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March 2022

SAINT NICHOLAS HOUSES

NYCHA Comprehensive
Modernization



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II. ACKNOWLEDGEMENTS

This engagement process would not have been possible without the support of the St. Nicholas Houses Resident Association, which provided space and time for the New York City Housing Authority (NYCHA) Comprehensive Modernization team to engage residents and collect vital information on residents' priorities and concerns. We also appreciate the dedication of time and reflections from all the residents of St. Nicholas Houses who participated in these conversations.

COMMUNITY PARTNERS

Manhattan Community Board 10
Salem United Methodist Church
State Representative Adriano Espaillat
State Assembly Member Inez Dickens
City Council Member Bill Perkins

AGENCY PARTNERS

New York City Housing Authority (NYCHA)
New York Police Department 32 Precinct (NYPD)



III. INTRODUCTION

As part of the 2019 United States Department of Housing and Urban Development (HUD) agreement, the New York City Housing Authority's (NYCHA) Transformation Plan outlines critical improvements to the Authority's management structure, policies and operations. Through the continuing implementation of this plan, NYCHA is working to improve residents' quality of life and the delivery of services at its 335 developments, while addressing specific compliance pillar areas, including lead-based paint, leaks and mold, heating and elevator services, and pest and waste management, across the portfolio.

Aligned with these efforts, NYCHA is launching Comprehensive Modernization, an approach introduced in NYCHA's City Capital Action Plan that focuses on holistic

capital improvements, rather than on separate component-based repairs. Supported by the \$450 million that was allocated for such projects in the City Capital Action Plan, this approach will provide top-to-bottom renovations at certain sites to address all pillar areas through exterior and interior building renovations, systems upgrades, and related grounds improvements. These renovations are needed to bring these developments into compliance with the 2019 agreement and will directly benefit the New Yorkers who live there.

As NYCHA implements Comprehensive Modernization, the Authority continues to use every available option for improving the conditions of its buildings against the backdrop of a \$40 billion deficit, which grows by approximately \$1 billion a year.



'Comprehensive modernization' considers all the needs of the buildings and property at the same time to holistically repair systems, apartments, common areas, and grounds that have not been upgraded properly for decades. By combining renovations into one overall project over several years, NYCHA can save time and money and limit inconvenience to residents. NYCHA will improve as many areas as we can with the money we have and will continue to own and operate the property as public housing before, during, and after the renovations



ABOUT SAINT NICHOLAS HOUSES

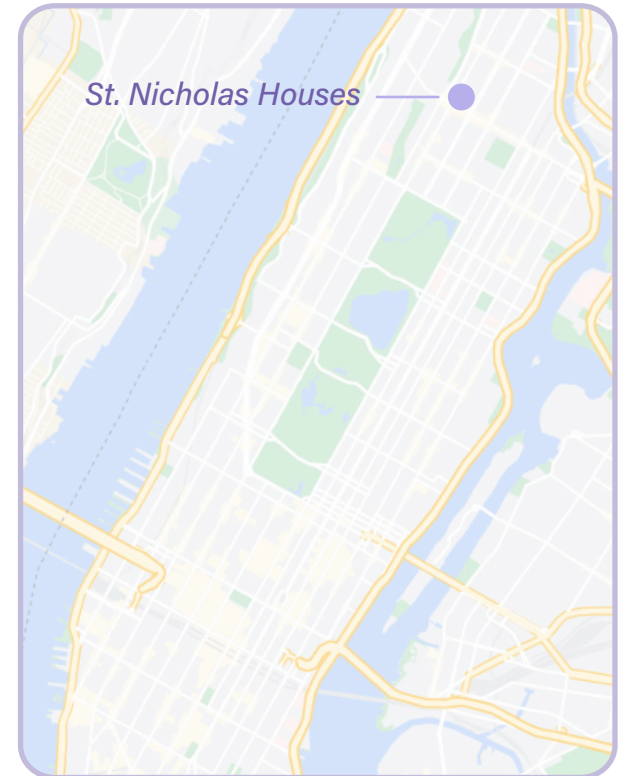
St. Nicholas Houses or “St. Nick,” is a public housing project in Central Harlem, in the borough of Manhattan, New York City. St. Nicholas Houses is located between Adam Clayton Powell Jr. Boulevard and Frederick Douglass Boulevard, from 127th Street to 131st Street. The project consists of thirteen 14-story buildings containing 1,526 apartment units and 3,442 residents.

The site formerly consisted of city blocks with small attached homes in poor condition, and existing residents were removed via a slum clearance program. In 1952, the first tenants began moving in and the

development was completed on September 30, 1954 under the Taft-Ellender-Wagner Housing Act of 1949. When the houses initially began seeking applicants, World War II veterans received priority.

Through NYCHA Comprehensive Modernization, NYCHA has dedicated funds to improve the quality of life for residents of St. Nicholas Houses through comprehensive repairs that address lead-based paints, leaks and mold, heating and elevator services, and pest and waste management.

Source: <https://saintnicholashouses.com/>



ENGAGEMENT GOALS AND OUTREACH STRATEGY

NYCHA's goals for the Saint Nicholas Houses engagement sessions were to gather insight and information on what was most important to residents for their buildings' and units' renovations, maintenance, and repairs. NYCHA also took this time to provide information on the Comprehensive Modernization process including frequently asked questions and what to expect during renovations. The purpose of the public convenings was to address resident questions and concerns as well as to gather feedback for follow-up. NYCHA focused on six engagement topics: 1) Construction Timeline, 2) Heating and Cooling, 3) Facades, 4) Mold, Ventilation, Leaks and Plumbing, 5) Apartment, Common Areas, and Community Spaces, and 6) Safety and Security.

NYCHA has partnered with Hester Street Collaborative, a nonprofit urban planning, design and community development organization with extensive experience working with NYCHA on a number of community development and engagement planning projects at developments across the 5 boroughs, to design interactive community engagements for Comprehensive Modernization at St. Nicholas and Todt Hill.

Hester Street consulted with NYCHA Comprehensive Modernization staff to design and plan an interactive in-person and virtual engagement workshop for residents to provide focused input on NYCHA's pillar area issues. The Hester Street team transcribed all comments

and questions recorded in both the in-person and online engagement sessions for analysis. All major concerns and frequently asked questions and comments were synthesized and summarized in this report, which will be shared with Saint Nicholas residents and other stakeholders including interested candidates for the City's Request for Proposal (RFP) process.

There were two rounds of engagement sessions, an in-person opportunity and an online opportunity. NYCHA conducted a robust outreach strategy to Saint Nicholas residents including door-to-door flyering in buildings and robo-calling apartments. All residents have been encouraged to submit comments and concerns at any time during and after the two engagement sessions to a dedicated email and phone number for Comprehensive Modernization at compmod@nycha.nyc.gov and 212-306-6768.



IV. ENGAGEMENT PROCESS

In-Person Engagement; Facilitation + Activities

In-Person Engagement

The In-Person Engagement session for Saint Nicholas Houses took place on Wednesday March 9, 2022 from 6 to 8pm at Salem United Methodist Church (2190 Adam Clayton Powell Jr. Blvd). Upon entering, residents signed-in and were directed to one of the fifteen tables for the engagement activities. There were four tables that offered Spanish translations and one table that offered Haitian Creole. The remaining ten tables hosted the activities in English. The session opened up with a brief introductory presentation on the Comprehensive Modernization program made by Michele Moore, Director of Comprehensive Modernization.

After fielding a few general questions from the larger group, the small group “table topics” portion of the program began. Facilitators, who participated in a Zoom training session prior to the public convening, were equipped with a facilitation guide and run of show that included a set of topic-related prompts, talking points, and interactive activities.

They were tasked with encouraging conversations and input from all table participants. There were 6 boards or topic areas in total, which were distributed among all tables to ensure a diversity of input and full coverage of all 6 topical issues. Facilitators and residents were asked to conduct 20-minute conversations on each of 3 (out of the 6) table topics displayed visually on boards.

Three of the six topics below were provided at each table:

- **Construction Timeline**
- **Heating and Cooling**
- **Facades**
- **Mold, Ventilation, Leaks, and Plumbing**
- **Apartment, Common Areas, and Community Spaces**
- **Safety and Security**



IV. ENGAGEMENT PROCESS

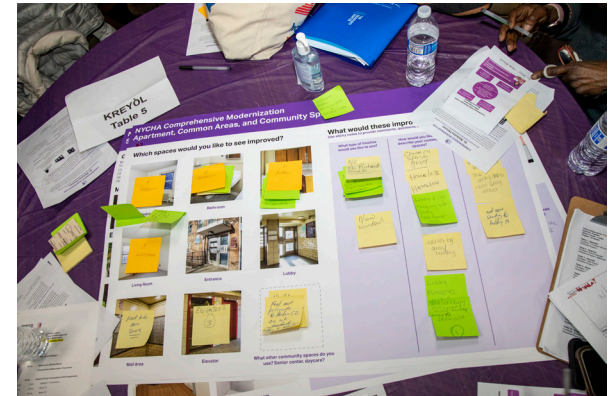
In-Person Engagement; Facilitation + Activities

Note-takers were tasked with assisting residents in jotting specific feedback on post-it notes to paste onto the boards, as well as taking internal notes of important points made during the session. Each table hosted 8-10 resident participants. In total, 204 residents participated in the In-Person Engagement. Approximately 45 residents, 22% of the total In-Person Engagement spoke only Spanish and utilized the Spanish translation tables and interpreters.

Residents responded with enthusiasm at the facilitated prompts and visual boards, utilizing the post-it notes to respond to board activities prompted by facilitators. Activities included mapping out hot spots or areas of low visibility and/or perceived and actual unsafe spaces.

There were lively conversations and evidence of thoughtful listening at all tables throughout the 2 rooms where this public convening took place-- both rooms were abuzz with resident voices in conversation. Residents were encouraged to be specific with examples of where, when, and how issues occurred (for example: mold for over a year, in the bathroom, because of poor ventilation). The session ended with a brief share-back with table representatives stepping up to the front of the room to give quick highlights on feedback from their table discussions.

After the session, Hester Street took all table boards, transcribed them, and conducted a conclusive analysis that informed the drafting of this summary report.



Residents place Post-Its on a board activity



NYCHA facilitator engages residents in a table activity



IV. ENGAGEMENT PROCESS

In-Person Engagement; Facilitation + Activities

Online Engagement

The Online Engagement session for St. Nicholas Houses occurred on Friday, March 11, 2022 from 11 to 12:30pm over Zoom. There were six Zoom Breakout Rooms to facilitate more intimate conversations between residents. One of the six Zoom Breakout Rooms had available Spanish translations over a conference line. Each Breakout Room hosted five to ten residents.

Hester Street provided technical assistance for the Online Engagement session, as well as an online training session for all facilitators and note-takers prior to the Online Engagement. A hard copy and digital facilitation guide was also created for and provided to NYCHA staff, volunteers to offer guidance on

breakout room facilitation including talking points, prompts and activities. The Hester Street team designed Zoom session-appropriate Jam boards (digital white boards) to replicate the 6 (hard copy) boards provided in the In-Person Engagement sessions, assigning 5 additional staff to serve as Jam Board notetakers to share their screens and capture resident feedback on those digital boards.

Each Breakout Room included an assigned NYCHA facilitator and a Hester Street note-taker. Facilitators were tasked with encouraging conversations on each of the board activities. Each Breakout Room conducted 15-minute conversations around topics displayed on three boards. There were a total of 20 resident participants in the Online

Engagement session. Hester Street recorded video sessions of each of these Breakout Rooms and transcribed notes from the respective Google Jam Boards. From these notes, Hester Street conducted a conclusive analysis and wrote this summary report of all major concerns and frequently asked questions. The Google Jam Boards are available for view in Section VII (Appendix).



V. TOPIC SUMMARIES

This section outlines a brief summary of each topic, analysis of common themes, requests, and preferences of residents, and collected quotes.

For more information on board photos please refer to Section VII (Appendix).



Residents and facilitators summarize table discussion to the rest of the participants

CONSTRUCTION TIMELINE

V. Topic Summaries

For the first activity, NYCHA asked residents at the table to respond to the prompt: “How would you like the NYCHA renovation to proceed” and to specify the pros and cons of each of three options:

Line-by-Line consists of closures of each line of a building, meaning that an entire line of water etc. would be shut off for a specified time amount while work commences. Residents would move out only in the line that is being worked on, while the other lines would remain occupied. While residents can stay in their respective units, this option would have major noise issues, expose residents to toxic materials and dust, and would include a longer timeline for completion. NYCHA referenced that in previous renovation events, some residents would not allow scheduled access into their apartments, thereby

increasing the length of time for the full project completion.

Floor-by-Floor option would consist of each floor being closed for a specified amount of time as construction commences. Floors would be vacated where the work is occurring, but other floors would remain occupied. Similarly, while residents can stay in their units for a longer time period, residents would also be exposed to major noise issues, toxic materials, and would include a longer timeline for completion.

Lastly, NYCHA emphasized the **Full Building** option as the most efficient, safest, and least disruptive option for residents. However, residents would have to be moved out of the building for the construction duration of that building.

While each option was presented for discussion, NYCHA facilitators emphasized that the most appropriate option that NYCHA will move forward with would be a Full Building closure.



Spanish-speaking residents participate in a facilitated activity



RESIDENT COMMENTS

V. Topic Summaries—Construction Timeline

Moving Concerns

Residents do not want to be out of their building for more than two years. Residents also want more detailed information on whether NYCHA would be covering incurred rent and storage costs.

Relocation Concerns: Residents requested more information on special accommodations for seniors and the disabled. They also requested more information on whether children would be allowed to remain in the same school districts regardless of where they are relocated and if community centers in the neighborhood would stay open for their use.

Concerns for Return

Residents expressed concerns over right-sizing apartments for each resident or family, and whether they

will be offered an opportunity to secure the same, or a new apartment of equivalent size to their current unit after the construction period. NYCHA notified tenants that they are guaranteed the right to return to their developments after the construction period.

Job Opportunities

Many residents asked whether qualified residents would be able to secure jobs in construction during the renovation process under HUD Section 3.

Construction Timeline

There were requests that areas and apartments with the most damage, infrastructure issues, or highest lead and contamination exposures get prioritized in the move-out/renovation process.



If my apartment is fine, why do I have to move?"

"We need more information about the moving process, from the big picture of the timeline to the small details like how we will get our mail if we are moved out?"

St. Nick Residents



HEATING AND COOLING

V. Topic Summaries

NYCHA provided four options for discussion around the topic of: Cooling, Temperature Control, Energy Efficiency, and Ease of Maintenance. The boards asked residents to select their preference for categories they would like to see improved, and to specify the kinds of heating and cooling issues they experience first-hand in their buildings.

About Local Law 97

Local Law 97 requires large existing buildings in New York City to reduce their emissions by 40% by 2030 and 80% by 2050. A typical NYCHA development employs a large central steam plant to provide heat and domestic hot water. Two-thirds of energy is lost in the journey from the heating plant to the point at which it reaches an apartment unit. This system is deficient in that it does not

allow for control over supply cooling, ventilation, or humidity.

Examples of Efficient Systems:

Smart ACS allows you to maintain your home temperature using a smartphone. You can save on both cost and energy by setting your temperature preferences.

Heat pumps are more efficient than a typical steam plant, providing individual temperature control heating, cooling, and fresh air. It would reduce reliance on fossil fuels and provide individual control of heating and cooling in the apartments.

Building Management Systems monitor and control a building's mechanical and electrical equipment

and to save energy and maintain proper temperature usage while monitoring how a building performs to identify maintenance issues



RESIDENTS' COMMENTS

V. Topic Summaries—Heating and Cooling

Climate Control

All residents expressed a strong preference for individual thermostat control and central air in their units. Currently, units have outdated radiators which have faulty temperature readings, water leakage, and take up space. Residents strongly advocated to replace these radiators with a new and updated central heating system.

Energy Expenses and Efficiency

Residents expressed interest in construction work that would bring the building up to code and/or installation of solar panels for energy efficiency in order to reduce the cost of utilities. There was also a request for more information on who covers energy costs, and how to reconcile the disconnect between NYCHA being contracted to provide

heat and individual apartments not being metered for electricity. Residents mentioned that units have to individually purchase and install A/Cs themselves and incur monthly costs. In addition, circuit breakers need to be upgraded.

Repairs and Maintenance

Residents vocalized concerns regarding the current Repairs and Maintenance process for units. In response to chronic delays, residents want advance notice for inspections and maintenance, and

improved response time for tickets including follow-up appointments and check-ins on ticketed issues.



A NYCHA facilitator leads a discussion on improvements to public spaces

FACADES

V. Topic Summaries

NYCHA provided four options for discussion on the topic of Facades: Window Replacement, Brick Repairs (Repointing Brick), Overcladding, and Fans and Vents. The table boards provided visual examples and the prompts were for residents to select their preference for categories they would like to see improved, and to provide examples of facades issues and concerns they experience in their buildings and units.

About Local Law 11

The NYC Facade Inspection Safety Program (FSIP), also known as Local Law 11, requires NYC buildings taller than six stories to have their facades inspected and repaired every five years.



Residents give feedback in sharing their tables' discussion with the room

RESIDENT COMMENTS

V. Topic Summaries—Facades

Window Replacements

Many residents remarked that most if not all the existing windows need serious repairs if not require 100% replacement with upgraded products. For the purpose of functionality, safety, and energy efficiency, windows should be easy to open and close, fully sealed, and lockable. Many residents, however, report that their windows are hard to open, regularly come off the tracks, and are difficult to clean. Consequently, water gets trapped in between the double panes, causing water damage and mold. Residents in first floor apartments expressed security concerns with windows that do not lock properly. Routine maintenance is not conducted on the right frequency or repairs are not done in a timely manner.

Brick Repairs

Citing Local Law 11, residents reported that repairs have not been conducted consistently and within the standard 5 year cadence. There were many examples reported by residents of broken ledges, cracks, mold, and chipped bricks.

Weatherproofing

All residents expressed that weatherproofing and overcladding is crucial to lowering costs for existing and ongoing maintenance repairs.

Aesthetics

Residents want to have pride for their St. Nicholas House community and for the place where they live. The renovations should reflect this sensibility. An example of where this might show up was in the look of the building, the use of bricks

with brighter or lighter colors. Most importantly, residents vociferously rejected the use of cheap materials and overall “cheap construction” for their units and buildings.



Prioritizing to solve the window issues would help with air circulation, mold and heating and cooling issues.

Will current maintenance issues be pushed off until after renovations?

NYCHA Residents

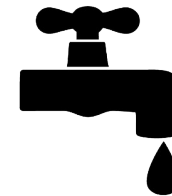
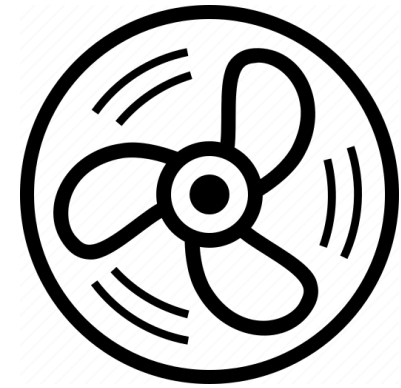


MOLD, VENTILATION, LEAKS, AND PLUMBING

V. Topic Summaries

The topic of Mold, Ventilation, Leaks and Plumbing was discussed with a focus on both the type and location of specific issues. Many residents acknowledged that most of these related issues originated in their kitchens and bathrooms. Examples of “symptoms” of larger infrastructural problem areas include: mold on ceilings, leaky radiators, mold near windows, leaky pipes, damaged plumbing, and mold in corners.

- 1) Is mold a recurring issue in your apartment?**
- 2) Do your vents work? Do your windows open?**
- 3) Does your ceiling leak? Radiator? Windows?**
- 4) Do your plumbing fixtures work? Do they leak?**



RESIDENT COMMENTS

V. Topic Summaries —Mold, Ventilation, Leaks, and Plumbing

Residents report an alarming number of mold and water issues throughout apartments and buildings. There have been multiple reports of dripping radiators in the living room, leaks in the bathroom and kitchen, including ceiling drippings, leaks under the kitchen sink sprays from water faucets and showerheads, and water overflow in the tub or sink. Toilets sometimes do not flush and water temperature fluctuates between extremely hot and cold. There are also reports of cracking and bubbling wet walls, cracking and leaking pipes, and mold on bathrooms windows, walls, around the tub and on the ceiling.

Residents offered sound advice for design improvements for their units, including installing a new backsplash in the bathrooms and kitchens, and

installing ventilation in the bathrooms to prevent the growth of mold.

Many NYCHA residents made mention of a recent lead test conducted at St. Nicholas, but many noted that residents never received the test results.

Apartment issues should be made easily fixable for self-maintenance since problems keep coming back.

St. Nick Resident



Residents engage in thoughtful and respectful discussions

APARTMENT, COMMON AREAS, COMMUNITY SPACES

V. Topic Summaries

With a focus on the elevator, mail area, lobby, entrance, living room, kitchen, bathroom, and bedroom spaces, NYCHA asked residents to note:

- **What type of finishes would you like to see?**
- **How would you like to describe your common spaces?**
- **Which community spaces do you use and what would you like to see changed?**



Resident offers suggestions for building improvements

RESIDENT COMMENTS

V. Topic Summaries—Apartment, Common Areas, and Community Spaces

Residents noted a number of critical areas that could be improved within their units and the common areas in buildings. Some of these comments are captured under the following Safety and Security in this report. Noted critical areas include:

Elevator

The building elevators are routinely breaking down and unsafe as they are not up to code compliance. The level of disrepair and safety hazards is evidenced in the example provided at one table of elevators that do not have a floor indicator. Additionally, many residents report that elevators are extremely unclean, with urination or defecation.

Bathrooms

Toilets and tubs within apartment units must be raised higher to be ADA-compliant. Similarly, ADA-

compliant grab bars in bathrooms should be installed.

Facilities

There have been many requests to re-open the Senior Center and Day Care. Residents note that exercise equipment for adults was promised but never installed. Additionally, bigger and better secured mailboxes are needed in the lobby and delivered packages should not be dropped outside of buildings.

Washer/Dryer Amenities

Many residents advocated for the installation of communal washers and dryers in the upper floors (not in the basement). NYCHA policy prohibits the installation of dryer machines. Yet, the practice of line-drying clothes is directly tied to increased humidity leading to mold growth. There were also concerns

over whether appliances that residents own and want to keep (i.e. washers) will be moved with moving costs covered by NYCHA or replaced entirely by NYCHA.

Basic Appliances

Residents offered design suggestions for the kitchen layout, as many considered the current layout to be “not practical” and with appliances that jut out, disruptive and inefficient with regard to space flow and usage. Residents prefer better quality and larger storage cabinets in the kitchen and a medicine cabinet in the bathroom. Residents also want stainless steel appliances, a bigger stove (mentioned at almost every table), hardwood floors, and the ability to choose paint color for rooms.



SAFETY AND SECURITY

V. Topic Summaries

NYCHA staff began this board activity by describing **Crime Prevention Through Environmental Design (CPTED)**, an attempt to reduce opportunity for crime by using elements of the environment to: control access, provide opportunities to see and be seen, define ownership, and encourage maintenance of territory. Examples of design initiatives include: defined pathways, landscape boundaries, enhanced lighting, community gardens, art and public space, playgrounds, entrances and cameras.

NYCHA staff asked residents to use post-its to indicate areas throughout the Saint Nicholas Houses development campus, where they feel the safest and those they feel most unsafe. Facilitators also fielded a variety of comments, questions, and concerns about safety.

Mayor's Action Plan for Neighborhood Safety (MAP)

In 2014, the Mayor launched the Mayor's Action Plan for Neighborhood Safety (MAP), an initiative led by the Mayor's Office of Criminal Justice (MOCJ), that seeks to reduce violence in public housing developments through active spaces and enhanced security. As part of this program, St. Nicholas Houses received energy-efficient lighting at entrances, walkways, and parking areas.

MAP is a comprehensive but targeted approach to reduce violent crime in and around the 15 public housing developments that comprise almost 20% of violent crime in the City's public housing. Through MAP and Building Healthy Communities, MAP's sister initiative which encompasses the neighborhoods surrounding the MAP developments, the city is investing in people through the strengthening of social supports and youth employment opportunities, investing in places through revitalization of physical infrastructure and increased opportunities for recreation and beautification and are working with a broad circle of city agencies and civic partners to strengthen the networks that make it possible to collectively promote neighborhood well-being and address issues that impact the quality of life in MAP neighborhoods.

Mayor's Office of Criminal Justice - MOCJ



The elevators feel very unsafe and unclean. We don't even know which floors the elevators stop at.

St. Nick Resident



RESIDENT COMMENTS

V. Topic Summaries — Safety and Security

Doors, Lobby, Stairways

Lobby doors do not lock or lock from the outside. Some door knobs simply do not work. These are fundamental requirements for any building, and are a violation of building codes. It is also a serious safety concern as these deficiencies create a dangerous fire hazard for all residents. Additionally, assigned key FOBs routinely stop working. Doors are often unlocked and left open to invite strangers including unauthorized non-residents and the unhoused who are frequently able to access the building. Stairways are often dark with dim or broken lighting, creating potentially dangerous or unsafe spots or presenting opportunities for people to loiter or sleep.. The intercom system is often broken. Lobbies are not routinely cleaned and there's no enforcement of the "no smoking" rule outside of lobby doors.

Sanitation

There were requests made for stronger enforcement of rules to pick up dog feces and more regular cleaning of the elevators which are often used as bathrooms.

Safety, Security and Crime

Residents requested working cameras to be installed in lobbies, hallways, and outside pathways, and that NYCHA staff or personnel are designated to routinely review camera tapes. There should also be more installation of cameras behind buildings. Many residents would feel more comfortable with increased security guards and police presence on site.

Lighting, Urban Design, and Livability

There was a strong demand for more and better placements of lighting at building entrances. Many cited

issues with long-term construction scaffolding creating pest problems, blocking light and sight lines. The metal benches in outdoor common spaces are uncomfortable and not inviting as they get too hot under the sun. Many felt that the landscaping should accommodate and promote residents' interest in gardening, green space, and community gathering through play spaces and artwork. The changes in landscaping and urban design would create safer gathering spaces and cleaner buildings, as well as instill community pride and promote wellbeing

Maintenance

Residents want better communication and transparency on any testing conducted at buildings. There should be advance notice and improved response time on routine maintenance repairs and common spaces should



be regularly cleaned and maintained. There should also be a fire extinguisher on each floor (another code violation).



Neighbors discuss the spaces that make them feel the most safe

"After the renovations I want to be proud of where I live. No cheap construction."

"Many residents have an interest in gardening and being outside, this is a good opportunity to have these new spaces bring people outside."

"There are a group of drinkers on one side of the complex and a group of people smoking on the other side of the complex."

"I have to meet my children at the front door because of people loitering. Groups of teens are always walking around the area intimidating school kids."

"Less people use the parks because they are dirty or [there are] people drinking or loitering."

"I personally installed my own camera to understand who is leaving trash outside my window."

"There is a lot of garbage in the back of the buildings."

"Crime in the area is bad. A lot of senior citizens don't feel comfortable walking outside at night."

St. Nick Residents

VI. CONCLUSION

It is clear that a wide range of issues persist at Saint Nicholas Houses, and that there is a strong expectation among residents that NYCHA's proposed renovation process will address many of the long-standing or chronic infrastructural issues that residents have with over the years.

The community engagement process described in this report made clear to NYCHA, that St. Nicholas House residents who attended either of the two sessions are vital partners and resident experts in our plans to move forward. It is clear that residents have a plethora of illuminating insights, deep knowledge of everything from infrastructural to cultural issues in their buildings, a wealth of constructive solutions and ideas, and a great deal of passion for their neighbors, their community, and the sanctity of the places and spaces where they live and

share experiences with friends, family and all loved ones.

All participants shared some version of their vision for how and in what kind of spaces they want to live. They dedicated their precious time to give thoughtful input to a series of prompts, reflecting their strong feelings for their community and their vision for improvements to infrastructure, design, safety, and opportunities for social engagement inside their apartments, buildings and throughout the various common and public spaces on the St. Nicholas House complex.

We at NYCHA are grateful for our residents' input, and eager to continue this dialogue as we move through renovations and work together to address as many of the issues and solutions as possible.

Next Steps

NYCHA provides this report as a summary of our engagement process and a memorialization of residents' participation and specific comments.

The Comprehensive Modernization team will be hosting additional public engagements and convenings to continue discussions with residents, including move-out protocols and timeline. They will also conduct an all-building resident needs assessment study honing in on individual units, gathering information on size requirements, number of family members, and age demographics to appropriately match families with move-out accommodations.

NYCHA will also use this report to distribute to potential contractors in the Request for Proposal and procurement process.



VII. APPENDIX

For more information, you may contact NYCHA Comprehensive Modernization at compmod@nycha.nyc.gov and at 212-306-6768.



A NYCHA facilitator concludes an activity about the construction timeline

ONLINE ENGAGEMENT JAMBOARDS

Appendix

1. Construction Timeline



St. Nicholas Houses



Todd Hill Houses

What are the pros and cons of each of these timelines?
Which of these methods do you prefer?

1. Floor-by-Floor

What are the pros and cons?

Notes

2. Line-by-Line

What are the pros and cons?

Comment

3. Full Building

What are the pros and cons?

Idea

Other ideas/considerations?:

Idea

2. Heating and Cooling

Local Law No 97: requires large existing buildings in New York City to reduce their emissions by 40% by 2030 and 80% by 2050.

What would you like to see improved and why is it important to you?



Cooling



Temperature Control



Energy Efficiency



Ease of Maintenance

What kind of heating and cooling issues have you experienced?

Text

Text

Text

Text

Text

Text

Text

Text

Text

ONLINE ENGAGEMENT JAMBOARDS

Appendix

3. Facades

Which categories would you like to see improved?



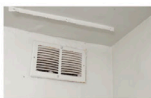
Window Replacement



Brick Repairs (Repointing Brick)



Over Cladding



Fans and Vents

Use sticky notes to provide additional questions, comments, and feedback.

Comments	Note
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Local Law No. 11: The NYC Facade Inspection Safety Program (FISP), also known as Local Law 11, requires NYC buildings taller than six stories to have their facades inspected and repaired every five years.

Local Law No. 97: Requires large existing buildings in New York City to reduce their emissions by 40% by 2030 and 80% by 2050

4. Mold, Ventilation, Leaks and Plumbing (1/2)

Signs of trouble:
Mold on ceilings, window mold, leaky radiators, leaky pipes, damaged plumbing...



Bathroom



Kitchen

Examples of Renovations

ONLINE ENGAGEMENT JAMBOARDS

Appendix

4. Mold, Ventilation, Leaks and Plumbing (2/2)

	MOLD: Is mold a recurring issue in your apartment?	VENTILATION: Do your vents work? Do your windows open?	LEAKS: Does your ceiling leak? Radiator? Windows?	PLUMBING: Do your plumbing fixtures work? Do they leak?
Bathroom	Example			
Living Room	Example			
Kitchen	Example			
Bedroom	Example			
Other	Example			

5. Apartment, Common Areas, and Community Spaces

Which space would you like to see improved?



Bedroom



Bathroom



Kitchen



Living Room



Entrance



Lobby



Mail Area



Elevator



What other community spaces do you use? Senior Center, Daycare?

What type of finishes would you like to see?



Comment

How would you like to describe your common spaces?



Comment

Which community spaces do you use and what would you like to see changed?



Comment

ONLINE ENGAGEMENT JAMBOARDS

Appendix

6. Safety and Security

Crime prevention through Environmental Design attempts to reduce opportunity for crime by using elements of the environment to:

- 1) control access
- 2) provide opportunities to see and be seen
- 3) define ownership
- 4) encourage maintenance of territory

Examples:



Defined Pathways



Landscape Boundaries



Enhanced Lighting



Community Engagement



Active Public Space



Child Play Space



Entrances



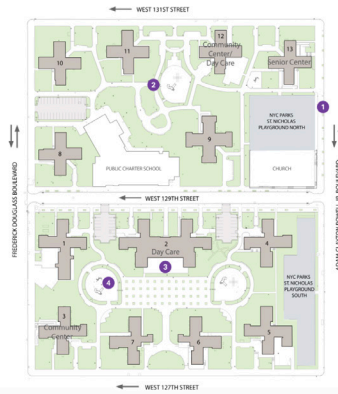
Cameras



What kind of outdoor spaces feel safe?

The Mayor's Action Plan for Neighborhood Safety (MAP) seeks to reduce violence in public housing developments through active spaces and enhanced security. As part of this program, Saint Nicholas Houses received energy-efficient lighting at entrances, walkways, and parking areas.

What areas do you feel safe? What areas need security attention?



IN-PERSON ENGAGEMENT

Appendix—Board 1, Timeline

30

NYCHA Comprehensive Modernization Timeline



How would you like the NYCHA renovation to proceed?

Use sticky notes to provide comments, questions, or feedback.



St. Nicholas



Todt Hill

1: Floor-by-Floor

Pros: Can stay in-unit while construction takes place

Cons: Longer timeline

2: Entire Building

Pros: Shorter timeline

Cons: All residents would be temporarily relocated

3: Other Ideas

IN-PERSON ENGAGEMENT

Appendix—Board 2, Facades



NYCHA Comprehensive Modernization Facades

Local Laws

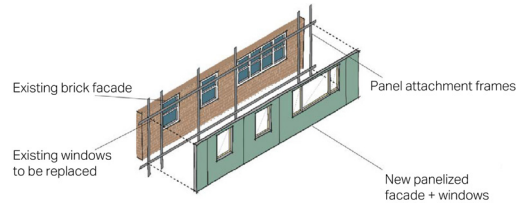
Local Law No. 11

The NYC Facade Inspection Safety Program (FISP), also known as Local Law No 11, requires NYC buildings taller than six stories to have their facades inspected and repaired every five years.

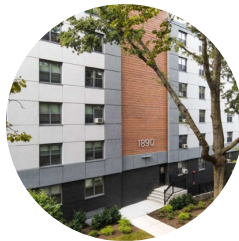
Local Law No. 97

Requires large existing buildings in New York City to reduce their emissions by 40% by 2030 and 80% by 2050.

Overcladding



Examples of Facade Retrofits



Baychester Houses, Bronx



Ravenswood Houses, Queens

Which categories would you like to see improved?

Use the dot stickers provided to select your preferences.

 Window Replacement (\$\$)	 Brick Repairs (Repointing Brick \$)	 Overcladding (\$\$\$)	 Fans and Vents (\$\$)
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Use sticky notes to provide additional comments, questions, or feedback.

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IN-PERSON ENGAGEMENT

Appendix—Board 3, Heating and Cooling

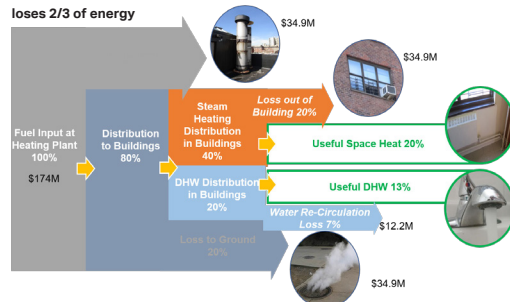
NYCHA Comprehensive Modernization Heating and Cooling



Local Law 97

Local Law No 97 requires large existing buildings in New York City to reduce their emissions by 40% by 2030 and 80% by 2050.

Central Boiler Plant Energy Loss



A typical NYCHA development employs a large central steam plant to provide heat and domestic hot water. Two-thirds of energy is lost between the heating plant and when it reaches an apartment. This system does not supply cooling, ventilation, or humidity control.

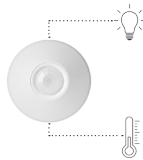
Examples of Efficient Systems



Smart ACs allow you to maintain your home temperature using a smartphone. You can save cost and energy by setting your temperature preferences.



Heat pumps are more efficient than a typical steam plant, providing individual temperature control, heating, cooling, and fresh air.



Building Management Systems monitor and control a building's mechanical and electrical equipment.

Which categories would you like to see improved?

Use the dot stickers provided to select your preferences.

<p>Cooling</p>	<p>Temperature Control</p>	<p>Energy Efficiency</p>	<p>Ease of Maintenance</p>
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What kind of heating and cooling issues have you experienced? Use sticky notes to provide comments, questions, or feedback.

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IN-PERSON ENGAGEMENT

Appendix—Board 4, Mold, Ventilation, Leaks, and Plumbing

NYCHA Comprehensive Modernization Mold, Ventilation, Leaks, and Plumbing



Signs of trouble..

Mold on Ceiling



Leaky Radiator



Mold Near Window



Leaky Pipe



Damaged Plumbing



Mold in Corner



At NYCHA developments there are many work orders related to mold and leaks.

Examples of Renovations



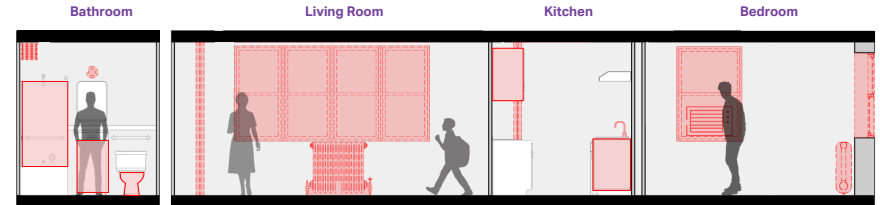
Kitchen



Bathroom





Where have you seen issues with mold, ventilation, leaks, plumbing?

Use the dot stickers provided to identify the location.



What kind of issues have you seen?

Use sticky notes to provide additional comments, questions, or feedback.

 <p>Is mold a recurring issue in your apartment?</p>	 <p>Do your vents work? Do your windows open?</p>	 <p>Does your ceiling leak? Radiator? Windows?</p>	 <p>Do your plumbing fixtures work? Do they leak?</p>
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IN-PERSON ENGAGEMENT

Appendix—Board 5, Apartment, Common Areas, and Community Spaces

NYCHA Comprehensive Modernization Apartment, Common Areas, and Community Spaces



Which spaces would you like to see improved?



Bedroom



Bathroom



Kitchen



Living Room



Entrance



Lobby



Mail Area



Elevator



What other community spaces do you use? Senior center, daycare?

What would these improved spaces look like?

Use sticky notes to provide comments, questions, or feedback.

What type of finishes would you like to see?

How would you like to describe your common spaces?

Which community spaces do you use and what would you like to see changed?



IN-PERSON ENGAGEMENT

Appendix—Board 6, Safety and Security



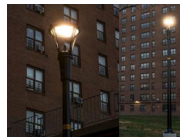
NYCHA Comprehensive Modernization Safety and Security

Crime Prevention through Environmental Design

Crime Prevention through Environmental Design (CPTED) attempts to reduce opportunity for crime by using elements of the environment to:

- (1) control access
- (2) provide opportunities to see and be seen
- (3) define ownership
- (4) encourage maintenance of territory

Mayor's Action Plan for Neighborhood Safety



The Mayor's Action Plan for Neighborhood Safety (MAP) seeks to reduce violence in public housing developments through active spaces and enhanced security. As part of this program, Saint Nicholas Houses received energy-efficient lighting at entrances, walkways, and parking areas.

Examples



Defined Pathways



Landscape Boundaries



Enhanced Lighting



Community Gardens



Art & Public Space



Playgrounds



Entrances



Cameras



What kind of outdoor spaces feel safe to you?

What areas need security attention?

Use the green dot stickers provided to identify areas that feel safe. Use the red dot stickers provided to identify areas that feel unsafe. Use sticky notes to provide additional comments, questions, or feedback.

The site map shows the layout of Saint Nicholas Houses, including buildings 8-13, a Public Charter School, a Church, a Community Center/Day Care, and two playgrounds. Numbered callouts 1-4 point to specific areas: 1 points to a playground area, 2 points to a walkway area, 3 points to a courtyard area, and 4 points to another playground area. To the right of the map are four circular photos corresponding to these callouts, each with a numbered sticker (1-4) next to it. The map is bounded by West 131st Street, West 129th Street, West 127th Street, Frederick Douglass Boulevard, and Adam Clayton Powell Jr. Boulevard.



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