

## **Executive Summary**

### **NYCHA's Final Agency Plan for FY 2018**

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 2018 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 September 6, 2017 and accepted written comments on the Draft Plan through September 8, 2017. Please see the Notice on page 8. NYCHA met with the Resident Advisory Board (“RAB”) members for their comments in seven meetings between March and September 2017.

NYCHA’s Final Agency Plan will be submitted to the U.S. Department of Housing and Urban Development (“HUD”) on October 18, 2017. 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 18 through 27.

### ***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 more-than 400,000 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>• 3.23% increase in rent collection = \$32 million in new revenue.</li> </ul>
<b>Maximize the revenue and uses of ground floor spaces.</b>
<ul style="list-style-type: none"> <li>• \$864,000 in new revenue collected from 19 new and 33 renewal ground floor leases in buildings on NYCHA developments</li> </ul>
<b>OPERATE</b>
<b>Transform into a digital organization</b>
<ul style="list-style-type: none"> <li>• \$2.6 million in savings resulting from deployment of smart phones to property management staff</li> <li>• 1.5 million work orders closed using smart phones</li> <li>• \$1.1 million in savings from launch of MyNYCHA app</li> </ul>
<b>Improve Customer Service</b>
<ul style="list-style-type: none"> <li>• 12 developments piloted the Flex Ops extended service hours program.</li> <li>• Completed the roll out of online recertifications for all developments</li> <li>• Installed new kiosks in every management office to provide access to NYCHA's online services, such as paying rent, submitting work orders, and recertifying information on income.</li> </ul>
<b>Pursue a comprehensive sustainability agenda</b>

- \$3.5 million in annual utility cost savings from the first phase of a large- scale Energy Performance Contract (EPC), benefiting over 45,000 residents at 16 developments
- 100% of NYCHA developments now recycle, minimizing waste, protecting the environment, and reducing greenhouse gas emissions
- \$460 million in Sandy recovery construction underway at 45 buildings in progress with over 165 NYCHA residents employed on Sandy related work.

### **Increase safety and security at NYCHA developments**

- 5978 new lights installed at 16 developments, creating safer communities
- 1587 new CCTV cameras and 190 upgraded cameras at 53 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.
- 60 roofs have been replaced at six developments and five are slated for completion by the second quarter of 2018. In addition, 78 roof replacements will start at seven developments in 2018.

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

- 1,419 units of 100 percent affordable housing in development, creating desperately needed affordable homes
- 800 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**

- 14,500 residents connected to services through community partnerships
- 50 new Resident Associations will enable more residents to work collectively and effectively to advocate for their development and neighborhood

<ul style="list-style-type: none"> <li>• 10 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>
<p><b>Attract philanthropic dollars for resident services through the creation of a non-profit 501(c)3</b></p>
<ul style="list-style-type: none"> <li>• \$100,000 in scholarships donated to the Fund for Public Housing</li> </ul>
<p><b>Connect residents to quality workforce opportunities</b></p>
<ul style="list-style-type: none"> <li>• 6,557 residents placed in jobs to support economic mobility</li> <li>• 649 residents graduated in NYCHA Resident Training Academy</li> <li>• 119 residents graduated from the Food Business Pathways program, 18 graduates in the first childcare Business Pathways class</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***

Under the leadership of Chair Olatoye, the Authority has successfully balanced its budget 3 years in a row and is on course to do so in the current year. This was accomplished through more federal subsidy as a result of higher proration rates, development revenue, and lower utility costs.

Before 2016, NYCHA took a conservative approach to its budget for 2017 and assumed a decrease for both eligibility and proration for public housing operations. In March 2017, NYCHA was informed by HUD of significant reductions in 2018 to three funding streams vital to NYCHA: two cuts impacting the Authority's day-to-day operations (public housing and Section 8 subsidies) and a cut to the Capital Fund. Public Housing loss is estimated to be between \$80-130 million, Section 8 loss is about 13,000 vouchers, and the Capital Fund loss is about \$210 million.

While NYCHA's financial condition for FY'17 seems to be positive, there's potential loss of funding in FY'18 based on preliminary 2018 budget proposal by the Trump Administration.

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

***Housing New York***

In May 2014, Mayor de Blasio unveiled **Housing New York: A Five-Borough, Ten-Year Plan**, a comprehensive plan to build or preserve 200,000 affordable units over the coming decade to

support New Yorkers with a range of incomes, from the very lowest to those in the middle class. NYCHA has already played a key role in advancing **Housing New York's** goals.

### ***NextGeneration NYCHA – 100%Affordable Housing***

The Authority will provide 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.

In May 2016, NYCHA and New York City Department of Housing Preservation and Development (HPD) announced the selection of three development teams to expand affordable housing opportunities at three NYCHA developments: Ingersoll Houses in the Fort Greene neighborhood of Brooklyn, Van Dyke Houses in the Brownsville neighborhood of Brooklyn, and Mill Brook Houses in the Mott Haven neighborhood in the Bronx. The new affordable housing projects are under construction at Ingersoll and Mill Brook Houses.

Following selection of development teams at the first three NextGeneration NYCHA 100% Affordable Housing sites, NYCHA and HPD have released Request for Proposals for the development of affordable housing apartments for seniors and families at seven additional sites, including sites at Betances V, Betances VI, Twin Parks West, and Morrisania Air Rights in the Bronx, at Sumner Houses in Bedford-Stuyvesant, Brooklyn, and at Harborview Terrace in Midtown Manhattan. Construction is scheduled to begin in 2018 at the Betances V site and in 2019 at the remaining sites.

All NextGeneration NYCHA 100% Affordable Housing developments will advance the goals of Mayor de Blasio's Housing New York plan to build or preserve 200,000 affordable housing units over ten years, 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***

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 development teams at Holmes Towers in Manhattan and 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 Stakeholder Committee prior to selection. NYCHA will

continue to engage its residents through the Stakeholder Committees throughout development and construction. The Stakeholder Committees are 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 2018 and at Wyckoff Gardens in 2019.

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 2017 and an amendment to the 2018 Annual Plan and release of a RFP for Cooper Park is anticipated in 2018. Resident engagement has begun for both sites in 2017, including the launch of a new digital platform, CoUrbanize, for residents to ask questions, provide their thoughts and receive the most up to date information.

### ***NextGeneration NYCHA – HUD Preservation Programs***

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. By leveraging the United States Department of Housing and Urban Development’s (HUD) Rental Assistance Demonstration (RAD) and other tools through an initiative called Permanent Affordability Commitment Together (PACT), 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 the development’s funding source to Project-Based Section 8 to provide a stable source of federal subsidy and to address a development’s capital repair needs.

As the funding supporting a RAD/PACT development transitions from either unfunded status or from 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 project. Under RAD/PACT rules, all units in the converted development must remain permanently affordable (rent cannot exceed 30% of resident income), which NYCHA will enforce through agreements with the developer and ownership of the land. Residents will continue to have the same succession opportunities and grievance procedures under the RAD/PACT program that currently exist for NYCHA’s public housing residents. Residents will retain the right to establish and operate a resident organization. Finally, developers will be required to propose a plan to train and hire NYCHA residents, and proactively engage residents on a regular basis as the project moves forward.

In December 2016, NYCHA closed its first RAD/PACT project at Ocean Bay (Bayside), where 1,395 units across 24 buildings in Far Rockaway, Queens were converted from public housing to Section 8 through RAD/PACT. By partnering with a development team called RDC, comprised of MDG Design + Construction, the Wavecrest Management Team, Catholic Charities of Brooklyn and Queens, and Ocean Bay Community Development Corporation, Bayside received

\$325 million for extensive capital improvements at the site, including resiliency measures in anticipation of future natural disasters like Hurricane Sandy, better heating systems, new roofs, and interior unit upgrades, including updated kitchens and bathrooms. Extensive security updates including over 600 security cameras and a new key fob access control system will be installed at the site. Solar panels to be installed on the roofs of many of the buildings will generate over 500 kw of energy in total and will be one of the largest installations at an affordable housing development in the State of New York.

In June 2016, NYCHA submitted RAD/PACT applications to HUD for 40 additional developments with approximately 5,200 units. Those developments that were initially selected for RAD/PACT applications are scattered sites and high need developments. Development selection considered the potential for a RAD/PACT conversion to improve a development's maintenance, management, and physical condition. In January 2017, HUD approved NYCHA to convert approximately 1,700 units in the Bronx and Brooklyn. On March 17, 2017, NYCHA released a Significant Amendment to the FY 2017 Annual PHA Plan for public review as part of the process to convert the units at these developments from public housing subsidy to Section 8 Project Based Vouchers (PBV).

In May 2017, NYCHA issued a Request for Proposals to identify development partners to facilitate the conversion of funding, perform the required capital rehabilitation, undertake property management, and deliver social services at the 17 approved developments. NYCHA expects to select its development partners for this next round of RAD/PACT transactions by the end of calendar year 2017.

### ***PACT Program for Unfunded Units***

On July 13, 2017, NYCHA announced it is expanding the Permanent Affordability Together Commitment (PACT) program to protect the Authority's unfunded unit portfolio. The unfunded unit portfolio, consisting of the 8 developments known as the LLC II developments, are listed in Attachment B. PACT is a NYCHA program to make major improvements to developments while preserving long-term affordability and maintaining strong resident rights through public-private partnerships.

Previously, NYCHA's PACT program was synonymous with the federal Rental Assistance Demonstration (RAD). PACT now includes portfolios financed by RAD as well as the unfunded unit portfolio.

Federal disinvestment in public housing has resulted in a severe funding gap and \$17 billion in unmet infrastructure needs. To make significant repairs, more effectively manage the unfunded unit portfolio and strategically deploy NYCHA's limited financial resources, the unfunded unit portfolio will join PACT.

The unfunded unit portfolio currently receives no public housing funding. To finance badly needed repairs at these developments and preserve their affordability, NYCHA is expanding PACT to create a public-private partnership and bring these units into the Authority's Housing Choice Voucher (Section 8) program. PACT's key principles, which apply to both the RAD portfolio and the unfunded unit portfolio, include protecting long-term affordability and guaranteeing strong resident rights. This is accomplished by shifting the funding source for apartments to NYCHA's Section 8 program and creating a public-private partnership with management and development partners to raise funds, complete badly needed repairs, including roof replacements, façade repairs and enhanced security features, and efficiently oversee day-to-day operations. By switching to Section 8, residents will have stable funding and guaranteed rights.

The LLC II developments were originally built and funded by City and State subsidies but 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 8 developments require \$775 million in capital repairs, but while they remain unfunded, the buildings continue to deteriorate.

Currently, when a resident vacates their apartment, the Authority converts it to Section 8. Through this process, 1,467 units in these developments are already part of Section 8, and through PACT, the remaining 4,207 unfunded units will convert to Section 8.

Like public housing, residents will not pay more than 30 percent of their income towards rent. PACT residents will have rights similar to those enjoyed by residents in traditional public housing. 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.

Units in the RAD portfolio are currently funded through federal public housing subsidies, whereas the unfunded units receive no direct public housing funding. Thus, these unfunded units are not eligible for RAD because they do not receive direct public housing funding – a requirement of the RAD program. As a result, there is a different financing mechanism for this conversion.

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 buildings. Additionally, funding previously diverted to these developments from the rest of NYCHA's portfolio will now go towards operation and maintenance at NYCHA's traditional public housing developments.

Long-term affordability is guaranteed through multiple mechanisms. First, the Section 8 contract requires long-term affordability. Additionally, NYCHA intends to enter into a long-term ground lease with non-governmental partners who will repair and manage the development. NYCHA will continue owning the land, maintaining a significant stake in the ownership structure and overseeing major decisions.

On July 21, 2017 NYCHA released a Significant Amendment to the Fiscal Year 2017 Annual PHA Plan for public review as part of the conversion process pursuant to 2 CFR Part 200 for the developments. Through this action, all units in the developments will be operated outside of the federal public housing program. Families will be transitioned to Section 8 assistance. Families ineligible for Section 8 assistance due to their income will be allowed to remain in place and pay no more than 30% of their income for rent.

Community engagement began at Baychester and Murphy Houses this summer and the RFP for Baychester and Murphy was released in September 2017 with developer selection planned for early 2018. Community engagement at the remaining 6 developments will begin as soon as HUD approvals for conversion are received. Completion of the full PACT conversion is expected by 2026. Residents and community partners will be updated as soon as additional information or approvals are available.

### ***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>	
<p>Strategy S1: Attract investments for capital improvements</p>	<p>NYCHA is well on the way toward its goal of obtaining \$300 million via HUD Energy Performance Contracts (EPCs). Three EPCs totaling \$167 million were approved by HUD and one more is on track to be submitted this year.</p> <p>And since Earth Day 2016, NYCHA has secured:</p> <ul style="list-style-type: none"> <li>• <a href="#">\$56 million in private financing for HUD Energy Performance Contracts (EPCs)</a></li> <li>• \$1 million in <a href="#">NY State Weatherization (WAP) grants</a>, with energy audits for another \$14 million in new WAP projects underway.</li> </ul>
<p>Strategy S2: Raise revenues through clean and distributed energy projects</p>	<p>NYCHA recently received a grant of \$3.2 million from NYSERDA for <a href="#">Combined Heat and Power installations</a> at up to 6 developments.</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 <a href="#">Renew300 commitment</a> of 25 MW over 10 years.</p>
<b>Goal 2: Operate as an effective and efficient landlord</b>	
<p>Strategy S3: Create healthy indoor environments</p>	<p><b>Implement a Comprehensive Mold Response Initiative:</b> NYCHA has launched <a href="#">Mold Busters</a>, 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><b>Require low- and no-VOC caulks, paints, coatings, and adhesives:</b> NYCHA has updated the <a href="#">Design Guidelines</a> 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><b>Reduce exposure to secondhand smoke at home:</b> 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><b>Train property managers in practices that promote healthy homes:</b> In winter of 2018, NYCHA is planning to train over 600 operational</p>

	<p>NYCHA staff to promote 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 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>
<p>Strategy S5: Improve water management</p>	<p><b>Install water meters in all developments:</b> 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><b>Understand the patterns of water consumption:</b> 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><b>Replace outdated fixtures and update purchasing standards:</b> 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>In addition, NYCHA worked closely with HUD to develop a way to include <a href="#">water conservation improvements</a>, including ultra-high efficiency toilets in our EPCs. NYCHA has been testing ultra-high efficiency toilets (0.8 gpf vs. 1.6 gpf for standard toilets) in 14 apartments since 2016. Another 84 test toilets will be installed in the next four months.</p>
<p>Strategy S6: Adopt a</p>	<p><b>Install recycling infrastructure throughout NYCHA’s portfolio: In</b></p>

comprehensive waste management plan	<p>2016, NYCHA completed the installation of 1,500 recycling bins. All NYCHA developments now have recycling infrastructure.</p> <p><b>Complete a waste characterization study by 2017:</b> 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>
<b>Goal 3: Rebuild, expand, and preserve public and affordable housing</b>	
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 <a href="#">700 NYCHA buildings</a>
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 <sup>th</sup> 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. SPRC will begin upgrades at Belmont-Sutter Houses in October. Six additional WAP agencies are currently conducting energy audits of 18 developments comprising 2,238 apartments.
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 end of 2017. Additional developments are under assessment.
Strategy S12: Incorporate climate change resiliency into capital planning	<p>Enterprise Community Partners, an affordable housing non-profit, and DNV GL, a technical consultancy, are conducting resiliency studies at NYCHA developments.</p> <p>The Enterprise Building Resilience Assessment Program (BRAP) is assessing the resilience of 12 NYCHA buildings and will recommend ways to protect the buildings from extreme weather and disruption. The reports will be available by November 2017.</p>

	DNV GL is making similar assessments on 10 NYCHA buildings. Their report, which is expected to be available by the end of 2018, will also address environmental justice issues and the social impacts of extreme weather.
<b>Goal 4: Engage residents and connect them to best-in-class services</b>	
Strategy S13: Support resident- and community-led sustainability	Promote healthy food access through resident-led urban agriculture: <a href="#">Farms at NYCHA</a> 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	<p>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.</p> <p>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.</p>
<b>Working towards 80 x 50</b>	
Strategy S15: Create an 80 x 50 roadmap	<p>In 2016, NYCHA, as part of the <a href="#">HUD Better Buildings Challenge</a>, committed to reduce its energy use per square foot by 20 percent by 2026. <a href="#">NYCHA also joined the NYC Carbon Challenge</a> to reduce GHG emissions 30 percent by 2027.</p> <p>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.</p>
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.
Strategy S17: Test “deep” energy retrofit technologies	In order to test new technologies, NYCHA and the Mayor’s Office of Technology Innovation (MOTI) conducted the first two <a href="#">Calls for Innovations</a> , 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.

## ***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**.