

## **Executive Summary**

### **NYCHA's Final 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 Final 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 Final Agency Plan to each public housing Resident Association President.

NYCHA held a public hearing at the Borough of Manhattan Community College (“BMCC”) in Manhattan on May 22, 2018 and accepted 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 6 meetings between January and May 2018.

NYCHA’s Final Agency Plan was 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 1 through 13.

### ***NextGeneration NYCHA***

On May 19, 2015, Mayor de Blasio and NYCHA 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 three 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:

<b>FUND</b>
<b>Improve resident rent and fee collection.</b>
<ul style="list-style-type: none"> <li>• 4.7% increase in rent collection = \$47 million in new revenue</li> </ul>
<b>Maximize the revenue and uses of ground floor spaces.</b>
<ul style="list-style-type: none"> <li>• \$1.35 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 August 2018.</li> </ul>
<b>OPERATE</b>
<b>Transform into a digital organization</b>
<ul style="list-style-type: none"> <li>• 5.3 million in savings resulting from deployment of smart phones to property management staff</li> <li>• Over 3 million work orders closed using smart phones</li> <li>• \$2.7 million in savings from launch of MyNYCHA app</li> </ul>
<b>Improve Customer Service</b>
<ul style="list-style-type: none"> <li>• 11 developments continue to pilot the Flex Ops extended service hours program</li> <li>• Completed the roll out of online annual and interim recertifications for all developments and installed new kiosks in every management office to provide access to NYCHA's online services</li> </ul>
<b>Pursue a comprehensive sustainability agenda</b>
<ul style="list-style-type: none"> <li>• \$272 million approved and in construction for four Energy Performance Contracts (EPC) serving 63,000 apartments</li> </ul>

- 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
- For the 2018-2019 program year, NYCHA has entered into Weatherization Assistance Program contracts for 266 apartments with a total construction value of \$1.2 million. An additional 508 units are undergoing audits for the 2018-2019 program year.
- 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- 2018, trained approximately 500 Operations staff in practices that promote sustainable and healthy homes\$2.2 billion in contracts executed related to Sandy recovery, started 28 major Sandy Recovery projects, and facilitated over 365 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)
- 542 lights installed under the Recovery and Resilience Program
- 993 exterior wall-mounted fixtures at 10 developments under the EPC program
- 3,202 new CCTV cameras and 353 upgraded cameras at 63 developments, enhancing resident safety and security
- An additional 860 cameras installed under the Recovery and Resilience Program

## **(RE) BUILD**

### **Devise Capital Planning Strategy**

- Mayor de Blasio has committed \$1.3 billion to fix more than 949 roofs which will benefit over 175,000 residents.
- 68 roofs have been replaced at 7 developments. Approximately 70 roof replacements at 6 developments are in various stages of construction and will be completed by the end of 2019. An additional 84 roof replacements at 7 developments will begin construction before the end of 2018.
- 45 roofs were installed under the Recovery and Resilience program.

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

- 2,939 units of 100 percent affordable housing in development, creating desperately needed affordable homes
- 1,516 projected units for NextGen Neighborhoods (50% affordable, 50% market rate)

### **Leverage HUD programs to preserve housing**

<ul style="list-style-type: none"> <li>• 3,051 units in predevelopment under the first phase of PACT/RAD</li> <li>• 2,398 units in stakeholder engagement under the second phase of PACT/RAD</li> <li>• 722 units in predevelopment under the first phase of PACT/Unfunded Units</li> <li>• 1,321 units in stakeholder engagement under second phase of PACT/Unfunded Units</li> </ul>
<b>ENGAGE</b>
<b>Transition from direct service provision to a partnership-based model, and transform resident engagement</b>
<ul style="list-style-type: none"> <li>• 20,975 residents connected to services through community partnerships</li> <li>• 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.</li> <li>• 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</li> </ul>
<b>Attract philanthropic dollars for resident services through the creation of a non-profit 501(c)3</b>
<ul style="list-style-type: none"> <li>• \$2.5 million in donations and pledges received to benefit residents of NYCHA and their communities</li> <li>• Launched the Food Access and Affordability Pilot, a program designed to test the viability of a sustainable collective purchasing food model for NYCHA residents.</li> <li>• Launched Access Solar, a collaborative initiative with NYCHA Sustainability to bring community solar to NYCHA and generate revenue for the authority.</li> <li>• Inaugural City Flavors fundraiser to raise money to provide Food Business Pathways graduates with increased access to capital by establishing a grant fund.</li> <li>• Food Business Pathways Kiosk program will launch in October 2018 to provide graduates of the program to sell their items.</li> <li>• Launched Connected Communities initial engagement with NYCHA staff to introduce ideas for physical interventions of NYCHA campuses that increase connection to the surrounding neighborhood.</li> </ul>
<b>Connect residents to quality workforce opportunities</b>
<ul style="list-style-type: none"> <li>• 9,936 residents job placements to support economic mobility</li> <li>• 1,002 residents graduated from NYCHA Resident Training Academy</li> <li>• 213 residents graduated from the Food Business Pathways program, and 34 graduated from the Childcare Business Pathways program</li> </ul>

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 Fiscal Year 2018 seems to be positive, there is potential loss of funding in Fiscal Year 2019 based on a preliminary proposal by the Trump Administration.

Fiscal Year 2019 Budget Proposal "An American Budget", which was published on February 2018, funding for housing programs are 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 2019. 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 Significant Amendment to the FY 2018 Annual Plan included 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, also known as the "LLC II developments," which are listed in the table on the next page and currently receive no dedicated 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 more than \$1 billion in capital repairs, but while they remain unfunded, the buildings continue to deteriorate.

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.

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.

Under PACT, 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 September 2018, 91% of residents at Baychester and 94% of residents at Murphy have been converted to Section 8 for an overall conversion rate of 92%. In 2018, NYCHA designated the following development partner for this PACT project: MBD Community Housing Corporation,

Camber Property Group, LLC, and L&M Development Partners, Inc. 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 and families will be transitioned to Section 8 assistance. 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 Amendment to the FY 2018 Annual Plan, NYCHA requested 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:

<b>Goal 1: Achieve short-term financial stability and diversify funding for the long term</b>	
Strategy S1: Attract investments for capital improvements	NYCHA is well on the way toward its goal of obtaining \$300 million via HUD Energy Performance Contracts (EPCs). Four EPCs totaling

	<p>\$272 million has been approved by HUD and are 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. To date for the 2018-2019 program year, NYCHA has entered into Weatherization Assistance Program contracts for 266 apartments with a total construction value of \$1.2 million.</p>
<p>Strategy S2: Raise revenues through clean and distributed energy projects</p>	<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> <p>In concert with the commercial-scale solar program, in April 2018 NYCHA launched <a href="#">ACCESSolar</a>, a program tailored to small businesses and non-profits.</p>
<p><b>Goal 2: Operate as an effective and efficient landlord</b></p>	
<p>Strategy S3: Create healthy indoor environments</p>	<p><b>Implement a Comprehensive Mold Response Initiative:</b> In April 2018, NYCHA agreed to a <a href="#">full rollout of the Mold Busters program authority-wide</a> to train NYCHA staff to find the root causes of mold and eliminate them.</p> <p><b>Reduce exposure to secondhand smoke at home:</b> NYCHA 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. In July 2018, <a href="#">NYCHA’s Smoke-Free policy took effect to meet the HUD mandate</a>.</p> <p><b>Train property managers in practices that promote healthy homes:</b> 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>
<p>Strategy S4: Efficiently provide comfortable and reliable heat and hot water</p>	<p><b>Improve heating and hot water systems through smart building technology:</b> 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><b>Thoroughly test and tune all building systems regularly:</b> NYC DOB has approved NYCHA’s alternative compliance plan for Local</p>

	<p>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><b>Enhance training and professional development for Heating Management staff:</b> 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><b>Install water meters in all developments:</b> DEP is more than 75% through the installation of 540 meters at 500 NYCHA buildings. All NYCHA buildings will have meters in place by 2019.</p> <p><b>Understand the patterns of water consumption:</b> NYCHA and DEP are partnering on a NYSERDA-funded water consumption study. DEP began submeter installations in early 2018.</p> <p><b>Replace outdated fixtures and update purchasing standards:</b> NYCHA updated its purchasing standards for toilets (1.28 gallons per flush), showerheads (1.5 gallons per minute), and bathroom faucets (1 gallon per minute) in 2016. NYCHA has been testing ultra-high efficiency toilets (0.8 gallons per flush vs. 1.6 gallons per flush for standard toilets) in 177 apartments since 2016. NYCHA is also replacing old toilets as part of DEP’s <a href="#">Toilet Replacement Program</a>.</p>
Strategy S6: Adopt a comprehensive waste management plan	<p><b>Expand recycling infrastructure:</b> In January 2018, NYCHA began enrolling developments in the DSNY <a href="#">e-cycleNYC</a> program, which diverts electronic waste from landfills. As of April 2018, nine developments are participating.</p> <p><b>Waste Management Plan:</b> NYCHA convened an inter-agency advisory group to oversee the development of a comprehensive waste management plan and completed a waste characterization study of recycling and bulk waste. The comprehensive waste management plan will be released in 2018.</p>
<b>Goal 3: Rebuild, expand, and preserve public and affordable housing</b>	
Strategy S7: Adopt sustainability standards	<p>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.</p>
Strategy S8: Eliminate roof, façade, and plumbing leaks	<p>In January 2017, Mayor de Blasio announced that the City will invest \$1 Billion to replace roofs at more than <a href="#">700 NYCHA</a> buildings. To date, 68 buildings at 7 developments have received new roofs under this commitment. Construction will begin on 15 more developments in 2018.</p>

Strategy S9: Retrofit master-planned developments	NYCHA has \$272 million in energy efficiency construction underway at 72 developments throughout the city, serving 63,000 apartments.
Strategy S10: Retrofit scattered-site developments	In May 2017, NY State Weatherization Assistance Program (WAP) completed energy efficiency upgrades at Howard Avenue Houses, the pilot development for the NYCHA WAP initiative. In the 2017-2018 program year NYCHA entered into contracts for 990 units with a total construction value of \$4.7 million. To date for the 2018-2019 program year, NYCHA has entered into Weatherization Assistance Program contracts for 266 apartments with a total construction value of \$1.2 million. An additional 508 units are undergoing audits for the 2018-2019 program year.
Strategy S11: Build green infrastructure	The green infrastructure (GI) installation at Edenwald Houses was completed in summer of 2018, adding it to the list of 4 developments where GI is installed. Design is underway or completed for GI at 32 NYCHA developments, with construction expected to begin in late 2018 through mid-2019. In late 2017, an additional 31 sites have been identified for future GI installations.
Strategy S12: Incorporate climate change resiliency into capital planning	Enterprise Community Partners, Inc. assessed the resilience of 12 NYCHA buildings and delivered its recommendations in November 2017.
<b>Goal 4: Engage residents and connect them to best-in-class services</b>	
Strategy S13: Support resident- and community-led sustainability	<p><b>Promote healthy food access through resident-led urban agriculture:</b> Farms at NYCHA was launched in 2016 and built five new farms to expand healthy food access, provide youth workforce and leadership development, and promote sustainable and connected public housing communities. Since their inception, the farms have distributed over 32,000 pounds of fresh produce, diverted 8,600 pounds of food scraps from landfills and incinerators through composting, engaged NYCHA residents in 800 volunteer shifts, and provided young NYCHA adults with training and leadership development. The sixth was completed in summer of 2018.</p> <p><b>Support resident-driven sustainability projects:</b> In September 2017, NYCHA launched the Ideas Marketplace in partnership with the Fund for Public Housing (FPH) and ioby, a non-profit crowdfunding platform. The Ideas Marketplace helps residents and community-based organizations showcase and fund projects in their homes. Since the launch of the partnership, 5 projects raised over \$60,000.</p>
Strategy S14: Connect residents to green jobs	Since April 2017, NYCHA has employed 101 residents to work on energy efficiency projects.

	<p>In January 2018, NYC DEP committed to prioritizing NYCHA residents when hiring for its 75 new bioswale right-of-way maintenance jobs.</p> <p>NYCHA is also requiring resident hiring and training plans as part of its 25 MW solar program.</p>
<b>Working towards 80 x 50</b>	
Strategy S15: Create an 80 x 50 roadmap	<p>Steven Winter Associates conducted a study of technologies needed to achieve 2030 and 2050 climate goals. NYCHA will begin to adopt these recommendations in the upcoming heating system upgrades.</p> <p>In the summer of 2018, NYCHA hired Environmental Defense Fund (EDF) fellows to develop a fleet study with recommendations toward the adoption of electric vehicles and support NYC’s Clean Fleet goal of cutting municipal vehicle emissions in half by 2025. The study is complete and will be published in the Fall of 2018.</p>
Strategy S16: Create incentives to encourage new low-energy buildings	<p>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>NYCHA has five technology pilots underway. Two pilots were selected through <a href="#">Calls for Innovations</a> with the support of the Mayor’s Office of Chief Technology Officer (MOCTO), and three pilots were selected through the Fund for Public Housing’s the <a href="#">Tech Pilots</a> program.</p>

**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**.