

**TESTIMONY FROM NYCHA GENERAL MANAGER VITO MUSTACIUOLO**  
**PROPERTY MANAGEMENT IN NYCHA**  
**COMMITTEE ON PUBLIC HOUSING**  
**TUESDAY, APRIL 24, 2018 – 10:00 AM**  
**COUNCIL CHAMBERS, CITY HALL, NEW YORK, NY**

Chair Alicka Ampry-Samuel, members of the Committee on Public Housing, and other members of the City Council: good morning. I am Vito Mustaciuolo, NYCHA's General Manager. I am pleased to be joined by Cathy Pennington, Executive Vice President (EVP) of Operations, and Carolyn Jasper, Vice President of Public Housing Operations. Thank you for this opportunity to discuss how we maintain and repair the homes of the hundreds of thousands of New Yorkers who live in public housing, and how we provide vital services to offer residents many pathways for opportunity.

Through NextGeneration NYCHA, our long-term strategic plan, we are strengthening our organization and striving to become a more efficient and effective landlord, delivering quality property management and repair services to all of our residents.

Now I'd like to turn things over to my colleague, Executive Vice President of Operations Cathy Pennington.

*The Authority's Size and Scope*

Thank you, General Manager Mustaciuolo. Before I go into details about property management at NYCHA, it's helpful to discuss the Authority's size and scope, and how it's organized.

NYCHA operates 175,000 apartments in more than 2,400 buildings in 325 developments in every borough that are home to about 400,000 New Yorkers.

NYCHA's workforce totals more than 10,800 full-time employees, nearly a quarter of whom are residents and about two-thirds of whom work in Operations, providing services for our residents. We currently have:

- More than 250 property managers and assistant managers, responsible for the overall operation of developments;
- More than 300 property maintenance superintendents and assistant superintendents, who strive to keep our developments clean and in good condition;
- Over 400 housing assistants, who help residents with administrative matters;
- About 3,000 caretakers, who clean floors, take out trash, and maintain grounds;
- Nearly 800 maintenance workers, who perform basic repairs; and
- More than 1,000 staff who work in 25 different skilled trades, including carpenters, painters, plasterers, plumbers, glaziers, electricians, exterminators, and roofers.

Several members of the Operations property management team are here today. Right now, their 7,000-plus colleagues are working to ensure safe, clean, and connected homes for our residents. The Operations team is truly the backbone of this agency, and I'd like to thank them for their dedication to the NYCHA community. I would also like to thank our residents in attendance today to speak about how they work with our property management staff.

Property management at NYCHA does not take a "one-size-fits-all" approach. Our developments range in size from nearly 2,200 units at Baruch Houses in Manhattan to 13 units at College Point Rehab in Queens. We have buildings that exclusively house seniors, and others that serve working families. More than two-thirds of NYCHA's residents are seniors and children under the age of 18. We also provide housing to veterans and formerly homeless households. We have

developments at the easternmost edge of Queens, along Coney Island Channel in Brooklyn, and in the northern Bronx, near the border of Westchester County.

### *Development Staffing*

Our developments are divided into six portfolios, each with a director and several regional asset managers, or RAMs. This management team leads our property management staff in addressing challenges, improving operations, and providing quality customer service to our residents.

Our developments are led by a property manager along with property maintenance superintendents, supervisors of grounds and caretakers, maintenance staff, and housing assistants. The staffing structure varies depending on the size of each development. The amount of staff varies as well and is based on the number of units at each development and our available budget. For instance, the budget allows 1 caretaker for every 57 units and 1 maintenance worker for every 224 units.

### *Delivering Services to Residents*

This property management team is responsible for many different functions at our developments, including:

- Routine maintenance of grounds and buildings and trash management;
- Routine apartment inspections and basic repairs in units;
- Coordination of move-outs and new rentals, including preparing vacant apartments for new residents and conducting rental interviews;
- Administration and enforcement of leases, including working with residents delinquent on rent, appearing in court, and assisting residents with annual reviews;
- Communication with resident association leaders, local NYPD precincts, elected officials, and other members of the community; and

- Making resident referrals to programs that bolster self-sufficiency and other vital resources.

In addition to staff based at the developments, NYCHA's skilled trades staff – plumbers, plasterers, roofers, and others – serve all developments in a portfolio. Our planning units work with developments to schedule skilled trades work. This is a complex job because one repair, such as a leaky pipe, involves multiple skilled trades.

Additionally, our support services team maintains building systems, such as heating plants and elevators, and responds to after-hours emergencies.

### *NYCHA Property Management by the Numbers*

Here are some examples of what our property management, skilled trades, and support services teams accomplished last year:

- Responded to 2.7 million maintenance and repair requests, including 386,000 after-hours or emergency repairs;
- Conducted nearly 2,000 boiler inspections and completed about 4,800 boiler repairs;
- Maintained over 3,200 elevators (which make over 3 million trips a day and 1 billion trips a year);
- Conducted more than 48,000 routine apartment inspections, completing nearly 70,000 work orders generated by those inspections;
- Signed leases with 4,000 new households;
- Completed nearly 142,000 annual reviews; and
- Liaised with more than 250 resident associations.

### *NextGen Operations*

NextGen Operations, or NGO, is a new, localized property management model that puts more control over decision-making in the hands of property managers – those who know the needs of their developments best. Launched in 2015 as the Optimal Property Management Operating Model, or OPMOM, the NGO model is now in place at 129 developments, and we plan to roll it out to all developments by mid-2019.

Through NGO, property managers are empowered to independently make decisions that affect their developments. They have more control over their budgets and can make decisions about purchasing without going to central office, resulting in faster and better service for residents. NGO sites can use their budgets to create “model” buildings, upgrading and renovating common area spaces to make them more welcoming to residents.

Before a development moves to the NGO model of property management, staff are required to take courses on subjects such as budget management, property maintenance, and customer service. More than 800 property management staff have been trained, and remaining staff are scheduled to complete training over the next year.

### *NGO's Impact*

Before we launched NextGeneration NYCHA, basic repairs took an average of 13 days to complete. We've brought that number down to four days across the portfolio. At our NGO developments, basic repairs are completed even faster – in 3.6 days. NGO sites complete emergency repairs and apartment turnovers about 20 percent faster than non-NGO sites, and they have approximately 15 percent fewer open work orders.

### *Streamlining and Improving Operations*

NGO is just one way that we are making progress. We have launched a number of other initiatives to improve customer service and quality of life for residents:

- We're stretching our limited dollars to get more work done by increasing staff's ability to use contracts for specific services, such as painting, compactor chute cleaning, and exterior lighting repairs. The goal is to reduce work order backlog, increase timely responses to repairs, and provide greater flexibility to focus on what is most urgent.
- As part of our commitment to enhanced routine cleaning, staff at our developments are covering more ground – literally – using new, efficient floor-cleaning machines.
- We've equipped employees with smartphones, enabling them to open and close work orders while getting resident sign-off on the work.
- Through our development-based skilled trades initiative, we are testing a model that assigns skilled trades – carpenters, plasterers, and painters – to specific developments. This allows developments to do their own scheduling for these trades, rather than working with the central borough office. The goal is to make scheduling and assignment of the trades more efficient, ultimately cutting down on repair times.
- We've streamlined the process for creating work orders for court-ordered repairs so that this important work can be completed faster.
- We installed digital kiosks at every property management office, enabling residents to take advantage of NYCHA's online services, such as paying rent, requesting repairs, and recertifying income.
- Through new interactive tools on our website, residents and the public can track NYCHA's progress on repairs and construction.

### *Flexible Operations (FlexOps)*

The Flexible Operations program, or FlexOps, is another way we are improving quality of life for residents. NYCHA is a 24/7 operation, but it is run from 8 a.m. to 4:30 p.m., Monday through Friday, unlike most private landlords. As a

departure from that model, FlexOps enhances service delivery through expanded, staggered work shifts.

Launched in 2016, FlexOps is now at 11 consolidations. The initiative provides more flexibility for employees; for residents, it provides cleaner buildings and after-hours meetings with property management.

In surveys conducted last fall, 18 percent more residents rated their building conditions as “excellent, very good, or good” since FlexOps was implemented at their development.

### *Engaging Residents*

Property management staff are our ambassadors, and they play a critical role in making sure residents are aware of and connected to programs and services available through NYCHA and our partners. For example, staff use our web-based referral system to connect residents to financial counseling when they need help with budgeting in order to pay their rent; they work with our community and senior center sponsors on health and recreational resources for residents; and they participate in resident-led development projects that improve the quality of life for all residents. Our three Digital Vans travel the city, providing residents internet access and technology to search and apply for jobs, complete schoolwork, and access government resources.

### *Significant Challenges*

We acknowledge that there is more work to be done to provide residents the quality of life they deserve. But it must be noted that we are operating under significant constraints. Our buildings are old and deteriorating – the majority of them are more than a half century old. At the same time, we have been shortchanged \$3 billion in federal operating and capital funding since 2001 to address our aging properties’ vast maintenance and repair needs. However, our

Mayor and this Council recognize the importance of preserving and strengthening public housing, and we thank you for your unprecedented and continued support.

As I step into this new role, I'm looking at NYCHA's operational challenges with a fresh lens, trying to get to the bottom of our most persistent problems so that we can identify effective and practical ways to improve. Our goal is to provide quality customer service to our residents. While many staff at NYCHA excel at customer service – going the extra mile for residents every day – we acknowledge that maintaining consistently high levels of customer service across the Authority is an area we must improve.

While we have a system in place for tracking the requests and status of maintenance and repairs, we recognize that there are gaps in our processes that lead to complaints of work not being completed or repairs taking too long to complete.

Our data show that sometimes repairs are not made because a resident is not home when staff arrive to make repairs. We can improve this through better communication with residents about scheduling and by holding staff accountable to demonstrate that they went to the apartment at the scheduled time.

A related challenge is improving communication with residents about the status of repairs. When a maintenance worker schedules a skilled trade, such as a plumber, to complete a repair, the resident may not be informed that the next repair job has been scheduled.

Compounding this problem is the fact that it often takes a number of weeks before a skilled trades repair can be scheduled, due to a shortage of staffing and an extensive backlog of work orders. We are all dismayed by the reports of unacceptable apartment conditions – residents living with holes in their walls that haven't been repaired, or repair jobs that are half-finished. Often these



situations occur because of the shortage of skilled trades staff available to finish the repairs and the challenge of scheduling multiple trades for one repair. For example, repair of a leak in the wall requires coordination with a number of different staff: a maintenance worker to confirm the leak and identify the source; a plumber to fix the leak; a plasterer to repair the wall; and a painter to paint the newly plastered wall.

To put this problem in perspective, right now we have a backlog of 32,000 paint jobs and 24,000 carpentry jobs. Put another way, each month an average of 16,200 work orders requiring plumbers, plasterers, and carpenters are created, but due to our staffing levels, we are only able to complete approximately 15,600 of those. One of our goals is to reduce this backlog and improve the timeliness of complex repairs.

However, when repairs are made, our quality assurance inspections show that about 95 percent are done satisfactorily. And last year, we responded to nearly 2.7 million work orders, including about 169,000 paint and 66,000 plaster work orders.

Decades of underfunding has meant decades of deferred maintenance and investment in our buildings, resulting in enormous capital needs. That makes repairs more complex, costly, and time-consuming. We also face challenges stemming from repeat vandalism of doors and elevators. Trash management is another major issue at many of our developments, and we are working to find effective solutions that will keep our developments clean and cut down on the amount of time staff spend dealing with trash-related problems. We appreciate the support from the City that is enabling us to address some of these issues.

These are just a few of the areas we plan to focus on, though we recognize we have many other challenges affecting our residents' quality of life. We must strive to be a more efficient landlord and focus on providing quality customer service to our residents.

To that end, we are rolling out NGO to all our developments, piloting FlexOps at select developments, using contract services to get more work done, and evaluating our development-based skilled trades pilot. We are reviewing our policies and procedures related to work orders and communication with residents, with a goal of reducing the number of work orders closed without work being done. After this winter's heating crisis, we are undertaking a comprehensive assessment of our heating operations – our procedures related to maintenance and outages, our staffing, and our use of data to inform planning and preventive maintenance.

*Conclusion [GM Mustaciuolo]*

Thank you, EVP Pennington.

Property management is our core business. Under NextGen NYCHA and with NextGen Operations, we are working to improve residents' quality of life with more efficient repairs and connections to invaluable services.

However, the steady, decades-long decline in federal funding imperils our work and the progress we're making. Please stand with us as we continue advocating for the increased operating funding NYCHA desperately needs from Washington.

Thank you for your support as we create safe, clean, and connected communities; we want to continue the dialogue on how we can work together to best serve residents. We are happy to answer any questions you may have.

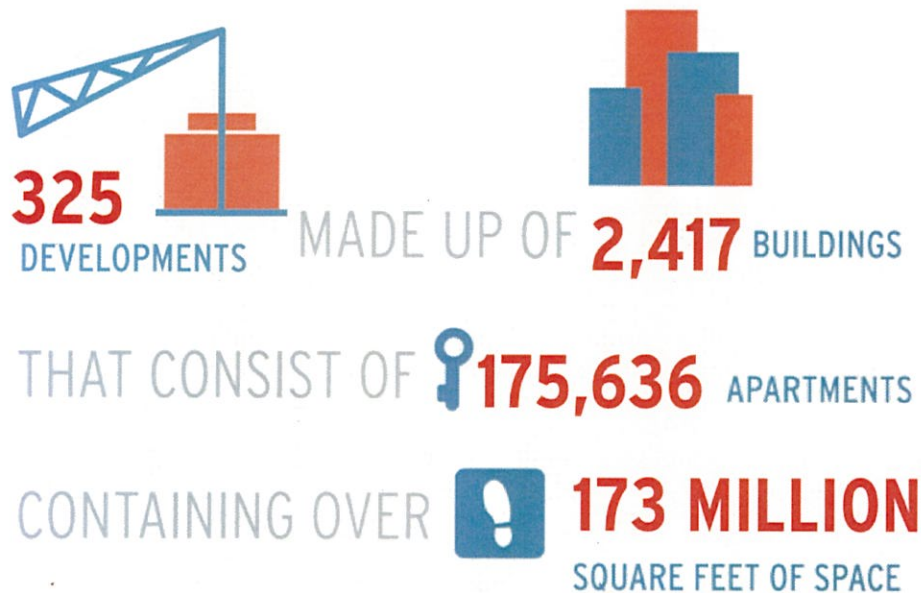


# NYCHA Property Management

April 24, 2018



# NYCHA's Size & Scope



Nearly 400,000 residents call NYCHA home



THE LARGEST DEVELOPMENT: A **26-BUILDING** APARTMENT COMPLEX WITH **7,000 RESIDENTS**

THE SMALLEST DEVELOPMENT: A **SINGLE-STORY** SENIOR BUILDING WITH **13 RESIDENTS**

# Property Management Staff



More than 250 property managers and assistant managers

More than 300 property maintenance supers and assistant supers



Over 400 housing assistants

About 3,000 caretakers



Nearly 800 maintenance workers

More than 1,000 skilled trades staff





**BRONX:**  
**89** developments  
with **44,292**  
apartments



**STATEN ISLAND:**  
**10** developments  
with **4,474**  
apartments



**QUEENS:**  
**20** developments  
with **15,299**  
apartments



**MANHATTAN:**  
**97** developments  
with **53,001**  
apartments



**BROOKLYN:**  
**99** developments  
with **58,438**  
apartments



**FHA Homes:**  
**10** developments  
with **132**  
apartments

# NYCHA's Residents



**120,000**  
**SENIORS**  
62 YEARS OLD OR OLDER



**160,000**  
**CHILDREN**  
UNDER 18 YEARS OLD



**\$24,423**

AVERAGE  
HOUSEHOLD  
INCOME



**46.9%**

ARE EMPLOYED  
(OF NON-DISABLED,  
WORKING-AGE ADULTS)



**40%**

ON FIXED INCOME  
(SOC. SEC., SSI, PENSION, OTHER)



**38%**

OF HEADS OF HOUSEHOLDS  
ARE 62 YEARS OLD OR OLDER



**22%**

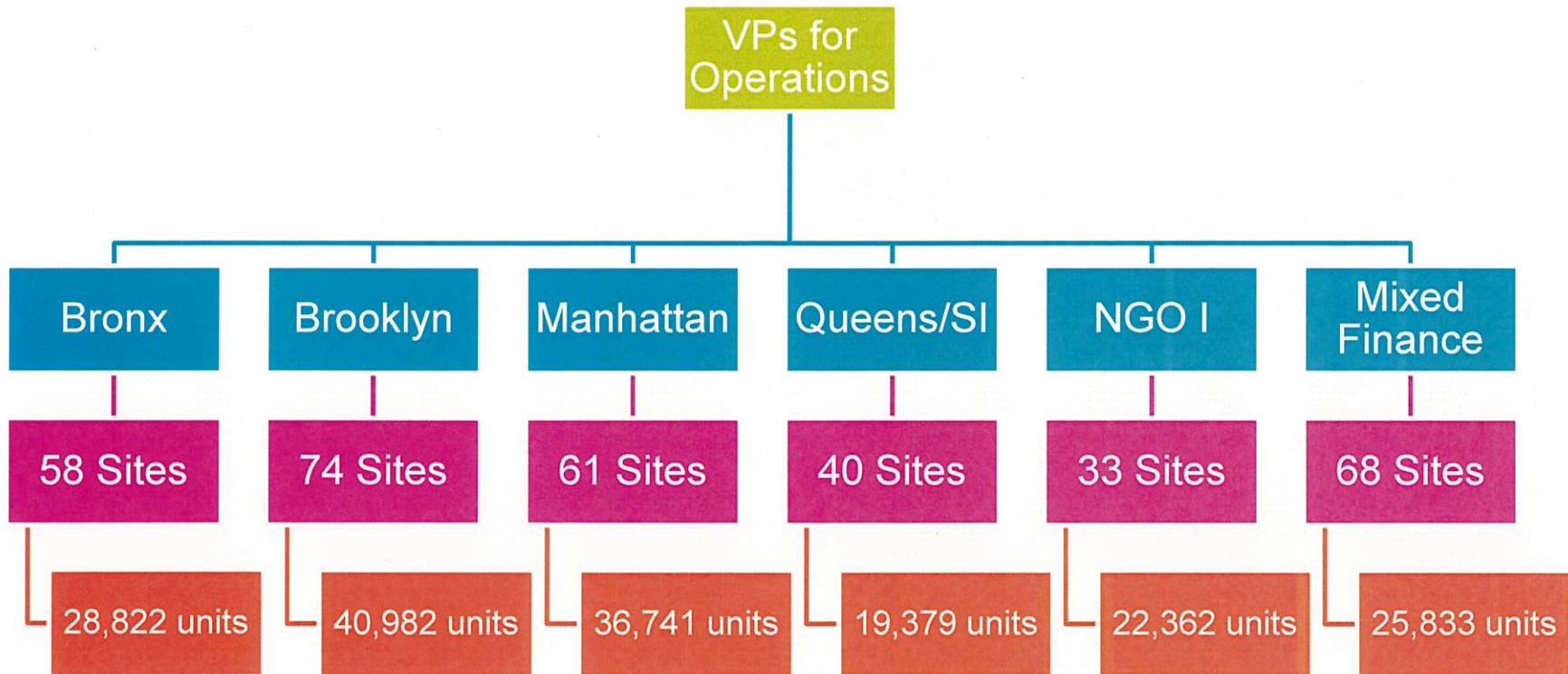
OF NYCHA EMPLOYEES  
ARE RESIDENTS OF  
PUBLIC HOUSING



**13%**

RECEIVE PUBLIC  
ASSISTANCE

# Property Management Portfolios



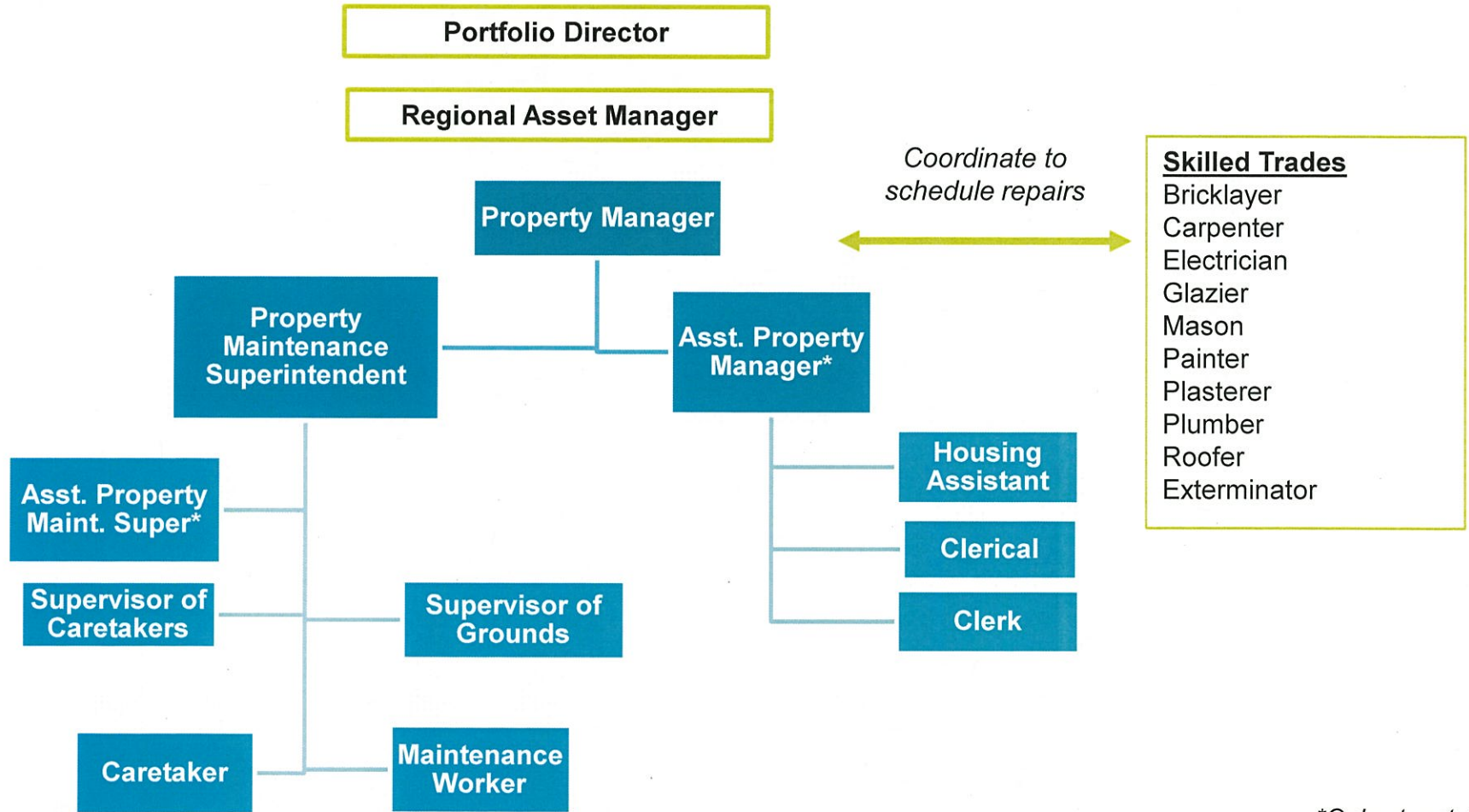
*Privately managed: 2,123 units in 26 sites*

*\*The total number of sites listed above reflects the number of individual developments (334) by property management district. NYCHA's official count of developments of 325 is based on how the developments were originally created by HUD.*

*\*\*Total number of units includes non-dwelling units.*



# Example of Development Staff Structure



*\*Only at certain developments*

# Delivering Services to Residents

## Property Management

Grounds and common areas  
and trash management

Apartment repairs

Building exteriors

Rent collection

New leases

Annual reviews

Court appearances

Resident communication

Meet with RAs, elected officials,  
NYPD

New policies and protocols  
(e.g., smoke-free)

# NYCHA Property Management by the Numbers



Responded to **2.7 million** maintenance and repair requests



Conducted more than **48,000** routine apartment inspections



Conducted **~2,000** boiler inspections



Maintained over **3,200** elevators



Signed leases with **4,000** new households



Conducted nearly **142,000** annual reviews

2017 data represented

# NGO Implementation Overview

2015

- NGO began as the OPMOM pilot with sites in **Brooklyn, Manhattan and Bronx**

2016

- NGO expanded to **Queens/ Staten Island and Mixed Finance**

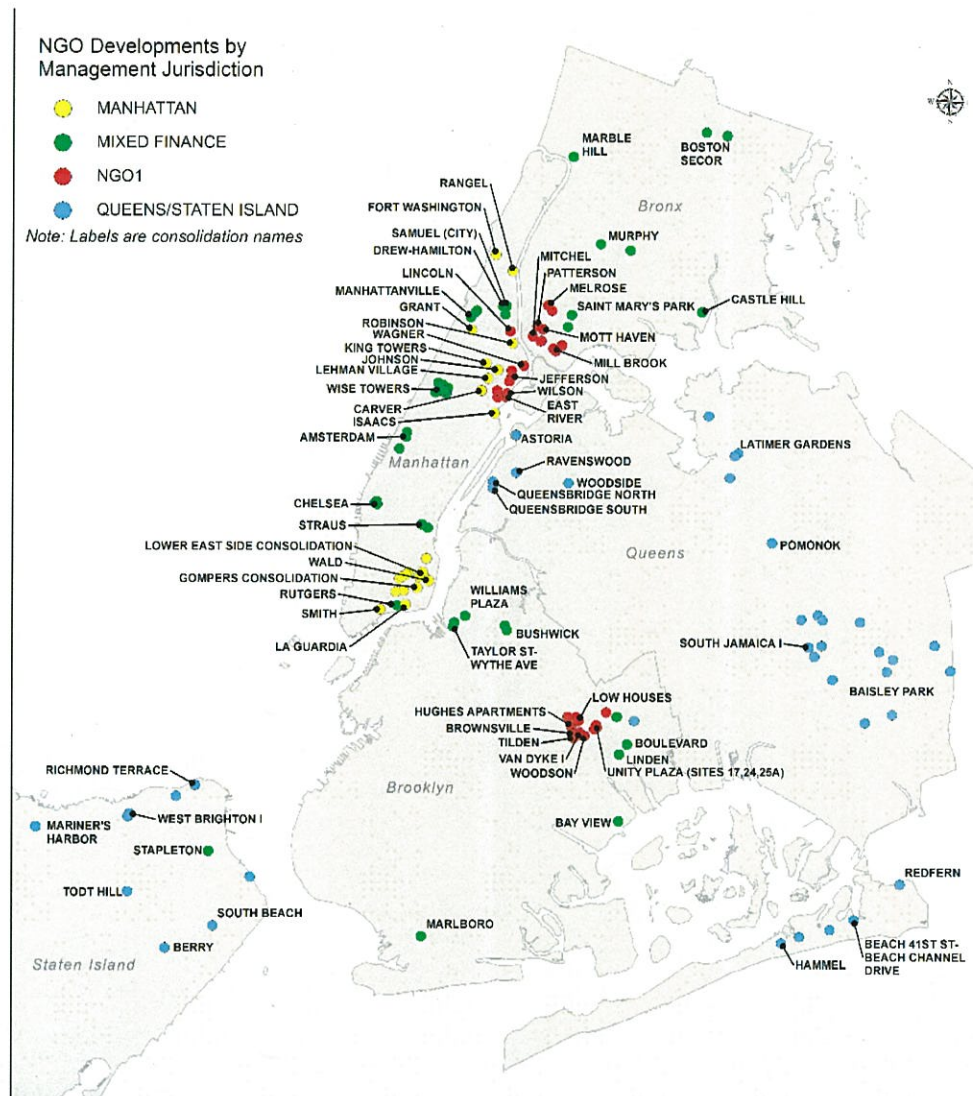
2017 - Present

- NYCHA-wide program adoption pending training completion:
  - **Manhattan** – partially complete, training underway for remaining sites
  - **Brooklyn** – mid '19
  - **Bronx** – mid '19

# NextGeneration Operations (NGO) Developments

Sites under NGO property management model:

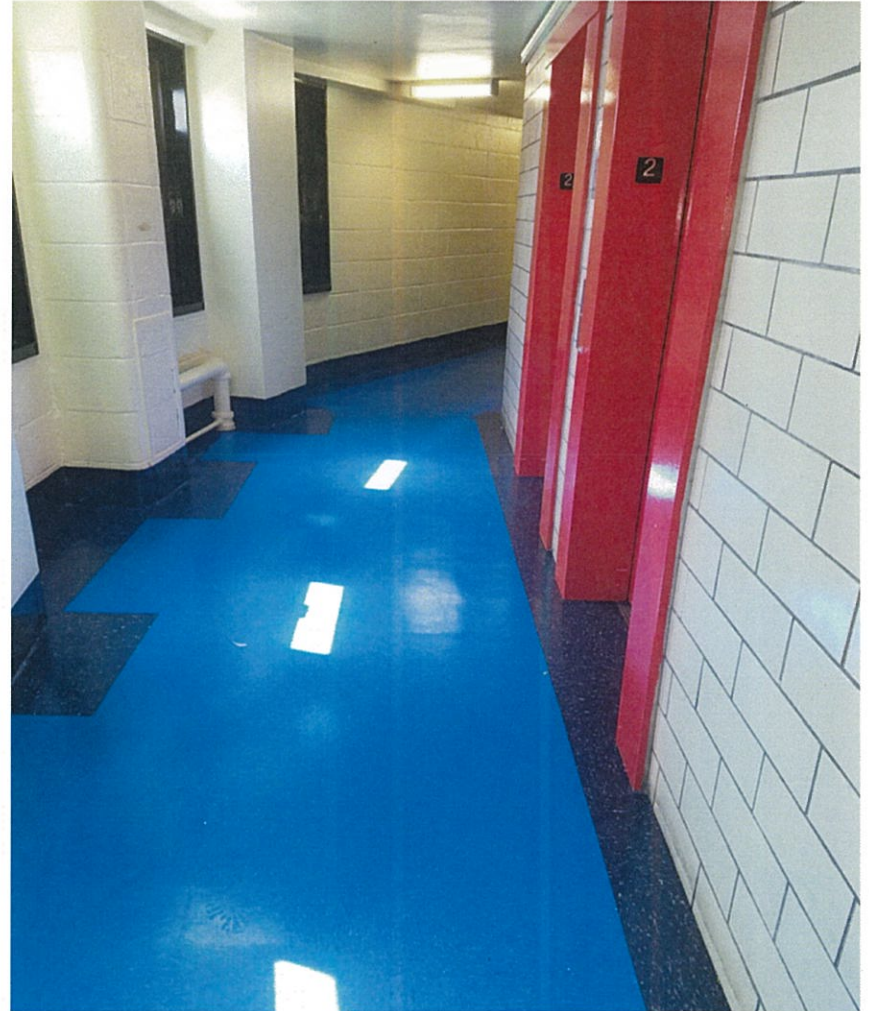
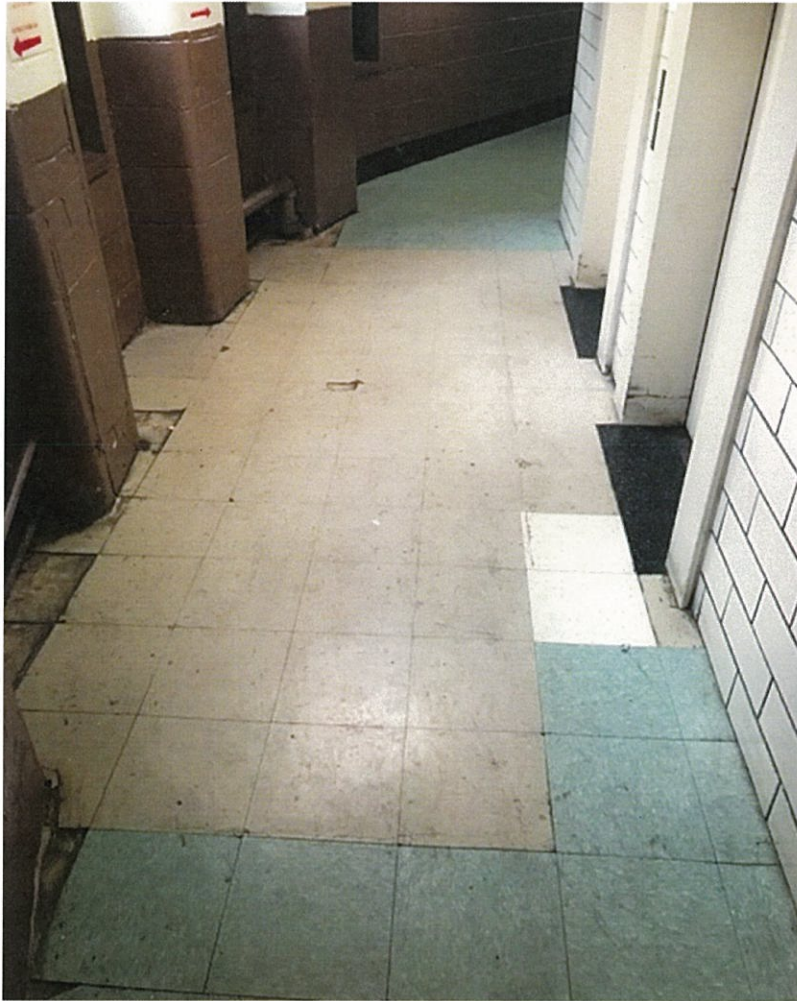
- 129 developments
- 83,171 units



# Howard Houses Building Entrances



# Langston Hughes Hallways



# Wagner Houses Lobby





# NGO's Impact

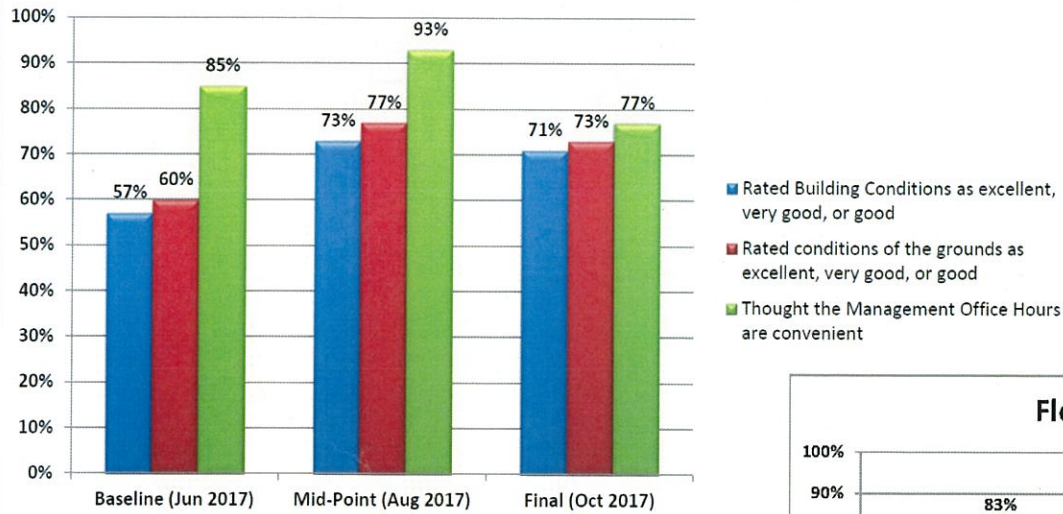
- Basic repairs completed faster than at non-NGO sites
- Emergency repairs and vacant apartment turnover completed 20% faster than non-NGO sites
- NGO sites have about 15% fewer open work orders than non-NGO sites

# Streamlining and Improving Operations

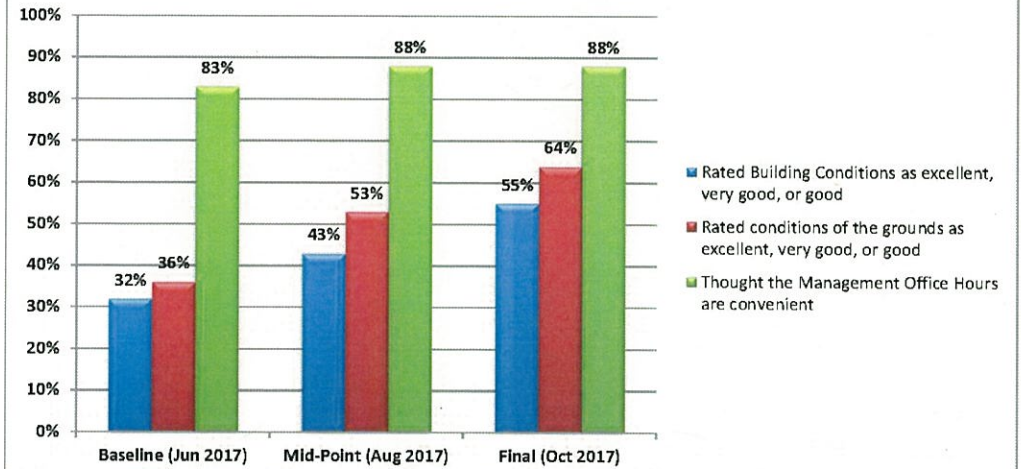


# FlexOps

**Flex Ops II: Group 1 Resident Surveys**



**Flex Ops II: Group 2 Resident Surveys**



# Engaging Residents



Refer residents for services through our web-based **referral system**



Liaise with **250+** resident associations

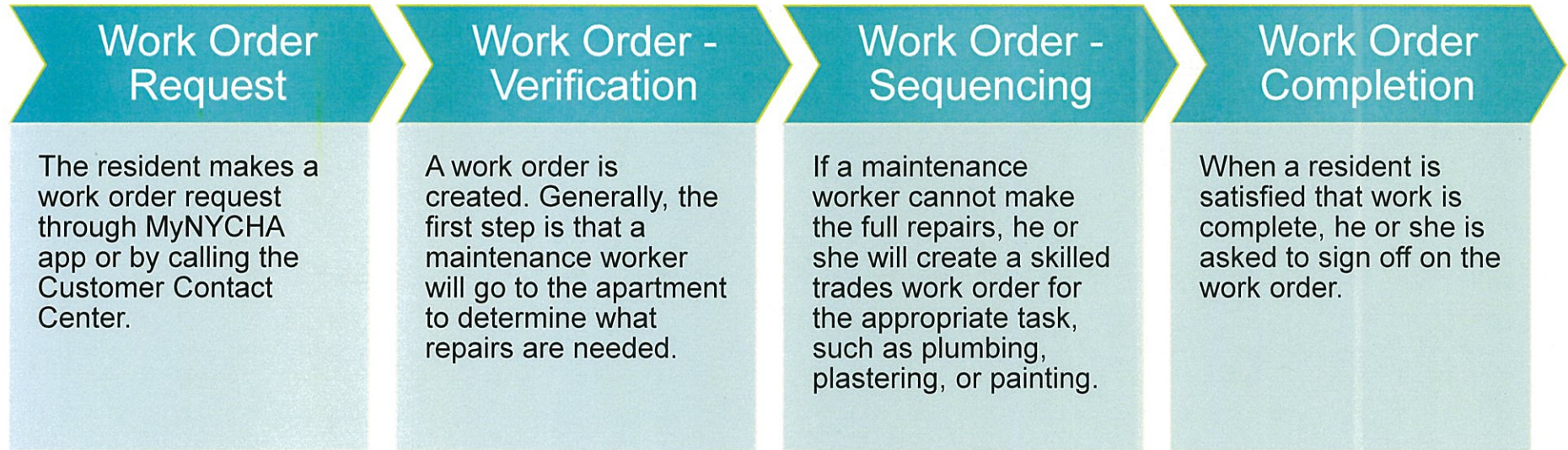


Participate in resident-led beautification and **greening** projects



Coordinate with **community** and **senior center** operators

# Work Order Process – Challenges



Scheduling repairs

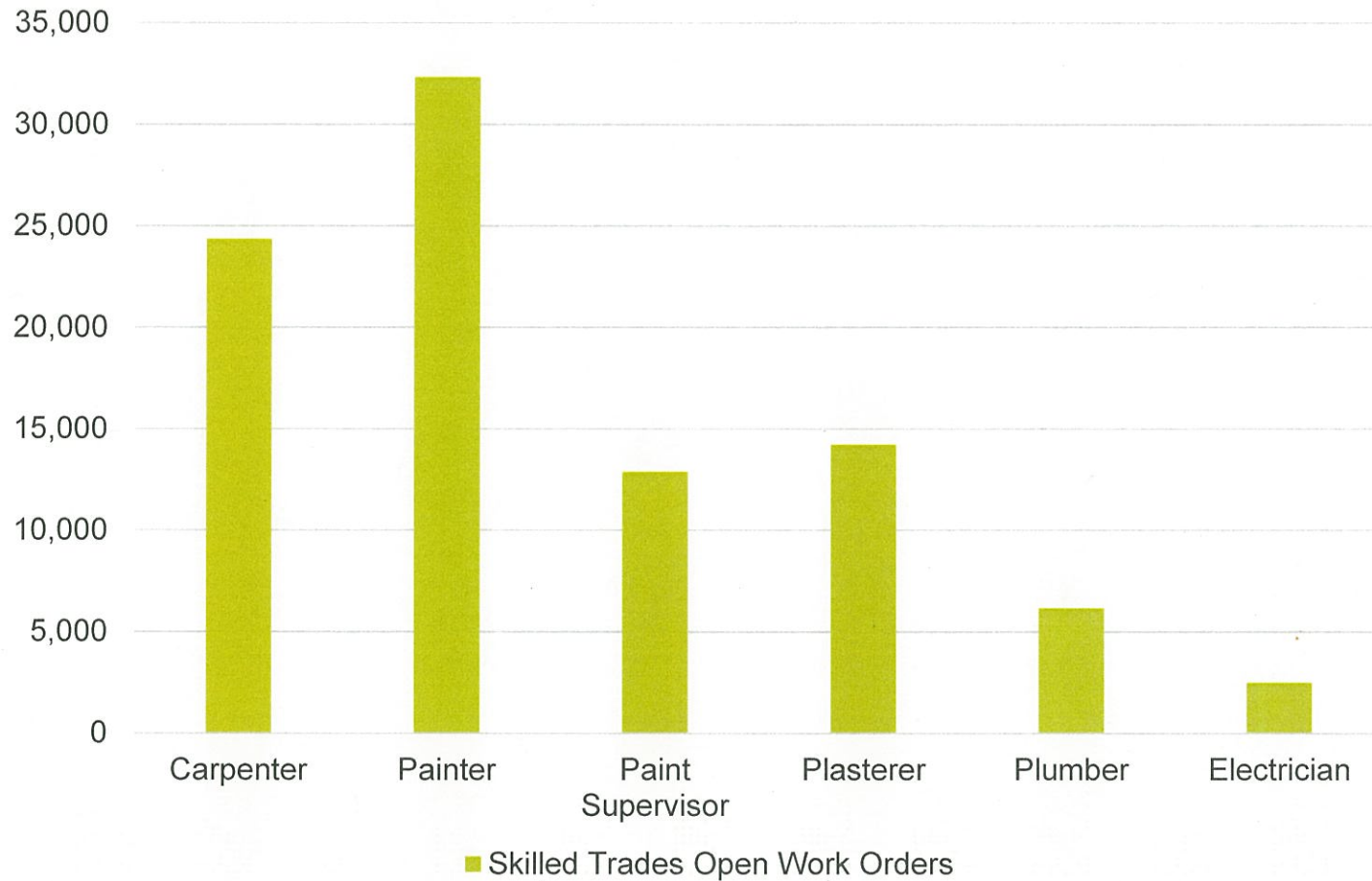


Communication about future repairs



Skilled trades backlog

# Skilled Trades - Open Work Orders



# Initiatives to Improve Service



NGO roll-out

Contract services



FlexOps

Development-based skilled trades pilot



Improved communication with residents about scheduling repairs

Heating – comprehensive review



# Property Management Is Our Core Business





# NextGeneration NYCHA Vision



Safe,  
Clean,  
and  
Connected  
Communities





**Testimony of  
Victor Bach, Senior Housing Policy Analyst  
Community Service Society (CSS)  
At  
Oversight Hearings on  
Property Management at NYCHA  
NY City Council Committee on Public Housing  
April 24<sup>th</sup>, 2018**

For over 20 years, the Community Service Society (CSS) has been providing technical assistance and policy guidance to NYCHA residents and their advocates. After years of resident outcries about worsening conditions, our 2014 report—*Strengthening New York City’s Public Housing: Directions for Change* ([www.cssny.org](http://www.cssny.org))—was the first to systematically track the accelerated deterioration residents were experiencing since 1999 and identify government disinvestment—at every level of government—as a root cause of the problems facing the authority.

At the same time, NYCHA’s failings at basic property management have become increasingly clear. For some time, I have heard mounting resident complaints and criticisms from management consultants and real estate experts, but nothing as startling as recent disclosures of NYCHA’s failure since 2013 to conduct required inspections for toxic lead paint risks and its widespread failure to maintain basic boiler operations during this past harsh winter. This is a far cry from the “public housing that worked” for which NYCHA was noted for most of its 80+ years.

For that reason, this hearing is very timely. Although I am not expert at large-scale real estate management, I thought it would be helpful to point to some promising directions that should be seriously considered for improving the quality of NYCHA property management:

***Decentralize On-Site Property Management***

In 2012 the Boston Consulting Group conducted a \$10 million assessment of NYCHA’s central support functions. One of its major criticisms was of its multi-tiered management system—headquarters, borough-level, and development-level—an inefficient chain of review and approvals that delayed procurement and on-site responses to repair needs. In 2015 NYCHA moved in that direction with the OPMOM (NextGen Operations) demonstration in 18 developments, under which on-site superintendents were granted more autonomy to purchase standard equipment and made responsible for developing their own budgets. *This innovative demonstration should be given serious consideration for citywide implementation. To do so would require comprehensive training of all on-site superintendents.*

### ***Centralize Critical Technical Operations***

At the same time, certain technical management operations will require central control and implementation to assure across-the-board compliance with requirements at each development. Current examples would include maintaining or contracting a central pool of skilled technicians to conduct annual boiler inspections and make the necessary repairs. Similarly, a central pool of qualified personnel should be available to make annual lead-paint inspections and implement remediation as necessary.

### ***Stagger Management Shifts***

At most NYCHA developments, on-site management are available only between the hours of 8 am and 4:30 pm, making it difficult for the many residents with normal working hours to be present for repair appointments without losing worktime. To correct the problem, in 2016 NYCHA launched the FlexOps demonstration, after much controversy with the union, instituting staggered shifts that provided management coverage from 6 am to 8 pm in selected developments. *The innovative FlexOps demonstration should be given serious consideration for citywide implementation.*

### ***Include NYCHA Residents in the City's Local Code Enforcement System***

Any tenant in a private multiple dwelling can call the 311 Citizen Service Center to register a housing complaint. The complaint—its date, location, and nature—is recorded and referred to the NYC Department of Housing Preservation (HPD) code enforcement for appropriate follow-up and, as necessary, an inspection. However, a NYCHA resident dialing 311 is automatically referred to the authority's internal Centralized Call Center—which alerts the on-site manager and, as appropriate, schedules an appointment for repairs. No record of the complaint is made outside NYCHA; much is left to the discretion of the manager. There is no independent inspection that residents can bring to bear on NYCHA or at the Housing Court. What happens in NYCHA stays in NYCHA. As a result there are no external records of complaints and outstanding violations that can be used to assess NYCHA conditions and management responses. In that important sense, NYCHA is opaque. *We recommend that NYCHA residents be given access to the 311 Citizen Service Center and follow-through local code enforcement,*

### ***Make NYCHA Conditions Transparent—Remove Its Exemption from Public Data Bases***

Similarly, any tenant in a private multiple dwelling can go to the public websites of HPD and the Department of Buildings (DOB), enter his/her address, and obtain a record of past code violations and whether and when they were cured. If a NYCHA resident enters an address, he/she will find no record in these data bases. For some time, under a prevailing "gentlemen's agreement", NYCHA has enjoyed an exemption from these open records. Greater NYCHA transparency will increase its chances of claiming the capital it needs to address its aging infrastructure. It shouldn't take a sudden field visit from the Governor or a law suit to expose what needs to be done to restore decent living conditions. *We recommend that NYCHA apartments and buildings be included in the public data bases maintained by HPD and DOB.*

### ***Support a Resident Oversight Entity***

NYCHA resident leadership have long been thought of as a “sleeping giant”, a mute constituency with the potential power of a half-million residents, even as they struggle with accelerating deterioration. I am pleased to say the giant is now stirring, indeed it is aroused. To its credit, the Citywide Council of Presidents (CCOP) recently brought suit against the authority for its management failures. Closer federal and local monitoring are in sight, as well as a Resident Oversight Entity through which resident leaders can monitor and influence ongoing property management reforms and other changes. But there are obstacles: Resident leadership turns over in time, as a result of losses and new elections. The leaders—tenant association presidents—have limited time, energies, and they bring differing skills. A Resident Oversight body needs to maintain its continuity and capacity over time if it is to be effective. *For that purpose, we recommend the Resident Oversight Entity be provided with ongoing staff support, independent of NYCHA, to enable it to carry out its information-gathering and monitoring functions effectively and maintain communications with external advocates and stakeholders. Some portion of available TPA (Tenant Participation Activity) Funds should be set aside for this purpose.*

### ***Call for a NYCHA Plan to Reform Its Property/Housing Management Functions***

*We urge City Council to call for a long-term NYCHA plan for reform of its property management operations. At a minimum, the plan should assure that the authority will comply with local health and housing codes and with federal requirements.*

Thank you.

# MANHATTAN TOGETHER

*(Formerly Upper Manhattan Together)*  
*An Affiliate of the Metro NY Industrial Areas Foundation*  
*125 East 105<sup>th</sup> Street - New York, NY 10029*  
Office: (212) 369-4106 Fax: (718) 292-4603  
Email: [Manhattantogogether@gmail.com](mailto:Manhattantogogether@gmail.com) Website: [www.mt-iaf.org](http://www.mt-iaf.org)

Hello, my name is Ayliphelet Ramirez. I live at the Johnson Projects up in East Harlem for 14 years now.

How would you feel if your home was making your children sick? Well that's what we discovered 9 years ago when our then four year old daughter was coughing and wheezing so badly that we had to rush her to the emergency room, where eventually she was diagnosed with asthma.

At the same time, the wall in her bedroom closet was breaking down due to leaking pipes and was also covered in mold. I called NYCHA and several employees came only to tell us they didn't see a problem! I kept calling until eventually a responsible employee came, broke down the wall, found the leaky pipes and got the ball rolling to get it fixed. He also warned me that this problem was what was most likely causing my daughter's asthma attacks, her asthma specialist confirmed this via an allergy panel.

Since that first incident my husband and I have had a second child and the same wall has broken down three more times, most recently three months ago. A housing employee came, broke down my wall, spotted the leaky pipes, again and put in the required tickets for the plumbers but no one has been back to do the job. Its been over a month. This is what my daughters wall looks like! *(see picture below)*

This is still happening to my family, and so many others across the City, more than four years into Bill De Blasio's time as Mayor. He came in with big promises, but we haven't seen him deliver.

Both of our children are asthmatic, if we could live somewhere else we would, unfortunately we can't so we are going to fight. I have various neighbors with similar problems and know thousands of others across the City who are going through the same incidents. We are talking and organizing with our neighbors and Metro IAF to help ensure that public housing becomes a decent place for everyone.



## **South Bronx Churches**

*An Affiliate of Metro Industrial Areas Foundation*

389 East 150<sup>th</sup> Street ~ Bronx, NY 10455

Office: 718-665-5564 Fax: 718-665-5824

[SouthBronxChurches@gmail.com](mailto:SouthBronxChurches@gmail.com)

[www.sbc-iaf.org](http://www.sbc-iaf.org)

Buenos Días

Mi nombre es Santiago Sanchez. Residente de Morris Houses, un líder de las Iglesias del Sur del Bronx y Metro IAF.

Cinco(5) anos atrás, mi apartamento por poco me mata. Yo acababa de salir del servicio cuando escuche un sonido muy fuerte, "CABOOM"

Corrí a ver, lo que encontré fue un pedaso grandote de plaster, que cayo directo encima del toilet.

Si yo estuviese allí todavía, me hubiera mandado al hospital o aun mas peor. Torrente de agua caía. El molde comenzó crecer y crecer, trate de limpiarlo pero fue imposible y volvía a aparecer.

Me cojeo un ano para que NYCHA viniera arreglarlo.

2 anos mas tarde la gotera comenzó otravez como siempre volvía limpiar y fue creciendo con mas frecuencia. Llame Housing, de nuevo vinieron tantos y no hicieron nada. Unos decían que la pared esta mojado, que "no lo podemos pintar, vamos a esperar que se seque."

Yo les dije que la gotera del agua viene de arriba, no se va secara asta que lo arreglen. Ellos no supieron que hacer.

A Mediado del ano 2016, reporte esto a las Iglesias del Sur del Bronx y Metro IAF los cuales que ayudan a los residentes.

De pronto lo trabajadores de NYCHA supieron que hacer. Mi apartamento se miro muy bonito por un ano.

?Y Saben que? Sucedió lo mismo. Ya no tenia deseo de reportarlo porque estaba cansada de lo mismo, (ahora se ve así) otra ves.

Pues Bien, tuve que hacer la llamada a housing. Vino un inspector el viernes. Me dijo que la pared será destruido y luego poner nuevo. Pero en el tike solo se hablo del plaster cubriendo esto, así no es la solución.

Se necesita arregla la gotera y poner le fin al problema. Yo seguiré trabajando con los residentes para organizar mis vecinos con Las Iglesias del Sur del Bronx y Metro IAF para

asegurar que se haga esto por mi y todo los miles de residentes que esta sufriendo de este mismo problema.

Tengo fe y esperanza que seamos buenos asociados con el City Council en ganar esta pelea, gracias a todos.







*(Formerly Upper Manhattan Together)*

*An Affiliate of the Metro NY Industrial Areas Foundation*

*125 East 105<sup>th</sup> Street ~ New York, NY 10029*

*Office: (212) 369-4106 Fax: (718) 292-4603*

**Email: [Manhattantgether@gmail.com](mailto:Manhattantgether@gmail.com) Website: [www.mt-iaf.org](http://www.mt-iaf.org)**

I am Rev. Getulio Cruz Jr., Pastor of Monte Sion Pentecostal Church on the Lower East Side, and a founding Leader of Manhattan Together- Metro IAF.

Imagine how frustrated the incapacitated man for almost 40 years felt, waiting by the pool of Bethesda, in the Gospel of John. He knew how close he was to those healing waters, and yet how far away he was from healing.

That is how angry and frustrated I feel for NYCHA tenants in my congregation, for Ms. Horton in Brooklyn, Ms. Ramirez in East Harlem and Ms. Sanchez in the South Bronx.

For those who don't speak Spanish, Ms. Sanchez said that in the last five years her bathroom has been infested with leaks and mold three times. What's more, despite the fact it has been reported, mold is still covering her bathroom today, as you can see from the picture she showed.

This neglect creates serious problems and helps exacerbate asthma.

### **How does this make you feel?**

Metro IAF has been organizing for decades to help NYCHA tenants across the City get justice. We talked to our neighbors, documented problems like mold and leaks, and met with NYCHA officials from the local property managers to the NYCHA Chairperson.

We've won thousands of repairs, but it was never enough.

In 2013 we settled a historic class-action lawsuit in *Baez V NYCHA*. We got the court to order the mayor to properly fix mold and leak problems in 15 days or less. But in Mayor de Blasio's first term, the agreement failed.

In 2015, the judge found that the "public housing mayor" was violating the agreement. He appointed a special master to get results.

Forty months later, the mayor is still failing to clean the mold out and fix the leaks. Our members, and all NYCHA tenants, are still treated like second-class citizens.

Recently, after hundreds of hours of work and negotiation by our team, NYCHA agreed to a new settlement. It isn't perfect, but it is a huge step forward. Most importantly, it includes an Ombudsperson who can force NYCHA to make repairs in individual apartments. We hope the judge approves this additional oversight.

We are also excited to work with the Governor's independent monitor.

Our tenants, our families want relief. But we know that NYCHA and this mayor only respond to pressure and independent accountability.

In Metro IAF we know how to act together and create meaningful change. We welcome the focus and pressure that the city council is bringing to this important issue.

Testimony of Audrey Fraser, Hylan Tenant Association President

New York City Council Hearing on Property Management

April 24, 2018

FOR THE RECORD

FOR THE RECORD

Good morning, my name is Audrey Fraser and I am the Hylan Tenant Association (TA) President. Thank you for the opportunity to testify before you today.

I have lived at Hylan for 39 years. Over my three terms as TA President, I have worked with three different property managers. Our current property manager is Ms. Williams, who started working at Hylan six years ago.

Ms. Williams has made my job as a TA President much easier. When I have a resident in need, Ms. Williams is responsive. She and her team work quickly to get urgent issues addressed. Additionally, Ms. Williams is professional, friendly, and treats residents with respect.

But good staff can't do it alone. The staff work hard, but there just aren't enough of them to go around. When something happens, care takers can get pulled away for a day, they are borrowed to deal with emergencies. We need to make sure that NYCHA gets the resources they need to fix things like old pipes and crumbling brick, so there are fewer emergencies and care takers can focus on maintenance.

Thank you for your time and consideration.

Email:

[AudreyFraser24@yahoo.com](mailto:AudreyFraser24@yahoo.com)

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# CITY-WIDE COUNCIL OF PRESIDENTS, INC.

The Official Representative Body for  
the Public Housing Community of Resident Associations in the City of New York



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## EXECUTIVE BOARD OFFICERS

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**Mr. Reginald H. Bowman**  
*Brooklyn East, District Chair*

---

Good Morning Madam Chair and Councilmembers, Fellow Residents. I am here to talk and add a little light to Property Management. There are several issues in the Property Management Department and they are in Dire Need of a Massive Overhauling. NYCHA tends to think that they get rid of someone in a leadership Position the issue is gone with the individual but that is Not the case with the Subordinates that are left some have the Agenda of the Past Administration and Some have their own Agenda's and None are beneficial to the Residents.

There are so Many cases of bad situations like Few weeks ago in the North Bronx at the Bailey Houses I received a call from the resident leader if I could come and see the Conditions at her Development So I went after leaving a meeting at 250 Broadway. Upon arriving at Bailey Houses I saw that the Lobby Door wasn't locked and this is the New Layered Access system, In the Lobby There Was huge pieces of Peeling Paint and the Garbage Hopper up to the Second Floor. As I went up to the 13<sup>th</sup> Floor I met the RA leader and the Vice and they showed the Apartment of the Senior on Oxygen that was in intensive Care due to CO2 Poisoning from smoke of Fire that was on the 17<sup>th</sup> floor that was Done Over Beautiful because you were touring Madam Chair but then the 7<sup>th</sup> Floor was Horrible with the wall in hallway in front of the Elevator half fixed on bottom only with spacious cracks and air seeping all in hallway and the MOLD AND THE ODOR OF MOLD was unbearable and Not to Mention the Homeless all on the Roof.

Then there is Middletown Plaza a Senior Development That begs for an Additional 8 hours and NYCHA won't cover 16 hours but diverts the RA leader to their Council Member (announce Member) but in the Meantime the Seniors are Vulnerable to anything with the Assaults up and in a quiet closed area Security for 16 hours is the least that could be done for our At-Risk Residents. As well as Seniors not being computer savvy and needing assistance to complete these Annual Income Verification Packages and stop giving the Residents False information as they cannot receive a Paper Booklet.

Then there is Andrew Jackson Houses Where I am the Resident Leader and Where the Governor came and We saw that there are No Prejudices on NYCHA behalf on how we live and the Conditions that we live in. We still have Apartments that Still Don't have Hot Water from December's Cold spell and was still experiencing Heating issues but thank God, the weather is changing. In the Pictures You see the Picture of a Residents Apartment in the Mariner's Harbor Houses in Staten Island and the Picture of their Property management office. YOU DO THE MATH IF THIS IS HUMANE.

These are ongoing and we are living it and NO ONE LIKES TO LISTEN TO US because we don't know Anything but NOT true. If you were truly serious you would give us our seat at the table as per HUD 24 cfr 964 .130-150 Regulations. THANK YOU AND GOD BLESS YOU ALL.





My name is Audrey Clemmons and I'm President of PS 139 Conversion.

I'm here to testify of my relationship with my manager.

I've always had a good working relationship with all my managers since my taking over as President, but there are still many of the same problems that plague us from manager to manager.

1. None of them seem to be able to resolve the problem of establishing an office with a Housing Assistant in our building to take care of us Seniors. All managers have agreed that this is needed and promised to set it up, but it hasn't happened yet. We are part of Drew Hamilton Management and we as seniors must go over to them and wait in their office for help when many of us have difficulties.
2. Adult and small children, are living in the apartments. We can identify them, but none of the managers seem to be able to move them out and some of us seniors are troubled with the families that are living here when this is a Senior Only Building.
3. All the managers continue bringing in different cultures, but there's no interpreter. How are we suppose to let them know what is happening if they can't speak English? No one can interpret Chinese, Russian and Indian nor is there anyone that can put it in their languages. We have lots of problems and no manager seems to be able to help.
4. Safety and security are a big concern and we work closely with our Councilman Bill Perkin's Office and Gale Brewer our Borough President's office. There are so many people coming in and out of the basement that don't belong here including homeless people. We need better doors that someone can see who is coming in and out. All the managers say that NYCHA doesn't have money for cameras, but I understand that they have a system that they can watch who comes in through certain doors and we need all managers to install this system for our safety.

Again, my relationship with my managers, including my current manager Ms. Rhodes, is very good, but she needs help in getting things for our senior building. She right now is doing a very good job, but we are going to remind her that we had a very cold winter and we want to be prepared for the next winter so she needs help now.

Carey Gardens/Haber/Site 1B  
2955 West 24<sup>th</sup> Street  
Brooklyn, NY 11224

From: Ronald Cholewa, Property Manager at Carey/ Haber/Site 1B

I am currently the Property Manager at Carey Haber which consists of three Consolidations totaling 1256 units. Carey built in Nov 1970 consists of 684 units, Site 1b Unity Towers built in June 1974 consists of 192 units, and Haber built in June 1965 consists of 380 units.

I am directly responsible for the overall supervision of the maintenance and management operations at the development to ensure promptness and quality of service and to ensure that NYCHA goals and the mission is met.

My two greatest accomplishments are maintaining a consistently high level of performance indicators regarding rent collection, annual reviews, Service level agreement, and PHAS Scores and reducing the work ticket back log in carpentry jobs, plastering jobs, and painting jobs.

In regard to annual reviews in 2017, we have met or exceed the NYCHA goal of 95% in all of the quarters completing 95% in quarter one, 100% in quarter two, 95% in quarter three and 95% in quarter four.

In regard to rent collection in 2017 and during the first 3 months of 2018, our average TAR WAS 94%.

In regard to our SLA in 2017 and during the first 3 months of 2018, we averaged about 3 days which is below the NYCHA goal of 7 days.

Regarding our PHAS scores, we scored over 80% on the last 2 PHAS inspections. In the reduction of the work ticket backlog, we have greatly reduced our carpentry, plastering and paint job work orders. For example, from June 2017 to April 2018 we reduced open carpentry jobs from 154 to 90, painter jobs from 160 to 63 and plastering jobs from 146 to 38.

The two on going challenges I am facing are being able to keep up with the annual review process despite staff shortages and keeping abreast of all of the Sandy work currently taking place at all 3 consolidations.

- The annual reviews, we have met with all of the staff and we are committed to maximizing the number annuals done during our Flex Ops evening and during our annual review late night. Our Assistant Property Manager will also assist the HAs in the afternoon to free them up to work on annuals.
- Ongoing Sandy work - we have met with the contractors Supervisors and resident leaders and have agreed to meet at least monthly and sooner if necessary.

To improve customer service, we will continue to meet with the resident leaders monthly to review development issues, new policy changes and resident concerns. The property maintenance supervisor and I maintain an open-door policy enabling all of our tenant leaders access to us at any time.



**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: SIDEYA SHERMAN

Address: \_\_\_\_\_

I represent: NYCTA

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Bernadette McNEAR

Address: 159-48 H. R. Drive

I represent: President (RA)

Address: raphyrangel.ta@usa.com

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/2018

(PLEASE PRINT)

Name: Reginald H. Bowman

Address: 365 Sachman St #5C

I represent: CityWide Council of Presidents

Address: 90 Church St

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**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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 in favor  in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Zabud Hage

Address: 183-11 41st St NYC

I represent: Fredrick Samuel

Address: 103-05 Wil 32nd St NYC 10030

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THE CITY OF NEW YORK**

Appearance Card

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 in favor  in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Ronald Cholewa

Address: 3210 Locust Ave Seaford L.I 11783

I represent: NYCHA Care / Hiber House

Address: 2955 Wat 24th Street Brooklyn, N.Y. 11224

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THE CITY OF NEW YORK**

Appearance Card

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 in favor  in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Kelly MacNeal

Address: \_\_\_\_\_

I represent: NYCHA

Address: \_\_\_\_\_

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THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Aixa Torres

Address: 17 St James Pl

I represent: Alfred E. Smith-Houser RA, Inc.

Address: Same

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Kerri Jew

Address: \_\_\_\_\_

I represent: NYCHA

Address: \_\_\_\_\_

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THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: DEBRA WHITE

Address: 896 PARK AVENUE # 2B

I represent: SUMNER HOUSING

Address: 896 PARK AVENUE

Please complete this card and return to the Sergeant-at-Arms

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THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)  
Name: Brena Bracy-Seals

Address: 1870 Eastern Pkwy

I represent: Saint Pauls Community Baptist Church

Address: 890 Audin

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: 04/24/18

(PLEASE PRINT)  
Name: Patricia Tate

Address: 104-04 Glenwood Rd.

I represent: \_\_\_\_\_

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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 in favor  in opposition

Date: 4/23/18

(PLEASE PRINT)  
Name: Ronak Topping

Address: \_\_\_\_\_

I represent: John Adams - BX

Address: 731 Tinton

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THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: \_\_\_\_\_

Name: MR. Calvin Drumgo (PLEASE PRINT)

Address: 254 Stanley Ave

I represent: TA Pres. BackelentHouses

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: \_\_\_\_\_

Name: Carmen Quinonez (PLEASE PRINT)

Address: 544 Columbus Av

I represent: Douglass House President

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: 4/29/18

Name: Diana Blackwell (PLEASE PRINT)

Address: 158 W. 144th St #2B

I represent: Fred Samuel (City)

Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Audrey Clemmons

Address: 120 W. 140<sup>th</sup> St N2K

I represent: PS 139 Conversion

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Lisa Kenner

Address: 422 Blake St

I represent: Van Dyke Resident Assoc.

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Willia M. Lewis

Address: 230 W. 131 St

I represent: St. Nicholas Houses

Address: \_\_\_\_\_

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THE CITY OF NEW YORK**

Appearance Card

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 in favor  in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: MARY V. SIMS  
Address: 159-16 HARLEM RIVER DRIVE NY 10039  
I represent: NYC HOUSING AUTHORITY  
Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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 in favor  in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: HATHAIEH GREEN  
Address: 192 MADISON AVE  
I represent: DICK WALK  
Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: DANIEL BARBER  
Address: 765 COURTLANDT AVE  
I represent: CITYWIDE CHAIRMAN  
Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms

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THE CITY OF NEW YORK**

Appearance Card

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in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Jacqueline Frazier

Address: 215 Nagle Avenue

I represent: NYCHA - Dyckman Houses

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Cathy Fennington

Address: ERP Operations

I represent: NYCHA

Address: \_\_\_\_\_

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THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: Vito Mustacchio

Address: ERP Operations

I represent: NYCHA

Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms



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THE CITY OF NEW YORK**

Appearance Card

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in favor  in opposition

Date: 4/24/18

Name: Vito M... (PLEASE PRINT)

Address: Carolyn Gasper

I represent: VP of PH Operations

Address: SMYTHA

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

Name: VICTOR BACH (PLEASE PRINT)

Address: \_\_\_\_\_

I represent: COMMUNITY SERVICE SOCIETY

Address: 633 Third Ave. NYC 10017

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4-24-2018

Name: CLAUDIA COGER (PLEASE PRINT)

Address: 3-20-27th Ave ASTORIA NY 11102 #5C

I represent: ASTORIA Resident Assoc

Address: 4-20-ASTORIA Blvd

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: 04-24-18

(PLEASE PRINT)

Name: Audrey Fraser

Address: 131 Moore St Apt 10A

I represent: \_\_\_\_\_

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: REV. DAVID K. BRANLEY

Address: 859 HENRICH ST. BROOKLYN

I represent: EAST BROOKLYN CONGREGATIONS - METRO

Address: I.A.F.

**THE COUNCIL  
THE CITY OF NEW YORK**

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I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
 in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: TITA CONCEPCION

Address: \_\_\_\_\_

I represent: EAST BROOKLYN CONGREGATIONS - METRO I.A.F.

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 4/24/18

(PLEASE PRINT)

Name: PIA HORTON

Address: \_\_\_\_\_

I represent: EAST BROOKLYN CONGREGATIONS - METRO I.A.F.

Address: \_\_\_\_\_

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**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: 04/24/18

(PLEASE PRINT)

Name: AYLIPHELET RAMIREZ

Address: 2000 3RD AVE, 10F, NY NY 10029

I represent: MANHATTAN TOGETHER / METRO IAF

Address: 1256

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor     in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Rev. Getulio Cruz Jr.

Address: 163 Crystal St. Brooklyn NY 11208

I represent: Manhattan Together - Metro IAF

Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor     in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Santiago Sanchez (Reverend Cruz)  
Translating

Address: 1460 Washington Ave, Bronx NY

I represent: SBC / Metro IAF

Address: 389 E 150th Street, Bronx NY

Please complete this card and return to the Sergeant-at-Arms