

# FULTON & ELLIOTT- CHELSEA HOUSES

BRIDGE PLAN IMPLEMENTATION

OCTOBER 2024



ALL MATERIALS PRELIMINARY AND SUBJECT TO CHANGE



# DELIVERING THE QUALITY OF LIFE THAT RESIDENTS EXPECT AND DESERVE

Collaboration between Developer and NYCHA creates a much more effective solution than any one party acting alone.

# BRIDGE PLAN PRIORITIES

1



Safety

2



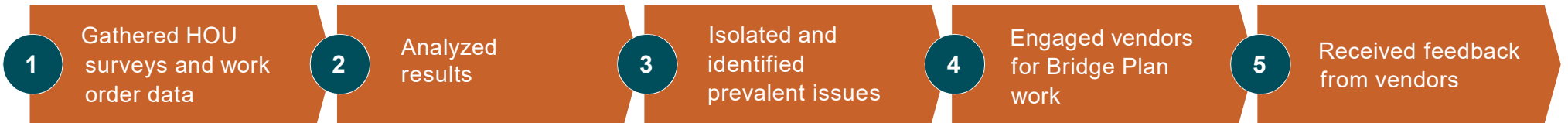
Liveable  
Standards

3

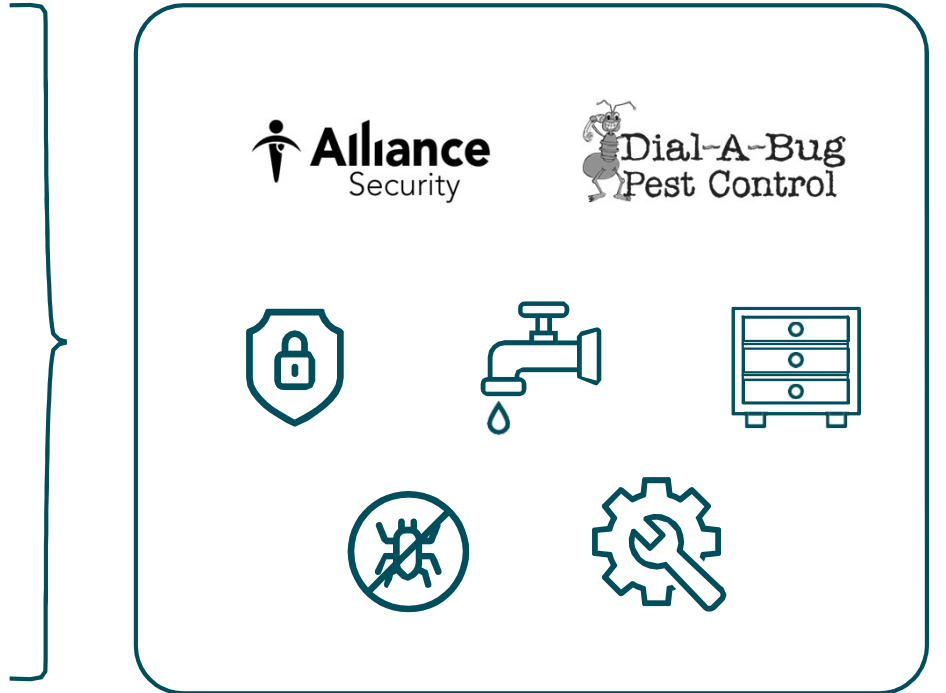


High Impact

# PATH TO BRIDGE PLAN



- 1 NYCHA WORK ORDERS
- 2 HOU RESIDENT SURVEYS
- 3 VENDOR SURVEYS
- 4 NYCHA PERFORMANCE TRACKING AND ANALYTICS
- 5 RESIDENT INTERVIEWS, TA MEETINGS, AND PHOTOS





## A COLLABORATIVE AND COMPREHENSIVE IDEATION PROCESS

*DEVELOPER CONDUCTED DUE DILIGENCE TO REFINE THE SCOPE AND ARRIVE AT THE BRIDGE PLAN*

After considering resident and community concerns about the Bridge Plan's impact, in the Summer of 2024 Developer analyzed NYCHA work order data and interviewed NYCHA staff to identify how to best serve residents needs.

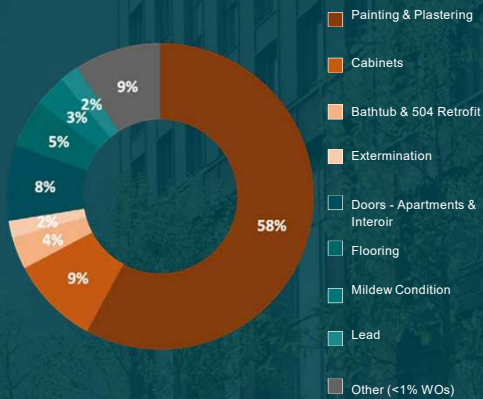
Today, Developer's Bridge Plan scope handles **>70%** of work orders.

# DEVELOPER APARTMENT SCOPE

## FINDINGS – NYCHA WORK ORDERS

### INPUTS

Over 4,800 independent open NYCHA work orders as of May 2024



### RESULTS

Sample Work Orders: Painting and Plastering



### SOLUTION

Developer to address over **70%** of current NYCHA open work orders in the Bridge Plan



Paint & plaster to address **58%** of current open work orders



Replace cabinets, reduce wait times (avg 920 days open) to procure millwork, and address skill gap in carpentry resolves 9% of open work orders



Developer replaces missing sinks and tub enclosures which affect over 92 households

Note: Developer revised Bridge Plan scope to accommodate the most prevalent issue residents have based on work orders – painting and plastering. This reflects a change from the original Bridge Plan scope of repairing leaky pipes.



# DEVELOPER APARTMENT SCOPE

## FINDINGS – NYCHA WORK ORDERS

### INPUTS

HOU surveyed **692** households from May 2022 through February 2024, over **1/3** of the nearly 1,900 households at FEC.

Resident **conversations, stories, and photos** about pests on campus prompted the inclusion of the question in the survey.

### RESULTS

**442 households or 72% reported concerns regarding pests**

**OF THOSE HOUSEHOLDS:**  
**88%** were concerned about roaches  
**32%** were concerned about mice  
**23%** were concerned about rats

### SOLUTION



298 bait stations set up



2x a month pest control treatment in apartments and at base building; ad hoc apartment bed bug treatment



Removed fence to allow for rat infestation treatment at Fulton





# DEVELOPER SECURITY AND ACCESS SCOPE

## FINDINGS – VENDOR AND HOU RESIDENT SURVEY (SECURITY)

### INPUTS

HOU surveyed **692** households from May 2022 through February 2024, over **1/3** of the nearly 1,900 households.

Vendor surveys and reports on functional doors

### RESULTS

Nearly **47%** do not feel safe in the neighborhood at night.

Nearly **25%** of households do not feel safe with children traveling to/from school.

**12%** have been a victim of crime in their home or the neighborhood.

**27%** of front lobby and rear exit doors are non-functional (damaged hinges, damaged magnetic locks, key fob systems not functioning) as of April 2024.

Loiterers are able to **trespass and access** building lobbies, resulting in resident concern about safety, noise, and other disturbances.

### SOLUTION



**24/7 security concierge** with **4** unarmed walking guards at all times



Replace broken intercom system: supply and install brand new access control and provide new fobs or keys



Survey and repair non-functioning entry doors with new lock electrified trim, panic device, strikes, and hinges





# DEVELOPER BUILDING SYSTEMS REPAIR SCOPE

## FINDINGS – NYCHA OUTAGE DATA

### INPUTS

NYCHA Performance Tracking and Analytics from 2021-2023.



*"[Resident] stuck on the 3rd floor... Firefighter states that they remove a tenant safely from the elevator on the 3rd floor"*

– ALLIANCE SECURITY INCIDENT REPORT, MAY 2024

### RESULTS

On average, there are approximately **7 heating outages** at Fulton and approximately **3** at Elliott-Chelsea each heating season.

Hot water outages occur approximately **12 times** at Fulton and approximately **3.5 times** at Elliott-Chelsea on average each heating season.

There are an average of approximately **22** elevator outages at Fulton and approximately **33** at Elliott-Chelsea each month.

### SOLUTION



Replace **defective steam traps**



Proactive maintenance of **boiler feed tanks**



Source and buy **long lead elevator parts** (e.g. carbon brushes, copper relay kits) to expedite elevators updates and prevent elevator outages

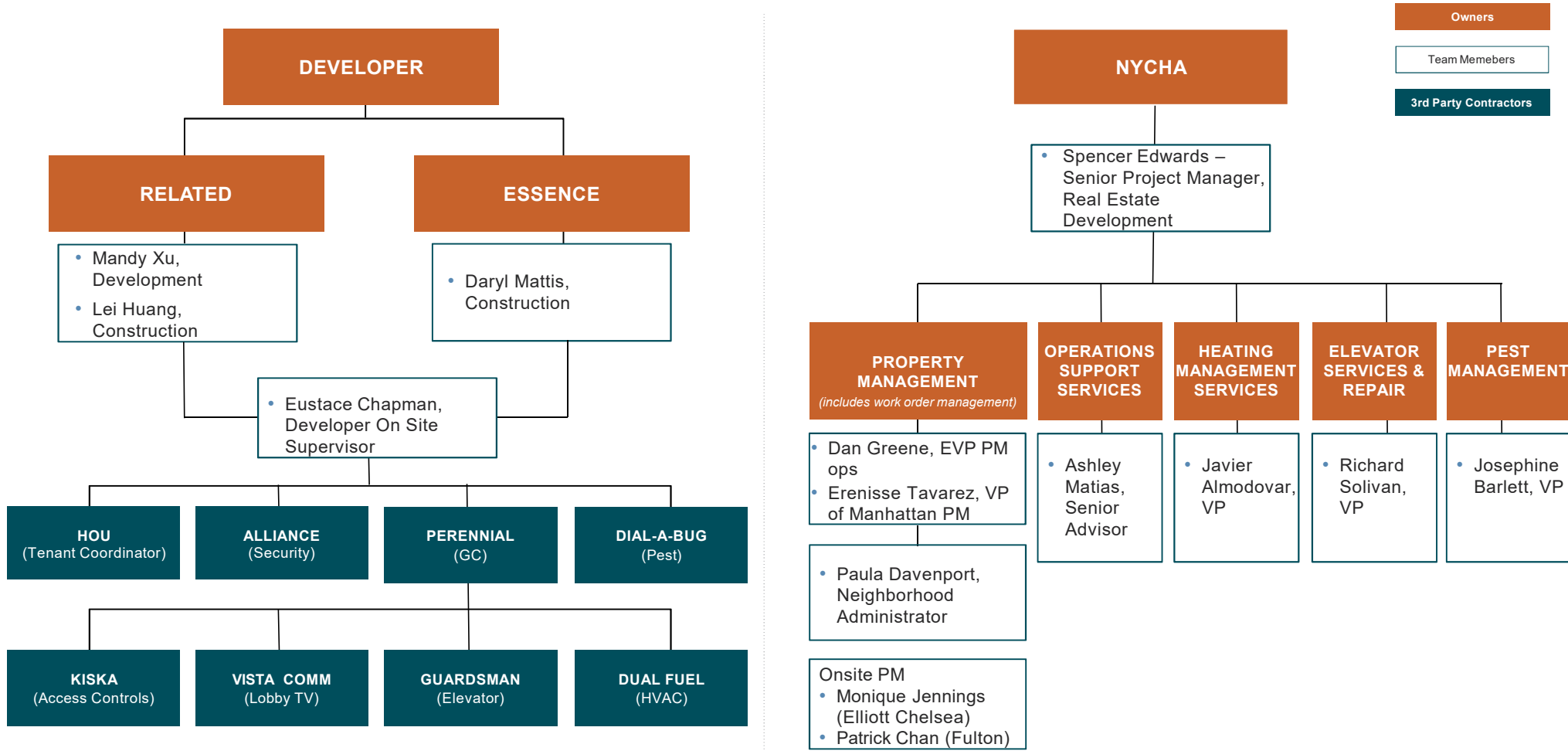
# ORGANIZATION AND ACCOUNTABILITY

It is critical that the roles and responsibilities of all parties  
- including actual positions - are clear.



# ORGANIZATION CHART

A DEDICATED POINT PERSON FOR EACH DEPARTMENT ENSURES ACCOUNTABILITY



# THE BRIDGE PLAN TASKFORCE IS A STRONG, COMPLEMENTARY, AND INTEGRATED TEAM

THE TASKFORCE COMBINES SKILLS AND RESOURCES TO IMPROVE RESIDENT LIVES

- Over \$5M of additional capital for Bridge Plan in Year 1
- Vertically integrated with strong track record in property management and construction
- Dedicated and committed leadership and team

## Developer



## NYCHA Real Estate

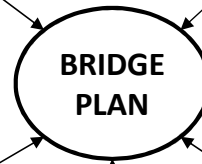


- Experience managing complex public private partnerships and resident engagement
- Dedicated and committed leadership and team

- Deep knowledge of residents since first arriving on campus May 2022
- Strong communication channel with residents
- Currently on five NYCHA Pact Projects including eight developments



## Housing Opportunities Unlimited (HOU)



## NYCHA Property Management (PM)

- Strong track record coordinating the following trades: ACM, mold, lead abatement, and plumbing
- Knowledge of current building systems and work order processes
- Dedicated on site staff and central office support



## Perennial

- Track record with seven NYCHA PACT projects and City's largest developments such as StuyTown/Peter Cooper Village
- Operated in NYC affordable housing since 2018
- Experience with work order software such as Maximo



# A PARTNERSHIP TO ADDRESS RECURRING MAINTENANCE ISSUES

DEVELOPER AND NYCHA CAN MAXIMIZE IMPACT BY WORKING TOGETHER

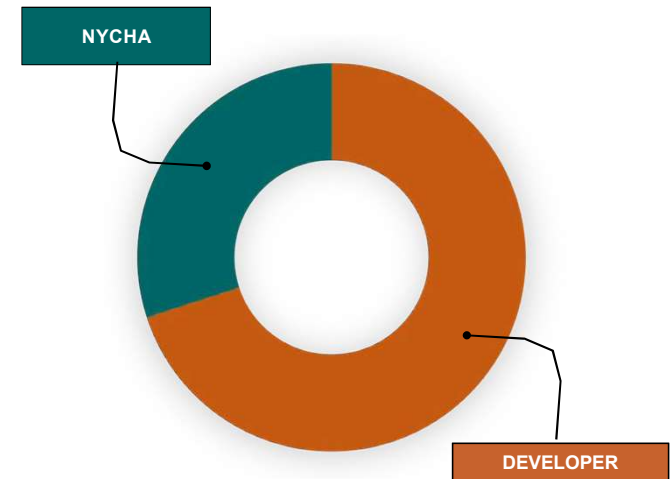
## DEVELOPER INTERVENTION

- Security
- Entry And Access
- Elevators
- Pests: Apartments And Base Building
- Apartment Repairs
  - Missing Cabinets
  - Missing Sinks
  - Missing Tub Enclosures
  - Paint And Plaster
- Building Systems

## NYCHA'S RESPONSIBILITY

- Typical Maintenance
- Lead
- Asbestos
- Mold And Leaks

## WORK ORDER RESPONSIBILITY



**Note:**  
NYCHA to continue managing the existing buildings and specifically environmental scope due to HUD oversight.

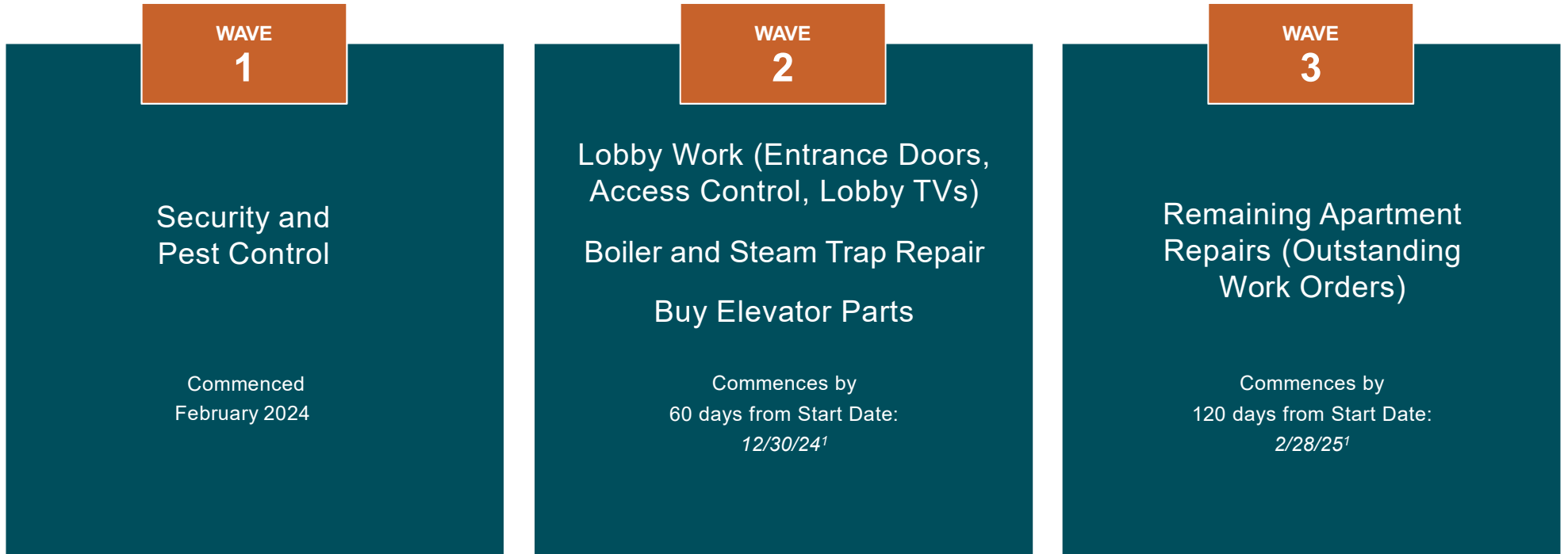
# THE BRIDGE PLAN APPROACH

The Bridge Plan taskforce will target closing out the remaining apartment open work orders by August 2025.



# BRIDGE PLAN WORK IMPLEMENTATION SUMMARY SCHEDULE

Target for Developer and NYCHA agreement execution is 10/30/24 (“Start Date”)



<sup>1</sup> Subject to NYCHA Board approval

## BASE BUILDING AND REMAINING APARTMENT WORK ORDER OVERVIEW

### SEPTEMBER – OCTOBER

- Onboard all subcontractors and prepare for repairs

### DECEMBER

- Base building work including commencement of lobby work (access control, intercom, and TVs), boiler room and steam trap repair, and elevator parts procurement

### FEBRUARY – JULY 2025

- Commence repairs for approximately 4,800 open apartment Work Orders
- Start with one building in each Campus to resolve all open Apartment Work Orders, then team moves to next building
- Estimated 2 weeks per Fulton building and 4 weeks per Elliott Chelsea building, mostly complete by August 2025
- Leverage Maximo scheduling software with HOU's grassroots efforts to coordinate access for inspections, work, clean up, confirm complete, document and close out of Work Orders
- Continuous improvement



## APARTMENT WORK ORDER SAMPLE TIMELINE

Following priority apartments repair, the Bridge Plan taskforce will pilot apartment repairs for CA and F11 in Jan 2025.

The team will test, learn, and determine best practices for the full roll out of apartment repairs, with the goal of closing existing open work orders in Maximo by August 2025.

On average, the Bridge Plan taskforce aims to clear work orders for one Elliott Chelsea building and two Fulton buildings per month or roughly 170 work orders per week.

	Jan 2025 Pilot	Feb 2025 Block 1		Mar 2025 Block 2		Apr 2025 Block 3		May 2025 Block 4		Jun 2025 Block 5	Jul 2025 Block 6
Elliott Chelsea	CA	E03		E04		E02		E01		C02	C01
Fulton	F11	F07	F08	F05	F03	F04	F01	F10	F06	F09	F02
Monthly Completed # WOs	100	500	100	500	100	500	100	600	400	900	1,000
Cumulative Completed # WOs	100	700		1,300		1,900		2,900		3,800	4,800
Cumulative Completed % WOs	2%	15%		27%		40%		60%		79%	100%

Note: This timeline is illustrative and subject to change. The Bridge Plan taskforce reserves the right to adjust building sequencing and exact number of work orders following due diligence on open work orders. The Bridge Plan taskforce will target closing out work orders by August 2025.

## THE RESIDENT EXPERIENCE

LIKE THE FEC MASTER REDEVELOPMENT PLAN, THE BRIDGE PLAN PRIORITIZES WHAT MATTERS MOST TO RESIDENTS



### FAMILIAR INTERFACE

- Residents will continue to request work order tickets through the NYCHA mobile app or call in center
- Residents do not have to learn a new system



### RESIDENT ENGAGEMENT

- HOU will be involved every step of the way to advocate for residents
- Residents will be updated on news that will impact them, ensuring transparency and building trust



### CENTRAL HUB

- Residents will not need to contact different vendors for different work order categories
- Developer and NYCHA will coordinate on the backend the division of work order scope



### RESIDENT FEEDBACK

- Surveys post-repair will ensure residents are satisfied with work quality and response time
- NYCHA and Developer will be held accountable for ensuring residents' quality of life is brought to acceptable standards





# DISCUSS