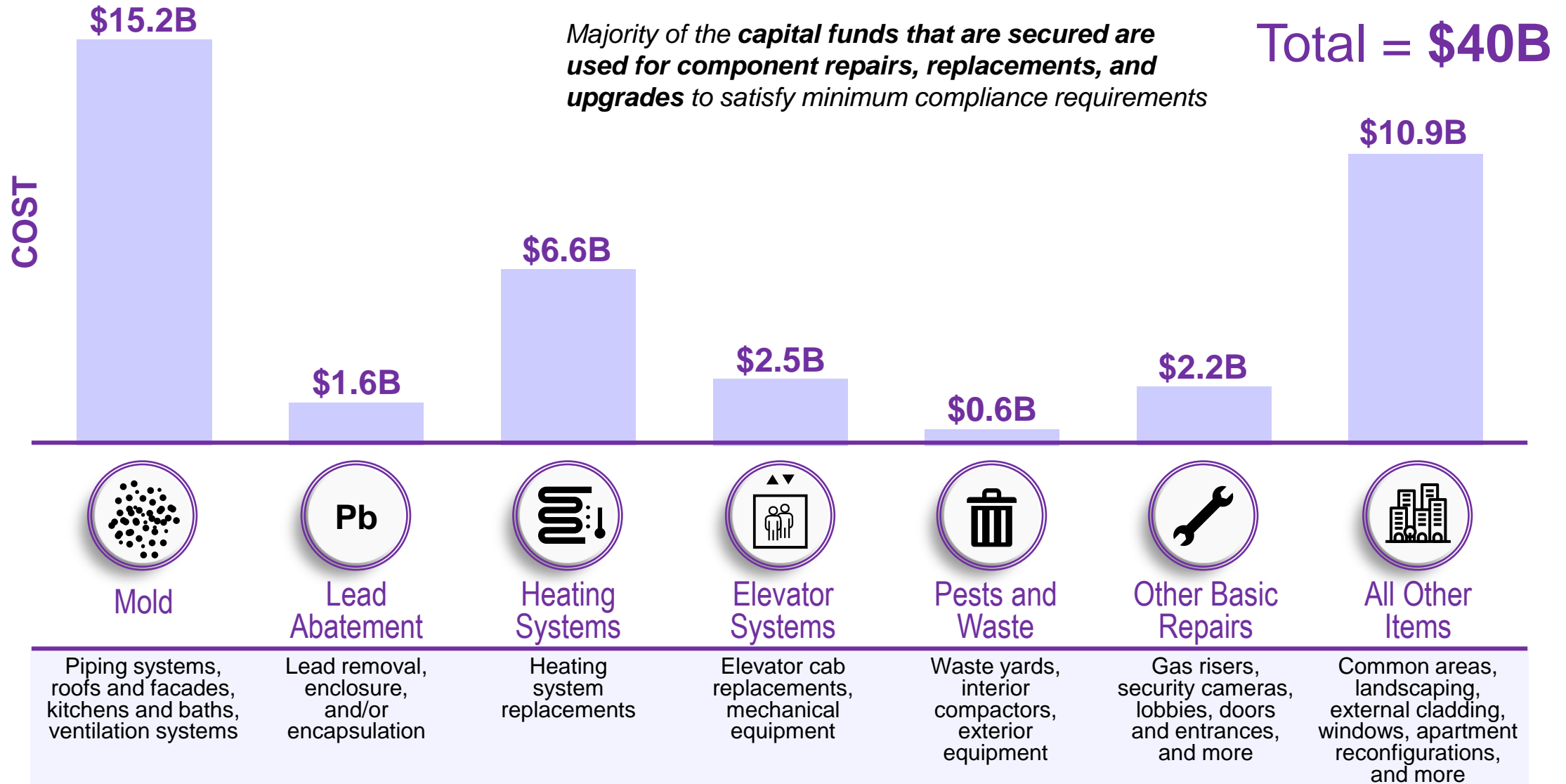
Project Delivery Methods: Overview

Basis of Design-Build

Operations and Resident Touchpoints

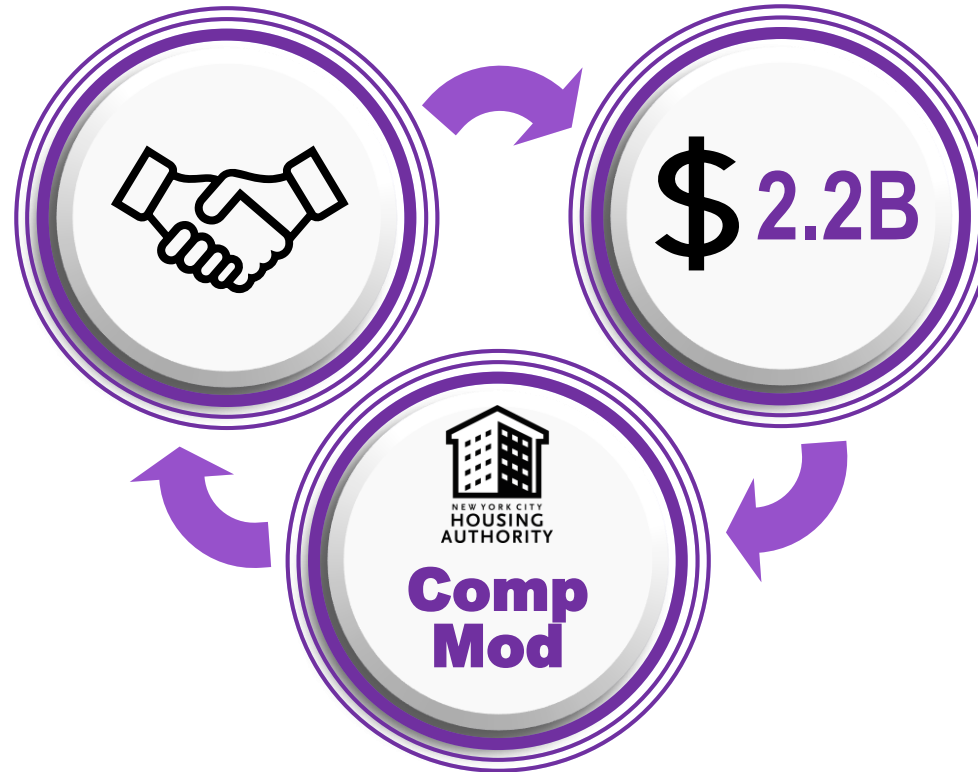
Q&A

NYCHA's Funding Challenge – \$40 billion in Capital Need



Comprehensive Modernization (“Comp Mod”)

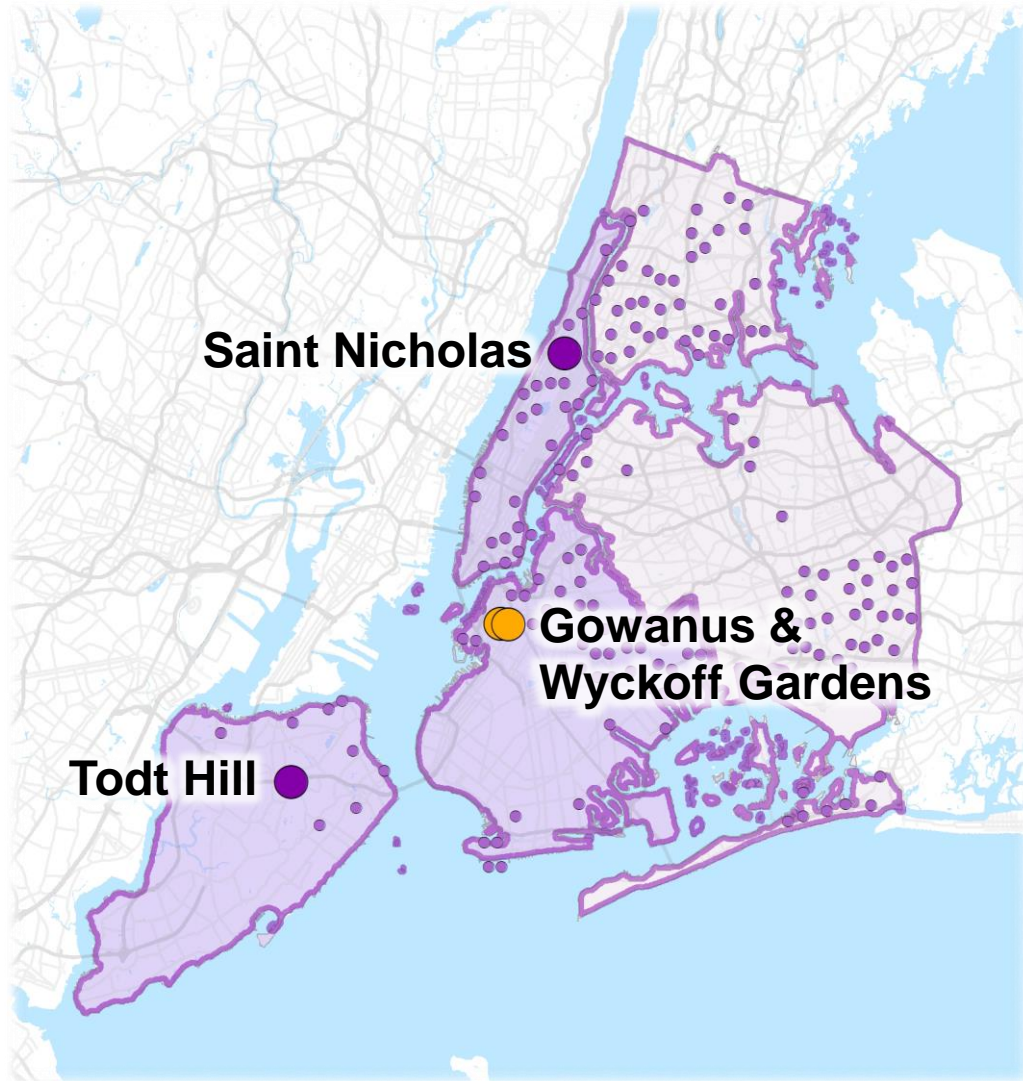
In 2019, NYCHA entered into an agreement with the federal government to accelerate critical work known as the **HUD Agreement**.



NYC will provide a total of **\$2.2 billion** in incremental funding over the next 5 years to address issues related to lead, mold, elevators, heating and pests and waste management.

NYCHA’s **Comp Mod** Program has been launched to use the funding starting with the full rehabilitation of two NYCHA’s campuses as per the HUD Agreement.

Comp Mod Portfolio



8,000 Residents

38 Buildings

3 Boroughs

Comp Mod Sites

2

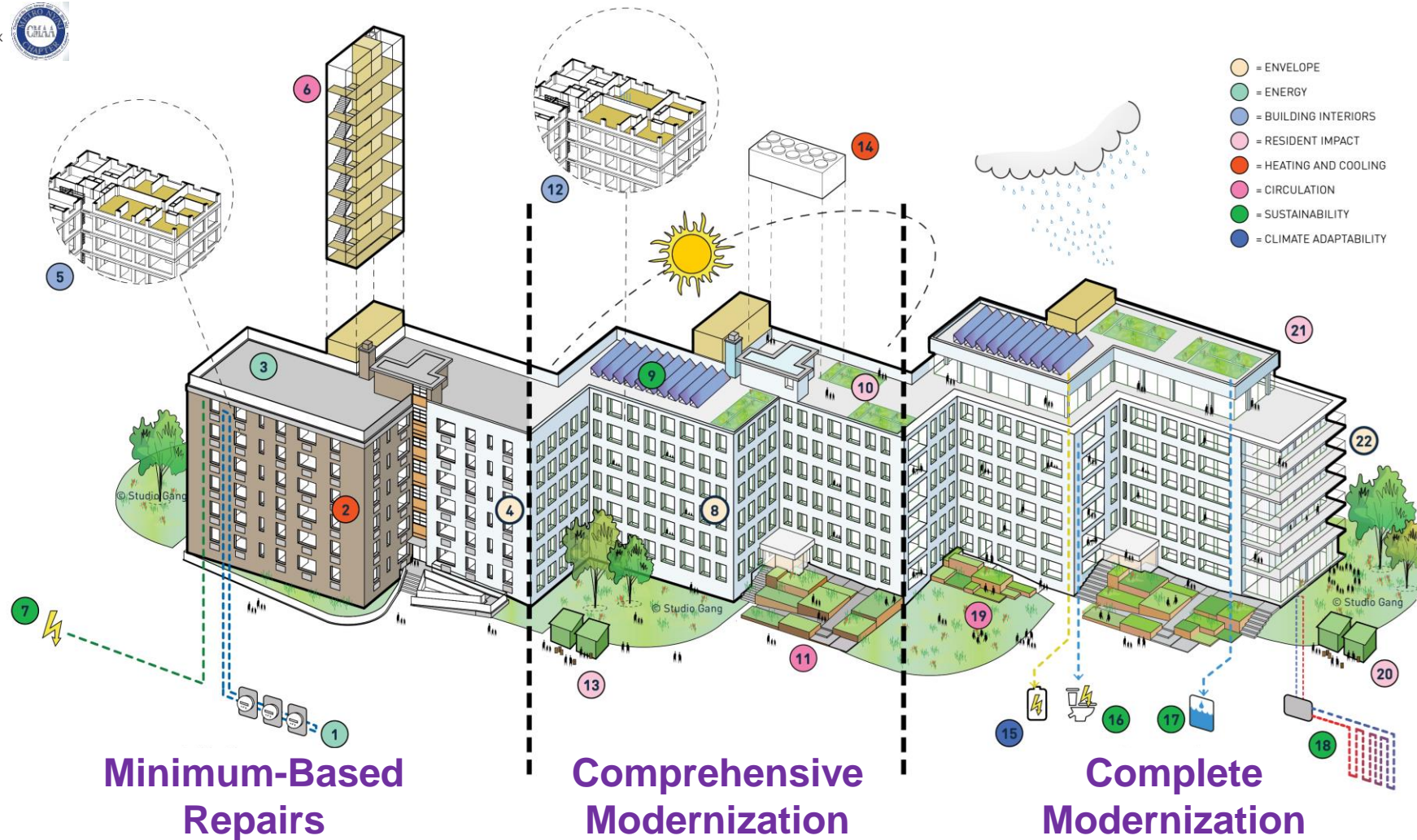
Gowanus Rezoning Fund Sites

2

\$650M+ Investments

Moving from Minimum-Based Repairs to Modernizing Renovations

Image courtesy of Studio Gang



Program Goals



First Comp Mod Locations



Saint Nicholas – Manhattan

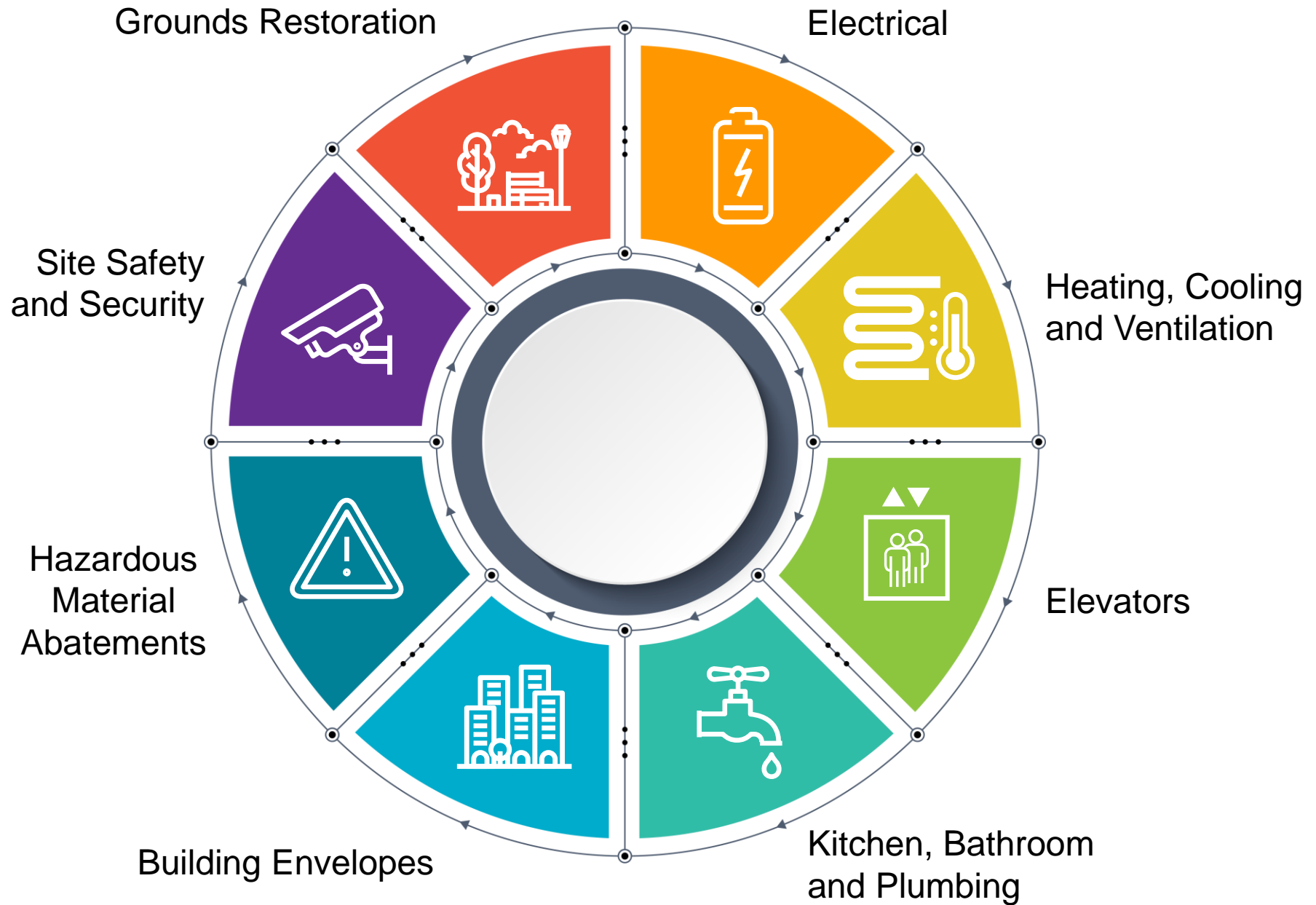
13 buildings (14 stories each);
1,526 units; 3,340 residents



Todt Hill – Staten Island

7 buildings (6 stories each);
502 units; 1,002 residents

Categories of Work

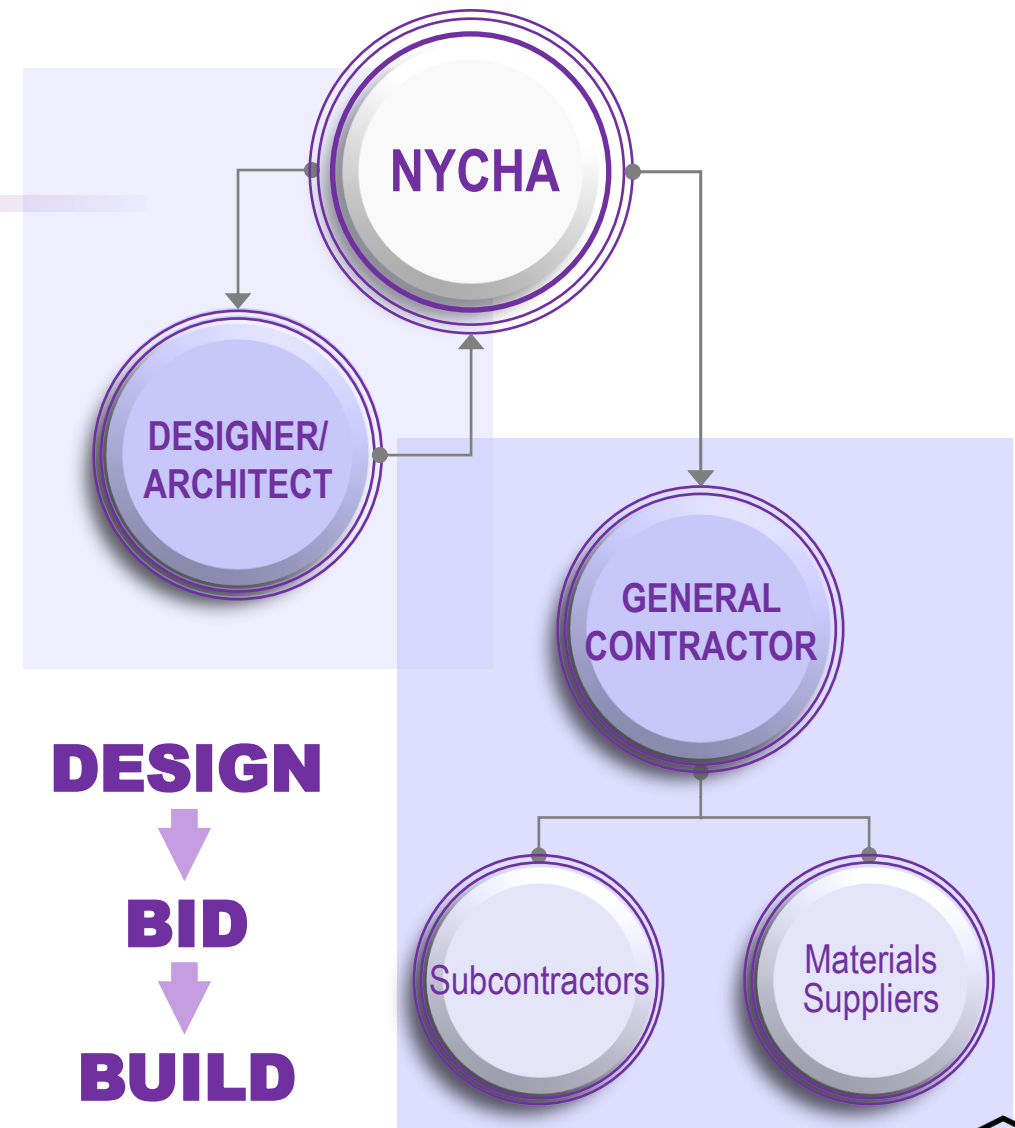


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- **Project Overview**
- **Project Delivery Methods: Overview**
- **Basis of Design-Build**
- **Resident and Operations Touchpoints**
- **Q&A**

Traditional Project Delivery Method: Design-Bid-Build

- There are two separate contracts **Designer** and **Contractor**.
- When the design phase is complete, the agency **then** procures a contractor.
- The construction contract is awarded based on the **lowest bid**.
- The designer and contractor do not have a **contractual relationship**.



Design-Bid-Build Challenges



Long time before construction can start because the designer must be selected and then complete the design.



Project is designed without valuable input from a contractor/builder. Design mistakes and missing items can require change orders during construction that NYCHA must pay for.



The designer and contractor do not work as a team. They can blame each other for cost overruns and other problems.



“Lowest bidder” means the contractor is selected based on price alone.

New Legislation Offers Better Delivery of Capital Project

- Enacted in December 2019, the New York City Public Works Investment Act (PWIA) authorizes NYCHA and six other NYC agencies to use design-build contracts for public works projects.
- Before PWIA, the agencies were permitted to deliver capital projects using only design-bid-build.

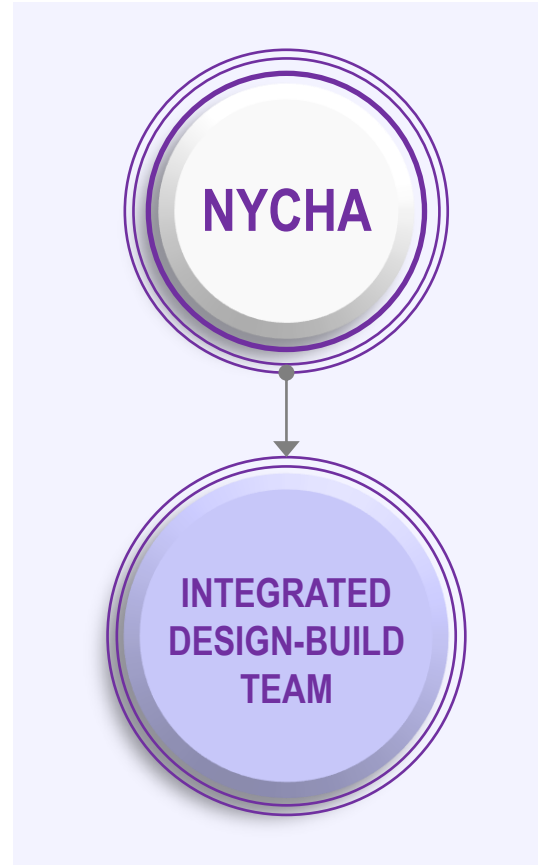


NYCHA advocated for more tools for capital delivery based on **experience** and **input from residents**. PWIA gives NYCHA further authorization to undertake design-build procurements.

New Approach for Comp Mod: Design-Build

One Contract
for Design ***and*** Construction

**Single Point of
Responsibility**



DESIGN
↓
BUILD

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Design-Build Benefits

Compared to the traditional **Design-Bid-Build**, **Design-Build** (DB) can save NYCHA significant time and money and provide better value-for-money, especially for projects such as Comp Mod.



Save time from:

- Reduced procurement timelines
- Ability to overlap design and construction phases
- Reduced communication lead times between design and construction partners during construction



Save money from:

- Value engineering and constructability analysis during design
- Shorter project timelines
- Reduced change orders due to improved coordination

Design-Build – Two-Step Procurement Process



1

REQUEST FOR QUALIFICATIONS (RFQ)

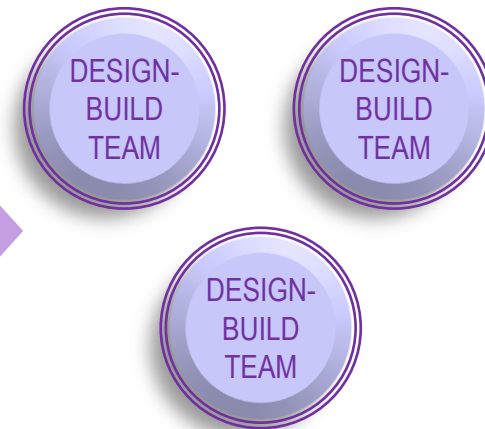
Identify and select the most highly qualified D-B teams



2

REQUEST FOR PROPOSAL (RFP)

Specify the project's technical requirements and proposal evaluation criteria



EVALUATION CRITERIA INCLUDE:

- Team qualifications and experience
- Compliance with strict licensing requirements
- Financial health
- Successful completion of similar projects

- Quality of the proposed design
- Impact on NYCHA residents
- Anticipated project duration
- Cost

Ensuring the Selection of the **Best Team!**



Compared to selecting the lowest bidder contractor in Design-Bid-Build, contractors in D-B are selected based on **best value**.



Best value focuses on factors *other* than price, such as quality and expertise!

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 **Operations and Resident Touchpoints**

Q&A

Design Touchpoints with NYCHA Operations

- 1 In Procurement Phase:** NYCHA staff from various departments including the Property Management Team and / or NYCHA's technical teams on the selection committee for each site.
- 2 During Design:** The D-B Team will meet with the Property Management Team to discuss any aspects of the design that will require updated maintenance procedures.
- 3 During Construction:** Workshops dedicated to specific topics will be held with NYCHA for areas such as heating systems and mold/moisture prevention.
- 4 At Substantial Completion:** The D-B Team must provide operational information and training to the Property Management Team when necessary and ensure that any building management system and other tracking systems are functional and understood.

Resident Involvement

- **With D-B, residents will have a seat at the table!**
- The D-B Team will be required to engage with NYCHA tenants throughout the project at set milestones.
- Residents will have opportunities to provide input and will know what to expect throughout the project.



Design Touchpoints with Residents

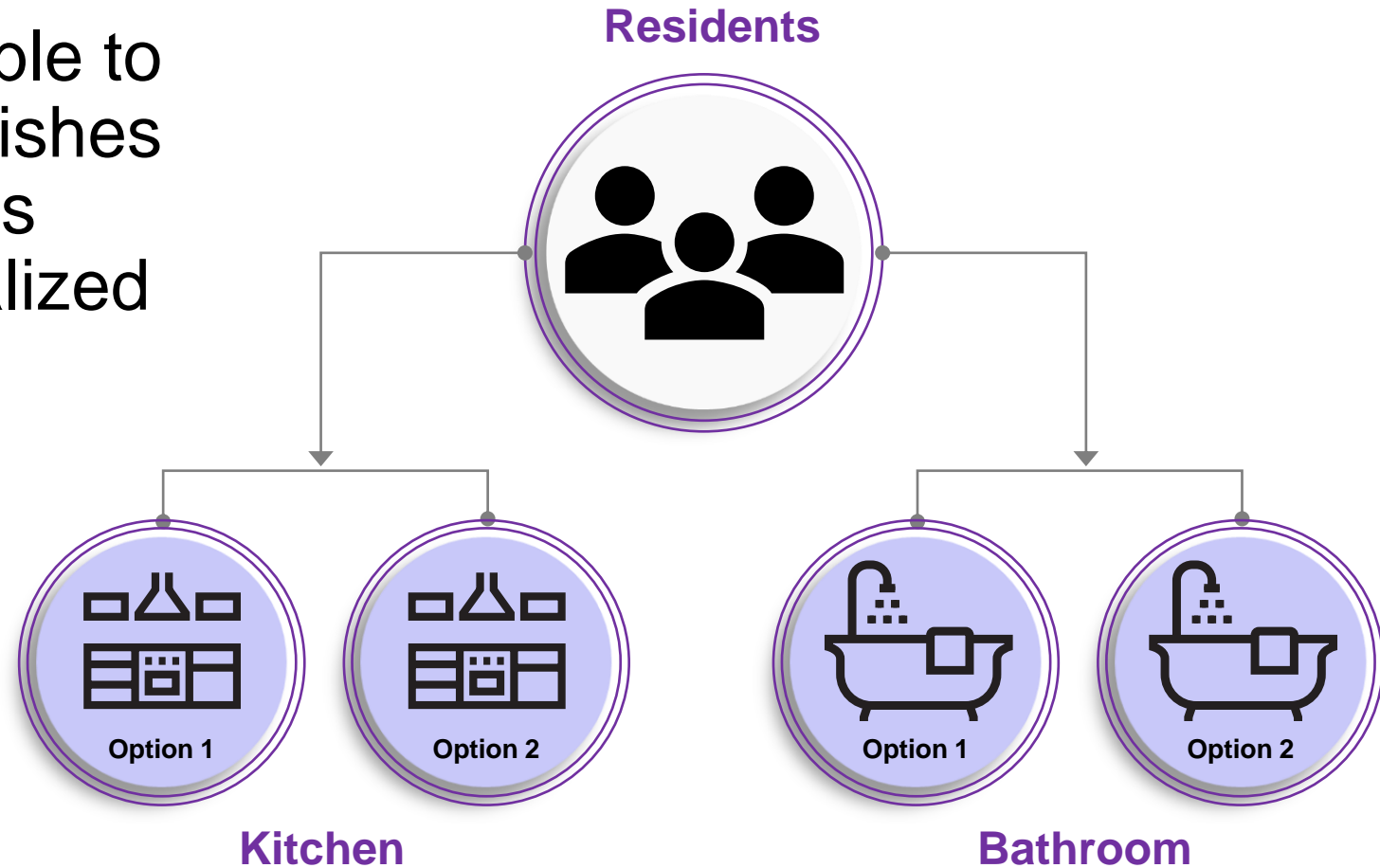
In **D-B**, some final design decisions can be made concurrently with early construction.

D-B Teams will be required to submit a schedule for engagement with residents:

- 1 In Pre-Procurement Phase:**
NYCHA will solicit resident input through community visioning workshops and surveys to formulate vision plan
- 2 In Procurement Phase:**
Vision plan will be provided to potential vendors to incorporate onto design consideration
- 3 During Design:**
The D-B Team will lead regular touchpoints to discuss design options and construction phasing with the residents.

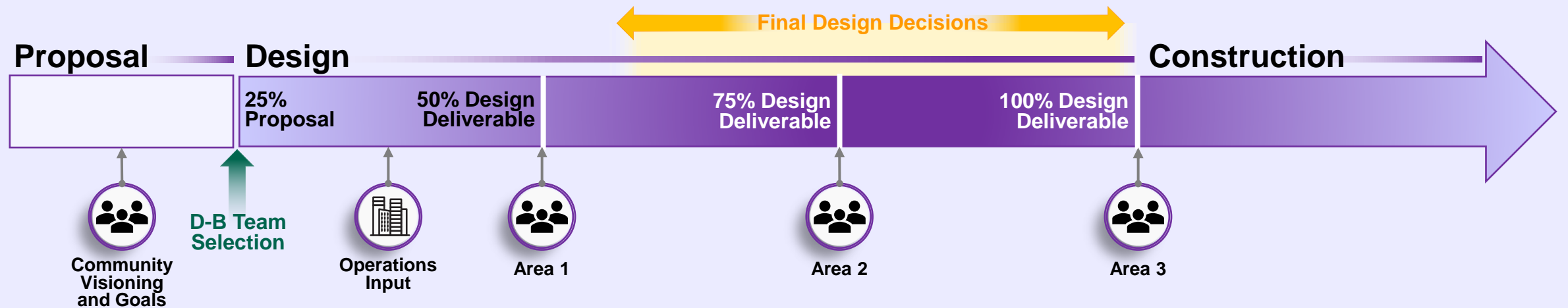
Residents Will Get to Vote on Certain Renovation Preferences

Residents will be able to provide input on finishes and material options as the scope is finalized



Resident Touchpoint in Design-Build

Design-Build



 = Resident Input

Pre-Procurement Engagement Underway!

Community Visioning Sessions

NYCHA held two 'in person' Community Visioning Sessions at each of the two Comp Mod sites— Saint Nicholas and Todt Hill—as well as two corresponding online sessions.

The goal was to gather information from residents on six topics:

- 1 Construction timeline
- 2 Heating and cooling
- 3 Facades
- 4 Mold, ventilation, leaks, and plumbing
- 5 Apartment, common areas, and community spaces
- 6 Safety and security



Community Visioning Sessions

Key Takeaways:

- Primary concerns about relocation but the purpose was understood.
- Overwhelming number of reported cases of mold, leaks, and pests.
- Window replacement is a top priority.
- Heating is inconsistent during the winter.
- Preference for individual temperature control.
- Desire to be actively engaged during kitchen and bathroom renovations (e.g., tile, paint, stainless steel).



Comp Mod Engagement Model is Working...

70+ residents from **Saint Nicholas** were surveyed

Flyers are the top preference for outreach, followed by **email** and **phone calls**

General feedback was extremely positive

89% of **all residents** found the meeting(s) informative and helpful

98% of **Saint Nicholas residents** felt engaged and part of the process at the Community Visioning Workshop

100% of **all surveyed residents** look forward to learning more

What Your Neighbors are Saying...

Esta reunión
se excelente
gracias

I felt like I was finally
being heard and that
my opinion matters ...

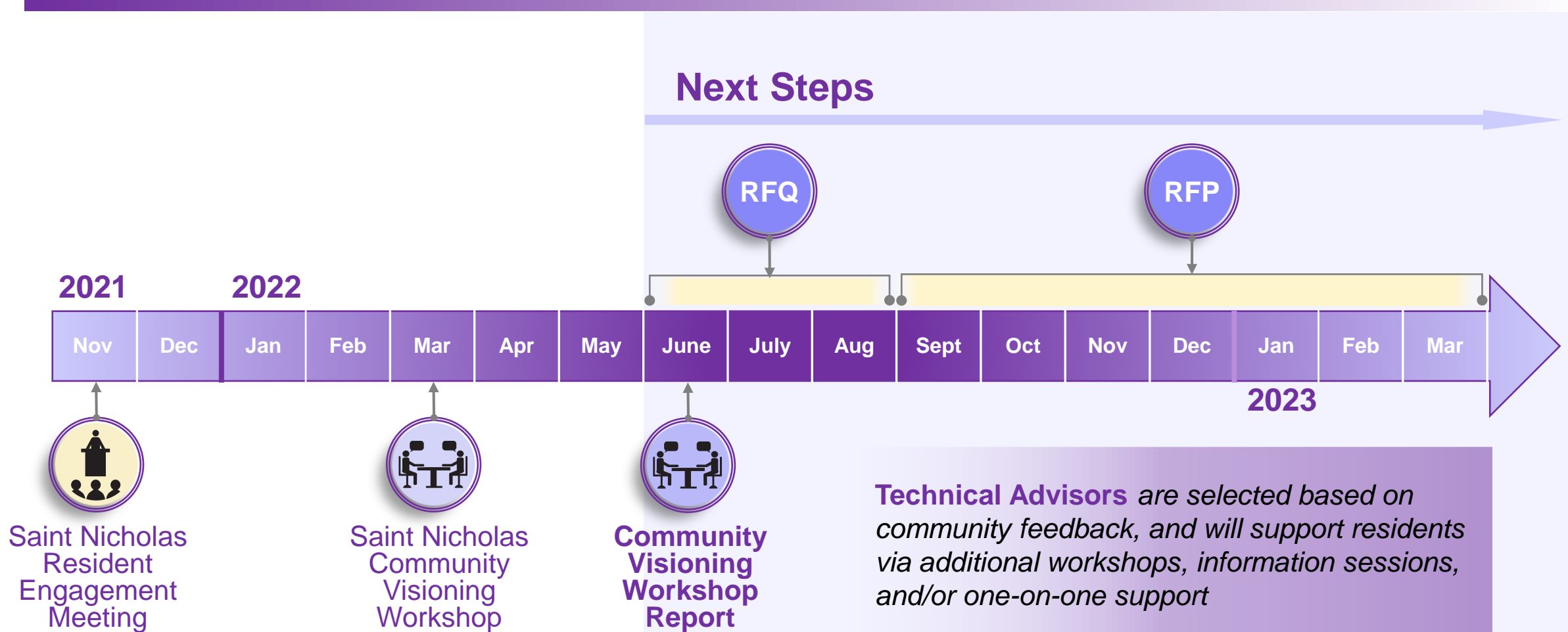
Facilitators did a
wonderful job!

I really appreciate
how empathetic [the event] was
and not just someone there for show.
I am very hopeful about the
comprehensive modernization
changes. It looks like a real home
and not just the "projects."

I liked that the
meeting was broken into groups,
sometimes information tends
to get lost when it is just
one big meeting

Very hopeful about
NYCHA changes,
hopefully they can
start soon

Timeline and Next Steps...



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Q&A

Thank You



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