

CITY COUNCIL  
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

of the

COMMITTEE ON PUBLIC HOUSING

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March 13, 2020

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B E F O R E: Alicka Ampry-Samuel  
Chairperson

COUNCIL MEMBERS: Alicka Ampry-Samuel  
Diana Ayala  
Laurie A. Cumbo  
Ruben Diaz, Sr.  
Vanessa Gibson  
Mark Gjonaj  
Carlos Menchaca  
Donovan J. Richards  
Rafael Salamanca, Jr.  
Ritchie J. Torres  
Mark Treyger  
Jimmy Van Bramer  
Carlina Rivera  
Peter Koo  
Bill Perkins

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

Greg Russ  
Chair and CEO  
New York City Housing Authority

Vito Mustacuiolo  
Vice President of Finance Team  
New York City Housing Authority

Annika Lescott  
New York City Housing Authority

Steve Lovci  
Executive Vice President for Capital  
New York City Housing Authority

Joey Koch  
Chief of Staff  
New York City Housing Authority



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2  
3 CHAIRPERSON GIBSON: Good afternoon,  
4 ladies and gentlemen. Welcome to the City Council  
5 Chambers. I am Council Member Vanessa Gibson and I  
6 am proud to serve as the chair of Subcommittee on  
7 Capital and I am filling in its afternoon for our  
8 distinguished chair of Public Housing, Chair Alicka  
9 Ampry-Samuel, who unfortunately could not join us  
10 this afternoon due to a family matter. I ask all of  
11 us to keep her and her family in your prayers and I  
12 am proud to step in and fill her shoes and chair  
13 today's budget hearing on the mayor's preliminary  
14 budget of the Committee on Public Housing. So I  
15 thank you all for being here. Today's hearing this  
16 afternoon is on the city's fiscal 2021 preliminary  
17 budget hearing and NYCHA's five-year operating and  
18 capital plans for 2020 to 2024. I thank my  
19 colleagues who are here. I will recognize the  
20 members of the committee and council members who are  
21 here. We have Council Member Jimmy Van Bramer,  
22 Council Member Ruben Diaz, Sr., Council Member  
23 Carlina Rivera, and Council Member Diana Ayala, who  
24 have joined us and others will be joining us  
25 throughout the afternoon. The New York City Housing

1 Authority has operated the largest public housing  
2 program in the nation for over 75 years, providing  
3 affordable housing to nearly 400,000 low- and  
4 moderate-income New York City residents and families  
5 and serving nearly 200,000 additional New Yorkers  
6 through its Section 8 program. While NYCHA continues  
7 to be a precious and critical resource in an  
8 increasingly unaffordable city, long-standing  
9 disinvestment and federal underfunding of public  
10 housing coupled with organizational mismanagement has  
11 resulted in the deterioration of public housing. For  
12 years many tenants and families have reported health  
13 and safety issues in their homes, ranging from lack  
14 of heat, hot water, unresolved mold issues, pest  
15 infestation, lead-based paint hazards, elevator  
16 outages, leaky roofs, and that's just to name a few  
17 of many of our long-standing issues. Recently,  
18 though, these health and safety issues have come to a  
19 head and the federal government stepped in through an  
20 administrative agreement that was signed last  
21 January, which requires NYCHA to remediate living  
22 conditions at developments citywide by specific  
23 deadlines. In total, the city is providing 2.2  
24 billion dollars from fiscal 2019 to fiscal 2028 for  
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1 critical repairs to meet the terms of the agreement,  
2 and last February a federal monitor was appointed to  
3 oversee these improvements and reform efforts at  
4 NYCHA. While city funding is a critical resource for  
5 NYCHA, it is a drop in the bucket compared to NYCHA's  
6 overall capital need of 32 billion dollars, which can  
7 potentially increase to as much as 68 billion dollars  
8 by 2028. NYCHA, to its credit, is not solely relying  
9 on its government partners to rescue it from  
10 financial insolvency. The authority has implemented  
11 NYCHA 2.0, a comprehensive 10-year plan to renovate  
12 and preserve NYCHA developments and resolve 24  
13 billion dollars in capital needs across its  
14 portfolio. While NYCHA 2.0 is a big and bold plan,  
15 it still leaves about 9 billion dollars unfunded  
16 capital needs across its portfolio and does not  
17 address for the fact that NYCHA's capital need could  
18 as much as double by the end of the 10-year plan. In  
19 addition, major components of the success of the  
20 NYCHA 2.0 plan heavily rely on funding resources  
21 available at the federal level which the Trump  
22 administration has proposed severe reductions to or  
23 either complete zeroing out in the budget. At  
24 today's hearing this afternoon it is our hope to  
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1 understand and get a clearer understanding of how the  
2 NYCHA 2.0 plan will roll out, how NYCHA will improve  
3 the fiscal conditions of its buildings under the  
4 provision of a federal monitor, and how all of this  
5 translates to improved services for residents and  
6 families. After the New York City Housing Authority  
7 we will hear from members of the public. I'd like to  
8 remind everyone, anyone who is here today that is  
9 interested in testifying to please fill out our  
10 witness slip with the Sergeant at Arms to your right  
11 so that we can add you onto our list. I'd also like  
12 to thank and recognize the staff of the Committee on  
13 Public Housing for all of their work, our principle  
14 financial analyst, Sarah Gastulum, our unit head,  
15 Cheema Obichare. I certainly want to thank the  
16 finance division led by our director, Latonya  
17 McKinney, and our deputy directors, Nathan Toll, Paul  
18 Simone, Regina Pareda Ryan, and certainly want to  
19 acknowledge again our chair of public housing, Alicka  
20 Ampry-Samuel and her staff. And I want to thank our  
21 chair for all of her work and her efforts and  
22 certainly while she may not be here physically, she's  
23 always here in spirit, and I've talked to her and  
24 certainly will be asking a series of questions from  
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1 our chair to the New York City Housing Authority.

2 And with that, as I close I just want to again

3 emphasize that in light of everything that is going

4 on across the country and certainly here in the state

5 and right here in the City of New York around the

6 coronavirus this City Council is working very closely

7 with the administration and all of our healthcare

8 partners and stakeholders to make sure that we take

9 every precaution possible to protect every New Yorker

10 and their family. There's a lot of information out

11 there and we want to make sure that the information

12 shared by all is, number one, factual and accurate,

13 and so through a series of social media and other

14 communications, press releases, press conferences,

15 City Council members, our speaker, the mayor and his

16 team are doing everything possible to share as much

17 information as possible. I think every day when we

18 wake up it seems more alarming. There are more

19 confirmed cases. But as the government and as the

20 city we will do our best to remain calm and make sure

21 that we follow every guideline need to follow so that

22 we protect every New Yorker and their family. So I

23 thank you for being here today and want to just

24 recognize that we have our general manager here from

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1  
2 the New York City Housing Authority. We have Gregory  
3 Russ, our chair of the New York City Housing  
4 Authority. We have our CFO, Annika Lescott is here  
5 with us. We have our chief compliance officer of  
6 NYCHA, Dan Greene. We have our general manager, Vito  
7 Mustacuiolo, as well as our executive vice president  
8 of capital projects, Steve Lovci. So thank you all  
9 for being here and with that, before you begin, we  
10 will have our committee counsel swear you in, and we  
11 look forward to today's hearing. Thank you for  
12 joining us, and thank you, colleagues, for being  
13 here. And I'd also like to acknowledge we have  
14 joined with us Council Member Peter Koo as well.  
15 Thank you.

16 COMMITTEE COUNSEL: Can you raise your  
17 right hand, please? Do you affirm to tell the truth,  
18 the whole truth, and nothing but the truth in your  
19 testimony before this committee and to respond  
20 honestly to Council Member questions? You may begin.

21 CHAIRPERSON GIBSON: Thank you. You may  
22 begin.

23 CHAIR RUSS: Good afternoon, ah, Chair  
24 Gibson, members of the committee, other distinguished  
25 members of City Council, residents, members of the

1 public, um, good afternoon. My name is Gregg Russ.  
2 I'm NYCHA's chair and CEO. And as we heard in the  
3 introductions, I'm joined by the general manager,  
4 Vito Mustacuiolo, vice president of our finance team,  
5 Annika Lescott, and Steve Lovci, our executive vice  
6 president for capital. Thank you for this  
7 opportunity to present the authority's adopted  
8 budget, which was approved by NYCHA's board on  
9 December 18, 2019. Before I get into the details on  
10 the budget and our recent progress, I would like to  
11 update the committee on how the authority is  
12 addressing the coronavirus in relation to residents,  
13 staff, and our properties. We are working in concert  
14 with the health department, NYC Emergency Management,  
15 and other city agencies to providers New Yorkers,  
16 including our residents and staff, with consistent  
17 real-time information about the virus. We are  
18 informing residents of best practices for staying  
19 healthy and stopping the spread of germs through  
20 direct outreach in multiple languages, notifications  
21 at our developments, and digital communications, ah,  
22 in a very extensive way. We created an internal task  
23 force that is planning our response to coronavirus,  
24 decimating specific guidance to staff. For instance,  
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1 we have directed staff to focus their daily cleaning  
2 on the high traffic areas, such as building entrance  
3 doors, elevator controls, mailboxes, and trash  
4 chutes. We've engaged a federally government-  
5 approved vendor to conduct deep cleanings and apply  
6 additional product protections that prevent germs  
7 from spreading. These treatments started on  
8 Wednesday at the senior-only buildings and we're  
9 bringing in additional vendors for daily cleanings,  
10 looking to expand into the rest of the portfolio. We  
11 are also participating in the regular interagency  
12 planning meetings, updating our agency-wide  
13 continuity of operation plans, maintaining an  
14 inventory of personnel protective equipment for  
15 staff. We will continue to keep resident staff and  
16 our partners, including the council members, up to  
17 date in the weeks ahead. So the groundwork for  
18 transformation moving the authority forward, NYCHA is  
19 at this time and place, ah, at a moment where its  
20 future is going to be defined. In this moment we are  
21 working with the monitor, Bart Schwartz and his team,  
22 to develop action plans in critical areas, to improve  
23 resident quality of life in accordance with the HUD  
24 agreement. This is the framework for building a new  
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1  
2 NYCHA for tomorrow while benefitting our hundreds of  
3 thousands of residents today. This work of  
4 transformation involves developing an organizational  
5 plan to improve how the agency operates and that will  
6 be released this summer. It is a collaborative  
7 effort and we've already begun to engage our  
8 partners, including the monitor, council members,  
9 advocates, residents, staff, and other stakeholders.  
10 There is no way but transforming into a new, stronger  
11 NYCHA that delivers better services for residents and  
12 that involves a lot of hard work. However, while the  
13 HUD agreement, including the organizational  
14 transformation requires massive expenditures, it does  
15 not come with additional federal funding for NYCHA.  
16 We rely on the support of our city and state  
17 government partners to help us address the  
18 shortfalls, along with the programs outlined in our  
19 long-term real estate plan. NYCHA's budget is a  
20 reflection of our priorities in this time of  
21 transformation. It acknowledges that we must invest  
22 in our buildings while we achieve appropriate  
23 staffing levels. As you've heard, central office  
24 staffing has been reduced in recent years, largely  
25 through attrition. To better serve residents, we are

1 moving resources from the central office to the front  
2 line, consolidating our central offices in the  
3 process. We are hiring 632 new staff to work at our  
4 developments and on our compliance efforts,  
5 increasing last year's total budget head count from  
6 10,707 to 11,349 this year. At the same time we're  
7 planning major capital improvements across the  
8 portfolio. Our total head count has gone down by  
9 2100 staff in the past 16 years and it has impacted  
10 NYCHA's ability to provide residents the level of  
11 service they deserve. We estimate it would cost  
12 about 220 million annually to restore those 2100  
13 employees. But when we rehabilitate our buildings  
14 through programs like PACT we reduce the maintenance  
15 needs and we can make more efficient use of the staff  
16 that we do have. In addition to moving resources to  
17 the developments and investing in our buildings, our  
18 focus is on managing at the property level and  
19 managing better to improve residents' quality of life  
20 and to make good use of our limited funds. Our  
21 budget outlook - we'd like to thank our congressional  
22 delegation for advocating on behalf of public  
23 housing, for their role in securing a billion dollars  
24 in federal operating funding, 552 million in capital  
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1 funding for 2019. This money has allowed us to carry  
2 out our work that's vital for our residents and for  
3 the future of public housing in New York City.

4 Thanks to their advocacy we received more capital and  
5 operating funds than we expected when we adopted the  
6 budget last year. We applied some of this money  
7 towards the operating expenses required by the

8 agreement, investments that will benefit residents  
9 today and tomorrow. We must continue fighting for

10 the funding for our buildings and our residents. The  
11 president has again proposed significant funding cuts  
12 for public housing authorities nationwide in his 2021

13 budget. Our operating budget is 3.84 billion in  
14 revenue and 3.75 billion in operating expenses as

15 projected. We anticipate a modest 91 million surplus  
16 in 2020, which will help us mitigate deficits in the

17 out years beginning in 2022. NYCHA receives two-  
18 thirds of its operating revenues from federal

19 sources. This year we expect to receive 984 million  
20 in federal operating subsidy, which amounts to

21 approximately \$6000 per apartment annually. The 2020  
22 budget assumes what's called a proration factor at

23 95% of the operating subsidy, about 50 million

24 dollars less than what NYCHA is eligible for. We  
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1 also expect to receive 262 million in city operating  
2 funds and we thank you and the mayor for these. We  
3 expect to collect about a billion dollars in rent  
4 from our residents, which is a bit more than the  
5 operating subsidy from the federal government. We  
6 expect to receive 1.3 billion for Section 8 vouchers  
7 and the associated administrative fees this year.  
8 Our Section 8 program is well managed, despite the  
9 fact that we are underfunded by HUD's formula. NYCHA  
10 currently receives 99.5% of our previous year  
11 expenses and a Section 8 administrative fee that is  
12 prorated to 79%. This funding supports about 84% of  
13 the 120,000 vouchers that NYCHA is eligible for. The  
14 3.75 billion in operating expenses includes 1.1  
15 billion in Section 8 payments to landlords, 1.4  
16 billion in salaries and fringe benefits, 377 million  
17 in contracts, 269 million in OTPS, supplies,  
18 vehicles, and equipment, for example. As you are  
19 aware, a significant portion of our expenses are  
20 uncontrollable, such as utilities and employee  
21 benefits. Our capital budget comprises federal  
22 funding from HUD, FEMA funding for Sandy recovery and  
23 resiliency efforts, city funding, and state funding.  
24 We received an initial allocation of 582 million in  
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1 federal capital funds this year. Our 2020 budget  
2 allocates capital funding for building envelopes,  
3 building systems, including heating plant and  
4 elevator replacements, and interior renovations.  
5 Over the next five years we plan to replace 310  
6 boilers and 281 elevators. Since 2018 we've replaced  
7 77 boilers. While the federal capital funding we  
8 receive is far from enough to meet the tens of  
9 billions of dollars worth of capital needs across the  
10 portfolio and has actually declined by about 1.2  
11 billion since 2001, we are using the money we do  
12 receive wisely and efficiently. We expend roughly 67  
13 million dollars per month on capital projects and  
14 more than a billion dollars of construction work is  
15 currently under way across the authority. Last year  
16 we obligated the prior year's capital funding in 15  
17 months ahead of HUD's 24-month obligation deadline,  
18 and we expended the last three capital grants within  
19 an average of 17 months ahead of HUD's 48-month  
20 expenditure deadline. To facilitate the investment  
21 of city capital dollars we're going to create some  
22 new positions devoted to the management of these  
23 projects and we'll have more on that later in our  
24 testimony. As of the end of 2019 we awarded 2.98  
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1 billion in Sandy recovery projects, almost 92% of our  
2 FEMA money, and have completed 1.74 billion dollars  
3 worth of work, providing residents with new roofs,  
4 electrical systems, boilers, back-up power, and flood  
5 protection. This resulted in the hiring of 440 NYCHA  
6 residents as part of this process. In 2020 over 700  
7 million is scheduled to be spent on these efforts.

8 HUD's energy performance contracting program is  
9 enabling us to replace boilers and modernize heating  
10 systems with assistance from energy service companies  
11 without spending capital dollars up front. The  
12 improvements are funded by the cost savings from our  
13 reduced energy consumption. Four EPCs are currently  
14 investing over 271 million at 70 developments and we  
15 are on track to exceed our total investment goal of  
16 300 million by the end of the year, several years  
17 ahead of schedule. Mayor de Blasio has committed an  
18 unprecedented level of resources to the authority,  
19 all in a total of 6.4 billion, including 1.3 billion  
20 to repair nearly a thousand roofs, 200 million to  
21 replace boilers and upgraded heating systems. To  
22 date we have replaced 177 roofs, benefitting more  
23 than 28,000 residents, and helping to prevent leaks  
24 that can cause mold. I would like again to thank our  
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1  
2 elected official partners at all levels of government  
3 for advocating for increased funding for the public  
4 housing's urgent capital needs. The HUD agreement -  
5 the HUD agreement with a monitorship, whatever term  
6 you want to apply, is our roadmap for progress for  
7 improving the delivery of services to our residents.  
8 It requires firm deadlines and goals, both immediate  
9 and several years out, which, as I mentioned,  
10 involves significant expenditures for which there is  
11 no dedicated or additional federal funding. To date  
12 we have spent approximately 200 million on staff and  
13 93 million on vendors to fulfill our obligations  
14 under the agreement. For instance, we have spent 14  
15 million hiring 153 staff for our Healthy Homes  
16 department, which manages efforts on lead, mold, and  
17 pests. We created three new departments that are  
18 essential to carrying out the agreements' actions  
19 plans, compliance, environmental health and safety,  
20 and quality assurance, budgeting 18 million to hire  
21 96 additional staff for this critical work. And we  
22 anticipate substantial expenses over the next several  
23 years to address all the major areas of the  
24 agreement. We expect that it will cost over 2.2  
25 billion to fully abate lead-based paint across the

1 NYCHA portfolio. We are currently spending about 101  
2 million to complete XRF tests in over 134,000  
3 apartments. We estimate that it would cost roughly  
4 230 million annually to achieve compliance with  
5 interim controls in the area of lead and lead  
6 remediation. The city is providing NYCHA with at  
7 least 2.2 billion in capital funding over the next 10  
8 years. This is part of the HUD agreement. We are  
9 discussing with the monitor our plans to use these  
10 funds to address lead, mold, heating, elevators, and  
11 pests through comprehensive modernizations as well as  
12 component replacement. We're working on a plan for  
13 use of 100 million in fiscal year 2020, state capital  
14 funds, also to address the areas outlined in the  
15 agreement. We will update the council once that plan  
16 has been approved by the state. In November the  
17 monitor approved our plan to invest 450 million in  
18 state funding to replace 108 boilers at 25  
19 developments and 148 elevators at 10 developments,  
20 benefitting more than 79,000 residents and reducing  
21 maintenance demands at those buildings. As we  
22 discussed in January, the monitor approved our  
23 heating action plan and through operational  
24 improvements we've increased staffing and made  
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1 strategic investments and further reduced the time it  
2 takes to restore heat outages by 22%, from nine hours  
3 last season to seven hours this season. We've  
4 brought down the number of heat outages by 23%, from  
5 935 last season to 720 so far this season. In  
6 addition, the number of residents impact, impacted  
7 has dropped by 21%. On January 30 the monitor  
8 approved our action plan to improve elevator service  
9 for residents. The plan outlines how we will replace  
10 281 elevators by 2024, reduce the frequency and  
11 duration of elevator outages, and improve our  
12 communication and outreach to residents, especially  
13 seniors and people with mobility, ah, disabilities in  
14 the event there is an outage. We are in the process  
15 of submitting our lead action plan to the monitor for  
16 review. We created a lead compliance insurance  
17 program to oversee lead projects and records and have  
18 trained over 3000 staff to become EPA-certified  
19 renovators. As of March 9, 2020, we continue to  
20 conduct our XRF tests in approximately 38,615  
21 apartments to date. Of those, 17,500 apartments had  
22 positive results, 14,754 were negative, and the  
23 remainder of the results are forthcoming. Based on  
24 initial results, many of these units that tested  
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1 positive had only one or two apartment components  
2 where lead is present, such as baseboards or  
3 windowsills or walls. The monitor approved our mold  
4 action plan just this Wednesday. We finished rolling  
5 out our Mold Busters program citywide in September  
6 and have provided all applicable staff with hands-on  
7 training on the updated mold inspections and  
8 remediation protocols, including the new tools we are  
9 using to effectively and efficiently combat mold. To  
10 tackle pests and wastes we've adopted an integrative  
11 pest management approach authority-wide, training 800  
12 staff on these protocols. To date we've provided  
13 targeted relief to more than 3500 apartments with  
14 recurring pest complaints and have completed more  
15 than 1200 inspections across the city as part of our  
16 work to identify infestation hot spots. We are  
17 establishing a new waste management department,  
18 installing new trash compactors and other waste  
19 disposal infrastructure and are working with the  
20 sanitation department to improve bulk waste pickup.  
21 The monitor approved our action plan for ensuring the  
22 integrity of HUD inspections, known as FAS  
23 inspections, in October. We've trained more than 900  
24 staff on FAS and HUD's uniform physical condition  
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standards, making staff aware of the consistent daily maintenance that is needed to improve the conditions of our properties year round. We are now validating FAS work orders through our compliance department and these efforts also involve our other newly created departments, Quality Assurance and Environmental Health and Safety. The Permanent Affordability Commitment Together, PACT, the majority of NYCHA's buildings are over half a century old and their massive capital needs, tens of billions of dollars and rising, is the single greatest issue impacting the authority's future. Addressing this is an absolutely imperative, but it can't be done with business as usual. Through our PACT preservation initiative, a key and innovative part of NYCHA 2.0, we're bringing substantial renovations and repairs to at least 62,000 apartments by 2028, significantly improving the quality of life for residents. We are on track to achieve this goal. By this spring, nearly 21,000 apartments will be somewhere in the conversion pipeline. To date we have converted nearly 7800 apartments across 30 developments to more stable Section 8 funding streams through PACT, addressing 1.1 billion in hard costs for the capital

1 needs of these properties. Last month we closed our  
2 seventh PACT transaction, which will bring more than  
3 370 million in major repairs and renovations to 2625  
4 apartments throughout Brooklyn, home to over 6300 New  
5 Yorkers. Last month we also selected five  
6 development teams that will work with us to preserve  
7 over 5900 apartments in Brooklyn and Manhattan,  
8 benefitting more than 11,000 residents. We will soon  
9 release a request for expression of interest to  
10 convert and renovate an additional 5400 apartments.  
11 We are using every tool and resource at our disposal  
12 to improve the quality of life for our residents. A  
13 key focus of our work and catalyst for change is  
14 fulfilling the obligations of the HUD agreement in  
15 collaboration with the monitor. As noted, the  
16 federal government is not providing additional  
17 funding to meet these substantial obligations and so  
18 we must continue advocating for the funding the  
19 public housing residents deserve. Our partnerships  
20 with stakeholders, including the council members, is  
21 vital to accomplishing all that we must accomplish  
22 and we thank you for your support. At this critical  
23 moment as we strive to invest in the authority and  
24 ensure that it can serve New Yorkers for another 85  
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1 years, we look forward to keeping you updated on our  
2 progress. Thank you. We are happy to answer  
3 questions that you have.  
4

5 CHAIRPERSON GIBSON: Thank you very much.  
6 Thank you, Chair Russ, and thank you to you and your  
7 team for being here. Um, we have a lot of work to  
8 do. We've done a lot of work together, and I think,  
9 you know, this City Council under this administration  
10 has worked very closely with Housing as it relates to  
11 making sure that there's funding from the city. Ah,  
12 we work with our partners in Albany to get initially  
13 100 million dollars that was allocated to NYCHA  
14 through the Manhattan district attorney and recently  
15 in 2019 another 100 million, as well as the 450  
16 million that the governor recently signed off on. So  
17 there's been a lot of money flowing. Um, this City  
18 Council continues to be very concerned, as we should,  
19 about the federal dollars and the federal impact, and  
20 this budget that the president has proposed now, um,  
21 it looks like there will be a potential 15% cut, um,  
22 in federal funding based on the projections that  
23 we've seen. Um, about 60% of your operating budget  
24 for 2020 is supported by federal dollars. Um, but  
25 because there is uncertainty at the federal level,



1 um, we at the council want to understand what the  
2 impact would be, um, while the budget process is  
3 under way. Are we having conversations with our  
4 partners at HUD, um, and are we developing some sort  
5 of a plan in the event that that cut does go through.  
6 Um, so could you get us, give us an understanding of  
7 what's happening, your conversations, and how we move  
8 forward at the federal level?

10 CHAIR RUSS: Sure, thank you very much,  
11 ah, for asking. This is really just an incredibly  
12 important issue. So, um, we have been advocating,  
13 ah, each budget year on our own and with other  
14 housing authorities around the country for, ah,  
15 realistic budgets from the administration, and to  
16 date we have not received any. And, ah, we have been  
17 very fortunate that these budgets have, ah, been  
18 delivered to Congress and our delegation, ah, with  
19 support, ah, from us here at home and the House has  
20 been able to craft budgets that have been blunted,  
21 ah, most of the, ah, ah, cuts that the, the  
22 president's budget proposes.

23 CHAIRPERSON GIBSON: Um-hmm.

24 CHAIR RUSS: Let me start with capital,  
25 ah, if you're asking about impact.

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CHAIRPERSON GIBSON: Um-hmm.

CHAIR RUSS: Um, we do not believe that the final budget that the government adopts will zero out the capital program. But in fact that's what was proposed. That's 582 million dollars this year, which would completely, um, spin us in the wrong direction in terms of the investment that we have to make. We have, ah, a significant amount of capital money in the pipeline and we are actively working to obligate and expend those funds. But the kinds of cuts that the president proposed would be draconian, not only for us in New York City, but for virtually all the other housing authorities that rely on that capital budget. We have also, um, ah, advocated and begun to look at, ah, impacts in our operating budgets. We believe that ah, these decreases, ah, are also significant. They touch our ability to do day-to-day maintenance. But we also believe that, um, we have, ah, some reserves and additional funds that in the event these cuts even came close to being implemented we would be able to operate at some period of time, ah, and transition if we had to, ah, if these became cuts that we had to actually deal with. My own view is that we're going to get a

1  
2 different budget out of the Congress than what the  
3 president has submitted, just like we have in the  
4 past two rounds of budget years. Um, but I won't,  
5 um, these are significant cuts again that the  
6 president and the administration have proposed and  
7 they're unconscionable. I mean, our national need in  
8 public housing is around 70 billion dollars in  
9 capital backlog. New York is approximately half of  
10 that number, a little bit more. To propose in this  
11 time period, ah, complete zeroing out is just  
12 irresponsible. Um, I wanted to ask, um, ah, my CFO  
13 if she had any additional comments on the president's  
14 budget.

15 CHAIRPERSON GIBSON: OK, before you do,  
16 can you just give me the amount on operating? You  
17 said 582 million in capital. What is the potential,  
18 ah, cut on operating dollars?

19 CHAIR RUSS: Ah...

20 UNIDENTIFIED: The potential...

21 CHAIR RUSS: Go ahead.

22 UNIDENTIFIED: ...difference would be a  
23 10% cut to NYCHA day-to-day operations.

24 CHAIRPERSON GIBSON: And how much is  
25 that?

2 UNIDENTIFIED: In dollar terms?

3 CHAIRPERSON GIBSON: Right.

4 UNIDENTIFIED: It would be about 50,  
5 we'll get back to you.

6 CHAIRPERSON GIBSON: OK. But it would be  
7 10% of your overall operating budget?

8 CHAIR RUSS: Correct.

9 CHAIRPERSON GIBSON: OK. OK. Did you  
10 want to add anything else?

11 UNIDENTIFIED: I'm the CFO.

12 UNIDENTIFIED: Um, I just wanted to  
13 clarify it would be 500...

14 CHAIRPERSON GIBSON: Can you put the mic  
15 closer to you?

16 UNIDENTIFIED: 582 million dollars lost in  
17 capital funds, a 10% loss in the federal operating  
18 funding, so 10% of the 1 billion dollars that we're  
19 [inaudible].

20 CHAIRPERSON GIBSON: OK, I understand.

21 UNIDENTIFIED: Not the total budget.

22 CHAIR RUSS: Right.

23 UNIDENTIFIED: Um, in addition, the  
24 Section 8 program has a 5 billion dollar national  
25

1 decrease and so for NYCHA specifically it could be  
2 approximately 6300 vouchers lost.

3  
4 CHAIRPERSON GIBSON: OK. That's a lot.  
5 I wanted to ask specifically about the state capital  
6 funds to NYCHA. Um, I know we've worked closely with  
7 Albany to try to not only get the money in the  
8 adopted budgets, but make sure that the money is  
9 actually given to us so we could draw down on it.  
10 Um, the 2016 state-enacted budget, the state provided  
11 the first major capital investment to NYCHA, ah,  
12 about 100 million dollars, which funded a lot of  
13 smaller capital projects, security upgrades and  
14 enhancements, as well as improves to grounds. Um,  
15 these funds require that NYCHA work with DASNY, the  
16 dormitory authority, to develop a spending plan which  
17 would be subject to approval by DHCR. Um, to date I  
18 wanted to understand where are we on those security  
19 enhancement projects, um, as well as some of the  
20 other installation projects. How much have we spent  
21 of that 100 million dollars to date and what remains  
22 outstanding from this initial allocation from 2016?

23 CHAIR RUSS: Thank you very much for the  
24 question. We are in the process of spending that  
25 month. I'm going to ask, um, our EVP for capital,

2 Steve, to give you the details on where we are with  
3 the 100 million that went through the DASNY process.

4 CHAIRPERSON GIBSON: Um-hmm.

5 EXECUTIVE VICE PRESIDENT LOVCI: Thank you  
6 very much. Thank you for that question. Um, just  
7 one clarification. The, that 100 million was managed  
8 and constructed by DASNY.

9 CHAIRPERSON GIBSON: By DASNY, right.

10 EXECUTIVE VICE PRESIDENT LOVCI: Ah,  
11 NYCHA capital projects division, or operations, did  
12 not, um, manage any of those funds that came in.

13 CHAIRPERSON GIBSON: Right, so DASNY did  
14 the work.

15 EXECUTIVE VICE PRESIDENT LOVCI: Ah, and  
16 managed it.

17 CHAIRPERSON GIBSON: And managed it, OK.

18 EXECUTIVE VICE PRESIDENT LOVCI: Yep.  
19 The funds never came through NYCHA.

20 CHAIRPERSON GIBSON: OK.

21 EXECUTIVE VICE PRESIDENT LOVCI: Um,  
22 they've completed about 139 projects of the 217  
23 originally planned projects. Um, 17 of those are in  
24 progress. Ah, nine of those have not started.  
25 There's 52 projects that they are reallocating or

1  
2 have been canceled. Um, and those were broken into  
3 three distinct, ah, items. Those are the security  
4 projects, the appliances, ah, which were the  
5 refrigerators and gas ranges, and in those quality of  
6 life projects which were the community centers,  
7 landscaping, and playgrounds.

8 CHAIRPERSON GIBSON: Security cameras,  
9 what about key fob and intercom system, was that  
10 included?

11 EXECUTIVE VICE PRESIDENT LOVCI: Yeah,  
12 those were part of the security projects which were  
13 CCTV, the layered access control, as you just  
14 mentioned, some control doors as well as lighting  
15 improvements.

16 CHAIRPERSON GIBSON: OK.

17 EXECUTIVE VICE PRESIDENT LOVCI: About 78  
18 of those projects are completed. Um, the other 20  
19 have been canceled or reallocated by DASNY and the  
20 state legislators.

21 CHAIRPERSON GIBSON: OK. Appliances for  
22 new tenants or existing tenants? Do we know?

23 EXECUTIVE VICE PRESIDENT LOVCI: I  
24 believe it was a mix.

1 COMMITTEE ON PUBLIC HOUSING 32  
2 CHAIRPERSON GIBSON: Mixture. And the  
3 last category described, you said quality of life.  
4 That includes community centers, playground,  
5 exterior, lot, recreation at some of the  
6 developments?

7 EXECUTIVE VICE PRESIDENT LOVCI: Correct.

8 CHAIRPERSON GIBSON: OK. OK. Um, and  
9 the reason I ask is because in the past some of my  
10 colleagues have developments where NYCHA has done  
11 capital work versus the DASNY capital work and there  
12 is a difference in the quality of work that's been  
13 done. So this allocation, as you mentioned, was done  
14 solely by DASNY. What role did NYCHA have in this?  
15 Did we, ah, make recommendations, did we oversee?  
16 What was the role we played in working with DASNY and  
17 DHCR?

18 EXECUTIVE VICE PRESIDENT LOVCI: Um-hmm.  
19 So, um, we worked with DASNY a lot on the lessons  
20 learned that we had. Um, also engagement with the  
21 residents, engagement with the development staff. We  
22 were brought up to speed on their schedules in terms  
23 of when they were gonna start construction, and we  
24 gave them lessons learned on working with the city on  
25 constructions projects within the city.



1                   CHAIRPERSON GIBSON:  OK, and how many  
2  
3 projects are remaining, outstanding?  You said 17 are  
4 in progress, 52 were repurposed, reallocated, and  
5 what's remaining to complete?

6                   EXECUTIVE VICE PRESIDENT LOVCI:  So of  
7 those 217, the 139 have been completed.  So you've  
8 got 17 projects that are in progress, nine roughly  
9 that have not started yet...

10                  CHAIRPERSON GIBSON:  [inaudible]

11                  EXECUTIVE VICE PRESIDENT LOVCI:  ... and  
12 52 that are being repurposed or canceled.

13                  CHAIRPERSON GIBSON:  OK, got it.  And  
14 since I'm the state, um, I also want to talk about  
15 the 2018 enacted budget included 200 million for  
16 capital work at NYCHA and the following year, 2019,  
17 we had an additional 250 million dollars for critical  
18 repairs.  Um, however, I think we all understand that  
19 that total, 450 million dollars, was not made  
20 available to NYCHA until a few months ago.  Um, the  
21 agreement between NYCHA and DASNY on a grant  
22 disbursement agreement in connection with this 450  
23 million dollars has been completed.  So I wanted to  
24 understand the 450 million dollars we council members  
25 were notified of which developments included any of

1 this capital work, specifically boiler replacements  
2 and elevator replacements. So I wanted to understand  
3 where we are on timing? How many projects have we  
4 started, um, and what remains left to be done? And I  
5 know this is recent. I'm very clear, we just got  
6 this 450 million dollars. I'm very clear on that.

8 CHAIR RUSS: No, thank you very much. Go  
9 ahead, Steven. We can, we can run down your list.

10 EXECUTIVE VICE PRESIDENT LOVCI: You know  
11 that I'm very passionate of our capital projects  
12 division, so...

13 CHAIRPERSON GIBSON: As is I.

14 EXECUTIVE VICE PRESIDENT LOVCI: I, thank  
15 you very much for asking for asking that question.  
16 Um, the 450 is a reimbursement program and you're  
17 absolutely correct, we've now, ah, the monitor has  
18 agreed to the GDA action plan, um, which allows us to  
19 move forward with those funds. We are doing two  
20 different things in the elevator pipeline we are  
21 currently in design on those elevators.

22 CHAIRPERSON GIBSON: OK.

23 EXECUTIVE VICE PRESIDENT LOVCI: This is  
24 going to be a design, bid, build program and, ah,  
25 we're in the design stage at this point in time. We

1 are on schedule for those elevator programs. The,  
2 the heating plan program is actually part of, ah,  
3 what the state allowed us to do, which is design and  
4 build. We are in the first stage. We will be in the  
5 second stage very soon, um, basically within the,  
6 within the month on a design build program for the  
7 heating pipeline that's associated to the phase one  
8 of those heating pipe, ah, heating plants.

10 CHAIRPERSON GIBSON: OK. So for the 450  
11 million dollars we do have design build authority  
12 approved by the state, and who made the determination  
13 on which developments would receive the boiler and  
14 elevator replacements?

15 EXECUTIVE VICE PRESIDENT LOVCI: So those  
16 were part of the original allocations with the state  
17 legislators and then those are all, ah, online and  
18 published in the GDA action plan.

19 CHAIRPERSON GIBSON: OK. Got it. OK.  
20 And we have the list of developments, um, and that's  
21 been made available to the council members. Um, I  
22 have one question before I turn it over to my  
23 colleagues and then I'll circle back. Chair, you  
24 alluded in your opening the difference between  
25 spending federal capital dollars versus city capital

1           dollars. Um, I got excited when you talked about  
2           bringing on a member of the team to focus solely on  
3           spending city capital dollars. And I bring that up  
4           because the city capital commitment rate for NYCHA  
5           has been hovering around 25% for quite a few years.  
6           Um, it's actually about 30% over the past five years.  
7           Um, in 2019 NYCHA committed about 25% of the 1.2  
8           billion that was allocated in the city's 2019  
9           executive commitment plan. Um, in fiscal 2019 the  
10          average citywide commit rate across city agencies is  
11          70%. Um, so can you explain again why NYCHA does not  
12          spend city capital dollars and what are our plans to  
13          draw down on city dollars faster in a more  
14          expeditious way and who is this new staff person that  
15          we're bringing on and what will their role and  
16          responsibility be?  
17

18                         CHAIR RUSS: So, ah, Steve and I have  
19          talked quite a bit about this because, um, we really  
20          feel that we need to make an organizational change as  
21          part of, ah, the answer to, to your question. Um,  
22          and there's two things that will happen  
23          organizationally. One is that, um, Steve is  
24          establishing a position in his department and that  
25          person would be a liaison on the City Council, ah,

1 projects that we have, ah, currently and in future.  
2 The other thing we've agreed to do, ah, is create a  
3 small projects team. So there would be additional  
4 support inside of capital for making sure that these  
5 funds are, um, expended more timely and, ah, with  
6 better scheduling and focus. One reason that you see  
7 some of the numbers, ah, that you, that you've quoted  
8 is that, um, the federal government has a process  
9 where they will give you a budget, ah, in a  
10 particular year, give you that month, and they have  
11 a, a firm, ah, process where they give you 24 months  
12 to obligate those funds, and when they use the term  
13 obligate they mean 24 months to design, consider, ah,  
14 procurement, and sign a contract. Then they give you  
15 another 24 months to expend, ah, under the contract  
16 and complete the hard cost work. And that's a very  
17 different process on the federal side than what we go  
18 through on the city. And I wanted to ask Steve if he  
19 could explain a little bit how the city process is  
20 different from that and, um, why that often shows us,  
21 um, as we do the design part of this with the kind of  
22 balances that you're referencing.

24 CHAIRPERSON GIBSON: OK, well, I will  
25 also say, and I understand the federal government

1  
2 gives you a timeline to obligate funds. If the city  
3 does not, but that does not mean that we have to  
4 allow capital projects to languish and not get  
5 started.

6 CHAIR RUSS: No, oh, no, I'm not  
7 suggesting that.

8 CHAIRPERSON GIBSON: I don't want to  
9 suggest that the city starts to put a timeframe on  
10 spending city dollars, but something has to be done.  
11 In the past few fiscal years from 2015 to 2019 NYCHA  
12 has been under that 30% capital commitment rate,  
13 whereas most agencies are closer to 70. So I need to  
14 understand what we're doing to improve our commit  
15 rate but without a timeframe that should not be a  
16 reason why city dollars are not spent in a timely  
17 fashion. That's not acceptable.

18 CHAIR RUSS: No, I...

19 CHAIRPERSON GIBSON: Not for council  
20 members that give money to NYCHA every year and we  
21 expect our projects to move forward. I just want to  
22 make that clear.

23 CHAIR RUSS: No, I understand, and we  
24 have the same expectation, which is why we're making  
25 the changes that I mentioned earlier, because we

1  
2 definitely feel that, ah, we'd like to line up more  
3 closely to the expectation you have for that  
4 spending. So, ah, I only call that out because it's  
5 a contrast in how the funds are, ah, looked at from,  
6 ah, city versus federal. But that does not mean  
7 we're in any way less committed to getting to the  
8 place that you just described, which is more timely  
9 and quicker expenditures and, um, that's one of the  
10 reasons we're going to do the small projects team.  
11 We want folks who are devoted to managing these and  
12 getting these out the door. But I, I did want to  
13 Steve to add, ah, one thing that related to the  
14 design period. Like any project we deal with, even  
15 the, the smaller ones, ah, that we might have, ah,  
16 often through the generosity of a City Council  
17 member, ah, we're obligated to do the design, we're  
18 obligated to do the planning. There's also, ah,  
19 likely a resident engagement piece. We're obligated  
20 to go to bid, and we're obligated to secure bids that  
21 we feel are responsible and reasonable, and then  
22 we're obligated to do the, the actual construction  
23 work. So in that process, though, um, I wanted Steve  
24 to kind of just point out how we differ a little a

1 bit in terms of what we're spending, how the rates  
2 show up.

3  
4 EXECUTIVE VICE PRESIDENT LOVCI: Thank  
5 you very much, Greg. So, um, what Greg is explaining  
6 in terms of the federal versus the city is the  
7 concept of how a project gets constructed. Let's  
8 say, for example, I have a \$500,000 project. In the  
9 federal pipeline I know that the first year is gonna  
10 be design. So only 10% of the dollars associated  
11 with that \$500,000 project are gonna be allocated  
12 that first year. And then when we get into the  
13 second year we go into construction. And so maybe  
14 \$250,000 as we put some more funds up front to get  
15 the construction started. And then the remainder of  
16 that following year as you close out that project,  
17 \$200,000. The difference what Greg was mentioning is  
18 in the city program, particularly for NYCHA and maybe  
19 not some of the other agencies is that the entire  
20 \$500,000 comes into our, our access right up front.  
21 So what you, what the numbers say is three years of  
22 funding is in that single year. So it would actually  
23 be not prudent for us to have a higher percentage  
24 because that would mean that we spent out three years  
25 of funding in one year. We really should be only



1 funding 10% of that that first year. We're actually  
2 working with OMB and they, we have approved this,  
3 we're right sizing our portfolio to match how  
4 construction happens and how it works with other  
5 agencies. So what we will do is we've shown them our  
6 entire portfolio, all of the schedules, and the first  
7 year funding you're only gonna see about 10%, which  
8 would have been those design fees. And then the  
9 following year you're gonna see the construction fees  
10 flow into that. It helps the city in terms of right  
11 size management. But it will also illustrate that  
12 the numbers are better. Um, we were informed that  
13 potentially our numbers are, are better than all of  
14 the other agencies, or at least comparable to the  
15 other agencies if we were to right size those funds.  
16 Um, I do want to just give you one more piece is that  
17 we have a lot of great wins, ah, with the city. Most  
18 of the projects that we're doing, the major  
19 initiatives that we're doing, um, are ahead of  
20 schedule, um, and not only have they been ahead of  
21 schedule, we've been working with OMB that they've  
22 actually given us more money so we could move them  
23 forward. It was mentioned earlier the mayor's  
24 roofing, ah, initiative. That was originally 10  
25

1 years. It was about 100 million each year. We've  
2 been, we've been doing so well on that program that  
3 we've actually moved up to about 200 million each  
4 year and we've moved it down to eight years. So  
5 we're saving a number of years in the process because  
6 of the roofing program that's going up. The mayor's  
7 heating initiative, we cut back on some procurement  
8 time. We, we looked at every single day that we  
9 could cut out of a schedule, every single day that we  
10 could cut out of a, ah, a design time where we went  
11 from 12 months from design to nine months to design,  
12 and we're actually on schedule for all of the heating  
13 plans that were part of the mayor's heating  
14 initiative, that was about, ah, nine contracts, 11  
15 developments. So in terms of our spend we're  
16 actually spending and succeeding really well on those  
17 major programs, and I think by right sizing our  
18 portfolio you're gonna see the percentages coming out  
19 of the, the reports that capital at the New York City  
20 Housing Authority is, is actually comparable to all  
21 the other agencies or better.

23 CHAIRPERSON GIBSON: OK. I thank you for  
24 clarifying. I guess I only wish that we started this  
25 process much earlier in terms of working...

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CHAIR RUSS: Yes.

CHAIRPERSON GIBSON: ...with OMB on right sizing. Many of us have been here for seven and 10 years and we're still talking about how we can draw down faster on city dollars. So that, it would have made sense, but I understand we're here to do work. And we need to make sure that whoever this person is that starts, I'm assuming they're going to be starting sometime soon?

CHAIR RUSS: Yes.

CHAIRPERSON GIBSON: OK. And then also the other part of this conversation, even with design build, we need to work with OMB on vacancies that we identify in the capital division, designers and architects, and if there is a vacancy we need associated with HP, I'm sorry, with OMB to make sure that we can do better recruitment and bring on staff. The challenges that we sometimes understand with many of our agencies is we don't have sufficient staff in the capital division. So if there are vacancies we need to fill them. With all of this capital work that's happening, federal and city dollars, we don't want vacancies in the capital unit, even bringing on a new staffer. So I would expect that to be

1  
2 prioritized and you all working with OMB, um, through  
3 this budget process.

4 CHAIR RUSS: Council Member, we, ah, we  
5 wholeheartedly agree. We really want to, um, there's  
6 a number, there will be a number of other things that  
7 we'll be bringing to Council in the near term,  
8 including better information on the overall capital  
9 spend from all sources, ah, the small projects team  
10 that we mentioned is about managing those smaller,  
11 ah, capital programs and, ah, we believe that, ah,  
12 working with OMB on how we count the funding and then  
13 working our own, ah, with our own crew to get the  
14 funding out the door, we are gonna make a turn and  
15 can show a change. So, um, ah, these things will be  
16 coming into place in the near term and as we get this  
17 formed up we will let Council know, ah, when we're,  
18 we've shifted to the new form of operation.

19 CHAIRPERSON GIBSON: OK, I appreciate  
20 that. I'm going to get to my colleagues that have  
21 questions as well. I want to acknowledge the  
22 presence of Council Member Mark Gjonaj and Council  
23 Member Bill Perkins, and we will begin council member  
24 questions, ah, with our first colleague that was here  
25 first, ah, Council Member Ruben Diaz, Sr., for

1 questions, followed by Council Member Carlina Rivera.  
2 Thank you, colleagues.  
3

4 COUNCIL MEMBER DIAZ: Thank you, Madame  
5 Chair Lady. Good morning, ladies and, um, good  
6 afternoon, ladies and gentlemen. Mr. Craig Russ?

7 CHAIR RUSS: Yes, sir.

8 COUNCIL MEMBER DIAZ: [inaudible] that  
9 there's an organization in New York State called  
10 NYPIRG, the New York Public Interest Research Group.  
11 They have had a great success all across the state in  
12 reducing fuel costs through group buying. In your  
13 statement you said that your utility costs are  
14 uncontrollable. My question, have you ever met with  
15 NYPIRG to enroll in their fuel buying group?

16 CHAIR RUSS: Um, I'm not aware that we  
17 have, but we'd certainly be willing to. And I just  
18 want to be clear that that term on the uncontrolled  
19 costs refers to certain fixed costs in the budget  
20 like salaries and benefits that we have to pay, ah,  
21 every year. So we'd be glad to get the information  
22 for the group and I'd be happy to sit with them and  
23 see if they can offer us, ah, some opportunities.  
24  
25

2 COUNCIL MEMBER DIAZ: Ah, um, could you,  
3 can you, so you haven't enrolled or approached NYPIRG  
4 to help you reduce fuel costs?

5 CHAIR RUSS: Well, we, we have not as  
6 yet. I mean, we, we'd be willing to talk...

7 COUNCIL MEMBER DIAZ: So I suggest that  
8 you should do something right now because if we  
9 are...

10 CHAIR RUSS: [inaudible] but we're  
11 always, we're always looking to do that. Yes.

12 COUNCIL MEMBER DIAZ: OK, so, please do  
13 that, because they, they, they are good helping...

14 CHAIR RUSS: Sure. And, and I would say  
15 we are, ah, working with other groups on our  
16 utilities. The energy performance contracts that I  
17 mentioned in the testimony, that's a way to reduce  
18 utility costs. We have some additional ideas that  
19 we're gonna be running out this year and, ah, we're  
20 very interested and would be glad to talk with them  
21 about their ideas on how we might make an impact.

22 COUNCIL MEMBER DIAZ: Can you, can you  
23 tell me how many senior centers are located in NYCHA  
24 buildings?

2 CHAIR RUSS: I'm going to ask if, um, the  
3 general manager can respond to that question. Senior  
4 centers.

5 GENERAL MANAGER MUSTACUIOLO: Sir, I, um,  
6 don't have the exact number of centers, um, and we  
7 will get that in a few minutes.

8 COUNCIL MEMBER DIAZ: What was that  
9 again?

10 GENERAL MANAGER MUSTACUIOLO: I said we  
11 will look for the number of...

12 COUNCIL MEMBER DIAZ: You don't know?

13 GENERAL MANAGER MUSTACUIOLO: ...senior  
14 centers.

15 COUNCIL MEMBER DIAZ: You don't know how  
16 many senior centers are located [inaudible]?

17 GENERAL MANAGER MUSTACUIOLO: I'm sorry,  
18 I said just give us a minute, we're looking up that  
19 information now.

20 COUNCIL MEMBER DIAZ: That's something  
21 you should know, that's [inaudible].

22 GENERAL MANAGER MUSTACUIOLO: We have,  
23 sir, we have 97 senior centers located at NYCHA  
24 properties.

2 COUNCIL MEMBER DIAZ: I just want to know  
3 how many senior centers...

4 GENERAL MANAGER MUSTACUIOLO: 97, sir.

5 COUNCIL MEMBER DIAZ: OK. So are you  
6 implementing any specific measure to protect those  
7 seniors attending centers in NYCHA? Or are you just  
8 leaving that to other city agencies?

9 GENERAL MANAGER MUSTACUIOLO: Sir, if  
10 you're speaking specifically about the current issue  
11 that we're dealing with...

12 COUNCIL MEMBER DIAZ: I'm, I'm talking  
13 about if you have implemented...

14 GENERAL MANAGER MUSTACUIOLO: So we have  
15 a very close...

16 COUNCIL MEMBER DIAZ: ...any specific  
17 measure to protect seniors that are located in NYCHA  
18 building or you leaving that to other city agencies  
19 to deal with?

20 GENERAL MANAGER MUSTACUIOLO: No sir.  
21 We, we have a very close working relationship with  
22 our city partners, um, primarily with the Department  
23 for the Aging. Um, we also have a close relationship  
24 with a number of providers and not-for-profit groups.



2 So there's a joint effort in dealing with our  
3 seniors, um, and their safety and well-being.

4 COUNCIL MEMBER DIAZ: So, so you're  
5 taking care of the senior in NYCHA buildings? You  
6 are taking care of seniors center there?

7 GENERAL MANAGER MUSTACUIOLO: We are  
8 doing our absolute to address all of the issues and  
9 concerns that our seniors are raising, yes.

10 COUNCIL MEMBER DIAZ: Because I, I have  
11 not heard you or any, even the mayor saying for  
12 specific for senior centers in, located in NYCHA  
13 building we're doing this, this, and that. I haven't  
14 heard that.

15 GENERAL MANAGER MUSTACUIOLO: Sir, I  
16 believe that, that we did address that in the chair's  
17 testimony, that we did call out some the efforts at  
18 our senior developments. Ah, with respect to the  
19 current...

20 COUNCIL MEMBER DIAZ: I tell you what I  
21 heard. Maybe a...

22 GENERAL MANAGER MUSTACUIOLO: OK.

23 COUNCIL MEMBER DIAZ: Maybe it's not  
24 true, but this is what, I heard that you are telling  
25 staff and cutting hours to protect staff from, from

2 the coronavirus that you are cutting staff  
3 [inaudible].

4 GENERAL MANAGER MUSTACUIOLO: No, sir,  
5 that is not...

6 COUNCIL MEMBER DIAZ: Cutting hours of  
7 work.

8 GENERAL MANAGER MUSTACUIOLO: ...correct,  
9 no, in fact it's just the opposite.

10 COUNCIL MEMBER DIAZ: Are you  
11 implementing staff to help, ah, decontamination of  
12 the senior center located in NYCHA?

13 GENERAL MANAGER MUSTACUIOLO: Sir, we  
14 have, um, and the chair mentioned it in his  
15 testimony, excuse me, we have 71 buildings where  
16 seniors reside. These are senior buildings only,  
17 right, and we have started an, an intensive cleaning  
18 program. We started this week. By the end of  
19 today...

20 COUNCIL MEMBER DIAZ: So how many, so how  
21 many centers...

22 GENERAL MANAGER MUSTACUIOLO: Sir...

23 COUNCIL MEMBER DIAZ: [inaudible] I'm,  
24 I'm concentrating myself in NYCHA, in senior center  
25 located in NYCHA. How many senior centers located in

2 NYCHA as of today you have a specific [inaudible]  
3 crew to be decontaminate and clean the, those  
4 centers?

5 GENERAL MANAGER MUSTACUIOLO: So, sir, I,  
6 I want to just kind of differentiate. We have 97  
7 senior centers in our buildings. The efforts to  
8 provide additional cleaning services at those centers  
9 are being provided through the Department for the  
10 Aging and efforts undertaken by the city. We have 71  
11 buildings, residential buildings, that are senior  
12 buildings only, where we have started an intensive  
13 cleaning program where we have brought in outside  
14 contractors to supplement the staff.

15 COUNCIL MEMBER DIAZ: So you don't know,  
16 so you don't know how many centers, specific center,  
17 you have already cleaned.

18 CHAIR RUSS: But those centers are being  
19 cleaned by another [inaudible].

20 COUNCIL MEMBER DIAZ: Are decontaminated.  
21 [inaudible] school, are you doing it with  
22 [inaudible], are you doing with [inaudible], how many  
23 center already, oh, we sent a crew there to  
24 decontaminate. How many?  
25

2 GENERAL MANAGER MUSTACUIOLO: All the  
3 centers and buildings are being cleaned daily.

4 COUNCIL MEMBER DIAZ: [inaudible] the  
5 answer is no.

6 CHAIR RUSS: The answer is that DFTA and  
7 the providers in the building are taking on the  
8 cleaning that you're, you're discussing. They, they  
9 are, they are working in the senior centers to do  
10 exactly what you described.

11 COUNCIL MEMBER DIAZ: They are working...

12 CHAIR RUSS: Yes.

13 COUNCIL MEMBER DIAZ: ...in the senior  
14 center? Could you tell me where, which ones?

15 CHAIR RUSS: I, I do not have that  
16 information. But I'd be glad to check with DFTA and  
17 get back to you and give it to you. It will be, it  
18 will be all of them that they have a presence in.

19 GENERAL MANAGER MUSTACUIOLO: All 97.

20 CHAIR RUSS: Yeah, so we could give you,  
21 we can check with DFTA and get that information...

22 COUNCIL MEMBER DIAZ: So none of, none of  
23 us [inaudible] City Council member could go to our  
24 district and tell our senior, ah, centers, ah, we,  
25 the city are taking care of this center and this

1 center, yeah, and the senior that come to this center  
2 [inaudible] so we, none of us could do that because  
3 you don't know how many center have you cleaned up.  
4

5 CHAIR RUSS: No, I, I would, I would say  
6 that we have another agency that's working in the  
7 center to do the kind of things that you're  
8 discussing.

9 COUNCIL MEMBER DIAZ: That's what I asked  
10 before. You are leaving that to other city agencies.  
11 So now you're gonna leave that...

12 CHAIR RUSS: And if...

13 COUNCIL MEMBER DIAZ: for other city  
14 agencies.

15 CHAIR RUSS: And if you, if you would  
16 like us to get the information on how that cleaning  
17 is being conducted and the progress they've made we'd  
18 be glad to provide that to you.

19 COUNCIL MEMBER DIAZ: All right.  
20 Changing the subject, I have one other question. How  
21 are you addressing the underfunded HUD formula used  
22 currently. Has, has the law department been helpful  
23 with [inaudible], ah, pressure on the equal  
24 protection?  
25

2 CHAIR RUSS: I'm sorry, could you,  
3 could...

4 COUNCIL MEMBER DIAZ: [inaudible] how are  
5 you addressing, addressing the underfunded HUD  
6 formula used currently? Is the law department  
7 helping you or not?

8 CHAIR RUSS: In, in what you're  
9 describing...

10 COUNCIL MEMBER DIAZ: The [inaudible]  
11 formula, I mean, the formula that HUD is using is  
12 underfunded.

13 CHAIR RUSS: No, that's true, but what I  
14 wanted to respond to was, ah, your question about the  
15 law department. The way that the federal government,  
16 ah, provides the funds to us is there is a formula,  
17 for example, on how to calculate the total  
18 eligibility for operating subsidy for any housing  
19 authority, including NYCHA. Typically what's  
20 happened is either the administration or Congress  
21 proposes a number that is a percentage of that  
22 formula, and in, ah, past years it's been higher than  
23 we could have expected, around 97%, 98%, um, of, of  
24 that. In other years it's been, we've had some  
25 significant drops. But we're not able to act legally

1 through that because Congress is appropriating what  
2 think they can afford to appropriate. Um, it's not a  
3 question of us being able to go back to HUD and say,  
4 um, we want you to change the formula or fund the  
5 full amount. Congress has that discretion to fund  
6 that formula at whatever level they feel they need to  
7 fund it at. It's not something we could, um, attack  
8 or sue on.  
9

10 COUNCIL MEMBER DIAZ: But there's  
11 something called equal protection.

12 CHAIR RUSS: Yes, sir, there is. And,  
13 um, but in terms of appropriations at the federal  
14 level they really do, ah, they really do have the  
15 final say on how much money they can put into the  
16 program.

17 COUNCIL MEMBER DIAZ: All right, last  
18 question. We all know about the lead, the lead, um,  
19 poisoning, the lead problem that we're having. Ah,  
20 what, what independent resource, resources you use to  
21 watch the lead compliance unit, yeah, I mean, you  
22 have, you have a unit to, to, to do the, with the  
23 lead compliance and now who's watching that unit?

24 CHAIR RUSS: So, ah, I'm going to start  
25 and then ask the general manager if he wants to add

1 anything. So in terms of the work that follows, ah,  
2 so that we're either remediating or abating lead in  
3 the unit, that work can be checked by our compliance  
4 department. Ah, it can also be checked by the  
5 Environmental Health and Safety and if we wanted to  
6 Quality Assurance as well. Those three departments  
7 that I mentioned in the testimony create something  
8 that NYCHA's not had before, and that is the ability  
9 to go out, validate that work has been done, that  
10 it's been done properly, and that any kind of work  
11 ticket associated with that has been appropriately  
12 closed. Um, so those departments are checking on  
13 that kind of work. And I don't know if, Vito, you  
14 wanted to add anything?

16 GENERAL MANAGER MUSTACUIOLO: Sure. Sir,  
17 if I could just add one other piece, um, to the  
18 oversight? Currently we have 15 contracts for XRF  
19 testing. We also have two additional contracts just  
20 for QA. So these are vendors that do not have  
21 contracts, um, with us for the testing. But they're  
22 going out there and doing quality assurance testing  
23 as well.

24 COUNCIL MEMBER DIAZ: So, so you, you're  
25 not trusting what they're telling you. You are



1  
2 verifying what they tell, ah, what they tell you,  
3 'cause they have a unit, they [inaudible] report you  
4 are not trusting that. You have somebody else to  
5 check that report.

6 GENERAL MANAGER MUSTACUIOLO: We have  
7 multiple ways of, of...

8 COUNCIL MEMBER DIAZ: I'm glad to hear  
9 that.

10 GENERAL MANAGER MUSTACUIOLO: ...quality  
11 controls, yes.

12 COUNCIL MEMBER DIAZ: I'm glad to hear  
13 that. Thank you. Thank you [inaudible].

14 CHAIR RUSS: Thank you.

15 CHAIRPERSON GIBSON: Thank you, Council  
16 Member. And just expanding a little bit on what the  
17 council member was talking about as it relates to the  
18 97 senior centers that are in NYCHA developments but  
19 are managed by DFTA and contracted out to local  
20 community-based organizations, while NYCHA no longer  
21 manages these centers it's really incumbent upon you  
22 to make sure that the senior centers are protected.  
23 So I know you, Chair, you, you expressed the  
24 interagency coordination with OEM and the mayor's  
25 office, but what are we specifically doing with the

1  
2 Department for the Aging to ensure that the CBOs on  
3 the ground have the supplies, the equipment, the  
4 materials, the staffing that they need to completely  
5 clean, fumigate, and make sure that senior centers  
6 are clean? Is there anything we're doing  
7 differently? And then I would also say the same  
8 question goes for DYCD. Our community centers in  
9 NYCHA are also contracted out to local CBOs. So are  
10 we having those conversations? What does that look  
11 like? And even though NYCHA no longer manages, this  
12 is your property and so we expect to make sure that  
13 there remains a level of oversight. So can you  
14 clarify that so we all understand what exactly is  
15 being done?

16                   GENERAL MANAGER MUSTACUIOLO: Sure, so if  
17 I can with, um, respect to the senior centers. Um,  
18 so we are part of a multiagency task force, um, and  
19 the other agencies that are on the task force, um,  
20 include the, um, Department for the Aging as well as  
21 Department of Health. We do daily calls with them,  
22 and there have been a number of initiatives, um, that  
23 so there, we, um, the PEU, which is the unit that  
24 goes out and do the door knocks, have been canvassing  
25 all the centers. Um, they're mobilizing plans, um,

1  
2 to serve senior citizens, to increase Meals on Wheels  
3 if it's necessary. So there is a daily check-in that  
4 we are part of, um, and very focused on senior  
5 centers. We've also done very specific, um, outreach  
6 to seniors in four different languages. In fact we  
7 just pushed out another robocall today, um, that is  
8 again just reminding seniors, um, about how they can  
9 properly protect themselves, um, against exposure to  
10 the germs. So those are just some of, I mean, we can  
11 kind of outline for you in more detail the efforts  
12 that are being made and focused on seniors.

13 CHAIRPERSON GIBSON: OK. Out of the  
14 agencies you describe, between NYCHA, DFTA, and DOHMH  
15 do you know yourself are any of the agencies physical  
16 going to visit centers? Robocalls I appreciate,  
17 phone calls I appreciate, emails I appreciate, but we  
18 also appreciate on the ground visits. Are we going  
19 physically into these centers?

20 GENERAL MANAGER MUSTACUIOLO: Yes, yes.

21 CHAIRPERSON GIBSON: OK.

22 GENERAL MANAGER MUSTACUIOLO: There are  
23 staff that are canvassing each of the centers.

24 CHAIRPERSON GIBSON: OK, OK. Now what  
25 about DYCD?

2 GENERAL MANAGER MUSTACUIOLO: We'll have  
3 to get back to you...

4 CHAIR RUSS: Yeah.

5 GENERAL MANAGER MUSTACUIOLO: ...on DYCD.

6 CHAIRPERSON GIBSON: OK. And now the  
7 other question I have, since we mentioned and are  
8 talking about seniors who sometimes have, um, more of  
9 a vulnerability in terms of compromising immune  
10 systems, the 71 senior buildings that may or may not  
11 have a senior center on the development, those are  
12 the stand-alone centers, sorry, stand-alone buildings  
13 that we have, what are we doing there, because  
14 they're really, there's no staff, um, sometimes no  
15 super that lives in the building, what are we doing  
16 to monitor those seniors as well, because they really  
17 are out there by themselves. They have no one to  
18 monitor them. Um, are we visiting those buildings in  
19 particular?

20 GENERAL MANAGER MUSTACUIOLO: Sure, so we  
21 have increased our presence at those developments.  
22 We've posted, um, signage in each of the buildings,  
23 not just the senior buildings, but every building  
24 within our portfolio, and, again, specific for the 71  
25 senior buildings. We started a cleaning and

1  
2 protective measure initiatives. By the end of today  
3 we will have addressed approximately 50 of the 71  
4 senior buildings with the first phase, which is of a  
5 thorough cleaning of touch points. So that would  
6 include the building entrance door, mail boxes,  
7 elevator controls, um, the hopper door handles. As I  
8 said, this is a very, um, aggressive effort. The  
9 second phase of this is the contractor will be coming  
10 back out to apply a solution that is a combination of  
11 a deep cleaning agent, um, as well as a protective  
12 coating. So it's kind of like a Scotch guarding of  
13 sorts. This protective coating actually will kill  
14 germs before it makes contact with the surface. The  
15 recommendation was to do a reapplication every 90  
16 days, right. We are at the senior buildings doing a  
17 reapplication of that solution every 30 days.

18 CHAIRPERSON GIBSON: OK.

19 GENERAL MANAGER MUSTACUIOLO: But we  
20 already have contracts in place, right, and the  
21 initiative has already begun.

22 CHAIRPERSON GIBSON: This includes doors,  
23 windows, walls, common areas?  
24  
25

2 GENERAL MANAGER MUSTACUIOLO: So, again,  
3 we're focused on the lobbies. We're touching on the  
4 high traffic...

5 CHAIRPERSON GIBSON: OK, well, no, I'm in  
6 the lobby. The walls in the lobby, the doors.

7 GENERAL MANAGER MUSTACUIOLO: Again, most  
8 people do not touch the walls, so it's the doors,  
9 it's the handles, the push plates, right, it's the  
10 elevator controls, the mailboxes, the hopper doors.

11 CHAIRPERSON GIBSON: OK.

12 GENERAL MANAGER MUSTACUIOLO: But this is  
13 not a cleaning of every surface in the lobby,  
14 because, again, we've worked with a number of  
15 agencies, both at the, um, the city and federal level  
16 and we've looked at CDC guidances and Department of  
17 Health and Mental Hygiene guidance, um, and we've  
18 talked to a number of people in the industry, and the  
19 recommendation is not to do a thorough cleaning of  
20 the entire lobby but certain touch points.

21 CHAIRPERSON GIBSON: Who's making this  
22 recommendation?

23 GENERAL MANAGER MUSTACUIOLO: So there,  
24 there are a group of, um, agencies, including the  
25

1  
2 Department of Health, we've talked to experts in the  
3 industry.

4 CHAIRPERSON GIBSON: OK. And when will  
5 you get to all 71? You said you're at 50 now?

6 GENERAL MANAGER MUSTACUIOLO: By the end  
7 of today we will have completed the first phase,  
8 which is a cleaning of...

9 CHAIRPERSON GIBSON: OK.

10 GENERAL MANAGER MUSTACUIOLO: ...  
11 approximately 50 of the 71. The contractor is  
12 working through the weekend as well.

13 CHAIRPERSON GIBSON: OK, good. Are we  
14 using any different types of solution and materials  
15 that are in terms of quality, quality materials to  
16 clean and completely desensitize, are we using  
17 anything different than what we normally have done?

18 CHAIR RUSS: Yeah, we, the contractor  
19 that we described is using, um, a bleach type wipe,  
20 ah, on the surfaces. Ah, we have observed the  
21 contractor's crew going out to look at it. They're  
22 wiping them down, ah, with that material first and,  
23 um, kind of sanitizing that way. So this is a, ah,  
24 difference than, um, some of the other products that  
25

1 we've been using. This is actually, ah, a  
2 disinfectant-based product.  
3

4 CHAIRPERSON GIBSON: OK.

5 GENERAL MANAGER MUSTACUIOLO: And I would  
6 say, too, that the chemical, the solution that  
7 they're using, it's not a chemical, a solution that  
8 they're using for the protection of these surfaces is  
9 kind of cutting edge, right. It's not a standard off  
10 the shelf solution, right. So it's, it's eco-  
11 friendly, um, and...

12 CHAIR RUSS: It's a biofilm.

13 GENERAL MANAGER MUSTACUIOLO: Biofilm.

14 CHAIR RUSS: And, um, it's, it's designed  
15 to, um, if any, ah, bacteria or virus comes to rest  
16 it's actually designed to, ah, inhibit or, inhibit  
17 them.

18 GENERAL MANAGER MUSTACUIOLO: Right.

19 CHAIR RUSS: And it, um, does it, does it  
20 through a biological, ah, approach.

21 CHAIRPERSON GIBSON: OK.

22 GENERAL MANAGER MUSTACUIOLO: So I was  
23 out at three of our centers, ah, senior buildings, on  
24 Wednesday, um, watching the first phase of the  
25 cleaning.



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CHAIRPERSON GIBSON: OK, understand.

Thank you. Ah, let me get to Council Member Carlina Rivera, followed by Council Member Peter Koo. Thank you.

COUNCIL MEMBER RIVERA: Thank you so much for being here, and thank you, Madam Chair. You know, we, I know your work [inaudible] frustration. All of us are very, very, um, anxious. And so I just want you to know that we're asking you a lot of these question and, and some of them are kind of the same, but it's because NYCHA historically has kind of let us down. So we're asking you these questions because even in the testimony, right in the beginning it says we created an internal task force that is planning our response, that is planning our response. It's here. So we just want to make sure that whatever it is that you need that we are able to advocate for you, because with seniors at such a high risk and, and no supplies seemingly to be found anywhere, we want to make sure your connection with the mayor and the governor, potentially, could at least give you the supplies that you need. But those aren't my question. Those are not my questions. It, it is, it is just very frustrating and we want to make sure

1  
2 that as we look at public systems, I always say that,  
3 you know, a part of our public systems and, and  
4 general infrastructure, NYCHA should always be  
5 considered. So the same care and attention and  
6 funding that we give to our hospitals and our  
7 transit, people don't talk about public housing in  
8 the same way. And so, I mean, I, I think we should  
9 fully fund public housing, um, but that's my personal  
10 stance. So let me ask you a couple questions about  
11 the actual budget. So you mentioned that two-thirds  
12 of NYCHA's operating budget is from the federal  
13 government and the city contributes 262 million per  
14 year. But what's the state's contribution to NYCHA's  
15 expense budget?

16 CHAIR RUSS: So, ah, right now I believe  
17 the state's is all capital, and, ah, there, there  
18 isn't an operating baseline coming from, all the  
19 state money has been capital.

20 COUNCIL MEMBER RIVERA: OK. You have 32  
21 billion in capital needs and the number is expected  
22 to double within 10 years, and while I think that all  
23 levels of government, state, federal, and city,  
24 should be contributing, we know that operational  
25 funding for ongoing maintenance and repairs is

1  
2 essential for avoiding large, large capital backlogs  
3 like the one we're experiencing right now. So do you  
4 have an estimate for repairs and maintenance needs  
5 this year, and how much expense funding would be  
6 needed to cover this?

7           CHAIR RUSS: So I would, ah, think, now  
8 you're making me think about, so I would  
9 differentiate inside the operating budgets, and I'll  
10 ask the CFO and the GM if they want to weigh in.  
11 Inside the operating budgets there are funds for the  
12 crews, the repairs, the day-to-day maintenance. At  
13 NYCHA day-to-day maintenance could be something very  
14 simple, like, oh, gee, we have to go adjust a door  
15 closer or something like that. But because of the  
16 condition of the buildings those repairs can become  
17 extensive and complex, especially the ones with the  
18 mold and the leaks. So I would say that the budgets  
19 reflect the ability to get, um, ah, our crews into  
20 the properties to, to make those essential repairs.  
21 But at some point I would also say that we're, we're  
22 in the position where we need in addition to the  
23 daily day-to-day expense, we are going to need a very  
24 large infusion of capital, ah, across the entire  
25 portfolio. Um, when you look at the, um, RAD and

1  
2 PACT conversions, those alone have raised 1.1 billion  
3 in hard costs. Those are actual repair costs. That  
4 number has to repeat many times across the portfolio,  
5 and I wanted to ask the CFO if she could give you a  
6 breakdown on where the money is going so you can get  
7 a sense of what we're spending, ah, to your first  
8 point on the day-to-day operations.

9 CHIEF FINANCIAL OFFICER LESCOTT: Um, so  
10 in terms of the uses of funding, we have an expense  
11 budget that is 3.75 billion dollars. 1.4 billion of  
12 that is for personnel services. So that includes  
13 salary and expenses for the 11,339 employees at the  
14 authority. The lion's share of those employees are  
15 at the front line, so they're in the operations  
16 space. So that accounts for already 38% of our  
17 budget. In addition we have 377 million in  
18 contracts, so that's 10%. So that's vendors to help  
19 us to supplement the work being done at the  
20 properties. That also includes some staff  
21 augmentation, so to hire temporary staff to help out  
22 in key target areas where we need additional support.  
23 In addition, we have 269 million, so another 7% in  
24 other services. So this accounts for supplies,  
25 equipment, and all the other materials that we need

1  
2 to support the front lines. The remaining balance is  
3 554 million in utilities. So that's at 15% of cost  
4 that Greg alluded to before. So that accounts for  
5 heating, electricity, oil, gas, everything that our  
6 173 some odd thousand units need to continue to run.  
7 And the remaining balance, that 1.1 billion, that's  
8 Section 8 payments to landlords. So, as mentioned,  
9 we get the Section 8 funding from HUD and most of it  
10 goes out to the landlords and NYCHA keeps a small  
11 portion for the administration which is allowed by  
12 the federal government.

13 COUNCIL MEMBER RIVERA: OK, I want to ask  
14 about NYCHA 2.0. That's a pretty ambitious, ah, goal  
15 for raising capital funds, yet only raises enough to  
16 cover 75% of the capital needs. Do you have a real  
17 estate analysis that shows how realistic the  
18 valuation of the NYCHA 2.0 is?

19 CHAIR RUSS: So, um, let me start by  
20 saying that, ah, in terms of the, um, RAD and PACT  
21 deals that we're actually on, ah, target. Ah, by the  
22 end of the year we hope to have over 20,000 units in  
23 the pipeline. And those closings, the ones that we  
24 just experienced and the ones that we've had, ah,  
25 historically, are producing, ah, significant, ah,

1 capital funds for hard costs. Um, for example, um,  
2 the Brooklyn, um, mega bundle is going to produce,  
3 ah, approximately 371 million dollars in hard costs  
4 from, from that deal.

5  
6 COUNCIL MEMBER RIVERA: But does it  
7 change, I mean, does it change the 75/25 factor? I  
8 mean, is it financially sound to kind of offload the  
9 majority of your assets to only 75% of your needs,  
10 and do you have plans for raising the remaining 25%?

11 CHAIR RUSS: So, ah, at, at the property  
12 level these projects are penciling out and are  
13 meeting the need. And if you look across all the  
14 different options that come with 2.0, um, the numbers  
15 that you're referencing were based on the assumptions  
16 that we'd have a blend of approaches, which includes,  
17 ah, RAD, which includes build to preserve and  
18 transfer to preserve. And, um, we've targeted  
19 62,000-plus units for those. We think that, um,  
20 that's still a good number. But I would say to you  
21 that we are also working on developing, ah, a set of  
22 capital plans for the other 110,000 units. Um, I  
23 hope in the next near term we would be able to begin  
24 to present ideas that would show a capital plan goal  
25 and ambition for the entire portfolio. So that is

1 coming, ah, and would supplement and actually  
2 compliment what we're doing with, ah, 2.0.

3  
4 COUNCIL MEMBER RIVERA: OK, and this is  
5 my last question, Madam Chair. The CR office  
6 received an increase in complaints about sanitary  
7 conditions on developments and general cleanliness  
8 and maintenance concerns, and our office was told  
9 that NYCHA had cut development maintenance positions  
10 and changed the cleaning schedules, which was the  
11 cause of these complaints. NYCHA is adding 632  
12 positions this fiscal year. How many of these  
13 positions will be directly in developments to address  
14 the understaffing problems, and I know there's the  
15 added factor of increased cleaning.

16 CHAIR RUSS: Sure. Ah, almost all those  
17 positions are intended to go to front line. Um, so  
18 we want to, we recognize that we are thin there,  
19 properties and skilled trades both, and I didn't know  
20 if the general manager wanted to add anything on the  
21 scheduling.

22 GENERAL MANAGER MUSTACUIOLO: Sure, so I  
23 think what you're referencing is what we refer to as  
24 AWS, the alternative work schedule, um, which is a  
25 new schedule that we rolled out, um, last March for





1  
2 add an additional 210 caretakers, of which 70% of  
3 those were residents.

4 COUNCIL MEMBER RIVERA: So I just want to  
5 echo, um, the Madam Chair's, ah, comments on creating  
6 a new position devoted to the management of the  
7 capital projects. Because I don't even know how many  
8 employees are dedicated to this now, but our concern  
9 has always been over the pipeline and how much we  
10 allocate in like a senior building elevator. Like  
11 how is that not a priority? Why does it take so  
12 long? I know she asked you all of these questions.  
13 I just want to reiterate that sometimes I think it's  
14 not so much as creating a new position, but looking  
15 at what exists and what's not working. And then the  
16 last thing I'll say is in terms of FEMA, I have a lot  
17 of FEMA work going on my, on our campuses. It's kind  
18 of a mess. It's getting a little bit better. But I  
19 just hope that you'll go over the budget. I, I've  
20 asked for an audit of the FEMA work and I just want  
21 to be responsive to, and be fiscally responsible  
22 that, you know, this is 2.9 billion, there's 1.7  
23 billion dollars of work that has been already  
24 completed according to your testimony, and I just  
25 don't know if we're gonna go over budget and what

1 that means for the quality of life of my residents.

2 And I know we took you on a tour, ah, Mr. Chair,  
3 along with the...  
4

5 CHAIR RUSS: Yes.

6 COUNCIL MEMBER RIVERA: ...the local  
7 electeds, including Congresswoman Nidia Velasquez,  
8 and, and I just really want to emphasize just please  
9 stay on top of some of this work and make sure it's  
10 done expeditiously and on time and on budget.

11 CHAIR RUSS: No, I, I appreciate your  
12 comments very much because having been there at the  
13 site with you and going to some of the other sites,  
14 this is an enormous construction job and comes with  
15 all the issues and disruption. Ah, I know Steven  
16 and Capital are committed to, um, really stepping up  
17 to make sure we can address some of the complaints,  
18 which in some ways when we were there that day were  
19 just tangential to the work. Like I want the light  
20 moved or, and we want to be more responsive to that  
21 and we're committed to doing that. So thank you.

22 GENERAL MANAGER MUSTACUIOLO: And  
23 Councilwoman, if I may, so the earlier statement or  
24 comment that you made, um, with reference to the task  
25 force and our preparations, I think it's important to

1  
2 note that we have been at the table, um, from the  
3 very beginning. Ah, so we, I have personally been on  
4 all the interagency, um, meetings, um, with the  
5 mayor's office and all the, ah, city agencies. Um,  
6 we are constantly being asked what our needs are, um,  
7 where we are with respect to our planning, and, um,  
8 the planning is developing. Um, as we receive more  
9 information and learn more about how we can better  
10 address the issues at our developments and better  
11 protect our residents and our staff, we're pushing  
12 out notifications, we're educating, um, our residents  
13 and staff. We're changing our plan, um, as more  
14 information comes in.

15 COUNCIL MEMBER RIVERA: Thank you. Thank  
16 you so much, Madam Chair.

17 CHAIRPERSON GIBSON: Thank you so much,  
18 Council Member, and just to add a little bit on. Ah,  
19 the Council Member talked a lot about NYCHA 2.0 and  
20 in your testimony you talked about the conversion of  
21 7800 apartments across 30 developments, um, the 1.1  
22 billion dollars in hand and hard costs for the  
23 capital needs of the properties. You talked about  
24 closing on the seventh PACT transaction. So even  
25

1 with all that we described, all that's in the queue,  
2 um, there's still that 8.9 billion dollar gap.

3 CHAIR RUSS: That's correct.

4 CHAIRPERSON GIBSON: Um, now, is there a  
5 timeframe in which we should expect that there will  
6 be a plan released? Like should we be looking to get  
7 this by the executive budget? Is this something that  
8 we will see in the immediacy or is this more of a  
9 long-term plan to address that?

10 CHAIR RUSS: No, it's, ah, something we  
11 hope to, ah, have out in the very near term, ah...

12 CHAIRPERSON GIBSON: Right.

13 CHAIR RUSS: ...in the next, um, ah, 30 to  
14 60 days, and begin to actually circulate the ideas,  
15 ah, and, um, present them to the community at large.

16 CHAIRPERSON GIBSON: OK, great.

17 CHAIR RUSS: So it's coming in the near  
18 term.

19 CHAIRPERSON GIBSON: OK, great. Ah, next  
20 we'll have Council Member Peter Koo, followed by  
21 Council Member Diana Ayala.

22 COUNCIL MEMBER KOO: Thank you,  
23 Chairlady. And thank you, um, Chairman Russ and your  
24 team. Ah, I'm Council Member Peter Koo, Flushing  
25

1 [inaudible]. I will focus my questions on the Bland  
2 House in Flushing, Queens. Last year, ah, the, the  
3 chair of the Committee on Housing, on public housing,  
4 Ampry-Samuel and I, walked from Bland House to visit  
5 the management's office during the posted hours. The  
6 door was locked. We reported this to NYCHA. NYCHA  
7 promised that they would ensure that the office would  
8 be open during posted hours. Now I'm being told that  
9 the four developments have been combined to one  
10 management office and receiving complaints from  
11 residents. The four developments are Bland House,  
12 Leavitt 34th, 125-0122 Avenue, and [inaudible]  
13 Gardens. When did the consolidations of [inaudible]  
14 management office occur? Did you know that?

15  
16 CHAIR RUSS: I'm...

17 COUNCIL MEMBER KOO: The, the four  
18 developments, they have only management office.

19 CHAIR RUSS: Yeah, we have to, yeah.

20 COUNCIL MEMBER KOO: When did it happen?

21 GENERAL MANAGER MUSTACUIOLO: So, sir,  
22 I'm sorry, but we will have to check into this  
23 information and get back to you, but this is the  
24 first that we at the table are hearing this.

25 COUNCIL MEMBER KOO: Oh.

2 GENERAL MANAGER MUSTACUIOLO: So we do  
3 need to find out.

4 COUNCIL MEMBER KOO: Because our, our  
5 office wasn't notified.

6 GENERAL MANAGER MUSTACUIOLO: OK, sir,  
7 when was this?

8 COUNCIL MEMBER KOO: And, ah, the  
9 residents because many of them are senior citizens.

10 CHAIR RUSS: Yeah.

11 COUNCIL MEMBER KOO: Because it's hard  
12 for them to walk a mile to make a complaint.

13 CHAIR RUSS: So, first off, the offices  
14 should be open on the hours we say they should be  
15 open, and I would like to follow that up based on the  
16 feedback you're giving us right now. And secondly,  
17 um, I would commit to, ah, if, if you would like  
18 coming and either meeting with you or walking the  
19 site so we can see what you see and we can take  
20 appropriate steps to make sure that, ah, we're  
21 addressing the problems that you're, you're  
22 communicating to us.

23 COUNCIL MEMBER KOO: So my second  
24 question is on the scaffolding. The, the Bland House  
25 is currently surrounded by scaffolding which is

1 blocking the security cameras the day I found it.

2 Ah, the residents have been reporting to me that they  
3 feel unsafe. So, ah, what existing project currently  
4 requires scaffolding, and when can the residents  
5 expect the scaffolding to be removed, because it has  
6 been up there for a long time and they, they didn't  
7 see them do anything.

8  
9 CHAIR RUSS: Um, thank you for that. I'm  
10 going to ask Steven to, to talk to you a little bit  
11 about the scaffolding.

12 COUNCIL MEMBER KOO: Yeah. And then if  
13 the scaffolding has to stay can NYCHA provide  
14 temporary cameras, because it's blocking the original  
15 cameras that we put up there.

16 CHAIR RUSS: And to the camera question,  
17 yes, we would be interested in seeing those locations  
18 and making sure they're in the right spot.

19 COUNCIL MEMBER KOO: Um-hmm.

20 CHAIR RUSS: If you have some that you  
21 can, that you know or the residents have pointed out,  
22 we'd be glad to work and see if we can that part of  
23 it addressed.

24 COUNCIL MEMBER KOO: OK.

2 CHAIR RUSS: And I'm going to ask Steven  
3 to talk about the scaffolding at that, at the  
4 location.

5 COUNCIL MEMBER KOO: Yeah. So my, my  
6 last question is on capital projects. For fiscal  
7 year 2017 I put in funding for a security gate  
8 similar to the one at International House in Jamaica.  
9 And also for grounds beautifications. Five years  
10 later I have heard nothing on the project. So I want  
11 to find out the status.

12 CHAIR RUSS: OK.

13 COUNCIL MEMBER KOO: Yeah. And also  
14 fiscal 2020 I funded new lighting on the development  
15 on Bland House, and only two out of the five  
16 buildings have seen an update on the, the new  
17 lighting. Ah, we can we expect the remaining three  
18 buildings to get updated?

19 CHAIR RUSS: OK.

20 COUNCIL MEMBER KOO: On Bland House,  
21 yeah.

22 CHAIR RUSS: Yeah.

23 EXECUTIVE VICE PRESIDENT LOVCI: Yup, so,  
24 um, currently the 2020 allocation funding here for  
25 the \$300,000 for lighting upgrades and that is, is



1  
2 being, it's in construction and it's in, in that  
3 phase. The Local Law 11 work, that's the emergency  
4 shedding work. Um, at this point in time the funding  
5 year for the work, the façade work associated to that  
6 is 2023. Um, and that is when the shed, or the work  
7 associated to those sheds will start.

8 COUNCIL MEMBER KOO: Hmm, because, ah,  
9 the reason I want to make a complaint now is because  
10 normally I wouldn't be because I'm not a committee  
11 member. But we [inaudible] this, these three  
12 questions, ah, to NYCHA for many months. We didn't  
13 get any answer, and finally my staff, ah, emailed to  
14 the, to the, ah, respondent, to the boss of the place  
15 and we still didn't get an answer. She just said  
16 we'll get back to you, so, so I want you to improve,  
17 ah, communications of, from council members because  
18 we feel [inaudible], we send you an email and you  
19 never replied to us.

20 CHAIR RUSS: No, that, that doesn't work  
21 for me and it doesn't work for you.

22 COUNCIL MEMBER KOO: Yeah.

23 CHAIR RUSS: And, ah, um, if you feel  
24 that you've got an issue with our response...  
25

2 COUNCIL MEMBER KOO: So I have to come  
3 here, right, to make a complaint.

4 CHAIR RUSS: Yeah. No, I, you're, no,  
5 you're letting me know, I appreciate it.

6 COUNCIL MEMBER KOO: Yeah.

7 CHAIR RUSS: And I, I would commit to you  
8 that, ah, we have a group, ah, that is interested in  
9 getting your email and getting your questioned  
10 answered. And if it comes to us or to Brian or  
11 through the GM, however, ah, we're gonna commit to  
12 get back to you with more information. And we'd be  
13 glad to, um, spend a little time at the site with  
14 you, if you'd like to.

15 COUNCIL MEMBER KOO: Yes.

16 CHAIR RUSS: I'd like to, ah, ah, to  
17 offer that, number one. Number two, we, ah, would  
18 like to get those camera locations pointed out to us  
19 so we could move them and then we can, ah, spend a  
20 little more time talking about the work that's gonna  
21 be done on the façade that requires us to put the  
22 sheds there. So let's see if we could work something  
23 out.

24 COUNCIL MEMBER KOO: OK.  
25

2 CHAIR RUSS: I'd, I'd be happy to do  
3 that.

4 COUNCIL MEMBER KOO: So, so, thank you,  
5 thank you for your leadership, yeah.

6 CHAIR RUSS: Thank you. Thank you for  
7 bringing this to our attention.

8 CHAIRPERSON GIBSON: Thank you, Council  
9 Member. Now we have Council Member Diana Ayala,  
10 followed by Council Member Mark Gjonaj.

11 COUNCIL MEMBER AYALA: Thank you, Madam  
12 Chair. Um, I want to piggyback off of what, ah,  
13 Council Member Koo was asking regarding the  
14 scaffolding because it's, it's something that really,  
15 um, I don't understand, um, there seems to be an  
16 uptick in the number of developments that are now  
17 surrounded by scaffolding, but there was never any  
18 real clear, um, explanation as to why there was a  
19 need to put up so much scaffolding so quickly and at  
20 so many developments at the same time. You know, so  
21 we could only conclude that there was an issue maybe  
22 with brickwork that had been done before and maybe  
23 some sort of failed inspection. It would have been  
24 nice to have a little bit of clarity on that. I  
25

1 think some of the resident leaders would, um, would  
2 express the same.  
3

4 CHAIR RUSS: Yes.

5 COUNCIL MEMBER AYALA: However, we get  
6 like, you know, so, one, I would like to know what's  
7 happening with this, why scaffolding was put up, but  
8 wondering if there has been any conversation at NYCHA  
9 or between NYCHA and the DOB regarding the, ah, the  
10 potential, ah, implications to public safety that the  
11 scaffolding coupled with the new netting and the  
12 chain link fence, ah, you know, put some developments  
13 at risk of.

14 CHAIR RUSS: So, ah, I'm gonna answer,  
15 ah, one part of the, the, ah, your question in terms  
16 of, ah, getting information on why the scaffolding is  
17 there. We have, ah, two ideas that we're going to  
18 be, I think, running out soon. One would be that  
19 we're gonna use construction signage on the  
20 scaffolding to talk about hey, here's the date it  
21 went in, here's why it went in, and we're gonna post  
22 that in, um, more than one language, and additionally  
23 we're also looking to, and this one is, I would  
24 classify this as more of a demonstration. We want to  
25 put, just like when you're walking down the street

1 and you, you go to the subway, you see the screens  
2 there that give you information on the trains or, we  
3 want to put those, try those in the lobbies, so that  
4 if you come in, um, you're at the elevator, you could  
5 get updates on what's going on in the building that  
6 day. You could updates on long-term projects like  
7 the scaffolding, so that the communication about why  
8 it's there and for how long is, is better. Um, I  
9 want Steven to talk a little bit about the issues  
10 that we have when the scaffolding goes up and, and  
11 understand that. And I would only preface his  
12 comments by saying when we have façade work, um,  
13 it's, some of the most expensive work that we can  
14 undertake and, ah, also some of the hardest to do  
15 logistically, but, um, if you could just kind of get  
16 to some of the questions the Council Member had.

18 EXECUTIVE VICE PRESIDENT LOVCI: Yep, um,  
19 I'll be, I'll be brief. The, the sidewalk sheds that  
20 go up, the emergency shedding that goes up, that is  
21 legislated. Um, every five years there is a façade  
22 review, where a report is, ah, implemented into the  
23 Department of Buildings system. If there is an  
24 unsafe condition within that façade then within 24  
25 hours we are required to put up sidewalk sheds to

1  
2 protect the residents and the neighborhood from that  
3 particular element. Um, this doesn't give us a lot  
4 of time and we are working with the developments to,  
5 to inform them as much time in advance, and then when  
6 we put those sidewalk sheds up that day we walk over  
7 to the development office to make sure that the  
8 cameras are, um, we look through the screens to make  
9 sure which ones of the cameras are blocked and which  
10 ones aren't to, to make changes to those cameras.  
11 We're putting up a lot of sidewalk sheds, as you  
12 mentioned. Um, that's part of the legislation and we  
13 recognize that there are every once in a while  
14 cameras that we're just not gonna hit. Um,  
15 definitely when they get brought to our attention we  
16 immediately go and out and make those changes, so  
17 that way the cameras are there. Um, but then it  
18 comes the piece of the funding of the actual work  
19 that's associated to that wall. It is a difficult  
20 portfolio for us. It's a big portfolio, and those  
21 funds are not capital eligible. They're not bond  
22 money and so we have to look at other funding sources  
23 to do the work on Local Law 11 work. So that's  
24 either taking some of the federal dollars away from,  
25 ah, the big federal capital projects that we're doing

1  
2 or the community development block grant money, which  
3 is what we usually use that, ah, some of those funds  
4 for.

5 COUNCIL MEMBER AYALA: So in other words  
6 the scaffolding has the potential to be there for a  
7 couple of more years before we identified funding.

8 EXECUTIVE VICE PRESIDENT LOVCI: Yes.

9 COUNCIL MEMBER AYALA: I get that. But I  
10 have a couple of concerns, and quite honestly I'm  
11 annoyed because Millbrook, for instance, has  
12 scaffolding again and they just did their brickwork  
13 three years, four years ago, so it should still be  
14 under warranty, and I, I don't understand like what,  
15 what happened, um, and I get that you only get 24  
16 hours to put up the scaffolding, but the scaffolding,  
17 in all fairness, has been up at those developments  
18 for months and they still to this day do not know why  
19 the scaffolding went up. So at some point, even  
20 after the fact, it would have been nice to know,  
21 because I've asked several times as well about, you  
22 know, why the scaffolding. So, again, I, this is  
23 what I'm sharing with my resident leaders is that I  
24 can only conclude that upon inspection there was some  
25 sort of deficiency that was identified, um, that the

1 rest of us just don't know about. Um, I, I get that,  
2 I get that we have, you know, horrible contractors  
3 that are doing work at NYCHA that we're dependent on.  
4 I'm, ah, excited about that. I do not applaud that.  
5 I think that we do the city and NYCHA the service  
6 because we're spending month two and three times over  
7 for the same work. However, on the public safety,  
8 there's nothing I can do to change that immediately.  
9 I'm gonna, I'm gonna accept that. However, regarding  
10 the public safety of the residents there is a lot  
11 that we can do and it's not just a matter of  
12 positioning and repositioning the cameras, which was  
13 an issue, but it's also an issue that the chain link  
14 fences are required to have mesh, which five, six  
15 years ago was not a requirement and that poses, ah, a  
16 safety issue, um, risk to the residents because  
17 sometimes you can't see. I will admit that in the  
18 last few years we have changed the, the type of mesh.  
19 So I remember walking into Carver and it was like  
20 walking, you know, into a maze. It was black mesh,  
21 you couldn't see out, you couldn't see in, we had an  
22 abundance of robberies that were occurring, you know,  
23 during that time. They changed to a more transparent  
24 one. It's still not the best. I have the most  
25



1 public housing of any member in this body and I have  
2 a serious gun violence issue. Last summer I had  
3 almost 30 shootings at my public housing  
4 developments. So right I'm terrified for what is to  
5 come this summer if now we're adding an additional  
6 issue that could potentially put people's lives at  
7 risk. So, you know, I get that, that we're required,  
8 we're mandated by law to do certain things, but it  
9 doesn't preclude us from being able to try to think  
10 outside of the box and figuring out how do we then  
11 ensure the public safety of these tenants because we  
12 recognize that these specific developments are having  
13 issues. That is, that is, ah, that's something that  
14 I really want a response to. And two, the  
15 scaffolding is also allowing for a significant  
16 accumulation of garbage at the public housing  
17 developments and I, my understanding is that the  
18 contractors are supposed to clean on the opposite  
19 side of the, of the fencing and then NYCHA staff can  
20 only clean on the outside. I'm not sure. But if you  
21 look at the developments the, the fencing goes all  
22 the way to the bottom. So even if the staff  
23 attempted they couldn't even reach the garbage  
24 because the fence goes all the way to the floor. So  
25

1  
2 there's no where, there's no place to even put a  
3 broom in. Ah, but the large accumulation of garbage  
4 obviously is a problem when we're talking about, you  
5 know, the large, ah, rodent infestation that we're  
6 also seeing. So, so there are a lot of things that,  
7 yes, a monetary, ah, restrictions. However, there  
8 are other ways that we could be helpful. And two of  
9 those things on the top list of priorities this  
10 summer for me are obviously the, the scaffolding and  
11 the public safety, um, issues that that poses for,  
12 for my constituencies. And also the amount of  
13 garbage accumulation that has been allowed to, um, to  
14 occur since the time that the scaffolding went up.

15 EXECUTIVE VICE PRESIDENT LOVCI: Um,  
16 thank you. I think I, I have about five pieces  
17 here...

18 COUNCIL MEMBER AYALA: Yes.

19 EXECUTIVE VICE PRESIDENT LOVCI: And I'll  
20 try to respond to each of those. Um, you're  
21 absolutely right where it's a five-year cycle with  
22 the Local Law 11. So if you get a report and then  
23 the report goes in and you have an unsafe condition,  
24 immediately in 24 hours you get the sidewalk sheds  
25 going up. If we identify funding for that particular

1 element, so remember Local Law 11 is only that  
2 element that was an unsafe condition, the contractor  
3 goes in and takes care of those elements. That  
4 following year you get the sidewalk sheds go down and  
5 then you're in that five-year cycle again. The five-  
6 year cycle does not start when the work ends. The  
7 five-year cycle is from the original five-year cycle.  
8 So immediately we have to put in the next report and  
9 if, let's say for example that brick was taken care  
10 of, that section of the wall was taken care of, but  
11 if there's now some deterioration in that wall based  
12 on, on rain, snow, sleet, all of those issues, then  
13 all of a sudden now you have sidewalk sheds that go  
14 up for that section of the wall. And so it's a cycle  
15 and we are working with, um, our contractors to look  
16 at the building facades a little bit more  
17 holistically. That does cost more money, but we're,  
18 we're analyzing that to make sure that at the end of  
19 the day we're not putting up sidewalk sheds and then  
20 doing the work that's associated to that specific  
21 report and then having to put sidewalk sheds up again  
22 in two years because, or a year, because a different  
23 report goes in that identifies a different section of  
24 that façade that has the errors. Um, we do have a  
25

1 lot of contractors. Um, Greg mentioned the amount of  
2 spend that we're going through and the amount of, ah,  
3 contracts that we have out there. We monitor those  
4 contractors. We have quality safety and  
5 construction. We have assistant project managers  
6 that are, and project managers that are going out to  
7 the field regularly, announced and unannounced, and,  
8 ah, when we find that we have a bad actor we, we move  
9 immediately to make sure that we can remedy that. I  
10 guarantee, based on the percentages of contractors  
11 that we out, have out there that we're gonna have  
12 some bad actors every once in a while. It's part of  
13 the industry. But it's very, very important for us  
14 to make sure that we identify them and then take  
15 action immediately to make sure that either they are  
16 not doing work for the City of New York or us again,  
17 but also that the work that we're putting in here is  
18 gonna last us. You know, if we put in a roof and  
19 it's got a 30-year warranty I want that roof to last  
20 30 years, period, because that's what they're paid  
21 for. That's what the contract is. And so we do have  
22 that staff. Um, in terms of working on the, the  
23 sidewalk sheds and the development, um, Greg  
24 mentioned the piece with the sign. Um, we've had  
25

1  
2 some great conversations with council members. I  
3 actually thank you very much for hosting me at your  
4 offices to talk to you a little bit about some of the  
5 projects that are happening in your developments, um,  
6 and I, and I would say to any of the council members  
7 our offices are, our door is open all the time to go  
8 over these items. But we're going to look at the  
9 electronic signage, but immediately what we are  
10 doing, and we have the pilot done, the poster is  
11 done, it's being corrected in the Department of  
12 Communications and the [inaudible] would like to see  
13 it. But it will be a poster that will be put up in  
14 each of the development offices that identifies the  
15 work that is happening at the development as well as  
16 the date of completion. We recognize that not all  
17 the residents can go to the tenant resident meetings,  
18 um, and we want to make sure that there's enough  
19 information out there so everyone can see what's  
20 going on, because there is a lot of work that's  
21 happening in all of these developments.

22 CHAIR RUSS: Council Member, I, ah, have  
23 been thinking about your committees on security and I  
24 wanted to offer, um, we'd be glad to, ah, if we can,  
25 sit with and get NYPD and before summer, ah, spend

1  
2 some time thinking about the places where the  
3 criminal activity, ah, touches our properties and  
4 there's a few, there are things that NYCHA could do  
5 differently and are thinking and planning for the,  
6 ah, change of season, and do that in a collaborative  
7 way with, ah, with NYPD where, ah, we're getting some  
8 of their advice and feedback for anything that we  
9 might be able to do. So, um, we'd be very, be very  
10 glad to spend time at the office and, um, work with  
11 you to see if there are some things that we could be  
12 very tangible and very targeted in terms of what we  
13 might try, ah, both to support NYPD, but also to  
14 support the safety issue, or get to the safety issue.

15 COUNCIL MEMBER AYALA: I, I would  
16 appreciate that. And in regards to the contractors  
17 and the garbage?

18 CHAIR RUSS: So, ah, they are supposed  
19 to, ah, do that cleaning. Ah, Steve and I have  
20 talked about this. I said I'm, ah, not interested in  
21 paying someone who's not doing the entire job. So,  
22 ah, if we, we, I have instructed staff if we can to  
23 withhold payments and will, ah, because this repeats.  
24 Ah, it's not the first time we've heard it, and also  
25 to Steve's earlier point, ah, we're going to evaluate

1 that contractor in a way that folks know that the job  
2 was not, was not done. I will say, though, that, um,  
3 if we have that situation we're willing to, um, ah,  
4 get the vendor out there to do the cleaning, ah, when  
5 we're, when we've advised that it's lagging, and, ah,  
6 I don't know, Vito, if you wanted to add anything to  
7 that.  
8

9                   GENERAL MANAGER MUSTACUIOLO: Sure. So  
10 I, I just want to be clear that there are certain  
11 situations where the contractor is responsible for  
12 the cleaning and maintenance behind the fence and the  
13 sidewalk shed, um, if there's a construction site, an  
14 active construction site. But if the fencing and the  
15 sidewalk sheds are put up because of Local Law 11 to  
16 address the immediately hazardous concerns. The  
17 contractor currently is not responsible for that.  
18 We're looking to address that, and we're also working  
19 with our partners, um, with the teamsters. Because  
20 to send our staff into those areas require a certain  
21 OSHA certification that not all of our staff  
22 currently have. So these are issues that, that,  
23 honestly the next step of it, too, is we need to do a  
24 better job of, one, communicating, and two, educating  
25 our residents when the sidewalk sheds are erected.

1  
2 So I think there's a multipronged approach, and I  
3 would add to what the chair said about the meeting  
4 with NYPD. Um, the Department of Buildings, at least  
5 in the last two years since I've been at NYCHA, they  
6 have been extremely helpful, um, especially in  
7 respect to this area. When we, I first got there we  
8 had sidewalk sheds. We had miles and miles of  
9 sidewalk sheds where it wasn't necessary. And  
10 Capital and DOB sat down and came up with a plan that  
11 addresses the safety concerns of not having sidewalk  
12 sheds and having sidewalk sheds. And I think that's  
13 still, that's a work in progress. So I would invite  
14 the Department of Buildings to join us, because,  
15 again, they've been really helpful in dealing with  
16 these issues.

17 COUNCIL MEMBER AYALA: No, I would really  
18 appreciate that because I think that you're more  
19 susceptible to becoming a victim of crime than you  
20 are...

21 CHAIR RUSS: Yes.

22 COUNCIL MEMBER AYALA: ...to getting hit  
23 by a brick, you know...

24 CHAIR RUSS: Right.



2 COUNCIL MEMBER AYALA: ...in public  
3 housing and I...

4 CHAIR RUSS: And, ah, I think that's a  
5 very cogent assessment.

6 GENERAL MANAGER MUSTACUIOLO: Sort of a  
7 [inaudible] of safety.

8 COUNCIL MEMBER AYALA: I want to make  
9 sure people don't get in the head by either.

10 CHAIR RUSS: Yeah, I know.

11 COUNCIL MEMBER AYALA: But I, ah, I just  
12 want to make sure that people aren't, you know, and I  
13 want to reiterate that, you know, for the most part,  
14 you know, 99% of the people that live in public  
15 housing are wonderful people, but we continue to see,  
16 you know, these issues arise year in and year out,  
17 and last year was just a really bad year for us in  
18 the 8th District and I want to make sure that my  
19 residents, you know, feel safe when they're coming in  
20 out of their homes because, you know, the rest of us  
21 get to go home and, you know, we, we don't have to  
22 live with that day-to-day, um, you know, uncertainty  
23 of what, what's to come and, you know, I'm a baby of,  
24 of, ah, public housing. I grew up in [inaudible] in  
25 the '80s when, you know, it was not, you know, it, it

1  
2 was not, it was not a fun time. You know, we saw  
3 many of our friends and family, um, succumb to, to  
4 gun violence and so we want to make sure that people  
5 just feels safe. Um, I just, I had a very quick  
6 question, I'm sorry, Madam Chair, just about  
7 regarding the, um, I'm sorry, Mark, real quick,  
8 regarding the, the electronic, ah, temperature  
9 monitoring. I know that there's a, there's a plan  
10 to, ah, to get to 44 developments before the end of  
11 this year, is that correct?

12 CHAIR RUSS: Ah...

13 UNIDENTIFIED: That's correct.

14 CHAIR RUSS: I think, yes, thank you.

15 COUNCIL MEMBER AYALA: So, just, you  
16 know, want to put out there that we've been getting  
17 a lot of complaints from the developments that do  
18 have it regarding shortage of staff. I'm not sure if  
19 that's something that, um, that NYCHA is, is aware of  
20 or looking at regarding the amount of time that it  
21 takes the staff that's supposed to be monitoring the  
22 new systems to get from one development to the other.  
23 This is the, the heating system, right?

24 GENERAL MANAGER MUSTACUIOLO: You're  
25 talking about the heating system [inaudible]?

2 COUNCIL MEMBER AYALA: I'm talking about  
3 the heating system, yeah.

4 GENERAL MANAGER MUSTACUIOLO: Yeah, we  
5 have added a, a significant number of staff to our  
6 heating department, ah, this heat season. And I  
7 think what folks might be talking about is that there  
8 are temperature triggers...

9 COUNCIL MEMBER AYALA: Yes.

10 GENERAL MANAGER MUSTACUIOLO: ...where the  
11 system will shut off, right, but we not have seen any  
12 situation where these devices have been installed  
13 where it's dropped below what the minimum setting is,  
14 and our minimum setting is significantly higher than  
15 what the local law requires.

16 COUNCIL MEMBER AYALA: I know  
17 Jefferson...

18 GENERAL MANAGER MUSTACUIOLO: The  
19 great...

20 COUNCIL MEMBER AYALA: Yeah, Jefferson  
21 Houses has been a problem, um, all winter and, um,  
22 they have expressed some concerns about the amount of  
23 time that it takes, um, the heating staff that  
24 monitors the new system to get to the development,  
25 um, and feeling like they're, yeah.

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GENERAL MANAGER MUSTACUIOLO: Yeah, and  
I...

COUNCIL MEMBER AYALA: So, um...

GENERAL MANAGER MUSTACUIOLO: Our  
response time has been much better, um, this year  
than even last year, and last year was a significant  
improvement over even the prior year. Um, we...

EXECUTIVE VICE PRESIDENT LOVCI: We'd  
love to take you our...

COUNCIL MEMBER AYALA: OK.

CHAIR RUSS: Yeah, we could over the  
development time, though.

EXECUTIVE VICE PRESIDENT LOVCI: Yeah,  
but also I would love to take you...

CHAIR RUSS: Yeah.

EXECUTIVE VICE PRESIDENT LOVCI: ...our  
center of, at LIC, to show you how we have staff that  
monitor our systems 24/7.

COUNCIL MEMBER AYALA: And what is, what  
is the total cost savings to NYCHA, um, when you're  
done? What do you anticipate NYCHA will save once  
you transition the entire 44 developments?

2 EXECUTIVE VICE PRESIDENT LOVCI: I don't  
3 know that we have that readily available, but we  
4 could certainly get back to you with, ah...

5 CHAIR RUSS: We can, yeah, we can.

6 COUNCIL MEMBER AYALA: OK.

7 CHAIR RUSS: And, um, let's, ah, work  
8 with, ah, Brian's office and set up a time so that we  
9 can actually start some of the security planning...

10 COUNCIL MEMBER AYALA: Yes.

11 CHAIR RUSS: ...that we've talked about.  
12 And our contribution, I think, can be thinking about,  
13 ah, lighting, cameras, any kind of dead spots where  
14 people might hang out, that kind of thing, and what  
15 could we do, ah, ahead of the summer to maybe turn  
16 that knob down a little bit.

17 COUNCIL MEMBER AYALA: I would appreciate  
18 it. Thank you.

19 CHAIR RUSS: Thank you.

20 COUNCIL MEMBER AYALA: Thank you, Madam  
21 Chair.

22 CHAIRPERSON GIBSON: Thank you, Council  
23 Member. Now we'll have Council Member Bill Perkins.

24 COUNCIL MEMBER PERKINS: Thank you very  
25 much. I just want to commend you for the role that

1  
2 you have created for residents to be a part of taking  
3 care of the homes where they live. I think that's  
4 very, very valuable for them to have that kind of,  
5 ah, partnership, ownership, and in fact it seems to  
6 me that there's not just talking about just the adult  
7 residents, but just as important and maybe even more  
8 importantly...

9 CHAIR RUSS: Yeah.

10 COUNCIL MEMBER PERKINS: ...the youth.

11 And so I wanted to get a sense of how much of this  
12 youth involvement are we having in this very  
13 important, ah, project that they're inviting the  
14 tenants, and hopefully I'm saying the youth to be a  
15 part of.

16 CHAIR RUSS: So we run, ah, a number of  
17 partnership programs that are focused on, ah, youth  
18 at the property and I would say this. We are open  
19 and are, ah, pursuing, um, almost any opportunity to  
20 engage youth in, um, anything from summer employment,  
21 internships, ah, working, ah, with us in ways that  
22 are appropriate given the age of the person. We are  
23 looking to expand, ah, our relationship with Youth  
24 Build, which is the, ah, group that works on, um,  
25 getting, ah, youth into the construction trades. We

1  
2 met with them, ah, um, I can't remember if it was  
3 earlier this year or towards the end of last year  
4 about, ah, we have a good partnership with them now.  
5 We wanted to open more sites and more recruitment.  
6 And we're also interested if, um, ah, either any of  
7 the resident leadership or, ah, Council has ideas on  
8 how we can, ah, strengthen that. Because I agree  
9 with you. I think if we can give, ah, kids in those  
10 age brackets a chance to, to do something, see  
11 something different. You never know when that's  
12 gonna...

13 UNIDENTIFIED: Sure.

14 CHAIR RUSS: ...open up somebody to a path  
15 that they might not have thought about it. And I do  
16 think that, um, ah, we'd be glad to talk, ah, ah,  
17 with our, our resident engagement group and see if  
18 there are specific things you might have in mind.  
19 But we're always thinking about this, because we  
20 feel, ah, that it's really important to have a chance  
21 for them to, ah, contribute and, and step up.

22 COUNCIL MEMBER PERKINS: Thank you very  
23 much for, for that answer. I, I just hope that you  
24 feel comfortable, you know, reaching out to us to  
25 make sure that we are engaged with you...

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CHAIR RUSS: Sure.

COUNCIL MEMBER PERKINS: ...in this effort and, especially again, ah, when it comes, our young people, they are out there...

CHAIR RUSS: Could, can I add something, can I add something else, ah, Councilman. Um, we're gonna be engaged in these large-scale capital investments, whether we do it through the Rental Assistance Demonstration, um, and putting particular emphasis on making sure that when we do that kind of property that our, ah, RAD partner is also reaching out and engaging folks at the site level. And the second thing I would say is as we go down this road together we're gonna have to raise a lot of capital to reinvest in NYCHA. And there's gonna be a lot of opportunities if we're successful in raising the capital to do things that directly impact our families. And I'm not just talking about the new kitchen or bath we hope to put in. Um, the way we see it we've got three investments to make. We have to invest in the building, we have to invest in changing NYCHA's culture, and we have to invest in the families. And if we're successful in some of the capital funding things that we're hoping to do in the



1  
2 next couple of years the ability to multiply that  
3 into a social impact is increased and we're, we're up  
4 for taking that on.

5 COUNCIL MEMBER PERKINS: Thank you very  
6 much for that, ah, response. And, again, ah, include  
7 us any way you feel we can be useful.

8 CHAIR RUSS: Surely.

9 COUNCIL MEMBER PERKINS: I appreciate the  
10 initiatives that you're taking and, and want to make  
11 sure that you get as much support as possible from...

12 CHAIR RUSS: Thank you.

13 COUNCIL MEMBER PERKINS: ...at least from  
14 my office and I'm sure my colleagues probably feel  
15 the same way. Thank you.

16 CHAIRPERSON GIBSON: Thank you, Council  
17 Member. OK, I just have, ah, several more questions  
18 in a, a different, ah, areas that I wanted to ask all  
19 of you today. Um, so I wanted to specifically ask  
20 about the NYCHA-operated, senior, ah, club transfer.  
21 Many of those 14 senior centers in last year's budget  
22 were transferred over to DFTA. Um, and as part of  
23 our budget, um, seven NYCHA-managed senior centers  
24 were transferred to DFTA and then in the fiscal 2020  
25 adopted budget DFTA was provided funding for one year

1  
2 only to manage an additional five NYCHA senior  
3 centers. The remaining two centers previously  
4 managed by NYCHA were closed and as of June 2019  
5 NYCHA no longer directly manages any of its senior  
6 centers. So my first question is while many of them  
7 were baselined in the fiscal 2020 budget, which we're  
8 grateful for, um, is there a long-term strategy to  
9 secure funding for five senior centers that are only  
10 funded through this fiscal year?

11 CHAIR RUSS: I, um, oh, thank you.

12 CHAIRPERSON GIBSON: It's at the top of  
13 your...

14 CHAIR RUSS: Yes, we are. I'm sorry.  
15 We, we are working, um, I apologize. We are working  
16 with OMB to think about how to get the money into  
17 these centers, so we don't want to represent that  
18 they're kind of dangling out there and, um, we want  
19 to address the needs at those centers and making sure  
20 that we, ah, we can do that while we're addressing  
21 our larger capital needs. So it's, it's on our  
22 radar, yes.

23 CHAIRPERSON GIBSON: OK. Well, I wanted  
24 to be at the top of your list.

25 CHAIR RUSS: Yes.

2 CHAIRPERSON GIBSON: And I also speak for  
3 myself and the largest champion we have for our  
4 seniors, and that is Council Member Margaret Chin.

5 CHAIR RUSS: All right.

6 CHAIRPERSON GIBSON: If she were here she  
7 would want you to put it at the top of your list.  
8 Ah, we also closed two centers. Ah, we closed Taft  
9 in Council Member Perkins's district and Baisely Park  
10 in Council Member Adams's districts. Um, is that is  
11 existing space currently open for residents to use  
12 and is there a plan to reopen those centers and if  
13 not what will we do with that vacant space?

14 CHAIR RUSS: So, ah, Taft, ah, we hope,  
15 um, it was reopened, yes, it is open. We reopened it  
16 with some, ah, discretionary funding we had in  
17 January and the provider now is the Stanley Isaacs  
18 Neighborhood Center.

19 CHAIRPERSON GIBSON: OK.

20 CHAIR RUSS: Um, the Baisley Park is not  
21 open for resident use. It is on, there are  
22 renovations occurring, though, at that site.

23 CHAIRPERSON GIBSON: OK, so the minimal  
24 funding that you used to reopen Taft, does that cover  
25 you through the end of this fiscal year?

2 CHAIR RUSS: That I do not know.

3 CHAIRPERSON GIBSON: OK.

4 CHAIR RUSS: And I could, have to get to  
5 get back to you on.

6 CHAIRPERSON GIBSON: OK, great.

7 CHAIR RUSS: OK.

8 CHAIRPERSON GIBSON: OK, we definitely  
9 want to continue to talk about that.

10 CHAIR RUSS: No, I, I think what I'd like  
11 to do is, um, ah, we have, ah, because of the  
12 arrangements we have with the senior centers I want  
13 to be sure we understand where the partner agencies  
14 are and what we're committing to in terms of, ah,  
15 either renovations or continued operation there.

16 CHAIRPERSON GIBSON: OK. And what was  
17 the process by which, um, we transitioned the  
18 existing NYCHA staff at those particular senior  
19 centers where they folded into NYCHA in general  
20 staff, do you know where they went? Um, because we  
21 did have a conversation about trying to see if any of  
22 those NYCHA staff could be hired and picked up by the  
23 ultimate CBO on the ground, um...

24 CHAIR RUSS: So, ah, there were...

25 CHAIRPERSON GIBSON: Do you know?

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2 CHAIR RUSS: Ah, yes. There were 18  
3 staff assigned to those centers and they were  
4 afforded the opportunity to select positions with  
5 family partnership and community development  
6 departments, ah, with CEP. CEP worked with local 371  
7 to ensure that that transition occurred and, ah, the  
8 staff have, um, transitioned over to the new  
9 positions.

10 CHAIRPERSON GIBSON: OK, great. And, um,  
11 in terms of the operations, while I know that DFTA  
12 oversees the senior centers, administers the  
13 contracts with those particular CBOs, um, in last  
14 year's budget we put in several million dollars for  
15 capital work, renovations that needed to be done.  
16 Um, as one example I have two of these 14 and one of  
17 them needed a significant amount of capital work, the  
18 other not so much. Um, many of these centers were  
19 very small in terms of operations, no full food meal  
20 program. Um, is there some sort of a Memorandum of  
21 Understanding that exists today that outlines the  
22 responsibility of each agency, whether it's NYCHA,  
23 DYCD for centers, or DFTA, or the not-for-profit  
24 providers?  
25

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2 CHAIR RUSS: So we are actually in the  
3 process of drafting that, and...

4 CHAIRPERSON GIBSON: We're just drafting  
5 that now?

6 CHAIR RUSS: Yes.

7 CHAIRPERSON GIBSON: Oh my goodness.

8 CHAIR RUSS: It's a...

9 CHAIRPERSON GIBSON: We are late.

10 CHAIR RUSS: We are. And, ah, ah, I'm  
11 not, to be candid, I'm not comfortable, ah, with that  
12 one because I think when you commit to writing with  
13 each other you define the responsibilities of the  
14 parties. And, ah, this is something where, ah, as  
15 we've done this transition I think we have to step up  
16 and get the, the Memorandum of Understanding  
17 completed.

18 CHAIRPERSON GIBSON: OK. So what I'd  
19 like to see, and if it's OK...

20 CHAIR RUSS: Sure.

21 CHAIRPERSON GIBSON: ...City Council, ah,  
22 we will work with the 14. I mean, we can work with  
23 those particular council members.

24 CHAIR RUSS: Yeah.

25

1  
2           CHAIRPERSON GIBSON: I can tell you with  
3 my two there is still outstanding capital work that  
4 needs to be addressed and it has not always been a  
5 productive conversation with DFTA in terms of  
6 additional money that is needed to bring these  
7 centers up to full capacity. Um, and so I want to  
8 have that conversation now because if there's  
9 additional money that...

10           CHAIR RUSS: Sure.

11           CHAIRPERSON GIBSON: ...is needed we need  
12 to make sure that's reflected in the budget.

13           CHAIR RUSS: No, and I, I think part of  
14 the thing that we're talking about here is  
15 structuring ourselves in a different way with the  
16 Memorandum of Understanding so it's clear who's doing  
17 what, who's contributing what, and then, ah, to your  
18 point figuring out what that, what that capital, ah,  
19 would look like and where that's coming from.

20           CHAIRPERSON GIBSON: OK. Do you have a  
21 timeframe of when you think that would be?

22           CHAIR RUSS: Um, I don't and I, but I  
23 want to go back and talk to the parties, and I could  
24 get you, ah, an answer when we're thinking about  
25 certainly circulating a draft and being able to meet.

2 CHAIRPERSON GIBSON: OK.

3 CHAIR RUSS: OK?

4 CHAIRPERSON GIBSON: And the reason I ask  
5 that question also is one of the underlying factors  
6 that we have to consider with the operations of these  
7 senior centers today there are ongoing inspections  
8 that are happening...

9 CHAIR RUSS: Right.

10 CHAIRPERSON GIBSON: ...and there are  
11 agencies that are visiting these centers and some of  
12 them are being given fines that someone has to pay.  
13 Right?

14 CHAIR RUSS: Yeah.

15 CHAIRPERSON GIBSON: And so the quicker  
16 we get an MOU where we delineate who's responsible  
17 for what the quicker we can really address a lot of  
18 those outstanding issues.

19 CHAIR RUSS: No, and we very much agree  
20 with you and, ah...

21 CHAIRPERSON GIBSON: OK, 'cause they'll  
22 call us, Chair. They call us.

23 CHAIR RUSS: Yes, OK. And let them know  
24 that we're, we're coming to kind of help straighten  
25 this out. We're not gonna let it sit.



1  
2                   CHAIRPERSON GIBSON:  OK, great.  Um, I  
3 wanted to ask about community centers, another  
4 favorite topic of mine.  Um, earlier this year in  
5 February the mayor outlined his State of the City  
6 address, in which he announced plans to reopen five  
7 community centers at certain NYCHA developments.  It  
8 wasn't outlined exactly where they were.  Ah, do you  
9 know where those centers are located, and will these  
10 newly constructed centers, um, or will existing  
11 centers undergo renovations?

12                   CHAIR RUSS:  So...

13                   CHAIRPERSON GIBSON:  So two questions,  
14 brand-new centers...

15                   CHAIR RUSS:  Sure.

16                   CHAIRPERSON GIBSON:  ... and/or existing?

17                   CHAIR RUSS:  So, um, ah, they were  
18 identified.  We are currently, ah, this is currently  
19 vacant spaces at NYCHA developments and we are  
20 working to notify the tenant associations before we  
21 make the list public and as soon as we do we will,  
22 and so this is previously unoccupied spaces and there  
23 will need to be renovations before that we can make  
24 them operational.  So I hope to have the names soon,  
25 and then we hope to also be able to give a sense of

1  
2 what work is going to be required to make them  
3 operational.

4 CHAIRPERSON GIBSON: OK. So two  
5 questions from that. The funding for the capital  
6 work that's necessary, will that be reflected by the  
7 executive budget, and number two, will this be a new  
8 RFP to determine which not-for-profit will run these  
9 community centers?

10 CHAIR RUSS: I, I cannot answer that.

11 CHAIRPERSON GIBSON: OK, all right.

12 CHAIR RUSS: I don't know at the moment.

13 CHAIRPERSON GIBSON: To be determined.

14 CHAIR RUSS: But, no, we could, we can  
15 make sure that we get that answer to you. But I  
16 don't know at the moment.

17 CHAIRPERSON GIBSON: OK. OK, to be  
18 determined. Ah, wanted to ask about the Elevator  
19 Action Plan. I think the general manager knows like  
20 next to community centers and senior centers I am  
21 always talking about elevators. Super important.  
22 Um, in January the NYCHA monitor approved a  
23 corrective action and response plan outlining our  
24 steps to reduce elevator outages and no-service  
25 conditions at 3200 elevators that were owned by

2 NYCHA. The elevator service and repair department  
3 manages the elevator operations and consists of 473  
4 full-time staff. So my first question is do we have  
5 any vacancies in the elevator service and repair  
6 department and if so how many and do we have plans to  
7 fill those vacancies?

8 CHAIR RUSS: Yeah.

9 GENERAL MANAGER MUSTACUIOLO: So I am  
10 going to give my seat up to Joey Koch.

11 CHAIRPERSON GIBSON: OK.

12 GENERAL MANAGER MUSTACUIOLO: And ask her  
13 to please...

14 CHAIRPERSON GIBSON: The elevator  
15 champion, now chief of staff. [cross-talk] But  
16 always prioritizing elevators.

17 CHAIR RUSS: And we always say that Joey  
18 is more up than down, so. [laughter]

19 CHAIRPERSON GIBSON: Yes, yes, agreed.

20 CHAIR RUSS: Sorry, I couldn't resist.

21 CHIEF OF STAFF KOCH: Hi, good afternoon.  
22 I'm Joey Koch, ah, chief of staff at NYCHA. But,  
23 yes, I, I am a champion of all things heat and  
24 elevators...

25 CHAIRPERSON GIBSON: Yes.

2 CHIEF OF STAFF KOCH: ...for, for NYCHA.  
3 Um, so we actually hired about 20 additional elevator  
4 teams. Um, they are either all hired or in the  
5 process of being hired. There was a list called.  
6 Um, and so we're in the process of bringing all of  
7 those on board.

8 CHAIRPERSON GIBSON: OK. And the  
9 agreement requires NYCHA to replace or address at  
10 least 425 elevators by 2024. Are we on track to meet  
11 that obligation?

12 CHIEF OF STAFF KOCH: We are currently on  
13 track to meet that obligation.

14 CHAIRPERSON GIBSON: OK, and this is a  
15 full replacement?

16 CHIEF OF STAFF KOCH: These are full  
17 modernizations...

18 CHAIR RUSS: Right, right.

19 CHIEF OF STAFF KOCH: ...full, full  
20 replacements.

21 CHAIRPERSON GIBSON: OK. I'm excited.

22 CHIEF OF STAFF KOCH: Ah, me too.

23 CHAIRPERSON GIBSON: I mean, 2024 is a  
24 little ways off.

25

2 CHIEF OF STAFF KOCH: It's a long way.  
3 It's a long way.

4 CHAIRPERSON GIBSON: I'm still excited.

5 CHIEF OF STAFF KOCH: I know.

6 CHAIRPERSON GIBSON: And have you, has  
7 the authority decided yet of that 425 elevators which  
8 developments will receive the highest priority based  
9 on outages, malfunctions, etcetera, do we have that  
10 list already?

11 CHIEF OF STAFF KOCH: Yes, so those have  
12 been identified and it has been based on the PNA, the  
13 physical needs assessment, and outage, historical  
14 outage history. That is always subject to change as  
15 issues arise that may require an elevator to be in  
16 worse shape than it was when we originally made the  
17 list. So it's potentially up for revisions, but they  
18 have been identified.

19 CHAIRPERSON GIBSON: OK. And according  
20 to the, ah, physical needs assessment, ah, about 1.5  
21 billion is required to repair and replace elevators  
22 across the portfolio. Um, how much funding have we  
23 already dedicated to implementing the provisions, um,  
24 outlined in the elevator action plan? Do we have 1.5  
25 billion? Are we close?

2 CHIEF OF STAFF KOCH: Yeah.

3 CHAIR RUSS: No, they're, we don't have  
4 the 1.5, we have a portion of the state funding.

5 CHAIRPERSON GIBSON: OK.

6 CHAIR RUSS: Ah, and we probably have  
7 some, ah, capital.

8 CHIEF OF STAFF KOCH: We do.

9 CHAIR RUSS: I don't what that number is,  
10 though, Steve...

11 CHAIRPERSON GIBSON: So a combination of,  
12 you're talking about the...

13 CHAIR RUSS: Federal.

14 CHAIRPERSON GIBSON: ...450 million from  
15 the state?

16 CHAIR RUSS: Right.

17 CHIEF OF STAFF KOCH: State.

18 CHAIR RUSS: That, a portion of that  
19 funding is going to elevators.

20 CHAIRPERSON GIBSON: Plus what we're  
21 putting in.

22 EXECUTIVE VICE PRESIDENT LOVCI: 100  
23 million.

24 CHAIR RUSS: 100 million is elevators.

25 CHAIRPERSON GIBSON: OK.

2 CHAIR RUSS: Thank you. Um, and then do  
3 we have federal capital for elevators?

4 EXECUTIVE VICE PRESIDENT LOVCI: Um, we  
5 have both, ah, the action plan funds as well as  
6 federal dollars and some city dollars are going into  
7 elevators.

8 CHAIRPERSON GIBSON: OK, so what's the  
9 total total of what we have between federal dollars,  
10 the action plan, money from the administration, plus  
11 the 100 million you already described? Is there a  
12 total?

13 EXECUTIVE VICE PRESIDENT LOVCI: Yeah,  
14 there is a total dollar amount.

15 GENERAL MANAGER MUSTACUIOLO: We're gonna  
16 have to get back to you with the actual [inaudible]  
17 all the pots.

18 CHAIR RUSS: Let, let us, yeah I don't  
19 want to add, I don't want to add wrong.

20 CHAIRPERSON GIBSON: OK, no, no, I  
21 understand.

22 CHAIR RUSS: OK, but we can get...

23 CHAIRPERSON GIBSON: I wasn't a math  
24 major either.

1  
2 CHAIR RUSS: Yeah. No, that was my, I  
3 struggled.

4 CHAIRPERSON GIBSON: I just want to  
5 again, and the reason is say that, I mean, Vito, you  
6 know how, we all know how important elevators are. I  
7 do nothing but talk about elevators and windows all  
8 day. Um, and as close as we can get to the 1.5, ah,  
9 billion, and I think it recognizes that in the  
10 physical needs assessment, you know, elevators are a  
11 critical part. Just like roof and boiler are, I'm  
12 not saying that they're not, but elevators, we have  
13 an expectation when we get in we need to get to our  
14 location. And I remind you, Chair, I have a senior  
15 center in my district that is on the 20th floor of a  
16 building that's 24 stories, and I'm reminded of the  
17 staff and everyone else in this particular building  
18 and we're currently, we have 2 million dollars for  
19 that building, thankfully, and we're going through  
20 design. So I would love to see that in other places,  
21 particularly since some of these developments may not  
22 have a lot of outages, but it still means that there  
23 is a priority to replace that elevator.

24 CHAIR RUSS: No, thank you, ah, because  
25 we agree and, ah, with the capital money that we have



1  
2 and the capital money we hope to raise, ah, we do  
3 want to get to the entire portfolio. We don't want  
4 to miss anyone.

5 CHAIRPERSON GIBSON: OK. So one more  
6 question, Ms. Koch. The 20 new staff, is that added  
7 on to 473? That's in addition? Yes?

8 CHIEF OF STAFF KOCH: I, we added an  
9 additional 20 teams, so it's 40 people. Off the top  
10 of my head I don't, ah, remember, but I think it is.

11 CHAIR RUSS: It is.

12 CHAIRPERSON GIBSON: OK, it is, OK.

13 CHAIR RUSS: The CFO has confirmed.

14 CHIEF OF STAFF KOCH: Yes.

15 CHAIRPERSON GIBSON: OK, got it.

16 GENERAL MANAGER MUSTACUIOLO: And I want  
17 to thank you for your contribution to the...

18 CHAIRPERSON GIBSON: Absolutely.

19 CHAIR RUSS: Yes.

20 CHAIRPERSON GIBSON: And I hope in my  
21 last two years I can give more. I make no promises,  
22 though. I have to get to a lot of other parts of my  
23 NYCHAs.

24 CHAIR RUSS: Well, if you do we're gonna  
25 spend better than we have, so.

1  
2 CHAIRPERSON GIBSON: Yes, yes, we will,  
3 we will. Um, I wanted to ask about the homeless set-  
4 asides in public housing. Um, I believe we started  
5 in 2017, we started to dedicate 1500 units per year  
6 from homeless families that were referred by DHS.  
7 Um, do you know how many formerly homeless families  
8 we've placed in NYCHA under this set-aside policy to  
9 date and how many we intend to place in 2020? Are we  
10 aware?

11 CHAIR RUSS: Yes, we are. And, ah, I've  
12 got to get the general manager to, he has the data.

13 CHAIRPERSON GIBSON: OK. And is that a  
14 set number? Are we...

15 GENERAL MANAGER MUSTACUIOLO: We have  
16 committed...

17 CHAIRPERSON GIBSON: ...firm with 1500?

18 CHAIR RUSS: Well, we've committed to  
19 certain amounts each year on the homeless set-aside.

20 CHAIRPERSON GIBSON: OK.

21 CHAIR RUSS: But I, but if you've got an  
22 update that would be great, on where we are this  
23 year.

24

25

1  
2                   GENERAL MANAGER MUSTACUIOLO: So we've  
3 been tracking, um, our production units, um, on a  
4 daily basis.

5                   CHAIRPERSON GIBSON: OK.

6                   GENERAL MANAGER MUSTACUIOLO: So we are  
7 on target to deliver approximately 2000 for this  
8 year. We are using a combination of both in-house  
9 staff as well as contracted staff.

10                  CHAIRPERSON GIBSON: OK. How many, have  
11 we done 1500 from 2017 each year? Did we meet that  
12 target? Do you know? Because you said 2000 this  
13 year, but that's just for 2020.

14                  CHAIR RUSS: Right, right.

15                  CHAIRPERSON GIBSON: Correct?

16                  GENERAL MANAGER MUSTACUIOLO: Last year  
17 we completed approximately 1700.

18                  CHAIRPERSON GIBSON: OK, OK. And how  
19 much subsidy does NYCHA receive from the city to  
20 place these formerly homeless families?

21                  CHIEF OF STAFF KOCH: We received 28  
22 million.

23                  CHAIRPERSON GIBSON: That, that's the  
24 amount to date, or is that annual?  
25

1  
2 CHIEF OF STAFF KOCH: Amount to date to  
3 expedite apartment prep.

4 CHAIRPERSON GIBSON: OK. And as far as  
5 placing formerly homeless families in any of these  
6 units, what happens in situations where the unit  
7 needs work? Are we responsible or does DHS cover the  
8 cost of that?

9 GENERAL MANAGER MUSTACUIOLO: So you said  
10 after the occupancy?

11 CHAIRPERSON GIBSON: Yes, for a formerly  
12 homeless family to occupy a NYCHA apartment.

13 GENERAL MANAGER MUSTACUIOLO: We make the  
14 repairs.

15 CHAIR RUSS: Yeah.

16 CHAIRPERSON GIBSON: OK, we make the  
17 repairs, OK, got it. Um, I wanted to ask, you talked  
18 a lot about energy efficiency and sustainability at  
19 NYCHA, and I want to bring up another topic that I  
20 consistently talk about and that's windows. Ah,  
21 NYSERDA, the state agency dedicated to energy,  
22 research, and development, um, used to have  
23 weatherization programs and so does, ah, Homes and  
24 Community Renewal, DHCR. Do we have any existing  
25 weatherization programs and how would we be able to

1 provide replacement of windows to many of our NYCHAs?  
2 I think about a few of mine, like Clermont  
3 Consolidated, that are low rises. They have poor  
4 heating, but the reason why their heat is poor is  
5 because the windows are in poor condition. So no  
6 matter how much heat we provide, even if it's at its  
7 maximum, poor insulation means that you can't feel  
8 the heat anyway. And I mentioned this to the  
9 monitor, Mr. Schwartz, when he was here at our last  
10 hearing, because I think it's important to invest  
11 further in weatherization programs where we can  
12 replace many windows that need to be replaced.

14 CHAIR RUSS: So, um, we do have currently  
15 the energy performance contracts I mentioned. But I  
16 want to say that we're interested in a more, ah,  
17 ambitious approach. The boiler work that we're doing  
18 with the state funds, for example, ah, we're, we're  
19 not going to replace those boilers in kind. We're  
20 gonna try to bring more efficient and different  
21 systems. And, ah, when we start making those kinds  
22 of investments we'd like to circle back to the  
23 partners that you mentioned and see if there's any  
24 way we could pick up, ah, additional funding for  
25 things like windows and other weatherization. Um,

1  
2 these are expensive items in terms of replacing  
3 windows at the scale we're talking about. But we'd  
4 be game to talk to folks because if we can change  
5 both the boiler and the, ah, outside, the, ah, the  
6 wall and the window, ah, that would lead to even more  
7 efficiency and, and really give us a leg up on, ah,  
8 ah, trying to save energy.

9 CHAIRPERSON GIBSON: So right now do we  
10 have any money in our capital designated to window  
11 replacement? And I understand the logic of what  
12 you're saying. Are we looking at opportunities at  
13 any state grants? Um, it's really frustrating,  
14 Chair. I am asked as a council member to fund window  
15 replacements at my developments. And I'm not NYCHA.  
16 I don't have that kind of money.

17 CHAIR RUSS: Right.

18 CHAIRPERSON GIBSON: And I shouldn't have  
19 to replace windows at my NYCHAs. But I should expect  
20 that whatever revenue stream we can identify, is  
21 there anything today that we have dedicated to window  
22 replacements?

23 CHAIR RUSS: We, we have 10 million  
24 dollars in weatherization. I can't tell you...

25 CHAIRPERSON GIBSON: OK.

1  
2 CHAIR RUSS: ...that that is, ah,  
3 exclusively for windows. But I could get back to you  
4 and tell you what that money is for.

5 CHAIRPERSON GIBSON: OK. What other  
6 examples would it be used for besides windows  
7 [inaudible]?

8 CHAIR RUSS: It could be used for various  
9 sealing...

10 CHAIRPERSON GIBSON: OK.

11 CHAIR RUSS: ...sealants or, ah, you know,  
12 cutting drafts or...

13 CHAIRPERSON GIBSON: Window.

14 EXECUTIVE VICE PRESIDENT LOVCI: Um, I'm  
15 gonna step in here.

16 CHAIR RUSS: Go ahead, please.

17 EXECUTIVE VICE PRESIDENT LOVCI: So we do  
18 have weatherization programs and we are working with  
19 the state, um, at this point in time. We have  
20 \$415,000 in weatherization programs, ah, in  
21 construction, and those are things for, ah,  
22 refrigerators, Energy Star, windows are included into  
23 that, lighting, and ventilation. We're also thinking  
24 about comprehensive modernization on some of our  
25 portfolio, and when we talk about comprehensive

1  
2 modernization we are thinking about the whole  
3 building envelope and so we are thinking about  
4 windows associated to that.

5           CHAIRPERSON GIBSON: And what are the  
6 guidelines and metrics that you use with the existing  
7 weatherization programs that you're talking about to  
8 determine which developments get priority? So are  
9 these developments that are not in queue to get a  
10 brand-new boiler? Um, is it based on 311 calls? Is  
11 it based on the property managers, the resident  
12 associations? Like how are we determining which  
13 developments that we could start with for the  
14 existing weatherization money?

15           EXECUTIVE VICE PRESIDENT LOVCI: So it  
16 has a lot to do with the grant itself. Um, but most  
17 of the weatherization programs happen in the  
18 scattered sites. The...

19           CHAIRPERSON GIBSON: Scattered sites, OK.

20           EXECUTIVE VICE PRESIDENT LOVCI: The  
21 smaller, ah, buildings that might not get a full  
22 boiler replacement, they may not be able to, they may  
23 not be having a, a part of a large roofing program.  
24 Um, they're smaller developments of one- to four-  
25 family homes, um, maybe 45,000 residents. That,



1 those are type of developments in which the  
2 weatherization program is focused on.

3  
4 CHAIRPERSON GIBSON: OK, great. So I  
5 would love to talk further about that as we expand on  
6 the weatherization program because in addition to  
7 scatter site I would also say some of the  
8 consolidated buildings and developments where there  
9 are low rises, um, they have fire escapes, they have  
10 no elevators, they're just walk-ups. Um, but  
11 generally speaking, many of them are probably old and  
12 in need of, of some attention. So I just want to put  
13 that on your radar. OK.

14 CHAIR RUSS: And I would say that we are  
15 seeing examples at some of the, ah, I mean, ah, at  
16 some of the RAD conversions where they're doing, ah,  
17 both the windows and the exterior cladding.

18 CHAIRPERSON GIBSON: Um-hmm.

19 CHAIR RUSS: And, um, that's something  
20 that we will look at, where we can. It's a, it's a  
21 big lift, though, in terms of cost and it's a big,  
22 both for the window and the cladding, but, um, to  
23 your point the places where they're doing it are the  
24 low-rise buildings...

25 CHAIRPERSON GIBSON: Right.

1  
2 CHAIR RUSS: And it looks, actually looks  
3 very attractive and also has the advantage of really  
4 just changing the energy profile for that building  
5 completely.

6 CHAIRPERSON GIBSON: Right. No, some of  
7 the developments I'm thinking about that I would hope  
8 can be considered for weatherization are not in the  
9 RAD program.

10 CHAIR RUSS: Sure.

11 CHAIRPERSON GIBSON: Um, so they have no,  
12 again, there's no opportunity that would bring them a  
13 replacement of windows.

14 CHAIR RUSS: And we, when we talk about  
15 our capital need over the next few months we'll talk  
16 about what we're, we hope and what our ambition is  
17 for raising capital for the, the non-RAD pipeline.

18 CHAIRPERSON GIBSON: OK. Um, since we  
19 are now beginning the 2020 census, in light of  
20 everything going on, that's something that's not  
21 stopping. Residents of NYCHA have had a reluctance  
22 to participate and be counted because of the fear  
23 that the information will be shared with government,  
24 with HUD, with landlord, ah, with other agencies like  
25 law enforcement. Um, has NYCHA adopted any policies

1  
2 or any communication on the ground with your property  
3 managers, your, the CCOP or any of the leaders to  
4 resonate that that is not the case and emphasize the  
5 importance of participating in the census?

6 CHAIR RUSS: So we are collaborating  
7 with, ah, New York City Census 2020 office.

8 CHAIRPERSON GIBSON: OK, Julie Menin's  
9 office?

10 CHAIR RUSS: Um...

11 UNIDENTIFIED: Yes.

12 CHAIR RUSS: Yes.

13 CHAIRPERSON GIBSON: Yeah.

14 CHAIR RUSS: And, ah, ah, our, a couple  
15 things, we're going to do a direct mail notice  
16 explaining the census and emphasizing, ah, the  
17 protections that you have when you respond. We want  
18 to send this notice to all 171,000 households in  
19 April with the rent statement. And, um, share that  
20 on the rest of our communications platforms. Before  
21 we send it out we'll likely sit with the CCOP and,  
22 ah, brief them on it as well and, um, also, ah, we  
23 will be, ah, conducting outreach or supporting the  
24 outreach effort so that we're able to communicate to  
25

1 residents how important it is to respond, ah, so that  
2 they can be counted.

3  
4 CHAIRPERSON GIBSON: OK. And I also want  
5 to just be mindful of language access.

6 CHAIR RUSS: Yes.

7 CHAIRPERSON GIBSON: And some of the  
8 changes this year with the census where you can  
9 conduct it, you can participate online. Um, there's  
10 a lot of things that can happen now before the  
11 enumerators and the physical visits do happen.

12 CHAIR RUSS: Right.

13 CHAIRPERSON GIBSON: So I think it's  
14 important to make sure that message resonates that  
15 we're not sharing this information, particularly  
16 people that may fear that their benefits would be in  
17 jeopardy.

18 CHAIR RUSS: Yes, right.

19 CHAIRPERSON GIBSON: And if they are  
20 including residents as of April 1 that may or may not  
21 live in their household, that has been the growing  
22 concern.

23 CHAIR RUSS: We'd be glad to share  
24 language with you and, and get your, ah, comments.

1  
2 But, ah, we will be working with the 2020 office to  
3 get to those points.

4 CHAIRPERSON GIBSON: OK. Ah, I wanted to  
5 ask about the alternative working schedule, AWS. I  
6 used to call it flex op, I think, um, and the  
7 recently, um, enacted labor agreement with Teamsters,  
8 with Local 237 and how that relates to frontline  
9 staff, um, evening shifts, weekend shifts. Um, is  
10 this in the entire development? Do we have AWS  
11 today? Um, is it still being phased in, and how do  
12 you ensure with an alternative work schedule, work is  
13 still being done, garbage is still being picked up,  
14 Vito knows, I had a situation this week, and then  
15 how does that also impact the weekend blitz  
16 initiative that we have?

17 CHAIR RUSS: So, ah, a couple things and  
18 then I'm going to turn it over to the, to the general  
19 manager. Ah, as we've discussed and mentioned, this  
20 is, um, both on a caretaker side and also with the  
21 recent arbitration on the maintenance worker side.  
22 It has been rolled out, ah, to all properties at the  
23 present time. Um, I want to give Vito a chance to  
24 weigh in and just give you a sense of where we are  
25 with this and, and what we're working on.

1

CHAIRPERSON GIBSON: OK.

2

3

GENERAL MANAGER MUSTACUIOLO: Sure, so

4

thank you. Um, so as I mentioned earlier, um, AWS

5

implementation for caretakers, um, the rollout began

6

last March, um, and all developments now have AWS,

7

ah, for caretakers. And we've gone basically from a

8

Monday through Friday 8:00 to 4:30 schedule to a

9

seven-day-a-week operation, um, from 6:00 a.m. to

10

7:00 p.m. And, you know, for full transparency we've

11

had some bumps. And, again, it's been a pretty big

12

change for a lot of our staff to kind of, um,

13

understand and to implement. So to that end we have

14

done extensive training. We will continue to do

15

training at the developments where they're still

16

struggling with the implementation of AWS, and we're

17

bringing in a consultant to assist with that. So

18

that's with respect to the caretakers. Now, AWS,

19

when we negotiated the terms with the Teamsters, um,

20

we were able to hire an additional 210 caretakers as

21

part of the negotiations. Um, and again, 70% of

22

those were residents with those new hires. The chair

23

mentioned that we, um, recently received a decision

24

from an impasse arbitrator for AWS for maintenance

25

workers. Their schedule will be slightly different,

1 right, they will not be working seven days a week.  
2 Again, we try, we're trying to be respectful of, um,  
3 our residents and what we've heard from residents is  
4 that they would prefer not to have normally scheduled  
5 maintenance work on Sundays. So this will be a six-  
6 day-a-week schedule and the hours will be from 8:00  
7 a.m. to 7:00 p.m. six days a week.

9 CHAIRPERSON GIBSON: OK.

10 GENERAL MANAGER MUSTACUIOLO: And there  
11 will be maintenance workers who will be working  
12 Sundays to address emergency conditions.

13 CHAIRPERSON GIBSON: OK. So Sundays  
14 would only be emergencies?

15 GENERAL MANAGER MUSTACUIOLO: Yes.

16 CHAIRPERSON GIBSON: For maintenance  
17 workers?

18 GENERAL MANAGER MUSTACUIOLO: Correct.

19 In addition to which, um, on March 3, um, we signed  
20 an MOU with the electricians also for an alternative  
21 work schedule, and their work schedule will mirror  
22 the same as the maintenance workers. So our intent  
23 is to roll AWS out to almost all of the skilled trade  
24 titles, right. Not every position would necessitate  
25

1  
2 an AWS work schedule. But we're aggressively moving  
3 forward, um, to expand this through other titles.

4 CHAIRPERSON GIBSON: OK. Can...

5 GENERAL MANAGER MUSTACUIOLO: How it will  
6 affect weekend blitzes.

7 CHAIRPERSON GIBSON: Um-hmm.

8 GENERAL MANAGER MUSTACUIOLO: The weekend  
9 blitzes have been extremely successful and we believe  
10 that they should be continued.

11 CHAIRPERSON GIBSON: As long as we notify  
12 the development in a sufficient time so that  
13 residents can make sure that they're home on  
14 Saturdays and we let them know that it only applies  
15 to a certain amount of work. Um, Saturday blitzes  
16 does not, as I understand, it, it doesn't include  
17 emergency work, it's just basic repairs, correct? Or  
18 is it vice versa?

19 GENERAL MANAGER MUSTACUIOLO: So the  
20 weekend blitzes are just really for, um, maintenance  
21 work orders.

22 CHAIRPERSON GIBSON: Maintenance work,  
23 right.

24

25



1  
2           GENERAL MANAGER MUSTACUIOLO: Correct,  
3 and we do provide three notices to the residents in  
4 advance of the, um, AWS work schedule.

5           CHAIRPERSON GIBSON: OK, no, it's gotten  
6 better.

7           GENERAL MANAGER MUSTACUIOLO: Yep.

8           CHAIRPERSON GIBSON: It was a bumpy start  
9 at the beginning.

10          GENERAL MANAGER MUSTACUIOLO: It was.

11          CHAIRPERSON GIBSON: I admit that, I  
12 acknowledge that. But it's gotten much better. The  
13 first and foremost is to let the electeds know, the  
14 TA leaders, um, many instances so that we can make  
15 sure that people are home. And then also the second  
16 part of it to make it successful is the workers have  
17 to show up on Saturday. I don't want to hear that  
18 residents stayed home and then no one showed up.  
19 Like we shouldn't have those types of issues.

20          GENERAL MANAGER MUSTACUIOLO: I agree  
21 with you 100%.

22          CHAIRPERSON GIBSON: OK.

23          GENERAL MANAGER MUSTACUIOLO: Um, and the  
24 information that I provided with respect to AWS for,  
25 um, for the electricians, that is only for the

1  
2 electricians that are assigned to developments. We  
3 do have electricians that are assigned to special  
4 units...

5 CHAIRPERSON GIBSON: OK.

6 GENERAL MANAGER MUSTACUIOLO: ...such as  
7 heating and elevators. They have a different work  
8 schedule and we can kind of, if you like we can  
9 provide you with, um, more details about the work  
10 schedules. But they do work, um, seven days a week  
11 if they're assigned to a unit that supports either  
12 heating and/or elevators, and we're currently  
13 negotiating an AWS schedule for our elevator  
14 mechanics as well.

15 CHAIRPERSON GIBSON: OK. And how do you  
16 ensure with an alternative work schedule that you  
17 have a sufficient amount of staff, both maintenance  
18 workers and caretakers assigned to large  
19 developments? So the issue that I have as one  
20 example where we've been asking for a deconsolidation  
21 between Andrew Jackson and Morrisania air rights,  
22 because we share staff, we share a property manager,  
23 and the work load and the volume is heavy. It's not  
24 even a large development with respect to population.  
25 So it's not as big as Morris or Edenwald or Gun Hill.

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CHAIR RUSS: Right, right.

CHAIRPERSON GIBSON: You know, large developments in terms of units, but the work, the volume is heavy. So we've been asking for consideration to deconsolidate both so that we do not share staff. Even though we're right across the street from each other, you guys know that we've struggled in the past. We're just maintaining a sufficient amount of staff. So under AWS how do we ensure developments like what I just described, there's enough staff on a rotation where all of the issues can be addressed?

CHAIR RUSS: Go ahead, go ahead.

GENERAL MANAGER MUSTACUIOLO: So, so AWS really, um, is to expand work hours.

CHAIRPERSON GIBSON: Say again?

GENERAL MANAGER MUSTACUIOLO: I said AWS really is to expand work hours, and where we can within the existing framework of the budget to increase head count, similar to what we do with caretakers. Um, I think what the Chair mentioned earlier, too, is our focus on hiring up additional frontline field staff, and I think that that those two go hand in hand.

1  
2 CHAIR RUSS: And I want to say I was, ah,  
3 went to, ah, see, ah, Mr. Yowerton last week. We  
4 actually had a very productive meeting with his  
5 resident council membership. We walked the site  
6 together. Ah, we talked about a number of the issues  
7 as he sees them. So we are working with, with him  
8 and with that tenant association and I'm hoping, um,  
9 to come back for some ideas with him about, ah, what  
10 he sees as some of the issues at that property, um,  
11 beyond adding the staff. I want to just be clear  
12 that when we did the 2020 budget, the one I mentioned  
13 in the testimony, we made a conscious effort to shift  
14 money into the field and, um, we're gonna continue to  
15 do that inside the boundaries that the funding, ah,  
16 ah, gives us. Ah, we're doing it now as part of the  
17 monitorship agreement in the sense that we have to  
18 do, ah, a transformation plan. We actually have to  
19 reorganize the housing authority. But, um, the kinds  
20 of things that we're talking about here, changing the  
21 schedule, making sure we have sufficient staff, and  
22 then also meeting with the, the tenant associations,  
23 because I know Mr. Yowerton, I'm in touch with him  
24 quite a bit, and, um, we have a, we had a good walk  
25 and a good conversation about what he sees as our

1  
2 shortcomings and, ah, committed to work together to  
3 see if we could get that turned around at his site.  
4 He has a tough site, ah, but you already know, know  
5 that, so, um, but we are working with him in a very  
6 direct way.

7           CHAIRPERSON GIBSON: OK. And coupled with  
8 the alternative work schedule and making sure we have  
9 sufficient staff, caretakers, maintenance workers on  
10 the ground, um, how are we dealing with the  
11 outstanding work orders and the backlog? Um, the  
12 last time we met in the Bronx we talked about  
13 developing a better system to make sure that a work  
14 order that is actually closed is closed because the  
15 work...

16           CHAIR RUSS: The work is done.

17           CHAIRPERSON GIBSON: ...has been complete  
18 and not just because the worker closed the work  
19 order. Um, and then we talked about reducing, um,  
20 duplicative work orders because residents were home  
21 and no one came, or vice versa, just a combination of  
22 many, many different things.

23           CHAIR RUSS: Right.

24

25

1  
2           CHAIRPERSON GIBSON: Um, it's a tall  
3 order, but are we making any progress on shifting and  
4 really revamping the whole work order system?

5           CHAIR RUSS: So, ah, we have, ah, as part  
6 of the reorganization that I mentioned, and I want to  
7 be clear that, um, sometimes you hear the word  
8 reorganization and folks say, oh, this is just moving  
9 the boxes around on the paper. We, we're actually  
10 compelled by the monitorship agreement to make, ah,  
11 structural changes. Ah, we're looking at, um, having  
12 a crew come in as part of this to go through the work  
13 order process with us and to, um, help us amend and  
14 revamp along the lines that we discussed when we  
15 visited. So that is gonna be part and included in  
16 the plan, um, for restructuring which, ah, should be  
17 released in draft, we hope, in May and then, ah,  
18 would go to the monitor for his review in, ah, June.  
19 So it's on the radar. Ah, we're gonna get some help  
20 to do it, and we're going to have, ah, specific  
21 recommendations on how to get to some of the issues  
22 you described. So that's in the works.

23           CHAIRPERSON GIBSON: OK. And will that  
24 also include some of the specialty, ah, workers as  
25

2 well, carpentry, brick laying, electrical, painting,  
3 plastering...

4 CHAIR RUSS: Yes.

5 CHAIRPERSON GIBSON: ...plumbing, welding?

6 CHAIR RUSS: It's gonna look at both...

7 CHAIRPERSON GIBSON: OK.

8 CHAIR RUSS: ...the issues you raised  
9 about the closed and then it's gonna look at how can  
10 we do a better job sequencing work...

11 CHAIRPERSON GIBSON: OK.

12 CHAIR RUSS: ...and, um, ah, you know,  
13 making sure that, um, that that it's a much tighter  
14 process than what we have now.

15 CHAIRPERSON GIBSON: OK. Um, can you  
16 explain to me what the NYCHA Cares program is about?  
17 I see there was 20 million dollars for fiscal 2019  
18 and 2020 to support this program?

19 GENERAL MANAGER MUSTACUIOLO: Sure. So  
20 that 20 million dollars was a one-time allocation,  
21 um, from the mayor, um, to reduce open skilled trade  
22 work orders. And we actually, um, spent about 27  
23 million.

24 CHAIRPERSON GIBSON: Million, right?

2 GENERAL MANAGER MUSTACUIOLO: Yes,  
3 millions, yes.

4 CHAIR RUSS: Yeah.

5 GENERAL MANAGER MUSTACUIOLO: I have a  
6 lot of them [inaudible].

7 CHAIR RUSS: Oh, you got an update?

8 GENERAL MANAGER MUSTACUIOLO: Yeah. Um,  
9 so we were able to, um, address, I'll look for the  
10 exact numbers, but we were able to address, um,  
11 approximately 50,000 skilled trade work orders, um,  
12 within 14 developments. And when I say 50,000, what  
13 we did was we identified developments with a high  
14 number of open skilled trade work orders and we  
15 looked at the aging of those skilled trade work  
16 orders. We identified 14 developments. We sent in  
17 teams that consisted of, um, multiple skilled trade  
18 workers and when they went into those apartments not  
19 only were they looking to address the open work  
20 orders, they were creating work orders to identify,  
21 ah, to address problems that they identified. So  
22 when they left that apartment, um, all of the work  
23 was completed.

24 CHAIRPERSON GIBSON: Is that a program  
25 that will continue through this year as well, since?



2 GENERAL MANAGER MUSTACUIOLO: No, that  
3 was a one-time allocation. We have other programs  
4 that replicate the type of work that we did through  
5 NYCHA Cares.

6 CHAIRPERSON GIBSON: OK. So we don't  
7 need 20 million dollars anymore?

8 GENERAL MANAGER MUSTACUIOLO: Excuse me?

9 CHAIRPERSON GIBSON: We don't need 20  
10 million dollars anymore for New York [laughs].

11 CHAIR RUSS: I don't know that I would, I  
12 wouldn't say...

13 CHAIRPERSON GIBSON: NYCHA Cares.

14 GENERAL MANAGER MUSTACUIOLO: I think we  
15 need a little bit more than 20.

16 CHAIRPERSON GIBSON: Listen, if you don't  
17 ask you won't receive.

18 CHAIR RUSS: Ah, don't worry, we intend  
19 to ask.

20 CHAIRPERSON GIBSON: That's my  
21 philosophy.

22 CHAIR RUSS: We will.

23 CHAIRPERSON GIBSON: OK. Um, the final  
24 two questions, I do want to go back just to the  
25 coronavirus, ah, since it's, um, so relevant to now

1  
2 and all the different systems that we have to  
3 continuously put in place. Um, in your interagency  
4 coordination with DOHMH, with DFTA, with DYCD, with  
5 OEM and the administration, um, will we look to  
6 identify some sort of an emergency like response  
7 plan? So, again, not knowing how long this is going  
8 to be in effect, how many more new cases we will  
9 receive that are confirmed. Um, this is a national  
10 crisis. The president is talking now about declaring  
11 like a national emergency at the federal level,  
12 right? Um, and so because we're talking about over  
13 400,000 residents that live in our developments and  
14 their families, and many are vulnerable, seniors,  
15 those with disabilities, I've talked to several  
16 residents that have children and adults that are  
17 confined to their home. They are disabled, they take  
18 medication every day, and so I'm not worried about  
19 their exposure on the outside, but I'm worried about  
20 what happens if we have to evacuate or get them out  
21 of their home. That's my concern. Um, and so it's  
22 almost like emergency disaster preparedness, similar  
23 conversation. Are we working on some sort of an  
24 emergency response that we will ultimately develop,  
25 um, for our residents and families?

1  
2 CHAIR RUSS: I, I would say that our  
3 conversations, ah, with the partner agencies and  
4 among ourselves has been directed towards, um, ah,  
5 planning around, um, what happens if we identify, ah,  
6 someone who's positive, what happens if there...

7 CHAIRPERSON GIBSON: Yep.

8 CHAIR RUSS: ...has to be a quarantine.

9 CHAIRPERSON GIBSON: Yep.

10 CHAIR RUSS: And what are the things, and  
11 just talking at a high level for a minute, what are  
12 the things we have to do to help that family get  
13 through that period and how do we work with our  
14 partners to make sure that, um, ah, they're not  
15 compromised in some way, and how do we continue to  
16 provide services in the rest of the building? So we  
17 have been discussing this and also discussing it with  
18 our partners, ah, in terms of trying to figure out,  
19 um, delivering, ah, making sure that folks have  
20 access to what they need, especially if they're  
21 quarantined, and supporting those efforts with the  
22 partner agencies. So, um, there is likely, um, ah,  
23 sooner or later we'll have a case, but we think that  
24 the conversations we've been having have been pretty  
25

1 strong ones and we're gonna have a coordinated  
2 response when we do.

3  
4 CHAIRPERSON GIBSON: OK, great. All I  
5 ask is that it's really important, and I know it's  
6 challenging to get a lot of information out fast to  
7 thousands of residents. And thankfully we have  
8 systems in place like robocalls and emails, even down  
9 to phone calls.

10 CHAIR RUSS: Right.

11 CHAIRPERSON GIBSON: Property managers on  
12 the ground level should be calling their presidents,  
13 right? Um, and their executive boards at the local  
14 level. Um, my only fear is that people are just not  
15 aware, and I want to make sure that even it's a  
16 matter, even in my own building where I live, we've  
17 posted signs all over public spaces to let people  
18 know about precautions and things you can do, seeking  
19 medical assistance, calling 311, making sure, you  
20 know, basic things. A lot of it is a behavior  
21 change.

22 CHAIR RUSS: Yeah.

23 CHAIRPERSON GIBSON: But it's also about  
24 what we expose ourselves to as well and things we can  
25 do a little bit differently. Um, and so it's my hope

1  
2 that over the next few days and weeks, I don't want  
3 to say months, um, that we will continue to expedite  
4 information in terms of communication, with every  
5 channel and every resource we have.

6 CHAIR RUSS: And we have, we have pushed  
7 out a lot of information to, ah, in the manner you  
8 described and, um, I can't remember the numbers. Do  
9 you have the numbers?

10 GENERAL MANAGER MUSTACUIOLO: So I think  
11 in total...

12 CHAIR RUSS: Yeah.

13 GENERAL MANAGER MUSTACUIOLO: ...it's  
14 approximately 700,000 communications that have gone  
15 out to both residents as well as staff. It's a  
16 combination of robocalls, emails, we put a pop-up on  
17 our My NYCHA app, um, so when you access My NYCHA  
18 app, which we have about 90,000 users, um, there's a  
19 pop-up and there's a link directly to the Department  
20 of Health, um, specifically for coronavirus. Um,  
21 there's push notifications, and I believe there are  
22 about 6000, um, subscribers for the push  
23 notifications. We have put flyers, one-pagers, FAQs  
24 up on each of our developments in every building,  
25

1 every management office. We've put up posters, and  
2 all of these efforts are in multiple languages.

3  
4 CHAIRPERSON GIBSON: OK.

5 GENERAL MANAGER MUSTACUIOLO: It's just  
6 some of what we're doing, not all of it. Um, in  
7 addition to which we have a, for lack of a better  
8 word, a war room, um, at 250 Broadway, we're senior  
9 management, we meet now twice a day, um, to discuss  
10 specifically issues that come up on a daily basis  
11 with respect to coronavirus.

12 CHAIRPERSON GIBSON: OK. And as we  
13 continue to have conversations, and I guess this is  
14 the same conversation we're having with the  
15 Department of Education, um, about a full closure of  
16 schools and my fear with many of my children and  
17 families who live in temporary housing. Um, schools  
18 are lifelines for them, right? They expect to get  
19 breakfast and lunch, medical services, and so, and I  
20 say the same thing to you, working with DFTA as far  
21 as senior centers and DYCD as far as our community  
22 centers and cornerstones, where you have seniors and  
23 children together.

24 CHAIR RUSS: Right.

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CHAIRPERSON GIBSON: Um, should there be a decision that's made where we have to limit some of that access? It's my hope, and we say the same thing to the DOE, if we have to do a full school closure we have to identify a way to get meals to seniors and to make sure that young people have some place to go. That is my fear, is that if we close and limit access seniors and young people have nowhere to go. And obviously we have to always think about their, their and health and safety...

CHAIR RUSS: Right, right.

CHAIRPERSON GIBSON: ...as primary, um, importance. But also I'm thinking about the gap, right, and the void that's going to be created in terms of services. So, again, just want to keep that on your radar because I don't know what's going to happen in the next days and weeks ahead.

CHAIR RUSS: No, thank you. We have been, um, running that scenario out amongst ourselves and with partners. Um, I mean, it would be unprecedented, obviously, but, ah...

CHAIRPERSON GIBSON: Everything.

CHAIR RUSS: ...we're very, we're very cognizant of the services you described and making

1  
2 sure that NYCHA's role is, is to facilitate, um, ah,  
3 and help those families if we wind up in a no school  
4 or quarantine situation or whatever.

5 CHAIRPERSON GIBSON: OK. Um, my final  
6 question is around the mayor's Neighborhood Action  
7 Plan. This was a plan we started a few years ago  
8 where we looked at neighborhood map. There are 15  
9 NYCHA developments identified that have the highest,  
10 ah, level of violence and we've poured, literally  
11 poured a lot of resources into these 15. The three  
12 in the Bronx are Butler, Castle Hill, and Patterson.  
13 And those three developments have gotten cameras,  
14 exterior lighting, the community centers have  
15 extended hours. We've done a ton of things. When  
16 NYPD was here last week we asked the new chief of  
17 housing, Chief Barrera, about the idea and the  
18 possibility of expanding on those 15, simply because  
19 we know there are other developments near the 15,  
20 across the street, adjacent, next door, that equally  
21 have challenges, but they're not as high in crime.  
22 So what we don't want to say and we've had to say  
23 because we prioritize, sorry, your development  
24 doesn't have as much crime as Butler or Patterson, so  
25 that's why they're getting a lot of stuff. So what I



1  
2 want to understand is are we having conversations  
3 today with MOCJ, NYPD, and others, DYCD, around the  
4 possibility of expanding and if so do you have an  
5 idea of what that would look like?

6 CHAIR RUSS: Yeah, so we're very  
7 interested in aligning our capital work and  
8 initiatives with what NYPD, ah, wants to do in those  
9 neighborhoods. And, ah, we're also, would very much  
10 like to, ah, work with them and have proposed this.  
11 I would not suggest that we're in a formal planning  
12 stage yet.

13 CHAIRPERSON GIBSON: OK.

14 CHAIR RUSS: We'd like to over time align  
15 our camera systems. Ah, we very much, ah, think that  
16 that would be a way for us to, um, give them, ah,  
17 access that we, we currently can't unless we take a  
18 DVD and run it over there.

19 CHAIRPERSON GIBSON: I know, that's a big  
20 problem now.

21 CHAIR RUSS: Yeah, and, ah, both Vito and  
22 I have, ah, talked. We've raised it to NYPD and  
23 we're looking to do further discussions with them on  
24 how we might make that a project.

25 CHAIRPERSON GIBSON: OK.

1  
2 CHAIR RUSS: So that's, that's one thing  
3 that we've talked about that we're actually  
4 interested in, um, making an investment in because we  
5 think that benefits them, it benefits us, and it  
6 benefits, ah, the community.

7 CHAIRPERSON GIBSON: Um-hmm. And also in  
8 the same conversation, a lot of frustration we hear  
9 from NYPD that most of our NYCHA developments are  
10 under a PSA, right? Very few are under the local  
11 precinct.

12 CHAIR RUSS: Right.

13 CHAIRPERSON GIBSON: When the companies  
14 that install the sidewalk sheds and scaffoldings,  
15 again, I don't know what their metrics and guidelines  
16 are, but I will tell you every camera is covered and  
17 every exterior light is covered, too. So another  
18 reason, as what Diana Ayala was saying and why people  
19 get so upset is because they're surrounded by  
20 scaffolding, the whole development is in scaffolding,  
21 the cameras are covered, and it is almost an  
22 invitation to be a victim of a crime, because you  
23 can't see anything, NYPD can't see anything, and then  
24 the lights are covered, too. So is there any way  
25 that we can have conversations with the companies we

1  
2 work with to keep that in mind as they install  
3 scaffolds? They have to go up. But you don't have  
4 to cover the camera.

5 CHAIR RUSS: Go ahead.

6 GENERAL MANAGER MUSTACUIOLO: So I was,  
7 let me just start and I'll hand it off to Steven.  
8 Um, you know, I think what you're talking about were  
9 challenges that we were faced with before, and I  
10 think the communication between Capital, the Office  
11 of Safety and Security, and the developments is much  
12 improved. So when sidewalk sheds are required there  
13 is a coordinate effort, there is a walk-through of  
14 the development to see whether or not cameras and/or  
15 lighting needs to be moved in advance of installation  
16 of the sidewalk sheds. I'm not going to suggest that  
17 there haven't been situations where even through  
18 those best efforts, um, that we still have blocked,  
19 um, cameras.

20 CHAIRPERSON GIBSON: Um-hmm.

21 GENERAL MANAGER MUSTACUIOLO: And we do  
22 identify those we react very quickly. And we need to  
23 do better with respect to that.

24 CHAIRPERSON GIBSON: Yes.  
25

1  
2                   GENERAL MANAGER MUSTACUIOLO: With  
3 respect to the lighting, lighting is required, um,  
4 under the sidewalk sheds, um, so, yes, there have  
5 been situations where existing lighting might be  
6 blocked by the, by the installation of a sidewalk  
7 shed, but all of our sheds are required to be up to  
8 code, um, which includes sufficient lighting.

9                   CHAIR RUSS: OK.

10                  CHAIRPERSON GIBSON: OK. OK, so I am  
11 finished with all of my question, but I like to go  
12 down my list and make sure I summarize so that you  
13 don't forget anything we've asked in terms of follow-  
14 up. So we talked about the state funding, right?

15                  CHAIR RUSS: Yes.

16                  CHAIRPERSON GIBSON: We talked about all  
17 the different funding streams that came from the  
18 state, and I would love to continue to talk about any  
19 updates on the outstanding projects, ah, both with  
20 DASNY as well as our money that we're overseeing, the  
21 450 million dollars. Um, we've also talked about the  
22 city capital commitment rate and how we're going to  
23 work with OMB on an organizational change. We have a  
24 new staffer coming in and we want to see some right  
25

2 sizing of the portfolio because the commitment rate  
3 is obviously there...

4 CHAIR RUSS: Right.

5 CHAIRPERSON GIBSON: ...but we want to  
6 look at some changes, right? In a more timely  
7 fashion.

8 CHAIR RUSS: Exactly, yep.

9 CHAIRPERSON GIBSON: Yes?

10 CHAIR RUSS: Yes.

11 CHAIRPERSON GIBSON: OK. And we are also  
12 going to be anxiously awaiting the plan on how we are  
13 going to address the 8.9 billion dollar gap that's  
14 left in the overall 32 billion dollar capital plan  
15 after NYCHA RAD, NYCHA PACT...

16 CHAIR RUSS: Sure.

17 CHAIRPERSON GIBSON: ...and some of the  
18 other measures, right?

19 CHAIR RUSS: Yep.

20 CHAIRPERSON GIBSON: Um, we are going to  
21 prioritize, because Council Member Chin wants us to,  
22 um, our senior centers, the ones that were not  
23 baselined, the five that were only funded through  
24 this fiscal year, and then you're going to give us an  
25 update about Taft, right?

2 CHAIR RUSS: Yes.

3 CHAIRPERSON GIBSON: Um, because we put  
4 in a little bit of money in that. And then I don't  
5 know if there's a final plan you have for Baisley  
6 Park in Queens, but please let us know about that as  
7 well.

8 CHAIR RUSS: We will. And we'll also  
9 update you on the MOU that we discussed.

10 CHAIRPERSON GIBSON: Yes, the MOU. Um,  
11 the new community centers, we're going to get some  
12 more feedback on that, the under-utilized vacant  
13 NYCHA, the five, and then any new, new centers that  
14 the mayor has proposed in his State of the City,  
15 address.

16 CHAIR RUSS: OK.

17 CHAIRPERSON GIBSON: Correct?

18 CHAIR RUSS: Yep.

19 CHAIRPERSON GIBSON: OK. And do I have  
20 any more? You're going to keep us posted on the  
21 homeless set-aside. Ah, Vito, you said that we are  
22 on pace to set aside 2000 this year in 2020? So I  
23 just want to make sure that we're still good with  
24 that. And the elevator action plan, we're going to  
25 do some follow-up to see how we can get to the 1.5

1 billion dollars when we do the numbers and add up all  
2 the different levels of funding from the state, from  
3 the feds, from the action plan, from City Hall, as  
4 well as council members. Don't forget my 2 million  
5 dollars. And then you're also going to keep us  
6 posted around the coronavirus, um, and what we're  
7 doing with the pandemic and how we are, um, engaging  
8 residents and stakeholders on the ground. Any plans  
9 that need to be put in place, contingency, to make  
10 sure that services are still available for young  
11 people as well as for the seniors. I definitely want  
12 to do that. Um, and then we're also going to be  
13 talking about the work order backlog and that plan.

14 CHAIR RUSS: Yes.

15 CHAIRPERSON GIBSON: Right? That we're  
16 going to come out with?

17 CHAIR RUSS: Yes. And that will be part  
18 of, ah, we're gonna, when we do the restructuring  
19 plan...

20 CHAIRPERSON GIBSON: Um-hmm.

21 CHAIR RUSS: We're looking at, ah, the  
22 work order process. We'll be looking at AWS and, ah,  
23 we're also looking at, ah, recertifications.

24  
25

1                   CHAIRPERSON GIBSON:  OK.  And then also  
2  
3 keep us updated no the 2020 census and your work with  
4 Julie Menin and her team.  Um, we can be helpful as  
5 well.

6                   CHAIR RUSS:  Sure.

7                   CHAIRPERSON GIBSON:  Many of us are doing  
8 outreach ourselves.  We're going to avail our  
9 district offices, some of us, to be a pop-up site  
10 with the US Census because we want to make sure that  
11 we're doing our part, particularly since New York  
12 Public Library announced that the libraries are going  
13 to be, ah, closing and they were a partner and they  
14 were going to offer services, too.

15                  CHAIR RUSS:  Ah, OK, sure.

16                  CHAIRPERSON GIBSON:  So, again, that's  
17 going to be a limitation.  But it doesn't stop us  
18 from doing our work well.

19                  CHAIR RUSS:  Right.

20                  CHAIRPERSON GIBSON:  Um, and then if  
21 there's any further update on the caretakers, the  
22 maintenance workers, the, ah, work with Local 237,  
23 please, please continue to update us on the weekend  
24 blitzes so that we're able to let our residents on  
25 the ground know about that.  And then finally, ah,



1  
2 any ongoing conversations with MOCJ and NYPD about  
3 the neighborhood map program. And, once again,  
4 please don't forget about my windows and  
5 weatherization, um, I'm gonna keep talking about the  
6 windows till I leave office because I care so much  
7 about windows and a lot of the residents that I know  
8 of that are in need are seniors, um, and that's my  
9 concern to make sure that weatherization programs,  
10 talking to NYSERDA, um, Council Member Diaz talked  
11 about NYPIRG.

12 CHAIR RUSS: Yeah.

13 CHAIRPERSON GIBSON: NYPIRG is an  
14 environmentalist group, so maybe we can work with  
15 them on any opportunities. All I say is let's be  
16 creative. We can't sit back and wait for the federal  
17 government to foot the bill on everything. They will  
18 not do that. But that doesn't stop us from being  
19 creative and looking at other opportunities and  
20 partnerships that we can embark on to bring in the  
21 revenue that we need.

22 CHAIR RUSS: Great.

23 CHAIRPERSON GIBSON: Make sense?

24 CHAIR RUSS: That's...

25

2 CHAIRPERSON GIBSON: Was that an accurate  
3 checklist?

4 CHAIR RUSS: I think that's a...

5 CHAIRPERSON GIBSON: Did I miss anything?

6 CHAIR RUSS: ...very accurate checklist.

7 CHAIRPERSON GIBSON: I didn't miss  
8 anything, right? Did I miss anything?

9 CHAIR RUSS: Yeah, yeah.

10 CHAIRPERSON GIBSON: OK, all right.  
11 Thank you so much everyone for coming today.

12 CHAIR RUSS: Thank you for having us.

13 CHAIRPERSON GIBSON: Thank you, really  
14 appreciate it. We will be in touch as we prepare for  
15 the executive budget and whatever happens between now  
16 and then, um, thank you for your work, thank you to  
17 the general manager, thank you to our senior vice  
18 president, our CFO, and thank you to our chair.

19 CHAIR RUSS: Thank you.

20 CHAIRPERSON GIBSON: Thank you for your  
21 partnership.

22 CHAIR RUSS: I appreciate it.

23 CHAIRPERSON GIBSON: I look forward to  
24 working with you.

25 CHAIR RUSS: Likewise.

CHAIRPERSON GIBSON: Thank you, thank  
you.

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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 May 24, 2020