



# Video

## ULI New York Resilient Land Use Cohort Technical Assistance Panel

### Presentation

Date: January 26, 2022

00:00:00 --> 00:00:05: Felix we can get started. Great  
00:00:06 --> 00:00:08: thank you Sophia. Welcome everyone.  
00:00:09 --> 00:00:12: We're excited to see you again and and really excited  
00:00:12 --> 00:00:15: to share our recommendations with you this morning.  
00:00:15 --> 00:00:20: Next augie. For those not familiar with the Urban Land  
00:00:20 --> 00:00:21: Institute,  
00:00:21 --> 00:00:25: utilize the oldest and largest network of cross disciplinary real  
00:00:25 --> 00:00:27: estate in land use experts in the world.  
00:00:27 --> 00:00:31: Next slide you align New York delivers the mission of  
00:00:31 --> 00:00:34: the Urban Land Institute at the local level through our  
00:00:34 --> 00:00:39: more than 2500 members whose expertise spans really  
every aspect  
00:00:39 --> 00:00:41: of the real estate industry and one of the ways  
00:00:41 --> 00:00:43: that you alive through its Members,  
00:00:43 --> 00:00:47: delivers its mission in communities around the world is by  
00:00:47 --> 00:00:49: advising communities and cities.  
00:00:49 --> 00:00:52: On how to address complex land use challenges you'll I  
00:00:52 --> 00:00:56: members do that internationally through the advisory  
services program,  
00:00:56 --> 00:01:02: but at the local level through our technical Assistance Panel  
00:01:02 --> 00:01:03: program next.  
00:01:03 --> 00:01:06: You will. I has always had a focus on advancing  
00:01:06 --> 00:01:09: sustainability and resilience and being a a voice of best  
00:01:09 --> 00:01:13: practices for communities around the world on those issues.  
00:01:13 --> 00:01:16: That's one of the reasons why we partnered with utilize  
00:01:16 --> 00:01:18: Urban Resilience program for this tab.  
00:01:18 --> 00:01:21: So there was really a great synergy for that app  
00:01:21 --> 00:01:22: for you Li  
00:01:22 --> 00:01:24: next. New  
00:01:24 --> 00:01:27: York City is actually one of eight cities participating in  
00:01:27 --> 00:01:28: a in a new,

00:01:28 --> 00:01:30: resilient land use cohort program,  
00:01:30 --> 00:01:34: helping cities take action toward climate adaptation and resilience.

00:01:34 --> 00:01:36: We're really excited to be a part of that cohort,  
00:01:36 --> 00:01:41: and we're just thankful for JP Morgan Chase is financial  
00:01:41 --> 00:01:44: support for the program next.

00:01:44 --> 00:01:46: Just a reminder about the tap process.  
00:01:46 --> 00:01:47: I know you're all familiar with it,  
00:01:47 --> 00:01:50: but we are in the final tap presentation box,  
00:01:50 --> 00:01:53: second from the right in about 90 days there'll be  
00:01:53 --> 00:01:54: a final report,  
00:01:54 --> 00:01:56: so we're going to spin through this pretty quickly.  
00:01:56 --> 00:01:59: The deck, but just know that you're going to have  
00:01:59 --> 00:02:00: a final comprehensive written report  
00:02:00 --> 00:02:05: to follow next. Just want to thank NYCHA.  
00:02:05 --> 00:02:06: Siobhan, the whole team  
00:02:07 --> 00:02:09: for partnering with us on this.  
00:02:09 --> 00:02:13: You all have been fantastic and we're really grateful I  
00:02:13 --> 00:02:16: want to thank our panel for volunteering all their time.  
00:02:16 --> 00:02:18: I want to clap and give them a shout out.  
00:02:18 --> 00:02:21: This is an incredible effort for our Members when they  
00:02:21 --> 00:02:21: do tap.  
00:02:21 --> 00:02:23: So thank you all for giving up your time and  
00:02:23 --> 00:02:25: your expertise here and then.  
00:02:25 --> 00:02:27: Of course, I've got to thank my staff Chris and  
00:02:28 --> 00:02:31: doggy started this process in the fall with Siobhan and  
00:02:31 --> 00:02:31: then Sophia.  
00:02:31 --> 00:02:33: You really carried it through as you always do.  
00:02:33 --> 00:02:36: So thank you next. And now I just want to  
00:02:36 --> 00:02:38: turn it over to Janice,  
00:02:38 --> 00:02:40: Janice, thank you for being our chair.  
00:02:40 --> 00:02:41: You're fantastic and we're grateful.  
00:02:42 --> 00:02:44: Thank you and thanks for the collaboration everyone.  
00:02:44 --> 00:02:46: Resilience is hard, needs a lot of friends.  
00:02:46 --> 00:02:49: I think we all introduced the panel in our last  
00:02:49 --> 00:02:52: several conversations so we won't linger on that.  
00:02:52 --> 00:02:55: But let's talk about how the panel worked.  
00:02:55 --> 00:02:57: Go to the next please.  
00:02:57 --> 00:02:59: So you asked for questions about landscape,  
00:02:59 --> 00:03:04: buildings, operations, and funding as related to climate  
change.  
00:03:04 --> 00:03:07: We paired up on teams as a landscape team with  
00:03:07 --> 00:03:08: Amy and Pete,

00:03:08 --> 00:03:11: a building team with Ryan and South Pole and operations  
00:03:11 --> 00:03:13: and funding team with Cecilia and Matt.  
00:03:13 --> 00:03:17: Those teams have worked as units and across one another,  
00:03:17 --> 00:03:20: so the way that we're going to present today relates  
00:03:20 --> 00:03:21: to that level of expertise.  
00:03:21 --> 00:03:25: Next, please, as we started looking at the portfolio that  
00:03:25 --> 00:03:27: mark that nicer represents.  
00:03:27 --> 00:03:29: In Marlboro as a pilot,  
00:03:29 --> 00:03:34: obviously the portfolio scale is so significant that this kind  
00:03:34 --> 00:03:37: of pilot represents unique leverage for you.  
00:03:37 --> 00:03:40: You have the potential for system level impacts on resilience,  
00:03:40 --> 00:03:44: energy and water demands. You have the potential for massive  
00:03:44 --> 00:03:50: workforce development that could introduce generational  
00:03:50 --> 00:03:54: change and improve family  
00:03:54 --> 00:03:57: income to transform industries just because of the the scale  
00:03:57 --> 00:04:02: of the work that will be required around solar age,  
00:04:02 --> 00:04:07: VC, prefab etc. And to integrate HealthEquity more fully into  
00:04:07 --> 00:04:09: resilience measures and other investments and maybe not.  
00:04:09 --> 00:04:12: So obvious is just the waste side of this.  
00:04:12 --> 00:04:15: What does it take to actually renovate these properties?  
00:04:15 --> 00:04:18: And where do those materials go and the opportunity that  
00:04:18 --> 00:04:20: you have to leverage all of those next?  
00:04:20 --> 00:04:22: So as we thought about this,  
00:04:22 --> 00:04:25: we thought it might be helpful for you to hear  
00:04:25 --> 00:04:27: what we heard and thought about those those conversations.  
00:04:27 --> 00:04:30: The opportunities that these introduce to you.  
00:04:30 --> 00:04:31: What we would recommend in terms of near mid and  
00:04:31 --> 00:04:34: long term,  
00:04:34 --> 00:04:38: and then how you might think about correlated actions next.  
00:04:38 --> 00:04:40: So let's start with what we heard.  
00:04:40 --> 00:04:40: Amy.  
00:04:42 --> 00:04:47: Dennis from as far as the stakeholders are concerned.  
00:04:47 --> 00:04:50: Uh, next lead. Sorry OK.  
00:04:50 --> 00:04:54: We heard from various stakeholders about some of the  
00:04:54 --> 00:04:57: challenges  
00:04:57 --> 00:05:00: with the current landscaping issues,  
00:05:00 --> 00:05:02: but also about some of their hopes and dreams for  
00:05:02 --> 00:05:06: what an improved landscape would look like.  
00:05:06 --> 00:05:08: So as far as the long term resilience is concerned,  
00:05:08 --> 00:05:10: we really heard again and again how important it is  
00:05:10 --> 00:05:10: to consider operations and maintenance,

00:05:10 --> 00:05:15: not just the physical construction of the any landscape resilience

00:05:15 --> 00:05:16: measures.

00:05:16 --> 00:05:20: So education was a big piece of that and then

00:05:20 --> 00:05:21: also looking at.

00:05:21 --> 00:05:26: How do we maximize the benefits that we're getting?

00:05:26 --> 00:05:30: So solution multipliers, so things like making sure we're activating

00:05:30 --> 00:05:32: the space and engaging inhabitants,

00:05:32 --> 00:05:36: considering multiple hazards, both snow and.

00:05:36 --> 00:05:41: Rainfall and then big pace about educating the community,

00:05:41 --> 00:05:44: making sure that there's both training and signs that explain

00:05:44 --> 00:05:47: the function and the value of nature based solutions so

00:05:47 --> 00:05:51: that we avoid things like bioswales being being mowed over

00:05:51 --> 00:05:55: by ground staff. And ultimately I think that as panelists

00:05:55 --> 00:06:00: we believe that successful interventions will need stakeholder engagement and

00:06:01 --> 00:06:02: they all need to be deep,

00:06:02 --> 00:06:07: both deeply engaging, both tenants and staff.

00:06:07 --> 00:06:10: And the planning and designing will need to take a

00:06:10 --> 00:06:10: holistic,

00:06:10 --> 00:06:16: holistic approach. Sustained education and integration of that education to

00:06:16 --> 00:06:20: keep stakeholders informed and engaged is going to be really

00:06:20 --> 00:06:21: critical.

00:06:21 --> 00:06:26: In addition to making sure that we understand the historic

00:06:26 --> 00:06:29: landform so where we had previous.

00:06:29 --> 00:06:31: Swamps or creeks and how they how they interact with

00:06:32 --> 00:06:35: both what we're seeing today with existing conditions and challenges,

00:06:35 --> 00:06:39: and the tenant demographics and needs.

00:06:39 --> 00:06:42: Now South Pole is going to give a background on

00:06:42 --> 00:06:43: what we heard about buildings.

00:06:43 --> 00:06:44: Next

00:06:45 --> 00:06:46: thanks

00:06:46 --> 00:06:49: so one what we heard from buildings we actually divided

00:06:49 --> 00:06:51: into the following categories.

00:06:51 --> 00:06:57: Nighters, current building program and the current electrification RV is

00:06:57 --> 00:07:01: designed with heat and hot water solutions in mind.

00:07:01 --> 00:07:05: It is open ended as dissolutions for must be local

00:07:05 --> 00:07:05: law 97,

00:07:06 --> 00:07:10: 2020. Four requirements Niger is becoming more

transparent.

00:07:10 --> 00:07:15: How public procurements are sent out and the nature.

00:07:15 --> 00:07:19: Climate adaptation is an effort to identify different sites will

00:07:19 --> 00:07:21: have different measures.

00:07:21 --> 00:07:24: The greenhouse RFP, which is out currently,

00:07:24 --> 00:07:27: is not part of Nature's portfolio.

00:07:27 --> 00:07:31: The big intention is to empower the community in reducing

00:07:31 --> 00:07:35: economical economic stress and providing education.

00:07:35 --> 00:07:39: Niger is restructuring management to a graphical model with more

00:07:39 --> 00:07:41: direct management of property managers.

00:07:41 --> 00:07:45: The current challenges there was a night.

00:07:45 --> 00:07:48: Add stress to have a policy that holds a GCS

00:07:48 --> 00:07:53: accountable to hire local train staff to construction and community

00:07:53 --> 00:07:54: engagement,

00:07:54 --> 00:07:58: not just capital programs or fractured between energy resilience,

00:07:58 --> 00:08:04: brief environments, etc. I need to improve maintenance and management.

00:08:04 --> 00:08:07: Critical issues is a big thing that's being highlighted.

00:08:07 --> 00:08:13: Future opportunities which Nauja has identified is the solar PV

00:08:13 --> 00:08:16: payout is limited by local.

00:08:16 --> 00:08:20: Right now I'm sorry I lower utility rates and regulatory

00:08:20 --> 00:08:23: hurdles and let me make me train constraints.

00:08:23 --> 00:08:26: So how do you get about that and the need

00:08:26 --> 00:08:30: to have HUD waivers to retain utility services and rhinestone

00:08:30 --> 00:08:33: a talk about how what our opinion is on this?

00:08:35 --> 00:08:37: Yeah, so our takeaway from this was,

00:08:37 --> 00:08:41: you know, historically fractured capital programming.

00:08:41 --> 00:08:45: In this being an opportunity to kind of bring all

00:08:45 --> 00:08:49: of that together and also rely on a robust workforce

00:08:49 --> 00:08:51: demonstration project.

00:08:51 --> 00:08:55: Now we'll hear from Cecilia about opportunities in finance.

00:08:58 --> 00:08:59: Next, thank you. Good morning.

00:08:59 --> 00:09:02: So a lot of what we heard during the interviews

00:09:02 --> 00:09:05: was that the lack of transparency and just kind of

00:09:06 --> 00:09:10: excellence in operational delivery really created issues of trust in

00:09:10 --> 00:09:16: nitrous ability to have a long term strategic resilience plan.

00:09:16 --> 00:09:19: And we. But we also heard like beginnings of excitement

00:09:19 --> 00:09:23: and hope about the transformation that is ongoing that is

00:09:23 --> 00:09:27: really focused on bringing clear lines of accountability,  
00:09:27 --> 00:09:33: protocols and management. And over level of transparency  
to residents

00:09:33 --> 00:09:37: on how Niger is managing its capital pipeline.  
00:09:37 --> 00:09:42: We heard and and my colleagues mentioned some some  
barriers

00:09:42 --> 00:09:45: to effective resilience transformation.  
00:09:45 --> 00:09:48: So for example, as investments are being done,  
00:09:48 --> 00:09:51: the lifecycle cost of investment is not being considered so,  
00:09:51 --> 00:09:55: so there you may put in place some resiliency measure,  
00:09:55 --> 00:09:58: but there's no clear operational protocol on how to maintain  
00:09:58 --> 00:10:02: them effectively overtime and the capital investments are  
really defined.

00:10:02 --> 00:10:06: Too much specific funding priorities that are do not allow.  
00:10:06 --> 00:10:10: More comprehensive view as to what the the long term  
00:10:10 --> 00:10:14: strategy should be on a particular building or a particular  
00:10:14 --> 00:10:15: campus and resilience.  
00:10:15 --> 00:10:19: Investments are really focused on ECHO post Sandy View,  
00:10:19 --> 00:10:23: so really thus far resilience is defined as flooding and  
00:10:23 --> 00:10:26: dealing with water when we know that heat,  
00:10:26 --> 00:10:30: for example, is one of the probably.  
00:10:30 --> 00:10:33: Most problematic climate risk on Marlboro houses,  
00:10:33 --> 00:10:36: but we also heard that Marlborough houses as a tremendous  
00:10:36 --> 00:10:39: number of assets that are really unique to this particular  
00:10:39 --> 00:10:42: development and that we should build upon to have a  
00:10:42 --> 00:10:47: long term strategic plan. The funding we've received.  
00:10:47 --> 00:10:52: NYCHA has sufficient and we'll have sufficient funding to do  
00:10:52 --> 00:10:56: an upgrade of the building because of the amount of  
00:10:56 --> 00:10:58: acreage of open space.  
00:10:58 --> 00:11:02: There is really an opportunity for thinking of the nitric  
00:11:02 --> 00:11:06: campus as an asset for the entire South Brooklyn  
community.

00:11:06 --> 00:11:09: And then we are also going to have to think  
00:11:10 --> 00:11:14: long term about how to repurpose ground floors so they  
00:11:14 --> 00:11:18: can be integrated into kind of a long term resiliency  
00:11:18 --> 00:11:21: plan. As we see the storm surge increase over the  
00:11:21 --> 00:11:22: coming decades.  
00:11:22 --> 00:11:27: And then finally, because of the scale of the investments,  
00:11:27 --> 00:11:30: there is an incredible opportunity to make sure that like  
00:11:30 --> 00:11:32: the dollars that night,  
00:11:32 --> 00:11:36: she will spend over the coming decade and upgrading  
Marlboro  
00:11:36 --> 00:11:40: houses really lift up New Yorkers and give them opportunity

00:11:40 --> 00:11:42: to enter into the green economy.

00:11:45 --> 00:11:46: Next

00:11:50 --> 00:11:54: yeah, so in terms of some of the opportunities is

00:11:54 --> 00:11:57: the really fun part where where we start to look

00:11:57 --> 00:11:59: at what the potential is.

00:11:59 --> 00:12:02: So next next slide will start with landscape.

00:12:02 --> 00:12:06: So in landscape, I think the the unique opportunity you

00:12:06 --> 00:12:10: have is is is really the space that where you

00:12:10 --> 00:12:13: exist in the uniqueness of that both from an open

00:12:13 --> 00:12:17: space perspective as well as kind of a natural resource

00:12:17 --> 00:12:18: perspective.

00:12:18 --> 00:12:22: There's lots of our opportunity for partnership and enhancing the

00:12:22 --> 00:12:26: asset you already have and the solutions that we might.

00:12:26 --> 00:12:28: Look towards in those spaces.

00:12:28 --> 00:12:32: There are a lot of opportunities for having solutions that

00:12:32 --> 00:12:34: have multiple benefits,

00:12:34 --> 00:12:35: and we'll talk about that a little bit.

00:12:35 --> 00:12:38: Next slide. Just a highlight,

00:12:38 --> 00:12:41: kind of. It's the uniqueness when you look at the

00:12:41 --> 00:12:42: kind of greater area.

00:12:42 --> 00:12:47: It's really an Oasis and and quite an amazing natural

00:12:47 --> 00:12:48: resource.

00:12:48 --> 00:12:51: But you know, we do that in the context of

00:12:51 --> 00:12:56: knowing that there are some significant barriers and constraints with

00:12:56 --> 00:12:59: understanding storm surge and flooding potential,

00:12:59 --> 00:13:01: so you know we're doing this.

00:13:01 --> 00:13:03: We're looking at these opportunities with eyes wide open,

00:13:03 --> 00:13:08: next slide. We think there's opportunities to connect to some

00:13:08 --> 00:13:13: of the other natural resources and and look for corridors

00:13:13 --> 00:13:19: of connection that only enhances the the the overall community.

00:13:19 --> 00:13:21: But Marvel House has becomes more of a catalyst of

00:13:22 --> 00:13:25: change for the greater community and there's a really opportunity,

00:13:25 --> 00:13:28: you know, a lot of opportunity for for that.

00:13:28 --> 00:13:30: For that leadership as a catalyst next slide.

00:13:33 --> 00:13:35: One thing we looked at is if you kind of

00:13:35 --> 00:13:38: push the buildings to the to the background and look

00:13:38 --> 00:13:39: at the natural resources.

00:13:39 --> 00:13:42: The whole. You know it's really interesting to kind of

00:13:42 --> 00:13:42: reframe,

00:13:42 --> 00:13:45: reframe the the value proposition.

00:13:45 --> 00:13:48: So looking at that northwestern quadrant,

00:13:48 --> 00:13:49: if we if we look at the green space is

00:13:49 --> 00:13:52: kind of between all of the buildings you know that's

00:13:52 --> 00:13:54: about the same kind of open space that you might

00:13:54 --> 00:13:57: find, or that you know that exists at Bryant Park,

00:13:57 --> 00:14:02: for example. And so, like thinking about that space collectively

00:14:02 --> 00:14:03: and holistically,

00:14:03 --> 00:14:05: and what the value is.

00:14:05 --> 00:14:08: Helps us reframe what the what the potential is.

00:14:08 --> 00:14:13: Next slide. And so when we're looking at that overall

00:14:13 --> 00:14:14: potential,

00:14:14 --> 00:14:17: we can start to integrate landscape solutions which which we'll

00:14:17 --> 00:14:20: talk about a little bit more in our recommendations.

00:14:20 --> 00:14:25: But all of the different services that you might include,

00:14:25 --> 00:14:29: and the opportunities for nature based solutions as both a

00:14:30 --> 00:14:34: landscape solution as well as solving other issues on site.

00:14:34 --> 00:14:36: There's a. There's a high potential there,

00:14:36 --> 00:14:38: and I think Ryan is going to talk next about

00:14:38 --> 00:14:40: opportunities with the buildings.

00:14:42 --> 00:14:45: So the the two key opportunities here is the ability

00:14:45 --> 00:14:49: to redefine Marlboro houses as buildings that are net zero

00:14:49 --> 00:14:50: and passive house,

00:14:50 --> 00:14:53: both individually and as a campus.

00:14:53 --> 00:14:56: And we know from looking at budgets and our existing

00:14:56 --> 00:14:58: knowledge of renovation of passive House,

00:14:58 --> 00:15:01: that this seems feasible from a financial point of view.

00:15:01 --> 00:15:05: And then the second big opportunity is really new construction

00:15:05 --> 00:15:09: and development opportunities and integrating these resilient strategies into those

00:15:09 --> 00:15:10: opportunities,

00:15:10 --> 00:15:12: SAT. Paul is going to take us through.

00:15:12 --> 00:15:14: Some of those in detail in a plan.

00:15:16 --> 00:15:19: Next this is

00:15:19 --> 00:15:21: existing mulgarath site plan

00:15:21 --> 00:15:25: next. This Is Us

00:15:25 --> 00:15:28: taking the Marlboro site plan and looking at it more

00:15:28 --> 00:15:29: resilience,

00:15:29 --> 00:15:32: way and the opportunities that it presents.

00:15:32 --> 00:15:34: So right now it's the site itself is close to



00:15:35 --> 00:15:35: subway line.

00:15:35 --> 00:15:39: Mostly the D line which actually presents a lot of

00:15:39 --> 00:15:43: pollution to the tenants and also to the buildings itself.

00:15:43 --> 00:15:45: So kind of thinking of that in terms of more

00:15:46 --> 00:15:49: holistically into the landscaping into the buildings itself,

00:15:49 --> 00:15:52: and taking that, you know,

00:15:52 --> 00:15:55: valuation as you incorporate it so.

00:15:55 --> 00:15:58: The one big thing about the buildings is like since

00:15:58 --> 00:16:01: it is a flood zone looking at the 1st floor

00:16:01 --> 00:16:04: and how it meets the base flood elevation and categorize

00:16:04 --> 00:16:07: it building by building and how that gets assessed.

00:16:07 --> 00:16:09: If you need to elevate it,

00:16:09 --> 00:16:13: do the tenants need to move how to activate the

00:16:13 --> 00:16:16: site itself so the red highlights that you see?

00:16:16 --> 00:16:20: It's really where we're suggesting corner activation back to the

00:16:20 --> 00:16:23: campus itself and back to the community where you can

00:16:23 --> 00:16:25: have on the 1st floor.

00:16:25 --> 00:16:27: You know community spaces or echo hubs.

00:16:27 --> 00:16:31: That's the the campus and then actually serves externally.

00:16:31 --> 00:16:33: So you're revitalizing the space.

00:16:33 --> 00:16:36: That also is for the existing buildings that speak.

00:16:36 --> 00:16:40: Makes a connection back into the larger neighborhood and then

00:16:40 --> 00:16:44: identifying areas where we have the future of people,

00:16:44 --> 00:16:47: the greenhouse. But how that can be more integrated into

00:16:47 --> 00:16:50: the landscape and kind of create a more resiliency into

00:16:50 --> 00:16:53: it and then identifying the sites which will be your

00:16:53 --> 00:16:57: first pilot demonstrations. Which should be where you're getting the

00:16:58 --> 00:17:00: most flooding and you kind of kind of way out

00:17:00 --> 00:17:02: everything in the beginning,

00:17:02 --> 00:17:07: next slide. Then looking at the opportunities of solo and

00:17:07 --> 00:17:11: what does it mean on this campus as a whole,

00:17:11 --> 00:17:15: how did how did it get integrated into the facade

00:17:15 --> 00:17:20: into the existing roof and the landscaping and existing parking

00:17:21 --> 00:17:24: and including on the NYC parks ground as well?

00:17:24 --> 00:17:29: Next slide. I know saying cooperating,

00:17:29 --> 00:17:31: that thinking back into the design elements of 1,

00:17:31 --> 00:17:34: so you know for the existing site something like Marlboro,

00:17:34 --> 00:17:38: you would probably have to incorporate the you know shading

00:17:38 --> 00:17:40: devices into it.

00:17:40 --> 00:17:42: So you kind of keeping the peak flows back and

00:17:42 --> 00:17:44: this is a project that Ryan and I worked on

00:17:44 --> 00:17:47: and a lot of the design elements were just kind

00:17:47 --> 00:17:50: of taking office and manipulating the facade.

00:17:50 --> 00:17:53: So it does most of the work for you and

00:17:53 --> 00:17:57: that's easy to do something with Marlboro Switch.

00:17:57 --> 00:17:59: Electra in the next slide,

00:17:59 --> 00:18:04: please. So right now, the campus itself has two kind

00:18:04 --> 00:18:06: of building types.

00:18:06 --> 00:18:10: One is like more of a simpler surface to volume.

00:18:10 --> 00:18:13: One is more complicated building Type 2.

00:18:13 --> 00:18:16: And how do you start addressing them in the earlier

00:18:16 --> 00:18:16: phases?

00:18:16 --> 00:18:19: And that's really critical in in order to work out

00:18:19 --> 00:18:23: things which are going to work in terms of planning,

00:18:23 --> 00:18:27: construction, HVAC, prefab, enclosure, building,

00:18:27 --> 00:18:31: energy allowances that should all be done in the beginning

00:18:31 --> 00:18:31: and then.

00:18:31 --> 00:18:34: I'm looking at that how you start dividing that in

00:18:34 --> 00:18:36: third series of phases.

00:18:36 --> 00:18:40: What gets put down 1st and for airtightness heating and

00:18:40 --> 00:18:44: cooling lines to run externally versus internally so the tenants

00:18:44 --> 00:18:46: are not effective.

00:18:46 --> 00:18:50: They stay in this basis how mechanical systems are to

00:18:50 --> 00:18:51: be unitized,

00:18:51 --> 00:18:54: how you can run a lot of things vertically like

00:18:54 --> 00:18:58: the systems itself along the vertical calls versus on the

00:18:58 --> 00:18:59: roof.

00:18:59 --> 00:19:02: How different method methods would have to be used based

00:19:02 --> 00:19:03: on facades?

00:19:03 --> 00:19:06: Systems with type one and Type 2 just because of

00:19:06 --> 00:19:10: thermal bridging and different ways that you look at using

00:19:10 --> 00:19:14: that to your advantage and then how you finally decide

00:19:14 --> 00:19:17: to cloud the system whether it's just with the photos

00:19:18 --> 00:19:21: or other kind of cladding system prefabricated,

00:19:21 --> 00:19:25: etc. And the future of incorporating that back into the

00:19:25 --> 00:19:29: design like solo onto the roof at a later stage

00:19:29 --> 00:19:32: so you have everything pretty much set.

00:19:32 --> 00:19:34: So thinking of it more holistically.

00:19:34 --> 00:19:38: In fact, in the design I'm just gonna quickly mention

00:19:38 --> 00:19:41: one thing of so also back in the phase one,

00:19:41 --> 00:19:43: you probably wouldn't want to get the sewage and everything  
00:19:43 --> 00:19:45: incorporated back into the landscape,  
00:19:45 --> 00:19:48: so everything is just working.  
00:19:48 --> 00:19:50: Kind of much more neatly.  
00:19:50 --> 00:19:52: This leads to Sicilia.  
00:19:56 --> 00:19:58: So on operations  
00:19:58 --> 00:20:01: we really wanted to highlight the opportunity that is the  
00:20:01 --> 00:20:02: main night chat tool,  
00:20:02 --> 00:20:07: which is this new tool for work order to really  
00:20:07 --> 00:20:13: use it to create like an entire system of transparency,  
00:20:13 --> 00:20:18: accountability and communication around operation and  
maintenance.  
00:20:18 --> 00:20:21: And so it's really building up on all the transformation  
00:20:21 --> 00:20:24: that is being done with like the the clear hierarchy  
00:20:24 --> 00:20:27: of a campus operation manager to neighborhood  
administrator to a  
00:20:27 --> 00:20:31: borough VP and using. These data to create an  
accountability  
00:20:31 --> 00:20:35: chain and being able to communicate to residents not only  
00:20:35 --> 00:20:38: what are the low hanging food but also what are  
00:20:38 --> 00:20:42: the kind of the chronic issues that are related to  
00:20:42 --> 00:20:46: resiliency that continuously come up and really need like  
more  
00:20:46 --> 00:20:49: of a systematic solution rather than like a a fix  
00:20:49 --> 00:20:54: right away. We again think because of the size of  
00:20:54 --> 00:20:55: the campus,  
00:20:55 --> 00:20:58: the number of buildings, and there is a lot of  
00:20:58 --> 00:21:02: operation possibilities to to find solutions and.  
00:21:02 --> 00:21:04: And like the campus in in this regard,  
00:21:04 --> 00:21:07: like offers a great chance to do a long term  
00:21:07 --> 00:21:10: strategic plan towards resiliency.  
00:21:10 --> 00:21:13: We think it's really important for residents to both build  
00:21:13 --> 00:21:16: like a level of today's trust that there is a  
00:21:16 --> 00:21:19: long term plan and then an understanding of what the  
00:21:19 --> 00:21:22: long term plan is and the type of changes it  
00:21:22 --> 00:21:23: will mean for the campus.  
00:21:23 --> 00:21:27: To begin to bring them into this data driven management  
00:21:27 --> 00:21:31: process so they understand the sheer volume of what nature  
00:21:31 --> 00:21:33: is trying to deal with and how and like the  
00:21:33 --> 00:21:39: prioritization of the type of projects that are putting forth.  
00:21:39 --> 00:21:43: We think that there is an education process that is  
00:21:43 --> 00:21:45: really important on climate change.  
00:21:45 --> 00:21:47: Some of the people that we talked to at a

00:21:47 --> 00:21:51: really hard time projecting themselves so far into the future  
00:21:51 --> 00:21:54: because they wanted for today's issues to be dealt with.  
00:21:54 --> 00:21:58: And so we want to introduce this idea of resilience,  
00:21:58 --> 00:22:03: ambassadors that would really leverage the youth of the campus.

00:22:03 --> 00:22:05: That I think in general,  
00:22:05 --> 00:22:09: like this new generation has a more natural understanding of  
00:22:09 --> 00:22:12: climate risk and really get them and give them a  
00:22:12 --> 00:22:13: stipend,  
00:22:13 --> 00:22:16: for example, and get them to be ambassador for telling  
00:22:16 --> 00:22:19: the story of climate risk in the campus and for  
00:22:19 --> 00:22:22: also getting data from residents as to the type of  
00:22:22 --> 00:22:25: vulnerabilities they have. So you can begin to create or  
00:22:25 --> 00:22:25: shelter.  
00:22:25 --> 00:22:29: Sheltering place plan that is based on the particular needs  
00:22:29 --> 00:22:30: of the current residents.

00:22:33 --> 00:22:38: Next so again, it's really leveraging the miniature tool and  
00:22:38 --> 00:22:42: this concept of green samurai strategy,  
00:22:42 --> 00:22:47: which is like really using the existing tool to like,  
00:22:47 --> 00:22:51: maximizes its leverage into the future to really make it  
00:22:51 --> 00:22:54: not only a tool for NYCHA to be able to  
00:22:54 --> 00:22:57: more effectively kind of manage the workflow,  
00:22:57 --> 00:23:00: but also a communication tool for residents to be able  
00:23:00 --> 00:23:04: to explain prioritization and the long term strategy for the  
00:23:04 --> 00:23:04: campus.

00:23:10 --> 00:23:12: Thanks, Cecilia, good morning everybody.  
00:23:12 --> 00:23:14: I'm going to talk a little bit through some of  
00:23:14 --> 00:23:17: the opportunities for funding and financing.  
00:23:17 --> 00:23:21: We really see the public preservation trust as an incredible  
00:23:22 --> 00:23:22: opportunity.  
00:23:22 --> 00:23:28: The structure not only unlocks opportunities for capital and  
00:23:28 --> 00:23:33: operating  
00:23:33 --> 00:23:34: dollars but also for expedite procurement and allows for  
00:23:34 --> 00:23:38: public  
00:23:38 --> 00:23:39: partners,  
00:23:39 --> 00:23:42: which is very different from the perception so far of  
00:23:42 --> 00:23:45: privatization that.  
00:23:45 --> 00:23:46: Has been negative for some of the tenants.  
00:23:46 --> 00:23:49: The key element to this is really creating property level  
00:23:49 --> 00:23:52: financials.  
00:23:52 --> 00:23:56: A lot of the tools that were discussed by some  
of my other colleagues here in terms of the financing  
really depend on being able to focus in on specific

00:23:56 --> 00:24:00: systems both on the operating and capital side,  
00:24:00 --> 00:24:04: and that also just allows for better negotiation around cost  
00:24:04 --> 00:24:06: benefit analysis as well.  
00:24:06 --> 00:24:09: Next please. So we just wanted to reflect back some  
00:24:10 --> 00:24:11: of what we heard from you.  
00:24:11 --> 00:24:15: Marlboro houses is of course not part of the pack  
00:24:15 --> 00:24:16: portfolio.  
00:24:16 --> 00:24:19: We have the 62,000 that are on the way to  
00:24:19 --> 00:24:23: repair already 110,000 remaining the approximate \$18 billion  
gap of  
00:24:24 --> 00:24:24: capital next.  
00:24:27 --> 00:24:31: And then up through 2009 Marlboro houses.  
00:24:31 --> 00:24:34: Of course, as part of the state and city properties,  
00:24:34 --> 00:24:37: which were not able to secure federal funding.  
00:24:37 --> 00:24:40: And as state and city funding was running out in  
00:24:40 --> 00:24:44: terms of subsidy slowly grew to something close to what  
00:24:44 --> 00:24:47: it seems like 50 million per year in annual operating  
00:24:47 --> 00:24:51: deficit, which was taking away operating dollars from the  
larger  
00:24:51 --> 00:24:53: portfolio through 2009.  
00:24:53 --> 00:24:56: Next slide please. Marlborough House of course,  
00:24:56 --> 00:24:59: is. US in a subset of the state and city  
00:24:59 --> 00:25:02: funded properties which entered into that LLC.  
00:25:02 --> 00:25:05: One mixed finance transaction. So of those,  
00:25:05 --> 00:25:09: including Marlboro House, there are 13 that seem to have  
00:25:09 --> 00:25:11: access to some HUD subsidy.  
00:25:11 --> 00:25:14: This structure appears to unwind in 2025,  
00:25:14 --> 00:25:18: which presents both an issue and an opportunity,  
00:25:18 --> 00:25:21: and this structure also is why a lot of the  
00:25:21 --> 00:25:25: FEMA eligibility post Sandy was not possible.  
00:25:25 --> 00:25:30: Next slide, please. From the limited information that we've  
had  
00:25:30 --> 00:25:30: so far,  
00:25:30 --> 00:25:33: and we hope to be able to dig in further  
00:25:33 --> 00:25:34: on this on the report,  
00:25:34 --> 00:25:37: but currently we see something like.  
00:25:41 --> 00:25:45: 2245 or or \$4 million deficit annually from the Marlboro  
00:25:45 --> 00:25:50: houses before taking into account whatever the HUD subsidy  
is,  
00:25:50 --> 00:25:52: we'd love to dig in further on that we kind  
00:25:52 --> 00:25:55: of did some work just from the data book and  
00:25:55 --> 00:25:58: then backed into the amount of mixed finance units and  
00:25:58 --> 00:26:00: the approximate annual subsidy to check it.

00:26:00 --> 00:26:02: It seems like it's around that amount.

00:26:02 --> 00:26:03: It might be off by a little bit,

00:26:03 --> 00:26:06: but it gives us a sense of what we're sizing

00:26:06 --> 00:26:07: toward on the operating side.

00:26:07 --> 00:26:10: Next slide, please. On the capital side,

00:26:10 --> 00:26:14: there's been the analysis of 180 K per unit that

00:26:14 --> 00:26:16: goes up to 317,000,000.

00:26:16 --> 00:26:19: We think the PNA is really useful.

00:26:19 --> 00:26:22: We also have discussed and will discuss further in the

00:26:22 --> 00:26:23: report.

00:26:23 --> 00:26:26: The idea of doing an integrated PNA and really matching

00:26:26 --> 00:26:29: some of the PNA work to some of the energy

00:26:29 --> 00:26:30: assessment work.

00:26:30 --> 00:26:32: We think there are a great number of opportunities here.

00:26:32 --> 00:26:37: Again, they all go back to baselining the capital plan

00:26:37 --> 00:26:39: over the long term per system.

00:26:39 --> 00:26:43: So that we can make decisions about when to replace

00:26:43 --> 00:26:44: or retrofit,

00:26:44 --> 00:26:49: or just maintain and then also seeing the operational

00:26:49 --> 00:26:52: changes

00:26:52 --> 00:26:53: that lead to the ability to monetize some of that

00:26:55 --> 00:26:59: next slide.

00:26:59 --> 00:27:03: So we like the public preservation trust.

00:27:03 --> 00:27:04: It's the monetization of the 650 per unit per month

00:27:04 --> 00:27:07: can be bonded,

00:27:07 --> 00:27:11: and it allows a re trade of ownership to allow

00:27:11 --> 00:27:11: for the federal subsidy and close the operating deficit as

00:27:14 --> 00:27:16: well next.

00:27:16 --> 00:27:17: We did the back of the envelope just on the

00:27:17 --> 00:27:19: financing,

00:27:19 --> 00:27:20: both for all of the non Pak portfolio and the

00:27:20 --> 00:27:22: Marlboro houses.

00:27:22 --> 00:27:25: We would love to be able to dig in a

00:27:25 --> 00:27:26: little bit more on where the interest rate and issuance

00:27:26 --> 00:27:30: costs came from.

00:27:30 --> 00:27:34: We think that they are the interest rate is still

00:27:34 --> 00:27:36: a little aggressive and the issuance costs we don't.

00:27:36 --> 00:27:39: We don't know what those are Tonight Show but they

00:27:39 --> 00:27:41: don't seem to be integrated into the budgeting so that'll

00:27:41 --> 00:27:44: take some money away from this.

00:27:44 --> 00:27:47: We we also assume there'll be a sinking fund.

00:27:47 --> 00:27:49: And DSCR requirement if that work hasn't been done.

00:27:47 --> 00:27:49: If we get the basic info,  
00:27:49 --> 00:27:51: we could run a quick analysis of that.  
00:27:51 --> 00:27:54: It would not take very long but just trying to  
00:27:54 --> 00:27:57: see that we're like kind of right on the edge.  
00:27:57 --> 00:27:59: I'm with this amount of money and this PNA,  
00:27:59 --> 00:28:01: although it seems like there's funding.  
00:28:01 --> 00:28:03: But there's another way to look at it.  
00:28:03 --> 00:28:06: To next slide please. If you look across the whole  
00:28:06 --> 00:28:07: portfolio,  
00:28:07 --> 00:28:11: we would assume that of the 110,000 non packed units  
00:28:11 --> 00:28:15: some of them have been getting some capital along the  
00:28:15 --> 00:28:15: way.  
00:28:15 --> 00:28:18: It would be nice to know how much of that  
00:28:18 --> 00:28:21: capital is up to date in terms of a state  
00:28:21 --> 00:28:24: of good repair so they won't need the full 180,000  
00:28:24 --> 00:28:28: per unit. What is shown here is kind of how  
00:28:28 --> 00:28:32: it might look for Marlborough houses and and the the  
00:28:32 --> 00:28:35: other city state portfolio if.  
00:28:35 --> 00:28:37: The rest of the non pack doesn't need the whole,  
00:28:37 --> 00:28:40: so that's a very confusing way of saying it.  
00:28:40 --> 00:28:43: But the favorable scenario is if basically 50%  
00:28:43 --> 00:28:46: of the capital has been kept up with on the  
00:28:46 --> 00:28:48: rest of the developments,  
00:28:48 --> 00:28:51: that would mean there could be something more like 270,000  
00:28:51 --> 00:28:54: per unit available for the city state units.  
00:28:54 --> 00:28:58: That would give us a very healthy allowance before even  
00:28:58 --> 00:29:00: taking into account grants.  
00:29:00 --> 00:29:05: Further, city capital and energy performance type.  
00:29:05 --> 00:29:09: Work so really understanding even on a macro basis the  
00:29:09 --> 00:29:13: non city state versus the city state capital allowance that  
00:29:13 --> 00:29:17: has been done and kind of drilling in it gets  
00:29:17 --> 00:29:19: us all the way back to we really need to  
00:29:19 --> 00:29:22: get these detailed financials together as a first step.  
00:29:22 --> 00:29:25: So with that I'm going to turn it back over  
00:29:25 --> 00:29:25: to Janice,  
00:29:25 --> 00:29:26: please.  
00:29:29 --> 00:29:32: And so let's talk about what we suggest based on  
00:29:32 --> 00:29:33: that and,  
00:29:33 --> 00:29:37: and thanks to everyone for listening carefully to all of  
00:29:37 --> 00:29:42: the stakeholders reflecting and identifying the opportunities  
that you see.  
00:29:42 --> 00:29:47: So next please. When we think about this.

00:29:47 --> 00:29:49: It's really four big questions.

00:29:49 --> 00:29:51: One, how do we look at the campus within its

00:29:52 --> 00:29:52: larger context?

00:29:52 --> 00:29:54: How do we take an all hazards approach?

00:29:54 --> 00:29:57: How do we look at its assets and how do

00:29:57 --> 00:29:59: we look at an integrated process next?

00:30:01 --> 00:30:06: So. Key question how do you evaluate Marlboro within the

00:30:06 --> 00:30:07: larger community?

00:30:07 --> 00:30:10: Context P spoke a bit about that.

00:30:10 --> 00:30:12: How do we look at an all hazards approach?

00:30:12 --> 00:30:16: So flooding, heat and as part of the investments that

00:30:16 --> 00:30:19: are made on day to day activities as well as

00:30:19 --> 00:30:21: these longer term lists?

00:30:21 --> 00:30:23: How do we look at all community assets?

00:30:23 --> 00:30:25: Not only what's within the parcel,

00:30:25 --> 00:30:29: but in the connected community around and then how do

00:30:29 --> 00:30:32: we look at as Matt and Cecilia have described?

00:30:32 --> 00:30:37: An integrated? And iterative budgeting operating and

00:30:37 --> 00:30:41: revaluation cycle that

00:30:42 --> 00:30:45: allows not only what we currently know about climate change

00:30:45 --> 00:30:48: but as NPC and the city continue to track the

00:30:51 --> 00:30:54: science reevaluation on a proper cycle next.

00:30:54 --> 00:30:56: So to do that work and our work,

00:30:56 --> 00:30:58: these two and a half days we we really looked

00:30:58 --> 00:30:59: at 4 timeframes what needs to be done in terms

00:30:59 --> 00:31:02: of coping.

00:31:03 --> 00:31:03: These are the ASAP issues and then near mid and

00:31:03 --> 00:31:06: long term.

00:31:06 --> 00:31:06: And we use these categories of time which are quite

00:31:06 --> 00:31:09: different.

00:31:09 --> 00:31:12: Obviously from MPC, but they make sense in terms of

00:31:12 --> 00:31:12: the way that you might think about your capital budgets

00:31:15 --> 00:31:16: next.

00:31:16 --> 00:31:19: So when we talking about coping,

00:31:19 --> 00:31:23: here's an example. In setting baselines,

00:31:23 --> 00:31:27: we need to understand how residents are currently ready for

00:31:27 --> 00:31:30: the climate change exposures that they would experience

00:31:30 --> 00:31:32: this summer.

00:31:32 --> 00:31:36: Safer, Extreme heat days. So we there are resources like

00:31:36 --> 00:31:38: the Sheltering Seniors program.

00:31:38 --> 00:31:38: There are the air conditioning supply program that MLR and

00:31:38 --> 00:31:38: team put in place this year.



00:31:38 --> 00:31:41: But how do we understand what residents are actually doing to coping?

00:31:41 --> 00:31:41: And what gap exists? Because that's a HealthEquity issue.

00:31:41 --> 00:31:44: As much as anything else.

00:31:44 --> 00:31:46: And then how do you begin to provide backstops not only basic communications about where the resources are, but also thinking about on site improvements such as example

00:31:46 --> 00:31:49: of a temporary respite area or things to do within units to drawdown that very,

00:31:49 --> 00:31:53: very near term risk? And then how do we think about growing resident capacity capacity for resilience through strengthening social

00:31:53 --> 00:31:58: ties or other resources next?

00:31:58 --> 00:32:01: And then how do we look more closely at the data?

00:32:01 --> 00:32:04: This is part of Baselineing,

00:32:04 --> 00:32:07: so when we look at the heat vulnerabilities and we see that this is a relatively low heat vulnerability risk area,

00:32:07 --> 00:32:13: we need to layer on materials like the material that health department is put in around power outages and rolling brownouts and health exposures during heat seasons.

00:32:13 --> 00:32:15: We need to layer on to that.

00:32:15 --> 00:32:18: Issues around comorbidities, hospitalizations, the ER visits to either Coney

00:32:18 --> 00:32:19: Island Hospital or or neighborhood clinics.

00:32:19 --> 00:32:20: So we get a much better picture on the health

00:32:20 --> 00:32:21: disparities or the health issues that could be compounded by some of these risk and and pathways next.

00:32:21 --> 00:32:24: And finally, as Cecilia mentioned,

00:32:24 --> 00:32:28: we really need to take the good communications that are already being done,

00:32:28 --> 00:32:29: quite useful and build in more used communications through the

00:32:29 --> 00:32:32: the kind of work of a resilience ambassador buddy programs or community science activities next.

00:32:32 --> 00:32:35: I want to turn this now over to Amy and

00:32:35 --> 00:32:38: Pete to talk a bit about how the near,

00:32:38 --> 00:32:40: mid and long term activities within landscape might follow.

00:32:40 --> 00:32:45: Thanks Janice. So yeah, following along with that,

00:32:45 --> 00:32:48: the four stage we're really going to focus the next couple of minutes just talking about the landscape near term

00:33:38 --> 00:33:40: mid term and long term.

00:33:40 --> 00:33:44: So trying to break up these strategies into something that's

00:33:44 --> 00:33:48: into bite size pieces that can show early wins,

00:33:48 --> 00:33:52: so such as identifying and completing the low hanging green

00:33:52 --> 00:33:53: infrastructure upgrades.

00:33:54 --> 00:33:57: But also, we know that Marlboro houses also has the

00:33:57 --> 00:33:59: greenhouse RFP out at the moment,

00:33:59 --> 00:34:04: so trying to. To make sure that we're identifying opportunities

00:34:04 --> 00:34:10: that exist with proposed infrastructure upgrades and capital improvements as

00:34:10 --> 00:34:10: well.

00:34:10 --> 00:34:14: Before that, though, we really need to start with identifying

00:34:14 --> 00:34:18: metrics and performance criteria so that we can actually measure

00:34:18 --> 00:34:19: success.

00:34:19 --> 00:34:22: As part of this part of this process.

00:34:22 --> 00:34:25: We also think that there was some funding incentives that

00:34:25 --> 00:34:26: could be explored,

00:34:26 --> 00:34:31: both from DEP and also some of the evolving green

00:34:31 --> 00:34:32: infrastructure.

00:34:32 --> 00:34:35: Funding streams that are going to come from the new

00:34:35 --> 00:34:36: administration as well.

00:34:36 --> 00:34:40: So there I think that there are opportunities there.

00:34:40 --> 00:34:44: Once the problem areas and current and future hazards have

00:34:44 --> 00:34:48: been identified along with those proposed capital improvements that can

00:34:48 --> 00:34:52: then lead to some mid mid term actual implementation,

00:34:52 --> 00:34:57: so integrating both the planned efforts and the desired goals

00:34:57 --> 00:35:02: to complete integrated green infrastructure upgrades.

00:35:02 --> 00:35:07: Also incorporating a plan for sea level rise adaptation.

00:35:07 --> 00:35:10: Overall, I think we really want to make sure that

00:35:10 --> 00:35:10: we're.

00:35:10 --> 00:35:14: Maximizing those code benefits to optimizing performance and function of

00:35:14 --> 00:35:18: any nature based solutions in green infrastructure that is planned

00:35:19 --> 00:35:22: over the long term and also considering regional intervention.

00:35:22 --> 00:35:24: So he's going to talk a bit more about the

00:35:24 --> 00:35:27: specific resilient solutions that we're proposing as part of the

00:35:27 --> 00:35:28: landscape.

00:35:30 --> 00:35:33: Yeah, thanks Amy and just really quickly when we're looking

00:35:33 --> 00:35:36: at these near and mid and long term solutions.

00:35:36 --> 00:35:38: A lot of the solutions are that are the same,

00:35:38 --> 00:35:42: just the scale and the integration at which we implement  
00:35:42 --> 00:35:43: them,  
00:35:43 --> 00:35:48: whether it's rain gardens or bioswales or some enhanced  
tree  
00:35:48 --> 00:35:49: canopy work.  
00:35:49 --> 00:35:52: So the the the how it's integrated is and the  
00:35:52 --> 00:35:56: scale at which that is what we determine kind of  
00:35:56 --> 00:36:00: in the mid and long term and obviously with larger  
00:36:00 --> 00:36:04: capital improvements to buildings that may be more mid and  
00:36:04 --> 00:36:05: long term.  
00:36:05 --> 00:36:09: Those solutions are integrated. There's some great work that  
you're  
00:36:10 --> 00:36:14: already doing with the US Forest Service on believe they're  
00:36:14 --> 00:36:18: working on 18 other night just sites for understanding the  
00:36:18 --> 00:36:23: value of of the. The natural resources on other sites  
00:36:23 --> 00:36:27: and that you know we'd love for for mobile houses  
00:36:27 --> 00:36:30: to to get added to that as as.  
00:36:30 --> 00:36:34: Big recommendation for First Solutions moving forward.  
00:36:34 --> 00:36:37: I think Ryan will pick up recommendations for for buildings  
00:36:37 --> 00:36:37: next.  
00:36:41 --> 00:36:45: So with our building recommendations at the near term,  
00:36:45 --> 00:36:48: we really want to focus on some early studies and  
00:36:48 --> 00:36:54: pulling in this integrated physical needs assessment and  
really looking  
00:36:54 --> 00:36:58: at how energy savings can help build momentum into the  
00:36:58 --> 00:37:02: project financials. We want to study indoor air quality to  
00:37:02 --> 00:37:06: make start to develop linkages between health and housing,  
00:37:06 --> 00:37:10: and we want to start thinking about pre development capital  
00:37:10 --> 00:37:11: in the way as this.  
00:37:11 --> 00:37:15: Becomes a larger real estate development project,  
00:37:15 --> 00:37:18: so in the into the mid term in part of  
00:37:18 --> 00:37:23: that pre development will be establishing sources and uses  
for  
00:37:23 --> 00:37:26: the mid term we want to look at new construction  
00:37:26 --> 00:37:29: opportunities and new development opportunities,  
00:37:29 --> 00:37:32: especially in a couple key locations.  
00:37:32 --> 00:37:36: And I'll I'll highlight here that the greenhouse seems to  
00:37:36 --> 00:37:39: be placed in one of these key locations and so  
00:37:39 --> 00:37:42: we would recommend taking a look.  
00:37:42 --> 00:37:46: That built with the landscape team is offered as potential  
00:37:46 --> 00:37:50: sites for that greenhouse that may not conflict so much  
00:37:50 --> 00:37:54: with new build opportunities in the future.  
00:37:54 --> 00:37:57: And then we want to be able to deliver in

00:37:57 --> 00:37:59: the midterm a.

00:37:59 --> 00:38:05: Demonstration or pilot project that shows really how impactful these

00:38:05 --> 00:38:09: whole building solutions can be with facade and HVAC and

00:38:09 --> 00:38:14: then a long term rolling out this larger project of

00:38:14 --> 00:38:18: bringing these buildings up to a net zero passive house

00:38:18 --> 00:38:23: standard and start to repurpose the ground floors and so

00:38:23 --> 00:38:26: that we get use of the ground floor up and

00:38:26 --> 00:38:30: out of harm's way from a resiliency perspective.

00:38:30 --> 00:38:33: Cecilia is going to talk a little bit about.

00:38:33 --> 00:38:36: Recommendations for financing and operating.

00:38:39 --> 00:38:42: Thanks Ryan. So in the near term for for operation

00:38:42 --> 00:38:46: and financing it's really again using analytics to determine priorities

00:38:46 --> 00:38:50: and kind of creating a process for transparency and accountability.

00:38:50 --> 00:38:53: So really looking at like the work order system to

00:38:53 --> 00:38:57: generate detailed reporting that then are used as a communication,

00:38:57 --> 00:39:02: transparency and accountability tools for both the residents and then

00:39:02 --> 00:39:04: up the chain at night to establish this kind of

00:39:04 --> 00:39:08: foundation of trust and and management and operation excellence.

00:39:08 --> 00:39:11: And then in parallel is really creating a long term

00:39:11 --> 00:39:14: resilience plan so that the investments are not just opportunistic

00:39:14 --> 00:39:15: based on funding,

00:39:15 --> 00:39:19: but are like really strategic based on a faced long

00:39:19 --> 00:39:24: term approach that brings Marlboro houses into the next 50

00:39:24 --> 00:39:28: and 80 years and so looks at the climate risk

00:39:28 --> 00:39:32: over the next decades into the in into the site

00:39:32 --> 00:39:36: does like a very thorough physical site assessment,

00:39:36 --> 00:39:38: so each building has different climate.

00:39:38 --> 00:39:41: Risk and they need to be assessed independently.

00:39:41 --> 00:39:44: The landscape has different climate risks that need to be

00:39:44 --> 00:39:45: assessed independently,

00:39:45 --> 00:39:47: and so you really begin to have an integrated PNA

00:39:47 --> 00:39:49: between what the overall capital needs,

00:39:49 --> 00:39:52: maybe just to bring the housing to the level of

00:39:52 --> 00:39:54: standard that nature desires,

00:39:54 --> 00:39:58: and the residents deserve. And at the same time integrates

00:39:59 --> 00:40:00: climate risk within it.

00:40:00 --> 00:40:03: At the same time, there needs to be a shelter

00:40:03 --> 00:40:06: in place plan so that if there is a next  
 00:40:06 --> 00:40:06: climate event,  
 00:40:06 --> 00:40:08: the residents are prepared at night.  
 00:40:08 --> 00:40:11: She is prepared as well and so those two things,  
 00:40:11 --> 00:40:13: the long term climate resilience plan,  
 00:40:13 --> 00:40:17: and the shelter in place plan should completely happen in  
 00:40:17 --> 00:40:19: parallel and in the the the near term.  
 00:40:19 --> 00:40:23: In the mean term, it's really bringing in all of  
 00:40:23 --> 00:40:26: the tools that allows for kind of.  
 00:40:26 --> 00:40:30: Excellent like asset management and operation,  
 00:40:30 --> 00:40:32: so bringing property level financials,  
 00:40:32 --> 00:40:35: creating like specific asset plan so each building has a  
 00:40:35 --> 00:40:36: specific need.  
 00:40:36 --> 00:40:39: It should have its own asset plan creating a problem  
 00:40:39 --> 00:40:42: Atlas so that each of the properties have a clear  
 00:40:42 --> 00:40:45: list of where the utilities are located,  
 00:40:45 --> 00:40:47: what the issues may be.  
 00:40:47 --> 00:40:51: Both chronic issues and current issues and then just  
 continuing  
 00:40:51 --> 00:40:54: the great work that y'all doing to deliver the public  
 00:40:54 --> 00:40:56: trust transaction so that like the finances.  
 00:40:56 --> 00:41:00: Can actually be real. Sharing of the trust itself really  
 00:41:00 --> 00:41:04: ensures accountability and sticking to a long term plan that  
 00:41:05 --> 00:41:06: is clear tonight.  
 00:41:06 --> 00:41:10: Yeah, and it's clear to the residents and that will  
 00:41:10 --> 00:41:13: be in abroad over over the long term.  
 00:41:13 --> 00:41:15: And then really, the long term is looking at like  
 00:41:15 --> 00:41:17: in the next 50 to 80 years,  
 00:41:17 --> 00:41:20: like how our climate risk going to have to force  
 00:41:20 --> 00:41:21: the campus to adapt,  
 00:41:21 --> 00:41:25: and it's really then like looking at like ground floor  
 00:41:25 --> 00:41:29: repurposing and how the tenanting can be over time and  
 00:41:30 --> 00:41:31: opportunity to.  
 00:41:31 --> 00:41:35: That's true, and then maybe looking at like new  
 developments  
 00:41:35 --> 00:41:36: as a way to do two things.  
 00:41:36 --> 00:41:38: One maybe make up for the lost of units that  
 00:41:38 --> 00:41:39: you have on the ground floor.  
 00:41:39 --> 00:41:43: But really, as each investment is being made really looking  
 00:41:43 --> 00:41:46: at the campus as a Community asset and so integrating  
 00:41:46 --> 00:41:49: it into a concept of complete communities that looks at  
 00:41:49 --> 00:41:52: like the type of community space that are needed,

00:41:52 --> 00:41:55: how the landscape can open up the campus to the  
00:41:55 --> 00:42:00: overall neighborhood and and to really begin to merge the  
00:42:00 --> 00:42:02: two in a more systemic way.  
00:42:02 --> 00:42:06: And then really like again systematizing all of the financial  
00:42:06 --> 00:42:09: tools so there is a long term financial stability that  
00:42:09 --> 00:42:12: is being felt by nature and then and then seen  
00:42:12 --> 00:42:16: by by the residents. Next  
00:42:19 --> 00:42:20: so these are our overall  
00:42:20 --> 00:42:23: takeaway on compasses. All of the all of the things  
00:42:23 --> 00:42:27: that we've discussed along the different timelines that we've  
presented.  
00:42:27 --> 00:42:29: So again we feel like it's really important to have,  
00:42:29 --> 00:42:33: like a coping strategy that is.  
00:42:33 --> 00:42:37: That buys time and build trust so that the overall  
00:42:37 --> 00:42:41: phazing from near term to long term is is possible  
00:42:41 --> 00:42:43: and and and realized,  
00:42:43 --> 00:42:45: so some of it is really just looking at like  
00:42:45 --> 00:42:49: the expenditures that are going on today over the next  
00:42:49 --> 00:42:54: year and really thinking about integrating resilience  
opportunity within them  
00:42:54 --> 00:42:56: in the near term. It's really like laying out the  
00:42:56 --> 00:42:58: foundation for a long term strategic plan.  
00:42:58 --> 00:43:00: So during the baseline assessments,  
00:43:00 --> 00:43:03: both on understanding what the issues of the properties are.  
00:43:03 --> 00:43:07: What the climate risks are and also what other property  
00:43:07 --> 00:43:11: level financials investing in a few demonstration projects that  
may  
00:43:11 --> 00:43:12: be opportunistic based on,  
00:43:12 --> 00:43:15: like the type of capital investments that are like we're  
00:43:15 --> 00:43:16: going to be done anyway,  
00:43:16 --> 00:43:20: but making sure that resiliency is 1 integrated and two  
00:43:20 --> 00:43:24: clearly kind of communicated while at the same time  
establishing  
00:43:24 --> 00:43:29: a long term campus resiliency strategy that really brings  
malborough  
00:43:29 --> 00:43:32: into the coming decades and communicating it.  
00:43:32 --> 00:43:35: And then developing a process that makes it impossible to  
00:43:35 --> 00:43:39: make a capital investment doesn't tie back to the long  
00:43:39 --> 00:43:40: term resiliency plan,  
00:43:40 --> 00:43:45: so it's like really a process for integration of spending.  
00:43:45 --> 00:43:48: And then in the mean mid term this is really  
00:43:48 --> 00:43:51: the moment where all of this work should should shine  
00:43:51 --> 00:43:54: because of the public trust kind of really coming into

00:43:54 --> 00:43:56: play and funding becoming available.  
 00:43:56 --> 00:44:00: So one can really begin to execute on the 1st  
 00:44:00 --> 00:44:04: phases of the long term resiliency plan and and and  
 00:44:04 --> 00:44:09: be able to be doing meaningful changes to the building  
 00:44:09 --> 00:44:12: into the landscape. And then as the same time as  
 00:44:12 --> 00:44:15: the public trust and is being developed,  
 00:44:15 --> 00:44:18: there's this new kind of like full blown operating model  
 00:44:18 --> 00:44:19: with the property.  
 00:44:19 --> 00:44:20: At last the monitoring approach,  
 00:44:20 --> 00:44:24: the transparency and accountability around the financials.  
 00:44:25 --> 00:44:26: And then the long term  
 00:44:26 --> 00:44:31: it's really shifting to an under like an appreciation that,  
 00:44:31 --> 00:44:34: like the resiliency plan will need to continue to be  
 00:44:34 --> 00:44:38: adapted over the coming decades are as climate risk  
 continued  
 00:44:38 --> 00:44:40: to change in the science around them,  
 00:44:40 --> 00:44:45: continue to change. So it's like having an iteration.  
 00:44:45 --> 00:44:48: Of of of improvements of this climate,  
 00:44:48 --> 00:44:51: plane and a continuous process to do so and again  
 00:44:51 --> 00:44:54: each time that investments are being made,  
 00:44:54 --> 00:44:58: making sure that they fit into the long term climate.  
 00:44:58 --> 00:45:01: Resiliency plan, and they're also just really used.  
 00:45:01 --> 00:45:03: The campus as an asset for like the broader South  
 00:45:03 --> 00:45:07: Brooklyn community and then make really making sure that  
 every  
 00:45:07 --> 00:45:09: dollar that is being spent by NYCHA is a huge  
 00:45:09 --> 00:45:14: opportunity to change the both the industry of the green  
 00:45:14 --> 00:45:18: economy but also to bring like New Yorkers into this  
 00:45:18 --> 00:45:19: new economy.  
 00:45:19 --> 00:45:23: So just really having a long term plan for spending  
 00:45:23 --> 00:45:23: this.  
 00:45:23 --> 00:45:28: Partners. And then financially just having like a,  
 00:45:28 --> 00:45:30: uh, a way to operationalize budget,  
 00:45:30 --> 00:45:33: forecasting with resilience spent within it.  
 00:45:33 --> 00:45:36: So, like there is a way to make sure that,  
 00:45:36 --> 00:45:40: like this is systematized for everyone.  
 00:45:40 --> 00:45:43: And then next. And just we wanted to give you  
 00:45:43 --> 00:45:47: an example of what we call correlated actions,  
 00:45:47 --> 00:45:50: which is actions by which landscape building,  
 00:45:50 --> 00:45:53: operation finance come together. So this is just one example  
 00:45:53 --> 00:45:56: for the near term and the report will include correlated  
 00:45:56 --> 00:45:58: action for both the near the medium and the long  
 00:45:58 --> 00:46:01: term. And I just wanted to walk you through one

00:46:01 --> 00:46:03: so you understood what that meant.

00:46:03 --> 00:46:07: So the 4th 1 the Conduct campus specific vulnerability assessment.

00:46:07 --> 00:46:09: So again in the near term this is the foundation

00:46:09 --> 00:46:12: for actually understanding what are the climate risks.

00:46:12 --> 00:46:16: From the many buildings and the very landscape of Marlboro

00:46:16 --> 00:46:17: houses,

00:46:17 --> 00:46:20: and so in landscape, it would be doing a tree

00:46:20 --> 00:46:23: inventory and canopy risk and captures all of the utility

00:46:23 --> 00:46:25: risk that exist on the campus.

00:46:25 --> 00:46:28: There are like bringing kind of chronic flooding issues,

00:46:28 --> 00:46:31: for example on buildings. It would be doing a thorough

00:46:31 --> 00:46:34: survey of each building in the climate risk on each

00:46:34 --> 00:46:35: building and where,

00:46:35 --> 00:46:39: for example, the utilities of the buildings are being located.

00:46:39 --> 00:46:43: So there's a risk identified for each building.

00:46:43 --> 00:46:47: On operation, it's looking at the social risk and community

00:46:47 --> 00:46:48: resources.

00:46:48 --> 00:46:51: It's like beginning to think through if there is a

00:46:51 --> 00:46:52: shelter in place,

00:46:52 --> 00:46:55: one needs to happen to the specific campus and is

00:46:55 --> 00:46:59: it different from building to building and then on?

00:46:59 --> 00:47:01: Funding is really beginning to see,

00:47:01 --> 00:47:05: kind of like where are the financial risks associated with.

00:47:05 --> 00:47:08: Kind of like the near term resiliency issue and what

00:47:08 --> 00:47:12: are the opportunities for funding and grants within that?

00:47:12 --> 00:47:15: This is just giving you an example across as to

00:47:15 --> 00:47:19: what one specific activity can can kind of leverage for

00:47:19 --> 00:47:20: the project.

00:47:20 --> 00:47:21: And then that is it.

00:47:21 --> 00:47:24: We've talked for a very long time at all of

00:47:24 --> 00:47:25: you.

00:47:25 --> 00:47:28: Just want to thank you for giving us the opportunity

00:47:28 --> 00:47:31: to share all of the great work what you're doing

00:47:31 --> 00:47:34: and and the great challenge that are in front of

00:47:34 --> 00:47:36: you and just received your questions.

00:47:36 --> 00:47:36: So thank you so much.

00:47:42 --> 00:47:46: Thank you Cecilia Janice and the entire team for the

00:47:46 --> 00:47:47: presentation,

00:47:48 --> 00:47:51: so we're going to open this up for Q&A now.

00:47:51 --> 00:47:53: I think the easiest way to do it is maybe

00:47:53 --> 00:47:56: so not everyone speaking on top of each other.



00:47:56 --> 00:47:57: If you raise your hand.  
 00:47:57 --> 00:47:58: If you know how to use the raise  
 00:47:58 --> 00:48:01: your hand feature on zoom,  
 00:48:01 --> 00:48:05: I think that that may be the simplest way and  
 00:48:05 --> 00:48:06: maybe Augie let's.  
 00:48:06 --> 00:48:10: Put down the presentation just so that we're able to  
 00:48:10 --> 00:48:10: see everyone.  
 00:48:10 --> 00:48:15: Otherwise we have to scroll through multiple pages because  
 00:48:15 --> 00:48:17: we  
 00:48:15 --> 00:48:17: have a pretty big audience here today.  
 00:48:17 --> 00:48:22: Thank you. Any questions? Thanks joy for the applause.  
 00:48:24 --> 00:48:26: That was, I thought that was the raise hand.  
 00:48:28 --> 00:48:32: No, you you gave a knew you clap.  
 00:48:32 --> 00:48:33: Clap, but then where  
 00:48:33 --> 00:48:34: is there? If that's the clap,  
 00:48:34 --> 00:48:36: then which which one is raised hand?  
 00:48:38 --> 00:48:41: To open it first bar on the bottom says raised  
 00:48:41 --> 00:48:41: hand,  
 00:48:42 --> 00:48:43: so when I click reactions,  
 00:48:43 --> 00:48:46: the first thing the first option I have on the  
 00:48:46 --> 00:48:48: left is the clap option.  
 00:48:48 --> 00:48:50: I don't have another option that says raise hand.  
 00:48:50 --> 00:48:52: OK, yeah, so I'm  
 00:48:52 --> 00:48:57: raising my hand. First, I just want I really do  
 00:48:57 --> 00:48:59: want to thank everybody. This is really extraordinary.  
 00:48:59 --> 00:49:01: I mean, you know, I I was telling Sean there's  
 00:49:01 --> 00:49:03: only so many of niches,  
 00:49:03 --> 00:49:06: initiatives, and nooks and crannies you can possibly be  
 00:49:06 --> 00:49:06: briefed  
 00:49:06 --> 00:49:06: on in.  
 00:49:06 --> 00:49:10: You know, a short a short period like this,  
 00:49:10 --> 00:49:14: so I'm duly impressed with how much you were able  
 00:49:14 --> 00:49:15: to absorb,  
 00:49:15 --> 00:49:18: synthesize, kind of, add value to in such a short  
 00:49:18 --> 00:49:19: period.  
 00:49:19 --> 00:49:21: I know that comes from all of your base knowledge,  
 00:49:21 --> 00:49:23: but but you know, not you of course,  
 00:49:23 --> 00:49:25: being its own animal. A lot of what you said  
 00:49:26 --> 00:49:30: really reinforces the initiatives Naija has been trying to  
 00:49:30 --> 00:49:34: implement,  
 00:49:30 --> 00:49:34: certainly not on a a portfolio wide level for for  
 00:49:34 --> 00:49:35: various reasons,  
 00:49:35 --> 00:49:38: but but certainly on a pilot level and and would

00:49:38 --> 00:49:38: love to,  
00:49:38 --> 00:49:41: especially after I see the report talk through some of  
00:49:41 --> 00:49:45: the particular hurdles that have have prevented those from becoming  
00:49:45 --> 00:49:47: the kind of default across the agency.  
00:49:47 --> 00:49:48: And I also, you know,  
00:49:48 --> 00:49:51: I'm really glad we have so many people here from  
00:49:51 --> 00:49:53: across night because a lot of your solutions,  
00:49:53 --> 00:49:57: rightfully so. Our cross department across division.  
00:49:57 --> 00:50:00: Which is of course always a challenge in an agency.  
00:50:00 --> 00:50:02: This large and something we we really do struggle with,  
00:50:02 --> 00:50:06: but it does reinforce how important it is that solutions  
00:50:06 --> 00:50:09: aren't in the silo of of 1 particular unit or  
00:50:09 --> 00:50:11: one particular perspective,  
00:50:11 --> 00:50:14: especially when it comes to as you were pointing out,  
00:50:14 --> 00:50:17: kind of the operationalization of a capital improvement.  
00:50:17 --> 00:50:20: And so I, I wanted to thank you again,  
00:50:20 --> 00:50:22: I'm really excited to dig into the full report and  
00:50:22 --> 00:50:25: and appreciate the framing of the the lessons you put  
00:50:25 --> 00:50:26: together today.  
00:50:34 --> 00:50:38: Thanks, joy. Anyone have any questions?  
00:50:38 --> 00:50:41: I don't see any hands being raised unless we can't  
00:50:41 --> 00:50:43: figure out where the hand function is,  
00:50:43 --> 00:50:46: so that's fine. There you go.  
00:50:46 --> 00:50:48: Kate, you can I see your hand is  
00:50:48 --> 00:50:50: raised. I have lots  
00:50:50 --> 00:50:54: of questions, but my question is for night just sort  
00:50:54 --> 00:50:59: of what was most surprising about about this proposal or  
00:50:59 --> 00:51:00: if you are there,  
00:51:00 --> 00:51:03: are there new things in here that are sort of  
00:51:03 --> 00:51:04: exciting leads?  
00:51:04 --> 00:51:05: What what might be most actionable  
00:51:05 --> 00:51:06: for for you all?  
00:51:12 --> 00:51:15: Well, I'm not. I'm not sure I can speak for  
00:51:15 --> 00:51:18: for any other department but my own,  
00:51:18 --> 00:51:20: but I will say that you know,  
00:51:20 --> 00:51:24: really the the work that Siobhan has been leading and  
00:51:24 --> 00:51:27: and the work that we're trying to do now really  
00:51:27 --> 00:51:28: is.  
00:51:28 --> 00:51:31: You know that very effort that this this report is  
00:51:31 --> 00:51:35: talking about is how do we take what had been  
00:51:35 --> 00:51:39: a program defined by non discretionary funding and merge it

00:51:39 --> 00:51:43: into kind of long term planning.

00:51:43 --> 00:51:46: Design guidelines, operational improvements and and even as you guys

00:51:46 --> 00:51:47: pointed out,

00:51:47 --> 00:51:49: kind of workforce development in resident engagement.

00:51:49 --> 00:51:54: And certainly we've been working with our internal office of

00:51:54 --> 00:51:58: Emergency Management and ESD and then nitrous works separately and

00:51:58 --> 00:52:01: with us with the City Emergency Management.

00:52:01 --> 00:52:04: But some of the initiatives in this were really about

00:52:04 --> 00:52:04: preparedness,

00:52:04 --> 00:52:08: which kind of comes outside of capital projects responsibility,

00:52:08 --> 00:52:11: but is inevitably related to the investment are raking?

00:52:11 --> 00:52:16: It, certainly. Cheaper and faster to teach preparedness than to

00:52:16 --> 00:52:18: retrofit a building,

00:52:18 --> 00:52:19: and so you know it.

00:52:19 --> 00:52:22: It's it's pretty critical that in the short term we

00:52:22 --> 00:52:26: we have a strong partnerships as possible and on the

00:52:26 --> 00:52:29: workforce side you know we we have talked a lot

00:52:29 --> 00:52:32: with those departments in terms of in terms of deployment.

00:52:32 --> 00:52:37: How could we think about avenues of opportunity for residents?

00:52:37 --> 00:52:39: And you know, this really gets into.

00:52:39 --> 00:52:42: I don't remember which subgroup I was talking to put

00:52:42 --> 00:52:43: that long.

00:52:43 --> 00:52:48: Term citywide, regional wide labor approach to deployment,

00:52:48 --> 00:52:50: and that idea that we have this whole new set

00:52:50 --> 00:52:53: of skills that for which we need a labor force

00:52:53 --> 00:52:56: not just for Nigeria but for all the other big

00:52:56 --> 00:53:00: agencies. DOT and Better Park City and the Port Authority

00:53:00 --> 00:53:01: and everybody else.

00:53:01 --> 00:53:04: The MTA putting out these types of deployables you know

00:53:04 --> 00:53:05: who,

00:53:05 --> 00:53:09: what, what entity could create that that training that certification

00:53:09 --> 00:53:13: that Nitro residents could access so that when a company

00:53:13 --> 00:53:14: is doing hiring.

00:53:14 --> 00:53:18: Locally, instead of following people and from Texas that they

00:53:18 --> 00:53:22: have a pipeline of of local later residents to pull

00:53:22 --> 00:53:22: from.

00:53:22 --> 00:53:24: And again, outside of my capital lane.

00:53:24 --> 00:53:25: But I would love to help.

00:53:25 --> 00:53:27: Kind of figure out how to connect those dots.

00:53:32 --> 00:53:32: I think just

00:53:32 --> 00:53:33: to add to what Joy was saying,

00:53:33 --> 00:53:36: for me it's it's very helpful to see this analysis

00:53:37 --> 00:53:41: that reinforces our goal of integrating resilience into the decisions

00:53:41 --> 00:53:44: that are made across the board and kind of how

00:53:44 --> 00:53:47: do we create a resilience plan that ties each investment

00:53:47 --> 00:53:49: back to building resilience as we go.

00:53:49 --> 00:53:50: So I think that's very helpful to see.

00:53:50 --> 00:53:54: I thought that the idea of integrating the mine icaap

00:53:54 --> 00:53:57: into our tracking of resilience issues was pretty compelling and

00:53:58 --> 00:54:00: something to definitely explore further.

00:54:05 --> 00:54:07: Daniel, do you have a question or are you also

00:54:07 --> 00:54:08: talking?

00:54:08 --> 00:54:12: No, I'm like yes, I'm I'm clapping also kind of

00:54:12 --> 00:54:13: yeah,

00:54:13 --> 00:54:16: I only I also only have the clap function there.

00:54:16 --> 00:54:18: So this this is really wonderful thing so much.

00:54:20 --> 00:54:22: On the operation side of things,

00:54:22 --> 00:54:27: I definitely really appreciated. The accountability breakdown that that you

00:54:27 --> 00:54:28: all talked about,

00:54:28 --> 00:54:32: so that's definitely something that that we've been trying to

00:54:32 --> 00:54:34: tackle for a long time now,

00:54:34 --> 00:54:37: talking about who's supposed to be doing the work,

00:54:37 --> 00:54:40: who's overseeing that work, and at what level.

00:54:40 --> 00:54:43: Do you have that sort of meeting oversight,

00:54:43 --> 00:54:46: cadence, and I really appreciated that you all brought in

00:54:47 --> 00:54:47: the name,

00:54:47 --> 00:54:50: period administrators, which is a new model that we're bringing

00:54:50 --> 00:54:52: in and and and talked about.

00:54:52 --> 00:54:56: You know, however, decentralized decentralizing accountability to our property managers.

00:54:56 --> 00:54:58: What role do our property managers play in?

00:54:58 --> 00:55:00: And all this is really helpful.

00:55:00 --> 00:55:03: You know, I'll say we're also we're rolling out a

00:55:03 --> 00:55:07: number of different programs right now on the operation side,

00:55:07 --> 00:55:09: where we have a whole new work order reform pilot

00:55:09 --> 00:55:10: that we did in Queens,

00:55:10 --> 00:55:15: and that's going to be rolling out to the entire

00:55:15 --> 00:55:17: portfolio over the next,  
 00:55:17 --> 00:55:19: you know, year two years.  
 00:55:19 --> 00:55:22: We're also looking at on what's called a WS or  
 00:55:22 --> 00:55:27: alternate work schedule for our for our caretakers and.  
 00:55:27 --> 00:55:29: Thinking through new models there and one of the things  
 00:55:30 --> 00:55:31: I I would love to be able to do,  
 00:55:31 --> 00:55:33: and I'm not sure if we fully done it yet  
 00:55:33 --> 00:55:36: and join Mike know is to be able to look  
 00:55:36 --> 00:55:39: at the specific resiliency procedures that we might be we  
 00:55:39 --> 00:55:43: we ought to be kicked considering for certain developments  
 and  
 00:55:43 --> 00:55:47: and wrap those into those pilots and wrap those into  
 00:55:47 --> 00:55:50: the to our implementation plan for all of this.  
 00:55:50 --> 00:55:52: But you know, I'm not sure I know what those  
 00:55:52 --> 00:55:54: procedures would would be.  
 00:55:54 --> 00:55:57: And and you know, so I guess this is.  
 00:55:57 --> 00:55:59: This is sort of a question to you know other  
 00:55:59 --> 00:56:00: Nitro people in the coal?  
 00:56:00 --> 00:56:02: Or do we have a sense that people let these  
 00:56:02 --> 00:56:04: developments know what those procedures are?  
 00:56:04 --> 00:56:06: Have they been solidified in actual,  
 00:56:06 --> 00:56:09: written down soaps and? And then more So what are  
 00:56:09 --> 00:56:11: the things that we should be doing?  
 00:56:11 --> 00:56:14: So do people in this on the panel or otherwise  
 00:56:14 --> 00:56:16: have a sense of?  
 00:56:16 --> 00:56:20: What are some procedures that that people in similar old  
 00:56:20 --> 00:56:21: you know,  
 00:56:21 --> 00:56:24: Mitchell Lama style, potentially buildings do as from an asset  
 00:56:24 --> 00:56:28: management asset management standpoint and how to cut  
 how we  
 00:56:28 --> 00:56:32: react that into our systems and our implementation?  
 00:56:32 --> 00:56:36: So yeah, I guess that's a big question for everybody.  
 00:56:36 --> 00:56:38: I'm not sure if any of that stuck for anybody  
 00:56:38 --> 00:56:39: to potentially answer.  
 00:56:40 --> 00:56:42: But but but me, I will let you go next.  
 00:56:42 --> 00:56:43: But I just gonna say daddy,  
 00:56:43 --> 00:56:46: I mean obviously we have to have a longer conversation  
 00:56:46 --> 00:56:47: though.  
 00:56:47 --> 00:56:49: Just just so that the panel gets a sense that  
 00:56:49 --> 00:56:49: there is.  
 00:56:49 --> 00:56:51: There is some planning going on.  
 00:56:51 --> 00:56:53: Not that we we kind of left it to to

00:56:53 --> 00:56:53: chance.

00:56:53 --> 00:56:55: So on the capital side,

00:56:55 --> 00:56:59: our contracts include required training before turnover.

00:56:59 --> 00:57:01: So so at the property level,

00:57:01 --> 00:57:06: everybody has certainly seen and and potentially touched the materials.

00:57:06 --> 00:57:08: Which isn't to say that the caretaker who's here today

00:57:08 --> 00:57:09: will be here tomorrow.

00:57:09 --> 00:57:10: So right? So there's still.

00:57:10 --> 00:57:14: Kind of that. That kind of turnover issue with nature

00:57:14 --> 00:57:16: on the kind of broader scale.

00:57:16 --> 00:57:18: We're working with shaking and ESD.

00:57:18 --> 00:57:19: He's now the, you know,

00:57:19 --> 00:57:24: the flood panels are and doing some of that cross

00:57:24 --> 00:57:28: that cross divisional coordination on a weekly call,

00:57:28 --> 00:57:31: if that's something you're interested in in getting on to

00:57:31 --> 00:57:33: talk to HRIT operations,

00:57:33 --> 00:57:35: you know about all these issues,

00:57:35 --> 00:57:40: the the institutionalization, the capital project included the development of

00:57:40 --> 00:57:42: a format for an emergency.

00:57:42 --> 00:57:45: Management plan that was, you know,

00:57:45 --> 00:57:48: intended to be broad enough that emergency,

00:57:48 --> 00:57:52: that nature, Emergency Management could also add other types of

00:57:52 --> 00:57:53: planning to it.

00:57:53 --> 00:57:55: But beyond the flood planning,

00:57:55 --> 00:57:59: and that process is now living under ESD as well,

00:57:59 --> 00:58:01: but it is evolving because you know,

00:58:01 --> 00:58:03: as as kind of you pointed out,

00:58:03 --> 00:58:06: this is the first and so so capital did not

00:58:06 --> 00:58:10: want to impose upon the people who know their development

00:58:10 --> 00:58:10: best.

00:58:10 --> 00:58:13: This is how you should do it more.

00:58:13 --> 00:58:16: This these are the requirements and and the people who

00:58:16 --> 00:58:18: know the development best should say yeah,

00:58:18 --> 00:58:20: we can cover these Windows first.

00:58:20 --> 00:58:22: This isn't even occupied space.

00:58:22 --> 00:58:24: We'll do this door last,

00:58:24 --> 00:58:25: 'cause we're going to want to,

00:58:25 --> 00:58:27: you know, access that room to the last minute and

00:58:27 --> 00:58:28: kind of that kind of ebb and flow.

00:58:32 --> 00:58:35: But if there's a way to get training and operational

00:58:35 --> 00:58:37: procedures into the work that you're doing,  
 00:58:37 --> 00:58:38: I would love to figure that out.  
 00:58:39 --> 00:58:43: I mean one specific example that was given to us  
 00:58:43 --> 00:58:44: during the interview.  
 00:58:44 --> 00:58:46: It was related to chronic flooding,  
 00:58:46 --> 00:58:49: but. It didn't appear to us was related to climate  
 00:58:49 --> 00:58:50: change,  
 00:58:50 --> 00:58:54: was related to like kind of the drains not being  
 00:58:54 --> 00:58:58: cleaned on a regular basis and that.  
 00:58:58 --> 00:59:02: Related to like clogging and and leading to kind of  
 00:59:02 --> 00:59:06: like chronic flooding in specific location and then went into  
 00:59:06 --> 00:59:10: kind of like basement basement area and therefore had like  
 00:59:10 --> 00:59:12: just like wider spread consequence.  
 00:59:12 --> 00:59:15: So one of the things we were just discussing with  
 00:59:15 --> 00:59:18: Matt is having like we have like an EDC asset  
 00:59:18 --> 00:59:21: like a regular schedule like on a monthly basis.  
 00:59:21 --> 00:59:24: These are like 15 things and to be checked and  
 00:59:24 --> 00:59:28: clean and there's a way to take pictures of like  
 00:59:28 --> 00:59:29: the before and after.  
 00:59:29 --> 00:59:32: We've shown that the activity has been done as a  
 00:59:32 --> 00:59:32: record,  
 00:59:32 --> 00:59:34: so if there's an issue you can go back to,  
 00:59:34 --> 00:59:37: you know the last documentation that you have the issue  
 00:59:37 --> 00:59:41: when trying to understand what happened and then being  
 00:59:41 --> 00:59:43: able  
 00:59:41 --> 00:59:43: to use the the data from from the app that  
 00:59:43 --> 00:59:47: you have to really do data analytics around chronic issues.  
 00:59:47 --> 00:59:51: So if if people have been complaining of you know  
 00:59:51 --> 00:59:52: a flood for example,  
 00:59:52 --> 00:59:55: or mold in the same location repeatedly over a long  
 00:59:55 --> 00:59:56: period of time,  
 00:59:56 --> 00:59:59: there should be a deeper investigation that is being done  
 00:59:59 --> 01:00:00: rather than like.  
 01:00:00 --> 01:00:03: Looking at the work orders in just a sequencing,  
 01:00:03 --> 01:00:04: you know with a sequencing  
 01:00:04 --> 01:00:07: approach. One  
 01:00:07 --> 01:00:10: of the things that we found with that just building  
 01:00:10 --> 01:00:13: on what Cecilia is saying is it also allowed for  
 01:00:13 --> 01:00:14: training.  
 01:00:14 --> 01:00:18: And while I'm sure night shift may have the same  
 01:00:18 --> 01:00:21: issue that EDC had of a variety of different people  
 01:00:21 --> 01:00:22: showing up,

01:00:22 --> 01:00:24: and you're never quite sure who it's going to be,  
 01:00:24 --> 01:00:29: in some cases and there are as you refine the  
 01:00:29 --> 01:00:29: app,  
 01:00:29 --> 01:00:33: there's. There's like just off the shelf like Microsoft stuff  
 01:00:33 --> 01:00:34: that makes this.  
 01:00:34 --> 01:00:36: Now that does not require a bunch of programming or  
 01:00:36 --> 01:00:37: even really.  
 01:00:37 --> 01:00:42: Programmer to make something that connects those photos  
 and also  
 01:00:42 --> 01:00:46: can locate you on site and call up the relevant  
 01:00:46 --> 01:00:50: ESO peas to whoever happens to be standing there with  
 01:00:50 --> 01:00:53: a phone. So it creates the ability for even people  
 01:00:53 --> 01:00:57: that are embarrassed that they feel like they got trained  
 01:00:57 --> 01:00:59: but they forgot they don't have to.  
 01:00:59 --> 01:01:02: Like ask somebody, it just is right there every time  
 01:01:02 --> 01:01:04: and then the result is uploaded every time and you  
 01:01:04 --> 01:01:07: could note if you know someone needs more training but  
 01:01:07 --> 01:01:11: usually. They can just access it and it creates more  
 01:01:11 --> 01:01:14: accountability and then a wealth of data to kind of  
 01:01:14 --> 01:01:16: both talk to residents.  
 01:01:16 --> 01:01:18: And as Cecilia said, like kind of make a top  
 01:01:18 --> 01:01:21: ten list to see critical failures in the system.  
 01:01:21 --> 01:01:22: And note that they might be connected to something larger.  
 01:01:24 --> 01:01:27: I think just to yeah,  
 01:01:27 --> 01:01:29: yeah, so I mean, it's more a comment.  
 01:01:29 --> 01:01:32: So I mean both in terms of what you're talking  
 01:01:32 --> 01:01:35: about on the operational side and on capital planning,  
 01:01:35 --> 01:01:37: I think one of the challenges is the Niger has  
 01:01:37 --> 01:01:41: a really powerful habit of wanting always to think about  
 01:01:41 --> 01:01:43: problems on a portfolio wide scale,  
 01:01:43 --> 01:01:45: and so you know, even with things like you know,  
 01:01:45 --> 01:01:48: those sort of house line backups and things like this.  
 01:01:48 --> 01:01:50: I mean, I I'm I'm not sure that that's necessarily  
 01:01:51 --> 01:01:52: a question of of training per say,  
 01:01:52 --> 01:01:54: but where I see the opportunity and what you all  
 01:01:54 --> 01:01:54: y'all.  
 01:01:54 --> 01:01:58: Talking about is this Leah your point about using data  
 01:01:58 --> 01:01:59: and sort of being more,  
 01:01:59 --> 01:02:04: focusing the procedures more on changes that might help  
 you  
 01:02:04 --> 01:02:07: gather that information.  
 01:02:07 --> 01:02:10: I think where that that sort of intersects with nitrous



01:02:10 --> 01:02:13: general habits is that you know the because we we  
01:02:13 --> 01:02:15: from a central office perspective.  
01:02:15 --> 01:02:17: We we look at all of these developments,  
01:02:17 --> 01:02:20: sort of in aggregate, and so getting down to that  
01:02:20 --> 01:02:23: specific level of what's going on in that particular building  
01:02:24 --> 01:02:24: and the in even.  
01:02:24 --> 01:02:26: When you spoke about it both in terms of you  
01:02:26 --> 01:02:28: know this kind of operational stuff as well as in  
01:02:28 --> 01:02:29: the capital planning.  
01:02:29 --> 01:02:34: That's just that's mentally and just had organizational  
institutional habit  
01:02:34 --> 01:02:34: wise.  
01:02:34 --> 01:02:36: That's just been very difficult for us,  
01:02:36 --> 01:02:39: and I think that maybe there are some opportunities here,  
01:02:39 --> 01:02:41: both in the in what's being created through,  
01:02:41 --> 01:02:44: you know these these portfolio wide repositionings as well as  
01:02:44 --> 01:02:47: just the IT that's available to us to your point  
01:02:47 --> 01:02:47: chef is,  
01:02:47 --> 01:02:49: you know, I think that maybe this is a moment  
01:02:49 --> 01:02:50: where we can really make you know,  
01:02:50 --> 01:02:54: bring together our inclination to think broadly across the  
portfolio,  
01:02:54 --> 01:02:56: but also just be backed up with.  
01:02:56 --> 01:02:58: The specifics that allow you to do that kind of  
01:02:58 --> 01:02:59: management,  
01:02:59 --> 01:03:00: but I think one of the things that really I  
01:03:00 --> 01:03:02: think I found really inspirational just to go back to  
01:03:02 --> 01:03:02: you.  
01:03:02 --> 01:03:05: The first question that was posed is you know,  
01:03:05 --> 01:03:08: again, because we have always been in this mentality of  
01:03:08 --> 01:03:09: thinking across the lines.  
01:03:09 --> 01:03:12: It's sort of led us into a mode of capital  
01:03:12 --> 01:03:13: planning that is sort of,  
01:03:13 --> 01:03:15: you know, met program specific,  
01:03:15 --> 01:03:16: so we have the roof program.  
01:03:16 --> 01:03:18: We have the gas lines program.  
01:03:18 --> 01:03:20: We have the, you know the boiler program and I  
01:03:20 --> 01:03:24: think seeing all of those things together in one place.  
01:03:24 --> 01:03:27: It is, it is powerful in a way that you  
01:03:27 --> 01:03:27: know I.  
01:03:27 --> 01:03:29: I've seen a lot of a lot of these sorts  
01:03:29 --> 01:03:31: of presentations and like plans for a particular development  
kind

01:03:31 --> 01:03:33: of come and go over the six years I've been  
 01:03:33 --> 01:03:36: at night and and I I had a different reaction  
 01:03:36 --> 01:03:37: to this presentation,  
 01:03:37 --> 01:03:38: not only because it was very excellent,  
 01:03:38 --> 01:03:40: which I applaud you on,  
 01:03:40 --> 01:03:41: but also just I think that you know,  
 01:03:41 --> 01:03:42: I've seen somebody that come and go,  
 01:03:42 --> 01:03:44: and I, I think that one of the things that  
 01:03:44 --> 01:03:45: I realized is,  
 01:03:45 --> 01:03:49: you know. We have a.  
 01:03:49 --> 01:03:51: We have a tendency when we see these sorts of  
 01:03:51 --> 01:03:51: things,  
 01:03:51 --> 01:03:53: I think to say, well that all looks great,  
 01:03:53 --> 01:03:56: but we can't do all of that in one location.  
 01:03:56 --> 01:03:58: So I think one of the things that's really great  
 01:03:58 --> 01:04:01: about this presentation is I feel like it's it's the  
 01:04:01 --> 01:04:05: the proposal that you put forward makes it actually seem  
 01:04:05 --> 01:04:07: like we can have all of those thoughts at the  
 01:04:07 --> 01:04:09: same time at a location.  
 01:04:09 --> 01:04:11: And I think that that's been one of the really,  
 01:04:11 --> 01:04:14: you know, powerful benefits of you know,  
 01:04:14 --> 01:04:16: the the the path program is that you're seeing.  
 01:04:16 --> 01:04:19: These things come together holistically and I I just sort  
 01:04:19 --> 01:04:20: of.  
 01:04:20 --> 01:04:22: I'm wondering about, like you know,  
 01:04:22 --> 01:04:24: are there ways that we could be doing capital planning  
 01:04:24 --> 01:04:25: differently in the,  
 01:04:25 --> 01:04:28: you know, in the in the future that really is  
 01:04:28 --> 01:04:29: focused on,  
 01:04:29 --> 01:04:33: you know, bringing change sets at scale and development by  
 01:04:33 --> 01:04:36: development basis and and not as concerned about like you  
 01:04:36 --> 01:04:36: know,  
 01:04:36 --> 01:04:37: sort of this, you know this?  
 01:04:37 --> 01:04:39: How what are we doing the same thing everywhere in  
 01:04:39 --> 01:04:40: the portfolio kind of thing,  
 01:04:40 --> 01:04:41: so thank you.  
 01:04:46 --> 01:04:48: That actually did Danny? Do you have any information?  
 01:04:48 --> 01:04:51: Did you want to respond at all to to the  
 01:04:51 --> 01:04:52: data usage from the mine?  
 01:04:52 --> 01:04:55: I trap because I know there is certainly dashboarding that  
 01:04:55 --> 01:04:57: happens from from the work orders.  
 01:04:57 --> 01:04:59: That certainly feeds into the capital planning process.

01:04:59 --> 01:05:01: I mean it is happening at some scale now.  
 01:05:01 --> 01:05:05: If not as sophisticated as what Cecilia is proposing.  
 01:05:06 --> 01:05:08: Yeah, I mean certainly feeds in the capital process.  
 01:05:08 --> 01:05:11: I think Steve actually loves seizes even on this color,  
 01:05:11 --> 01:05:15: or was for a moment and can can can talk  
 01:05:15 --> 01:05:18: more about that on the operations side.  
 01:05:18 --> 01:05:20: Dashboard has never been a problem,  
 01:05:20 --> 01:05:23: but we have a million dashboards and I think that's  
 01:05:23 --> 01:05:25: that's part of the problem is that it's been difficult  
 01:05:26 --> 01:05:26: to hone those,  
 01:05:26 --> 01:05:29: and certainly any time a new administration comes around,  
 01:05:29 --> 01:05:31: there's there's sort of reshuffling of our dashboard,  
 01:05:31 --> 01:05:33: and based on the priorities of what we want to  
 01:05:33 --> 01:05:33: be looking at,  
 01:05:33 --> 01:05:36: so I think that's the the trick,  
 01:05:36 --> 01:05:38: and you know, we certainly that's something I'm going to  
 01:05:39 --> 01:05:39: take back is,  
 01:05:39 --> 01:05:42: as we're doing this exercise of rethinking our performance  
 metrics  
 01:05:42 --> 01:05:43: and our accountability metrics,  
 01:05:43 --> 01:05:48: making sure that lessons learned from this are a part  
 01:05:48 --> 01:05:49: of that.  
 01:05:49 --> 01:05:52: And 'cause to bommies point we we roll everything up  
 01:05:52 --> 01:05:56: into one set of metrics and every development sort of  
 01:05:56 --> 01:05:58: measured on that same set of metrics often.  
 01:05:58 --> 01:06:03: So being able to have a development with the more  
 01:06:03 --> 01:06:08: refined set specific to the asset management needs  
 associated with  
 01:06:09 --> 01:06:10: resilience,  
 01:06:10 --> 01:06:13: resiliency, equipment or whatever the case might be at that  
 01:06:13 --> 01:06:14: development is important.  
 01:06:14 --> 01:06:17: I have to think you know more about how to,  
 01:06:17 --> 01:06:19: how to do that in a way so that.  
 01:06:19 --> 01:06:21: We can still look at everything from a high level,  
 01:06:21 --> 01:06:25: but but manage things at a local level.  
 01:06:25 --> 01:06:25: It's sort of a name.  
 01:06:25 --> 01:06:29: Name the game with the challenge at night should become.  
 01:06:29 --> 01:06:31: But yeah, then, and of course you're on the capital  
 01:06:31 --> 01:06:31: side.  
 01:06:31 --> 01:06:34: Yeah, I'm not sure wells from capital can talk about  
 01:06:34 --> 01:06:34: it,  
 01:06:34 --> 01:06:36: but yeah, work orders and all that data is certainly

01:06:37 --> 01:06:39: used as part of that capital planning process.

01:06:43 --> 01:06:45: And I I don't know if we have a mold

01:06:46 --> 01:06:47: expert on the call,

01:06:47 --> 01:06:50: but but certainly for that example there is a very

01:06:51 --> 01:06:55: systematized approach to to to moisture and to mold complaints

01:06:55 --> 01:06:55: then.

01:06:55 --> 01:06:58: And you know, so that is something that that exists.

01:06:58 --> 01:07:01: I think the the point that you made,

01:07:01 --> 01:07:04: which is the direction the Agency is certainly trying to

01:07:04 --> 01:07:04: go,

01:07:04 --> 01:07:10: is really comprehensive modernization and instead of piece meal instead

01:07:10 --> 01:07:14: of piece meal fixes that all kind of rolls back

01:07:14 --> 01:07:14: to.

01:07:14 --> 01:07:15: Well, is there funding right and?

01:07:15 --> 01:07:18: And so there's there's everybody who has kind of ever

01:07:18 --> 01:07:20: worked at an agency is like,

01:07:20 --> 01:07:23: do I have funding? Do I have discretion over that

01:07:23 --> 01:07:25: funding or being told I must fix this widget and

01:07:25 --> 01:07:28: that is what I have to fix it this funding

01:07:28 --> 01:07:30: and and how can I leverage that so it does

01:07:30 --> 01:07:31: two things instead of one you know?

01:07:31 --> 01:07:32: And so I think you know,

01:07:32 --> 01:07:35: we're I really appreciated. There were few points in the

01:07:35 --> 01:07:38: presentation where there was kind of short,

01:07:38 --> 01:07:40: medium, long term or phasing plans,

01:07:40 --> 01:07:43: and I really appreciate that because sometimes you know,

01:07:43 --> 01:07:45: I, I see kind of the long term goal.

01:07:45 --> 01:07:49: And I'm and and that the conceptualization of how to

01:07:49 --> 01:07:49: get there,

01:07:49 --> 01:07:52: considering the fact that that long term plan either costs

01:07:52 --> 01:07:54: a lot of money or takes out of time,

01:07:54 --> 01:07:56: isn't something that that we always have in front of

01:07:56 --> 01:07:56: us.

01:07:56 --> 01:07:59: So like, specially with the the.

01:07:59 --> 01:08:01: The. Slide on the cladding.

01:08:01 --> 01:08:03: You know, sort of that way that you kind of

01:08:04 --> 01:08:05: phased into the process.

01:08:05 --> 01:08:06: I appreciated seeing it that way.

01:08:08 --> 01:08:08: Kenneth.

01:08:11 --> 01:08:14: Well, I was going to ask something about climate change,

01:08:14 --> 01:08:16: but I see Pete has his hands up.

01:08:16 --> 01:08:17: Peter has his hands up,

01:08:17 --> 01:08:18: so maybe he should go first.

01:08:19 --> 01:08:20: Peter, no,

01:08:20 --> 01:08:21: no, you have to you.

01:08:23 --> 01:08:27: OK, I wanted to ask about your reactions to the

01:08:27 --> 01:08:34: recommendation for a parcel specific vulnerability assessment as relates to

01:08:34 --> 01:08:38: an IPNA and as relates to resident coping capacity.

01:08:42 --> 01:08:43: Ask asking me, I

01:08:44 --> 01:08:47: know I was. I was asking nature,

01:08:47 --> 01:08:49: but I thought you might be asking this.

01:08:51 --> 01:08:54: So I'm sorry you about,

01:08:54 --> 01:08:55: say, say, one more time.

01:08:55 --> 01:08:58: The IP incorporating resilience into the PNA.

01:08:59 --> 01:09:03: Conducting a site a parcel specific marble houses.

01:09:03 --> 01:09:09: Specific vulnerability assessment so that parcel scale exposures and associated

01:09:09 --> 01:09:10: social,

01:09:10 --> 01:09:15: economic, environmental costs and cascading consequences are understood.

01:09:15 --> 01:09:17: I'll let you run do this one.

01:09:17 --> 01:09:20: Sure, yeah, so that is something

01:09:20 --> 01:09:21: that we are working on,

01:09:21 --> 01:09:25: so we've been looking at.

01:09:25 --> 01:09:30: At the various risks that NYCHA is subject to and

01:09:30 --> 01:09:32: looking broadly at,

01:09:32 --> 01:09:35: kind of where we see the greatest risks and then

01:09:35 --> 01:09:38: more recently have started to drill down a little bit

01:09:38 --> 01:09:42: deeper and do some analysis with our consultants trying to

01:09:42 --> 01:09:45: quantify you know, where are the places where we see

01:09:45 --> 01:09:49: the highest kind of average annualized losses from potential future

01:09:49 --> 01:09:50: or coastal floods.

01:09:50 --> 01:09:53: And you know, eagerly awaiting Emma?

01:09:53 --> 01:09:55: Where's new? Stormwater data that will allow us?

01:09:55 --> 01:10:01: To do more specific vulnerability assessment of stormwater.

01:10:01 --> 01:10:03: So I think it's something that's that's very valuable and

01:10:03 --> 01:10:04: that we're working on.

01:10:04 --> 01:10:08: We've also been having some conversations with capital planning with

01:10:08 --> 01:10:12: our Capital planning department about how we can integrate that

01:10:12 --> 01:10:15: information into the new database that they're building of.

01:10:15 --> 01:10:19: Assets and and remaining useful life of of various assets

01:10:19 --> 01:10:19: at nature.

01:10:19 --> 01:10:23: So it's definitely something we're talking about.

01:10:23 --> 01:10:26: When is. You know something.

01:10:26 --> 01:10:28: I think that would be very valuable.

01:10:28 --> 01:10:29: I also wanted to mention heat.

01:10:29 --> 01:10:32: I appreciated the way you guys spoke about heat and

01:10:32 --> 01:10:35: one of the challenges I find with the the city

01:10:35 --> 01:10:38: wide Heat Vulnerability index is that it's at a community

01:10:38 --> 01:10:44: scale, right? So differentiating between different nature

01:10:44 --> 01:10:49: properties based on

01:10:49 --> 01:10:50: an average community wide heat vulnerability index is not

01:10:50 --> 01:10:51: necessarily

01:10:51 --> 01:10:56: appropriate given that.

01:10:56 --> 01:10:58: The socioeconomic factors that go into the Heat vulnerability

01:10:58 --> 01:11:01: index

01:11:01 --> 01:11:05: are so highly correlated with NYCHA residents,

01:11:05 --> 01:11:08: right? So having a lot of NYCHA properties in a

01:11:08 --> 01:11:09: Community district gives it a higher heat vulnerability rating

01:11:09 --> 01:11:12: essentially.

01:11:12 --> 01:11:16: So something we've been talking a lot with the Department

01:11:16 --> 01:11:18: of Health about is is just,

01:11:18 --> 01:11:21: you know, how can we show this in a little

01:11:21 --> 01:11:24: bit of a more nuanced way that reflects nature,

01:11:24 --> 01:11:26: specific circumstances, so

01:11:26 --> 01:11:28: and the HealthEquity issues that come with that can be,

01:11:28 --> 01:11:29: and a critical part of the overlay for the overall

01:11:29 --> 01:11:30: vulnerability assessment.

01:11:30 --> 01:11:32: Thank you, sorry Peter. If you were going to ask

01:11:32 --> 01:11:36: those same questions,

01:11:36 --> 01:11:38: maybe different ones

01:11:38 --> 01:11:41: before we got Peter Shavon do you wanna just talk

01:11:41 --> 01:11:44: a little bit?

01:11:44 --> 01:11:47: I mean we we really do have a great partnership

01:11:47 --> 01:11:49: with DoH,

01:11:49 --> 01:11:52: they they've been very helpful and you know,

01:11:52 --> 01:11:54: I just I want you to just mention some of

01:11:54 --> 01:11:57: the hard work they've been doing to support us in

01:11:57 --> 01:12:00: in terms of applying for future grants it in,

01:12:00 --> 01:12:03: you know, is there any?

01:12:03 --> 01:12:06: And maybe any just sort of quick high level conclusions

01:12:06 --> 01:12:09: from the last process that might be useful for this

01:11:54 --> 01:11:55: group to hear.

01:11:57 --> 01:11:58: Yeah, so we went through

01:11:58 --> 01:12:02: the process of applying for a.

01:12:02 --> 01:12:05: Grant specifically focused on heat mitigation,

01:12:05 --> 01:12:09: and we worked closely with the Department of Health to

01:12:09 --> 01:12:14: try to quantify the benefits that providing reliable access to

01:12:14 --> 01:12:19: in apartment cooling would would give to NYCHA residents.

01:12:19 --> 01:12:24: So you know, quantifying the benefits that FEMA will accept

01:12:24 --> 01:12:29: related to extreme heat has historically been very

01:12:29 --> 01:12:33: challenging.

01:12:29 --> 01:12:33: Department of Health Works very closely with us to develop

01:12:33 --> 01:12:37: a statistical model that could be scaled down to specific

01:12:37 --> 01:12:41: night to developments to estimate how many lives would you

01:12:41 --> 01:12:45: save and how many hospitalizations would you avoid over

01:12:45 --> 01:12:49: the

01:12:45 --> 01:12:49: lifetime of the installation of cooling equipment so?

01:12:49 --> 01:12:52: Now for to use air source heat pumps and provide

01:12:53 --> 01:12:56: reliable cooling that automatically goes on how many.

01:12:56 --> 01:12:59: How many avoided health events do you have because of

01:12:59 --> 01:12:59: that?

01:12:59 --> 01:13:01: So they they work very closely with us,

01:13:01 --> 01:13:03: and I think I I mentioned this a little bit

01:13:03 --> 01:13:05: in the the briefing book and and you guys had

01:13:05 --> 01:13:07: a chance to speak with Lauren from DLH about this

01:13:07 --> 01:13:12: I believe. But they've been a great partner in helping

01:13:12 --> 01:13:16: us try to take this broad knowledge.

01:13:16 --> 01:13:19: That heat is our deadliest natural disaster and scale that

01:13:19 --> 01:13:22: down to what does that mean for a specific night

01:13:23 --> 01:13:26: to development and the the investments that we can justify

01:13:26 --> 01:13:31: making for a specific development based on FEMA is very

01:13:31 --> 01:13:35: strict benefit cost analysis requirements and I I know that

01:13:35 --> 01:13:39: Mor out also took feedback from that process back to

01:13:39 --> 01:13:44: FEMA. Sort of explain to them some of the challenges

01:13:44 --> 01:13:51: that heat mitigation specifically has in passing FEMA funding

01:13:51 --> 01:13:52: requirements.

01:13:51 --> 01:13:52: We are actually very excited here.

01:13:52 --> 01:13:56: We just heard last week that our heat mitigation application

01:13:56 --> 01:13:58: moved from state review and was sent on to FEMA,

01:13:58 --> 01:14:01: so we're hopeful that we're going to crack the door

01:14:01 --> 01:14:03: open on that source of funding for heat mitigation.

01:14:07 --> 01:14:12: Yeah, all really. Good points yeah Janice,

01:14:12 --> 01:14:14: I'm glad you brought up the vulnerability assessment.

01:14:14 --> 01:14:16: I feel like it's something that office is beginning to

01:14:16 --> 01:14:17: work on in the earliest stages.

01:14:17 --> 01:14:18: It's sort of a citywide level,

01:14:18 --> 01:14:22: but thinking of? City assets and thinking about their just

01:14:22 --> 01:14:26: sort of existing exposure to climate hazards and how that

01:14:26 --> 01:14:30: exposure compares to their sensitivity when they were built and

01:14:30 --> 01:14:31: when they were last renovated.

01:14:31 --> 01:14:35: When they're up for capital improvements is a really important

01:14:35 --> 01:14:38: lens in the resilient design conversation that we've only just

01:14:38 --> 01:14:39: begun to.

01:14:39 --> 01:14:41: Really, you know, look at and there's a lot more

01:14:41 --> 01:14:42: that has to be done there,

01:14:42 --> 01:14:45: and so I'm glad to see bring that up and

01:14:45 --> 01:14:45: and you know,

01:14:45 --> 01:14:49: it's great to see nature also working on this.

01:14:49 --> 01:14:50: Yeah, my question was actually.

01:14:50 --> 01:14:52: Well, first I reflection and then a question.

01:14:52 --> 01:14:56: The reflection was I. I appreciated the time frames that

01:14:56 --> 01:14:59: you guys proposed in in in your in your work

01:14:59 --> 01:15:03: and I thought that was really responsive to the Community

01:15:03 --> 01:15:06: and to and also to the capital planning process.

01:15:06 --> 01:15:08: I mean, five years isn't usually the long term,

01:15:08 --> 01:15:12: but if you have immediate needs now and you are,

01:15:12 --> 01:15:13: you know, living in a place that has,

01:15:13 --> 01:15:17: you know capital capital projects in the pipeline.

01:15:17 --> 01:15:19: Like you know, five years is.

01:15:19 --> 01:15:22: Is, you know, seems like forever.

01:15:22 --> 01:15:23: And then there's a lot that needs to be done

01:15:23 --> 01:15:23: in that time,

01:15:23 --> 01:15:25: and so I appreciated that perspective,

01:15:25 --> 01:15:27: and I think it also aligns with just the way

01:15:28 --> 01:15:28: we,

01:15:28 --> 01:15:29: you know we do. You know,

01:15:29 --> 01:15:31: make investments in the city and do a lot of

01:15:31 --> 01:15:32: our capital work.

01:15:32 --> 01:15:34: Not of course, ignoring the longer term.

01:15:34 --> 01:15:36: The longer term impacts of climate change and the things

01:15:36 --> 01:15:38: we have to do now to address them,

01:15:38 --> 01:15:41: but having that that lens in those time frames I

01:15:41 --> 01:15:44: thought was interesting and responsive.

01:15:44 --> 01:15:45: My question was actually, though,

01:15:45 --> 01:15:48: also about heat. I saw a lot of interesting things



01:15:48 --> 01:15:50: brought up in the presentation.

01:15:50 --> 01:15:53: There's a lot there, and you know we look forward

01:15:53 --> 01:15:54: to seeing the report.

01:15:54 --> 01:15:57: I guess I'm wondering, sort of.

01:15:57 --> 01:15:59: What the panel's thoughts are so?

01:15:59 --> 01:16:02: So far as to like what the recommendations are for

01:16:02 --> 01:16:04: addressing heat vulnerability on the campus,

01:16:04 --> 01:16:08: I saw mention of things like passive House which could

01:16:08 --> 01:16:08: help.

01:16:08 --> 01:16:11: Increasing the standard of of of units that people are

01:16:11 --> 01:16:13: in more passively survivable places.

01:16:13 --> 01:16:16: As I mentioned of a cooling center,

01:16:16 --> 01:16:19: but I'm curious, sort of where the thinking landed on.

01:16:19 --> 01:16:22: You know what are the best ways to.

01:16:22 --> 01:16:25: Help protect residents from extreme heat.

01:16:27 --> 01:16:30: It's a great question if it's OK Sophia,

01:16:30 --> 01:16:32: I'm just going to ask Amy.

01:16:32 --> 01:16:34: To speak to that because she's worked on it so

01:16:34 --> 01:16:35: much here in the city.

01:16:36 --> 01:16:38: Yeah, and Ryan you can go once we wrap up

01:16:38 --> 01:16:41: this question so you have your hand raised.

01:16:43 --> 01:16:48: Thanks yeah I suppose I would ask first host everyone

01:16:48 --> 01:16:54: seen the Urban Design Forum Forefront report on heat.

01:16:54 --> 01:16:57: I suppose I'm specifically asking Siobhan actually 'cause that

01:16:57 --> 01:16:58: was

01:16:57 --> 01:16:58: there was a.

01:16:58 --> 01:17:02: There's a whole nature chapter that I think might be

01:17:02 --> 01:17:05: of interest if you have not seen that already.

01:17:05 --> 01:17:07: But you have.

01:17:07 --> 01:17:08: Yeah, I have.

01:17:08 --> 01:17:10: Yes I I went to your presentation on it at

01:17:10 --> 01:17:11: the Urban Design Forum,

01:17:11 --> 01:17:12: so that was interesting.

01:17:14 --> 01:17:17: Yeah, I suppose. Yeah, shade shading and building

01:17:17 --> 01:17:19: envelope.

01:17:17 --> 01:17:19: I think if you're going to be doing any sort

01:17:19 --> 01:17:22: of building upgrades to the building envelope,

01:17:22 --> 01:17:26: considering heat and increasing the changing the R value of

01:17:26 --> 01:17:29: really good options to try and incorporate some of the

01:17:30 --> 01:17:32: core benefits that you can get there.

01:17:32 --> 01:17:36: As far as the landscape is concerned and incorporating

01:17:36 --> 01:17:39: shading

01:17:36 --> 01:17:39: like we already have pretty good tree canopy and some

01:17:39 --> 01:17:41: portions of the of the site,

01:17:41 --> 01:17:44: but that could certainly be increased in terms of in

01:17:44 --> 01:17:45: shading.

01:17:45 --> 01:17:49: Can be anything from some sort of shading artwork to

01:17:49 --> 01:17:54: like create to incorporating more trees into the into the

01:17:54 --> 01:17:59: campus and more targeted and places that people are actually

01:17:59 --> 01:18:01: walking. As far as the buildings,

01:18:01 --> 01:18:05: I think yeah, in addition to I mean obviously building

01:18:05 --> 01:18:09: envelope upgrades can be relatively expensive,

01:18:09 --> 01:18:13: but some sort of shading that's targeted particularly on the

01:18:13 --> 01:18:17: South South facing portions of the building can be a

01:18:17 --> 01:18:18: good option,

01:18:18 --> 01:18:22: and we also. Liz, there's a lot of heat that

01:18:22 --> 01:18:25: gets transferred through the roofs,

01:18:25 --> 01:18:29: so increase we already have relatively light colored surfaces,

01:18:29 --> 01:18:32: but there are other ways that that can be dealt

01:18:32 --> 01:18:35: with in terms of like if you're going to incorporate

01:18:35 --> 01:18:38: green roofs to change that insulation value on the roofs,

01:18:38 --> 01:18:42: but they'll probably be my top ones for discussion,

01:18:42 --> 01:18:43: but like Ryan had to them.

01:18:53 --> 01:18:56: Ryan, I think that's baton is yours.

01:19:03 --> 01:19:04: Thanks Ryan,

01:19:04 --> 01:19:08: may have dropped off like maybe he was telling us

01:19:08 --> 01:19:10: that he needed to drop off,

01:19:10 --> 01:19:12: which is why he had his right hand raised.

01:19:12 --> 01:19:13: I don't see him on the list anymore.

01:19:13 --> 01:19:16: Sorry about that. Or maybe he lost connection.

01:19:16 --> 01:19:17: We'll give him a few minutes.

01:19:17 --> 01:19:22: Yeah. Yeah, the the other thing maybe just a layer

01:19:22 --> 01:19:25: in on that is whether or not that.

01:19:25 --> 01:19:30: The opportunities for improvement of health related to heat also

01:19:30 --> 01:19:34: introduces new funding or financing.

01:19:34 --> 01:19:39: There's some interesting work in Philadelphia that's tying green infrastructure,

01:19:39 --> 01:19:44: heat reduction, and the opportunities for environmental impact bond planning.

01:19:44 --> 01:19:46: And I don't. I don't know the way what Nnoitra

01:19:46 --> 01:19:49: can do well enough to be able to even articulate

01:19:49 --> 01:19:52: what the the situation would need to be for you.

01:19:52 --> 01:19:55: But I do think that the.

01:19:55 --> 01:19:59: The challenges you're talking about in terms of acceptance

and  
01:19:59 --> 01:20:00: in the brick program,  
01:20:00 --> 01:20:04: there's a a social impact investment side of this that  
01:20:04 --> 01:20:06: warrants discussion if at all possible.  
01:20:17 --> 01:20:18: Yeah, I just add to that.  
01:20:18 --> 01:20:22: I think that. One of I mean there's so many  
01:20:22 --> 01:20:27: challenges around addressing heat and increasing resiliency  
to it,  
01:20:27 --> 01:20:30: but the I think I think you're right that the  
01:20:30 --> 01:20:32: there's a huge advantage in that.  
01:20:32 --> 01:20:35: Many times the interventions that.  
01:20:35 --> 01:20:38: Can help make people more resilient to extreme heat.  
01:20:38 --> 01:20:40: Are tide to things like that are also going to  
01:20:40 --> 01:20:43: help with health and also going to help with energy  
01:20:43 --> 01:20:46: efficiency and I think we still have more research to  
01:20:46 --> 01:20:49: do to figure out just how much different like types  
01:20:49 --> 01:20:52: of like interventions like Passivhaus can align with our goals.  
01:20:52 --> 01:20:56: But there seems to be some clear overlay there where  
01:20:56 --> 01:21:00: there's funding and financing and and energy to do things  
01:21:00 --> 01:21:00: around.  
01:21:00 --> 01:21:03: Improving energy efficiency and we're increasing health.  
01:21:03 --> 01:21:06: If we can align those with our design goals around  
01:21:06 --> 01:21:08: reducing heat vulnerability,  
01:21:08 --> 01:21:09: so much the better.  
01:21:10 --> 01:21:12: Peter, I think that's a good point.  
01:21:12 --> 01:21:15: I think there's a real opportunity with some of the  
01:21:16 --> 01:21:20: first floor reconfiguration to create more indoor outdoor  
spaces that  
01:21:20 --> 01:21:20: both address,  
01:21:20 --> 01:21:25: you know, heat resiliency and and all of the other  
01:21:25 --> 01:21:27: kind of benefits with.  
01:21:27 --> 01:21:31: You know biophilia and and outdoor experience and  
enhancing the  
01:21:31 --> 01:21:34: natural resources that are there,  
01:21:34 --> 01:21:35: so it's pretty exciting.  
01:21:45 --> 01:21:46: I see an iPhone join.  
01:21:46 --> 01:21:47: I don't know if that's you,  
01:21:47 --> 01:21:51: Ryan. It is me, sorry,  
01:21:51 --> 01:21:55: looks like my. Electricity is going at it also  
01:21:55 --> 01:21:59: to change devices. But now my kids are.  
01:21:59 --> 01:22:00: Background is on my zoom,  
01:22:00 --> 01:22:01: so  
01:22:02 --> 01:22:03: no worries. It's not like

01:22:03 --> 01:22:04: I was kid but  
 01:22:08 --> 01:22:10: no worries. Go ahead Ryan.  
 01:22:11 --> 01:22:14: Yeah, so I just wanted to go back to Bhumis  
 01:22:14 --> 01:22:16: earlier point about,  
 01:22:16 --> 01:22:19: you know, sort of integrating all of these different funding  
 01:22:19 --> 01:22:23: streams into a single scope and thinking about it similar  
 01:22:23 --> 01:22:26: to what might just seem to be accomplishing on the  
 01:22:26 --> 01:22:28: management side, which is. You know,  
 01:22:28 --> 01:22:32: looking at these properties as you know a little more  
 01:22:32 --> 01:22:36: impact from their property managers and starting to look at  
 01:22:36 --> 01:22:40: the buildings as standalone and having the importance of  
 having  
 01:22:40 --> 01:22:42: success at a building to show that this can be  
 01:22:42 --> 01:22:45: done is really the way that you roll it out  
 01:22:45 --> 01:22:48: and not necessarily you actually can't do it if you  
 01:22:48 --> 01:22:51: if you pull the scope apart and then you risk  
 01:22:51 --> 01:22:53: if you fail on like an electrification,  
 01:22:53 --> 01:22:56: you know, because you didn't consider some loads or some  
 01:22:56 --> 01:22:58: air leakage all of a sudden the whole process.  
 01:22:58 --> 01:23:01: Cities seizes up, so I think you've got to go  
 01:23:01 --> 01:23:03: building by building and then you know,  
 01:23:03 --> 01:23:07: roll it out, then larger development by development.  
 01:23:07 --> 01:23:10: Otherwise you risk you know failure because you're not  
 having  
 01:23:11 --> 01:23:12: a holistic building approach.  
 01:23:16 --> 01:23:17: Well, I think it's really helpful  
 01:23:17 --> 01:23:20: to see all of these different components put together in  
 01:23:20 --> 01:23:21: one site,  
 01:23:21 --> 01:23:25: and you know, appreciate you guys taking the the dive  
 01:23:25 --> 01:23:26: into Marlboro and.  
 01:23:26 --> 01:23:32: Having the chance to kind of show various resilience  
 possibilities.  
 01:23:32 --> 01:23:36: Kind of all put together in one site and see  
 01:23:36 --> 01:23:38: what that looks like as a vision.  
 01:23:38 --> 01:23:41: So very much appreciate you guys spending the time putting  
 01:23:41 --> 01:23:42: this presentation together.  
 01:23:46 --> 01:23:50: Thank you any last wrap up thoughts,  
 01:23:50 --> 01:23:52: channels like I thought you were going to.  
 01:23:52 --> 01:23:55: I mean yourself. We have about four minutes left.  
 01:23:55 --> 01:23:55: Well,  
 01:23:55 --> 01:23:59: I guess I would just underscore the fact that the  
 01:23:59 --> 01:24:00: the team that.  
 01:24:00 --> 01:24:03: Kept saying over the the 2 1/2 days of the

01:24:03 --> 01:24:07: workshop what an enormous opportunity.  
 01:24:07 --> 01:24:10: It must feel like a mountain to climb,  
 01:24:10 --> 01:24:13: and I can only imagine how much of a challenge  
 01:24:13 --> 01:24:16: it is for the level of transformations required at a  
 01:24:16 --> 01:24:17: portfolio scale.  
 01:24:17 --> 01:24:21: But you do have a site that that has enormous  
 01:24:21 --> 01:24:22: opportunity,  
 01:24:22 --> 01:24:26: and I think that the messaging for the larger community  
 01:24:26 --> 01:24:30: for what that site transformation could be as a true  
 01:24:30 --> 01:24:31: community asset.  
 01:24:31 --> 01:24:35: Is there as well as what's within the parcel constraints  
 01:24:35 --> 01:24:36: itself,  
 01:24:36 --> 01:24:40: so it's almost like the fingers of implementation that could  
 01:24:40 --> 01:24:41: reach out.  
 01:24:41 --> 01:24:46: I think Pete uses the word catalyst quite eloquently in  
 01:24:46 --> 01:24:48: talking about that,  
 01:24:48 --> 01:24:51: and I imagine that one of the challenges that we  
 01:24:51 --> 01:24:54: all have as we look at climate change and resilience  
 01:24:54 --> 01:24:56: is how to sustain hope as the.  
 01:24:56 --> 01:25:01: The data continue to tell us how much we have  
 01:25:01 --> 01:25:02: facing us.  
 01:25:02 --> 01:25:03: So on top of that,  
 01:25:03 --> 01:25:06: anyone who's already in a vulnerable situation,  
 01:25:06 --> 01:25:10: it's kind of a compounding set of of challenges,  
 01:25:10 --> 01:25:14: but the hope that a transformational project will introduce and  
 01:25:15 --> 01:25:21: the workforce opportunities and multi generational  
 transformation opportunities is is  
 01:25:21 --> 01:25:22: so powerful.  
 01:25:22 --> 01:25:25: I the only thing I wish is that.  
 01:25:25 --> 01:25:27: All of the team here.  
 01:25:27 --> 01:25:31: The broader you lied team and the broader Nitro team  
 01:25:31 --> 01:25:34: could have been kind of fly on the wall listening  
 01:25:34 --> 01:25:35: to some of the conversations.  
 01:25:35 --> 01:25:39: As these experts shared all of the knowledge that they  
 01:25:39 --> 01:25:42: have and what they see as the transformation pathway that  
 01:25:42 --> 01:25:43: you could have.  
 01:25:43 --> 01:25:46: So thank you all for allowing us to participate and  
 01:25:46 --> 01:25:50: thanks again to all of my collaborators on the the  
 01:25:50 --> 01:25:53: panelist team for all the time that you gave and  
 01:25:53 --> 01:25:56: all that you shared. It's it's rich and I just  
 01:25:57 --> 01:25:57: hope that.  
 01:25:57 --> 01:26:01: Everyone has a sense of the kind of thick description

01:26:01 --> 01:26:05: that's behind the very abbreviated presentation,  
01:26:05 --> 01:26:07: and hopefully we'll be able to convey much of that  
01:26:07 --> 01:26:08: in the report as well.  
01:26:12 --> 01:26:16: Thank you Janice and thank you everyone again and  
everyone  
01:26:16 --> 01:26:19: who joined us for the presentation and for all the  
01:26:19 --> 01:26:20: different questions.  
01:26:20 --> 01:26:22: Panelists. If you don't mind staying for two minutes,  
01:26:22 --> 01:26:26: we just wanna do have a really really quick follow  
01:26:27 --> 01:26:27: up.  
01:26:27 --> 01:26:29: After that we can use in the report now that  
01:26:29 --> 01:26:30: we're in zoom,  
01:26:30 --> 01:26:32: we'll have to just do a screenshot of ourselves,  
01:26:32 --> 01:26:34: but if you can just stay for two minutes please,  
01:26:34 --> 01:26:35: that would be great.  
01:26:35 --> 01:26:37: Thank you all. I just  
01:26:37 --> 01:26:40: want to say thanks to everybody from Nitsa who was  
01:26:40 --> 01:26:43: interviewed by the panel as well so.  
01:26:43 --> 01:26:43: Thanks everybody,  
01:26:43 --> 01:26:47: thanks. Amazing job getting that people together.  
01:26:47 --> 01:26:49: She wake up the cats you guys that was amazing.  
01:26:50 --> 01:26:52: Yeah thank you.  
01:26:53 --> 01:26:55: Sofia, I think Pete has a hard stop.  
01:26:55 --> 01:26:58: Or maybe Pete you have time for a quick snap.  
01:26:59 --> 01:27:01: I got yeah I got I got a minute.  
01:27:02 --> 01:27:05: Do this really, really quickly.  
01:27:05 --> 01:27:10: Going to. I still have sorry I have one person  
01:27:10 --> 01:27:10: here.  
01:27:12 --> 01:27:13: Sofia, do you want to stop recording?  
01:27:14 --> 01:27:17: Ah yes, give me one second.  
01:27:17 --> 01:27:18: Thanks for always, reminding me that.

---

*This video transcript has been machine-generated, so it may not be accurate. It is for personal use only. Reproduction or use without written permission is prohibited. If you have a correction or for permission inquiries, please contact [librarian@uli.org](mailto:librarian@uli.org).*