

CITY COUNCIL
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON PUBLIC HOUSING

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May 3, 2022
Start: 1:08 p.m.
Recess: 5:10 p.m.

HELD AT: Hybrid Hearing - Council Chambers-
City Hall

B E F O R E: Alexa Avilés
Chairperson

COUNCIL MEMBERS:

Diana Ayala
Charles Barron
Carmen N. De La Rosa
Darlene Mealy
Chi A. Ossé
Lincoln Restler
Rafael Salamanca, Jr.
Pierina Ana Sanchez
Julie Won

A P P E A R A N C E S (CONTINUED)

Robert Camacho
Bushwick Community Board

Miguel Asavedo

Maria Pacheo
Community Voices Heard

Saundrea Coleman
Holmes-Isaacs Coalition

Jonathan Gouveia
NYCHA's Executive Vice President for Real Estate

Shaan Mavani
Chief Asset and Capital Management Officer

Simon Kawitzky
Vice President of Portfolio Planning

Leroy Williams
Senior Director for Community Development

Brad Greenburg
Chief Compliance Officer

Marissa Schaffer

Lamar Fenton

Gillian Connell

Brenda Temple
Oceanside Houses resident

Danny Cabrera
Citizen's Housing and Planning Council

A P P E A R A N C E S (CONTINUED)

Dana Eldin

Diana Blackwell
President of Fred Samuel Harlem

Karen Leader
Executive Board at Cooper Park

Marquis Jenkins
Residents to Preserve Public Housing

Latisha McNeill

Ronald Topping

Lakesha Taylor

Sean Campion
Citizens Budget Commission

Elizabeth Gyori
Citywide Tenants Rights Coalition

Rafael Moure-Punnett
Harlem Community Justice Center

Lucy Newman
Legal Aid Society

Stan Morse
One NYCHA

Victor Bach
Community Service Society

Brendan Cheney
New York Housing Conference

Joshua Barnett
NYCHA Design Department

A P P E A R A N C E S (CONTINUED)

Kristen Hackett
Justice For All Campaign

Jeanine
Ocean Bay resident

Kimberly Combs
Red Fern Houses

1
2 SERGEANT AT ARMS: Good afternoon and
3 welcome to today's New York City Council Hearing on
4 Public Housing. At this time, will all panelists
5 please turn on your videos for verification purposes?
6 To minimize disruption, please place electronic
7 devices on vibrate or silent mode. If you wish to
8 submit testimony, you may do so at
9 testimony@council.nyc.gov. Again, that is
10 testimony@council.nyc.gov. Thank you for your
11 cooperation. Chair, we may begin.

12 CHAIRPERSON AVILÉS: Good afternoon, the
13 Committee on Public Housing is set to commence. So,
14 good morning. I am Council Member Alexa Avilés,
15 Chair of the Committee on Public Housing. I want to
16 thank you all for attending this important Oversight
17 Hearing on the RAD/PACT program at NYCHA. I'd like
18 to take a moment to acknowledge my colleagues on the
19 Public Housing Committee who have joined today,
20 Council Member Ayala, Council Member Ossé, Council
21 Member Stevens, Council Member Barron, and Council
22 Member Restler. Thank you for joining us today. In
23 2018, NYCHA and then Mayor de Blasio announced the
24 launch of a new development plan, NYCHA Next Gen
25 2.0., a revamp of its original 2015 plan Next Gen. A

1 major component of the plan, the Permanent
2 Affordability Commitment Together, or PACT, is
3 NYCHA's implementation of the Federal Rental
4 Assistance Demonstration Program known as RAD.
5 PACT/RAD involves converting 62,000 Section 9 units
6 or traditional public housing to Section 8 unit-based
7 vouchers with the goal of raising much-needed capital
8 to repair and renovated NYCHA's distressed
9 properties. It is beyond obvious that something
10 needs to be done to fix NYCHA's crumbling
11 infrastructure, but it is the Committee's job to
12 ensure that the goal is being met in a way that
13 prioritizes the rights of NYCHA tenants above all
14 else. There has clearly been mixed feedback about
15 the PACT/RAD program, and there are still many
16 questions about what privatizing NYCHA public housing
17 actually means for renters. More than half a million
18 New Yorkers call NYCHA home, and they have the right
19 to live with dignity in safe, clean affordable
20 housing, and to know about the decisions that
21 directly impact their lives. We shouldn't lose sight
22 of the fact that of all these plans, presentations,
23 and decisions have actual impact on people's lives.
24 It has been over three years since the launch of 2.0
25

1 and RAD has been operating for over 10 years. Since
2 then, numerous concerns have been raised about the
3 tenant experience and units converted under PACT.
4 According to recent Human Rights Watch Report, the
5 eviction rates in Ocean Bay, Bayside, and Betances
6 were significantly higher post-conversion compared to
7 the average eviction rates at NYCHA. Additionally,
8 one of the main justifications for converting public
9 housing units to PACT units is that it will
10 significantly improve the housing conditions at these
11 developments. However, many tenants have also
12 complained about subpar repair work and a lack of
13 clarity over where to route complaints about shoddy
14 repair work or improperly closed work orders. PACT
15 tenants can no longer contact NYCHA to report
16 conditions in their apartments, and residents have
17 reported difficulty in getting in touch with their
18 new management companies and problems with 311.
19 Tenants have also reported difficulties obtaining
20 transfers to other NYCHA developments after
21 conversion and have reporting losing access to their
22 social service providers since they are no longer
23 NYCHA residents. With so many more units slated for
24 conversion, these are issues that the community
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1 requires a great deal of additional clarity on.
2
3 There's also a serious issue of transparency related
4 to the conversions. Residents, elected officials and
5 other key stakeholders report little access to
6 information on agreements, benchmarks, financing, and
7 actual performance. In fact, to date, despite
8 repeated requests there has been no systematic
9 assessment of the program. There have been no checks
10 on residents' satisfaction or other assessments of
11 that nature. We have also no indication of how these
12 contracts, if at all, are subject to Section 3, and
13 if so, how they perform under that. Given the widely
14 disparate feedback we've heard about PAD/RAC--
15 PACT/RAD, excuse me-- it is my expectation that we
16 have a productive hearing today, especially to shed
17 light on many of the points of confusion and
18 contention around the program at developments that
19 have already undergone conversion and to discuss how
20 many of these problems can be addressed and avoided,
21 given the thousands of units slated for conversion in
22 the near future. It seems that we are only
23 interested in traditional market approaches, not
24 investing in tenants and community control. We must
25 turn a critical eye to ensure that the public

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2 investments in this program are in fact resulting in
3 what we expect. Today, NYCHA will testify on what it
4 is doing, but I must state for the record that the
5 PowerPoints and the theory says one thing, and the
6 news on the ground says another things, and those are
7 very difficult to console, and my expectation is that
8 with this hearing we can bring those two realities
9 closer together and really interrogate what is
10 happening here. We must bring sunlight and
11 accountability to this program. With that, we want
12 to start this hearing off by first hearing from the
13 residents themselves, as is the tradition of this
14 committee, but before we go to the residents, I will
15 turn it over to my colleague, Ms. Sun [sp?].

16 COMMITTEE COUNSEL: Thanks very much. My
17 name is Audrey Sun. I am the Counsel to the City
18 Council's Committee on Public Housing. Before we
19 proceed, I would just like to remind those who are
20 joining via Zoom that you will be on mute until you
21 are called on to testify, at which point you will be
22 unmuted. During the hearing, if Council Members
23 joining via Zoom would like to ask a question, please
24 use the Zoom raise hand function, and I will call on
25 you in order. We will limit Council Member questions

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2 to five minutes included responses in the interest of
3 time. We will now move to testimony from the NYCHA
4 residents who are present via Zoom. First we will
5 hear from Robert Camacho followed by Miguel Asavedo
6 [sp?].

7 ROBERT CAMACHO: Hi, how are you? I am
8 not a housing tenant. I am the Chair of the
9 Community Board in Bushwick and I have been working
10 in regards to some of our tenants in the NYCHA
11 building on Hope Garden. I don't know what kind of
12 PACT or what kind of RAD program you had that's
13 supposed to be helping our people in our community,
14 but obviously it's not working. In regards to jobs,
15 hiring people from other developments that they have
16 and bringing them to work there. In regards of
17 maintenance and porter, supervision is the worstest
18 [sic] thing I ever saw in my life. The supervisor is
19 standing in his car, sitting there supervising,
20 instead of going out there and checking to see if the
21 buildings are being maintained and cleaned. In
22 regards to the tenants in Section 8, terrible. Some
23 of those apartments haven't even passed inspection
24 and they're still waiting. In regards to call for
25 emergency, when does the tenant get to call for an

1
2 emergency if ain't nobody giving no numbers and
3 nobody? Regardless of the garbage that's the even
4 wore thing that NYCHA did, whoever did this. They got
5 a private carter [sic], they're picking up garbage.
6 Money that's coming from their budget to lug garbage
7 all over the development-- so they're paying the
8 private carter to do that. Outside contractors,
9 whenever the porters don't come in, they hire
10 temporary outside workers to clean the building. They
11 hire temporary workers instead of fulltime workers to
12 it that this community needs. In regards to
13 downsizing the apartment, the way they treat our
14 people and disrespect our people, by the time people
15 wait for that, it is really disheartening. And I
16 just don't understand how we allow this in 2022 when
17 people need apartments and jobs that are suffering
18 now, and under this COVID epidemic, that they do that
19 to our people, especially my people from Bushwick. I
20 have lived here 61 years. I never saw such a thing
21 like this in my life, and we got to do better. We
22 have to do better. We have to hold these people
23 accountable. We got to make sure that our tenants
24 get the service that they need, the clean buildings,
25 to make sure that they listen to our TA's and our

1
2 people. There is no one, no one being responsible
3 for anything. They're passing the buck. They don't
4 care, obviously. So I just want to thank you, Madam
5 Chair Ayala, because I know I had spoken to you and I
6 have indicate some of the concerns and issues that we
7 have, and we need to do better for our people.

8 COMMITTEE COUNSEL: Thank you. Thank you
9 so much, Mr. Camacho for your testimony. Next we
10 will have Mr. Miguel Asavedo [sp?].

11 MIGUEL ASAVEDO: Good afternoon, Madam
12 Chair. I appreciate you giving me the opportunity to
13 speak this afternoon and all the City Council Members
14 who are present. I am telling you that I understand
15 the concerns that Mr. Camacho's talking about. We
16 haven't started the redevelopment as of yet, but I
17 was part of a working group that was tenant-led.
18 Many not-for-profits, including City Hall and NYCHA
19 were part of meetings that we held for close to two
20 years to make sure that the tenants' voices were
21 heard in supporting RAD/PACT. In the beginning there
22 was a proposal to demolish buildings at Fulton
23 Houses. Unfortunate-- I mean, fortunate it didn't
24 happen because the tenants weren't going to let it
25 happen. I respect the protest that took place. They

1 had their right to protest against RAD/PACT.
2
3 Fortunate enough, we at the end of the day supported
4 RAD/PACT because we feel that the New York City
5 Housing Authority is not doing anything to provide
6 correct heat, to provide hot water, service our
7 elevators, and if we continue to go managed by the
8 New York City Housing Authority, I believe someday
9 it's really going to be privatized and sold to
10 private developers. So I believe in the partnership.
11 I respect that NYCHA's giving opportunities to
12 someone else to manage buildings that they can't
13 manage. That needs to be taken care of today before
14 there's no tomorrow for our tenants at Fulton Houses.
15 Like I said, I respect Mr. Camacho. I can't say
16 anything about what's going to happen two years from
17 now, but I truly have faith in the developer we chose
18 to come to Fulton Houses to bringing us to live in
19 conditions that human beings need to live. We should
20 not be living the way we live. And as we all know,
21 Washington has not provided any kind of money for
22 decades. We're not talking two or three years, we're
23 talking for maybe 40 years, maybe 30 years. There's
24 no money coming to the New York City Housing
25 Authority. So there's no money coming. What do we

1
2 do when we wait to the elimination of public housing
3 in New York City? No. I think the only way to go is
4 through the RAD/PACT conversion. Thank you for
5 giving me this opportunity to speak.

6 CHAIRPERSON AVILÉS: Thank you so much,
7 Mr. Asavedo. We appreciate your testimony. Okay, I
8 guess-- [inaudible] okay. So we have two other
9 public housing residents that are not quite on the
10 line yet. So we are going to move forward with NYCHA
11 testimony at this moment.

12 COMMITTEE COUNSEL: Thank you. We'll now
13 move to testimony from the Administration. Today,
14 the New York City Housing Authority is represented by
15 Jonathan Gouveia, Shaan Mavani, Simon Kawitzky, Leroy
16 Williams, Brad Greenburg, Marissa Schaffer, Lamar
17 Fenton, and Gillian Connell. I will now administer
18 the oath. I will call on each of you in turn.
19 Please raise your right hand. Do you affirm to tell
20 the truth, the whole truth and nothing but the truth
21 before this committee and to respond honestly to
22 Council Member Questions? Jonathan Gouveia?

23 JONATHAN GOUEVIA: Yes.
24
25

1 COMMITTEE ON PUBLIC HOUSING 16

2 COMMITTEE COUNSEL: Shaan Mavani? Sorry,

3 can you just say that into the microphone for the

4 recording?

5 SHAAN MAVANI: Yes, I do.

6 COMMITTEE COUNSEL: Thank you. Simon

7 Kawitzky?

8 SIMON KAWITZKY: I do.

9 COMMITTEE COUNSEL: Leroy Williams?

10 LEROY WILLIAMS: I do.

11 COMMITTEE COUNSEL: Brad Greenburg?

12 BRAD GREENBURG: I do.

13 COMMITTEE COUNSEL: Marissa Schaffer?

14 MARISSA SCHAFFER: I do.

15 COMMITTEE COUNSEL: Lamar Fenton? Lamar

16 Fenton?

17 LAMAR FENTON: I do.

18 COMMITTEE COUNSEL: Thank you. And

19 Gillian Connell?

20 GILLIAN CONNELL: I do.

21 COMMITTEE COUNSEL: Thank you. You may

22 begin when ready.

23 JONATHAN GOUVEIA: Madam Chair, members

24 of the Committee on Public Housing, other

25 distinguished members of the City Council, NYCHA

1 residents, and members of the public: good afternoon.
2 I'm Jonathan Gouveia, NYCHA's Executive Vice
3 President for Real Estate Development. As noted, I am
4 pleased to be joined by Shaan Mavani, Chief Asset and
5 Capital Management Officer; Simon Kawitzky, Vice
6 President of Portfolio Planning; Brad Greenburg,
7 Chief Compliance Officer; and Leroy Williams, Senior
8 Director for Community Development. And as previously
9 noted, other members of NYCHA's Real Estate team who
10 are online. Thank you for this opportunity to discuss
11 our efforts to stabilize a critical source of
12 affordable housing in New York City; make investments
13 that support resident health and prosperity; and
14 engage more deeply with our communities in planning
15 for the future. I'd also like to thank the residents
16 who participated and who will participate in the
17 panel later today. We have spent many hours meeting
18 and planning with several of you to ensure that PACT
19 investments meet the priorities of your community,
20 and this program would not work without your
21 dedication and support. In 2018, NYCHA committed to
22 using the Permanent Affordability Commitment
23 Together, or PACT, program to rehabilitate and
24 preserve 62,000 apartments in our portfolio over 10
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1 years. Through this program, NYCHA residents benefit
2 directly from comprehensive repairs, professional
3 property management, enhanced services and
4 programming, and the abatement of environmental
5 hazards like lead, asbestos, and mold. The PACT
6 program also ensures that rent remains permanently
7 affordable, and residents have the same basic rights
8 as they possess in the public housing program. PACT
9 is NYCHA's best opportunity to deliver on our mission
10 and the only tool the federal government has given
11 our agency to provide NYCHA residents with the safe,
12 high-quality homes they need and deserve.
13
14 Particularly, as our city emerges from a global
15 pandemic, housing affordability and stability are
16 critical to ensuring an equitable recovery. Last
17 year we provided the public housing committee with an
18 update on the changes we made to the PACT program,
19 including the specific ways we are centering
20 residents throughout the planning process and key
21 resident protections in the program, and we
22 highlighted how our PACT partner teams are completing
23 repairs at developments across the city. To date,
24 PACT has generated more than 3.4 billion dollars in
25 capital funding for comprehensive apartment

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2 renovations and building infrastructure improvements
3 for over 15,500 households. Approximately \$579
4 million in renovations have already been completed,
5 and in the next few weeks, \$714 million in capital
6 repairs will be completed across 12 additional
7 developments in Brooklyn. Across the city, \$2.1
8 billion in investments are underway or will begin
9 this year. And another 19,700 households are part of
10 active projects in the process of resident engagement
11 or pre-development. Total, NYCHA has more than 35,000
12 apartments completed, in construction, or in a stage
13 of resident engagement or pre-development. As you can
14 see on slide two of the presentation, we have active
15 and completed projects across the entire City. Our
16 work to partner with residents and improve their
17 quality of life is truly having a positive impact. A
18 longtime resident of Washington Heights Rehab
19 recently wrote an op-ed praising the significant
20 turnaround of her building and her family's living
21 conditions, thanks to the PACT program. And the non-
22 profit Citizens Housing and Planning Council recently
23 bestowed its "Impact Award for Planning" to the
24 Chelsea developments' Resident Review Committee to
25 recognize the residents' groundbreaking role in the

1 PACT proposal review and partner selection process.
2 I'd like to start off today by focusing on how
3 repairs have had a positive impact on our residents.
4 The next few slides highlight residents from
5 Baychester and Twin Parks West, two developments that
6 have received comprehensive repairs and transitioned
7 to new management. The first photos are of Ms.
8 Sandra Gross, the Resident Association President at
9 Baychester. Ms. Gross shares that along with repairs
10 to her apartment, improvements to the development's
11 grounds have provided all residents with a safe place
12 to relax outside. You can see in the photos her new
13 kitchen, the new on-site laundromat, and the outdoor
14 seating. The next set of photos on slide four are of
15 Twin Parks West residents Denny and Fernando Rojas.
16 Through the PACT program, apartment upgrades like new
17 flooring, bathroom renovations, new cabinets, and
18 appliances make a huge impact in residents' day-to-
19 day lives, making these homes modern, safe, and
20 healthy for multiple generations. And lastly I'll
21 share images of Ms. Nesmith, who spoke about how
22 responsive the new property management team has been.
23 With additional resources for on-site property
24 management, residents see improvements in repair time
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1 and in the day-to-day upkeep of the sites and
2 grounds. Over the past year, our residents, staff,
3 and partners have accomplished a lot, and we'd like
4 to share some of the progress we've made together.
5 As you know, many of our NYCHA residents have been
6 living with unacceptable conditions, in aging
7 buildings with failing systems neglected by
8 insufficient funding for a long time. They know the
9 needs of their community best because they endure
10 these conditions every day. Because of their deep
11 understanding of both community and household needs,
12 residents play a significant and active role in the
13 planning that happens at their development through
14 the PACT program. To ensure that PACT investments
15 address community goals and priorities, we created a
16 planning process that is transparent and centers
17 residents' expertise throughout. We want every
18 meeting, workshop, and engagement activity to have a
19 clear purpose and agenda. In this way, we are
20 striving to make the best use of the valuable, but
21 limited, time that residents have to take out of
22 their busy lives to plan with us. We invite resident
23 leaders to participate in selecting the developers,
24 general contractors, property managers, and social
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2 service providers who will renovate and maintain
3 their developments. Resident leaders have had the
4 opportunity to review proposals, interview
5 development teams, and help us select the partners
6 who are best suited to serve their communities.
7 Photos of our meetings and workshops are on slide
8 six. For example, Resident Review Committees have
9 led the partner selection process at Fulton/Elliott-
10 Chelsea, Frederick Samuel Apartments, Edenwald, and
11 Reid Apartments and Park Rock Consolidated. We are
12 currently working with Resident Review Committees
13 across 17 developments to select PACT partners.
14 Later this spring and summer, an additional 28
15 developments will start the Resident Review
16 Committee-- the Resident Review Committee process.
17 With each project, we are learning how to support
18 Resident Review Committee process, and we implement
19 lessons learned with each new round. Earlier, you
20 were able to hear, and you will also hear from tenant
21 leaders throughout the afternoon about their
22 involvement in the selection of PACT partners. We
23 also have interviews and other videos highlighting
24 this partnership with residents online. With these
25 new demands on the time and expertise of resident

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2 leaders, we also want to ensure that they are
3 prepared and supported. To do this, we launched an
4 initiative called the PACT Resource Team, which pairs
5 residents with trusted, third-party advisors and
6 consultants. The team is led by LISC NYC, Public
7 Works Partners, Pratt Center, and Public Policy Lab.
8 Resident leaders can select technical assistance
9 providers based on the specific support needs and
10 interests of residents at their development.
11 Additionally, all households have access to free
12 legal assistance through a PACT hotline run by the
13 Legal Aid Society. Residents can call the hotline
14 and ask questions about the PACT program generally or
15 discuss specific questions related to their PACT
16 lease. We also recognize that information sharing
17 and clear communication are key factors to successful
18 engagement. We have printed materials, videos, and
19 web resources to ensure that residents have the
20 latest information about PACT and their development.
21 We host information sessions about resident rights
22 and protections, the rehabilitation process, and
23 other program elements. All of this information is
24 translated, available in multiple languages online,
25 and delivered to all households in the PACT planning

1 process. All meetings have live translation, and
2 materials are posted online afterwards. Some
3 examples of our materials are shared on slide eight.
4 We've also returned to in-person meetings at many
5 developments, conduct tabling, office hours, open
6 houses, workshops, and monthly meetings with resident
7 associations to keep everyone informed and to answer
8 their questions. Residents in the planning process
9 also have the opportunity to tour completed PACT
10 projects. During these tours, residents can see the
11 end result up close. They can touch the tiles. They
12 can see the quality of the finishes, and speak
13 directly with residents with lived experience of the
14 transition. Last year, our partners finished
15 construction at Baychester/Murphy and Betances,
16 delivering 4,300 residents with over \$261 million in
17 critical capital repairs. In the coming months,
18 partners will complete construction at Hope Gardens
19 and our Brooklyn Bundle sites, completing \$714
20 million in repairs across 3,900 apartments. The work
21 completed at a development is comprehensive, meaning
22 that our partners upgrade all aspects of the
23 development. It is a HUD requirement that our
24 selected partners address the 20-year capital need in
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2 each building. As you can see in the photos on slide
3 10, repairs are made to building systems such as
4 elevators, boilers, roofs, windows, and facades;
5 grounds including landscaping, lighting, security,
6 playgrounds, and public spaces; common areas
7 including lobbies, hallways, stairwells, and
8 community spaces; and of course, resident apartments
9 for kitchens, bathrooms, and flooring are all
10 typically placed among their improvements. The next
11 few slides show some of the recent work completed
12 across the City. Slide 11 shows some exterior
13 renovations made at Warren, Betances, Weeksville, and
14 Baychester. Slide 12 shows examples of building
15 system repairs to boilers, solar panel installation,
16 and security improvements made to building entrances
17 among others. Slide 13 highlights some of the
18 interior repairs and finishes inside of apartment.
19 Highlighted here are a number of different kitchen
20 and bathroom finishes completed at Baychester,
21 Warren, Samuel MHOP, and Weeksville. PACT addressed
22 critical environmental health issues. PACT partners
23 must conduct comprehensive investigations that
24 identify environmental contamination and health
25 hazards during pre-development. Based on the findings

1 of those reviews, partners will be required to
2 address environmental hazards, including the full
3 abatement of lead-based paint in accordance with the
4 2019 Agreement with HUD. Notably, full abatement of
5 lead-based paint has begun this year at the two early
6 abatement sites identified in the HUD Agreement,
7 specifically Williamsburg and Harlem River Houses.
8 And through PACT we are bringing additional resources
9 into the community. NYCHA requires that PACT
10 partners work with community-based non-profits to
11 deliver social services and community programming
12 based on the needs of the specific community.
13 Service providers are required to staff dedicated,
14 on-site social workers. As an example, the social
15 service team at Betances, Catholic Charities, helped
16 connect residents with several resources during the
17 pandemic, including rent support, food, and even
18 immigration support. This is just one example of how
19 on-site case managers are able to provide direct
20 support to households, and it highlights how the PACT
21 program not only provides critical repairs to our
22 buildings but also supports our communities
23 holistically by investing in resources and amenities
24 that support resident health and prosperity. In the
25

1
2 past few months, we transitioned eight developments
3 through PACT to the Project-Based Section 8 program.
4 While the comprehensive repairs and construction work
5 have just started at these developments and will take
6 years to complete, residents benefit from new
7 property management immediately. I'll highlight some
8 of the immediate work that happened on-site at these
9 developments. And some of the photos of that are
10 included in slide 15. At Williamsburg, on day one
11 the new management team picked up trash and cleaned
12 all of the grounds. They also had an electrician,
13 locksmith, and heating contractor on-site seven days
14 a week to assist with timely repairs, and they've
15 repaired all existing lighting. The partner team has
16 also closed 100 percent of the mold and leak work
17 tickets transferred to them from NYCHA property
18 management. Just last week, the first group of
19 residents moved back into their fully renovated
20 apartments. While residents stayed in a temporary
21 apartment on-site, all lead was abated from their
22 home and comprehensive repairs were completed. In
23 just a matter of weeks, these households have new--
24 now have modern, safe, and, most importantly, lead-
25 free homes to live in. At Linden/Penn-Wortman,

1
2 several repairs have been made to critical building
3 systems, including the replacement of a failing hot
4 water system at Penn-Wortman. And repairs were made
5 to an FDNY water line that had been out of service
6 for two years, bringing fire protection back to three
7 buildings. In just a few months, the new property
8 management team closed 80 percent of all mold and
9 leak work tickets that were transferred to them from
10 NYCHA property management. At Harlem River, the team
11 conducted a full sweep of the buildings and grounds,
12 cleaning all common areas and removing a significant
13 amount of trash. They also cleaned out the trash
14 compactor on-site, making it usable for residents.
15 They now have development-wide cleanings happening
16 every day. At Boulevard, the newly highly-- the
17 newly hired facility manager grew up in the
18 development and is familiar with the building's
19 history and residential community. Under his
20 direction, the facilities team is now providing
21 emergency repairs to all elevators and boilers, along
22 with a wide range of extermination services. While
23 new PACT property managers are now responsible for
24 the day-to-day maintenance at our PACT sites, when a
25 development transitions to Project-Based Section 8,

1
2 it remains under public control and oversight. The
3 Real Estate Department directly manages the
4 Authority's program, supported by several other NYCHA
5 departments, including Community Development and
6 Leased Housing, which administers the HUD Section 8
7 subsidy. Essentially, NYCHA has contracted with our
8 partners to complete repairs and provide the daily
9 maintenance that we are unable to conduct with such
10 limited resources. NYCHA remains an active
11 stakeholder after PACT conversions through a few
12 different and significant roles. For example: NYCHA
13 continues to own the land and buildings that
14 transition to Project-Based Section 8, and all
15 apartments continue to be subsidized through HUD.
16 Accordingly, NYCHA and HUD both have a regulatory and
17 oversight role. NYCHA is the Section 8 administrator
18 for the entirety of the PACT program and controls the
19 release of the HUD Section 8 subsidy. This means
20 that NYCHA continues to certify household incomes and
21 set the rents that can be charged to each household.
22 Any vacant apartment must be leased to households off
23 the NYCHA-administered Section 8 waitlist. And
24 federal regulations require that Section 8 units meet
25 the Housing Quality Standards, which serves as a

1 strong financial incentive for partners to address
2 repair issues in a timely manner. Through our Asset
3 Management and Design & Construction teams, NYCHA
4 monitors conditions at each development and ensures
5 that PACT partners adhere to their obligations to
6 residents. The PACT projects are monitored through
7 numerous reporting and tracking efforts, including:
8 Monitoring the construction scope and progress of
9 repairs, creating new strategies to prevent
10 displacement, monitoring ongoing maintenance and
11 repairs at the properties, job placement and training
12 related to the Section 3 program, MWBE contracting,
13 and monitoring the financial health and financial
14 performance of each transaction. A newly created
15 Post-Conversion Unit, which is led by Community
16 Development, conducts quarterly field visits with our
17 resident leaders, on-site community groups, the
18 property management team, and the social service
19 providers. And critically, because residents remain
20 under NYCHA's oversight in the federal Project-Based
21 Section 8 program, their rights and protections are
22 preserved. Among others, listed on slide 17,
23 residents are protected by these rights: Rent is
24 calculated to be 30 percent of a household's income;
25

1 residents and authorized household members continue
2 to have succession rights; residents and resident
3 associations continue to have the right to organize
4 and receive funding; and residents can apply for jobs
5 created by the program. These rights are codified in
6 the HUD Rental Assistance Demonstration program
7 requirements and also through the PACT Section 8
8 lease, which we strengthened based on feedback from
9 resident leaders and housing advocates. NYCHA
10 requires that all PACT partners all use the same PACT
11 Section 8 lease, and they cannot revise it without
12 NYCHA's approval. Residents at all PACT sites are
13 protected by these rights, and our PACT partners are
14 unable to change or remove them. While this program
15 invests capital funding into the physical
16 infrastructure of buildings, we are also making
17 significant investments in people and our
18 neighborhoods. We can see the results. After years
19 of planning and construction work, residents are able
20 to live healthy, supported lives, in homes that
21 remain affordable for generations. The PACT program
22 is NYCHA's only tool that allows us to make these
23 investments, and we must make sure we get it right.
24 We've learned a lot from our stakeholders about how
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1
2 to improve our planning, engagement, and
3 rehabilitation processes, and we remain committed to
4 ever improving our work by listening to our biggest
5 stakeholders, our residents, and we understand there
6 are additional opportunities to further improve the
7 program. We look forward to working with our
8 residents, along with members of this committee and
9 other stakeholders, to continually improve PACT. We
10 must continue working together as a community to
11 succeed in our shared mission of strengthening and
12 preserving this vital resource of affordable housing
13 in New York City. Thank you for your support. We
14 are happy to answer any questions you may have.

15 CHAIRPERSON AVILÉS: Thank you so much
16 for your testimony. I think before we move into the
17 Q&A session, our two tenants are available to testify
18 at the front end. Then we will go back to Q&A. So,
19 first we are going to call on Maria Pacheco and then
20 followed by Ms. Coleman who is here with us today.

21 MARIA PACHECO: Hello?

22 CHAIRPERSON AVILÉS: We see you, Ms.
23 Pacheco. Whenever you're ready to start.

24 MARIA PACHECO: Okay. Am I on muted?

25 CHAIRPERSON AVILÉS: No, we hear you.

1
2 MARIA PACHECO: Okay. Okay. My name is
3 Maria Pacheco. I'm a member leader of Community
4 Voices Heard, and I'm also the President of my
5 Tenants Association at [inaudible] Six. I've been
6 living a year in this senior building for over 16
7 years. But I came from another NYCHA building, which
8 I moved in there 1964. So I'm a long tenants of
9 NYCHA buildings, so I've seen a lot of changes.
10 Currently, my building is in the beginning of the
11 RAD/PACT program. I think it's very important for the
12 City Council to hear from NYCHA residents who are
13 going through PACT/RAD, RAD/PACT program, because
14 there's a lot that we need to understand. We have a
15 lot of questions and not a lot of answers from NYCHA.
16 NYCHA needs to meet with the residents in a group and
17 also individually. The lack of these meetings have
18 left residents feeling confused and scared. I'm
19 hearing a lot of negative comments from the residents
20 in my building. Some people said that they're being
21 pushed out. Other think that their rents are going
22 to go up. They put materials on our doors, and
23 that's it. Residents don't need-- don't read these,
24 and they don't understand even if they did read them.
25 So, they're still confused. NYCHA also puts all the

1 the roundtable to select the contract. This is
2 extremely important that all residents have a say in
3 this, but we don't know if we will have a say. When
4 I ask question about what will happen when people are
5 moved from their apartments for doing repairs and how
6 that would work, I've been told that it's up to the
7 contractor. That is not okay. NYCHA needs to take
8 responsibility, especially because there are people
9 with disabilities in my building. I also have a few
10 questions for NYCHA. Can NYCHA guarantee that the
11 rent in our building is not going to go up? Can
12 NYCHA share a timeline of when work would start in
13 our building? Can NYCHA set up individual
14 appointments with each resident to make a plan for
15 individual to ensure that they have help packing and
16 moving? What is NYCHA's plan to support seniors and
17 people with disability during the renovation? What
18 is NYCHA's plant to support residents who do not
19 speak English to make sure that thy fully understand
20 what's happening in their homes? All materials that
21 come [inaudible] need to be interpreted. City
22 Council, we need to make sure that you protect the
23 residents. Residents need all the information and
24 support they can have, and they need to have this
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1
2 decision-making power about RAD/PACT. Thank you for
3 listening to me. We at CVH we will watch-- will be
4 watching this program.

5 CHAIRPERSON AVILÉS: Thank you so much,
6 Ms. Pacheco. Next, we're going hear testimony from
7 Ms. Saundrea Coleman.

8 SAUNDREA COLEMAN: Okay. Greetings all.
9 Thank you for allowing me to testify today. I am
10 Saundrea I. Coleman. I'm a current resident of Isaac
11 Houses, a former municipality employee. I supervise
12 payroll for the NYPD. I am also a co-founder and--
13 Co-founder of the Holmes-Isaac Coalition, Community
14 Board Officer and member, as well as the Co-host and
15 Co-founder of the One NYCHA podcast. The RAD/PACT
16 conversion has simply been a horrible experience for
17 many residents. The Ocean Bay apartments is a
18 documented testament of the failures of the RAD/PACT
19 program in New York City. Last week, a plasterer
20 that works for NYCHA approached me. Their complex
21 recently went under the RAD conversion, Boulevard
22 Houses. Their bathroom is in an unhealthy, hazardous
23 state. I have footage. Her apartment was originally
24 NYCHA's responsibility, but they passed it on. Just
25 Fix NYC will be issuing a letter of complaint today

1 to the management company on their behalf. That is
2 just one individual story. Yet, there are residents
3 still living in hazardous conditions and experience
4 chronic disrepairs after their developments were
5 converted to RAD. Stakeholders of NYCHA deserve and
6 demand healthy homes. The switch to RAD is not the
7 solution. These changeovers are NYCHA's way of
8 getting away with criminality. It is time that the
9 city, state, and Federal Government flush in billions
10 of dollars immediately to conserve our homes. We
11 must save Section 9. Lastly, in 2015, when I and
12 others was fighting the in-fill [sic] proposal at
13 Holmes Towers, the ask was two billion dollars to
14 repair NYCHA. It is 2022, we need over 40 billion to
15 preserve our home. The willful neglect is criminal.
16 The state of crisis we are experiencing is
17 unimaginable, but it is our reality. Our government
18 can spend billions of dollars on wars, yet when it
19 comes to this country's public housing stock, true
20 affordable housing, and the unhoused, our elected
21 officials sit on their hands, blindfold their eyes
22 and plug their ears. Stop the privatization schemes.
23 Stop allowing black and brown people to live in
24 horrendous conditions. Systemic racism is what has us
25

1
2 in this state, and it is time to purge those from
3 government who view us as less than. NYCHA was
4 declared a state of emergency in 2018, yet the crisis
5 we are in has not been eradicated. It has
6 exacerbated. Thank you for allowing me to testify
7 today. I will submit a written testimony, upload it
8 later. Thank you.

9 CHAIRPERSON AVILÉS: Thank you so much
10 for your important work and contribution, Ms.
11 Coleman. Before we go into the Q&A, where I'll start
12 off, I'd like to offer an opportunity for Council
13 Member Charles Barron to ask the first question and
14 make a statement.

15 COUNCIL MEMBER BARRON: Thank you so much
16 my college. I think your opening statement was
17 profound, and I think your opening statement really
18 spoke to what the issues really are, and the last
19 speaker, Ms. Coleman, I couldn't agree with you more.
20 I want to support her statement wholeheartedly. Just
21 to tell you a few things. We have some beginning
22 conversions in some districts in public housing in my
23 district, beginning conversion in Boulevard and Penn-
24 Wortman, and Belmott-Sutter [sp?], and also Linden
25 [sp?]. Omawali Clay [sp?], my Chief of Staff, has

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2 these things go forward, we cannot take off the table
3 the City Council's responsibility, the state's
4 responsibility to public housing. RAD and PACT, I
5 agree with the previous speaker, is not the answer.
6 However, when our tenants say that this is what they
7 want to do, because they have to live there-- Omawali
8 Clay, my Chief of Staff is going to sit and work with
9 them to make sure they're not getting [inaudible].
10 As soon as they got it, we had a big heat problem in
11 one of the developments. It was a real challenge,
12 and they re-negged [sic] on a lot of the commitments.
13 Tenant groups are having difficulties accessing their
14 tenant association money to go forward. so when you
15 look at all of these issues, and then as the Council
16 Member said in her opening statement, it's not just
17 these wonderful presentations with all of the
18 pictures that we're going to go for, we looking at
19 substantive changes for a long length of time. After
20 this year, and the years down the road, we're going
21 to see that this was not the right move, but I
22 support my tenants, and when they want to do
23 something, I'm just going to make sure that they're
24 done right. But right now, I support this last
25 speaker. We should support Section 9, and I support

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2 a tenant management program where the residents will
3 own, operate, and manage the places where they live.
4 I thank you, Madam Chair, so much for allowing me to
5 make these statements because of the urgency that we
6 have in our community that I have to tend to, but I
7 thank you so much, and your opening statement was
8 right on spot. Thank you very much.

9 CHAIRPERSON AVILÉS: Thank you so much,
10 Council Member, and I'd also like to acknowledge
11 several other Council Members who have joined us
12 today, Council Member Sanchez, Council Member Kagan,
13 Council Member Salamanca, and Council Member Mealy,
14 and Council Member Restler, if I did not mention you
15 before. Thank you. So I guess now we will move into
16 additional Q&A portion of the hearing, and I'd like
17 to open up with discussing financing the deal
18 structures, one of the places that feel most opaque
19 to residents. So, I'd like to start with in terms
20 of-- in 2017, HUD calculated that the leverage ratio
21 of funds generated for every one dollar in public
22 housing was 19 dollars to one. After the conversion
23 of several PACT deals, is this leverage ratio
24 accurate? And also, what is the leverage ratio for
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2 funds for private financial sources to NYCHA,
3 financial sources at PACT sites?

4 JONATHAN GOUVEIA: Thank you for the
5 question. So, HUD actually updated that study and
6 the latest number is \$14.91 cents to a dollar, and
7 that's for the HUD-wide portfolio. We do not yet
8 have a number-- we got your question last evening, so
9 we're actually working on NYCHA's specific number and
10 do not have that, but for the program as a whole
11 across the country it is \$14.91 as of the latest HUD
12 update.

13 CHAIRPERSON AVILÉS: And the latest HUD
14 came out when?

15 JONATHAN GOUVEIA: I believe 2021,
16 something like that.

17 CHAIRPERSON AVILÉS: So, in terms of the
18 leveraging ratio funds for private versus NYCHA, the
19 ratio there for PACT sites, is that--

20 JONATHAN GOUVEIA: [interposing] I mean,
21 we have not cal-- we have not come up with an
22 equivalent calculation for that. But what I would say
23 is -- I'd go back to my testimony. At this point
24 we've converted the 15,000 units, and that has
25 unlocked 3.4 billion dollars' worth of work.

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2 CHAIRPERSON AVILÉS: For those 15,000
3 units, how much money has the public sector invested?

4 JONATHAN GOUVEIA: Well, at the end of
5 the day, ultimately the ability to raise capital,
6 raise debt for these projects comes from the
7 commitment of the Section 8 subsidy. So the bulk of
8 that is coming primarily from the federal subsidy
9 that is in perpetuity-- or expands multiple decades
10 as part of these deals. So that is definitely the
11 biggest contributor. There's also developer equity
12 that is contributed to these deals. We have started
13 to use historic tax credits on a number of our
14 projects and expect to use more of that going
15 forward, and we're continually looking for other
16 sources of capital, whether that be debt or equity.

17 CHAIRPERSON AVILÉS: Could we see a
18 break-down of how much money was-- public money was
19 invested in terms of tax credits, HDC bonds in these
20 deals?

21 JONATHAN GOUVEIA: Yes, we could--

22 CHAIRPERSON AVILÉS: [interposing]
23 Totality to-date.

24 JONATHAN GOUVEIA: create that for you
25 and send it to you as well.

1
2 CHAIRPERSON AVILÉS: Great. In terms of,
3 as of today, how much money has the private sector
4 invested in these deals?

5 JONATHAN GOUVEIA: I would turn it over to
6 Marissa Schaffer. Again, we got some of these
7 questions from you all last evening, and so we
8 working on generating some of these numbers. So,
9 Marissa if you could chime in on what we think our
10 number is there.

11 MARISSA SCHAFFER: Sure. So in terms of
12 money invested from the private sector, as of today,
13 approximately 90 million dollars has been invested
14 from developer equity. In addition, developer's
15 deferment of their developer fees has totaled
16 approximately 25 million dollars, and then in
17 addition, Jonathan mentioned historic tax credits as
18 a source. Those are, you know, federal and state tax
19 incentives, but we-- they're syndicated by private
20 investors and that's raised about 350 million
21 dollars. And similarly we-- you know, the program is
22 supported by a series of bond resolutions for HDC,
23 and a number of loans for HDC, which private lenders
24 and individual bond holders participate in as well,
25 and that totals over two billion dollars.

CHAIRPERSON AVILÉS: Thank you for that.

Does NYCHA plan to publicly disclose all of the transactional documents that underline PACT deals? As I mentioned earlier, one of the most common concerns that we've heard from residents and other stakeholders, quite frankly, is the opacity of these financial transactions, both everything from what the companies actually look like to what the agreements are. Can you tell me if NYCHA will publicly disclose these documents?

JONATHAN GOUVEIA: WE have all of our template documents online so people can see how these deals are generally structures. As it relates to specific agreements, we have not released those and thus far do not intend to, and the reason is because we want to be able to negotiate the best possible deals for every single project. If they're out there, then you know, obviously it makes it harder for us to do our jobs in terms of negotiating with our counter parties [sic].

CHAIRPERSON AVILÉS: But for the deals that have already been done and completely, how does it hurt NYCHA to negotiate forward?

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2 JONATHAN GOUVEIA: I mean, I think-- well,
3 it's I think something that we can talk about. I
4 don't-- again, at this point we have not contemplated
5 releasing those deal documents.

6 CHAIRPERSON AVILÉS: In terms of the
7 sites that have been converted, how much revenue has
8 NYCHA received from each site?

9 JONATHAN GOUVEIA: I will defer to
10 Marissa who is computing all of that into the evening
11 and this morning as well.

12 MARISSA SCHAFFER: Hi, again. To date,
13 NYCHA's received approximately 275 million dollars in
14 revenue from the converted sites. That's composed of
15 acquisition payments, developer fees, payments on
16 NYCHA's seller notes, and a series of other payments
17 including rental payments and subsidy loan interest
18 payments.

19 CHAIRPERSON AVILÉS: Thank you for that.
20 In terms of how those revenues are spent, what is the
21 criteria that NYCHA uses to determine how it
22 allocates those revenues?

23 JONATHAN GOUVEIA: So, the way in which
24 we are allowed to spend money is subject to various
25 regulations, HUD and otherwise. So, there is no one

1 space that we use the money, and it's basically
2 subject to-- we generally apply it to NYCHA
3 operations. And again, consistent with HUD rules.

4 CHAIRPERSON AVILÉS: So, HUD-- HUD makes,
5 determines criteria around where you allocate those
6 revenues? Because it's coming from this specific
7 deal.

8 JONATHAN GOUVEIA: Right, correct.

9 CHAIRPERSON AVILÉS: Just making sure I
10 understand.

11 JONATHAN GOUVEIA: Correct.

12 CHAIRPERSON AVILÉS: Thank you. In terms
13 of-- so is there any opportunity for residents to
14 engage around where revenue allocations are made from
15 these deals?

16 JONATHAN GOUVEIA: Well, this is, you
17 know, one of the benefits of-- we spoke about this
18 yesterday. You know, we have been working to evolve
19 our community engagement process, and now we spend a
20 lot more time before we put out a procurement. Our
21 residents are involved in telling us what they need
22 in terms of their developments beyond the PNA, the
23 physical needs assessment studies, beyond the
24 engineering studies. They're really telling us very
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2 granularly what they need and what they want in the
3 PACT conversions. So it's part of those
4 conversations. They get to-- that's a great
5 opportunity for them to tell us what they need. And
6 then as we go through, s you know, we now have
7 residents sitting on our developer selection
8 committees. They can help us negotiate potential
9 funding for, you know, special requests that they may
10 have as it relates to their development.

11 CHAIRPERSON AVILÉS: And in terms of-- I
12 guess, I-- definitely, we're going to go back to this
13 question around resident engagement and outcome, and
14 it's I think important for the record to note that
15 much of what you described on the PowerPoint is our
16 programs that are launching as of now, and it is
17 important to note for the record that a good deal of
18 residents in the conversions of the-- I forget how
19 many thousands of units, right at the first tranche,
20 did not receive the benefit of a supportive process
21 that you are des-- that you were describing today in
22 the PowerPoint. Is that accurate?

23 JONATHAN GOUVEIA: It was-- and I will
24 defer to Simon Kawitzky and Leroy Williams who lead
25 our engagement processes. We've always been committed

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2 to engagement. It is certainly much more robust and
3 much more enhanced today, and we have much more
4 opportunities for residents to plug-in. But it has
5 always been a part of our program, but I would defer
6 to Leroy and to Simon to comment on, you know, what
7 we did at the very beginning.

8 SIMON KAWITZKY: Good afternoon. Would
9 you like us to speak to those issues now, or do you
10 want us to come back to the engagement process?

11 CHAIRPERSON AVILÉS: I'm going to ask one
12 more financing question, and then we can go back to
13 that because that's certainly a larger--

14 SIMON KAWITZKY: [interposing] It would be
15 a longer conversation.

16 CHAIRPERSON AVILÉS: Yeah. In terms of--
17 let's see. What is the anticipated profit margin
18 for private developers and management companies over
19 the life of the contract?

20 JONATHAN GOUVEIA: So, the PACT partners
21 generally get a developer fee and a share of the cash
22 flow, and in terms of the developer fee it's
23 generally kept by about 10 percent. We've been
24 negotiating lower than that, and in terms of the cash
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2 flow, we generally split between NYCHA and the PACT
3 partner 50 percent in terms of cash flows.

4 CHAIRPERSON AVILÉS: And is that
5 something that's publicly disclosed on an annual
6 basis?

7 JONATHAN GOUVEIA: we do not.

8 CHAIRPERSON AVILÉS: Is there any reason
9 why it is not disclosed?

10 JONATHAN GOUVEIA: We could certainly
11 consider it.

12 CHAIRPERSON AVILÉS: Can you provide to
13 the Council what those fees have been for the past
14 five years.

15 JONATHAN GOUVEIA: It was embedded in the
16 comments that Marissa made earlier when she was
17 talking about the revenues. So that would--
18 developer fees are part of some of the fees that we
19 have collected over the last several years. Marissa,
20 I don't know if you have developer fees specifically
21 tabulated or summed.

22 MARISSA SCHAFFER: Sorry, I was on mute.
23 Perhaps that's something we can provide in the
24 breakdown of the funds that you requested.

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2 CHAIRPERSON AVILÉS: Particularly, by--
3 definitely certainly by company. We see there are
4 several repeat actors who are obviously vying for
5 bundles of work. It would be good to see what their
6 cumulative benefits and assets are in these
7 conversions. In terms of-- let's see. Okay, I think
8 we-- do we know how much more private profit will be
9 generated in conversions, particularly in in-fill?
10 Is NYCHA anticipating using in-fill as another
11 strategy?

12 JONATHAN GOUVEIA: Absolutely, but in--
13 you know, it would be done in concert with
14 conversations with our residents. As you know, we had
15 this groundbreaking process with Fulton and
16 Elliott/Chelsea [sp?], and through that working group
17 process they agreed to include an in-fill project as
18 part of that whole-- the bigger project that's
19 combined with PACT. So we expect that we would be
20 doing more of these, but again, it would be done in
21 conjunction with our conversations with our
22 residents. In terms of, you know, profits for the
23 development partners, I mean, it's hard to project
24 what that would look like. I mean, our goal is to
25 raise funds to put into the developments first and

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2 foremost, and we're also making sure that we're
3 negotiating the best deals. You know, we fight a lot
4 with our development partners around returns to them,
5 and make sure that they're getting-- you know,
6 obviously they have to be compensated, so there's a
7 fair and reasonable rate that they should get, but we
8 are not looking to, you know, to go past that. We
9 want to make sure that we're hitting that mark and
10 making sure that we're generating funds that are
11 going to go into the community.

12 CHAIRPERSON AVILÉS: Thank you. in terms
13 of-- you know, I think one thing we are very clear at
14 is the private market is certainly profit-driven, and
15 connected to the-- what we hear from residents around
16 shoddy repairs and lack of full services and no
17 clarity around what is-- what are the benchmarks and
18 agreements that are made for particular developments
19 at these private companies if we don't in fact also
20 have access to what the profit margins that are going
21 to be clearly driving a level of service and work, it
22 certainly puts the tenants at a disadvantage. So I
23 think my comment really is to underscore how critical
24 is to have public access to what the profit margins
25 are here.

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JONATHAN GOUVEIA: Right. Understood.

CHAIRPERSON AVILÉS: So, thank you for that. In terms of, obviously 40 billion plus, 20 billion every ten years-- I sure I'm not classifying that quite correctly, but an enormous amount of resource in terms of capital needs. We all know that the simplest and most direct way to preserve NYCHA would be for congress obviously to pass Build Back Better and to approve the budget that fully pays for NYCHA's capital needs. Would you also agree that the City should invest in NYCHA's cap-- fully invest in NYCHA's capital needs?

JONATHAN GOUVEIA: I mean, we are looking for capital from all levels in government, the city, state, and the Federal Government, and we continually make the case and are hopeful that all levels will contribute significantly, because it is obviously a necessary to preserve this housing stock in the city. But in the interim, we don't have that, which is why we're advancing PACT.

CHAIRPERSON AVILÉS: Do you think the City is sufficiently investing in the capital needs to address the crisis that we are facing?

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2 JONATHAN GOUVEIA: I mean, the city
3 announced a pretty significant investment a week or
4 so ago, which we're very excited about. So that is a
5 great start.

6 CHAIRPERSON AVILÉS: Great start, but
7 pretty far from the capital needs and the crisis at-
8 hand. Would you agree with that?

9 JONATHAN GOUVEIA: Well, it's not 40
10 billion, but yes, we would continue to advocate for
11 more.

12 CHAIRPERSON AVILÉS: Thank you. In terms
13 of-- I think, maybe I will shift a little bit to the--
14 - some basic RAD/PACT--

15 JONATHAN GOUVEIA: [interposing] Sure.

16 CHAIRPERSON AVILÉS: questions, and
17 certainly we'll get back to the community engagement
18 aspect which is very important for our residents in
19 particular. In terms of how developments are
20 selected, I have a three-page long list of
21 developments in several phases. How are developments
22 selected for RAD/PACT? Could you talk to me
23 specifically about that?

24 JONATHAN GOUVEIA: Sure. So, over the
25 last couple of years, this strategy has evolved a bit

1 to address specific concerns. For example, in the
2 very early days of the program, we wanted to make
3 sure that we were putting the unfunded sites, which
4 Linden and Boulevard are among the last of the
5 unfunded sites-- put them through the PACT program
6 because they have not had stable funding for decades.
7 This is now the first time that the so-called
8 unfunded sites are now getting the robust funding and
9 repairs that they need. So now that, you know, that
10 those types of developments have gone through the
11 process where we have work to do is really come up
12 with a methodology, and actually Simon Kawitzky who's
13 the Vice President of Portfolio Planning on my team
14 developed a methodology to really prioritize the
15 sites that we wanted to put in the PACT program. And
16 there are a number of criteria, but the leading
17 criteria are number one, the physical needs, the
18 level of distress, right? The ones that are in the
19 most precarious condition are the ones that need the
20 quickest attention, the soonest attention. And
21 secondly, the sites that we have a hard time managing
22 ourselves, those are sites that we think are pretty
23 good candidates for PACT. Then of course we have, as
24 has been discussed, as we involve our community
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2 engagement process, we work a lot with residents, and
3 we get their support before we advance. But Simon,
4 if you want to chime in with a couple of more
5 details, feel free.

6 CHAIRPERSON AVILÉS: So, in terms of-- so
7 my understanding is that in terms of the fiscal needs
8 criteria that often-- what is prioritized for an
9 impact has certainly not been the most distressed
10 properties but probably mid-level properties, is that
11 true?

12 JONATHAN GOUVEIA: I mean, they are
13 definitely very distressed, whether they're--

14 CHAIRPERSON AVILÉS: [interposing] The
15 whole portfolio is distressed. We can all agree to
16 that for sure.

17 JONATHAN GOUVEIA: Yes.

18 CHAIRPERSON AVILÉS: My question is--
19 are-- does the-- is there weighted consideration for
20 more distressed properties, or are we prioritizing
21 mid-level distressed properties.

22 JONATHAN GOUVEIA: I would say--

23 CHAIRPERSON AVILÉS: [interposing] For
24 RAD/PACT.

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2 JONATHAN GOUVEIA: the first screen is
3 the most distressed. But again, Simon can add some
4 nuance there.

5 SIMON KAWITZKY: Yeah, sure. So,
6 actually, a lot of the developments that are
7 challenging for us to manage like Jonathan mentioned,
8 also happen to be the most fiscally distressed, and
9 that's not a coincidence, as you can imagine. Many
10 of these developments, if you look at our pipeline,
11 are scattered across large neighborhoods and areas.
12 They're really hard for NYCHA, this large
13 institution, to really travel to these locations on a
14 regular basis, and they also don't fit our capital
15 programs in the way that we want them to. You know,
16 our bread and butter are really those larger campuses
17 that we're all familiar with, the Towers in the park,
18 and part of what I've been doing is trying to realign
19 our capital programs with the conditions and the
20 configuration of our developments to make sure that
21 we're well-suited for one-- they're well suited for
22 one another. I'll also say that there are some
23 developments that are in our pipeline maybe don't top
24 the list in terms of fiscal distress. Again, that is
25 a subjected topic. All of our properties are

1
2 distressed. Everywhere you go you see incredible
3 issues that need to be taken care of. But there's
4 another category of sites where we do have
5 opportunity to capitalize on real estate
6 opportunities, and that's where the project at Fulton
7 and Elliott/Chelsea came from where we can actually
8 tap into the real estate market, raise revenue from
9 re-development, or the sale of air rights, for
10 example, and use that funding to complement the
11 funding that we can raise through PACT alone, and
12 that is an opportunity that, you know, we don't want
13 to pass up. It allows us to make a higher level of
14 investment in our properties. And again, all of that
15 investment to be determined based on the needs and
16 consultations with residents.

17 CHAIRPERSON AVILÉS: Thank you. I was
18 waiting for that, when that criteria was going to
19 emerge, because it clearly is part of the equation,
20 sometimes a concerning part, but nevertheless a
21 piece. In terms of properties that NYCHA has a hard
22 time managing, it's a very broad category that one
23 could argue if you listen to the residents are 100
24 percent of the NYCHA developments across the City.

25

1
2 Can you clarify exactly what you mean by that besides
3 geographic distance?

4 SIMON KAWITZKY: Sure. So, aside from
5 geographic dissent, it would have to do with the
6 nature of the buildings themselves. Many people who
7 don't-- who aren't NYCHA residents maybe aren't
8 familiar with the fact that NYCHA actually manages a
9 lot of developments that are built before public
10 housing was, you know, first created across the
11 country. In the 80s and 90s, NYCHA came to own a
12 large number of properties that were taken and run by
13 the City. These are pre-war buildings. There are
14 also a number of buildings that were constructed in
15 that era which have similarly fallen into disrepair.
16 And all of these properties have a whole range of
17 different issues that some of our buildings that were
18 constructed in the 40s, 50s, and 60s are not dealing
19 with. They need a really substantial level of
20 investment, and those also happen to be those
21 developments that are scattered across large areas.
22 So, from a geographic perspective, there's not a
23 centralized management office. Residents have to
24 travel long distances to get to the management office
25 and our property managers and staff have to travel

1 long distances to get to those properties. Given the
2 very nature of those buildings, it's also not
3 efficient from a capital perspective. So when we
4 raise money to invest in NYCHA, the capital project
5 side, not through PACT. These are buildings that
6 have a whole range of different roof types, different
7 mechanical systems and boilers. Many of them don't
8 have elevators or other systems like that, and they
9 all need special treatment. And again, so that makes
10 them difficult for us to invest in and plan for the
11 larger scale as well.

13 CHAIRPERSON AVILÉS: Thank you for the
14 response. I'm not so sure I heard anything different
15 other than what we always hear, the typical
16 challenges, daily challenges across the board,
17 whether you're in far Rockaway, or central Manhattan.
18 I'm still struggling with this particular criteria,
19 but we can certainly move on. In terms of the
20 conversion process itself, before COVID, NYCHA and
21 the incoming PACT developers conducted outreach to
22 PACT conversions, how were those outreach
23 conversations conducted?

24 SIMON KAWITZKY: So, I'll invite Leroy
25 Williams, Senior Director of Community Development,

1 to speak to how those earlier conversions were done.

2 He was here before me. I can also talk-- we can both
3 talk together about some of the changes that we've
4 made to retool the process in recent years.
5

6 LEROY WILLIAMS: Good afternoon. Sorry.

7 CHAIRPERSON AVILÉS: Good afternoon.

8 LEROY WILLIAMS: So, I came around 2016
9 when we were halfway going through Ocean Bay. We
10 didn't have really like dedicated staff to just do
11 engagement for PACT developments. So, around August
12 of 2016, community development was born so that we
13 can spend time just concentrating on engagement with
14 residents. As of 2018, of course, we kind of
15 relaunched the way that we were doing engagement, and
16 you know, from the point of 2016 when I had maybe 18
17 staff members to do engagement. Right now, we're
18 about 47 residents-- excuse me, staff to do that. We
19 spend an enormous amount of time doing door knocking,
20 you know, robo calls, calling residents, putting out
21 information, as a resident stated, in the appropriate
22 languages at a development. We do a lot of office
23 hours. Something new that we are going to be starting
24 in the beginning of June is having a dedicated staff
25 person at the PACT location so that residents doesn't

1
2 have to wait until we get to a, you know, bi-monthly
3 resident meeting. So, they can just come downstairs,
4 either in a community room or in the management
5 office, whatever is easier for them. So, you know,
6 the evolution of engagement is ongoing. Once a-- we
7 meet with the resident association, we try to curtail
8 whatever the engagement process is with that
9 particular development. Yes, we have, you know,
10 similar things that we do for everyone, but you know,
11 depending on the site, just as Manhattanville [sic]
12 is one of the sites that we've been working with and
13 the Association President and the Board really wanted
14 more engagement for residents. So we made sure to do
15 open houses in every single one of the buildings in
16 the lobbies, catching residents as they come in
17 inside of the perambulator rooms in the community
18 center. So we're trying to hit whatever it is that
19 most residents come to and make sure we send out that
20 information ahead of time so residents can be
21 available for those.

22 CHAIRPERSON AVILÉS: Got it. In terms of
23 the Community Engagement Unit and the 47 staff, are
24 they part of the larger NYCHA outreach, or is this
25 specifically staff dedicated to PACT?

1
2 LEROY WILLIAMS: So we do everything that
3 has to do with real estate, so the affordable housing
4 any kind of in-fill sites, but we have a separate and
5 apart resident engagement that handles everything
6 else.

7 CHAIRPERSON AVILÉS: Got it. Okay, thank
8 you for that distinction. So in terms of the-- can
9 you describe the steps that you go through to inform
10 residents around the conversion? Because it is one
11 of the ones that if-- you know, one of the most
12 common pieces of feedback is, "I don't understand."
13 I mean, you heard Ms. Camacho say very recently that
14 she's very confused about this process, very--
15 unclear about the documents that they're given. We
16 know the city has a wonderful track record with
17 providing documentation to residents that is
18 incomprehensible, particularly on like technical
19 elements such as this. Can you walk us through what
20 the process is and what the documentation looks like?

21 SIMON KAWITZKY: I can start and we can
22 get into some specifics together. So, actually,
23 Heather, if you're listening, can you pull up slide
24 20? So, this is some of the information that we went
25 over yesterday during the pre-hearing call. but, you

1 know, we have do have a standard approach to
2 conducting engagement that we do now across all of
3 our projects, and it's really consistent with common
4 design thinking approach in the very early stages.
5 So, starting on the left-hand side of this chart, you
6 know, we're really just starting to engage, share
7 information about the program, educate residents
8 about it, about PACT and how it works, listening to
9 them about their ideas and priorities of how we can
10 best work with them to make sure that word is
11 spreading round their community and address any other
12 specific needs that they may have. In the design
13 process we're digging deeper and better understanding
14 what specific types of investments do you want to see
15 to achieve your goals and priorities. This is also
16 where we're selecting PACT partners. So, Ms. Pacheco
17 from UPAC [sic] Six, who spoke earlier, we've been
18 working with very closely. Part of the struggle I
19 think that we've been dealing with is in our push to
20 start the engagement process very early and get out
21 there soon-- like, way before we actually engage with
22 developers or even thinking about transitioning the
23 property to just share information. That is good
24 because it-- now residents have, you know, that long
25

1 launch pad before anything actually happens. They
2 can start to really get familiar with the material.
3 But then again, we're also hearing that residents as
4 we all know are struggling with daily issues in their
5 homes, and one of the biggest concerns we actually
6 hear is how soon you can start. So, unfortunately
7 there is a little bit of that hurry up and wait kind
8 of happening, but we are trying to think about how to
9 actually front load the procurement process a little
10 bit sooner. Ms. Pacheco and UPCA [sic], we're
11 actually at the beginning of the procurement process
12 now. So we're forming those Resident Review
13 Committees who are going to look at the proposals
14 from developers and contractors and property
15 managers, and work with us to actually select who
16 those are. once those partners are selected-- so if
17 we're still looking at the chart on the screen that's
18 in the refine phase, that's when we roll up our
19 sleeves and start developing those really detailed
20 plans for their development. Residents at these
21 developments now in the design phase will see much
22 more regular communication from NYCHA and from our
23 partners because this is really where, you know,
24 we're making the footing and we're getting to
25

1
2 business and figuring out what exactly the plan is
3 for this development. Once the project actually
4 transitions to project-based Section 8, it's about a
5 two-year period, and again, we're staying closely
6 involved in the developments and the work as it
7 progresses on all different levels, but especially
8 with residents to make sure that all of their needs
9 are being addressed. I'll pass it off Leroy to speak
10 about some of the different activities that we
11 undertake. Every phase of this work involves
12 different kind of engagement tactics, and we've
13 developed a whole range of different tools to reach
14 people at the big meeting level, the virtual meeting,
15 and on an individual and personal level as well.

16 LEROY WILLIAMS: So, as I said before,
17 2016 when we started we were really struggling,
18 right? We didn't have enough staff, we you know,
19 knew some things that we can do for engagement, but
20 we didn't have all the answers. So, of course, you
21 know, as me, a longstanding public housing resident
22 and working for the Housing Authority, of course I
23 know we have to go to the residents, because they're
24 experts, right? So over the years, we really built,
25 you know, in the time when they come from the

1
2 beginning. Like, what it is that's needed for your
3 particular development? Yes, we have these 10 things
4 that we know, that everybody knows a public meeting
5 is needed, right? Everyone knows that, you know,
6 it's great to have fliers all over the place, but
7 what else can be done in your particular
8 developments? So, you know, just some things that we
9 can notify you about is we set up a PACT hotline and
10 email. You know some residents aren't-- you know,
11 don't want to particularly speak to someone all the
12 time, they just might want it in black and white. so
13 we have someone that's-- you know, we're reviewing
14 that daily and making sure to contact them back if
15 they leave messages on our PACT hotline. We share
16 information through robo calls. So if we're going out
17 on a door knocking campaign, we make sure we send out
18 a robo call to everyone to say, you know, you might
19 see staff members walking around or whatever it is.
20 If they knock on your door, this is to share
21 information about the program that's coming to you.
22 We also use robo calls for announcing meetings and
23 for, you know, people a day before just to make sure
24 they remember that the meeting is happening. We do
25 meetings-- of course now with COVID, we do virtually

1 and in-person. For the last two years we was just
2 doing virtual, but recently we started doing in-
3 person meetings, and just of last week we had an in-
4 person meeting at Manhattanville Houses on the design
5 and construction. We give monthly Resident
6 Association Board updates. Sometime they are-- you
7 know, depending on the association, sometimes they're
8 busier than others, but we try to make sure we meet
9 with them regularly to give them updates, and ask any
10 resident association if they have questions and
11 things like that or need clarity. We want to make
12 sure to give them that clarity on an ongoing basis.
13 Open houses was something probably after 2018 that we
14 started, basically we're offering an allotment of
15 three to four hours where my staff is either in the
16 lobbies or in a community center or a senior center,
17 so that all residents are aware. They can come
18 downstairs and ask those questions. Everybody
19 doesn't want to talk in a big meeting. So we want to
20 give, you know, people individual time to ask those
21 questions and receive information. We give PACT
22 tours to development where they completed
23 construction. As of now, we have 30 scheduled in the
24 next couple of months. We do two to three per week.
25

1
2 You know, we try to get as many residents as
3 possible, but of course, sometimes as Ms. Pacheco
4 pointed out, you know, we can't have tons and tons at
5 one time. So what we do is try to break it down,
6 come back. They can bring more people. We want to
7 make sure that everybody has an opportunity to see
8 it. So we will be reaching out to her and to other
9 resident associations to say these-- we can have it
10 on Saturdays, you know, during the evening time,
11 during the daytime. So we try to spread, you know,
12 the timing for those tours. We also-- as I believe
13 Johnathan pointed out-- legal services. So we have a
14 partnership with legal aid where they set up a
15 hotline. So we try to share that information with
16 residents from the beginning to make sure that, you
17 know, if they have questions, and you know, they
18 might say, "Okay, well Leroy said x, y, and Z, and
19 Simon, do I believe them? If they're sharing
20 information with us, you know, we need clarity on
21 them." So if they don't want to go to us, they have
22 a legal service that's prepared and ready to go.

23 CHAIRPERSON AVILÉS: Leroy, can I ask
24 what is the budget for the resident engagement, and
25

1
2 is there a budget specifically for interpretation
3 and--

4 LEROY WILLIAMS: [interposing] Yes.

5 CHAIRPERSON AVILÉS: translation of
6 documentation?

7 LEROY WILLIAMS: So, I have a budget
8 closer to 200,000 dollars that's given to me from the
9 beginning. And then as needed our real estate
10 partners put in additional funding, but for
11 everything that we do we try to make sure that
12 whatever language is spoken at that particular
13 development is there. So in every meeting we always
14 have a translator. You know, if things come up that
15 we weren't aware of particular languages there, we
16 try to make sure we'll follow up with that resident.
17 NYCHA has its own language bank. So when we do
18 canvassing, of course I can't have 10 different
19 canvassers that speak the language, but what we do is,
20 we have a language card. The residents are able to
21 pick what languages, the one there that they speak,
22 and we can actually call that language bank on the
23 spot to help us interpret what we're trying to say in
24 response to our questions or answers.

1
2 CHAIRPERSON AVILÉS: So, in term of the
3 OTPS for outside of the personnel staff-

4 LEROY WILLIAMS: [interposing] Yes--

5 CHAIRPERSON AVILÉS: [interposing] Is
6 200,000 dollars what you have to do interpretation,
7 anything else that the unit might need, and--

8 LEROY WILLIAMS: [interposing] Yeah,
9 because our real estate partner give money for like
10 AV and you know, other things. So I concentrate my
11 funding on particular things, and then the rest of
12 the funding comes from real estate.

13 CHAIRPERSON AVILÉS: And how is that
14 determined?

15 SIMON KAWITZKY: I'll just say that the
16 NYCHA budget is actually most utilized in the early
17 planning stage. As Leroy mentioned, once the PACT
18 partners are selected and come onboard, you know,
19 they're the ones that are actually then providing the
20 AV and the facilities and the translators. So, you
21 know, depending on your perspective. It may not
22 sound like enough, but it's used for probably the
23 first half the process for each project.

24 CHAIRPERSON AVILÉS: So with the current
25 ramping up that we see and all the units that are

1
2 slated for conversion, is the expectation that a
3 200,000 dollar budget is going to be sufficient for
4 those numbers of conversions coming up?

5 LEROY WILLIAMS: So, again, my budget
6 concentrates on certain things, right. So the tours,
7 I pad for that type of things. Some of the language
8 services I paid for that type of thing. So there's
9 things that real estate pays for, right? So, audio
10 on visual and you know, sound and things like that,
11 whatever we need for our meetings, we use their
12 budget for that, and then for our budget it's more of
13 smaller types of things. I mean, it's all in
14 [inaudible] smaller, but we try to-- I don't usually
15 go over my 200,000 dollars because a lot of the big
16 ticket items come out of the budget of real estate.

17 CHAIRPERSON AVILÉS: Great. We'd love to
18 see a copy of what the community engagement budget
19 for this unit is with kind of the itemized breakdown
20 around translation services and other aspects of the
21 activity that you plan there.

22 LEROY WILLIAMS: No problem.

23 CHAIRPERSON AVILÉS: thank you. I have
24 eight million more questions, but I would like to
25

1
2 open it up to my colleges who are eagerly waiting and
3 have comments and questions. So, Audrey.

4 COMMITTEE COUNSEL: thanks very much.
5 We'll now take questions from Council Member who
6 raised their hands via Zoom. First we'll hear from
7 Council Member Stevens followed by Council Member
8 Ayala, and the Council Member Restler.

9 SERGEANT AT ARMS: Time will begin.

10 COUNCIL MEMBER STEVENS: Hello. Hello
11 everyone. Good afternoon. I would first like to give
12 a special shout out to Council Member Avilés who is
13 doing an amazing job with this hearing, and I'm so
14 grateful that you are the Chair of Committee. You're
15 doing amazing work, and the questions you're asking
16 are questions we need to hear, and you're doing it
17 with so much love and compassion. So I just wanted to
18 give you a special shout out for that. So, I have a
19 couple of questions, and I'll use my time very
20 wisely. So I'll ask two of them in conjunction and
21 then I'll see if I have more time. So my first
22 question is how has NYCHA conducted and overall
23 assessment of the 14+ units that have already been
24 converted with RAD, and if you've done an assessment,
25 could you please give us a breakdown of what that is?

1
2 And then what is NYCHA's process for [inaudible]
3 developers and the process for removing developer who
4 have chronic violations and complaints?

5 COMMISSIONER STRAUBER: So, on the first
6 as it relates to assessments, we haven't done
7 assessments, per say. We are in the process of
8 designing and rolling out a series of surveys that we
9 would put out to residents to do exactly that to
10 really gauge their satisfaction with different
11 aspects of her whole program really. So from the
12 beginning of the engagement--

13 COUNCIL MEMBER STEVENS: [interposing] Is
14 there-- I'm sorry, not to cut you off, but is there a
15 specific reason why you haven't done an assessment,
16 like a real evaluation and not just a survey?

17 JONATHAN GOUVEIA: We are, as I've said
18 through the testimony, I mean, we're always looking
19 to improving the program. It is something that we
20 realized was a weakness and that's why we're doing it
21 now.

22 COUNCIL MEMBER STEVENS: I just want to
23 point out, a survey is not an assessment and that's
24 not a real evaluation. So I think that we should
25 really be thinking about how are we effecting things

1
2 before we are expanding them, before we get into a
3 place where we can't really roll things back. So I
4 think that is important that we take time to do an
5 actual 360 assessment and talks to not just
6 residents, we talk to, you know, the developers and
7 get real accurate data that can be used to have a
8 real assessment. So I think that we have there
9 [inaudible]. So, also--

10 JONATHAN GOUVEIA: [interposing] so, just
11 the surveys that I mentioned, though, are one piece
12 that we're working on. One thing that we established
13 over a year ago was an Asset Management Team, and a
14 Design and Construction Team, and both of those teams
15 are actually collecting a lot of reporting on a
16 monthly basis. And so that-- we are collecting
17 reports as it relates to the performance of the
18 construction, making sure that it's being--
19 construction projects are happening according to
20 expectations, and we have regular spot checks, both
21 NYCHA folks going out, and we have a third party that
22 we've hired to also do that validation for us. in
23 addition, our Asset Management Team collects monthly
24 reporting on a whole host of issues form work order
25

1
2 performance, making sure especially with a keen focus
3 on the--

4 COUNCIL MEMBER STEVENS: [interposing]

5 So, how is that data then put together and then
6 dispersed to residents and, you know, elected
7 officials, because that sounds like a lot of reports,
8 so then where is that being put together and like
9 sent out so it can be seen and made available to the
10 public?

11 JONATHAN GOUVEIA: We have not released
12 those yet. We have been building this out over the
13 past year and getting a database and working that
14 out, but our expectation is that we would be
15 developing dashboards and sharing that information
16 more widely.

17 COUNCIL MEMBER STEVENS: I think that
18 that should definitely be a priority, because I think
19 that some of issues and concerns that we're hearing
20 from residents where they're not feeling like they're
21 getting the adequate information, and then also just
22 making sure that it is, you know, something that
23 people can digest. Because Chairperson, she
24 explained how a lot of time the information that is
25 given to residents and to the public isn't really

1
2 digestible and hard to understand and hard to
3 navigate. So we should definitely make sure that,
4 you know, people can understand what you're putting
5 out. So my next question was, what is the process
6 for evaluating developers, and what is the process
7 for removing developers that have chronic violations
8 and complaints?

9 JONATHAN GOUVEIA: So, we go through a--
10 currently, we go through a two-step process as it
11 relates to PACT procurements. The first, which we do
12 at the beginning of every year, is an RFQ, a request
13 for qualifications, and that is put out to
14 developers, general contractors, property managers,
15 and we're looking for them to submit their
16 credentials essentially, and we go through and we
17 approve everybody, assuming that they meet our
18 thresholds, on an annual basis. And anyone who was
19 qualified in any given year isn't necessarily rolled
20 over they have to sort of restate their interest in
21 going forward in an additional year. So it's not
22 just this automatic rollover.

23 COUNCIL MEMBER STEVENS: and what part
24 does the residents play in that?

1
2 JONATHAN GOUVEIA: Well, we're looking at
3 making some changes. I'll just finish describing
4 what we currently do. So what we do once we've
5 prequalified folks in the early part of the year,
6 usually January/February, is we go through the
7 calendar year and we then focus on specific sites.
8 We will invite PACT teams to submit proposals
9 specific to sites. And as you've heard, what we've
10 started doing in the last year or so is having
11 resident review committees, and they sit on those
12 committees and interview the respondents. So they
13 see the proposals, they get to analyze the proposals,
14 and then they get to interview the respondents, and
15 they ultimately make the decision as to which team
16 they feel most comfortable with. We are looking at--
17 to your question-- how do we frontload some of that
18 work? How do we get the residents involved even in
19 the early stage of the pre-qualification stage? At
20 this point, that is something that we do in-house,
21 but we are looking to, you know, again, bring the
22 residents in earlier.

23 COUNCIL MEMBER STEVENS: [inaudible]

24 CHAIRPERSON AVILÉS: Council Member
25 Stevens, I just wanted to jump in on this point in

1 terms of the RFQ and that process. Could you-- could
2 NYCHA provide us with the RFQ and also--

3 JONATHAN GOUVEIA: [interposing] Yes, we
4 can share those documents.

5 CHAIRPERSON AVILÉS: We want resident
6 engagement, not just after RFQ's are done, but
7 constructing RFQ's, because we know that residents
8 are incredibly savvy at the things, spotting those
9 things that they need, and so I would like to see
10 residents much earlier in on that process, but on
11 design and decision-making.

12 JONATHAN GOUVEIA: We agree.

13 CHAIRPERSON AVILÉS: Please, Council
14 Member Stevens, continue.

15 COUNCIL MEMBER STEVENS: Thank you so
16 much. I just-- I had another, I guess,
17 question/statement, because I know we just talked a
18 little bit about the community-- I mean, the resident
19 engagement piece, and I was just literally at one of
20 my developments where I have a lot of residents
21 telling me that they're being tr-- you know, they're
22 in the process of becoming a RAD and all these
23 things, but they were just very confused, and then
24 the CBO said that they offered a space to NYCHA to
25

1
2 hold the meeting, but then no one from NYCHA ever got
3 back to them. so, I just want to say it sounds like
4 there's a plan that's in place, but I'm not really
5 sure how that plan is actually being implemented,
6 because there's still a lot of residents who are
7 unclear about this process, when things are going to
8 be turned over. And so it's nice that, you know, in
9 the beginning you guys have all these great pictures
10 up, but it's still very scary for residents who are
11 living through this process, and we need to make sure
12 that we're including them and making sure that they
13 understand the process, and I think that that's what
14 the pushback is about, because no one is
15 understanding when-- and when it's not clear, and
16 where there's smoke there's fire. So for me, we need
17 to make sure the residents are included at every
18 aspect, and I think that is really important and we
19 owe them that, because we've been-- we for so long
20 have not given them the respect that they deserve.
21 So, thank you, chair Avilés. We appreciate what
22 you're doing, and I'm here to support you, and I'll
23 yield the rest of my time. Thank you.

24 JONATHAN GOUVEIA: Thank you.
25

1
2 COMMITTEE COUNSEL: Thank you, Council
3 Member. Council Member Ayala? If Council Member
4 Ayala is not present, we'll take questions from
5 Council Member Restler.

6 COUNCIL MEMBER AYALA: I'm here. Sorry,
7 somebody needed to unmute me. Hey Victor, I see you
8 smiling there. Caught [sic] me waiting. By my
9 question is really around the selection process. I'd
10 like to understand how a development is selected to
11 be transitioned to PACT and RAD. I'm hearing, you
12 know, conflicting reports on the ground from the
13 resident leaders about what that process looks like
14 and that concerns me. I've heard from some members
15 that-- some resident leaders that they have received
16 informal visits from NYCHA staff. They've had
17 conversations about, you know, the possibility of
18 transitioning, what transitioning means, and if
19 they've expressed any interest whatsoever or curious
20 about, you know, the possibility that they have
21 automatically been put on the list. And so that
22 obviously concerns me. So that's question number
23 one, and question number two is that several of my
24 senior buildings are being transitioned, and I am
25 concerned about the developer's capacity to deal

1
2 with, you know, an experience with the older adult
3 population. You know, seeing the nightmare that has
4 resulted in NYCHA buildings, senior buildings, and
5 leaving them, you know, without the necessary
6 resources of social service workers, 24-hour
7 security, and so I'd really like to know what that--
8 you know, if there's any difference in the way that
9 we're going to be addressing the senior housing
10 portfolio as opposed to the rest of the buildings.

11 JONATHAN GOUVEIA: Thank you. So, on the
12 first part about the selection, it is quite possible
13 that you're hearing conflicting things about the
14 resident involvement in the developer selection, and
15 that's a product of just the evolution of how we've
16 been doing things. I know Betances, for example, is
17 in your district. That development went through PACT
18 and residents were not involved because it was one of
19 the earlier projects. So residents at that
20 development who may hear about this will say, well,
21 that never happened with us, and that would be true.
22 Based on feedback and based on experience, we have
23 added this. So I would say, you know, where there is
24 conflict, it is likely due to just the age of a
25

1
2 project. So, earlier ones we did not do that. Newer
3 projects we've been endeavoring to do that.

4 COUNCIL MEMBER AYALA: That's not what
5 I'm referring to. I'm referring to the recent
6 developments that were transitioned over. First, you
7 know, I think in the East Harlem part of the district
8 I have four development that were be-- that were
9 transitioning, and I was the last to know. I actually
10 found out through one of my resident leaders, which
11 to me is problematic, by the way. And you know, then
12 there were some others in the Bronx that were
13 transitioned, and you know, I was curious to find out
14 why were these buildings selected as opposed to
15 others, you know, just out of curiosity. And some of
16 the resident leaders, you know, said to me, well, so
17 and so-- and I don't want to name names, you know,
18 and I-- came over and was talking to us about this
19 program, and the next thing I know I ended up on this
20 list, and it became apparent that if anybody express
21 any level of, you know, excitement or curiosity about
22 the program-- and that's obviously not a way to
23 interact with the leaders. I think there has to be
24 transparency, and there have to, you know-- so I
25 think that it wasn't clear to them that they were

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2 passively agreeing to being, you know, transitioned
3 over and that's a problem. So, you know, I'm not
4 even going to make it a question. I'll just leave it
5 at that as a statement. I think that that is a
6 problem for me. That is a problem for my, you know,
7 my leaders, and this just happened a couple months
8 ago. I did speak to NYCHA about this, and I have
9 expressed my concerns, so I'll leave it at that, but
10 if you can respond to the question around the senior
11 building, I greatly appreciate that, and I also--

12 JONATHAN GOUVEIA: [interposing] Sure.

13 COUNCIL MEMBER AYALA: Sorry-- on the
14 number of-- I was wondering if you happen to have the
15 number of units that are currently offline because of
16 the extensive need of repair?

17 JONATHAN GOUVEIA: So, just back on your
18 first issue, I would offer to set up time for you to
19 go through all of the developments, because I want to
20 make sure that it's clear to you and to other members
21 of your community. So, I would offer to do that, and
22 we can schedule that separately. As it relates to
23 the seniors' buildings, again, I think we would want
24 to work with you because this is obviously critically
25 important. We want to make sure-- I mean, again, as

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2 I said in my testimony, for us it's not just about
3 repairing buildings. We want to make sure that we're
4 investing in these communities holistically. So we
5 want to make sure that we are providing services to
6 the residents of the buildings, and we understand
7 that each building is its own community. So there is
8 no cookie cutter approach. So we would be happy to
9 work with you and resident leaders to make sure that
10 those senior developments, you know, get the kind of
11 attention that they need so that those are successful
12 projects if they should materialize. And then,
13 sorry, what was the third comment there?

14 COUNCIL MEMBER AYALA: In regards to the
15 senior buildings, how you-- you know, what's
16 different in the transition process of the senior
17 buildings, because seniors require different level of
18 service? So, I'm curious to know if there's any
19 difference.

20 JONATHAN GOUVEIA: Well, primarily it
21 would be-- right off the top of my head, I would say
22 we would look for a robust social services program.
23 So we'd want to make sure that the social services
24 provider has deep experience in serving senior
25 citizens. Again, we can talk with you and other

1
2 folks to find out if there's more that we can do to
3 make sure that this-- that we are serving those
4 residents appropriately.

5 COUNCIL MEMBER AYALA: I appreciate that.
6 I did ask a question. Maybe you can get back to me
7 later with that. I would love to know what the number
8 of units that are currently offline is due to
9 expensive repair work that's needed. If somebody
10 could send that over, I'd greatly appreciate it.

11 JONATHAN GOUVEIA: Yeah, we'll have to
12 get back to you on that number.

13 CHAIRPERSON AVILÉS: I'm sorry, Jonathan,
14 did you mention-- actually I don't know if I asked
15 specifically. In terms of this selection process and
16 the list moving forward, can you provide to the
17 Council what-- again, what this rubric is? We ran
18 through some kind of broad strokes criteria, but we'd
19 love to see a comprehensive document of both the
20 rubric and then how the unit is stacked into that
21 selection process, which will tell us why they're
22 timed the way they are timed.

23 JONATHAN GOUVEIA: Right, yes, we can do
24 that.

25 CHAIRPERSON AVILÉS: Thank you.

1
2 COMMITTEE COUNSEL: Thank you. We'll now
3 take questions from Council Member Restler, followed
4 by Council Member Oozes and Council Member Sanchez.
5 Council Member Restler? Okay, we'll move to Council
6 Member Ossé.

7 SERGEANT AT ARMS: Time will begin.

8 COUNCIL MEMBER OSSÉ: Hi, good afternoon
9 everyone, and thank you Chair Avilés for holding this
10 hearing and asking very important questions on this
11 matter. You know, as a Council Member that has
12 multiple NYCHA residents within my district this is
13 definitely a topic of discussion that we're always
14 engaging with. So I just do have a couple of
15 questions. The first is, if RAD was to stop at this
16 very moment, you know, no more projects moving
17 forward, how will NYCHA meet the capital repair needs
18 for its families?

19 JONATHAN GOUVEIA: Well, we're working on
20 a number of initiatives, and I assume you've heard of
21 the effort to establish the Trust. We're also
22 developing a comprehensive modernization program, but
23 at this point we're anticipating going forward with
24 that.

1
2 COUNCIL MEMBER OSSÉ: Okay. And this
3 question may have been asked. You know, I hopped on
4 the hearing a little later, but if you could, you
5 know, elaborate maybe for the record how outreach is
6 made to NYCHA tenants, especially being done when
7 educating them about RAD or PACT enrollment? Can you
8 go into a little bit what that outreach looks like,
9 especially for those that, you know, are coming to my
10 office and saying they've never heard of RAD or PACT,
11 nor did they agree for it to become something that
12 affects their lives.

13 JONATHAN GOUVEIA: sure. I will actually
14 turn it over to Simon and Leroy who run our
15 engagement efforts.

16 SIMON ZAWITZKY: Good afternoon Council
17 Members. So, the ways that we reach out to residents
18 to educate them about PACT happens in a number of
19 different ways. My colleague Leroy Williams
20 described some of the different efforts, but we've
21 tried really hard to prepare a lot of different
22 materials that actually get distributed directly to
23 residents. Kind of a double-edged sword of working
24 during the height of the pandemic was that we
25 actually weren't able to do in-person meetings. We

1 switched completely to Zoom and virtual, but we also
2 because of that reason started distributing our
3 information packets to every single household. They
4 were either door-dropped, door-knocked or direct
5 mail. And I have here for the members in the room
6 today just some examples of some of those fact
7 sheets. Leroy has an example of a packet. Every
8 household gets this information in English and
9 Spanish at their door. So there's really not a lot
10 of ways around getting this material, unfortunately,
11 but we have been hosting information sessions on a
12 number of different topics, the general PACT 101, how
13 the program works, the nuts and bolts, the process
14 and timeline. We have a session that goes into
15 detail on the resident rights and protections
16 provided through the program, and we also have a
17 session focused on the design and construction
18 process and how to prepare for that transition of
19 project-based Section 8, how do you make repairs now
20 with a private manager, how do you certify your
21 income, all those other really important things. And
22 in addition to just material distribution, we'd be
23 happy to send you all this information actually. So,
24 that if you do have people walking into your office,
25

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2 it'd be great just to have that as a resource. We
3 have a hotline people can call. We have an email
4 address, and then as Leroy described, which he can go
5 into a little more detail if necessary, we're hosting
6 office hours and we do tabling events. We attend
7 community events in addition to those more formal
8 presentations.

9 COUNCIL MEMBER OSSÉ: Thank you. And the
10 last question I want to ask you both, are there
11 tenants that have been evicted post RAD or PACT? If
12 so, what is the eviction rate, and what is NYCHA
13 doing to protect tenants from being evicted post RAD
14 or PACT conversion?

15 JONATHAN GOUVEIA: So, last year we took
16 a look at the development that had gone through PACT
17 and looked at eviction rates going backwards. So,
18 let's say Ocean Bay, at that point in time Ocean Bay
19 had been converted for about five years, so we look
20 back five years to see what the eviction rates under
21 NYCHA were, and we did this for each of the
22 developments that had converted up to that point.
23 So, obviously, the duration of time shrinks. Like
24 the-- at the time, the most recent closing or
25 conversion was the Manhattan bundle, and so the time

1 from conversion to when we did the analysis was about
2 a year, and so the time backwards was about a year.
3 But what we found was that the evictions were pretty
4 consistent both under NYCHA and under PACT, and we
5 can supply this data in a more robust form to the
6 members. But I will say, one of the things that
7 we're also doing, even though the actual-- I know
8 there's a lot out there, but the actual evictions are
9 very similar to what it was like under NYCHA
10 management. You know, we don't-- we still want to
11 get those numbers down. We want to make sure that
12 evictions are an extreme, extreme last resort. So in
13 late 2020, again, being consistent with our ongoing
14 commitment to improving the program and improving the
15 lives of our residents, we developed housing
16 retention strategy, and we require our development
17 partners to adhere to this. And so what does that
18 mean? So, there's a number, and we could share this
19 with you, by the way, so you can have the full
20 document. But basically what we want them to do is
21 know their customer, really understand their
22 customers, making sure that when residents run into
23 some trouble, that they work with them to provide the
24 resources, to provide the opportunities, to provide

1 direction as to how to, you know, course correct. So
2 for example, if somebody's income was reduced for
3 whatever reason, instead of just saying, oh, they
4 didn't pay their rent, so they've fallen behind by a
5 month, only behind a second month, and then moving
6 for proceeding, they go to that resident and they
7 say, "What's going on? Did your-- you know, what's
8 the situation here?" And maybe they're not aware
9 that they can recertify and have their rent adjusted.
10 So there's a whole suite of recommendations that
11 we've built into this framework, and we're requiring,
12 again, all of our development partners to adhere to
13 this to make sure that evictions are an extreme last
14 resort.

16 COUNCIL MEMBER OSSÉ: Thanks.

17 CHAIRPERSON AVILÉS: I'd like to follow
18 up question around this. I mean, obviously, the last
19 two years we've had an eviction moratorium and
20 there's severe concern that-- I mean, we are seeing
21 this all across the private market, which is why
22 there is such a concern under private management. We
23 know what the private specter does to low-income
24 tenants who fall on hard time. They evict them. We
25 have the highest eviction filings in a long time, so

1
2 we're deeply concerned. Are there any particular
3 mechanisms that you can put in place besides be nice
4 to your customers for private management companies.

5 JONATHAN GOUVEIA: It's more than being
6 nice. We get reporting every month, and we question
7 them, and we make sure that they are adhering to
8 these requirements, and I would say requirements,
9 it's not about being nice. The other thing I would
10 say is development partners have no incentive to
11 evict anybody for financial reasons or other things,
12 because at the end of the day, they can only fill a
13 vacant apartment with somebody off of our wait list.
14 So, it's not as if there's an opportunity to evict
15 someone who runs into some type of issue, and then
16 replace them, you know, charge market rent and bring
17 in somebody else. It's just not possible.

18 CHAIRPERSON AVILÉS: Got it. So what I
19 have here is Wave Crest has attempted to evict three
20 percent of their residents after conversion. Wave
21 Crest holds quite a number of units outside of the
22 ones that were outlined in the human rights report,
23 which we've all-- Human Rights Watch Report we've all
24 looked at. There also seems to be quite a number of
25 our reporting of [inaudible] eviction warrants being

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2 issued in the years after PACT conversion. At Ocean
3 Bay, 99 warrant executed, and 33 eviction warrants at
4 Betances House after the PACT conversion all held by
5 Wave Crest. So, there's no question there other than
6 a comment of we would like to see what the--

7 JONATHAN GOUVEIA: [interposing] Sure.

8 CHAIRPERSON AVILÉS: safeguards are
9 specifically, and ensure-- given the fact that we no
10 longer have an eviction moratorium, and we've seen
11 NYCHA itself have seen the revenues plummet from
12 rent-- significant rental arrears, what private
13 companies are going to do in this regard, since we're
14 not out of the pandemic. We are very deeply
15 concerned about this possibility.

16 JONATHAN GOUVEIA: Absolutely.

17 CHAIRPERSON AVILÉS: I'd also like to
18 recognize Council-- we were joined by Council Member
19 De La Rosa. Thank you, Council Member, for joining.

20 COMMITTEE COUNSEL: We'll now take
21 questions from Council Member Sanchez. Council
22 Member Sanchez?

23 COUNCIL MEMBER SANCHEZ: thank you.
24 Thank you. So, first, thank you Council Member
25 Avilés for chairing this hearing on this critical

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2 topic and to NYCHA folks, good to see you all. We
3 worked very closely on the Fulton process, and so I
4 have two questions. One is on engagement, and the
5 other one is a continuation of Council Member Avilés'
6 questions earlier on developer fees and profit. So,
7 on engagement, you all know, the world knows, I am a
8 true believer in community engagement, resident
9 engagement, in giving folks a seat at the table and
10 respecting folks for the brilliance that we have.
11 Everybody, you know, is coming from a place of
12 expertise, especially when it's about where you live,
13 especially if you live there for many years, right?
14 President Miguel Asavedo was-- his leadership on the
15 Fulton process along with Chelsea and Elliott leaders
16 rally carried that process that put residents at the
17 front and center. And I always talk about the Fulton
18 process, which you all started off by doing, but I
19 also want to share with colleagues that it's not
20 replicable, right? You had a City Hall staffer at
21 the time who was ensuring that Deputy Mayor-level
22 folks were engaged, the Deputy Mayor herself was
23 engaged in that process. The Mayor attended some
24 meetings on the Fulton process, and there was a level
25 of attention and concern that I think proved that

1
2 community engagement can work and is critical and can
3 be successful, but there was another part of that
4 that is what about when you don't have that level of
5 leadership? And so I, as you all know, have the
6 northwest Bronx bundle, nine developments that are
7 going through RAD and PACT conversion in my district.
8 Well, six of them are in my district. Three of them
9 are in District 15, and many of my buildings are un-
10 represented, meaning that they are these buildings
11 that Simon talked about earlier, Vice President Simon
12 talked about earlier that are these difficult to
13 reach and difficult to manage buildings, because you
14 know, they were converted at a different time and
15 they just have different realities. I have not
16 knocked on these building doors. I will confess, I
17 didn't completely register that they were NYCHA
18 buildings, but I recently because of a slate of
19 complaints of just people walking into my office
20 about these buildings. That's how they came to my
21 attention, not through the Northwest bundle, not
22 through the RAD conversion. They came to our
23 attention in January because of the complaints, you
24 know, roofs caving in, holes in the floors,
25 refrigerators that were not working for months. So,

1 two engagement questions is, what happens now? What
2 happens now during the RFEI [sic] process? You're
3 all-- you're preparing to talk to residents, and
4 you're sort of kind of doing it, not very much at my
5 unrepresented developments, which is a different
6 conversation that I'm happy to be having with you.
7 But what about repairs now? Right? Before the
8 conversion, before those millions of dollars in
9 capital influx. And second, you know, for my under--
10 unrepresented developments, meaning that they don't
11 have a tenant association. You all had a meeting for
12 the Northwest Bronx bundle, and you had one resident
13 of all of District 14 and not from the unrepresented
14 developments. So, how many buildings that are going
15 through PACT are from these unrepresented buildings,
16 and what is your plan? Because you don't have a TA
17 to rely on like Mr. Miguel and like TAs in other
18 buildings. You have to build from scratch, right?
19 That engagement and leadership hasn't been there. So
20 I'll stop there, and if I have a chance for my second
21 one, I'll make that point.

22
23 SIMON KAWITZKY: Thank you, Council
24 Member Sanchez. I absolutely agree that residents
25 need to be centered. The reason we're doing this is

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2 for them, and so their expertise about their
3 communities, their goals really need to be integral,
4 too, whatever plans it is that we collectively
5 develop together. I also really appreciate your
6 interest in making sure that the developments in your
7 community have a seat at the table, and are full
8 participants in that process from start to end. We
9 have had conversations in recent weeks about how to
10 recruit more residents to participate in the review
11 committees for your unrepresented developments. And
12 I recently emailed the plan, so we're going to work
13 on that together with you to make sure that we can
14 conduct door knocking, distribute more fliers, make
15 more calls to residents, and try to make sure that we
16 get more people involved. The challenge with a lot
17 of our smaller developments, like the ones that you
18 described are also-- because they're small they tend
19 to not have resident leadership, you know, formal
20 resident association leadership, and that is a
21 challenge that we have had to navigate as well. But
22 I think the issue that you raised is really important
23 and we want to make sure that we're recruiting more
24 people to represent. Leroy, do you want to add to
25 how we might recruit?

1
2 LEROY WILLIAMS: I do want to add that we
3 will be hosting large group meetings in that area.
4 There's a Boys and Girls Club there on University
5 Avenue that's very close to the actual development,
6 and we're now talking to them about use of space. So,
7 the same type of meetings we're having in upper north
8 Bronx and the other side of the scatter sites. We're
9 going to be having meetings. Again, we did send over
10 a plan for engagement where, you know, taking offline
11 nine of the staff members to knock on every door of
12 your entire district during the day and evening
13 times, because of course people go to work and
14 everything else. We want to make sure that we, you
15 know, get as many residents as possible. We're not
16 just talking to them about the Resident Review
17 Committee, but we're also going to be talking about
18 what is PACT as a whole, right? That hopefully leads
19 to people wanting to be involved in the selection of
20 our developers. So, you know, I look forward to
21 further working with you as I worked with you in the
22 past, and I'm-- you know, I'm very for engagement.
23 So, anything that's new and anything that's
24 innovative, please bring it to me and I will make
25 sure that we can do that.

1
2 COUNCIL MEMBER SANCHEZ: Thank you. I
3 don't know how to do sign language to say please
4 unmute me. No, thank you. Thank you. And I'll just
5 say, you know, the broader question is how many
6 buildings that are slated for PACT conversions are--
7 in these kinds of buildings because they need a
8 completely different kind of engagement. So thank
9 you for working with my team on that, but I would
10 want to see a bigger picture, and honestly, I'm not
11 going to feel comfortable with moving forward with
12 the process if it's one tenant or two tenants of all
13 of these unrepresented developments that are
14 involved, right? So, I really look forward to
15 working with you on that. And Chair, if I may, I'll
16 just turn into a comment and not a question, but to
17 follow up on your earlier questions about developer
18 fees and what are they, and you know, what's the
19 transparency with the public and with the Council and
20 the profit motives. You know, I just want to say,
21 you know, we get-- as Council Members and as people
22 in the public, we get asked all the time to trust,
23 right? Just trust that the City is structuring this
24 deal in the best way possible. You know, I get
25 approached by developers during the ULURP process, we

1 all do, who won't share their formulas [sic] who
2 won't share their details because of the reasons that
3 you say. But then don't expect us to trust, right?
4 Don't ex-- if you don't-- if you don't give us the
5 information about what the-- what the profit margins
6 are, what the developer fees are-- we have it on the
7 Section 9 side. We don't have it on the Section 8
8 side. So I will join Council Member Avilés in that
9 push to give us more access and more transparency
10 into what these fees are and what the financial
11 structure of these deals are, so that we can have
12 confidence when we talk to our constituents about,
13 you know, what-- how the city is structuring these
14 deals and that we're doing the best. Because I don't
15 think that the reality is-- has been uniformed
16 throughout these conversions and, you know, I think
17 we need that information in order to really stand
18 with you if that's warranted. Thank you, Chair.

19
20 CHAIRPERSON AVILÉS: Thank you so much,
21 Council Member. It looks like we've been rejoined by
22 Council Member Restler, so we'll take questions from
23 him now.

24 COUNCIL MEMBER RESTLER: sorry, I've had
25 some technical difficulties, but I just firstly want

1 to thank our Chair Alexa Aviles for your leadership
2 here. It was a real-- I really appreciated your
3 poignant and thoughtful opening and remarks and
4 questions, and rally deeply appreciated you taking
5 the time to join us in South Williamsburg yesterday
6 to meet with a few of our tenant leaders and hear
7 from them about their experience. You were
8 incredibly generous with your time and asked all of
9 the right questions, and I just feel very strongly
10 that we have the right person in the right role with
11 you as Chair of this committee. And I really
12 appreciate you holding and prioritizing this hearing
13 early on in the year, because there are a lot of open
14 questions and concerns about RAD/PACT conversions.
15 We've had four of the seven NYCHA developments in our
16 district undergo conversions just as the pandemic was
17 about to-- just as the pandemic struck in March of
18 2020, and there was a fair amount of support from
19 residents for the conversions. It's-- there's been
20 definitely some positive developments, new boiler
21 systems, sewerage back-ups had stopped, we have new
22 elevators and new roofs going in, and developments
23 that desperately needed them, but we've had issues as
24 well. And I wanted to in fact start on the issue
25

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2 that gives me the most agita [sic] which is around
3 the risk of evictions. And for these four
4 developments we've, of course, had the eviction
5 moratorium in place for essentially the entire time,
6 but to the NYCHA team-- and Jonathan, it's good to
7 see you-- is there-- is there protection for or a
8 guarantee of right to counsel for any tenant who is
9 facing an eviction proceeding in any and all RAD and
10 PACT development?

11 JONATHAN GOUVEIA: Well, we don't have an
12 automatic right to counsel, per say, although
13 residents can access the Legal Aid hotline and
14 leverage that service that we provided to all PACT
15 residents, and then as I mentioned before, we don't
16 want to see evictions happening. We want to minimize
17 them to the greatest extent possible, which is why--
18 and I don't know if you were on earlier. You know,
19 we have done a lot around developing a set of
20 expectations and requirements and strategies with our
21 PACT partner to ensure that they're reporting to us
22 on a monthly basis what is going on in terms of
23 residents that may be running into some sort of issue
24 that could theoretically put them on a path to
25 eviction, and then making sure that they're taking

1
2 steps and working with their residents to avoid that
3 outcome.

4 COUNCIL MEMBER RESTLER: That sounds like
5 a positive thing. I haven't seen it on the ground in
6 the ways that I would hope, and you know, certainly
7 the reports of what occurred in Ocean Bay I think
8 freaked everybody out across the City, and I think
9 NYCHA's done a pretty good job in driving down
10 evictions from NYCHA developments, and but I am-- I
11 am very concerned about what's going to happen in
12 these developments. And I realize that it's not your
13 preference to see people evicted, and I will say when
14 I speak to Arthur [sic] Omni [sic] or the line of
15 progressive, or whatever thy call them, their
16 RAD/PACT entities, you know, thy say the right things
17 to be, but I don't see the proactive tenant
18 engagement around eviction prevention, and more
19 importantly we all know that the best way to stop an
20 eviction from happening is to provide counsel. And so
21 it has-- and it's a relatively modest expense on the
22 part of these developers at NYCHA, and it is of
23 utmost importance, and if this is not something that
24 has yet been baked into the program despite extensive
25 advocacy, I don't see any choice but to pursue

1 legislative solutions, and I really do hope that, you
2 know, you'll reconsider and guarantee a right to
3 counsel, just low-income tenants should have that
4 same [inaudible] right to counsel citywide. I also
5 wanted to express my reservations to the ongoing RAD
6 and PACT conversions. I think that the Trust is a
7 preferable model t RAD and PACT, and I would strongly
8 encourage NYCHA while you pursue federal funding and
9 what is hopefully a successful Build Back Better
10 slimmed down version and make another push for the
11 Trust up in Albany next year, to put a hold on RAD
12 and-- a pause on RAD and PACT conversions for a 12-
13 month period and try and build as much support as you
14 can to make that happen. I'll just ask one final--
15 make one final point in closing, if you wouldn't mind
16 commenting on that and this final point. In my
17 experience, some of the areas where we've had--
18 there's been less deliberate thoughtfulness around
19 some of the non-core NYCHA functions. So, the
20 tenant-- the resources for the Tenant Associations
21 have been very hard to access. We've had
22 inconsistency even in our own district between
23 whether PSA continues to take responsibilities for
24 the RAD and PACT development or not. So some of the
25

1 non-core NYCHA functions housing-related I think have
2 been overlooked and not implemented consistently.

3 And so I really do hope it is your-- that the
4 portfolio is now expanding quite a bit, that that is
5 changing, and that you come back to us in District 33
6 and address some of the issues that were overlooked
7 during the conversion a couple of years ago.

8
9 JONATHAN GOUVEIA: Thank you. Am I
10 permitted to respond? So, two things. On the right
11 to counsel, just to clarify, there is the citywide
12 program so NYCHA residents can avail themselves of
13 that program. Wasn't sure if you meant specific to
14 NYCHA and PACT, but they can avail themselves of the
15 city program. And then as it relates to your request
16 to pause PACT while we work on the Trust and other
17 initiatives, I'd say a couple of things. First, we
18 are going to continue to work on the Trust and other
19 programs and try to get as much capital as possible,
20 because we do believe we need a range of options to
21 bring capital into our buildings. But unfortunately,
22 I don't think we can really-- it's not realistic to
23 stop the active PACT projects. What I'd like to do
24 is work with this committee and other members to
25 continually improve that which we have ongoing. We

1
2 have about 19,000 almost 20,000 units that are in
3 some stage of engagement that are in procurement.
4 And I understand we've heard today there's some mixed
5 feelings about PACT, but we, for the most part, do
6 have residents who now want to see improvements that
7 we promised them. So I think we would be doing them
8 a disservice if we paused those active projects, and
9 also the buildings are not going to wait for us.
10 They're going to continue deteriorating. So we need
11 to take action on those buildings as soon as
12 possible.

13 COUNCIL MEMBER RESTLER: Well, look, I
14 appreciate-- I appreciate that the conditions are
15 unacceptable and that we need urgent investment. I
16 continue to be very concerned about the model of
17 project management, and clearly it's had uneven
18 implementation across the City, and I think that-- I
19 understand if you're mid-procurement on something
20 that it could be hard to slow down, but to consider
21 to pursue new RAD and PACT sites when you're trying
22 to build good will and political support for I think
23 a better model, I don't-- I think you're undermining
24 your ability to actually get that done by continuing
25 to advance what, you know, is a [inaudible]

1
2 problematic model. And so, you know, I hope
3 [inaudible] it's a political decision you got to make
4 [inaudible].

5 JONATHAN GOUVEIA: Thank you.

6 COUNCIL MEMBER RESTLER: I appreciate-- I
7 appreciate the [inaudible], and on the PSA piece, it
8 would be helpful to have consistency in that approach
9 and improve access to TAs, to the funds that they're
10 owed. You know, we created [inaudible] bureaucracy
11 and I think the NYCHA developments [inaudible]
12 continue to want to have I think partnership with the
13 PSA not [inaudible].

14 LEROY WILLIAMS: So, I do want to say
15 that we have met with the Police Department, and any
16 development that currently are under the PSA will
17 continue to receive services from the PSA, and if the
18 particular development has a precinct, they'll
19 continue to have the precinct.

20 CHAIRPERSON AVILÉS: Why wouldn't they?
21 They're tax payers.

22 LEROY WILLIAMS: We agree. So I don't--
23 I'm just answering the question that he had--

24 CHAIRPERSON AVILÉS: [interposing] Okay.
25

1
2 LEROY WILLIAMS: about, you know, the
3 residents.

4 CHAIRPERSON AVILÉS: I mean, it's
5 suggesting a disruption in service or confusion
6 around relationship.

7 LEROY WILLIAMS: I think it was just a--
8 I think it was just a question from residents to ask
9 when they go over to the Section 8 program, will the
10 PSA continue, and we wanted to make sure that we're
11 all on the same page by saying yes, they will. And
12 we have met with the higher up in the Police
13 Department, and we all agree that they will continue
14 to have that service.

15 CHAIRPERSON AVILÉS: Got it. Thank you.
16 In terms of-- I just want to follow up on Council
17 Member Restler's observation around the RAD and PACT
18 program and a call for a pause. I think while we all
19 feel the urgency, obviously, of the conditions of the
20 apartments and what tenants are having to contend
21 with on a daily basis, is it mind-blowing the level
22 of public investment that we have invested in this
23 strategy with no real assessment of it to date. And
24 that to me is deeply concerning, particularly in the
25 context of a soon-to-be budget where the only

1 additional allocation for strategy is into RAD and
2 PACT and not into the rest of the-- the rest of the
3 units that remain outside which are still the
4 majority of units that are in dire need of capital
5 repair. So, I think for the record, that's more of a
6 comment, not a question. I did want to ask
7 particularly around for the grievance process in
8 terms of one of the-- one of the things that has
9 emerged is that the management companies have their
10 own particular systems of billing and NYCHA has its
11 own system of billing, and the two systems don't
12 often communicate, and people are often getting
13 conflicting or incorrect rental invoices. Can you
14 tell us how NYCHA engages with that? What are the
15 standards that are set for the management companies?
16 And in terms of any grievance procedures for disputes
17 over overcharging, is there a process for Section 8
18 tenants to engage in there that is standardized?

20 JONATHAN GOUVEIA: It would be helpful at
21 another time perhaps to get into some of the
22 specifics to understand what these issues are so we
23 can address them head-on. But I would ask Marissa
24 Schaffer to chime in on some of the process that we
25 have as it relates to grievance.

1
2 MARISSA SCHAFFER: Sure. Thank you. So,
3 NYCHA requires that the PACT partners provide
4 grievance procedures similar to those established
5 under public housing. Recently we established a
6 standard grievance procedure to establish that
7 consistency across all PACT projects. You know, as I
8 think the notable difference is that as a public
9 housing resident before a RAD conversion, all tenant
10 grievances were processed by NYCHA. After the RAD
11 conversion, it depends on the issue. Some grievances
12 will be processed by the new property manager and
13 some by NYCHA. So grievances concerning matters
14 involving Section 8 rental assistance such as adding
15 household members, calculation of rent, reasonable
16 accommodations request. Those will continue to be
17 processed by NYCHA as the agency administering the
18 Section 8 rental subsidy. And then the issues
19 relating to lease issues or lease violations, those
20 would be grieved directly to the property manager.

21 CHAIRPERSON AVILÉS: Thank you.
22 Certainly, that clarification across developments is
23 sorely needed. Folks do not know where to go. In
24 particular, I mean, this leads to the larger issue
25 of, you know, kind of jurisdictional questions around

1
2 when management companies are not performing their
3 duties. Where do residents go? I touched on
4 earlier, this kind of spiral of death where you call
5 311. 311 sends you back to NYCHA. NYCHA says
6 they're not-- it goes back to RAD, and they call the
7 management company and there's nobody there to answer
8 the question. Can you for the record make clear
9 under PACT, who are the management companies
10 accountable to for repairs?

11 JONATHAN GOUVEIA: So, in terms of-- I'll
12 take that first part, and then if you wanted more
13 granular details on repairs, generally-- and I see
14 Brad is joining because there's probably a compliance
15 piece here, so we'll touch him as well. But
16 ultimately to us. I mean, again, we-- as I mentioned
17 in my testimony, we have a number of units within
18 NYCHA, both the real estate group, the design and
19 construction team, the asset management team, and our
20 Chief Compliance Officer, and everyone is watching to
21 ensure that these repairs are happening accordingly.
22 From the minor, seemingly minor, type of things to,
23 you know, environmental type hazards. I will invite
24 Brad to sort of talk about some of the bigger stuff

25

1
2 and then we can get into, you know, some of the more
3 granular details if you like.

4 BRAD GREENBURG: Thanks Johnathan. So,
5 there's a bunch of forums that a resident can come to
6 NYCHA with, a repair request or escalate an issue
7 that they have with their property manager. One is
8 they can call the call center that they're used to
9 when they were a public housing resident which is the
10 CCC 718-707-7771. There's two options that they can
11 press when they call that number. One is they can
12 press two for the Leased Housing Department, which
13 will do a special inspection. The Leased Housing
14 Department also has to do regular inspections every
15 year, and if someone doesn't pass an inspection-- a
16 manager doesn't pass the inspection, their subsidy
17 can be cut off if they don't correct the condition.
18 They can also call my department which is if they
19 press seven at that same number. My department
20 accepts complaints from PACT residents just like we
21 accept complaints from any other resident in the
22 NYCHA portfolio. We'll chase down information about
23 that particular complaint using Jonathan's Asset
24 Management Team, but also the Leased Housing
25 Department, and if we need to, we often call the

1
2 resident directly and try to understand exactly what
3 the problem is with the manager, and we'll reach out
4 to the developer and escalate up the chain and the
5 developer as well to understand exactly what the
6 problem is. We also make visits to PACT properties
7 just like we do the NYCHA properties with our
8 investigators to try to understand the business
9 process challenges they're having assessing a
10 complaint. So, those are two NYCHA options that
11 residents have. Like you said, PACT residents can
12 also call 311 and get HPD involved. We also now this
13 month have launched the Ombudsperson Call Center. We
14 have an agreement now with the bias [sic] plaintiffs
15 around how we expect our PACT partners to handle mold
16 and leak complaints, and if a resident feels that
17 their manager is not appropriately assessing mold,
18 remediating mold, or assessing and remediating leak
19 conditions, they should call the OCC. That number is
20 1-888-341-7152. It functions very similarly to how
21 the resident might have been used to dealing with the
22 OCC when they were a NYCHA resident, and it's a
23 really good program to get really critical repairs
24 done as well. So we do encourage residents to use
25 it. But like I said, yeah, sometimes we give so many

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2 options I understand it can be confusing when there
3 are so many options, almost more confusing than if
4 you just had one. But we do want to give residents
5 the opportunity to use many different forums to
6 escalate a problem they might have with their
7 manager. We're adding people in the compliance
8 Department to this function all the time, because we
9 recognize there's more units [sic] going to the
10 program. I know the Asset Management Team is doing
11 the same thing so that we make sure that, you know,
12 our relationship with the resident doesn't stop when
13 they convert. It continues and we can address any
14 concerns they have.

15 CHAIRPERSON AVILÉS: How many people are
16 in the Compliance Department?

17 BRAD GREENBURG: We have 50-- around 50
18 people in the Compliance Department, not all
19 dedicated to PACT program. People obviously deal
20 with many different components of NYCHA's compliance,
21 including the public housing side as well. We have
22 around 50 people.

23 CHAIRPERSON AVILÉS: How many of the 50,
24 though, are dedicated to PACT?

25

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2 BRAD GREENBURG: We don't really think of
3 it that way. We do have a team that does-- we call
4 it our Contract through Equal Opportunity Compliance
5 Team that deals a lot with the PACT program at both
6 the high level and also the very granular level.
7 I'll give you an example of what they've been doing
8 with the recently converted developments. But they
9 will-- when we convert the properties, we hand over
10 work orders that were in our system to the PACT
11 partners. I think the past, I totally acknowledge
12 that there was a gap in making sure the work actually
13 got done upon conversion or tracking it to make sure
14 it got done. So we put every single work order in
15 every unit that had an active mold and leak complaint
16 and a smart sheet, and we go one by one through each
17 unit with the PACT partners. We do weekly meetings
18 with them. We require them to provide us photos,
19 documentation, other documentation. If it's a mold
20 condition, they have to give us a mold assessment,
21 show us the mold remediation took place with a
22 licensed mold assessor, doing the back-up check on
23 the back end as well, and then we call the resident
24 to make sure they're satisfied with the repairs. So
25 we go through that with almost every single unit that

1
2 got converted in the last few sites. We had a mighty
3 team of three working just on that project, but they
4 also do other kinds of business process mapping with
5 some of our PACT partners. And then we had complaint
6 specialists on another team that also will take
7 complaints from PACT partners just like they would a
8 public housing side. So, and they spend their time
9 doing both. So it's not like they are only PACT,
10 they're only public housing.

11 CHAIRPERSON AVILÉS: So, post conversion,
12 what is the auditing look like of the sites?

13 BRAD GREENBURG: So, I'll talk about the
14 compliance side, and then maybe Jonathan can talk
15 about asset management. On the compliance side, like
16 I said, for the immediate month's right after
17 conversion, which we want to show that this program--
18 we want this program to provide immediate relief to
19 tenants. So we don't folks to wait two or three
20 years for the rehab to take place. So if you have an
21 active-- like Ms. Coleman and I were just talking
22 earlier. She was showing me a case in Boulevard
23 which converted somewhat recently, and we'll check to
24 see if it's on our sheet for tracking purposes. But
25 like I said, we'll literally go one-by-one. It's not

1 an audit. It's not a sample. We go one-by-one and
2 see what the conditions of each unit are, and we
3 track all the documentation. Then, from that point
4 forward, like Jonathan can talk about-- as the Asset
5 Management Team collects reporting from each
6 developer about what the conditions are on terms of
7 assessing very high-risk repairs like pests,
8 elevators, heat, mold, and we will now-- we monitor
9 those reports. We'll take a sample as well from
10 those going forward, especially on the mold front.
11 The folks are hitting the 30-day requirements of the
12 bias [sic] case, will also be doing our own
13 compliance follow-up on that. I don't know
14 [inaudible] the Asset Management Team does as well,
15 but there's a lot of oversight in the repair process
16 now.

18 JONATHAN GOUVEIA: I mentioned this
19 earlier, and I think in my testimony, and I think in
20 response to a couple other questions, but we now have
21 monthly reporting which has been up for about a year
22 or so, and it is on a number of factors related to
23 those conversions. So, operations, we're looking at
24 the financial health. We're looking at MW-- we're
25 looking at Section 3 hiring. And as Brad said, you

1
2 know, we're looking at work orders. We want to make
3 sure that work orders in particular around things
4 like pests, mold, elevators, heat, etcetera are being
5 addressed, number one, and number two, it being
6 addressed in a timely fashion. Those are sort of the
7 big categories that our Asset Management Team is
8 focused on.

9 CHAIRPERSON AVILÉS: And what are the
10 steps that are being-- that will-- that would be
11 taken if you find that the property management teams
12 are not meeting their benchmarks or these repairs?

13 BRAD GREENBURG: So, far we have been
14 fortunate. We have not seen any significant issues,
15 and whenever we've had concerns we've had
16 conversations, and we've seen improvement. However,
17 if we were ever in a situation in which a partner
18 just flagrantly was choosing or in-- unable to
19 actually fulfill their requirements, we do have the
20 right to remove the partner from the team and bring
21 in another property manager. That is something that
22 we can do. We could also look at withholding the
23 subsidy as an incentive to, you know, course correct.

24

25

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2 CHAIRPERSON AVILÉS: Thank you. I'm
3 going to pass it along to my colleague, Council
4 Member Mealy who has questions.

5 SERGEANT AT ARMS: Time will begin.

6 COMMITTEE COUNSEL: I believe Council
7 Member Mealy left the Zoom chat.

8 CHAIRPERSON AVILÉS: Unfortunately, we
9 made Council Member Mealy wait too long. So we will
10 get back to you. In terms of-- I'd like to switch
11 the conversation a little bit to, particularly to
12 staffing. How has RAD impacted the levels of union
13 staff for NYCHA?

14 JONATHAN GOUVEIA: We did get this
15 question last evening, and we're compiling that
16 information. So, I will turn it to Gillian or
17 Marissa to chime in on some of the details, but
18 generally speaking, you know, the staffing levels are
19 comparable to what they were prior to the conversion.
20 In some cases, of course, where needed staff
21 complements have increased, but I think more than
22 anything what you're seeing is just a different way
23 of doing the work, which is more effective. Gillian
24 or Marissa, if you want to chime in on the exact
25 numbers, that would be great.

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2 MARISSA SCHAFFER: Sure. So we only had
3 the opportunity to pull specific information in a few
4 instances. Since we received your question, but as
5 Jonathan said, in general staffing levels increased
6 by, you know, a margin, not a huge margin, but do
7 increase post-conversion. I would say also
8 significantly following PACT conversions, we're
9 typically able to set aside vacant units for live-in
10 superintendents, which we don't have under NYCHA
11 management. So those are two of the key differences,
12 but if there's any other information you'd like us to
13 provide, we're happy to compile that after this
14 hearing as well.

15 CHAIRPERSON AVILÉS: Sure. I'd love to
16 know how many of those increases in staffing are
17 union, unionized work. And certainly, what kind of--
18 what kind of positions are we talking about? Are
19 they part-time, full-time, and are they unionized
20 positions? In terms of-- has RAD had any effect on
21 resident hiring, particularly Section 3? I don't
22 even know if Section 3 applies to RAD conversions.
23 Can you tell us a little bit about that?

24 JONATHAN GOUVEIA: I does, and our
25 current statistics are-- so total placements are 251

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2 jobs through Section 3, and then specifically NYCHA
3 residents would be 156 across Ocean Bay, Betances,
4 Twin Parks, and Highbridge/Franklin, Baychester and
5 Murphy, Hope Gardens, the Brooklyn bundle and the
6 Manhattan bundle. And obviously we've done more
7 conversions since the Manhattan bundle, and so we
8 would expect to see those numbers continue to
9 increase.

10 CHAIRPERSON AVILÉS: And what would--
11 what percentage would that represent in terms of
12 employment opportunities, and I guess compared to
13 investment, right? Because it's tied to the amount
14 of subsidy.

15 JONATHAN GOUVEIA: We can compile that
16 for you and get that for you.

17 CHAIRPERSON AVILÉS: We know often this
18 is a standard that is not met across NYCHA generally,
19 so it's particularly important to understand if this
20 standard is also being met--

21 JONATHAN GOUVEIA: [interposing]
22 Absolutely.

23 CHAIRPERSON AVILÉS: under PACT. Thank
24 you for that. In terms of-- let's see. I think we
25 are-- so many questions, so little time. I'd love to

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2 talk a little bit about the wait list process, which
3 has certainly flagged, been flagged as a pain point,
4 particularly under RAD and PACT, and a process that
5 is often described as changing depending on who you
6 talk to, and very much a passing the buck depending
7 on who you're talking-- which development you're
8 talking about. And when I say passing the buck I
9 mean it's NYCHA, it's HUD, it's the private
10 management company. Can you specifically walk us
11 through what the process is for transferring, for
12 right-sizing in apartments, and also for the wait
13 list?

14 JONATHAN GOUVEIA: Sure. We've been
15 doing a lot of work on this, and I'll turn it to
16 Marissa to talk about the wait list and how we're
17 currently viewing it. But just on the right-sizing
18 piece, I will say right out of the gate that it is a
19 requirement of HUD, both in Section 9 and Section 8
20 to right-size. It is true that we may not have
21 timely right-sized under Section 9 over a number of
22 years, but we do have to do it through the
23 conversion, not because of the conversion, but
24 because we would have to do it anyway under Section 9
25 and Section 8. But what is important here is that in

1
2 order to do the right-sizing, there has to be an
3 appropriately sized apartment within the development.
4 So, it is possible that someone could be in an
5 apartment that's either too big or too small, but not
6 be forced to leave or have to leave until an
7 appropriately sized apartment comes up. So it's not
8 as if, you know, you just start moving people around,
9 they have-- the apartment has to be vacated and
10 available for someone to move in. And then just in
11 terms of where we are with the wait list, if Marissa
12 could give a little bit of guidance on that.

13 MARISSA SCHAFFER: Sure. So, NYCHA,
14 because we're the Section 8 subsidy administrator, we
15 also manage the Section 8 wait list. So following
16 the conversion, a Section 8 wait list opens specific
17 to that development, and folks can add themselves to
18 that wait list and then be eligible to fill the
19 vacant units at the development when they open up.
20 The property manager, they assist residents in
21 connecting them to NYCHA leased housing to ensure
22 they're on the wait list, but the property manager
23 does not manage the wait list in any way, neither
24 does HUD. There are other HUD Section 8 programs
25 where HUD does manage the wait list, but not in the

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2 PACT program, because again, we're the Section 8
3 administrator. That's the role we play.

4 CHAIRPERSON AVILÉS: Thank you for that.
5 I'm sure we'll get more stories around what it looks
6 like on the ground. In terms of-- in terms of the
7 agreements that are made with social service
8 providers under PACT, here is another pain point
9 that's come to our attention. There's very little
10 clarity around what those contracts are. Who are the
11 social service providers, in fact, accountable to?
12 What are the scope of the projects? Can any of those
13 items be made public so people understand what those
14 relationships are and expectations?

15 SIMON KAWITZKY: So, thank you for that
16 question. We actually do not contract directly with
17 the social service providers. That is the role of
18 the PACT partner, so the development team. They
19 enter into a contract with the provider, who then
20 provides the services at their development. So
21 they're responsible for paying the provider and
22 working with them to develop a scope and a budget.
23 The services that our partners provide actually
24 recently in the last year and a half or so, we
25 updated our guidance to all of our partners to make

1
2 sure that there is consistency across all of our
3 developments in terms of the services that are
4 provided. I'll say first that all the services that
5 are currently available on the site have to remain.
6 So there are a number of community centers that are
7 operated by private, nonprofit community-based
8 organizations at all of our developments, by in
9 large. And we require that our partners retain those
10 operators in the spaces that they currently use. We
11 also have an opportunity through these investments to
12 make important repairs and upgrades to those spaces.
13 So that, you know, to Jonathan's point about how
14 we're not just fixing the brick and mortar of the
15 housing, we can also enhance services and amenities
16 at the development. But one of the key things that
17 we're asking all of our partners to do is really
18 provide dedicated on-site social workers and case
19 managers, and that's a service that NYCHA in the past
20 had provided in a more hands-on way and had moved
21 away from in recent years. We want to make sure that
22 as, you know, our residents are dealing with a lot of
23 different issues, introducing this program and the
24 prospect of pretty significant renovations to their
25 homes, disruptions-- you know, there's no doubt that

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2 there's disruptions to people's daily life-- that
3 they're supported with people who are dedicated an
4 on-site who can really get to know them and refer
5 them onto the right kinds of services for their
6 needs. That is with respect to the renovation
7 process, but also after the property is finished
8 construction. If somebody is facing-- you know,
9 they've fallen behind on their rent and they have
10 significant arrears, or they need referral to health
11 services, anything like that, the partners are there
12 and can help provide those-- that assistance.

13 CHAIRPERSON AVILÉS: Thank you for that.
14 That is very helpful. I will say there are a good
15 number of sites under PACT where residents have said
16 they have no idea what the social service providers
17 are supposed to be doing, nor have they seen them on
18 campus. So is-- are the social service provisions
19 elementals subject to compliance review on quality
20 and service?

21 JONATHAN GOUVEIA: Anything is subject to
22 our review, so yea, we'll take a look at it. Do you
23 want to--

24 CHAIRPERSON AVILÉS: [interposing] But do
25 you do it?

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2 JONATHAN GOUVEIA: We have not in the
3 past with the social service providers. We've mostly
4 focused on maintenance, which is what we usually get
5 from residents. I don't know that we've gotten that
6 particular complaint before, but if you want to touch
7 base after the hearing, then we can talk about the
8 sites that you're concerned about. We'll look into
9 it.

10 SIMON KAWITZKY: and I'll just add that--
11 we do-- even though I mentioned that that arrangement
12 is between the partner and the provider, NYCHA does
13 review and approve all of those arrangements, and
14 we're playing a much larger role in that now. So,
15 one of the things that we want to do going forward
16 for the sake of transparency and so that residents
17 really understand in writing, you know, all of the
18 things that are going to come along with this
19 program, not only the physical investments, but also
20 the programmatic things, put that down into a
21 document that they get in their hands prior to
22 conversion so that all of that hopefully will be
23 there for all to see and to understand. When it gets
24 to that point, of course the residents will have
25 played a role in shaping those plans. So everything

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2 in there should be based on their needs and their
3 guidance, but we do want to make sure that there's
4 more transparency going forward by memorializing all
5 that information up front.

6 CHAIRPERSON AVILÉS: Right, because even
7 at the meeting I was at yesterday, no one knew the--
8 there was actually quite a lot of positive comments
9 on the repairs that were made, the speediness of
10 which they were made over the time of COVID, which
11 was really truly unheard of, and you know, there are
12 definitely positive stories here. However, those
13 residents in the same token also are not only finding
14 the relationships now with the social service
15 providers to be very much in question and unclear,
16 but also how they fare as resident associations under
17 management, and particularly no guidance around, you
18 know, TPA funds, how that's distributed, a whole new
19 layer of expectation around reporting, specifically,
20 and how to access funding with new layers of like
21 requirements that TAs have never had, the structure
22 or the support before with no additional training,
23 and a management company that's like, "I don't have
24 any idea about that stuff."

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2 LEROY WILLIAMS: so, I believe Jonathan
3 spoke earlier about a new post-conversion unit maybe
4 in the last year, year and a half that we put
5 together. Their main job is to meet with the
6 resident associations, the community-based
7 organizations on the ground, any kind of community
8 leaders that are there. They're there to assist
9 with, you know, TA funds, because we saw the gap
10 where resident engagement was really assisting them
11 and spending the funding, understanding how to spend
12 and things like that. So we have the post-conversion
13 unit. Just last week they met with the associations
14 and the managements of Boulevard, Linden Houses, and
15 Penn/Wortman so that they could understand what their
16 budgets are, what they can use the funding on, and
17 also to go over how NYCHA did it, talk to them about
18 if this is the same course of action they want to
19 move forward with or do they want to change it,
20 right? So, we want to make sure that whatever the
21 way that it is going to go forth is that the
22 residents are at the forefront of that. So, most
23 have, you know, agreed to try to do the same thing
24 because it's been working for them, and they got the
25 card and being able to access the funding, but

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2 because they didn't have that resident engagement
3 person assigned to them there were some gaps. But
4 now we have that post-conversion unit, and then
5 they'll be following them through the duration of
6 this.

7 CHAIRPERSON AVILÉS: so how does this
8 particularly work with post-conversions are now
9 under-- the residents are under private management
10 company, yet they want to apply for discretionary
11 funding? City money cannot go to a private
12 corporation. How have we figured out that process?

13 LEROY WILLIAMS: So, some have-- and
14 again, this is very new because some of the sites
15 have not gotten discretionary before and some have.
16 Some are using their community-based organization
17 that's on the grounds of their developments to be
18 that third-party--

19 CHAIRPERSON AVILÉS: [interposing]
20 [inaudible]

21 LEROY WILLIAMS: Yeah, for the funding.
22 You know, I just talked to one of the developments on
23 Barry [sp?] Street about using their social service
24 provider that's on the grounds as their pass-through.
25 So we're working with them with that. So if NYCHA

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2 needs to step in, then we'll do so, but because most
3 of these developments have their social service
4 providers and CBOs on the grounds. It will be better
5 for them to get the funding through that way, because
6 again, we are a government agency and it's harder for
7 us to do things than a CBO.

8 CHAIRPERSON AVILÉS: Yes and no. When it
9 turn-- for private funding or for government funding.
10 Government funding going to a nonprofit who is
11 passing through to an unincorporated entity could be
12 problematic. Government funding also that's going
13 to, I think in the case of these tenants, a higher
14 threshold of reporting, right? Now they're being
15 asked for liability insurance. They're being asked
16 for a whole slew of documentation they never had to
17 do because it was a government to government
18 transaction, and NYCHA as a public entity was taking--
19 - or holding liability. So, there still seems to be
20 very much a disconnect, and what the structure are.
21 How do-- literally, I had this conversation yesterday
22 with residents. So, this is an area clearly there's
23 some work to be done.

24 LEROY WILLIAMS: Agree.
25

CHAIRPERSON AVILÉS: Thank you for that.

In terms of resident engagement-- don't go. One of the Council Members mentioned-- I guess I'd like to know how community partners fare into this new engagement model around, you know, PACT conversions quite frankly. We have seen, and NYCHA has a relatively strong track record of not doing great organizing or outreach to residents. We see that in the numbers of people involved, despite very serious attempts. That's not to say that they are not making that effort. Is there any consideration of partnering with community-based providers who have those trusted relationships with tenants to engage in robust outreach around educational efforts?

SIMON KAWITZKY: Yeah, I can speak to that and Leroy can chime in as well. One of the initiatives that we launched recently that Jonathan alluded to in his testimony is called the PACT Resource Team, and that was set up sort of like a fund that NYCHA created so that residents who want to take advantage of independent community-based organizations to help in whatever efforts, whether it's advocating for their needs as part of the PACT planning process, education residents in their

1
2 community about the program in a way that works best
3 for them, can use that. So that's a resource we're
4 making available and we're paying for. It's
5 administered by LISC NYC and Public Works partners
6 who lead it. They are responsible for matching
7 residents up with those partners, and they've
8 actually created a pool of partners who are
9 interested in engaging with NYCHA residents on these
10 tropics. LISC recently published it to their
11 website, and we're always interested in partnering
12 with additional organizations. So it's kind of a
13 rolling application, but there are a lot of great
14 community-based local organizations on that list, as
15 well as a lot of, you know, consulting groups and
16 advocates, and research organizations who have
17 experience with NYCHA resident. And the residents get
18 to choose who they would work with.

19 CHAIRPERSON AVILÉS: Got it. And if
20 through the whole scope, NYCHA, my understanding was
21 particularly relegated to, you know, the process,
22 conversion process itself, but you're stating that it
23 is much broader?

24 SIMON KAWITZKY: It's really broad. We
25 laid out kind of menu of options just to get, you

1
2 know, the creative juices flowing round what kinds of
3 things people could take advantage of. I will say
4 that this initiative was inspired by our experience
5 with Fulton and Elliott/Chelsea. They had a lot of
6 support from advocates, elected officials, community-
7 based organizations with experience doing this kind
8 of work, and really I felt resulted in a trusted
9 process, you know, where we were saying things that
10 residents could then really trust that we're giving
11 them accurate information because it vetted fully by
12 their partners that they had there in the room
13 defending and advocating for them.

14 LEROY WILLIAMS: I do-- I'm sorry. I do
15 want to add that they meet with the association
16 presidents and the residents at-large. So, you know,
17 it's not just, you know, putting someone in a room
18 with them and just saying this is what's happening,
19 right? They're really trying to get what their needs
20 are so that they can come with partners that will
21 really assist them.

22 CHAIRPERSON AVILÉS: So, in terms of the-
23 - obviously, LISC it sounds like the administrator of
24 the program. Are they subcontracting with smaller
25

1
2 organizations that residents are choosing and what
3 are the scale of those subcontracts?

4 SIMON KAWITZKY: Yeah, that's exactly how
5 it works. So we have a master agreement with LISC,
6 and they kind of work as a grantee to these
7 organizations. They serve as the overseer of all the
8 contracts. The size of those contracts is really to
9 be determined based on the need of each development.
10 We procured them through a process that has a not to
11 exceed amount, which is very high. It's 10 million
12 dollars over five years, but the amount of funding we
13 would allocate to each development is really to be
14 determined based on the need.

15 CHAIRPERSON AVILÉS: Got it, right.
16 Because this is just starting, this program. Thank
17 you. Yeah, I think many organizations would-- and
18 tenants would welcome being able to partner with
19 longstanding community-based organizations that have
20 been helping them navigate pre-conversion standard
21 NYCHA repair issues in a post-conversion environment,
22 particularly because they're both culturally
23 competent and generally are multilingual. So I hope
24 those contracts are actually-- are equitable. They
25 are often not and not sufficient for the level of

1
2 outreach and engagement that it requires, and the
3 expertise quite frankly it requires. So, I'm
4 encouraging appropriate level of subcontracts. So,
5 we'll see.

6 SIMON KAWITZKY: Absolutely, I agree.

7 CHAIRPERSON AVILÉS: We'll see. We'll
8 see. In terms of-- so I guess right now we'll move
9 forward to public testimony so we can hear from some
10 of the advocates and residents.

11 COMMITTEE COUNSEL: I would like to now
12 call Brenda Temple [inaudible], and following that it
13 will be Danny Cabrera, and [inaudible].

14 BRENDA TEMPLE: Good afternoon, everyone.
15 Can you hear me?

16 CHAIRPERSON AVILÉS: Yes.

17 BRENDA TEMPLE: Okay. Greetings to all.
18 Thank you, Chair, and everyone who is opposed to
19 privatization under any name. My name is Brenda
20 Temple. I am resident of Oceanside Houses, Far
21 Rockaway, Queens. [inaudible] a New York City-wide
22 petition campaign to demand that Eric Adams stop the
23 privatization of public housing and support residents
24 to manage their housing developments. We residents
25 abhor [sic] and HUD and NYCHA have let the conditions

1
2 of our homes to over 600,000 New Yorkers decay, rot,
3 and poison our people. Stop the privatization and
4 end of public housing. NYCHA and the City of New York
5 have been implementing RAD and PACT to turn
6 management of public housing over to private
7 developers who will make money, a lot of money on our
8 backs using government guaranteed financial vouchers.
9 Privatization of public housing ends public housing
10 and you know that. NYCHA won't provide oversight of
11 developers, and you know that. Section 9 offers
12 federal protections to residents that developer-run
13 Section 8 won't, and you know that. Privatization is
14 nothing less than a vicious attack on the poor with
15 shoddy repairs, increased rents, evictions and
16 displacements. You know that. You also know that we
17 are the backbone of this society. We have always been
18 essential and without us this city or country would
19 be doomed. Who else will clean your grandparent's bed
20 sores, take care of your children, cook, clean,
21 teach, protect, etcetera. The silence of you, our
22 elected officials, in New York City is deafening.
23 Did you all lack the political will? You say there's
24 no money. Of course there's no money when you're a
25 silent-- when you don't fight on our behalf, your

1
2 constituents, one in 14 New Yorkers who live in
3 public housing, and you know that. Where are your
4 priorities? We demand decent housing. Keep public
5 housing public. We want the resident manage our own
6 homes. Will you, the New York City Council, do
7 something to fight ad protect public housing? These
8 are human, moral, civil right crimes. Fund NYCHA
9 now, and stop the slow process of-- at the exodus of
10 the hardworking, low-income residents of our city.
11 So, there are human rights that are being violated,
12 and it's steaming [sic] systemic racism. So we are
13 pushing back, and God bless you to give you the will
14 to do the next right thing. Thank you.

15 CHAIRPERSON AVILÉS: Thank you, Ms.
16 Temple. Since you cut out in the audio a little
17 earlier, just for a couple of seconds, would you
18 submit your testimony by email?

19 BRENDA TEMPLE: Yes, I have [sic].

20 CHAIRPERSON AVILÉS: [inaudible] Thank
21 you.

22 COMMITTEE COUNSEL: Next, we'll take
23 testimony from Danny Cabrera, followed by Dana Eldin
24 [sp?], and Diana Blackwell.

25

1
2 DANNY CABRERA: Good afternoon. My name
3 is Danny Cabrera, and I'm a Policy Analyst at
4 Citizens Housing and Planning Council. As we all
5 know, NYCHA's in desperate need of more resources,
6 detail a history of disinvestment to address this 40
7 billion dollar capital repair backlog. To date,
8 PACT/RAD is only currently accessible to what NYCHA
9 has available to substantiality invest in and improve
10 the living conditions of residents. NYCHA residents
11 should not have to worry about whether or not they'll
12 have heat or hot water during frigid winter days.
13 NYCHA residents shouldn't have to worry about whether
14 a never ending possibility of a leak can occur in
15 their apartment. These conditions are unacceptable
16 and they're persistent ramifications of disinvestment
17 that need to stop and be rectified. Our city's
18 public housing residents deserve so much better. As
19 mentioned, the PACT program provides a solution by
20 meeting and exceeding the outstanding capital needs
21 of developments to fully restore and renovate
22 building to provide residents with the housing
23 quality and services they deserve. CHPC is pleased to
24 see NYCHA, and the City understands the success of
25 PACT and the preservation of NYCHA requires

1 investment and also requires centering resident
2 voices as resident decision-makers in the process of
3 preserving their own homes. CHPC's research from
4 London highlights how London's public housing
5 conditions were radically improved by doing so.
6 Traditionally, we know NYCHA provides its residents
7 with forums to obtain information and address
8 concerns. The degree of involvement allowed
9 residents to be heard, but didn't necessarily
10 position them as decision-makers. However, now,
11 NYCHA's taking a dramatically new approach inspired
12 by resident decision-making in London. Over the past
13 year, NYCHA's proven to be nimble in developing and
14 implementing the PACT resource team and the formation
15 of Resident Review Committees. These are not just
16 welcomed changes to the PACT process, but historic.
17 NYCHA's Resident Review Committees provide residents
18 from developments entering the PACT program with a
19 true seat at the table to evaluate PACT proposals for
20 the developments, interview PACT development teams,
21 and ultimately select the plan and team best-suited
22 for their homes. Residents are directly shaping the
23 future of their homes, and NYCHA's emerging as a
24 national leader in doing so. No other housing
25

1 authority in the United States of America provide
2 public housing residents with this level of decision-
3 making power. Beyond these historic new processes
4 that ensure residents are decision-makers, through
5 CHPC's research, we have seen early examples that
6 PACT/RAD can be successful. In 2018, we conducted an
7 evaluation of the Tri-Borough Pilot Projects which
8 utilizes similar structure to RAD's public private
9 model for six NYCHA properties. CHPC compared work
10 order for Tri-Borough Properties with a group of
11 properties that remain under NYCHA control. We found
12 that after investments were complete and the new
13 management was in place, the number of work orders
14 fell, and more importantly, the response times
15 substantially improved. We also conducted a tenant
16 survey and found from hundreds of residents and
17 learned about-- learned from hundreds of residents of
18 their impressions of the rehab. The results were
19 unsurprising. When you spend millions of dollars to
20 modernize a development, tenants-- when tenants get a
21 new kitchen and new bathroom, new operating system,
22 residents are happier. However, we also did find
23 residents in Tri-Borough recorded feeling safer,
24 rated day-to-day management as more responsive, and
25

1
2 experienced quicker repair times than NYCHA residents
3 in similar NYCHA properties. So while the PACT
4 program isn't perfect, there are very encouraging
5 signs here that something new and historic is
6 emerging. Thank you so much for your time.

7 CHAIRPERSON AVILÉS: Thank you so much
8 for your testimony.

9 COMMITTEE COUNSEL: Thank you. We'll now
10 hear from Dana Eldin [sp?] followed by Diana
11 Blackwell [sp?], and Karen Leeder [sp?].

12 SERGEANT AT ARMS: Your time will begin.

13 DANA ELDIN: Good afternoon. Can you
14 hear me? Can you hear me now? Okay. Good
15 afternoon, Councilwoman Avilés, and thank you so much
16 for this opportunity. There have been so much
17 discussed this afternoon. I am a Resident President
18 from South Bronx, from St. Mary's to be precise, and
19 we are not RAD or PACT. But the proposition has been
20 approached. We've also been propositioned to be
21 resident management. The criteria that I see for
22 residents and the conversion in regards to seniors
23 and disabled seniors like myself, who's wheelchair
24 bound. It's unclear and I feel that at the end of
25 the day that some of us are not being heard, also. In

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2 regards to the rent cap of 30 percent, it would not
3 apply to many of our residents. St. Mary's
4 originally was a middle-class development where we
5 had to have a certain amount of income to live here,
6 until 1980 when the ACLU took us to court and sued,
7 and we were then open to open residency. At the end
8 of the day, many of those working professionals are
9 now in the latter years, some in their 70s, 80s. I
10 even have a resident who is 104. So they receive
11 pensions and such besides their social security.
12 Section 8 is not going to work for them. They're
13 already paying CLE [sic] rents, and at the end of the
14 day, even being relocated is not going to work for
15 them. Such as myself, I live alone so I have no one
16 that would be able to help me maneuver that type of
17 fee, and so I fear that those that aren't [sic] in
18 RAD and PACT will be ignored and insufficiently
19 treated in regards to those relocations. Also, we
20 are being forced into Section 8, which I think is
21 unlawful. We should be able to remain Section 9, and
22 those that want to be Section 8 will make that
23 choice. There's nothing legal in this matter, as far
24 as I'm concerned, to force any resident into a
25 Section 8 program that they do not want to be in. As

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2 a President here, I've seen how Section 8 has treated
3 my residents, and it is awful. They're being ignored.
4 Some of their repairs have to wait until they get an
5 approval. They don't get their inspections done on
6 time. It's just unheard of how they're being
7 treated, and I'm totally against it. As far as the
8 leverage that Section 8 would bring to NYCHA and
9 these prospective private managements, how much more
10 could it be that they would force us into a program
11 that we don't want? I just-- blatantly, I refuse RAD
12 and PACT. I refuse Section 8 and so do many of my
13 residents, and I think that we're not being heard.
14 Now, everybody has a solution, but they're not
15 talking to us, and I think that's very unfair and
16 it's criminal actually, to put someone that's over,
17 you know, over age into a system that they don't want
18 to be in, and then to move them about while they do
19 these repairs. And although, you mentioned Betances
20 being so-- one of those renovated developments that's
21 now in PACT or RAD. I talk to the residents of
22 Betances, and they're still having issues with mold
23 and leaks. Things-- it was just façade that they had
24 when they replaced the outside. They gave them new
25 countertops and cabinets and bathroom, but the real

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2 problems that they have were not addressed. So, I'm
3 against this program. I'm against both programs,
4 RAD/PACT and I'm against Section 8, and that's all I
5 have to say. Have a great day.

6 CHAIRPERSON AVILÉS: thank you so much
7 for your testimony.

8 COMMITTEE COUNSEL: Thank you. We'll now
9 hear from Diana Blackwell followed by Karen Leader
10 [sp?] and Marquis Jenkins [sp?].

11 SERGEANT AT ARMS: Your time will begin.

12 DIANA BLACKWELL: Good afternoon, Madam
13 Chair. My name is Diana Blackwell and I'm President
14 of Fred Samuel in Central Harlem. Today, I'm not
15 only going to testify for myself but on behalf of
16 several other developments. I've been on RAD, the
17 RAD committee from the onset and have remained active
18 communicating with many of these who have converted
19 from Section 9 to Section 8 under this program. Some
20 of the most significant ways that some of the
21 residents express that they were impacted was when
22 they started experiencing the quality of life that
23 they have deserved. Homes are now healthier, safer,
24 and more secure. Some residents are working who
25 weren't able to work in the past and now can pay

1
2 their rents. They're able to access social services
3 for issues pertaining to health, rental assistance,
4 mediation, and other services. Overall, they're
5 proud to be living where they are and can bring
6 guests and not be ashamed. For me personally, our
7 development will be a sustainable development, and
8 I'm very happy about that. On the other hand, there
9 are those who believe that this process has a
10 nugatory [sic] effect and has expressed how they wish
11 they had not left NYCHA in that the services or lack
12 of them were yet fully operational, noting especially
13 some senior buildings. Communication with management
14 is not very responsive. Repairs have been for
15 internal fixes such as mold, mildew, are repeating
16 the same way they did under NYCHA management. Now, I
17 believe, and I'm a supporter of the RAD/PACT program,
18 but I'm working to see that the work that we did on
19 the roundtable comes to fruition. Our development,
20 Samuel City, is in round nine, and I found that there
21 has been a number of changes since we began. They're
22 good changes, but they seem to be such as-- I want to
23 say that resident involvement. We were one of the
24 first to participate in the resident selection of the
25 developer. To date, this joint effort is working to

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2 the tenants' advantage. Our communication is two-
3 sided. There listening to us, and we're talking.
4 They're responding, and we're challenging them. We
5 know that we won't get everything we ask, but our
6 tenants won't stop trying. This is a work in
7 progress. If it is to be successful, it will take a
8 joint effort between NYCHA, the new developers and
9 residents. Residents must be the oversight that is
10 needed to assure that this is working, that it is--

11 SERGEANT AT ARMS: [interposing] Time is
12 expired.

13 DIANA BLACKWELL: going correctly going
14 forth. Okay, I'll just conclude right here. It's
15 critical that we get this right, because to date
16 there's no other funding sources that can repair
17 these physical distressed properties nor the lives
18 that are within them. The program is not perfect,
19 but it is needed now. Thank you.

20 CHAIRPERSON AVILÉS: Thank you so much,
21 Ms. Blackwell, and I can't agree with you more. We
22 must get this right, and there are-- have been a
23 number of lessons and information that we've gathered
24 here in the hearing today that we have to be sure to

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1
2 implement and lean into wholeheartedly. So thank you
3 so much for your testimony.

4 DIANA BLACKWELL: Thank you.

5 COMMITTEE COUNSEL: Thank you. We'll now
6 hear from Karen Leader, followed by Marquis Jenkins
7 [sp?], and Latisha McNeil [sp?].

8 SERGEANT AT ARMS: Your time will begin.

9 KAREN LEADER: Good afternoon, Madam
10 Chair, the members of the Committee on Housing and
11 are present. My name again is Karen Leader, and I'm
12 Executive-- on the Executive Board at Cooper Park
13 Houses, a part of REACT and RPPH. NYCHA residents
14 remain in opposition of our homes being put into the
15 hands of another private landlord. Let's call RAD
16 and the Trust what it is, it's brainwashing [sic].
17 There is several problems with this RAD conversion.
18 The new leases are confusing to the residents. They
19 contain unreliable content, and they also take away
20 many residents protections. Residents are being
21 deceived into believing that this conversion is the
22 best thing since sliced bread. Why is everyone other
23 than residents ignoring the fact that evictions are
24 happening at a faster and higher rate under these
25 private companies. NYCHA believes that RAD and the

1 Trust offers them hope and that there will be a
2 steady source of funding which includes ability to
3 borrow money. However, borrowing money means that
4 collateral is needed. Our homes are being used as
5 collateral without the necessary legislative
6 protections in place in the case of a default. It is
7 said that you, the City, may step in if there should
8 be default [sic]. However, may mean that there is a
9 possibility that you may not step in. Instead of
10 putting your trust in the Trust or in the RAD, we're
11 asking that you trust residents to own and manage
12 these properties through the use of subsidies, bonds,
13 and other sources. The resources are there. If the
14 Governor can negotiate a new stadium at the cost of
15 850 million dollars in tax payer dollar, why aren't
16 NYCHA residents receiving a substantial amount? If
17 our political leaders have boosted US military
18 spending, why are we being offered coins to cover our
19 operational expenses and capital repairs? If
20 Congress can approve 13.6 billion dollars in
21 emergency spending to help Ukraine fight against
22 Russia's invasion, where are our emergency spending
23 funds? If the City used--

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25 SERGEANT AT ARMS: Time expired.

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2 KAREN LEADER: one moment-- can use bonds
3 to fund capital improvement projects and collect
4 property taxes to repay the debt, why isn't something
5 like this being done to assist NYCHA? In closing, we
6 are looking to you to be meaningful voices that you
7 were hired to be to the many families, citizens, tax
8 payers, and veterans living in the only affordable
9 housing provided in New York City for low income New
10 Yorkers. We are counting on each of you to renew our
11 faith in our government. Thank you.

12 CHAIRPERSON AVILÉS: Thank you so much
13 for your testimony. We hear you loud and clear.

14 COMMITTEE COUNSEL: We'll next hear from
15 Marquis Jenkins, followed by Latisha McNeill [sp?],
16 and Ronald Topping [sp?].

17 MARQUIS JENKINS: Thank you. Thank you
18 and good afternoon Council Member Alexa Avilés and
19 all the other Council Members, and thank you for
20 holding this very critical hearing. Over the last
21 five years, the New York City Housing Authority has
22 transitioned over 15,000 public housing apartments
23 into private management due through the Rental
24 Assistance Demonstration and Permanently Affordable
25 Commit Together program. Residents who preserve

1 public housing and public housing residents citywide
2 have been firmly opposed to any privatization-based
3 efforts to address funding or living conditions at
4 NYCHA. While the RAD and PACT program have been held
5 by some as a solution to the budget and repair issues
6 facing NYCHA and public housing community, there have
7 already been many well-documented reports of many
8 issues residents continue to face during and even
9 after RAD/PACT conversions in their community. local
10 journalism from City Limits [sic], the city, and
11 reports from the Human Rights Watch have uncovered
12 the extensive quality of life concerns for residents
13 in PACT converted communities, including skyrocketed
14 eviction rates, [inaudible] repairs, maintenance
15 issues, and even dire public health concerns such as
16 lead and mold, lacking transparency, communication
17 and accountability between residents and private
18 property management, as well as weakened tenant
19 protections, such as loss [sic] of legal stipulated
20 regulations for lead and mold abatement. As a
21 resident-led organization, we have also heard from a
22 number of members facing similar issues in their
23 community as well as into the shoddy and uncompleted
24 repair work and dangerous conditions for residents
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2 living through construction or renovation in their
3 homes through the pandemic. It is also clear that
4 the issues are not unique to PACT conversions, but
5 instead are symptoms of the for-profit motive
6 embedded in the private market of housing. As
7 several of the largest property managers involved in
8 the Path program, Path and the PACT program also have
9 extensive records of housing violations in their
10 privately owned and publicly subsidized affordable
11 housing buildings across the City. It is in this
12 light that we oppose not only the ongoing RAD/PACT
13 conversions, but any and all privatization that
14 empower private interest within public housing,
15 including the newly introduced public housing
16 preservation trust legislation that would make NYCHA
17 beholden to its creditors before its community. To
18 that end, RPPH is calling on the City Council to
19 redirect 1.2 billion in funds allocated for the PACT
20 program in Mayor Eric Adams' Executive Budget onto
21 NYCHA's capital and operating budget. Much of the
22 justification for pursuing privatization efforts and
23 PACT programs in particular have relied on the lack
24 of public funding for Housing Authority. Yet this
25 Administration is earmarking over one billion

1 dollars, not for public housing, but for the erosion
2 and privatization of public housing calls that
3 rationale into question. In the midst of rising
4 rents and crisis of affordability and homelessness
5 sweeping across the City, it is counterintuitive and
6 unconscionable to divest from the only existing
7 program that provides a solution. Truly affordable
8 and permanent housing [inaudible] provided through
9 the New York City Housing Authority. We demand-- and
10 I close with this. We demand that 1.2 billion be
11 allocated instead to NYCHA's existing capital budget
12 and that the 59 million in-- that 59 million increase
13 the Department of Corrections to add 578 new officers
14 is instead allocated to conducting an independent
15 audit and increasing the size of the capital projects
16 division at NYCHA. We applaud the City Council's
17 recent call for the 400 billion investment and to
18 affordable and supportive housing, but without the
19 investment into public housing and NYCHA, these
20 efforts will amount to little more than half measure.
21 Instead, we call on the Council to meet the moment of
22 the City's housing crisis with a total of 2.5 billion
23 in investment in NYCHA's both capital repairs and
24 operating costs. Finally, alongside our call to
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2 privatize NYCHA's-- finally, alongside our call to
3 prioritize NYCHA proper within the City's budget,
4 RPPH is also advocating for the implementation of an
5 independent, comprehensive, and forensic audit of
6 NYCHA's accounting. The pitfalls of privatization and
7 the need for public funding is clear, but so is the
8 need for transparency and accountability in NYCHA
9 Administration. For far too long there has been a
10 harmful lack of both transparency and accountability
11 with regards to NYCHA's budget allocations and
12 spending in particular leading to focus on the
13 financial mismanagement and while negatively
14 impacting repairs and maintenance work. In addition,
15 public housing tenants and resident leadership have
16 too often been on the outskirts of NYCHA's budget
17 management and decision-making. RPPH is urging the
18 City Council to support the creation of an annual,
19 independent, forensic audit of the New York City
20 Housing Authority with specific provision for
21 resident oversight and decision-making. Thank you so
22 much for my time to speak. I will submit my written
23 testimony.

24 CHAIRPERSON AVILÉS: Thank you so much,
25 Mr. Jenkins. We appreciate you.

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2 COMMITTEE COUNSEL: We'll now hear from
3 Latisha McNeil [sp?] followed by Ronald Topping
4 [sp?].

5 SERGEANT AT ARMS: Your time will begin.
6 You're still muted.

7 LATISHA MCNEIL: Hi, good evening. If
8 you can hear me-- I'm sorry I can't go into detail of
9 all of my concerns with the RAD and PACT program. I
10 just have a lot of concerns about it. I've heard a
11 little-- I got a little bit of information from what
12 was said prior to me coming on. I'm in the midst of
13 picking up my children, but I still have a lot of
14 concerns about it and what it's going to do for NYCHA
15 in the future, and other things that I'm concerned
16 about. I will present-- I will submit something in
17 writing, but right now I cannot speak. I've been on
18 this call and I'm picking up my children. But I do
19 still have concerns about the program.

20 CHAIRPERSON AVILÉS: Thank you so much,
21 Ms. McNeil. We look forward to hearing your
22 testimony, or reading it.

23 COMMITTEE COUNSEL: Next, we'll hear from
24 Ronald Topping [sp?] followed by Lakesha Taylor.

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2 RONALD TOPPING: [inaudible] Good evening
3 everyone. We've waited a long time to get some
4 testimony in, and some of the testimony, I hope you
5 all were not on your phones [inaudible] you were
6 actually paying attention to the residents, because
7 often times people don't listen to us. They do what
8 they want, make decisions for us and don't even live
9 in our community. We oppose the RAD. We oppose the
10 PACT. We oppose even your Trust, because we don't
11 trust you, and we're not in for any of that sort of
12 stuff. We want to have a forensic audit done because
13 the Comptroller, Scott Stringer, former Comptroller,
14 did one. So when we talk about looking for a money
15 stream, there is money out there. It's just they
16 don't want it. They don't want to use it for us
17 because we have black and brown communities living in
18 public housing along with Asians and Hispanics,
19 etcetera. The problem is you got 400 million dollars
20 sitting out at Battery Park. Why isn't anybody-- or
21 getting the Mayor or having lunch with him asking him
22 to sign off on that money to be released to help
23 public housing? Why don't we re-earmark the lottery
24 system that takes in money that builds schools, that
25 schools are now consolidated and then put us on one

1 side of the highway than the other, versus the other
2 people? The moment we graduate and get out of those
3 areas, here you are telling us that we can't get a
4 bank loan. So why don't we start cutting off the
5 damn banks who are loaning the developers money whose
6 trying to displace us? RAD is slow to be a
7 demonstration, but what it really means is we'll
8 advance displacement is what it is. So we can read
9 between the lines. PACT is nothing more-- they say
10 Permanent Affordable Commitment Together. There's
11 nothing permanent. There's nothing affordable.
12 There is no true commitment, and there is nothing
13 together. So we oppose that. Those programs are
14 government programs where they want you to do what
15 government says. To much is given, much is expected,
16 but they do not realize that there are money streams
17 out there that can be tapped in to help public
18 housing. The Reagan Administration put us in this
19 damn hole, took public housing money, and reverted it
20 over to transportation with the HUD Secretary Samuel
21 Pearce [sp?]. Why isn't somebody reviewing that to
22 find out where the hell that money is? So don't tell
23 us that you can't do something, and say oh, they're
24 not going to give you any more money. We demand that
25

1
2 you give you more money, because we build this
3 country off the back of our ancestors, and without us
4 you would not be where we are today. Why not
5 preserve public housing as it see fit? We're talking
6 about the ventilation system because we don't have a
7 decent one in the development. That's why you're
8 going to get the mold. That should be corrected. We
9 need to pay attention--

10 SERGEANT AT ARMS: [interposing] Time is
11 expired.

12 RONALD TOPPING: to what is being said.
13 And I will close with this. Where there's no justice
14 there will be no peace. We oppose RAD, PACT, the
15 movement, etcetera, and Mr.-- our chairperson who
16 stands to gain the most out of this with [inaudible].
17 We don't want that development company here in New
18 York. [inaudible] is no damn good as well. So, let's
19 get rid of them. Let's find some money and fix up
20 these buildings, not cosmetic surgery, but let's do
21 the structural surgery for these people. I'm done.

22 COMMITTEE COUNSEL: Thank you. We'll hear
23 from one additional witness who is joining us via
24 Zoom, and then we have a few members of the public
25 that are present in-person. So, while she's

1
2 testifying, I'm going to ask them to come up to the
3 witness table so that we can be ready to take your
4 testimony afterwards. The members of the public that
5 are present in-person are Sean Campion, Elizabeth
6 Gyori, and Rafael Moure-Punnett. And now we'll hear
7 via Zoom from Lakesha Taylor.

8 LAKESHA TAYLOR: Hi. Thank you so much.
9 My name is Lakesha Taylor. I live at Holmes Towers on
10 the Upper East Side. I appreciate you for giving me
11 this time. My plan was also to be there in public,
12 but as we know, things happen in your home. Recently
13 my home was vandalized by a third party vendor. To
14 hear about RAD and PACT, and to understand that NYCHA
15 is giving up our homes to third-party vendors is just
16 disheartening, because again, it's showing how NYCHA
17 is just giving up their power to people who are not
18 as-- not trustworthy, and again, the resident is
19 going to have fight for their rights. A lot of this
20 stuff has already been said. We need an auditor. We
21 need to look at NYCHA's books, because we know that
22 NYCHA cannot be trusted. I had to basically hound
23 NYCHA to give me cash money for all the things that
24 were stolen out of my house. We can-- they put up
25 these pretty little pictures about people who are

1 happy, and sure, there is going to be a percentage of
2 people who are happy, but there's still a percentage,
3 a large percent of people who are suffering the same
4 under NYCHA that are going-- that are suffering when
5 they enter to these PACT and RAD development deals,
6 and that is sad, because you're here trying to say
7 look at what we're going to do, look at what we have
8 learned, and look at what's happening. The truth of
9 the matter is, we need money. We need dollars, and
10 we know-- we have known this from a long time ago,
11 and we have to make sure that these dollars that we
12 are supposed to get are going to the right place. It
13 is sad that people have lived here for generations,
14 and we have-- we're going to suffer more. You
15 understand? Our building are crumbling, and you're
16 just going into deals with snakes and lizards, you
17 understand? And that's-- it's a false promise that
18 NYCHA is spelling yet again. And we have to learn
19 from our mistakes.

21 SERGEANT AT ARMS: Time is expired.

22 LAKESHA TAYLOR: We have to learn from
23 our mistakes and make sure that we're not going to
24 put the vulnerable people who have worked hard for
25 what they have in the same predicament by saying that

1
2 these developers or these deals are going to be
3 better, and we know that it's not. If NYCHA does not
4 open up their books and truly show us what they're
5 doing with these dollars, you're truly putting people
6 in a bad predicament, and we, you, have to learn from
7 the mistakes. Thank you.

8 CHAIRPERSON AVILÉS: Thank you so much
9 for your testimony.

10 COMMITTEE COUNSEL: Thank you, and now
11 we'll hear from the panelist who are present starting
12 with Sean Campion followed by Elizabeth Gyori and
13 Rafael Moure-Punnett.

14 SERGEANT AT ARMS: Your time will begin.

15 SEAN CAMPION: thank you. Good afternoon.
16 My name is Sean Campion. I'm a Senior Research
17 Associate at the Citizen's Budget Commission. We're
18 a nonprofit, non-partisan think tank and watchdog
19 dedicated to constructive change and services,
20 finances, and policies of New York City and New York
21 City governments. Our testimony is available
22 online, so I want to highlight a few things that we
23 speak about in our longer testimony. I really want to
24 note four points we raise about RAD and PACT. First,
25 is that RAD is working. Converting from federal

1
2 Section 9 public housing funding to more stable and
3 flexible funding under Section 8 with RAD and PACT
4 has allowed NYCHA to raise funds for comprehensive
5 modernization projects across the City as we've heard
6 about today. over three billion dollars to renovate
7 more than 15,000 units with another 20,000 in the
8 pipeline, that's more than halfway towards NYCHA's
9 goals from converting 62,000 units under RAD. And
10 these investments have and will continue to
11 dramatically improve the quality of life for tens of
12 thousands of residents in these developments. Second,
13 is that the implementation has protected residents
14 and actually improved quality of life. As a member
15 of the Fulton Chelsea Working Group and Co-Chair of
16 their Subcommittee on Capital Investment, you know, I
17 can speak to sort of how the PACT program preserves
18 residents' rights and protections and affordability
19 rules, and also how now residents have a seat at the
20 table in the design and the developer selection
21 process of RAD conversions that they didn't before.
22 Third, however, is that RAD alone is not enough. It's
23 only covering 62,000 units under RAD which leaves
24 another 110,000 units without funding for repairs and
25 improved property management. And conditions

1
2 continue to deteriorate faster than NYCHA's ability
3 to fix them under this Section 9 program, even with
4 [inaudible] the city and state capital support. And
5 fourth is that the proposed Preservation Trust is the
6 best hope for preserving those 110,000 units not
7 currently in the RAD pipeline. Just to note finally,
8 you know, that time is not on NYCHA's side. When we
9 first analyzed NYCHA's capital needs in 2018, we
10 found that 90 percent of units were at risk of
11 deteriorating past the point of fixing them by 2027,
12 and the currently undergoing physical needs
13 assessment will determine whether the [inaudible]
14 continues. But [inaudible] the only path of stable
15 operations and [inaudible] is accommodation of
16 RAD/PACT and the Preservation Trust. Thank you.

17 COMMITTEE COUNSEL: Thank you. Elizabeth
18 Gyori?

19 ELIZABETH GYORI: Thank you. Good
20 afternoon, Chair Avilés, members of the Public
21 Housing Committee and members of the public. My name
22 is Elizabeth Gyori. I'm a Skadden Fellow and Staff
23 Attorney in the Citywide Tenants' Rights Coalition at
24 Legal Services NYC. LSNY is the largest civil
25 services provider in the nation and has a history of

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2 representing tenants living in NYCHA. As a Skadden
3 fellow, my project seeks to mitigate the rights of
4 NYCHA tenants, including those facing privatization
5 of their units under RAD or NYCHA's Blueprint for
6 Change, including through direct representation,
7 affirmative litigation, and a policy advocacy. As
8 we've heard today, there's an overwhelming need for
9 the City Council to take steps to ensure that public
10 housing tenants can live with dignity in their own
11 homes and have their rights fully protected. I'd like
12 to than the Committee for taking-- prioritizing this
13 critical issues, and I'll move on to make points with
14 my commentary. In addition my January 13th, 2021
15 testimony which raised concerns about risk of
16 evictions, lack of repairs in RAD/PACT buildings as
17 well as tenants mistrust, we have three other main
18 areas of concern about PACT/RAD. The first is the
19 inadequacy of NYCHA's RAD/PACT transfer procedures,
20 especially for those disabled tenants or tenants who
21 are the victims of domestic violence, sexual assault,
22 and stalking. The second is the lack of oversight
23 and accountability relating to the construction work
24 and its quality in the long-term. And the third is
25 the lack of transparency and enforcement of tenants'

1
2 rights, especially in the context of grievance
3 rights. With reaming time, I'll speak briefly about
4 these issues in turn, and my main commentary is
5 written. In terms of the inadequacy of transfer
6 procedures, we've been told that after a building
7 converts to RAD/PACT tenants can no longer transfer
8 across the entire portfolio. Instead, NYCHA has said
9 that they will simply issue a tenant-based voucher to
10 be used on the private market. This raises three
11 major concerns. The first is that refusing tenants'
12 transfer across the portfolio to another geographic
13 area may violate anti-discrimination laws prohibiting
14 discrimination on the basis of disability. The
15 second is that NYCHA's transfer policy in RAD/PACT
16 amounts to a diminishment of tenants' rights that
17 they had after a conversion in direct contravention
18 of the RAD statute and NYCHA's representation to
19 tenants. And third, the provision of a portable
20 voucher for tenants to use on the private market
21 often fails to address tenants' needs, and a housing
22 market replete with source of income discrimination
23 and rent inflation-- I understand that my time has
24 expired. So I will just say that we have a lot of
25 concerns in terms of the construction oversight.

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2 Lack of communication about the schedule of repairs,
3 safety and health concerns with the way the work is
4 being carried out, elevator outages, sometimes this
5 leads to holdovers for-- refusal to provide access.
6 And finally, in terms of transparency and enforcement
7 rights, I will say that we would like for there to
8 be-- the transactional documents to be publicly
9 disposed along with the financing documents, and more
10 protections in terms of grievance rights because
11 tenants have not been able to fully assert their
12 grievance rights, especially for remaining family
13 member grievances. Thank you.

14 COMMITTEE COUNSEL: Thank you. We'll now
15 hear from Rafael Moure-Punnett. And for those that
16 are joining via Zoom, we'll follow with [inaudible]
17 Newman followed by Sam Morse.

18 RAFAEL MOURE-PUNNETT: Good afternoon
19 Chair Avilés, and thank you for allowing me to speak.
20 My name is Rafael Moure-Punnett. I am the Associate
21 Director for Housing and Programing at the Harlem
22 Community Justice Center, which is a project of the
23 Center for Court Innovation. We have 20 years working
24 with Harlem residents on housing issues, specifically
25 working with NYCHA, and now working with PACT

1 residents for the PACT development and the Manhattan
2 bundle which are in Harlem. First, I want to speak
3 about New York City Marshal data on evictions in PACT
4 buildings. I've done an analysis of the first six
5 PACT conversion. So, the first section, the timeline
6 is about half of the total portfolio, and I found 394
7 warrants for eviction were issued in those buildings
8 post-conversion, and 110 of those warrants were
9 executed by the Marshals. This-- were all focused in
10 the two developments that are being managed by Wave
11 Crest Management, Ocean Bay, and Betances Houses.
12 Ocean Bay had a 10-fold increase in eviction warrants
13 after conversion, and a six-fold increase in eviction
14 warrants execution post-conversion, and Betances had
15 a three-fold increase in eviction warrant execution
16 post-conversion. Which begs the question, what
17 oversight is NYCHA doing over Wave Crest Management
18 if all of the evictions post conversion are being
19 done by only one of the management companies selected
20 in PACT? Which I think is-- Council Member, we'd
21 like to know the answer to. And a concern for the
22 future developments that are selected to work with
23 this management company in future conversion. The
24 next I want to-- and I want to echo part of what Liz
25

1 Gyori said in her testimony about grievances. You
2 know, NYCHA was accused of widespread and systematic
3 rent overcharging in the Fields v. Russ [sic]
4 settlement, and settled that case which took effect
5 this year, and put in new protections for tenants who
6 are challenging rent overcharge. Basically, they
7 lose their income. The subsidy doesn't adjust for
8 the loss of income. They're sued for nonpayment in
9 Housing Court, and NYCHA tells them go get a one-shot
10 deal, and they get a loan from the City for the rent
11 that they owe, and then they get-- and then they pay
12 it off, and this is the system that NYCHA has
13 historically used instead of accurately adjusting
14 subsidies to tenant income, right? And we are seeing
15 this is continuing in the PACT developments. PACT
16 development are not protected under Fields v. Russ,
17 because it's a new ownership model, and the nonprofit
18 providers are perpetuating this issue in these
19 developments. We have some preliminary evidence of
20 this in Betances houses and in Twin Parks West where
21 the nonprofit providers meets with tenants that owe
22 rent and says to them, "You should get a one-shot
23 deal," which is a loan from the city for rent arrears
24 that they may not actually owe, and if they were
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2 simply just to be able to file a grievance, which we
3 now understand has been complicated because there are
4 two different ways the grievance can go, that would
5 result in rent arrears. My agency specializes in
6 this. We've helped residents collect more than
7 100,000 in money back by doing grievances against the
8 Housing Authority, and we're very much concerned that
9 the new nonprofit services on site are just going to
10 have people take out loans for money they don't
11 actually owe, and now it's going to be the new system
12 under PACT. Thank you for your time.

13 CHAIRPERSON AVILÉS: Thank you so much.
14 I have several questions, but I wanted to ask if you
15 could expand a little bit on some of the work around
16 disabled tenants and the transfer process.

17 ELIZABETH GYORI: Yeah, so we've been
18 told by NYCHA that they will not transfer a tenant
19 from one RAD building to another RAD building unless
20 it is the same private landlord and management
21 company, and so they have to be in the same bundle
22 when they convert, or they're saying they will not
23 transfer them to-- for example, from Ocean Bay to
24 Twin Parks West. That is not possible. They also
25 have said that they will not transfer tenants from

1 project-based Section 8 to public housing, even in
2 the instance in which somebody needs an accessible
3 apartment. I recently did an intake with a tenant
4 who was living in a one-bedroom apartment with his
5 disabled brother, and he has to live in-- sleep in
6 the bedroom, and actually can't do physical therapy
7 related to his disabilities, and he was actually on a
8 public housing wait list, and that was actually
9 cancelled. He was taken off the wait list at the
10 time of conversion, despite having been on that wait
11 list, as he tells me, for six and seven years. And
12 so this is a real issue for tenants who are disabled
13 who need to be transferred to accessible departments-
14 - apartments, but also for tenants who may have
15 suffered some sort of a traumatic incident, domestic
16 violence, stalking, a crime, and need to leave the
17 area, and they can't do that right now under this
18 procedures, which we believe is actually in violation
19 of anti-discrimination law, and is a diminishment of
20 tenants' rights which is not allowed under the RAD
21 statute, and is also just not something that NYCHA
22 represents to tenants when they talk about the
23 RAD/PACT program and tell tenants you'll preserve all
24
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1
2 of your rights, but this fundamental right is not
3 being preserved.

4 CHAIRPERSON AVILÉS: thank you so much
5 for that. We absolutely need to follow up on this
6 line of questioning, because this is a critical area
7 of that, I think, when we look at PACT resident
8 protections. None of those are listed are protected
9 classes or what to do in the event of these
10 requirements. So I think it's something we have to
11 drill down on. Thank you so much. In terms of the--
12 actually, I think I'll leave it there. Thank you.
13 Thank you for your testimony and for your work.

14 ELIZABETH GYORI: Thank you.

15 COMMITTEE COUNSEL: Thank you. We will
16 now hear from Lucy Newman, followed by Stan Morse,
17 and Victor Bach.

18 LUCY NEWMAN: Hi, can you hear me? Good
19 afternoon. My name is Lucy Newman. I'm a Staff
20 Attorney¹ at the Legal Aid Society. I wanted to
21 thank Chair Avilés for her leadership and commitment
22 to public housing residents, especially those who
23 have undergone a PACT conversion. At Legal Aid,
24 similarly with other colleagues who have testified
25 before me, I think we've always believed that it's

1 important to be at the table representing our clients
2 who live throughout the five boroughs of New York
3 City in NYCHA's public housing stock to ensure that
4 when facing a RAD conversion, which I'm going to now
5 refer to as PACT, because other than Ocean Bay every
6 one of them has been a PACT conversion, that their
7 rights are protected to the fullest extent possible
8 and the issues that are arising, we're able to see
9 and then help advocate for our clients and try and
10 make changes to the program that is, you know,
11 rolling out and rolling out in the future to an even
12 greater extent. We have established a helpline that
13 has been mentioned before, which we help residents
14 who are both pre and post PACT conversion. They can
15 call our helpline and talk to either paralegals who
16 are staffing that helpline or attorneys in our
17 Housing Units to talk about issues that they're
18 facing, again, pre or post-conversion. The good
19 thing about this is that obviously we're seeing a lot
20 of calls coming in. we're getting information about
21 some of the things that people are facing, and we are
22 meeting regularly with NYCHA to address many of the
23 issues that we're seeing, but again, it's obviously a
24 work in progress. I would just say that before
25

1 conversion there is a huge amount of, kind of, house-
2 keeping matters that really do need to be addressed
3 to help ensure that residents post-conversion are not
4 being given the runaround on a lot of issues that
5 impact tenants, and then subsequently Section 8
6 participants. So for example, what we see a lot of
7 is people calling around adding household members,
8 rent recertifications, whether that's an interim
9 recertification because of a change in income, or an
10 annual recertification, transfers, reasonable
11 accommodations, succession claims which also known as
12 remaining family member claims, and language access
13 issues. so we do see a lot of residents being kind
14 of bounced around between NYCHA and the development
15 teams, an that's something that is obviously a huge
16 concern to us because we know that residents
17 ultimately the individuals that bear the brunt of
18 that. So what we would recommend, and this will be
19 in our written testimony that we'll upload later, is
20 a transition team on the ground at a much earlier
21 stage that both the Leased Housing Department and the
22 Public Housing Unit, and the development team so that
23 they can start working together, not simply on the
24 day of conversion, but way before that. We also
25

1 would like that when there's-- we would like
2 obviously for a much more resident-led process. That
3 being said, there was a report that NYCHA did on the
4 NYCHA Resident Survey in 2021 which had a finding
5 that 74 percent of the people interviewed for that
6 didn't actually vote for their Resident Association
7 and many of them didn't even know that they had a
8 Resident Association. So, I think it's very
9 important to expand the residents that are able to
10 participate in that. Again, I wanted to just
11 reiterate that with many other people that given the
12 fact that Build Back Better looks like it's dead in
13 the water and the promise of 40 billion dollars, the
14 capital needs has evaporated. We would support the
15 legislation that's in Albany right now for the
16 creation of a Preservational [sic] Public Trust and
17 really urge that it be passed this session, given
18 just how dire the situation is for NYCHA. They've
19 added recently opt-in language into that legislation
20 that would require a resident vote at the
21 development, so residents would have the choice about
22 whether or not to go forward with that Trust. But we
23 would really urge Albany to pass that legislation.
24 Thank you.

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2 COMMITTEE COUNSEL: Thank you. We will
3 now hear from Stan Morse followed by Victor Bach and
4 Brendan Cheney.

5 STAN MORSE: Good afternoon. My name is
6 Stan Morse. I am the Co-Founder of the One NYCHA
7 Podcast, as well as community organizer for Justice
8 For All Coalition. I was at the Wise [sic] Towers
9 early conversion when you guys first started that,
10 and the residents did not want it. It was pushed
11 through anyway. I was at Linden Houses during those
12 early meetings when that was being brought to them.
13 They didn't want it. It was pushed through anyway.
14 I got actual footage from my colleague Saundra
15 Coleman of someone living in Boulevard Houses, you
16 know, it's in horrible conditions. You know, so, and
17 she's calling people like us because she can't get in
18 touch with nobody in management. She can't get
19 answers from anyone. We're going to send that video
20 to Chair Avilés [sic], you know, later on, not today,
21 but tomorrow, and we'll see what happens. But if
22 she's going through that and can't get no services,
23 no help, no nothing, and I mean, her apartment is
24 horrendous, she cannot be the only one. You know, to
25 have folks sit here and say that there's some

1 oversight and there's really things being done,
2 that's far from the case. I've heard from people
3 from Ocean Bay, same issue. Terrible [inaudible] the
4 mold is bad. The lead paint is bad. All the same
5 problems they face under NYCHA is coming back. They
6 just did a slap [sic] job, and it's all coming back
7 in the same way, worse in some cases. You know, so
8 to think that there's any oversight and think that
9 there's any improvement to these residences being
10 converted into RAD, it's absurd. So when we show
11 this footage, it will speak for itself, more than any
12 words, anybody from NYCHA can ever say t's a win, and
13 if that's one person, you best believe there's a
14 whole, whole lot more living in conditions like that
15 in these buildings that have been converted, that
16 nobody hears from and nobody knows. Now as a
17 community organizer, I'm telling you, the large
18 majority of NYCHA residents do not know about that
19 PACT or the movement, and the ones that do know don't
20 want it. You know, and why would we put something
21 down people's throat in the middle of a pandemic,
22 when people can't even organize, it's outrageous.
23 You know, this should be paused. It should be put on
24 hold. Other things should be happening. Residents
25

1
2 should be given the right to manage their own
3 developments which cannot happen if there's a private
4 management company--

5 SERGEANT AT ARMS: [interposing] Time has
6 expired.

7 STAN MORSE: [inaudible]. It should be
8 stopped completely.

9 COMMITTEE COUNSEL: thank you. We will
10 now hear from Victor Bach followed by Brendan Cheney,
11 and Joshua Barnett.

12 SERGEANT AT ARMS: Time will begin.

13 VICTOR BACH: Hi. Good afternoon. I'm
14 Vic Bach, Housing Policy Analyst with Community
15 Service Society. What I'd like to do with the few
16 minutes is put RAD in a broader context. Right now
17 residents and NYCHA have very options. It's either
18 RAD or wait for a significant direct government
19 investment in public housing, and the prospects for
20 the-- for direct government investment are very dim
21 at the moment, and I'm not sure they'll lighten up at
22 any point in the near future. So, residents in NYCHA
23 are really left with a Hobson's [sic] choice. It's
24 either RAD or just wait for Washington or another
25 level of government to come to the rescue eventually.

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2 That's why I think I urge the committee to focus its
3 attention on the Preservation Trust, a proposal that
4 is now being considered in Albany in this legislative
5 session. What the Trust does is it adds a third
6 option, a public option, one that's publicly funded,
7 one that keeps public housing and the developments
8 that are converted in public hands, and it's a
9 concept, a model that has the potential to generate
10 the full 40 billion dollars that NYCHA needs to
11 address its capital backlog. In addition, the
12 legislation as it stands maintains it retains all of
13 the resident rights and protections that residents
14 now enjoy under Section 9 public housing. And most
15 importantly, it has a provision called a resident
16 opt-in [sic].

17 SERGEANT AT ARMS: Time expired.

18 VICTOR BACH: which provides-- which
19 requires residents to support the conversion, either
20 that or the conversion will not move forward. That's
21 an unprecedented measure that gives residents
22 enormous leverage in deciding on whether or not they
23 want to covert. I would urge the committee to focus
24 its attention on the current legislation by drafting
25 a resolution, a Council resolution, in support of the

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2 Preservation Trust. It will only add options for
3 residents rather than take anything away, and I
4 believe it has enormous potential. So I urge the
5 Committee to draft a Council Resolution that gets to
6 Albany in support of the Trust. Thank you.

7 COMMITTEE COUNSEL: thank you. We will
8 now hear from Brendan Cheney followed by Joshua
9 Barnett, and Kristen Hackett.

10 SERGEANT AT ARMS: Time will begin.

11 BRENDAN CHENEY: Good afternoon. My name
12 is Brendan Cheney, I'm the Direct of Policy and
13 Communications at the New York Housing Conference.
14 I'd like to thank Committee Chair Avilés and the
15 other members of the Public Housing Committee for
16 holding this hearing. Like so many others, we are
17 extremely concerned about the conditions of the New
18 York City Housing Authority including mold, lead
19 paint, leaks, and inconsistent elevators, and heat
20 and hot water. Every year we get closer to a day when
21 repairing NYCHA units becomes too costly, and if we
22 lose even one unit of public housing, we'll worsen
23 our housing crisis. While funding to maintain public
24 housing should be the responsibility of the Federal
25 Government, it is unlikely that we will see

1 significant federal capital funding from Washington.
2 Currently, the Federal Government allocates only 500
3 million dollars per year for capital funding for
4 NYCHA which needs 40 billion dollars for repairs,
5 grossly insufficient to meet the need. And while
6 there is a brief window of hope last year that
7 congress might come to the rescue, and were leading
8 efforts here to support Build Back Better, it is now
9 stalled and federal housing funding is very unlikely.
10 We at the New York Housing Conference have called on
11 the City and State to provide 1.5 billion per year
12 each for NYCHA's capital repairs. Unfortunately,
13 neither Governor Hochul nor Mayor Adams have agreed
14 to this level of support. We will keep pushing for
15 the City and State to step up. But absent federal
16 funding, absent city and state funding, the Permanent
17 Affordability Commitment Together program utilizing
18 the Federal Rental Assistance Demonstration program
19 has proven to be a necessary an effective way to
20 preserve public housing. Through the PACT program,
21 NYCHA has successfully partnered with affordable
22 housing developers to implement building systems
23 replacement and apartment upgrade that should have
24 been done decades ago. This program has produced
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2 results that are impressive including modernizing
3 antiquated and unreliable heating system, sealing the
4 building envelopes, refreshing common spaces, and
5 often updating kitchens, bathrooms and windows in
6 residents' apartments. NYCHA's also made great
7 strides in improving outreach and opportunities for
8 residents to contribute to the scope of work for
9 repairs and developer selection, and we hope that
10 they will build on this progress in the Adams
11 Administration. Thank you for your time, and I'm
12 happy to answer any questions.

13 COMMITTEE COUNSEL: thank you. Next, we
14 will hear from Joshua Barnett followed Kristen
15 Hackett, and then Jeanine [sp?].

16 SERGEANT AT ARMS: Time will begin.

17 JOSHUA BARNETT: Hi. [inaudible] again,
18 like everybody else wanted very much thank Council
19 Member Avilés for holding this hearing and being a
20 leader on public housing. My name is Josh Barnett.
21 I'm a union representative with Local 375 [sic]
22 [inaudible] and since 1999 I've been a fulltime
23 employee in NYCHA as an architect in the Design
24 Department in Capital Projects Division. And I'm
25 here to oppose any privatization of public housing,

1 standing with the residents in that both under RAD
2 and the Blueprint, and I don't say that lightly. You
3 know, we know that repairs are direly needed. It's
4 what the work-- myself and my coworkers deal with in
5 capital projects every day trying to stretch very
6 scarce renovation dollars to the breaking point, but
7 privatization always ends badly in public service.
8 We've seen it in other things like public
9 transportation and public education and certainly
10 public health. We have no reason to think that
11 public housing is going to be any different. We're
12 really worried that this would set a really bad
13 precedent in terms of developing more public housing.
14 We've heard a lot about preserving public housing,
15 but we're living in the city and a country that's
16 horribly gentrified, dealing with affordable housing
17 crisis, facing a wave of evictions. We need a lot
18 more public housing, and once we start going down the
19 route of relying on key [sic] market, we know we're
20 never going to see anything more but luxury market
21 rate houses that's going to only exacerbate poor
22 conditions and homelessness. We're also worried that
23 the worker's voice really hasn't been heard. You
24 know, we're as out of the loop as a lot of the
25

1 residents feel in terms of development to [inaudible]
2 hiring. We see a real potential for union busting,
3 and a reduction of wages and job security and
4 benefits which we really don't want to see now that
5 workers are really being burdened by inflation up
6 here in housing costs, and we don't see any
7 guarantees in RAD or the Blueprint, by the way, that
8 all new hires will be civil service, will be union,
9 will have the same kind of benefits and wages and job
10 protections that unions really try and fight for.
11 When we say that RAD is the only public housing
12 stream, that reflects a lack of political will,
13 because we know the money is there if we tax Wall
14 Street, if we tax the rich, if we had mandatory
15 [inaudible]

16
17 SERGEANT AT ARMS: [interposing] Time has
18 expired.

19 JOSHUA BARNETT: between luxury
20 development and affordable housing. So just in
21 short, we really want to say that everybody needs a
22 seat at the table, including the workers. We lost 25
23 percent of our workers, 50 percent of the people in
24 my department since I started in '99. We need a
25 oversight-- like people said, a forensic audit, and

1
2 we need a RAD moratorium. And for the sake of
3 everybody and the city, we need more public housing
4 [inaudible]. We'll send a written testimony as well.

5 COMMITTEE COUNSEL: Thank you. We will
6 no hear from Kristen Hackett, followed by Jeanine.

7 SERGEANT AT ARMS: Time will begin.

8 KRISTEN HACKETT: Thanks. Good afternoon
9 everybody. Thank you for your time today and thanks
10 to Madam Chair for hosting this hearing. My name is
11 Kristen Hackett. I'm a PHD student at CUNY studying
12 the plans for public housing, and I organize with
13 neighbors living in public housing with the Justice
14 For All Coalition, Save Section 9, and Neighbors
15 Helping Neighbors in the Rockaways. So there's a few
16 points I want to share today. So, first, RAD has
17 been an absolute policy failure. This is clear in
18 many of the individual testimonies that have been
19 given today as well as in the growing body of
20 research, the research from the National Housing Law
21 Project and Human Rights Watch are both clear,
22 highlighting how RAD leads to tenants' rights abuses
23 and even evictions. But even studies that support
24 RAD as a program from Enterprise Community Partners
25 and even the Citizens Housing and Planning Council,

1
2 report mentioned already in this hearing, while they
3 reflect positively on the program, they also find
4 increases in evictions and tenant turnovers. They
5 just gloss over those findings. You know, and it's
6 also clear in general and from this hearing that most
7 policy analysts and researchers pushing RAD and PACT
8 in the blueprint are willing to ignore these issues,
9 and it's also clear on this poll that residents are
10 not, and they're having to speak out over and over
11 and over again about these abuses. Second, elected
12 officials so far have not done enough. Tenants have
13 been ringing the alarm on RAD for years now, and for
14 the most part, elected officials have stood idly by
15 or even endorsed the program. For example, when
16 Fulton Houses residents opposed RAD conversion for
17 over a year and collected signature from 75 percent
18 of neighbors, local elected officials convened that
19 working group that's been discussed already on this
20 call, and eventually-- then that working group
21 actually worked to lock tenants out of the decision-
22 making process. They published an op-ed about how
23 that went down. So people who are lauding that as
24 this amazing, positive example, are lying about what
25 actually happened there. Another good example is in

1
2 2019 when City Limits released a study showing the
3 extremely high rate of evictions at Ocean Bay Houses,
4 not one public official made a public comment, let
5 alone took up any official investigation.

6 SERGEANT AT ARMS: Time is expired.

7 KRISTIN HACKETT: The same is true
8 following the groundbreaking report from Human Rights
9 Watch, and in the absence of official investigation,
10 tenants in the Rockaways are now taking it upon
11 themselves to survey neighbors at Ocean Bay Houses,
12 and already we've seen the results of that survey and
13 it's not good. So, when are elected officials who
14 represent these tenants going to come forward and
15 stand with them, rather than continuing to work
16 against them and their interest? Third and finally,
17 it's deeply important to note that as bad as RAD is,
18 the Blueprint presents tenants with no better
19 options. Both RAD and the Blueprint are attempts to
20 undermine the robust federal rights [inaudible]
21 public housing residents by transferring all units of
22 public housing in New York City to project-based
23 Section 8, and to end public housing as an
24 institution in New York City. This would be a
25 travesty for our city and would undoubtedly spur

1
2 privatization nationally which would drive
3 homelessness and housing insecurity for low-income
4 and fixed income and working-class households.
5 Equally so, this would constitute another significant
6 racialized disposition [sic] provoked by ongoing
7 disinvestment in black and brown communities and
8 lives, continuing harmful and violent historic
9 trends. The only option is to ramp up pressure on
10 the Federal Government to restore and expand Section
11 9 housing here in New York City and nationally, and
12 this is what the majority of tenants on this call
13 have called for, and that should be respected. In
14 short, New York City is at a crossroads. Rather than
15 perpetuating harm, I encourage us to choose to oppose
16 RAD and privatization wholesale and lead a national
17 movement to truly address the housing crisis we're
18 facing here in our city and across the country.
19 Thank you.

20 COMMITTEE COUNSEL: thank you. We will
21 now hear from Jeanine followed by Kimberly Combs
22 [sp?], and if there is anyone else who is still on
23 Zoom that we have inadvertently missed, please use
24 the Zoom raise hand function, and we will call on you
25 at the end.

1
2 SERGEANT AT ARMS: Time will begin.

3 JEANINE: Hi. Good afternoon, everyone.

4 Hi, my name is Jeanine, and I am an Ocean Bay RAD
5 resident. I've listened to what you guys were
6 saying. A lot of the things are untrue. Here they
7 just put a Band-Aid on everything. The people-- a
8 lot of families have been displaced. There's seniors
9 now on pantry lines because they cannot afford the
10 rent, and it is shameful, and it is shame on you. I
11 know people that had-- was asking for transfers that
12 had domestic violence issues that are still forced
13 and they're stuck here. There's no one that they can
14 go to to help them. And it's sad. I want to know
15 why since we've converted to RAD, we're now filling
16 out lease every six months, which makes no sense
17 while people's rent are going up every so often. I
18 know because I was one of those tenants that it was
19 happening to, too. You-- to complain, we have no one
20 to help us. Who are we to go to? We're in here.
21 You put-- you made it look nice. Granted, why are
22 there locks on the staircase? Now, if me as a
23 resident, I have a key tag to get in my building. I
24 can only get off if I had to walk up to another
25 floor, I can't even use my key tag to get off on

1
2 another floor. What am I, a prisoner in my own home?
3 Why are we begin treated like this? Stop with the
4 lies, acting like RAD is great. RAD is not great.
5 RAD has a lot of families displaced, and it's
6 shameful that this is going on. We've tried to
7 contact Bill de Blasio when he was in office, when
8 did all of this, when he was even out here speaking.
9 I was trying to tell him-- tenants was telling him
10 that this was a façade that they were putting on,
11 trying to act like this program was so good. Please
12 help them people, because like I said I see a lot of
13 families that are no longer here. And it needs to be
14 stopped. Management, they're getting better now
15 because they got a little bit of--

16 SERGEANT AT ARMS: [interposing] Time is
17 expired.

18 JEANINE: people in there to know what
19 they're doing, but it's still not right. I'm done.

20 COMMITTEE COUNSEL: Thanks very much. We
21 will now hear from Kimberly Combs [sp?].

22 SERGEANT AT ARMS: Time will begin.

23 KIMBERLY COMBS: [inaudible] Hello? Good
24 afternoon.

25

1
2 SERGEANT AT ARMS: Go ahead. We hear
3 you.

4 KIMBERLY COMBS: Good afternoon. Can you
5 hear me?

6 SERGEANT AT ARMS: Yes, we hear you.

7 KIMBERLY COMBS: okay, good afternoon.

8 My name is Kimberly Combs from Red Fern Houses in Far
9 Rockaway, Queens. And I agree with the last resident
10 from Ocean Bay, because I was a part of the group
11 that did the survey, and there were many that were
12 just in discomfort I would say with the new way with
13 RAD. So, I don't totally agree with RAD. Yes, it is
14 beautiful to the eye, but there were still residents
15 who had complaints with repairs, leaking, and
16 different things of that nature. And as I've learned
17 that Red Fern is supposed to be also under, you know,
18 the beginning stages of RAD. I would hope that all
19 the residents in Red Fern would be able to somewhat
20 sit at the table with decision-making if that was the
21 case. And I'm out and about, I guess you can see.
22 So I really wasn't prepared to really speak, but like
23 I said, I do agree with a few of the residents that
24 got on and spoke, and they-- I don't agree with RAD.
25 If families will be displaced and, you know,-- if I

1
2 can-- it's beautiful to the eye, but not all the
3 residents are happy, and there is somewhat of a st--
4 how you say specific racism going on. So, all the
5 officials and everyone who will be involved in doing
6 this RAD need to speak to residents and get their
7 ideas, and maybe even some solutions. Thank you
8 again. This is Kimberly Combs with Red Fern Houses,
9 far Rockaway, Queens. Thank you.

10 COMMITTEE COUNSEL: Thanks very much.

11 This concludes the public testimony portion of this
12 hearing. I will now turn it back over the Chair to
13 close.

14 CHAIRPERSON AVILÉS: So, again, first and
15 foremost, extend my thanks and gratitude for the
16 generosity of the residents who have both testified
17 here on Zoom and in-person, but who have been
18 actively engaged in their developments and fighting,
19 and quite frankly surviving severely substandard
20 conditions on a daily basis that should have never
21 happened to begin with. So, next, I also want to
22 thank the NYCHA staff who is duly noted remained
23 during the entire hearing, which is highly unusual,
24 but absolutely appreciated, and I hope a sign of what
25 is to come around the importance of having the

1 residents and really taking into account what is
2 being said in testimony. I guess what we have seen
3 today and certainly what you all have experienced,
4 right, is a tale of many cities and many different
5 experiences. I will say for the record that I am
6 still mystified by the slides and the reality that
7 are painted by so many different residents around
8 what they are experiencing under conversion. I will
9 absolutely admit that there are residents who have
10 been happy with their conversion, but far greater
11 have I heard a number of deep concerns around the
12 program and its implementation and calls for a
13 holding of the program, not full moratorium, but some
14 are calling for moratorium, but a holding for our
15 program that to-date has received an enormous amount
16 of public subsidy, private investment, and yet we
17 have no real assessment of both what it yields along
18 multiple dimensions, besides you know, assessments of
19 capital repairs, a validation of capital repairs and
20 what they potentially look like on the market, but no
21 real assessment. So, I would like to see NYCHA do a
22 full assessment of the RAD and PACT conversion in
23 addition to the survey and getting resident feedback,
24 which is obviously critical, but that is in and of
25

1
2 itself not a full assessment. I think here we heard
3 today that we're going to be expecting NYCHA to
4 respond to a number of questions which I will not
5 capture all here because there are a good number of
6 them, but certainly, we want to know the total number
7 of dollars that have been invested in PACT. We want
8 to hear follow-up on these transfer procedures that
9 we have heard that are particularly detrimental to
10 residents with disabilities and others facing crisis.
11 It is absolutely unacceptable that we would allow
12 this to continue. So we look forward to hearing what
13 are the standard-- what are the procedures, and how
14 can we ensure protections for residents whether RAD
15 or-- RAD or PACT. I assume it's all under HUD.
16 These are New York City residents and they demand
17 full protection. We want to hear more about their
18 reasonable accommodations policy and procedures that
19 are made around language access plan around the
20 documentation for developer fees and the financing.
21 We'll be expecting more of that reporting back.
22 Reporting on the monitoring activity and obviously
23 the unit that was created. We would like to see what
24 the plans are, what it has yielded. You've heard
25 questions around Wave Crest in particular in those,

1 but we know Wave Crest holds others, and so we want
2 to really understand what is the monitoring. What
3 does it look like based on the criteria. We'd also
4 like to know more about the reporting of selection of
5 sites and the rubric that is used and how sites are
6 moved up and down that so that residents and also
7 elected officials and other stakeholders have some
8 sensibility around why developments are selected and
9 how they fall in a process of selection. We're
10 asking for further information on Section 3. We--
11 NYCHA did provide some numbers, 125 or maybe not that
12 exact number, but a roundabout amount, but we would
13 like more information on really what the types of
14 jobs that we're talking about, also retention, and
15 real labor impacts of Section 3. Are these union
16 work? We are a union town, of course, and we'd like
17 to see more union effort. You're hearing from the
18 residents that there is still a real gulf in the
19 consistent and understanding around policies and
20 procedures with these various entities, from HUD to
21 NYCHA to private management. There are still many
22 areas that we need to be-- have clear information in
23 multiple languages, because it is still very much
24 falling through the cracks, and the result of that is
25

1 displacement. It's continued distrust with NYCHA and
2 all the other governmental entities. We put a value
3 of the cost on that practice, on us not thinking
4 through systematically and ensuring that we do no
5 harm. We are in a perpetual cycle of not only
6 wasting tax payer dollars for creating systems that
7 in and of itself will be ineffective because people
8 do not trust in those systems. And so I implore my
9 colleagues to continue on these processes. I know
10 there have been a good number of programs that have
11 been developed around improving resident engagement
12 and the process and what that looks like. And I am
13 happy to see those, and I hope that the facts on the
14 ground will begin to reflect what these programs are
15 in their purpose. As of yet, the facts on the ground
16 do not reflect that. They reflect very much NYCHA of
17 old, which is I don't know what's happening here. No
18 one has been in touch, or I called and I get a
19 roundabout circle. So, of many, many questions
20 around RAD and PACT, again, I will just say we spent
21 this hearing looking and trying to understand
22 jurisdictional issues, financing, monitoring,
23 oversight, tenant protections and how they fare under
24 RAD and PACT. I'm deeply disheartened that this
25

1 Administration has decided it would much rather
2 commit 1.2 billion to RAD and PACT and not have a
3 full-throated investment in budget for the crisis
4 that still 110,000 additional residents are facing
5 across developments in New York City. I think we need
6 to-- particularly when there is no assessment of this
7 program and no clear data. I guess lastly, I will
8 close by saying our duty is to the residents who are
9 New York City residents that we make sure we leverage
10 all of our investments, all of our resources to
11 ensure that they have safe and dignified housing. I
12 do believe public housing is an incredible New York
13 City asset. It is the asset that has ensured that
14 this city remains diverse and that low-income people
15 can live here which we see is an increasing crisis.
16 We must protect public housing. We must ensure that
17 we do right by our public housing residents. so I
18 thank you all for those who are fighting this fight
19 with us, those who will hold and ensure we're
20 speaking truth to power and that the agencies and all
21 the other agencies are ensuring that there is
22 accountability. And so thank you all for your time,
23 for your testimony, for your work. More to come, and
24 we look forward to the reams of paper and information
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that we are going to get from NYCHA regarding all these questions and processes and next steps. So, thank you. Oh, I got to gavel.

[gavel]

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COMMITTEE ON PUBLIC HOUSING

C E R T I F I C A T E

World Wide Dictation certifies that the foregoing transcript is a true and accurate record of the proceedings. We further certify that there is no relation to any of the parties to this action by blood or marriage, and that there is interest in the outcome of this matter.



Date July 11, 2022