

Executive Summary

NYCHA's Draft Agency Plan for FY 2019

Federal law requires the New York City Housing Authority ("NYCHA") to develop, with input from public housing residents, Section 8 participants, elected officials and the public, a plan setting forth its major initiatives for the coming year.

The Draft Agency Plan for FY 2019 is available for public review at NYCHA's Central Office and each development's management office as well as on NYCHA's web page <http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page>. NYCHA will also provide a copy of the Draft Agency Plan to each public housing Resident Association President.

NYCHA will hold a public hearing at the Borough of Manhattan Community College ("BMCC") in Manhattan on May 22, 2018 and will accept written comments on the Draft Agency Plan through May 23, 2018. Please see the Notice on page 10. NYCHA met with the Resident Advisory Board ("RAB") members for their comments in four meetings between January and March 2018. There will be two additional RAB meetings in May 2018 on the FY 2019 Draft Agency Plan.

NYCHA's Final Agency Plan will be submitted to the U.S. Department of Housing and Urban Development ("HUD") by October 18, 2018. Following NYCHA's submission, HUD has 75 days in which to review and approve the plan.

NYCHA's priorities for the coming year are outlined on pages 20 through 32.

NextGeneration NYCHA

On May 19, 2015, Mayor de Blasio and NYCHA Chair and CEO Shola Olatoye announced NextGeneration NYCHA ("NextGen"), a comprehensive ten-year plan to stabilize the financial crisis facing New York City's public housing authority and deliver long-needed improvements to residents' quality of life by changing the way NYCHA is funded, operated and how it serves its residents. Developed over one year from 150 collaborative meetings with NYCHA residents, stakeholders and elected officials, NextGen builds on the de Blasio administration's commitment to stabilize, preserve and revitalize public housing. Facing the worst financial crisis in NYCHA's history, the Authority continues to launch targeted initiatives with the goal of improving resident quality of life and preserving public housing for this and future generations. With increased transparency, infrastructure improvements, and stakeholder engagement, NYCHA is taking meaningful steps to change the way it does business and become a more modern, effective and efficient landlord. NextGen's 15 targeted strategies support four principal goals:

1. Change the way NYCHA is funded
2. Operate like a more modern, efficient landlord
3. (Re)build existing public housing and new affordable housing
4. Engage residents and connect them to best-in-class services

In the past two years, NYCHA has made major progress in its commitment to improving quality of life for the over 390,000 people who call NYCHA home. NYCHA modernized operations using technology and implemented flexible property management staff schedules to provide better customer service. We have generated revenue for repairs through ground-floor leasing to businesses and improved rent collection. We've placed more than 5,600 residents in jobs. All this despite the fact that since 2001, NYCHA has lost \$2.7 billion in federal

operating and capital funding, and decades of federal disinvestment have left our buildings needing \$17 billion worth of major repairs.

Below are some of the accomplishments achieved:

FUND
Improve resident rent and fee collection.
<ul style="list-style-type: none"> • 4.7% increase in rent collection = \$47 million in new revenue
Maximize the revenue and uses of ground floor spaces.
<ul style="list-style-type: none"> • \$1.2 million in total new annual revenue, of which \$890K represents NexGen reactivations of 27 formerly vacant spaces from the start of NexGen in May 2015 through 2017.
OPERATE
Transform into a digital organization
<ul style="list-style-type: none"> • \$3.5 million in savings resulting from deployment of smart phones to property management staff • 2 million work orders closed using smart phones • \$1.9 million in savings from launch of MyNYCHA app
Improve Customer Service
<ul style="list-style-type: none"> • 11 developments continue to pilot the Flex Ops extended service hours program • Completed the roll out of online recertifications for all developments and installed new kiosks in every management office to provide access to NYCHA’s online services
Pursue a comprehensive sustainability agenda
<ul style="list-style-type: none"> • \$167 million approved and in construction for three Energy Performance Contracts (EPC) serving 48,000 apartments; 4th EPC for \$100M pending HUD approval • For the 2017-2018 program year, NYCHA has entered into Weatherization Assistance Program contracts for 990 apartments with a total construction value of \$4.7 million • 100% of NYCHA developments now recycle. NYCHA completed a waste characterization study of recycling and bulk waste, in preparation for the forthcoming NextGeneration NYCHA Waste Management Plan. • In 2017- Jan 2018 trained approximately 500 Operations staff in practices that promote sustainable and healthy homes

- \$1.85 billion in contracts executed related to Sandy recovery, started 27 major Sandy Recovery projects, and facilitated over 300 NYCHA residents jobs on Sandy related contracts.

Increase safety and security at NYCHA developments

- 6,201 new lights installed at 16 developments, creating safer communities (Mayor’s lighting initiatives)
- 722 new lights installed at 2 developments (Ravenswood and Throggs Neck)
- 993 exterior wall-mounted fixtures at 10 developments under the EPC program
- 2205 new CCTV cameras and 353 upgraded cameras at 56 developments, enhancing resident safety and security

(RE) BUILD

Devise Capital Planning Strategy

- Mayor de Blasio has committed \$1.3 billion to fix more than 950 roofs which will benefit over 175,000 residents.
- 63 roofs have been replaced at 6 developments. 2 roofs are slated to be completed by the second quarter of 2018. 78 roof replacements will be in progress by the second quarter of 2018 at seven developments slated for completion between 2019 and 2020.

Provide underutilized NYCHA-owned land to support the creation of affordable housing units

- 2,830 units of 100 percent affordable housing in development, creating desperately needed affordable homes
- 1,466 projected units for NextGen Neighborhoods (50% affordable, 50% market rate)

Leverage HUD programs to preserve housing

- 1,400 units at Ocean Bay Bayside renovated through RAD, benefitting over 3,700 residents and generating \$300 million for repairs

ENGAGE

Transition from direct service provision to a partnership-based model, and transform resident engagement

- 18,061 residents connected to services through community partnerships
- 94% of NYCHA’s developments are represented by a Resident Association, which enables residents to work collectively and effectively to advocate for their development and neighborhood.

<ul style="list-style-type: none"> • 14 new Youth Councils ensure that young residents have a voice and can work with the Authority as partners to help solve their communities’ needs
<p>Attract philanthropic dollars for resident services through the creation of a non-profit 501(c)3</p>
<ul style="list-style-type: none"> • \$1.3 million in donations and pledges received to benefit residents of NYCHA and their communities • Launched the Fund for Public Housing Ideas Marketplace, a crowdfunding platform for resident projects
<p>Connect residents to quality workforce opportunities</p>
<ul style="list-style-type: none"> • 7,850 residents job placements to support economic mobility • 829 residents graduated from NYCHA Resident Training Academy • 202 residents graduated from the Food Business Pathways program, and 34 graduated from the Childcare Business Pathways program

NextGeneration is transforming how NYCHA is funded, operates, builds and rebuilds, and engages residents and connects them to opportunity.

NYCHA’s New Reality

While NYCHA’s financial condition for FY’18 seems to be positive, there’s potential loss of funding in FY’19 based on preliminary proposal by the Trump Administration.

FY 2019 Budget Proposal “An American Budget” which was published on February 2018, funding for housing program is expected to have significant reductions to three funding streams which are vital to NYCHA: two cuts impacting the Authority’s day-to-day operations (public housing and Section 8 subsidies) and elimination of Capital Fund. Public Housing loss is estimated to be between \$330-466 million, Section 8 loss of nearly 10,000 vouchers, and the Capital Fund loss is expected to be \$346 million.

Housing New York, One City: Built to Last, and OneNYC

Housing New York 2.0

Since Mayor de Blasio launched the Housing New York Plan in 2014, New York City has accelerated the construction and preservation of affordable housing to levels not seen in 30 years.

The City is on track to secure more affordable housing in the first four years of the Administration than in any comparable period since 1978. The City has tripled the share of affordable housing for households earning less than \$25,000. Funding for housing construction and preservation has doubled, as have the number of homes in the City’s affordable housing lotteries each year. Hundreds of once-vacant lots have affordable homes rising on

them today. Reforms to zoning and tax programs are not just incentivizing, but mandating affordable apartments—paid for by the private sector—in new development.

NextGeneration NYCHA – 100% Affordable Housing and Seniors First

The Authority provides underutilized land for the creation of 10,000 affordable housing units, including a mix of commercial and community uses to provide additional amenities to residents and the surrounding community. The plan to create 100 percent affordable senior and multifamily housing on available NYCHA property was developed in response to resident and advocate calls for more affordable housing options in their communities.

Since the release of the NextGeneration NYCHA plan, NYCHA and New York City Department of Housing Preservation and Development (HPD) have announced plans for 100% Affordable Housing and Seniors First developments at twelve sites which will result in approximately eighteen hundred new units of senior and multifamily housing. In the summer of 2017 construction began on the first two of these projects at Ingersoll Houses in the Fort Greene neighborhood of Brooklyn and at Mill Brook Houses in the Mott Haven neighborhood in the Bronx.

All NextGeneration NYCHA 100% Affordable Housing and Seniors First developments will advance the goals of Mayor de Blasio's [Housing New York](#) plan and helps achieve NYCHA's commitment to contribute 10,000 of those affordable units within the decade as part of [NextGeneration NYCHA](#), the Authority's 10-year strategic plan.

NextGeneration NYCHA – NextGeneration Neighborhoods (50/50)

Centered on resident and community stakeholder engagement, the NextGen Neighborhoods program enables NYCHA to generate revenue to reinvest back into our development sites and across NYCHA by leveraging a 50-50 split of market-rate and affordable housing units.

In 2017, NYCHA and HPD announced selection of a development team at Holmes Towers in Manhattan and in 2018 at Wyckoff Gardens in Brooklyn. Prior to selection, between September 2015 and May 2016, over 1,300 residents participated in meetings, visioning sessions, and charrettes at both developments. All proposals received in response to the Request for Proposals were reviewed by a NYCHA resident members of the Stakeholder Committees prior to selection. NYCHA will continue to engage its residents through the Stakeholder Committees throughout development and construction. The Stakeholder Committees are also working directly with the selected developer by representing the interests and concerns of NYCHA residents, neighbors, and the community. Construction is expected to begin at Holmes Towers in 2019 and at Wyckoff Gardens in 2019 or 2020. NYCHA expects to receive approximately \$62 million collectively for the long-term leasing of these two development sites.

Two additional NextGen Neighborhoods sites were announced in 2017, at La Guardia Houses in Manhattan and at Cooper Park in Brooklyn. A RFP for La Guardia Houses was released in March 2018 and release of a RFP for Cooper Park is anticipated in Spring 2018. Resident engagement began for both sites in 2017.

NextGeneration NYCHA – Permanent Affordability Commitment Together (PACT)

NYCHA will use every tool available to protect the affordability of New York City's housing stock and strengthen public housing for this and future generations of New Yorkers. NYCHA's preservation work – called

Permanent Affordability Commitment Together (PACT) – centers on converting public housing units to Section 8 with tenants-in-place via federal pathways such as the United States Department of Housing and Urban Development’s (HUD) Rental Assistance Demonstration (RAD) and adjacent programs. PACT is NYCHA’s initiative to facilitate major improvements to developments while preserving long-term affordability and maintaining strong resident rights through effective public-private partnerships. By leveraging these federal programs and tools, NYCHA will help improve the quality of life for residents, ensuring their apartments and buildings receive much-needed repairs and upgrades while preserving affordability and tenant protections. PACT is a component of NextGeneration NYCHA’s 10-year strategic plan to preserve public housing and become a more effective and efficient landlord. Under PACT, NYCHA seeks to shift a public housing development’s funding source to Project-Based Section 8 to provide a more stable flow of federal subsidy and to allow NYCHA and its development partners to raise external financing to address the development’s capital repair needs.

As the subsidy for a PACT development transitions from either unfunded status or public housing (Section 9) to the Housing Choice Voucher program (Section 8), NYCHA retains ownership and continues to play a key role in decision making and oversight of the development, specifically as the beneficial owner and Section 8 contract administrator. Under PACT rules, all units in the converted development must remain permanently affordable (rent cannot exceed 30% of resident income), which NYCHA will enforce through continued ownership of the land and legal agreements with the development partner. Residents will continue to have the same succession opportunities and grievance procedures under PACT that currently exist for NYCHA’s public housing tenants. Residents will retain the right to establish and operate a resident organization and receive funding for that group. Finally, development partners will be required to train and hire NYCHA residents, and proactively engage residents on a regular basis as the project moves forward.

PACT/RAD

RAD at Ocean Bay (Bayside)

In December 2016, NYCHA closed its first PACT/RAD transaction at Ocean Bay (Bayside) in the Rockaways neighborhood of Queens, converting 1,395 apartments in 24 elevator buildings from public housing to Section 8 Project-Based Vouchers (PBV). NYCHA entered into a public-private partnership with MDG Construction + Design (developer), The Wavecrest Management Team (property manager), Catholic Charities of Brooklyn and Queens (social services provider), and Ocean Bay Community Development Corporation (resident outreach and engagement entity). The project is being financed with Superstorm Sandy recovery funds from the Federal Emergency Management Agency (FEMA), along with New York State Housing Finance Agency tax-exempt bonds and equity generated from federal 4% Low Income Housing Tax Credits. The project’s total development cost is \$560 million and overall investment in the project is projected at \$325 million; funds are being directed to extensive capital improvements, including the installation of upgraded heating and security systems, new boilers and roofs, and updated apartment interiors that include new windows, kitchens, and bathrooms. All rehab work is occurring with tenants-in-place; no residents are being relocated or displaced because of the project. RAD repairs will be completed in 2018 and the remaining FEMA work will conclude in June 2019.

RAD at Scattered Sites in the Bronx and Brooklyn

In January 2017, NYCHA received HUD approval to convert approximately 1,700 units in the Bronx and Brooklyn from public housing to Section 8 Project-Based Vouchers (PBVs). In May 2017, NYCHA issued a Request for Proposals (RFP) to identify development partners to facilitate the conversion of funding, raise financing, perform the required capital rehabilitation, undertake property management, and deliver social services at the 17 affected scattered site developments, which are broken up into three bundles as follows:

1. Bundle 1 (the Bronx): Twin Parks West (Sites 1 & 2); Franklin Avenue I Conventional; Franklin Avenue II Conventional; Franklin Avenue III Conventional; Highbridge Rehabs (Anderson Avenue); Highbridge Rehabs (Nelson Avenue)
2. Bundle 2 (the Bronx): Betances II, 9A; Betances II, 13; Betances II, 18; Betances III, 9A; Betances III, 13; Betances III, 18; Betances V (partial); Betances VI (partial)
3. Bundle 3 (Brooklyn): Bushwick II (Groups A & C); Bushwick II CDA (Group E); Palmetto Gardens

In January 2018, NYCHA selected development partners for all three bundles. Construction is expected to begin at the developments in Bundles 1 and 2 in 2018 and at the developments in Bundle 3 in 2019. The Draft Significant Amendment to the FY 2018 Annual Plan includes the proposal to add additional units from nearby developments to Bundles 1 and 2 as follows: Betances I, Betances IV, and the remainder of Betances V and VI to Bundle 2, and Bushwick II (Groups B & D) and Hope Gardens to Bundle 3.

PACT/Unfunded Units (LLC II)

In July 2017, NYCHA announced that it is expanding PACT to protect the Authority's unfunded unit portfolio. This portfolio consists of eight (8) conventional public housing developments known as the "LLC II developments," which are listed in the table on the next page and currently receive no public housing funding. Previously, NYCHA's PACT program was synonymous with RAD. To make significant repairs, more effectively manage the developments, and strategically deploy NYCHA's limited financial resources, NYCHA is expanding PACT to create additional public-private partnerships and actively bring the unfunded units into the Authority's Housing Choice Voucher (Section 8) program.

The LLC II developments were originally built and funded by New York City and New York State subsidies but were never funded directly by HUD. These developments currently "share" in the federal funds provided for NYCHA's public housing. This costs NYCHA more than \$23 million a year. Additionally, the eight developments require \$775 million in capital repairs, but while they remain unfunded, the buildings continue to deteriorate.

Shifting the units to the Section 8 Housing Choice Voucher program will bring new, stable revenue to the developments and allow for substantial improvements to be made to the apartments, buildings, and grounds. Additionally, funding previously diverted to these developments from the rest of NYCHA's portfolio will now go towards the operation and maintenance of NYCHA's traditional public housing developments.

On September 11, 2008, HUD approved NYCHA's plan to transition the unfunded public housing units to Section 8 assistance. Currently, when a resident vacates their apartment in an LLC II development, the Authority converts the unit to Section 8. Through this process, 1,804 units in the eight developments became part of Section 8 between 2008 and 2018. Through PACT, the remaining 3,890 unfunded units will convert to

Section 8. This PACT strategy is an unprecedented financing model to support these apartments, prevent them from falling into complete disrepair, and protect their affordability and residents' rights.

Community engagement and resident conversion began at Baychester and Murphy Houses in the Bronx in August 2017. In September 2017, NYCHA released a Request for Proposals (RFP) to identify development partners to raise financing, perform capital rehabilitation, undertake property management, and, where appropriate, deliver social services at the eight affected developments, starting with the Bronx sites.

On December 3, 2017, HUD approved NYCHA for a retention action pursuant to 2 CFR Part 200 for Baychester and Murphy. HUD had previously approved NYCHA's Significant Amendment to the FY 2017 Annual Plan for the retention action at Baychester and Murphy on November 22, 2017. As of February 2018, 83% of residents at Baychester and 77% of residents at Murphy have been converted to Section 8 for an overall conversion rate of 81%. Developer designation for these two Bronx developments is expected in 2018 and construction is expected to begin in 2019.

NYCHA plans to pursue similar HUD approvals for the remaining six developments in the LLC II portfolio. Through this action, all units in the developments will be operated outside of the federal public housing program under project-based Section 8. Families will be transitioned to Section 8 assistance. Families ineligible for Section 8 assistance will be allowed to remain in place and pay no more than 30% of their income for rent. Completion of the full PACT conversion is expected by 2026.

As part of the Draft Amendment to the FY 2018 Annual Plan, NYCHA is requesting HUD approval for a retention action pursuant to 2 CFR Part 200 for Independence and Williams Plaza in Brooklyn. NYCHA began community engagement and resident conversion activities at these developments in March 2018.

One City: Built to Last

NextGeneration NYCHA is also informed by the Mayor's sweeping energy efficiency and reduction emission plan for City buildings, **One City: Built to Last**. This plan, released in September 2014, commits to an 80% reduction in the City's greenhouse gas emissions by 2050. NextGeneration NYCHA provides strategies for NYCHA to become more sustainable and resilient, to prepare for a changing climate, and to mitigate greenhouse gas emissions.

The NextGeneration NYCHA Sustainability Agenda

In April 2016, New York City Housing Authority (NYCHA) released its Sustainability Agenda, a ten-year roadmap for creating healthy and comfortable housing that will withstand the challenge of climate change. The Sustainability Agenda is a central strategy of NextGeneration NYCHA, the Authority's long-term strategic plan to become a more efficient and effective landlord, in order to improve the quality of life for NYCHA residents. It is also an invitation to residents and surrounding communities to work with NYCHA to realize a shared long-term vision of equity, sustainability, and resiliency. <http://www1.nyc.gov/site/nycha/about/sustainability.page>

The Sustainability Agenda includes 17 targeted strategies, which are meaningful ways NYCHA plans to meet the de Blasio administration's emission-reduction goals (One City: Built to Last) and resiliency and sustainability objectives (OneNYC.) The plan also outlines NYCHA's commitment to federal sustainability goals, including a pledge to develop 25 MW of renewable energy capacity by 2025 as part of Renew300, a joint

HUD-DOE initiative. NYCHA has also committed to participate in HUD’s Better Buildings Challenge to cut energy intensity in the Authority’s buildings portfolio-wide by 20% over the next decade.

Here are some highlights of our accomplishments since launch of the Sustainability Agenda:

Goal 1: Achieve short-term financial stability and diversify funding for the long term	
Strategy S1: Attract investments for capital improvements	<p>NYCHA is well on the way toward its goal of obtaining \$300 million via HUD Energy Performance Contracts (EPCs). Four EPCs totaling \$277 million were submitted to HUD of which \$167 million has been approved and is now under construction.</p> <p>NYS Weatherization Assistance Program (WAP): For the 2017-2018 WAP program year, NYCHA has entered into contracts for 990 NYCHA units with a total construction value of \$4.7 million.</p>
Strategy S2: Raise revenues through clean and distributed energy projects	<p>NYCHA released an RFP in October of 2017 to invite solar developers to propose photovoltaic installations on NYCHA property in exchange for lease payments. This RFP is the first of an anticipated series to meet the Renew300 commitment of 25 MW over 10 years.</p>
Goal 2: Operate as an effective and efficient landlord	
Strategy S3: Create healthy indoor environments	<p>Implement a Comprehensive Mold Response Initiative: NYCHA has launched Mold Busters, a pilot program that trains NYCHA staff to find the root causes of mold and eliminate them. The pilot will run from May 1, 2017 to April 30, 2018 and will include 38 developments in Brooklyn, Manhattan, Queens, and the Bronx. Results will be evaluated by a Columbia University researcher.</p> <p>Require low- and no-VOC caulks, paints, coatings, and adhesives: NYCHA has updated the Design Guidelines for the Rehabilitation of NYCHA Residential Buildings to require low-and no-volatile organic compound (VOC) caulks, paints, primers, coatings, and adhesives for all capital projects in apartment interiors.</p> <p>Reduce exposure to secondhand smoke at home: NYCHA has launched an initiative to educate residents about the health risks of exposure to secondhand smoke and has expanded access to services for smokers who want to quit. NYCHA sought feedback and ideas on smoking and health from residents in every borough and will adopt a smoke-free housing policy in 2018 to comply with HUD rules.</p> <p>Train property managers in practices that promote healthy homes: In the winter of 2018, NYCHA trained approximately 500 Operations staff in practices that promote sustainable and healthy homes. The training includes curriculum around vacancy turn-over, energy efficiency, mold, smoke-free housing policy, integrated pest management and waste management. The program is a joint effort CUNY, DOHMH, and DSNY.</p>
Strategy S4: Efficiently provide comfortable and reliable heat and hot water	<p>Improve heating and hot water systems through smart building technology: In summer of 2017 CUNY’s Building Performance Lab submitted a report recommending upgrades of NYCHA’s heating controls. Meanwhile, NYCHA has continued to expand the use of indoor temperature sensors. About 4 percent of buildings that can benefit from the technology currently have the sensors; 28 percent are expected to have them by 2019.</p>

	<p>Thoroughly test and tune all building systems regularly: NYC DOB has approved NYCHA’s alternative compliance plan for Local Law 87 retro-commissioning that would enable all buildings covered by the law to file by 2020. NYCHA is also working to include retro-commissioning in regular inspections.</p> <p>Enhance training and professional development for Heating Management staff: CUNY’s Building Performance Lab made recommendations for a training program for Heating Management staff that would provide a multi-year professional development path.</p>
Strategy S5: Improve water management	<p>Install water meters in all developments: DEP is more than halfway through the installation of 540 meters at 500 NYCHA buildings. All NYCHA buildings will have meters in place by 2019.</p> <p>Understand the patterns of water consumption: NYCHA and DEP are partnering on a NYSERDA-funded water consumption study that will take place during 2018-2019 at South Jamaica Houses. The study will coincide with EPC-funded energy upgrades and a DEP green infrastructure design.</p> <p>Replace outdated fixtures and update purchasing standards: NYCHA has now updated its purchasing standards to match the NYC affordable housing standard for toilets (1.28 gallons per flush), showerheads (1.5 gallons per minute), and bathroom faucets (1 gallon per minute).</p> <p>NYCHA has been testing ultra-high efficiency toilets (0.8 gpf vs. 1.6 gpf for standard toilets) since 2016. Approximately 122 ultra-high efficiency toilets were installed at 11 sites during June through October 2016.</p>
Strategy S6: Adopt a comprehensive waste management plan	<p>Install recycling infrastructure throughout NYCHA’s portfolio: In 2016, NYCHA completed the installation of 1,500 recycling bins. All NYCHA developments now have recycling infrastructure.</p> <p>Complete a waste characterization study by 2017: NYCHA has convened an inter-agency advisory group to oversee the development of a comprehensive waste management plan. NYCHA completed a waste characterization study of recycling and bulk waste. The comprehensive waste management plan will be released in winter of 2018.</p>
Goal 3: Rebuild, expand, and preserve public and affordable housing	
Strategy S7: Adopt sustainability standards	In April 2016, NYCHA adopted the New York City Overlay to the Enterprise Green Communities Criteria as the green standard for new construction. The Criteria provided the foundation for the Design Guidelines for Rehabilitation of NYCHA Residential Buildings released December 2016.
Strategy S8: Eliminate roof, façade, and plumbing leaks	In January 2017, Mayor de Blasio announced that the City will invest \$1 Billion to replace roofs at more than 700 NYCHA buildings
Strategy S9: Retrofit master-planned developments	As noted above in Goal 1 Strategy S1, a \$56 million EPC for 16 developments was approved by HUD in December 2016 and lighting installations started in February 2017. A \$17 million lighting installation in Brooklyn, part of a \$68 million, 23-development EPC (“BQDM EPC”) was completed in May 2017. HUD approved the \$68 million BQDM EPC on July 12, 2017 and a \$43M EPC, first of two

	planned for the hurricane Sandy sites, that includes 18 of the 32 sites was approved on August 22, 2017.
Strategy S10: Retrofit scattered-site developments	Sunset Park Redevelopment Corporation (SPRC), a NY State Weatherization (WAP) agency, completed energy efficiency upgrades at Howard Avenue Houses this past March 2017. This was the first time in the 40-year history of WAP that NYCHA buildings have benefitted from the program. In the 2017-2018 program year, NYCHA has entered into contracts for 990 NYCHA units in 12 NYCHA developments with 6 WAP agencies. Audits are underway for 5 developments for the 2018-2019 program year.
Strategy S11: Build green infrastructure	DEP expects to complete the green infrastructure (GI) installation at Edenwald Houses, the largest GI installation in the city, by the end of April 2018. Design is underway or completed for GI at thirty-five NYCHA developments, with construction expected to begin in late 2018 through mid-2019. An additional 31 sites have also been identified for future GI installations.
Strategy S12: Incorporate climate change resiliency into capital planning	Enterprise Community Partners, an affordable housing non-profit, and DNV GL, a technical consultancy, conducted resiliency studies at NYCHA developments.
Goal 4: Engage residents and connect them to best-in-class services	
Strategy S13: Support resident- and community-led sustainability	Promote healthy food access through resident-led urban agriculture: Farms at NYCHA was launched in 2016 and built four new farms to expand healthy food access, provide youth workforce and leadership development, and promote sustainable and connected public housing communities. The program teaches young public housing residents how to build and maintain farms that serve fellow residents. Last year, the program's four farms harvested 12,400 pounds of fresh produce, and residents contributed more than 3,000 pounds of food scraps for composting.
Strategy S14: Connect residents to green jobs	NYCHA employed 28 residents to work on energy efficiency projects. As NYCHA begins construction on more of these projects, we expect to hire more than 50 residents through Section 3 by 2019. In partnership with the Department of Sanitation's Bureau of Recycling and Sustainability, the NYCHA Resident Training Academy (NRTA) trained 148 janitorial trainees on NYCHA's new recycling initiatives. In addition to a 6-hour recycling workshop, the training included a half day visit to the Sunset Park Materials Recovery Facility operated by Sims.
Working towards 80 x 50	
Strategy S15: Create an 80 x 50 roadmap	In 2016, NYCHA, as part of the HUD Better Buildings Challenge , committed to reduce its energy use per square foot by 20 percent by 2026. NYCHA also joined the NYC Carbon Challenge to reduce GHG emissions 30 percent by 2027. NYCHA has engaged Steven Winter Associates, who have provided similar technical assistance to the Mayor's Office of Sustainability, to help develop a long-term energy strategy that takes NYCHA's capital planning process and constraints into account.
Strategy S16: Create incentives to encourage new low-energy buildings	In spring of 2017, Enterprise Community Partners provided an introduction to Passive House specifications to developers who have qualified to submit development proposals to NYCHA.

<p>Strategy S17: Test “deep” energy retrofit technologies</p>	<p>In order to test new technologies, NYCHA and the Mayor’s Office of Technology Innovation (MOTI) conducted the first two Calls for Innovations, which requested proposals to reduce in-apartment electricity consumption and improve efficiency of heating and hot water systems that use ConEd district steam. Two proposers are conducting pilot installations in 2017-2018.</p> <p>NYCHA is working with the Fund for Public Housing to connect local, innovative tech companies with NYCHA properties through the Tech Pilots program. In 2018, we launched three such pilots with local start-ups Pansofik, Enertiv, and BlocPower. Pansofik is using their Low-Power Wide Area (LPWA) data sensors to monitor indoor air quality (IAQ) in apartment bathrooms to assist NYCHA with early detection of mold growth conditions. Similarly, Enertiv has employed their energy management system to monitor rooftop ventilation fan performance, allowing NYCHA to remotely detect broken fans for speedier repairs. In Brooklyn, BlocPower is using an array of sensors and power monitors to assess whole-building system performance, and provide energy saving capital improvement and maintenance recommendations.</p>
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OneNYC

Lastly, NextGeneration NYCHA is a part of **OneNYC**, the Mayor’s plan for growth, sustainability, resiliency, and equity released in April 2015. NextGeneration NYCHA plays an important role in ensuring the vision of a thriving, just, equitable, sustainable and resilient city. Through multiple initiatives, including capital improvements, affordable housing, sustainability efforts, and recycling, NYCHA continues to play a key role in the success of **OneNYC**.