

**TESTIMONY OF THE MAYOR'S OFFICE OF HOUSING RECOVERY OPERATIONS  
BEFORE THE NEW YORK CITY COUNCIL  
COMMITTEE ON RECOVERY AND RESILIENCY**

*Friday, September 25, 2015*

Good afternoon Chairperson Treyger and members of the Committee on Recovery and Resiliency. I am Amy Peterson, Director of the Mayor's Office of Housing Recovery.

Thank you for having us here today to provide an update on the continued progress of the City's Sandy recovery. This is the third time I've come before this committee to testify. The first was on March 31, 2014. In April 2014, we set in motion Mayor de Blasio's program overhaul. We outlined our plans in the report *One City Rebuilding Together* and set goals of 500 construction starts and 500 reimbursement checks for Labor Day 2014. I came before this committee again on September 18, 2014, announcing that we had surpassed those goals and reported on the overhaul's progress.

One year later, Build It Back has served over half of all homeowners, 5,186 households. We have had:

- 1,716 construction starts -- compared to none at the start of 2014; and
- Issued 4,702 reimbursement checks – also compared to none at the start of 2014, valued at over \$90 million.

We also completed our 1,000<sup>th</sup> construction project on September 14<sup>th</sup> and have now completed 1,062 projects.

The progress is the result of many ambitious and creative policy solutions this administration has put forward. In the last year and a half, the City:

- Secured relief for all eligible Sandy impacted residents through \$839 million in additional funding, including a City reallocation of \$200 million, enabling the City to ensure that all homes will be fully repaired, elevated, or rebuilt;
- Restructured case management to focus on customer service, performance, and accountability;
- Expanded access to the program through partnerships with local elected officials, civic associations, and community based organizations including embedding Build It Back staff at the offices of local elected officials;
- Increased flexibility to help homeowners get to “yes” resulting in over 8,500 homeowners deciding how they want to move forward and selecting their program option;
- Launched a temporary relocation assistance program to help applicants pay for housing costs while repairs are being performed; and

- Launched Sandy Recovery Workforce1, in partnership with NYC Department of Small Business Services, dedicating \$3 million to ensure Sandy impacted residents participate in the rebuilding.

In the last year, the City has also focused on efforts to accelerate construction. Build it Back is transitioning from application processing to design and construction services. We have quadrupled our design and construction capacity and undertaken several inter-agency initiatives to streamline the construction process. We have brought on three major construction management firms and added DDC's construction management expertise. With this new capacity we began hundreds of elevations designs over the summer and are now in position to move hundreds more homes into construction.

A big part of the progress has been because of the help we've received from our civic leaders and elected officials. We have learned the most about how to help our communities by listening to those who live in and represent them. In Brooklyn, we have worked closely with Council Member Deutsch to rethink how to help the Sheepshead Bay Courts community and with Council Member Treyger how to deliver resources through our Sandy Recovery Workforce1 program. Council Member Maisel opened his office to the Build It Back program two days a week dramatically increasing access for his community. Brooklyn Borough President Eric Adams partnered to reach local businesses and the Minority and Women Owned business community and Council Member Menchaca brought together residents to help think through the complicated federal regulations. In Queens, we have worked closely with Council Member Ulrich and Borough President Melinda Katz' Task Force, which helped us conceive the important Zoning Text Amendment that the Council passed this summer. We have also been working closely with Council Member Richards to develop a comprehensive approach to Edgemere. In Staten Island, Council Member Matteo and Borough President Oddo have helped us focus on acquisition and redevelopment opportunities for Build It Back homeowners and abandoned properties. The creative policy ideas and bold actions that have come from this level of collaboration have allowed us to expand options for homeowners and speed design and construction.

Today I will provide an update on our transition from application processing to design and construction.

### **Getting Homeowners to "Yes"**

Our first stage was getting homeowners through the option selection process. Virtually no homeowners selected an option in 2013, despite over six months of an active program. Homeowners repeatedly heard "no" when trying to move through the process and find the right option for their unique situation. In the first four months of 2014, the City aggressively pushed to provide homeowners with options and by April 17, 2014, 935 homeowners had selected an option. This pace doubled when the City implemented recommendations from the April 17, 2014 report.

Today, owing to the City's direct takeover of the intake and eligibility process and to increased flexibility for homeowners, over 8,500 homeowners have selected an option.

### Outreach

Increasing our visibility in our communities has been vital to engaging homeowners. Through partnerships with elected officials and civic organizations, we have conducted extensive outreach in all neighborhoods, with Borough Directors engaged at civic meetings to explain new policies and provide updates on Build it Back progress.

Our ability to get homeowners to “yes” has relied on embedding Build it Back case workers in the offices of local elected officials. In many instances, homeowners feel more comfortable with the staff of their elected official. Allowing homeowners to meet with caseworkers in these local offices adds an extra layer of familiarity and support. The City has held over 450 community “embed” sessions in Build it Back satellite centers in the offices of local elected officials.

In the spring we conducted an on the ground outreach campaign to ensure that any applicant who wanted help could receive it. The effort focused on vulnerable populations, including low income homeowners and seniors. It spanned every neighborhood in the program, as Build it Back employees and volunteers knocked on over 2,300 doors, made over 1,300 calls, sent 400 letters, and held 47 community events in partnership with local elected officials. We partnered with Disaster Case Managers to directly contact over 500 applicants. With all efforts, we reached approximately 4,000 applicants, and over 800 more applicants are on the pathway to rehabilitation or reimbursement. Almost 200 have signed grant agreements. Of the 800 applicants, half were low- or median- income and over 100 were seniors over 65 years old. HRO, in coordination with the Department for the Aging and Catholic Charities of the Archdiocese of New York, conducted outreach to applicants over the age of 65 to help them remain active in the program.

Related to this effort, we set application deadlines this summer. The first deadline, June 30<sup>th</sup>, focused on collecting eligibility documents from homeowners and scheduling damage assessments. We extended hours at our Centers and conducted community outreach to encourage homeowners to complete these steps. We then set a second deadline, July 31<sup>st</sup>, for homeowners who had been presented a program option to make a selection. Once again, we extended hours at our Centers and conducted community outreach.

The Housing Recovery Office is working with approximately 10,000 active applicants out of initial 20,000 applicants in 2013. Five thousand of the original applicants did not complete an eligibility review and another 2,375 didn't schedule their damage inspection. Through our customer service team, the City gathers information on why applicants drop out after the damage inspection process. Reasons include no remaining unmet need, no longer owning property, do not want to comply with program requirements, or do not want to elevate their home. The City's participation rate is in line with the rates reported for New York State and New Jersey and is comparable with what has been observed in other, similar CDBG disaster recovery programs, where withdrawal and ineligibility rates result in overall participation rates below 50 percent.

### Public-private partnerships

In making such a significant decision about their homes, we wanted to make sure that homeowners had access to counseling resources. We have partnered with non-profits and community organizations to help homeowners move forward in the Build it Back process. This

has included referring over 2,300 homeowners to non-profit legal and housing organizations for counseling through the Center for NYC Neighborhoods (CNYCN).

The City assists homeowners who experienced financial distress as a result of the storm and provides foreclosure counseling services to Build it Back applicants. To better serve the needs of homeowners whose mortgage delinquency may have been exacerbated by Sandy, the program updated its policy, following feedback at last year's hearing, to allow applicants with *lis pendens* filings, in this beginning stage of foreclosure, to receive both repair or reconstruction assistance and the counseling necessary to resolve the foreclosure.

We also work with Catholic Charities and the Human Resources Administration to help facilitate access to emergency grants for homeowners in financial distress. We partner with Disaster Case Managers, including working with them and the New York Disaster Interfaith Services (NYDIS) Unmet Needs Roundtable to help distressed homeowners with financial aid and referrals to community-based services.

HPD engages local partners in multifamily projects. HPD partners with organizations that can draw on their own resources and experience in the fields of housing and community development to support in issuing loans and providing technical assistance to property owners. Among the partners are the New York City Housing Development Corporation (HDC), Community Preservation Corporation (CPC), and Local Initiatives Support Corporation (LISC), each of which administers a subset of projects receiving reimbursements, repairs or resiliency funding through Build it Back.

#### Federal Regulations

We work closely with the federal government to reform policies that would have slowed Build it Back's progress and made it more difficult for homeowners to receive help.

Federal policy requires that an applicant's SBA loan amount is taken into account when calculating unmet need. Given the uniquely vulnerable position of low- and moderate-income (LMI) households, the City asked HUD to excuse LMI households from the case-by-case determinations required of all applicants who declined their SBA loans. HUD approved this request. The City recognized that this was an issue facing all homeowners including seniors, and introduced two new policies for homeowners with SBA loans.

- Build it Back now increases reimbursement amounts from 60% to up to 100% of the reimbursable amount for any applicants who drew down on their SBA loan. Currently, all applicants receive reimbursement up to 60% of the value of reimbursable work. Applicants who have received disbursements of SBA loans and who have already received reimbursement at the 60% level are eligible for an additional payment under the new policy. These payments will begin this fall.
- Build it Back now offers a simplified process for applicants who declined SBA loans. A simple new financial hardship form makes it easier to demonstrate financial hardship. We have been reaching out to applicants who were previously declined a waiver to apply to reapply.

Mayor de Blasio and Council Member Treyger urged HUD to ensure that homeowners receiving settlements related to their FEMA National Flood Insurance Payments would not be required to pay that money back. As a result, HUD announced earlier this month that they will waive the requirement that FEMA insurance settlements below \$20,000 be counted as a duplicative benefit. We estimate that this decision will assist approximately three-quarters of the homeowners awaiting additional money from their insurance company. It will prevent them from being penalized twice and keep their projects moving forward.

### **Expanding Relief**

Moving homeowners through the case management stage to option selection meant making it easier for homeowners to understand the options they had before them, and giving greater flexibility while they make important decisions about their future. Homeowners have had an easier time selecting their option in large part because there are more options to select from and because they have seen how quickly they can now receive relief.

### **Reimbursement Acceleration**

Build it Back has been able to get immediate help to homeowners through our reimbursement program. To date, we have sent out over 4,700 checks. Last fall, Build it Back designed new reimbursement procedures centered on efficiency, while still ensuring that adequate program controls were in place. As a result, the City increased the rate at which checks are issued six fold over the past year.

Additionally, Build it Back made reimbursement available to more applicants. Homeowners who rebuilt or elevated their homes can now be reimbursed. Homeowners undergoing lead remediation or with certain permitting issues are now able to receive reimbursement earlier in the process.

As the Mayor announced in his State of the City address, all reimbursement checks will be issued by the end of the year.

### **Flexibility for substantially damaged homeowners**

In compliance with the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program and the NYC Building Code, the program must elevate homes that have either suffered "substantial damage" from the storm or will be "substantially improved" by the program's repair work. These are two technical terms that rely on an assessment of storm damage and of the structure's value. A home has suffered substantial damage when the value of storm damage is over 50 percent of the pre-storm structure value.

We have made the process more flexible for those who are considering elevation or reconstruction. Because the decision of whether to elevate a home may be among the most important decision a homeowner makes, Build it Back now works closely with homeowners near the substantial damage threshold to refine the analysis as much as possible – while maintaining compliance with the regulatory framework.

The program revised its methodology regarding how construction decisions are made, granting greater flexibility in the types of offers that could be made to applicants.

- We created more flexible options by allowing more applicants with extensive damage to choose between repairing and elevating their home or receiving a reconstructed home. Previously, very few applicants were given this choice despite its profound effect on the future of their home.
- We also made it easier for homeowners who might not have met the threshold for home elevation, but who wanted to elevate their homes, to get this assistance, including the recent introduction of discretionary elevation for homeowners that meet certain criteria.
- As per FEMA guidance, we give applicants an opportunity to re-evaluate the substantial damage determination for their home by either providing an appraisal, reevaluating the damage assessment, or deferring to a homeowner's own architects and engineers in determining the substantial damage status.
- We introduced a new process for engineers to evaluate homes earlier in the process to ensure that we make the right decision about repair, elevation, or rebuilding a home as early as possible. Engineers have the flexibility to flip homes to elevation or rebuild based on their review.

#### Direct Grant

To help homeowners in need of moderate repairs, we recently introduced the direct grant program. Under this option, Build it Back will prepare a scope of work based on the Program's damage assessment and will pay the homeowner directly once they demonstrate the repairs in the scope have been completed. This program allows for additional flexibility in design and construction, including upgrades and additions. It also gives the homeowner the flexibility of scheduling their own construction project. This summer, Build It Back reached out to a targeted group of 125 homeowners that are eligible, 65 are moving forward. In early September, through email and information sessions in each Borough, the program reached out to 1,400 additional homeowners. Over 200 reached out for more information on the program.

#### Temporary Relocation Assistance

One of the clearest ways in which we've helped homeowners get to "yes" is by introducing the temporary relocation assistance program in April 2015. This program was created in direct response to a need articulated by homeowners, who were struggling to pay for housing costs while their homes received much-needed repairs, or who were reluctant to move forward with elevation out of the fear that they would be unable to pay for temporary housing during the construction period. Build it Back now offers financial assistance for housing costs to homeowners who must temporarily vacate their properties due to Build it Back construction that extends more than a month. Assistance is provided based on the level of rental expenses homeowners incur and is capped at a fixed daily or monthly housing payment, for example up to \$1,495 per month for a one-person household and up to \$2,667 per month for a five plus person household.

#### Privately funded Sandy Temporary Rental Program

In June 2015, Build it Back, the Mayor's Fund to Advance NYC and NYDIS launched the privately-funded Sandy Temporary Rental Program. Administered by NYDIS, the Sandy Temporary Rental Program operates in conjunction with Build it Back's Temporary Relocation Assistance program. The program targets vulnerable and under-resourced homeowners who demonstrate an additional need for assistance with upfront housing expenses, which may include

broker's fees, deposits, moving costs, furniture, and utilities. Clients apply through their disaster case manager with assistance funded by donors of the NYC Sandy Unmet Needs Roundtable, also administered by NYDIS.

In offering support services for homeowners to relocate, the Sandy Temporary Rental Program advances the goals of the de Blasio Administration's overhaul of Build it Back and ensures that the recovery is equitable across affected communities.

#### Temporary Disaster Assistance Program

We have also provided rental assistance to low-income New Yorkers since 2013, with the HPD-administered Temporary Disaster Assistance Program (TDAP).

Initially, the TDAP program could only assist low-income New Yorkers who were still displaced as a result of Hurricane Sandy and whose income did not exceed 50% of the Area Median Income (AMI). In order to serve more of this vulnerable population, Build it Back and HPD received HUD approval to expand the program in 2014 to include households which relocated following Hurricane Sandy and paid more than 40% of income in rent. In total, 402 households were issued coupons and 224 households are receiving rental assistance subsidy payments.

Additionally, HPD, working with the American Red Cross and the Mayor's Office of Immigrant Affairs, was also able to launch TDAP-Private to serve Sandy-affected households not eligible for the federally-funded program. In the TDAP-Private program 133 households were issued coupons and 26 are receiving rental assistance subsidy payments.

Both the federal CDBG-DR funds for TDAP and American Red Cross funding for TDAP-Private were designated as short-term disaster assistance. As households are starting to reach the end of their rental assistance period and as limited Section 8 vouchers are now available, HPD is pleased to announce that as of June 2015, we are able to offer eligible TDAP and TDAP-Private households an opportunity to apply for the long-term Section 8 subsidy program. Offers will be made to all current coupon holders and expired coupon holders and we can report that two households have recently transitioned from TDAP to Section 8.

#### Multifamily Accomplishments

The Department of Housing Preservation and Development (HPD) administers the Multifamily Storm Recovery Program, which provides financial assistance to properties with five or more apartment units, including rental buildings, condominiums, and co-operatives, as well as individual condo and co-op units that sustained damage from Sandy. Financial assistance is provided to cover unmet need for repairs and reimbursement as well as comprehensive resiliency improvements in targeted developments.

As of September 25<sup>th</sup>, the Program has met the following milestones:

- Provided assistance affecting nearly 7,000 households - more than 60% of which are estimated to be low or moderate income;
- Committed more than \$31 million in assistance, up from \$19 million since the beginning of the calendar year;

- Provided assistance to 48 total developments, up from 17 since the beginning of the calendar year; and
- Assisted 20 affordable housing developments.

Over the course of the last year, the Multifamily Storm Recovery Program has crossed significant milestones and made impactful changes to its Program to increase the pace of assistance. Where bottlenecks occur, the Multifamily Program has continually made adjustments to ensure more applicants can be assisted. For example, in order to streamline the closing process and eliminate unnecessary legal hurdles, the Program has recently changed its structure by allowing applicants with awards of less than \$500,000 dollars to close as a grant rather than a forgivable loan. The Program has also made a series of changes to its Coordination of Benefits process, including shortening the timeline for acquiring private insurance information, which has allowed the Program to determine award amounts at a faster pace. The Program has recently completed a major outreach effort to unresponsive applications to ensure we have made every effort to move applicants forward or properly document and close out inactive applications.

#### Multifamily Resiliency

The Multifamily Program developed a series of comprehensive guidelines for resiliency retrofits on multifamily developments, which has allowed building owners receiving this assistance to move forward more quickly when creating scopes of work. Through its resiliency strategies, the Multifamily Program will be helping protect critical systems and residents and preserve affordable units in more than 40 developments across the city. Resiliency scopes of work include measures such as elevation of utilities, dry flood-proofing of below grade spaces, and provision of emergency power. Developed in consultation with resiliency engineering experts, retrofit measures are designed as a comprehensive resiliency strategy to protect buildings and residents from future flood events. Because current FEMA guidance does not specifically address retrofit measures for multifamily structures, these resiliency improvements will serve as an important source of data and technical knowledge for New York City's multifamily housing stock located in the floodplain. The Program expects to start construction on eight major resiliency projects before the end of 2015.

Most recently, HPD is partnering with the Office of Recovery and Resiliency (ORR) in its application to HUD's National Disaster Resilience Competition (NDRC), through which the City is seeking \$633 million for comprehensive housing and infrastructure improvements that will strengthen social and economic resiliency in Lower Manhattan. As part of this application, the City has demonstrated nearly \$80 million in need for resiliency retrofits for affordable housing in Lower Manhattan neighborhoods. These improvements will further the goals of the New York City Housing Plan of promoting energy efficiency and flood protection and preserving affordable housing while providing assistance to developments that cannot be fully served through the Build it Back Program. The City has already been selected by HUD to participate in the second phase of the Program, which has a deadline of October 27<sup>th</sup>, and will find out results in early 2016.

#### New Construction Capacity

Build it Back is distinct from other disaster relief programs in significant ways. Build it Back delivers completed disaster-resilient homes and multifamily buildings, creating a more resilient



and safer community. Housing programs outside of New York City often deliver checks with capped amounts to homeowners to complete the work themselves, the outcome of which is uncertain. Build it Back is designed to avoid the challenges with homeowner-managed construction, particularly that experienced after Hurricane Katrina. Other programs require homeowners to manage site surveys, estimating, zoning analysis, sewer and utility connection, land use approvals, regulatory approvals, title search, and many additional tasks associated with home construction management and coordination, and to pay any costs that exceed a capped grant amount.

By contrast, in Build it Back, the program offers homeowners the option to have all aspects of design, permitting, and construction managed by the City, reducing the risk of work not complying with federal requirements and the potential recoupment of funds from homeowners in the future. Build it Back approves, hires, and manages all contracting firms performing work thereby alleviating the burden on Sandy impacted residents of contractor acquisition, oversight, and management and the risks of contractor fraud, shortcuts, and deficient home quality.

We are pushing more and more homeowners into design and construction each day, aided by increased construction capacity and interagency coordination to improve the construction process.

#### DDC

Speaking for the Department of Design and Construction I can say that Commissioner Peña-Mora and his staff have been honored to be involved in the Build It Back program, and have approached this program with a sense of urgency and dedication - to be responsive to the needs of the homeowners in the program. To that end, DDC endeavored to fast track and expedite this much needed and critical project. Indeed, DDC began to fast track their efforts even before homeowners joined the program.

DDC's efforts improved the standard timelines of every stage of the procurement, design and construction process. The response to the RFP submitted by DDC to interested firms was due in January of this year. DDC went through six stages of negotiation to ensure that qualified firms were awarded the work. DDC's Construction Management Firms or CM's were then mobilized and started work by May. By June DDC's CM's already started the process of reaching out to homeowners to get them on board with the program.

DDC's borough teams are comprised of locals who are passionate about this opportunity to realize great civic engagement while making our city resilient through the reconstruction, rehabilitation and elevation of over 2,000 homes throughout Queens, Brooklyn and Staten Island. The collaborative environment of the program has expanded to a DDC staff of over 50 people, a quarter of which were already hired by mid-summer. DDC's dedicated architects, project managers, and engineers manage the thousands of intricate construction timelines for all of the homes under their purview in an extremely detail-oriented process. There are over 1,000 homes currently assigned to DDC and over 80 percent of those are complex elevation constructions.

The City selected DDC's three new construction managers based on the services they provide and their familiarity with New York City: Sullivan Land Services or SLS in Staten Island,

Tishman Construction in Queens, and the LiRo Group in Brooklyn. Each firm brings a distinct and comprehensive approach to addressing the planning challenges specific to their borough: Tishman Construction, an AECOM company, offers their local contracting expertise, innovative building solutions and integrated local design services to get people in Queens back in their homes safely, efficiently and securely. Previously in response to the devastation Hurricane Sandy caused to New York City, Tishman organized a crisis response team to perform housing inspections. With command centers in the boroughs of Staten Island and Queens, Tishman fielded 130 three-person assessment teams responsible for seven to 10 assessments per day to begin the disaster recovery process for single and two-family homes. Tishman construction staff also served as independent verifiers for design-build scopes of work on the work orders for six general contractors tasked with the restoration work.

SLS has extensive experience providing disaster relief efforts in Staten Island following Hurricane Sandy, and is acutely focused on providing a clear path to recovery for the affected communities. Founded in 1995, SLS is a diverse construction management company with extensive experience in Community Development Block Grant Programs stemming from natural disasters.

The LiRo Group offers local construction knowledge, expertise in post-Sandy recovery, and public contracting experience along with an extensive depth of designer know-how that brings innovative approaches to the challenges of rebuilding Brooklyn's vulnerable neighborhoods. Their team includes a diverse group of design teams with experience in some of the more challenging neighborhoods in Brooklyn. LiRo's involvement with Hurricane Sandy relief is well documented. Within two weeks after the storm, LiRo had coordinated the provision of temporary power and heat at 32 housing developments operated by NYCHA, and had enabled 50 schools managed by the NYC SCA to reopen. Temporary power was provided to the Battery Park City Community Center and to Pier A. LiRo also assisted the NYC EDC in the preparation of piers to receive Navy vessels arriving in New York City to house first responders assisting with Hurricane Sandy efforts.

As ever our work has been and continues to be focused on ways to improve the design and construction process without sacrificing quality and community engagement. To that end, an additional tool that DDC is utilizing to fast-track this much needed project lies in looking to the next phase of our efforts. While homes are in the design phase, DDC has already begun the time consuming process of pre-qualifying General Contractor, Plumbing, and Mechanical Firms – to lessen the time period from design to construction for these home-owners.

As part of their focus on neighborhood-wide planning, DDC's construction managers also work closely with Build it Back, the Mayor's Office of Recovery and Resiliency, HPD and DCP in developing plans for neighborhoods with particular infrastructure and resiliency opportunities. This unprecedented inter-agency collaboration on neighborhood resiliency addresses serious design and infrastructure constraints with innovative urban design approaches at a more cohesive neighborhood scale

Moreover, DDC's construction managers are also committed to implementing the Sandy Recovery Hiring Plan with local hiring requirements:

- Contractors and subcontractors are encouraged to hire 20% Sandy-impacted residents.
- Construction managers must provide a full-time staff member dedicated to daily tracking compliance with the Sandy Recovery Hiring Plan.
- Construction managers are required to register all job opportunities with Sandy Recovery Workforce1.
- Construction managers are encouraged to work with community groups and job training programs to identify candidates for construction-related work.

There are three main categories of design work being undertaken through DDC's program – are rehabilitations, elevations, and reconstructions. There are 210 rehabilitations currently being managed by DDC, and 876 elevations / reconstructions.

The key to DDC's process is the hands-on, proactive approach that their CM's have established with affected homeowners. This process includes multiple touch points where DDC assures the homeowner understands the work being planned – before going into construction procurement. DDC does this through multiple phone calls, in person visits to homes, and a detailed tracking system to assure that all City agencies have the metrics they need at their fingertips in order to understand the progress being made on a daily basis. Indeed, homeowners must approve the new design of their home - twice - before the design is finalized. After this validation and procurement process, the home goes into construction.

To date, 1086 homeowners have active applications in DDC's Build It Back Program, and DDC continues to bring more homeowners on board each day. These 1086 homes include 388 in Queens (under management by Tishman), 419 in Brooklyn (managed by The LiRo Group), and 279 in Staten Island (managed by SLS).

Once involved in DDC's program, their construction management teams immediately begin reaching out to homeowners. As of today, 2,956 calls have been made, reaching 956 homeowners. 1,449 home visits have been conducted, as DDC teams visit each home as many times as necessary to ensure that homeowners receive the quality of service they deserve. To date, an impressive 858 designs have been started.

As of today, September 25, 2015, 193 design scopes have been approved, and of those, 97 have reached the next milestone – an approved schematic design by homeowner. These homes are in final design, and DDC has received DOB approvals to commence construction - with 46 homes currently in the bid process.

The CMs are opening local offices in the community, with DDC and HRO staff co-located within these borough offices. We are transforming our intake and eligibility centers into construction customer service centers. The centers will be staffed with Build it Back customer service representatives, construction specialists, the Department of Design and Construction, Department of Buildings and housing and legal counselors. The new Centers will provide one stop services for Build it Back homeowners. The new Centers will be located in the neighborhoods closest to the construction activity.

### Zoning Text Amendment

This summer we were able to advance a group of homes and homeowners in large part because of the City Council's dedication to getting the Zoning Text Amendment passed this summer. We turned around an ambitious plan in rapid time, and were able to use the input from all of the electeds to create a simpler process for pre-construction and construction. The Amendment is a true manifestation of our community engagement, as it arose during one of our Queens Borough Task Force meetings based on concerns we heard there.

As you are aware, the amendment contains several changes, including:

- Simplifying the process for documenting non-compliances and non-conformances;
- Removing disincentives for property owners to make resilient investments; and
- Establishing a new zoning envelope for narrow and shallow lots, where homes are to be reconstructed, that more accurately reflects the existing neighborhood character.

### "Accelerate Build it Back" Initiative

This summer, the Mayor and First Deputy Mayor convened over a dozen Commissioners to simplify and accelerate the City's pre-construction process for Build it Back projects. The meeting resulted in the "Accelerate Build It Back" initiative, coordinated by the Mayor's Office of Operations, which has already resulted in:

- Conducting soil borings and hydrant flow tests earlier in the process and by block to cover multiple homes;
- Deferral of agency approvals from pre-construction to after construction starts;
- Expedited asbestos permitting;
- Department of Buildings plan reviewers located in the borough; and
- Permission to do off-hour work and inspections.

### Addressing complexity at all levels

We understand that for recovery to be fully seen in some communities, we need to focus on community housing recovery. In some communities where the housing stock is denser and there are wetland, land use, and infrastructure issues, we need to focus on a block level or a community level approach. To rebuild in these areas requires dynamic engineering and planning solutions. Our new capacity makes this possible.

One particular challenge is working on attached homes. Our new CMs have paid particular attention to this issue, especially in communities like Canarsie, and are developing solutions to work on attached homes. We have also selectively opened our intake process to make attached elevations easier.

Build it Back tackles difficulties at several scales, which we identify as issues at the home or lot scale, at the block scale, and at the community or neighborhood scale. We tackle home issues typically on an individual scale, as each site is unique, though we did work thoroughly with the Department of City Planning to pass the Zoning Text Amendment which granted relief to several non-conforming building types in particular neighborhoods. At the block scale, Build it Back is working in homes in or near wetlands (including Midland Beach), attached homes (including Canarsie), and homes in bungalow courts that do not face public streets. Furthermore, some communities that Build it Back works in have pre-storm infrastructure problems and economic

distress that were further exacerbated by Sandy, and some communities present opportunities for resiliency and coastal protection measures in the future.

Build it Back has worked extensively in the past year-and-a-half to expand its ability to drive housing recovery at all scales. In addition to traditional Build it Back pathways of repair, elevation, rebuild, and acquisition, we have developed several tools for community housing recovery. We brought on the new construction management capacity for work at the neighborhood scale, including work in attached homes and bungalow courts. We are also strategically offering new intake and City acquisition in certain areas when it will help us serve our existing applicants. Furthermore, Build it Back is evaluating infrastructure in areas such as Sheephead Bay Courts where Sandy caused damage to private sewers.

All of our work is done in partnership with the longer term planning and resiliency efforts led by ORR, DCP, and HPD, including City Planning's Resilient Neighborhoods Studies, ORR's planning for long-term resiliency, and the City's ten-year capital plan for infrastructure projects.

We have also reworked our acquisition program to make it more attractive in communities with particular challenges. Aside from our work with New York State to route preliminary eligible homeowners to the State to complete the sale of their property, we have provided supplemental opportunity for homeowners who are not able to participate in the State's program, by including an expanded acquisition option in the 2015 action plan amendment. The overview of the acquisition activities between the City and the State is as follows:

- In the State pipeline of more than 200 homes, 26 closings have occurred and closings are continuing apace. More than 100 offers have been sent and more offers will be sent in the next few months. Not all applicants will accept offers, but of those that close, these sites are expected to be auctioned by the State.
- For a smaller subset of sites where development potential is limited or deemed to be counterproductive to the City's resiliency goals the City will directly acquire the site and work to facilitate a non-development outcome in accordance with Federal regulations.
- City acquisition will augment the recovery effort in neighborhoods where we are focused on a community housing recovery solution.
- Working with elected officials and community groups, the City is exploring using the acquisition program where legally feasible to mitigate issues of blight and abandonment in Sandy-affected communities.

### Workforce

Build it Back is committed to providing high-quality employment for New Yorkers, particularly those impacted by Hurricane Sand. In October 2014, SBS and Build it Back hosted the Sandy Recovery Opportunity and Resource Fair in Far Rockaway to connect local residents with jobs and skills training. Today we are announcing that we will be holding our second Sandy Recovery Opportunity and Resource Fair in Coney Island on Tuesday, October 20<sup>th</sup>.

The City invested \$3 million in Sandy recovery workforce development. In March 2015, SBS opened a recovery-dedicated Sandy Recovery Workforce1 Career Center in Coney Island. This past Spring, the City added Sandy Recovery Workforce1 staff at the Far Rockaway and South

Shore Staten Island Workforce1 Career Centers. Sandy Recovery Workforce1 matches qualified Sandy-impacted residents to jobs with City agencies and vendors working on recovery efforts, in addition to jobs in the Workforce1 portfolio. In the first six months, we have served 2,200 New Yorkers and made 1,600 job referrals.

To further incentivize employers to hire local residents, Sandy Recovery Workforce1 offers employment skills training vouchers to Sandy-affected individuals, including an initial 100 vouchers for pre-apprenticeship programs to prepare low and moderate income residents for careers in the unionized construction industry and provide direct entry to construction union apprenticeships. In partnership with the building and construction trades unions, contractors and subcontractors will work with community groups to link community residents to pre-apprenticeship and apprenticeship programs. So far, 32 vouchers have been distributed and 27 people have graduated from the programs using our vouchers, preparing them for union work as Roofers, Metal Lathers, Painters, Laborers, and Carpenters. Contractors and subcontractors are encouraged to hire 20 percent local residents on the recovery projects.

To ensure vendors are collaborating on Build it Back's workforce development initiatives, the program has worked with SBS and the Mayor's Office of Workforce Development to develop contract language (the "Sandy Recovery Hiring Plan") that encourages vendors to hire from Sandy-impacted areas and requires them to submit job postings to Sandy Recovery Workforce1. Section 3 and Executive Order 11246, federal requirements that focus on hiring of low-income residents and minorities and women, are included in the City's Sandy Recovery Hiring Plan and closely monitored by the program. The City is also working to provide comprehensive reporting, in compliance with Local Law 140 and Section 3 requirements, and to ensure Sandy Recovery Workforce1 meets its goals.

Build it Back has worked tirelessly to not only implement contract language that encourages local hiring, but to set up a comprehensive workforce development program that works for both job-seekers and employers. The Sandy Recovery Workforce1 center in Coney Island has served over 2200 unique clients, and Build it Back recorded our 250<sup>th</sup> hire from a Sandy-impacted area this summer.

These efforts mean real results for real New Yorkers, who we're enabling to take part in our recovery efforts:

- SLS, our construction management firm for Staten Island, has hired four Staten Islanders who were previously unemployed, one for 17 months.
- All 27 participants in our Construction Skills pre-apprenticeship course have been recruited by construction unions, including participants from Coney Island, Arverne, and Midland Beach.
- We are also excited to work with small business, including Laland Baptiste, a Canarsie-based MWBE with eight employees working with LiRo on housing recovery in Brooklyn.

As we continue to accelerate Build it Back and get homeowners back in their homes, we are excited to spur not only physical recovery and resilience, but also economic recovery and resilience in New York City's coastal communities.

As of 9/24/2015

Build It Back Program Statistics

Neighborhood	Total Applications <sup>1</sup>	Eligible Applications <sup>2</sup>	Eligible and Engaged Applications <sup>3</sup>	Option Review Meeting	Option Selected	Option Selected Construction <sup>4</sup>	Option Selected Construction - Rebuild/Elevation	Design Starts	% of Option Selected Construction that have started Design	Authorized Construction Starts	% Option Selected Construction that have started Construction	Construction Complete	Option Selected Reimbursement <sup>5</sup>	Reimbursement Checks	% of Option Selected Reimbursement <sup>6</sup> that have received Checks	Reimbursements \$
<b>Grand Total</b>	<b>20,725</b>	<b>14,562</b>	<b>9,623</b>	<b>8,771</b>	<b>8,527</b>	<b>6,026</b>	<b>1,942</b>	<b>4,530</b>	<b>75%</b>	<b>1,696</b>	<b>28%</b>	<b>1,054</b>	<b>5,076</b>	<b>4,631</b>	<b>91%</b>	<b>\$89,241,853</b>
<b>Brooklyn</b>	<b>6,374</b>	<b>4,440</b>	<b>3,008</b>	<b>2,688</b>	<b>2,734</b>	<b>2,043</b>	<b>440</b>	<b>1,388</b>	<b>68%</b>	<b>551</b>	<b>27%</b>	<b>324</b>	<b>1,818</b>	<b>1,707</b>	<b>94%</b>	<b>\$33,024,379</b>
Canarsie	1,909	1,394	991	870	917	716	71	449	63%	200	28%	109	650	639	98%	\$9,696,042
Gerritsen Beach	866	604	346	324	307	247	154	187	76%	45	18%	22	106	97	92%	\$1,212,495
Sheepshead Bay Georgetown- Marine Park- Bergen Beach-Mill Basin	499	343	237	208	219	149	2	127	85%	66	44%	42	188	173	92%	\$3,708,182
Coney Island	476	357	239	229	221	164	58	101	62%	55	34%	47	149	147	99%	\$2,252,092
Manhattan Beach	434	310	221	198	202	127	7	78	61%	28	22%	15	166	141	85%	\$5,174,636
Seagate	416	304	209	189	190	145	36	102	70%	38	26%	15	118	110	93%	\$2,573,015
Brighton Beach	405	264	177	156	157	120	31	77	64%	20	17%	12	98	93	95%	\$2,508,176
Gravesend	104	73	51	45	47	29	2	25	86%	15	52%	9	34	32	94%	\$671,613
Red Hook	98	51	24	22	23	14	3	8	57%	5	36%	5	16	12	75%	\$278,807
Flatlands	63	46	30	28	29	23		22	96%	10	43%	5	22	20	91%	\$175,114



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<b>Queens</b>	<b>9,206</b>	<b>6,489</b>	<b>4,213</b>	<b>3,849</b>	<b>3,638</b>	<b>2,728</b>	<b>1,104</b>	<b>2,113</b>	<b>77%</b>	<b>622</b>	<b>23%</b>	<b>398</b>	<b>2,016</b>	<b>1,741</b>	<b>86%</b>	<b>\$37,435,253</b>
Breezy Point	1,386	962	627	584	492	391	267	299	76%	79	20%	34	172	117	68%	\$2,304,493
Belle Harbor	867	675	452	423	406	300	21	242	81%	82	27%	54	339	284	84%	\$6,635,058
New Howard Beach	828	604	441	424	422	235	20	201	86%	110	47%	85	370	338	91%	\$9,223,825
Far Rockaway-Bayswater	870	614	384	344	333	254	80	185	73%	56	22%	44	188	171	91%	\$2,982,345
Rockaway Park	806	591	361	329	315	214	45	155	72%	45	21%	25	226	187	83%	\$4,270,782
Old Howard Beach	709	511	343	320	323	225	35	191	85%	71	32%	52	241	223	93%	\$4,774,480
Arverne	714	486	296	271	263	226	151	172	76%	19	8%	9	79	72	91%	\$1,141,848
Broad Channel	633	495	357	327	302	269	237	177	66%	18	7%	5	27	22	81%	\$320,610
Rockaway Beach	422	292	164	135	130	106	48	78	74%	20	19%	13	70	68	97%	\$962,319
Edgemere	308	219	148	135	124	114	88	78	68%	14	12%	5	28	24	86%	\$317,189
Neponsit	278	193	128	121	110	76	14	66	87%	20	26%	13	83	68	82%	\$2,560,532
Roxbury	235	170	106	97	86	70	49	54	77%	9	13%	4	28	20	71%	\$297,819
Hamilton Beach	191	128	87	75	73	58	43	49	84%	7	12%	4	18	15	83%	\$355,101
Rosedale	135	82	51	41	41	29	1	24	83%	9	31%	8	24	23	96%	\$357,266
Springfield Gardens South-Brookville	83	47	27	25	23	16	1	16	100%	11	69%	10	15	15	100%	\$120,002

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<b>Staten Island</b>	<b>4,817</b>	<b>3,462</b>	<b>2,292</b>	<b>2,149</b>	<b>2,068</b>	<b>1,204</b>	<b>391</b>	<b>984</b>	<b>82%</b>	<b>504</b>	<b>42%</b>	<b>321</b>	<b>1,191</b>	<b>1,140</b>	<b>96%</b>	<b>\$18,157,961</b>
Midland Beach	1,970	1,469	967	916	887	510	186	429	84%	231	45%	97	451	434	96%	\$7,742,147
New Dorp Beach	842	647	430	414	393	235	120	184	78%	67	29%	46	195	193	99%	\$3,088,590
Oakwood Beach	496	335	212	205	200	100	10	71	71%	48	48%	45	164	154	94%	\$2,381,939
South Beach	478	350	239	222	221	139	42	106	76%	56	40%	47	147	138	94%	\$2,036,599
Great Kills	337	226	166	149	142	67	20	58	87%	23	34%	18	82	76	93%	\$1,303,102
Tottenville	133	96	60	55	48	24	7	19	79%	10	42%	7	27	28	104%	\$527,184
Mariner's Harbor-Arlington-Port																
Ivory-Graniteville	96	61	44	37	35	32	1	28	88%	16	50%	13	25	24	96%	\$225,221
Stapleton-Rosebank	64	34	18	15	15	13		12	92%	6	46%	6	9	6	67%	\$81,810
West New Brighton-New Brighton-St. George	84	64	46	34	33	15	1	14	93%	10	67%	9	24	23	96%	\$257,198
Annadale-Huguenot-Prince's Bay-Eltingville	61	40	25	23	21	13	2	12	92%	8	62%	8	15	14	93%	\$170,971
New Springville-Bloomfield-Travis	55	34	21	17	17	12	1	11	92%	6	50%	4	10	10	100%	\$90,725

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<b>Bronx</b>	<b>239</b>	<b>132</b>	<b>77</b>	<b>61</b>	<b>63</b>	<b>47</b>	<b>7</b>	<b>42</b>	<b>89%</b>	<b>17</b>	<b>36%</b>	<b>11</b>	<b>33</b>	<b>27</b>	<b>82%</b>	<b>\$330,199</b>
<b>Manhattan</b>	<b>89</b>	<b>39</b>	<b>33</b>	<b>24</b>	<b>24</b>	<b>4</b>		<b>3</b>	<b>75%</b>	<b>2</b>	<b>50%</b>	<b>-</b>	<b>18</b>	<b>16</b>	<b>89%</b>	<b>\$294,062</b>

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As of 9/24/2015

Build It Back Program Statistics

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46	3,340	2,392	1,603	1,429	1,470	1,131	231	782	69%	324	29%	182	962	926	96%	\$14,738,653
48	1,542	1,058	770	679	687	480	110	303	63%	96	20%	55	475	423	89%	\$11,802,766
47	1,020	747	503	466	461	341	95	232	68%	110	32%	71	304	290	95%	\$5,485,800
38	105	57	26	23	25	15	3	9	60%	5	33%	5	17	14	82%	\$282,986
45	88	44	33	26	27	25	-	21	84%	4	16%	3	15	10	67%	\$80,083
43	57	32	20	19	19	15	1	11	73%	4	27%	3	16	18	113%	\$332,669
42	44	19	8	8	7	7	-	7	100%	2	29%	1	6	4	67%	\$43,959
41	37	23	8	8	7	5	-	5	100%	2	40%	2	5	4	80%	\$50,849
37	28	8	3	3	3	3	-	3	100%	0	0%	-	-	-	0%	\$0
44	22	13	7	6	6	6	-	2	33%	0	0%	-	5	5	100%	\$57,713
33	20	7	4	2	4	2	-	1	50%	0	0%	-	1	2	200%	\$21,957
36	20	8	4	3	3	1	-	1	100%	0	0%	-	2	2	100%	\$2,121
39	20	13	7	7	6	4	-	3	75%	1	25%	1	5	4	80%	\$84,996
35	11	6	1	1	1	1	-	1	100%	0	0%	-	1	1	100%	\$4,368
40	11	8	7	5	5	5	-	5	100%	3	60%	1	3	3	100%	\$28,157
34	9	5	4	3	3	2	-	2	100%	0	0%	-	1	1	100%	\$7,302

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32	6,481	4,700	3,115	2,874	2,700	1,974	779	1,534	78%	475	24%	296	1,603	1,366	85%	\$32,145,867
31	2,172	1,475	923	831	799	653	325	489	75%	111	17%	77	336	307	91%	\$4,917,453
27	194	124	64	54	54	40	-	36	90%	17	43%	14	32	26	81%	\$127,037
28	118	70	40	34	33	26	-	25	96%	8	31%	5	19	17	89%	\$66,069
23	53	29	13	9	9	7	-	6	86%	3	43%	2	5	6	120%	\$24,305
19	41	21	14	11	11	7	-	6	86%	2	29%	1	6	6	100%	\$34,726
24	31	21	13	12	10	7	-	5	71%	4	57%	3	4	2	50%	\$50,064
30	30	12	7	6	6	4	-	4	100%	0	0%	-	4	4	100%	\$22,529
20	25	12	6	3	3	2	-	2	100%	1	50%	-	2	2	100%	\$5,714
26	20	6	4	3	3	1	-	-	0%	0	0%	-	2	2	100%	\$20,036
29	15	9	5	4	3	1	-	1	100%	0	0%	-	-	1	0%	\$17,443
21	8	3	3	2	2	2	-	2	100%	0	0%	-	1	-	0%	\$0
25	7	4	3	3	3	3	-	2	67%	1	33%	-	1	1	100%	\$652
22	6	1	1	1	1	1	-	1	100%	0	0%	-	-	-	0%	\$0

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50	3,931	2,884	1,895	1,799	1,744	1,017	359	820	81%	417	41%	247	991	953	96%	\$15,521,735
51	566	375	257	233	216	108	29	93	86%	44	41%	36	129	123	95%	\$2,034,755
49	320	203	140	117	108	79	3	71	90%	43	54%	38	71	64	90%	\$601,471

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<b>Manhattan</b>	<b>89</b>	<b>39</b>	<b>33</b>	<b>24</b>	<b>24</b>	<b>4</b>	<b>-</b>	<b>3</b>	<b>75%</b>	<b>2</b>	<b>50%</b>	<b>-</b>	<b>18</b>	<b>16</b>	<b>89%</b>	<b>\$294,062</b>

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3. Counts all Single family and Condo/Co-op applicants that have been deemed eligible after and eligibility review and have not become withdrawn or unresponsive. All subsequent milestones count only engaged and eligible applicants.

4. Counts applicants that have passed End-to-end Review.

**Build It Back City Council Hearing**  
**Testimony – William Goldstein**  
Friday, September 25, 2015

Good Morning, I am Bill Goldstein, Senior Advisor to the Mayor for Recovery, Resiliency and Infrastructure.

Thank you Chairman Treyger and the other members of this Committee for the opportunity to update you on our progress with the Build it Back Program. Today in Amy Peterson's testimony, you will hear the details about the significant progress that has been made since the program was re-organized in April of 2014. At the start of 2014, the Build it Back Program had made no progress in getting reimbursement checks out to people or starting rebuilding, elevating or rehabilitating people's homes.

As Amy will describe for you in detail in a few minutes, thousands of reimbursement checks have now been issued, and over 1700 construction projects have been started with almost 2/3 of them now completed. We have also added significant new construction capacity to support the elevation and rebuild portions of this program.

But we still have a lot of work to do to bring the program to completion.

So let me turn it over to Amy Peterson, who is the Director of the Mayor's Housing Recovery Office, and who has done a tremendous job since she was hired in April 2014 in reorganizing and managing the Build it Back Program.



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website

# The Gaia Institute

September 25, 2015

Honorable Mark Treyger, Chair  
Committee on Recovery and Resiliency  
City Hall  
New York, NY 10007

Dear Chair Treyger and Members of the Committee on Recovery & Resiliency

## **Building it Back- Better:**

About 1/5<sup>th</sup> of the City, 45,000 acres, is in Zone A, at high risk for flooding. Were major portions of this area to be built with green roof, green walls, green infrastructure, as the Toronto and Los Angeles models show, the City would be one to several degrees cooler in summer.

By way of example green walls could be readily built on existing structures for about \$20 a square foot. The 10,000 sq. ft. green wall pictured above would evaporate 1,500



gallons of water each warm season day, producing about 50 tons of air conditioning, and diminishing air conditioning costs by about 1/5<sup>th</sup>, or more. Over time, the cost to the City would be negative, since the treatment cost of 1,500 gallons of water may be under \$10/day, its cooling value is \$25,000/day, dropping peak load requirements for building and community.

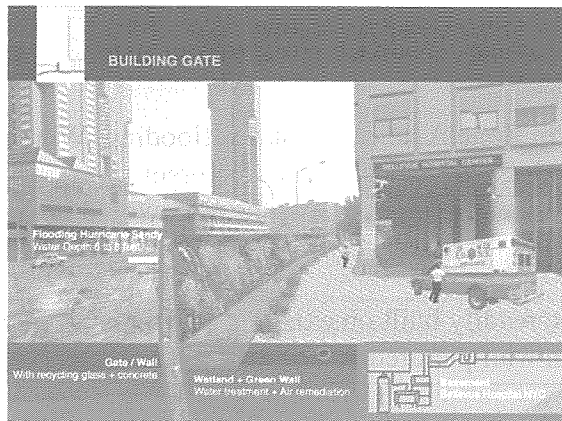
*The work of the Gaia Institute couples ecological engineering and restoration with the integration of human communities in natural systems. While much environmental engineering has the worthy aim of minimizing harm, the Gaia Institute explores, through research and development, design and construction, how human activities and waste products can be treated to increase ecological productivity, biodiversity, environmental quality, and economic well being.*

NYCHA properties cover

### A Family of Solutions

Private homes, businesses, and public housing were destroyed or compromised by storm damage. New York City has repeatedly, however, demonstrated how the very building of infrastructure can be coupled with methods for increasing financial opportunities. Build it Back offers significant options here.

For example, New York City produces 19,500 tons of fill material daily.<sup>1</sup> This material, concrete, brick, waste glass, is already here, available to be put so use. From it, a wall a mile in length and ten feet high could be constructed each day.



These waste materials would allow the City, as well as companies situated in zone A, to protect their surroundings, by investing in NYC contractors, and paying a workforce that is a part of the Cities tax base, while immediately protecting essential capacities along the coastline immediately.

By treating grey water, water from sinks, showers, and laundries, green roofs, like this one designed to handle water from the water jet cutting tool at Linda Tool Corp in Red Hook Brooklyn, can both increase their energy efficiencies, and decrease the loads on waste water treatment plants. This business saves 40% of air conditioning since installation of this green roof, and 24% of heating costs.

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<sup>1</sup> Construction & Demolition Waste Manual: Prepared for NYC Department of Design & Construction by Gruzen Samton LLP with City Green Inc. May 2003.  
<http://www.nyc.gov/html/ddc/downloads/pdf/waste.pdf>



This green roof made it through hurricanes Irene and Sandy, keeping 30,000 gallons of water off the street, and out of the sewer, in the process.

The City can well build it back, and build it better. We can probably not afford not to.

Paul S. Mankiewicz, Ph.D.  
Director



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**LISC NYC Submitted Testimony on Build It Back  
Hearing of the New York City Council Committee on Recovery and Resiliency**

**Submitted September 25, 2015**

Thank you Chair Treyger, and Recovery and Resiliency Committee Members, for considering this testimony about our disaster recovery and relief efforts through the Build it Back Program. My name is Edward Ubiera, Director of Policy for Local Initiatives Support Corporation’s New York City Program. I am submitting this written testimony on behalf of LISC New York City.

**About NYC LISC**

LISC NYC is dedicated to helping nonprofit, community development corporations (CDCs) and locally-based organizations transform distressed neighborhoods into sustainable communities of choice and opportunity with good places to work, to do business and raise children. Over the last 35 years, LISC New York City has been instrumental in securing over \$2 billion in public and private investments for our neighborhoods, resulting in over 36,000 units of affordable housing and apartments constructed or preserved, and in more than 2 million sq. ft. of community and commercial space developed.

**LISC’s role in Hurricane Sandy—Filling Service Delivery Gaps**

Disasters by their very nature test not only individuals, but entire systems. Hurricane Sandy was an unprecedented event in New York City’s history. In addition to claiming the lives of 44 New Yorkers, the storm stressed the City’s critical infrastructure beyond its design capacities, disrupting vital services and damaging essential facilities citywide. Congress allocated over \$50 billion to fund recovery efforts, including more than \$13 billion for projects in New York City. Government at all levels—federal, state, and city—grappled with the challenge of meeting the urgent needs of hundreds of thousands of affected New Yorkers, while trying to avoid the headline-grabbing misuse and wasteful spending of prior storms, such as Hurricane Katrina. As a result, affected individuals encountered a confusing array of programs, each with their unique—and often daunting—processes.

One of the lessons we took away from the Sandy response was that service delivery gaps are a feature—not a bug—in the aftermath of a disaster. As a community development intermediary, LISC NYC was in a unique position to identify and bridge some of those gaps. Our Hurricane Sandy Initiative deployed \$53.7 million in public and private resources, in coordination with our funders and public sector partners. Building on its 35-year track record of forging public-private partnerships, LISC rapidly scaled and adapted its existing capacities—and those of its partner organizations—to tackle the challenges presented by Hurricane Sandy.

## **Privately-Funded Programs.**

Approximately two-thirds of LISC's \$53.7 million Hurricane Sandy Initiative was comprised of private donations, with the major donors being the Mayor's Fund to Advance NYC, American Red Cross, the Robin Hood Foundation, and JP Morgan Chase. Private funding had the benefit of being committed and deployed quickly and flexibly. The goal of these dollars was to fill service delivery gaps in the public system, by connecting individuals to publicly-funded programs (like Build It Back) and putting in place housing rehabilitation programs that rapidly deployed resources to individuals who could not be served by Build It Back or other official programs.

### Emergency Relief Fund

Immediately following the storm, NYC LISC created the Emergency Relief Fund to enable community-based organizations in storm devastated neighborhoods help residents navigate publicly funded programs. Among the many outcomes were the following:

1. NYC LISC dispersed nearly \$2.5 million to thirteen community-based organizations and connected over 10,000 residents to case management services and referrals;
2. Community-based organizations provided over 4,633 homeowners with Build it Back information and status updates;
3. CBOs assisted 613 individuals to enroll in Built It Back; and
4. 517 homeowners not eligible for Build It Back were referred to other repair programs.

### Sandy HelpDesk

NYC LISC, and an array of community-based organizations, collaborated with New York City's Office of Housing Recovery Operations and the Department of Housing Preservation and Development on a series of HelpDesks. The HelpDesk was a three-day workshop, held in five locations in New York, to provide free one-on-one consultation to homeowners on building code, zoning, design and resiliency-related issues for buildings in Sandy-affected neighborhoods. Among the many outcomes were the following:

1. 280 property owners attended Sandy HelpDesks;
2. 188 property owners were assisted with Build It Back information and status updates; and
3. 103 homeowners were assisted with flood insurance information.

### Mold Treatment

A \$15 million Mold Treatment Program, at no cost to homeowners, was created to treat mold in single-family homes in the Bronx, Brooklyn, Queens, and Staten Island. This program closed in January 2014 with almost 2,000 homes successfully treated for mold.

### Home Repair

Following the completion of the Mold program, LISC NYC implemented a \$19.8 million Home Repair program to provide low-income homeowners of one-to-four unit homes, at no cost, with a range of structural and non-structural repair work options for damages caused by the storm. The program targeted low-income New Yorkers who were not eligible for Build It Back, for a variety of reasons. Over half of the homes LISC NYC worked with included elderly household members, and over two hundred included residents who were disabled. By integrating construction management and homeowner engagement, LISC NYC was to process applications, scope out the work and complete construction within a 4-month timeframe for each home. This program closed in August 2015 with 501 single-family homes successfully repaired.

Our experience with privately funded initiatives is that the dollars were committed and deployed relatively quickly. Reporting to various private funders was considerable, but less stringent than publicly funded programs, which include many compliance and paperwork challenges. However, the downside of the private programs is that their scale and duration are limited, particularly in relation to the need. All of our private funding for Sandy related programs has dried up. Sources like the Mayor's Fund, American Red Cross, and Robin Hood were the recipients

of an outpouring of support for New York City and Sandy-affected areas, but disaster recovery philanthropy cannot be counted on as a long-term support. For sustained commitment to rebuilding, we need to look to the public sector, and the billions of dollars that have been committed through various sources, including Community Development Block Grant – Disaster Recovery dollars.

### **Publicly-Funded Programs**

Approximately one-third of LISC NYC's Hurricane Sandy Initiative was funded by public sources, including a special allocation of Section 4 capacity building funds from the U.S. Department of Housing and Urban Development (HUD) which was used to complement our private funds for the Emergency Relief Fund (see above).

### **NYC LISC and the Build It Back (BIB) Multifamily Program**

Due to our longstanding institutional relationship with New York City Department of Housing Preservation & Development (HPD) and recognition of our capacity, in December 2013 LISC NYC became a sub-recipient of \$15 million of Community Development Block Grant – Disaster Recovery (CDBG-DR) funds. Funds are administered through an agreement established with HPD and structured to assist in the rehabilitation of multifamily buildings that were impacted by Sandy.

The program provides funding for repairs and resiliency improvements to eligible multifamily properties that sustained damage due to Hurricane Sandy. The program offers “evaporating loans” and grants with zero payments and zero interest to cover the cost of work to repair damage from the storm and improve the resilience of residential buildings to future storms. Loans evaporate at the end of five to fifteen-year terms and no repayment is required unless the property is sold or refinanced during the loan term. Eligible properties include rental buildings, condominiums, and co-operatives within New York City. Additionally, reimbursement assistance may be provided to eligible property owners who completed Hurricane Sandy repair work with personal funds.

LISC's role in NYC's Build it Back Multifamily program is currently ongoing. Progress has been steady and impactful. As of August 2015, LISC has disbursed roughly 25% of our Build It Back allocation. To date, funds have been used to rehabilitate and provide resiliency improvements to 45 projects assisting 438 households.

The ramp-up and of Build It Back Multifamily has been taken more time than our Mold and Home Repair Programs. This is a largely a result of the challenges in deploying CDBG-DR funds, relative to private funds. Federal funds require additional layers of due diligence concerning eligibility requirements, inspection reports, work and designs scopes, and mortgagee approvals. We have worked diligently with our partner HPD in accelerating review and approvals. Based on LISC's remaining pipeline of 40 projects, we expect to close on our remaining projects by the summer of 2016. Build It Back Multifamily has also become a vehicle to incorporate resiliency measures into multifamily properties, as eligible building owners are engaging with experts to upgrade buildings to help them weather future storms, including elevation of electrical systems, relocation of mechanical systems, and creation of emergency building plans.

The Build It Back Program continues to be a powerful tool in the City's recovery efforts. Without it, many multifamily property owners would have nowhere to turn. The design and implementation of the BIB Multifamily program illustrates NYC LISC's ability to partner with community development groups and local contractors to maximize the effectiveness of public dollars. In addition, most of the contactors used under the BIB Multifamily program came from NYC LISC's Home Repair program, further highlighting the benefit of local relationships with community development partners and contractors.

## **LISC NYC and Lessons Learned**

Through its \$53.7 million Hurricane Sandy Initiative, LISC NYC has a unique perspective that spans both privately-funded and publicly-funded efforts. Some key takeaways:

1. In the aftermath of a disaster, service delivery gaps are a feature—not a bug. Disasters by their very nature test not only individuals, but entire systems. Local governments are in an unenviable position to meet the urgent needs of individuals with often newly-created programs that are funded with federal funds that bring their own complexity.
2. Entities like LISC NYC are uniquely positioned to fill some of these gaps. Intermediaries bring existing networks of community-based organizations, relationships with philanthropy and the public sector, and the ability to adapt existing programs and capacities to a post-disaster context.
3. Private funding can be deployed quickly to fill these gaps, but these resources are limited.
4. Public funding by its nature takes more time to deploy, but operates at the scale and over a sustained timeframe. Intermediaries like LISC NYC can play a key role in working with public agencies to implement programs, as we have with BIB Multifamily.

We are in the process of quantifying and analyzing best practices in a white paper which we expect to release in time for the upcoming, three-year anniversary of Hurricane Sandy's landfall in New York City, on October 29, 2015. We invite the members of this committee to attend the public release. Please stay tuned.

Thank you for the opportunity to testify. We look forward to continue to work with the City Council and the de Blasio administration on completing our Sandy recovery initiatives and in strengthening New York City's disaster resiliency measures.

September 25, 2015

Contact: Edward Ubiera, Director of Policy, LISC NYC 212-455-9584



1312 E 84<sup>th</sup> St Brooklyn NY 11236 Contact Wayne Clarke

Tel: 646 812-0910 help@canarsiedisasterrelief.org



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Lucina Clarke Executive Director My Time Inc. / Wayne Clarke President CDRC

9/25/2015

Wayne Clarke  
Good Afternoon

I would like to thank the City Council for inviting me to testify today. My name is Wayne Clarke, Creative Director of My Time Inc., a parent support center in Brooklyn whose mission is to support parents of child with autism and developmental disabilities.

During the aftermath of Superstorm Sandy, Canarsie Disaster Relief Committee (CDRC), a special committee of My Time Inc. was formed to help the residents of Canarsie recover and to make them "whole" or as close as possible. My Time Inc. obtained grants from Robin Hood Foundation and Brooklyn Community Foundation. The grants were distributed by CDRC where we purchase washers/dryers and dehumidifier for some of the residents. One of the residents is Merlene Griffith, who I brought with me today to testify about the calamity she encountered with the Build it Back program. I too had Build it Back repaired my home and now the roof leaks. I would like to introduce Ms. Griffith to share her story.

Ms. Griffith  
Good Afternoon

When Build it Back came to Canarsie, I first went to Bay- Ridge four times and Councilman Alan Maisel's office twice to get my application approved. During these visits, I was told I had to get more receipts. When I gathered the receipts, they told me someone would be at my house to complete another application. Eventually someone came, but two weeks later, the person returned and said he used the wrong forms so I had to complete yet another application; this was between October and November of 2014. During this visit, I was told that I owed two thousand dollars before the program could move forward with any repairs.

I was asked at a later date to choose a contractor which I did. Later, the contractor came and we proceeded to go to the basement. He agreed to repair the basement but Build it Back said they will not pay him for it. Build it Back sent some men who claimed they were architects. They told me that the house had to be elevated and the bottom will be sealed up. They will remove the washing machine and dryer (to which I would have to get a stackable appliance washer and dryer) to fit the space between the living room and the kitchen. Also, they would



close the entrance at the side of the house which is presently an emergency entrance from the kitchen to outside. They would put the heating system in the garage (which they claim the garage is illegal for me to use). They will break the wall between the bedroom and the attached room to make the bedroom bigger (even though they claimed the room is illegal, yet they will open the house to the illegal room).

My drive way which is covered with bricks of my choice would be broken up, and would be replaced by cement (never). I made a proposal to them by saying if they would block my downstairs they should lengthen the room at the side, they said that cannot be done because it's illegal, yet they want to break my bedroom wall. I suggested that they break the dining wall and put a sliding door there, but they also said this could not be done. Every suggestion I made to them was either illegal or could not be done.

A few days later, they called and told me that they would be sending someone to test the soil; they never mentioned that it was a big machine with track wheels. The machine destroyed my lawn, broke the sprinkler and even the sidewalk, today it's the same way; what will become of my house? I need my space! I read all the literature that were sent to me via the computer but never did they mention sealing off the bottom of my home. I bought my home to be comfortable.

I have respiratory problems and now I have knee problem. My basement (cellar as they call it) is my storage room, relaxation room, my laundry room, entertainment room, prayer and meditation room and more. I spend my quiet moments hanging my laundry there and even spending quality time with my grandchildren. There is no way I would agree to have this space taken away and make my home smaller. I agreed for them to elevate my home if it can be done the way I would like it to be. I should be the person to make all the final decisions concerning my home.

These people want to destroy my home to make me unhappy. This would be maliciously done. Sandy took thousands from me, now they want to destroy my home. As I said before, the contractor is willing to cooperate with me; it is not a law issue, it is a malicious issue. The grant that is awarded is \$237 thousand dollars to elevate my home; to fix the basement is tremendously less, why wouldn't they paid to do repairs on the basement? Build it back is another Hurricane to me!!!!

## Testimony of Marcia Bennett for Build It Back Oversight Hearing

Marcia Bennett of 438 Beach 45<sup>th</sup> Street, Far Rockaway, New York 11691

Resident of Far Rockaway, New York

Member of St. Mary Star of the Sea and St. Gertrude Roman Catholic Church ("St. Mary and St. Gertrude Church") and Faith In New York

Good afternoon Council Members, Staff and Gathered Public,

Thank you all for taking the time to hear my testimony today. I live in Far Rockaway and I am a member of St. Mary Star of the Sea and St. Gertrude Church and I am member of Faith In New York. My home is currently being elevated through the NYC Build It Back program ("Build It Back").

In the nearly three (3) years since Superstorm Sandy ("Sandy," "Superstorm"), my family and I have gone through a series of ups and downs that I am unable to describe in the short amount of time that we have here today. However, I am thankful to God, my church, my family, my friends, my community and my job for all the assistance and friendship they have offered in this challenging time.

I also want to thank the City of New York ("City") and Build It Back for their efforts to elevate and repair my home. Although I share others' frustration with the pace of reconstruction and with the quantity of documents and paperwork that have to be produced, I am grateful that progress is being made. As I speak, my home is being elevated and, hopefully, very soon, my family and I will finally be able to move back into our home.

Working with Faith In New York has been a blessing and we want to especially thank the City for the opening of the Sandy Workforce-One Career Center as well as for creating opportunities for pre-apprenticeship, apprenticeship and local hiring in the Sandy Recovery. We know various members of our community who have received both short-term jobs and long-term careers through these initiatives. The program has been a good start to connecting residents from Sandy neighborhoods with career opportunities. Thus, we need to continue to work together to expand opportunities for employment, especially for the formerly incarcerated.

Through my experience with Build It Back and the elevation process, I have a few recommendations that I would like to make on how to improve Build It Back's interactions with homeowners that I hope are useful for the City and other homeowners. This is just an initial list and we know there are many others that we hope to lift up in future meetings:

1. **Build It Back needs to expedite repairs and work as fast as possible to get people back into their homes.** Things are moving much too slowly. Immediately after Sandy, I was displaced from my home for very many months, living in a hotel with my family of four (4) and our dog, Ginger, and bouncing between family and friends. After returning home for a very short time, my family and I are displaced again now for more than nine (9)

months. I do not know when we will be returning to our home. In spite of this, we are very thankful that our elevation has begun and renovations are being made.

2. **Build It Back and its contractors need to assure homeowners that materials used on their homes are high quality and are safe for their health.** On multiple occasions I have heard complaints or have had to negotiate with contractors about the quality of the materials being used. I am extremely concerned about this situation. It is very difficult for someone who is not a contractor to navigate these issues. Therefore, any help that homeowners can get from the City or their contractors about the advantages and disadvantages of the different materials that are being used and the various elevation and construction options that may be had, would be most helpful to us.

3. **Build It Back, the contractors and the homeowners need to have good communication about the construction timeline and during the entire process.** Transparency is a must. Per my signed contract, my elevation was to have commenced on December 20, 2014 (i.e., my Relocation Date). Thus, my family and I found an apartment and signed a Rental Agreement on December 7, 2014, but our elevation process did not begin until June 1, 2015. This meant double expenses of rent, mortgage and utilities for many more months than were necessary. We need to be assured that Build It Back, contractors and homeowners maintain dialogue and that the information given to us is true and correct.

I know that I am one of the lucky few who have received assistance. Unfortunately, there are many victims of Sandy who have been left behind. At St. Mary's and St. Gertrude's, many of the immigrants in our community have been displaced yet are ineligible to access federal aid. Many hoped to have benefitted from the City's Temporary Disaster Assistance Program - Private (TDAP-Private), but the paperwork was onerous and the vouchers were not accepted by most landlords. This left thousands of immigrants without the services they need to recover from this Superstorm. We need to find a way to get effective help for more than just the lucky few and we need to find a way to be able to deliver that help in a timely manner.

Finally, on the third anniversary of Sandy, Thursday, October 29, 2015, at 6:00 pm, Faith In New York, Community Voices Heard and other partners, will be gathering for a March and public forum to remember what we have lost and think forward to the long-term needs for Sandy Recovery - housing, jobs and immigration. We will meet in the Auditorium of Peninsula Preparatory Academy, located on the grounds of St. Mary Star of the Sea, at 19-20 New Haven Avenue, Far Rockaway, New York 11691. We encourage you all to join us so that we can continue to work together to find solutions to resolve our short-term issues and for long-term resiliency and recovery. Thank you and God Bless you all.

# Staten Island Interfaith & Community Long Term Recovery Org.

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African Refuge  
All Hands Volunteers  
American Red Cross  
Beacon of Hope NY  
Boots on the Ground  
Brooklyn Cyclones  
Building Bridges Foundation  
Calvary Presbyterian Church  
Catholic Charities Community Services Archdiocese of NY  
Castleton Hill Moravian Church  
Cedar Grove Community Hub  
Christ Church  
Christian Pentecostal Church  
Church at the Gateway  
Church of St. Andrew's Soup in the Hood  
Community Health Action of Staten Island  
Communities United for Respect and Trust  
Davidzon Radio  
Effective Trauma Therapy  
El Centro del Immigrante  
Episcopal Diocese NYC  
Feeding Family  
Friends of Firefighters  
Graham Beach Sub-Committee/SIA  
Grimsby Association  
Guyon Rescue  
Habitat for Humanity  
Hope Coalition America  
HOPE Worldwide  
Jewish Board of Family and Children's Services  
Knights of Columbus  
Lighthouse Church  
Lutheran Family Health Centers  
Lutheran Social Services of NY  
Make the Road NY  
Meals on Wheels of Staten Island  
Mennonite Disaster Service  
Metropolitan NY Synod ELCA  
Midland Ave Neighborhood Relief  
Midland Beach Alliance  
Midland Beach Civic Association  
New Dorp Beach Civic Association  
New Hope Community Church  
New York State Nurses Association  
NHS of SI Inc.  
NIA Community Services Network  
Northfield Community LDC  
NYC Comptroller  
Occupy Sandy  
Ocean Breeze Civic Association  
Old Town Civic  
Olivet Presbyterian Church  
Olympia Association  
Port Richmond CERT  
Port Richmond Improvement Association  
Presbyterian Church of Chatham Township  
Project Hospitality  
Public Resources, Inc.  
Richmond Senior Services  
RSVP  
Salvation Army  
Sandy Yellow Team  
Sarapis Foundation  
Star America  
Staten Island Clergy Leadership  
Staten Island Community Center  
Staten Island Council of Churches  
Staten Island Episcopal Church Long Term Recovery Group  
Staten Island Evangelical Association  
Staten Island Giving Circle  
Staten Island Help, Inc.  
Staten Island Hunger Task Force  
Staten Island Immigrant's Council  
Staten Island JCC  
Staten Island Legal Services  
Staten Island Liberian Community Association  
Staten Island Mental Health Society  
Staten Island Tool Library  
Staten Island University Hospital  
Stephen Siller Tunnel to Towers Foundation  
St. Margaret Mary  
South Beach Civic Association  
South Shore Sandy Alliance  
Travis Civic Association  
Unitarian Church of SI  
Urban Outreach  
Where to Turn  
World Cares Center  
World Hindu Council  
Zhejiang Chamber of Commerce of America

Needs Assessment of Sandy Impacted Resident on Staten Island conducted by a Phone Banking Initiative: June 2015 – September 2015

The goal of this initiative is to contact Hurricane Sandy impacted residents on Staten Island in order to:

- Assess continued needs
- Identify trends in recovery processes
- Make referrals for volunteer rebuild, disaster case management, Build it Back, mental health, legal services, and temporary housing services.

## Client Assessment

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Information was gathered from a list of 4000 impacted homeowners that received grant monies from Project Hospitality. The purpose was to assess where in the recovery process these homeowners were; identify any additional needs they may have and provide information regarding resources that are still available to them.

The following questions were asked:

Do you still have unmet needs related to Sandy?

Are you working with a Disaster Case Manager? If yes, do you know the name of the organization?

Do you need rebuild assistance?

Did you register with Build it Back?

## Client Follow Up

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Data was sorted by need and forwarded a Project Hospitality caseworker weekly. Residents who expressed particular needs, or additional help and guidance in their recovery plan were called back with in two weeks. The case manager was able to assess needs and make direct referrals to Catholic Charities DCM's, Individual Assistance Committee, mental health and legal services as needed.

## Data Summary

Over a four month period we reached to 1949 Sandy Impacted households, 45% of those clients (879) responded to our survey. Below are highlighted issues and current needs Staten Islanders have reported.

### **Build It Back:**

192 households (HH) reported the following:

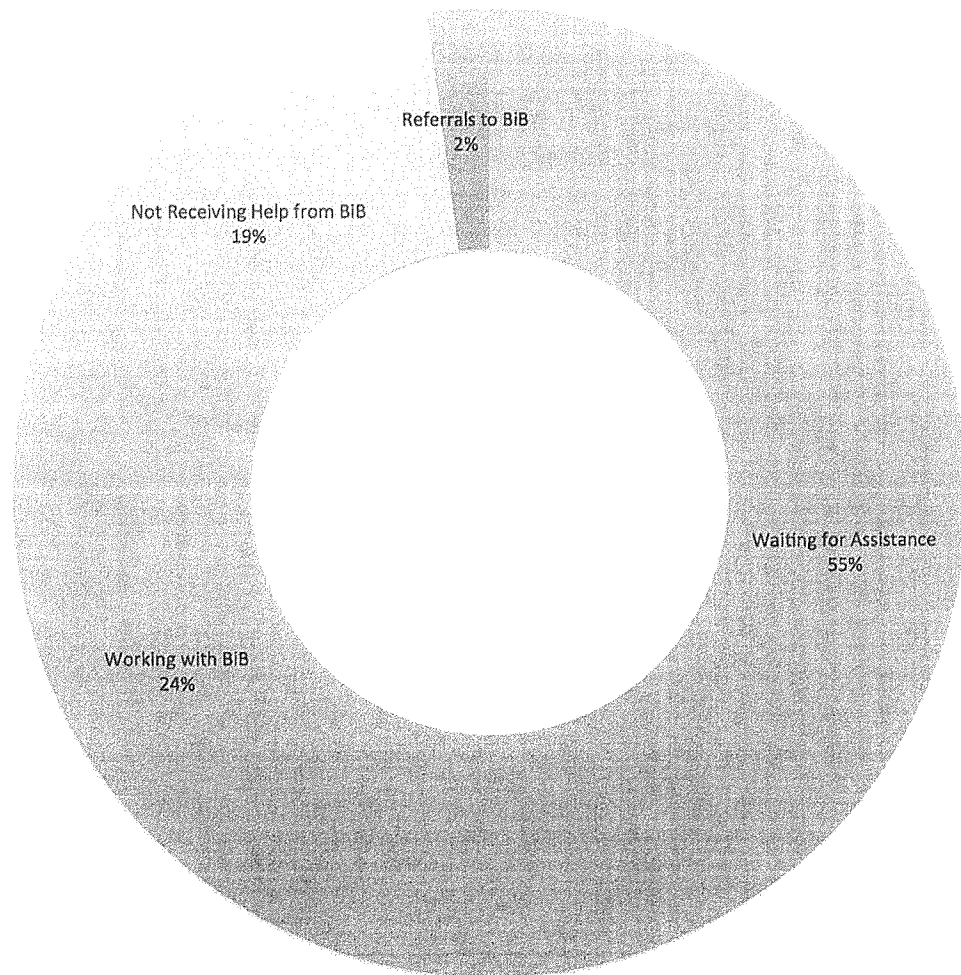
55.2% (106 HH) - Waiting for an update, haven't heard back from BiB or need help navigating

23.4% (45 HH) - Working with Build it Back/Good

19.3 (37 HH)- Reported not receiving any help (didn't qualify/gave up on program)

2.1% (4 HH)- asked for referrals to BiB

**Build It Back Responses from June-September 2015 phone banking**



## Unmet Needs

176 households (HH) reported the following unmet needs

78% (138 HH) - Needed Disaster Case Management assistance

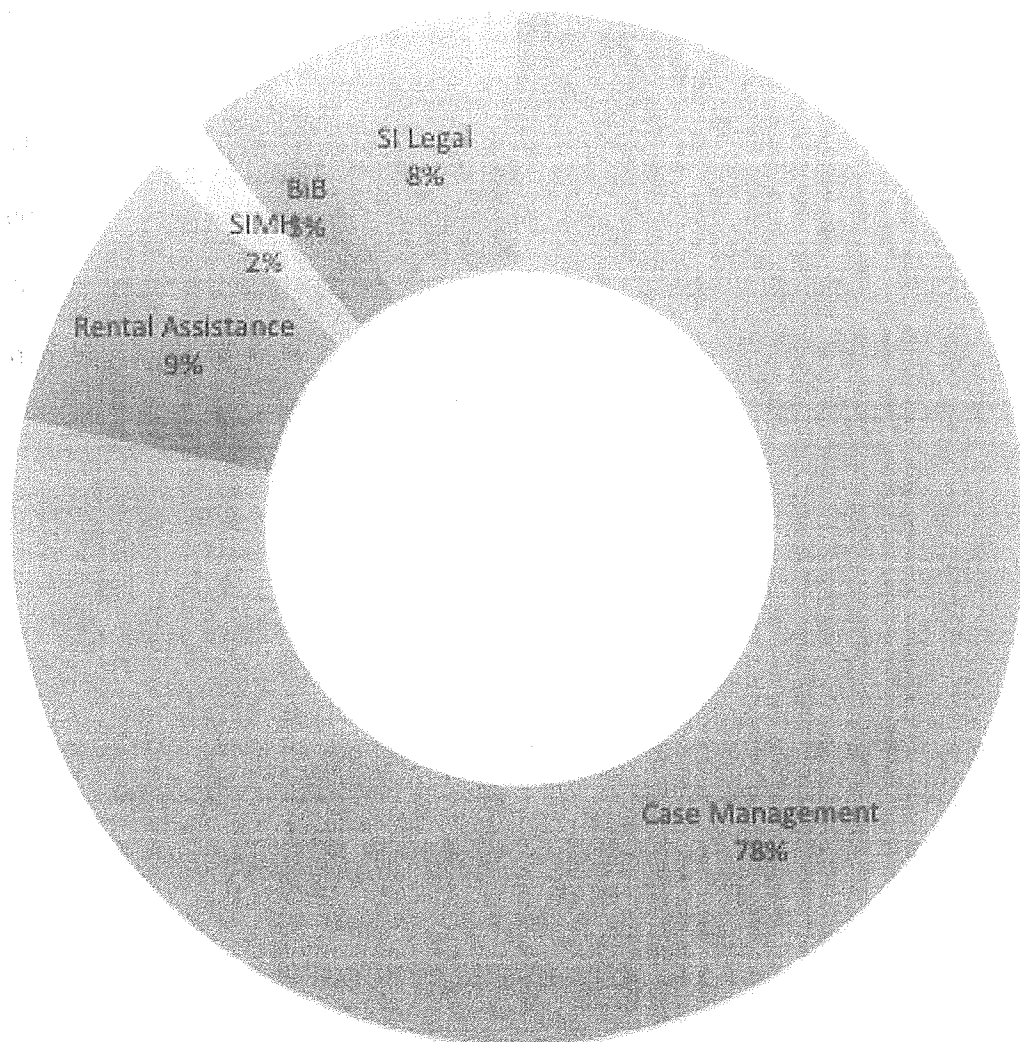
9% (16 HH) Needed Help with Rental Assistance

8% (14 HH) - requested Legal assistance

3% (4 HH) needed referrals to Build it Back

2% (3 HH) requested mental health assistance

## Needs Assessment June-Sept 2015



## Summary of Data and Notes on Client Narrative

As we approach the three-year anniversary of Hurricane Sandy, many residences find themselves caught in difficult financial situations with no place to turn. As disaster case management programs continue to make cut backs, clients are finding themselves facing homelessness, transfer amounts too large to fathom, and uncertainty as to when, if, or what their next steps in recovery are going to look like.

Although improvements have been made within the city's Build it Back program, the past two and a half years of chaos has left homeowners hesitant to trust in, and take advantage of what may be their best recovery plan. Those who have stayed updated within the Build it Back program and continued to advocate for themselves are not shy in sharing their experiences and frustrations with the program. From lost paperwork, and timing delays, coupled with the ongoing FEMA flood claim issues and lack of information regarding how such claims will affect a homeowners Build it Back status, "lost" has been a common theme within our community. Comments from residents on their views on Build it Back and their current recovery status were recorded. Here are some of the most notable:

- As far as I'm concerned Build it Back is a scam; Build it Back did nothing; they were stealing from people SS; Bedford
- Build it Back is supposed to raise the house, however, they keep calling and changing their date, I don't know what's going on- MM; Adams
- Over 1 and a half years they we have signed the same paperwork 4 times, and still no answers -RS; Finley
- We gave up on Build it Back, they lost our paperwork, asked for more paperwork, we let the house go into foreclosure- RN, Manhattan St
- Waiting on Build it Back for elevations, they keep changing the rules, I visit every week -JP Beachview
- Build it Back never got back to us, we have no choice but to take a buyout, we are still waiting and hope to be out by winter, the plumbing is not fixed - JR Seaver
- Build it Back told me they were only helping those without electricity - GR Manila Ave
- Build it Back is elevating the house at this moment, but I'm homeless - JS Andrews st
- It's a regular process with Build it Back of going back and forth with them. They told me I would need to spend more money. Build it Back sent an inspector, they estimated I need to pay \$17,000 - SS Cedargrove ct
- All Build it Back did was give me an expired smoke alarm- MM, Winham

- My parents are working with Build it Back and nothing happened; they give paperwork and they continue to ask for the same paperwork, Build it Back turned them over to the Mayor's office- DS Lyman Ave
- Had a bad experience with Build it Back must have brought in receipts over 10 times; all the paperwork lost CG, Poultney St
- Basement still same as from Sandy – Build it Back ask for \$19,000 up front so we're not doing anything AD, Quincy
- We are waiting to return home for 1 and ½ years Build it Back has demolished {the house}, but have not rebuilt. RC Sunnymeade
- FEMA turned them down; told Build it Back never to call them due to Build it Back being disrespectful - PC Vulcan St
- Still fighting with insurance, Build it Back ask for \$4,000 to finish her house, she withdrew from them. FEMA ask her to take a loan, now it's difficult to pay back.- JC Armstrong Ave
- Insurance money ran out, Build it Back felt the family received too much money and so Build it Back put a lien on their home, daughter states that her dad is 70 years old and totally afraid of build it back - AC Milton

As a coalition of primarily volunteer based organization, we often talk about managing client expectations, and differentiating between client needs verses wants, however hearing such words and agony from our community almost three years later is unacceptable. The words “rebuild their homes and get their lives back to normal” are on the front page of the Build it Backs website, for that to happen, transparency, accurate and timely information, and accountability are basic necessities needed and expected within this program. For our communities those expatiations are not being met.

Cassandra Missall  
 Director, Staten Island Long Term Recovery Organization  
 917-808-0061  
 SIIlongTermRecovery@gmail.com





**Testimony to the New York City Council Committee on Recovery and Resiliency  
Regarding Build it Back  
*September 24, 2015***

10 Broadway, 29th Floor  
New York, NY 10004

T 212 631 0886  
F 888 370 3085  
www.ALIGNny.org

Thank you to Chairman Mark Treygar and the members of the committee for this opportunity to comment on the Build it Back program. My name is Matt Ryan and I am the Executive Director of ALIGN: The Alliance for a Greater New York. ALIGN is a longstanding alliance of labor and community organizations dedicated to communities, climate, and jobs with justice. Since Sandy, our organization has been very active in recovery efforts as the coordinator of the the Alliance for Just Rebuilding (AJR). AJR brought together over 40 organizations to advocate for a rebuilding that addresses the deep economic and social inequalities that existed before the storm. Put simply, we believe how we allocate recovery funds and what we dedicate it to can make our city more equitable.

I would like to speak specifically today about the Build it Back local hiring initiative. One of AJR's priorities was to see good local jobs created through the recovery that lead to career opportunities. I commend the Administration's commitment to make this a reality with the Build it Back local hiring initiative. This initiative is a success and a model that should be build upon and expanded.

One, the initiative targets workforce training and hiring to communities in need of economic opportunity. The outreach kicked off with a "Sandy Recovery Opportunity & Resource Fair" in the Rockaways last October. The City's event, hosted in partnership with AJR and congregation-based organization Faith in New York, brought together nearly 50 government agencies, businesses, and organizations providing career opportunities, job training, union apprenticeships, and recovery and community resources to Sandy-impacted New Yorkers. This kind of partnership between the City and local grassroots organizations is critical to ensuring the success of programs like Build it Back. I would recommend that the City organize more fairs like this in other communities and also keep consistently engaging local partners to create a "feedback loop" that can trouble-shoot program implementation as well as continue to build strong relationships. For example, Small Business Services (SBS) could provide more frequent data reports to these community partners and adjust outreach efforts based on the findings. Also, I would highlight that it is critical to have a recognizable "point of entry" location to learn about the program and sign up. The Sandy Workforce 1 Center in Coney Island is positive example.

Two, the initiative covers the cost of construction and non-construction training and, in doing so, eliminates a barrier to entry for residents. The City is partnering with several great pre-apprenticeship programs that prepare people for entry into the construction trades. For non-construction, we would recommend that City continue to find partnerships with similarly strong programs. Programs to consider would be the 1199 SEIU League Training and Upgrading Fund (specializing in the healthcare), the Center for Frontline Retail, and the Green Supers Program (specializing in building efficiency and maintenance).

Finally, this initiative is oriented towards creating careers, not only job opportunities. This

matches the November recommendations of the City's Jobs for New Yorkers task force. The Career Pathways framework identifies the need to shift our public resources towards career progression rather than simply job placement. I believe the Build it Black local hiring initiative is model for this approach because it pairs pre-apprenticeship training to direct pathways into the union trade apprenticeship programs. In doing so, it creates an on-going training and work pipeline. Instead of being limited to only work opportunities at the site of a specific development project, this approach opens up continuous work opportunities around the City and region for the long term.

Moving forward, ALIGN would recommend that the City explore ways to expand this model. There could be opportunities at NYCHA where \$3 billion from FEMA are now dedicated to building upgrades, at the Rebuild By Design climate resiliency projects in the South Bronx and Lower East Side, and in the future rezonings for affordable housing development in East New York, the South Bronx, and other communities. In addition, there could be new possibilities created by the City as it jobs are created by the programs associated with reaching the renewable energy and building energy efficiency targets that are outlined in Mayor's OneNYC initiative.

Each of these opportunities presents unique challenges to establish targeted local hiring and to fund workforce training. That being said, we believe these challenges are surmountable and would be like to work with Council Members, the City, and other partners to make it a reality. We can continue to make progress by linking future efforts more closely to the City's public projects and publicly financed economic development.

**TESTIMONY OF NICOLE BERTRAN  
EXECUTIVE VICE PRESIDENT  
THE EDWARD J. MALLOY INITIATIVE FOR CONSTRUCTION SKILLS, INC.**

**THE COUNCIL OF THE CITY OF NEW YORK  
COMMITTEE ON RECOVERY AND RESILIENCY  
OVERSIGHT: BUILD IT BACK 2015 UPDATE  
FRIDAY, SEPTEMBER 25, 2015**

Good morning Council Member Treyger and Members of the Committee. My name is Nicole Bertran. I am the executive vice president of The Edward J. Malloy Initiative for Construction Skills (formerly Construction Skills 2000), a not-for-profit corporation which administers a pre-apprenticeship training program that leads to direct entry opportunities to apprenticeship programs jointly sponsored by union affiliates of the Building and Construction Trades Council of Greater New York (BCTC).

In New York City, the unionized construction industry plays a vital role in the city's economy employing approximately 100,000 workers. Unionized building and construction trades workers help to build and maintain the city's commercial and residential buildings, subway system, bridges and tunnels, hospitals, schools, fire houses and other critical infrastructure.

According to the New York Building Congress, construction spending in New York City is poised to reach \$35.6 billion in 2016. Construction employment is forecasted to reach the

second highest record in over two decades with more than 127,000 jobs.<sup>1</sup> With an increase in spending and an aging workforce, there is a tremendous amount of opportunity available in the construction industry.

How do we connect Sandy-impacted residents to these opportunities? Since its inception in 2001, The Edward J. Malloy Initiative for Construction Skills (CSKILLS) has opened the door to opportunities in unionized apprenticeship to public high school students and other New York City residents. Our record of success includes the placement of more than 1,680 New York City residents into these opportunities.

Due to existing partnerships with apprenticeship programs jointly sponsored by affiliates of the Building and Construction Trades Council of Greater New York, Construction Skills was prepared to answer the call to expand its services to provide these training and direct entry opportunities to adult residents of Sandy-impacted areas of New York City. Through the Sandy Build It Back Workforce Development Initiative, Construction Skills was allocated “voucher” funds to provide its pre-apprenticeship training and direct entry access to unionized apprenticeship opportunities to Sandy-impacted residents.

Beginning in March 2015, Construction Skills developed a recruitment strategy, tailored its pre-apprenticeship training curriculum to the needs of Sandy-impacted residents, and have our training budget approved by the NYC Department of Small Business Services. In July 2015, our five-week pre-apprenticeship training began with 36 participants. The program concluded in August 2015 with 27 graduates.

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<sup>1</sup> 2014-2016 New York City Construction Outlook, New York Building Congress, October 2014

To date, 14 graduates of this program have been placed into unionized apprenticeship opportunities with the Painters, District Council 9; Roofers Local 8; Metallic Lathers and Reinforcing Ironworkers Local 46; and the Building & General Construction Laborers Local 79. The remaining graduates will be referred next month to opportunities at the New York City District Council of Carpenters and others as they become available.

What do these outcomes indicate? The outcomes are evidence that, in seven months, Construction Skills was able to design a training model tailored to the needs of Sandy-impacted residents, recruit 36 participants, enroll 27 participants, graduate 27 participants, and, so far, successfully place 14 of these participants.

The outcomes of this program are in line with the existing Construction Skills record of success and are evidence that our pre-apprenticeship training and direct entry services are real opportunities for New York City residents. We urge the committee to continue to support this model as a tool to enable Sandy-impacted residents to access available career opportunities in the unionized construction industry.

Thank you.



**The American Institute of Architects New York Chapter  
Testimony before the New York City Council Committee on Recovery and Resiliency on  
Build it Back  
September 25, 2015**

Good afternoon, Council Member Treyger and members of the City Council Committee on Recovery and Resiliency. My name is Illya Azaroff, AIA, and I am the founding co-chair of the American Institute of Architects New York Chapter (AIANY)'s Design for Risk and Reconstruction Committee (DfRR). I am here to offer testimony on the City's Build it Back program.

AIANY represents over 5,200 registered architects and associated design and construction professionals. DfRR aims to foster awareness of the necessity to anticipate risk for communities, buildings they occupy, and regional plans by educating professionals and the public on designing to mitigate natural and man-made disasters, through preparedness, relief response and recovery, and reconstruction. DfRR advocates for improving the ability of the built environment to aesthetically, functionally, technically, and economically serve and protect the health, safety, and welfare of inhabitants.

In the aftermath of Superstorm Sandy, federal, state, and local efforts to administer relief and organize rebuilding coalesced rapidly. Many individuals, businesses, and communities throughout NYC benefitted from the actions of those agencies and governing bodies. The Build it Back program, one of three rebuilding programs founded during that post-Sandy period, formed public-private partnerships that would, through the redirection of resources, funding, and personnel, rebuild in the zones most affected by the storm over the course of three years.

We have continued to support this type of comprehensive approach to rebuilding, and AIANY applauds the noble objectives of rebuilding neighborhoods even better than before and helping owners reoccupy their homes, but AIANY recognizes that the program has not met public expectations. As of March 2015, 30,000 New Yorkers from affected areas were still living in temporary accommodations, including hotels. Although every project under the Build it Back program was set to break ground by May 1st, 2015, teams of contractors, architects, and engineers are still waiting for confirmation four months later.

Architects, working alongside City agencies, have played a key role in rebuilding efforts, and we have witnessed firsthand the bumpy path to recovery. A lack of oversight and complications with the administration and implementation of Build it Back have prolonged the process. The uncertain timelines have put stress on the small businesses contracted to do this work and our clients – building owners and community members. They have incurred additional costs in terms of business continuity and social equity.

The program's constantly shuffling case managers is a primary cause of administrative delays. Case managers are essential to the completion of a project. Ideally, they see a project from start to finish and are able to liaise between relevant stakeholders. Case managers, however, are reassigned frequently, causing confusion among the clients and design professionals. When case managers are changed out, participants are often required to resubmit documentation, thus interrupting progress. Many clients have worked with seven or eight different case managers over the last three years. In addition, contractors often arrive on site to complete demolition, but nobody arrives afterwards for construction, leaving homeowners in the dark. These unexplained holdups speak to the need for more direction from the administration.

Despite initial efforts, there is also little or no impetus to build back better than before. Build it Back has not consistently encouraged property owners to embrace resilient building measures, which can range

from elevating entire homes to prohibiting occupation of basements below the flood elevation. Architects have experienced the frustration of working with clients who do not properly consider the grave implications of inadequate construction in areas threatened by future storms. Build it Back intended to hold recipients to quality design, but has failed to do so during implementation.

In order to improve Build it Back and make it viable and productive in achieving its goals, AIANY advocates for certain adjustments to the program's policy and execution. By addressing the inconsistencies, the program can become more efficient and successful.

- Publish rebuilding timelines to increase public awareness and transparency. Knowledge of when and how Build it Back will assist owners, residents, and communities in planning their futures is an important first step. Public posting will also hold the City accountable for following through.
- Establish regulated projects schedules. All players are required to start and finish jobs within the stipulated timelines. Community members and contractors benefit from keeping projects on track from demolition to construction.
- Expand cooperation with design professionals. Architects are generally nimble and can adjust schedules and delivery expediently. By allowing architects more independence over projects, they can service clients better. Unnecessary administrative barriers have kept talented architects and professionals from getting involved, or staying involved, in this essential work. Oversight by the City would primarily pertain to ensuring that architects remain within funding streams.
- Increase available resources and staff. With more people and power, Build it Back can get back on track.

In closing, homeowners are desperate to complete their recovery. Architects are ready and capable to be part of the solution. Our collective goal is to support vibrant communities that are productive, resilient, and look to the future. AIANY looks forward to working with the community stakeholders and governing bodies to achieve this.

Respectfully submitted,

Illya Azaroff, AIA

**Testimony of the Legal Services NYC**

**Before the New York City Council  
Committee on Recovery and Resiliency**

**Build It Back Oversight Hearing**

September 25, 2015



Thank you for this opportunity to testify. My name is Margaret Becker. I am Director of Disaster Recovery at Legal Services NYC (LSNYC). Our borough offices—principally Queens Legal Services, South Brooklyn Legal Services, and Staten Island Legal Services—have been helping people recover from Hurricane Sandy for nearly three years now, and our work continues.

LSNYC fights poverty and seeks justice for low-income New Yorkers. For more than 40 years, we have challenged systemic injustice and helped clients meet basic needs for housing, high-quality education, health care, family stability, and economic security. LSNYC is the largest civil legal services provider in the country, with deep roots in all of the communities we serve. Our neighborhood-based offices and outreach sites across all five boroughs help more than 60,000 New Yorkers annually.

In November 2012, our services expanded to include Hurricane Sandy recovery work, specifically legal assistance on FEMA benefits, insurance claims, Sandy-related mortgage problems, contractor fraud, tenant rights and benefits, access to Build It Back help, family law issues that have arisen, and other legal needs associated with New Yorkers' long, slow recovery. To date LSNYC has assisted over 6,000 Sandy-affected households.

We share the Administration's and the Council's goal of making Build It Back as effective as possible. For that reason, we endeavor below to offer feasible solutions to the problems we identify.

**I. How Does HPD Intend to Spend the \$12.8 Million Remaining in Its TDAP Allocation?**

Approximately 84,000 renters in New York City registered for FEMA help in the wake of Hurricane Sandy. Only 646 of them managed to register for the Temporary Disaster Assistance Program (TDAP), the availability of which was only minimally advertised during the short window that registration was open. Only 375 of 646 received rental assistance coupons. Only 162 have managed to find apartments to use the coupons. The City, in its original Action Plan, intended to help 600 households. It has now reduced that expectation to 300 households. We should not so easily and so quietly write off the recovery needs of low-income renters.

TDAP, under the authority of the Department of Housing Preservation and Development (HPD), was a limited program from its inception, and its performance has fallen dramatically short of even that low expectation. According to the U.S. Department of Housing and Urban Development (HUD) July 2014 Monitoring Review Report, only 83 households had leased units under the TDAP program as of March 2014. A year later only 162 families had managed to find an apartment with the coupons, progress of only 79 more households helped in a year, according to the latest information on the NYC Recovery's



Sandy Funding Tracker. So far HPD has issued 375 coupons, but 77 of those have expired with the household unable to find an apartment, which reduces the number to 298 coupons. That 20% failure rate is likely to increase, since 136 households with active coupons are yet to find an apartment. In other words, 46% of those with active coupons have not yet been able to use them.

As the two-year limit on the initial TDAP vouchers is expiring, HPD is commendably attempting to move those households that still need help to Section 8 vouchers. And in Amendment 8B to the Action Plan, the City has extended the voucher program to 4 years. However, it also cut in half—from 600 to 300—the number of households to be served.

Of the \$19 million allocated to the TDAP program, HPD has spent only about \$6.2 million (as of June 30, 2015). New York City's most recent Quarterly Performance Report to HUD suggests that the extension of the TDAP program to 2017 will serve only 124 additional households. With only \$6.2 million spent to date—less than a third of the \$19 million allocation—and with its commitment reduced from 600 families to 300 families, and with only 43% of coupon recipients able to use them to date, it is difficult to see how HPD will spend the remaining \$12.8 million under the program as currently structured. The City can afford to restore its commitment to serve 600 households, and it must expand its applicant pool if it intends to meet even its halved commitment of helping 300 households.

At LSNYC, we still see Sandy-displaced renters struggling to find affordable, stable homes.

1. Reopening registration for TDAP, and, for the first time, effectively advertising its availability, would ensure that the City can spend the remaining \$12.8 million, and appears to be the only way that it can do so.
2. Reopening registration for TDAP, and effectively advertising its ability, would allow the City to see the scope of the unmet needs of renters in this recovery, rather than leaving them as a hidden and forgotten population.

## **II. Inability to Pay “Transfer Amounts” Is Forcing Many Families Out of Build It Back, Undermining Not Only Their Own Recovery But That of Their Neighborhoods and the City**

Many, many Build It Back registrants are being forced out of the program because they cannot pay transfer amounts. The transfer amount—the sum of the registrant's insurance and other recovery funds that the registrant must pay over to Build It Back before receiving assistance—is calculated based on receipts the registrant has compared to Build It Back's determination of the damage to the home, and a list of “allowable activities”, i.e. uses of insurance funds deemed legitimate.

We know of no Build It Back registrant that used insurance funds to buy a yacht or take a trip to the Bahamas. Perhaps such a person exists, but he is not the norm. For the most part, people used insurance funds to plug emergency holes: unexpected expenses that were not “allowable,” such as repairs for which they lack receipts, increased living expenses because of displacement, or mortgages.

The “withdrawal” of so many people from the program for this reason is a tragedy not only for that household but also for their neighbors: rebuilding solutions that made sense, such as rebuilding homes on tiny lots as attached homes, come off the table when one homeowner has no transfer amount and his neighbor has an unpayable one. Likewise, this type of rebuilding unnecessarily leaves neighborhoods as

a hodgepodge of elevated and low homes, repaired and damaged homes, and, in some cases, vacant homes when homeowners are left with no means of recovery.

These forced withdrawals also undermine the City's recovery: our goal is to rebuild in a way that is as resilient as possible and that avoids displacing people as much as possible. Home elevation is out of reach for most coastal homeowners. For many, Build It Back is their only life line to an elevated home without crippling flood insurance premiums.

To date, Build It Back is expecting the non-profit community to solve this problem, specifically New York Disaster Interfaith Services (NYDIS). But NYDIS' Unmet Needs Roundtable is not paying for transfer amounts. Even if it or other non-profits were willing to take this on, it is unlikely that they could meet the need.

Build It Back is bound by the federal prohibition on "duplication of benefits": federal funds may not be used to pay for the same thing twice. Since nearly all flood insurance is federally funded under the National Flood Insurance Program (NFIP), flood insurance proceeds are considered as much federal funds as are Community Development Block Grant Disaster Recovery funds.

There are solutions to this apparent dilemma:

1. Is it possible to waive the transfer amount for those that cannot pay it? Federal "duplication of benefits" rules are complex, and there are ways to work within those rules and still prevent harsh and unjust results. An example of the flexibility of those rules is the evolving treatment within Build It Back of SBA loan offers (loans that homeowners declined to take, often for sensible reasons of affordability). Declined SBA loans were originally counted within transfer amounts, but later Build It Back found a way around that dilemma. Another more recent example is HUD's decision, announced in mid-September, that the first \$20,000 that a homeowner receives as a result of FEMA's flood insurance claims review process is exempt from "duplication of benefits" calculations in Build It Back.
2. Build It Back could explore using currently available city-sponsored low-cost home purchase and repair loans to help pay transfer amounts.
3. For those unable to take on a low-cost loan, the City could explore a way to convert the transfer-amount into a lien on the house, to be paid on the sale of the home, similar to the Mortgage Assistance Program grant/loan program that helps struggling homeowners pay mortgage arrears.

Certainly other solutions exist as well.

As flood insurance premiums continue to rise, un-elevated properties in Special Flood Hazard Zones will become both unaffordable and unmarketable. The consequence for our coastal neighborhoods will be devastating, as vacant, abandoned, and foreclosed homes begin to pock these neighborhoods. The consequence of our failure to address the problem of unpayable transfer amounts will be far broader than the individual household.

### III. **Build It Back Should Expand the Resiliency Options It Offers 1-4 Family Homeowners, to Prevent Widespread Foreclosure Due to Rising Flood Insurance Costs**

New York's low- and middle-income coastal homeowners desperately need help rebuilding more resilient homes, not only for safety but also for their ability to afford their homes going forward: FEMA is phasing out subsidized flood insurance premiums under the NFIP, and many New York City homeowners may see their flood insurance premiums rise to \$5,000, 10,000, or even \$15,000 per year. Premiums at this level will be crippling for low- and middle-income homeowners. Because flood insurance premiums are escrowed in mortgage payments for any homeowner with a mortgage, inability to pay increased premiums—which are part of the monthly mortgage payment—will manifest as mortgage default and eventual foreclosure.

Currently, Build It Back offers only two types of resiliency measures: relocating boilers and other utilities to higher floors; and home elevation. While raising utilities to a higher floor is a very important resiliency measure and will significantly limit future storm damage, it does not significantly reduce flood insurance premiums.

The other resiliency measure Build It Back offers—elevation of the home above FEMA's Base Flood Elevation requirement—will dramatically reduce premiums, keeping them at \$500-\$800 per year. However, Build It Back is offering home elevation to only a small percentage of registrants, only those who are substantially damaged or substantially improved, which is likely less than 10 percent of program registrants. This may be only about 1,500 homeowners at best, out of roughly 19,000 Build It Back registrants and out of an estimated 60,000 owner-occupied 1-4 family homes in New York's Special Flood Hazard Zones.

Many low-income, Sandy-affected coastal homeowners could significantly reduce their flood insurance premiums—and thereby keep their homes—through other resilient rebuilding measures that Build It Back is not offering.

1. Build It Back could offer basement fill-in. Filling in a home's basement and adding flood vents to the above-ground portion of the basement effectively raises the home's "lowest floor" elevation by about 8 feet for purposes of flood insurance premium rating, and is far less costly than actual elevation of the home. For many low-income homeowners, this type of "elevation" will make the difference between home affordability and foreclosure,<sup>1</sup> but the cost—though much less than a full home elevation—is still out of reach for low-income homeowners.
2. Second story add-ons may be another option within reach of the funds Build It Back has. Rather than physically elevating a structure, it may be possible to add an additional story on some homes, and convert the lowest floor to a garage or storage space. Like basement fill-in, this measure effectively elevates the home for flood insurance rating purposes, and thereby

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<sup>1</sup> Because NFIP rates take account of whether the lowest floor elevation is a basement floor or an above-ground floor—with rates lower for basement-based lowest-floor elevations—basement fill-in will not automatically reduce the flood insurance premiums for all homeowners. But it will for many.

dramatically reduces flood insurance premiums. While this type of conversion is likely more costly than basement fill-in, it may be within a range that Build It Back could fund.

3. In order to determine whether these measures would make a difference for a given homeowner's flood insurance affordability, the homeowner will need an individualized analysis of flood insurance premiums under different elevation scenarios. Many counselors in the Build It Back counseling program, including LSNYC's staff, have the training already to perform these insurance assessments. Those that do not can be trained. Assessments of this kind will be necessary and are within the scope of what Build It Back's current counselors can do.

Other types of affordable resiliency options may be feasible as well. Build It Back can seek the input of engineers to explore the full scope of options to help keep rebuilt homes affordable. Without more help with resiliency—help that is specifically tracked to the NFIP rating factors—Build It Back will be rebuilding homes that mortgage banks will take in foreclosure within the next 10-15 years.

We recognize that changing design options at this stage in the Build It Back process will be difficult. Ideally, the consequences of the 2012 Biggert Waters Act and the 2014 Homeowners Flood Insurance Affordability Act would have factored into the City's Action Plan from inception. But hindsight is 20-20, and we must try to use CDBG-DR funds as wisely as possible in the remaining two years.

#### **IV. Build It Back Needs Capacity to Rapidly Address Complaints about Builders**

As Build It Back moves more heavily into the building phase of its program, the problem of building contractors making mistakes, performing poor work, failing to do all work within the scope of the contract, etc., will only mount. We are already seeing this in the Sandy-damaged neighborhoods we serve. Currently, Build It Back's customer service line is the only avenue homeowners have to report these problems and seek help addressing them. The customer service line does not appear equipped to deal with these issues, even at the current scale of complaints. Homeowners tell us that their complaints receive no follow-up. This problem will only increase as construction work ramps up.

New York City's Rapid Repairs program should teach us something: Rapid Repairs did a tremendous amount of good in helping people get home more quickly, but it had too many instances of poor workmanship, even dangerous workmanship in some cases. Without a better means to address complaints about building contractor's work, Build It Back will have the same problem.

Build It Back needs to have a team of building professionals that is large enough to respond quickly to complaints as they arise, evaluate what needs to be done to correct the particular problem or problems, and demand the correction from the contractor as a condition of payment for the work. A direct link between complaint resolution and payment of the contractor is critical. A dedicated contractor complaint hotline could help speed the complaints to those equipped to investigate and correct them, but a hotline will do little good if a robust complaint-response team is not in place, and if contractors are paid despite unresolved complaints.

As stated already, Legal Services NYC shares the Council's and Build It Back's goal of helping the city recover as robustly and resiliently as possible. We recognize that the Build It Back program is complex, hemmed in by myriad constraints. Our comments here are offered in the spirit of helping to make the Build It Back as great a help to our coastal communities as it can be.

For further information, please contact

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Director of Disaster Recovery and Community Development  
Legal Services NYC  
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New York, NY 10013  
718-233-6484  
mbecker@ls-nyc.org

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

Date: 25 Sept 2015

(PLEASE PRINT)  
Name: Dr Paul S. Markiewicz

Address: 99 Bay St BX

I represent: The Urban Insight NYC South

Address: 1 Water

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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 in favor  in opposition

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

(PLEASE PRINT)  
Name: ALANA TORNELLO

Address: 174 PERRY AVE STATEN ISLAND, NY 10314

I represent: NEW YORK DISASTER INTERFAITH SERVICES

Address: 4 WEST 43RD ST NEW YORK, NY

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

Date: 9/25/15

(PLEASE PRINT)  
Name: CALVIN JOHNSON

Address: 255 GREENWICH ST 8TH FL NY NY 10007

I represent: NYL CMB

Address: Same

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

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

in favor  in opposition

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

(PLEASE PRINT)

Name: TRADDEUS HACKWORTH, I

Address: 250 BROADWAY 24<sup>TH</sup> FL

I represent: NYC HOUSING RECOVERY OFFICE

Address: SAME

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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in favor  in opposition

Date: 9/25

(PLEASE PRINT)

Name: Bill Goldstein

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

I represent: Mayor's office

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

**THE COUNCIL  
THE CITY OF NEW YORK**

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

in favor  in opposition

Date: 9/25/15

(PLEASE PRINT)

Name: Amy Peterson

Address: Mayor's office of Housing Recovery

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

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

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

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

in favor  in opposition

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

(PLEASE PRINT)

Name: Marcia Bennett

Address: 438 Beach 45th St, Far Rockaway, NY 11691

I represent: St. Mary's Star of the Sea Faith in New York

Address: 103-C 4 39th Ave Suite 105 Corona NY 11368

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

in favor  in opposition

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

(PLEASE PRINT)

Name: HERBERT BINGEL

Address: 257 FRENCHSIDE PLAZA

I represent: CALL TO ACTION

Address: 454 B 67 ST

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

in favor  in opposition

Date: 9/25/2015

(PLEASE PRINT)

Name: Wayne Clarke

Address: 1312 E 84th St Brooklyn NY 11236

I represent: Uly Time Inc

Address: 9601 Hattards Rd 11236

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



**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

in favor  in opposition

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

(PLEASE PRINT)

Name: Morlene Knapp  
Address: 10407 Ave M Brooklyn 11236

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

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

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

in favor  in opposition

Date: 9/25/15

(PLEASE PRINT)

Name: Margaret Becker  
Address: 40 Worth St., Suite 606, NY NY 10013

I represent: Legal Services NYC

Address: same

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. B113

T2015-3465  in favor  in opposition

Date: 9/25/15

(PLEASE PRINT)

Name: EDWARD UBIERA  
Address: 78-10 34th Ave # 51 SACTISUR BROOKLYN NY 11232

I represent: NYC LISC

Address: 501 74th Ave NY NY 10018



# THE COUNCIL THE CITY OF NEW YORK

Appearance Card

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

in favor     in opposition

Date: 9/25/15

(PLEASE PRINT)

Name: Illym Azaroff

Address: 536 La Guardia Place

I represent: The American Institute of Architects New York

Address: Chapter

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# THE COUNCIL THE CITY OF NEW YORK

Appearance Card

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

in favor     in opposition

Date: 9/25/15

(PLEASE PRINT)

Name: Matt Ryan

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

I represent: ALIGN

Address: 50 Broadway 29th Fl 10014

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**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

in favor  in opposition

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

(PLEASE PRINT)

Name: Nicole Rivron

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

I represent: Edward J. Malloy Initiative for Construction

Address: 71 W. 23rd St., 501-03, NY, NY 10010 SK1115

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**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

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

in favor  in opposition

Date: 9/25/15

(PLEASE PRINT)

Name: Cassandra Missall

Address: 100 Park Ave SE, NY 10302

I represent: Staten Island Long Term Recovery

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

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