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Project Note:

Procurement Strategy for New York City Housing

Version 1.00

Procurement Strategy for New York City Housing

(Using the Public–Social Delivery Model(PSDM) *)

"For the purpose of this paper, the term Public–Social Delivery Model (PSDM) is used to describe a public-led procurement framework that combines government ownership with mission-aligned delivery partners."

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EXECUTIVE SUMMARY

This proposal presents a scalable, fiscally responsible, and publicly accountable procurement model that would enable New York City to deliver up to 200,000 permanently affordable homes over the next decade, while retaining full public ownership of assets, protecting tenants, and ensuring long-term affordability for future generations.

At the centre of the strategy is the **Public–Social Delivery Model (PSDM)**—a governance-led procurement framework in which the City **defines and enforces public objectives**, including affordability, eligibility, quality, and long-term stewardship, while engaging **social, institutional, and mission-aligned partners** to responsibly expand delivery capacity. PSDM is explicitly **neither privatisation nor outsourcing**. It is a structured response to the limitations of traditional public procurement that strengthens—rather than dilutes—public control.

The strategy recognises that **traditional public delivery alone cannot meet current housing demands** due to fragmented responsibilities, extended approval cycles, capital intensity, and constrained delivery capacity within City agencies. PSDM addresses these constraints by shifting procurement from isolated, transaction-based contracting to a **programmatic, performance-managed delivery system**, with **end-to-end accountability** for outcomes across planning, construction, and long-term operations.

To support informed decision-making, the note evaluates three complementary delivery pathways, detailed in the annexures:

- **Public land–led development** using non-performing and surplus City assets provides the **lowest-cost and most politically legitimate foundation** for scale, enabling deep affordability and permanent public ownership. However, on its own, this approach is constrained by agency capacity and exposure to cost escalation.
- **International reference models** (notably Singapore- and Malaysia-inspired approaches) demonstrate that large-scale, high-quality, permanently affordable housing is achievable when lifecycle stewardship, cross-subsidy, and resident-supported maintenance are embedded. These models cannot be replicated wholesale in New York City, but offer **valuable design and governance principles** when selectively adapted.



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- A **housing-adapted Hybrid Annuity Model (Housing-HAM)** provides the most scalable and delivery-efficient complement to public land development. By spreading public expenditure over say 25 years, lowering construction financing risk, and enforcing performance through milestone-linked payments and step-in rights, this approach accelerates delivery while preserving public control and fiscal predictability.

The note therefore recommends a **blended PSDM strategy**:

1. **Public land-led development as the anchor,**
2. **Selective adaptation of proven international practices** for durability and affordability, and
3. **Targeted use of a Housing-HAM mechanism** to unlock speed, scale, and budget sustainability.

Critically, the strategy is supported by a **robust performance management framework** and **clear legal and regulatory alignment**, ensuring that commitments are **enforceable, auditable, and resilient** under public, legislative, and judicial scrutiny. The City retains continuous oversight, graduated remedies for underperformance, and unambiguous step-in rights to protect residents and public interests.

In conclusion, PSDM positions procurement as a **core governance tool**, not merely an administrative function. It enables the city administration to deliver housing that is **fast, affordable, legally sound, and publicly accountable**, while building institutional capacity and safeguarding public trust. Adopted as a programmatic framework, PSDM supports not only near-term delivery targets, but a **durable housing legacy** defined by credibility, competence, and lasting public value.

This framework was formally submitted to the Mayor's Office of New York City on 16 January 2026 (reference confirmed) and is now presented directly to HPD for review. A reminder was also submitted in March 2026. The full framework is available at <https://psdm.skillstem.in>"

Annexure 1: Non-Performing and Surplus Public Land Inventory

This annexure documents the availability of **non-performing and surplus public land across New York City** that can be rapidly mobilised for affordable housing delivery. It demonstrates that a substantial pipeline of publicly controlled sites—such as underutilised parking lots, former industrial parcels, library sites, and NYCHA infill locations—already exists, significantly reducing land acquisition costs and accelerating delivery timelines. The annexure confirms that **public land-led development is a credible anchor strategy**, while also highlighting capacity and coordination constraints that necessitate complementary delivery mechanisms

Annexure 2: International Reference and Adaptable Models

This annexure reviews **international housing delivery models**—particularly Singapore- and Malaysia-inspired approaches—to extract **transferable governance and design principles** rather than propose direct replication. It demonstrates that large-scale, permanently affordable housing is achievable when lifecycle stewardship, cross-subsidy, and long-term maintenance responsibility are embedded. The



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annexure concludes that, while New York City’s legal and land context prevents wholesale adoption, **selective adaptation** of these principles can materially strengthen affordability, durability, and fiscal sustainability under a public-led framework

Annexure 3: Housing-Adapted Hybrid Annuity Model (Housing-HAM)

This annexure sets out a **housing-adapted version of the Hybrid Annuity Model**, drawing on its proven infrastructure delivery track record. It explains how spreading public payments over the asset lifecycle—linked to verified construction milestones and performance—can reduce upfront fiscal pressure, lower financing risk, and prevent stalled projects, while retaining full public control and affordability safeguards. The annexure establishes Housing-HAM as the **most scalable and delivery-efficient complement** to public land development within the Public–Social Delivery Model

Annexure 4: References

Annexure 5: Copies of reference submitted including a gentle reminder.

Annexure 6: Global Precedents for Availability Payment Models in Social Housing

Note: Annexures 1–6 are available on request.



1. Strategic Context and Vision

1.1 New York City Housing Challenge – Scale, Urgency, and Constraints

New York City continues to face a significant housing shortage that affects affordability, availability, and stability across income groups. Demand has outpaced supply due to population pressures, aging housing stock, rising construction and financing costs, and climate-related risks. These constraints have slowed delivery at a time when homelessness, overcrowding, and workforce displacement are increasing. The scale and urgency of the challenge require coordinated, citywide solutions rather than fragmented, project-by-project responses.

1.2 Policy Priorities and Public Expectations

Housing is a central issue for New York City's policy agenda, with strong public expectations for faster delivery, sustained affordability, and protection of tenant rights. Residents expect visible progress early in the term, alongside transparency, equity, and responsible use of public resources. Housing outcomes will therefore serve as a key measure of leadership, credibility, and the City's ability to deliver on core civic commitments.

1.3 Role of Procurement Strategy in Achieving Housing Outcomes

Procurement strategy plays a decisive role in shaping housing outcomes. It determines how projects are structured, how responsibilities are assigned, and how performance is measured and enforced. A well-designed procurement approach enables the City to translate policy objectives into consistent delivery, aligning timelines, costs, quality, and long-term performance with public goals. Procurement, when used strategically, becomes a tool for achieving scale, speed, and accountability.

1.4 Why Traditional Procurement Alone Is Insufficient

Traditional procurement approaches often separate planning, construction, and operations into discrete stages managed by different parties. This fragmentation can result in delays, cost escalation, uneven quality, and limited accountability for long-term performance. Given the complexity and urgency of New York City's housing needs, relying solely on traditional methods risks under-delivery and public dissatisfaction. More integrated and outcome-focused approaches are required to meet current demands.



2. Objectives of the Procurement Strategy

2.1 Accelerating Housing Delivery

Reduce delays and improve coordination across the delivery process to enable faster completion of housing projects while maintaining public oversight and accountability.

2.2 Enhancing Affordability and Long-Term Value

Support housing solutions that remain affordable over time by emphasising durability, efficient operations, and predictable long-term performance rather than short-term cost savings.

2.3 Reducing Fiscal Pressure on the City

Improve budget certainty and limit exposure to cost overruns by aligning public expenditure with verified delivery milestones and service outcomes.

2.4 Ensuring Quality, Safety, and Lifecycle Performance

Embed clear standards for design, construction, safety, and ongoing maintenance to ensure housing assets remain safe, functional, and resilient over their full service life.

2.5 Promoting Equity, Sustainability, and Innovation

Advance inclusive housing outcomes, environmentally responsible practices, and responsible innovation that enhances resident experience while supporting broader social and civic objectives.

3. Introducing the Public–Social Delivery Model (PSDM)

3.1 Definition of the Public–Social Delivery Model

The **Public–Social Delivery Model (PSDM)** is a structured approach to delivering public housing in which **the City retains full ownership, policy authority, and public accountability**, while **social, institutional, and mission-aligned delivery partners** are engaged to support financing, construction, operations, and long-term stewardship of housing outcomes.

Under PSDM, the **public sector leads**:

- the purpose of the project,
- affordability standards,
- tenant protections,



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- performance expectations, and
- governance frameworks.

Delivery partners operate **within a clearly defined public mandate**, focused on achieving measurable social outcomes rather than short-term transactional objectives.

3.2 Public Leadership with Social and Institutional Partners

PSDM is anchored in **public leadership**, not delegation of responsibility.

The City:

- defines *what* must be delivered,
- sets *who* must be served,
- determines *how affordability and quality are protected*, and
- enforces compliance through transparent oversight.

Social, institutional, and delivery partners contribute:

- technical capability,
- execution capacity,
- program management,
- financing support aligned with public goals, and
- long-term operational expertise.

This model recognizes that **complex urban housing challenges require collaboration**, while affirming that **public interest remains non-negotiable**.

3.3 Outcome-Based Housing Delivery

PSDM shifts the focus from **inputs and contracts** to **outcomes and lived experience**.

Success is measured by:

- number of homes delivered on time,
- long-term affordability maintained,
- quality and safety of housing,
- reliability of maintenance and services,



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- tenant satisfaction and stability, and
- contribution to community well-being.

Rather than fragmented responsibility across multiple vendors, PSDM promotes **clear accountability for results**, supported by data, reporting, and performance review mechanisms.

3.4 Distinction from Privatisation and Outsourcing

PSDM is explicitly **not privatisation** and **not outsourcing public responsibility**.

Key distinctions:

- **Ownership** remains with the public sector.
- **Policy control** remains with elected leadership.
- **Tenant protections** are governed by public law.
- **Public oversight** is continuous, not episodic.

Delivery partners do not control public assets, determine access, or redefine public objectives. Their role is to **enable delivery**, not replace government authority.

This distinction is critical for maintaining public trust and democratic legitimacy.

3.5 Relevance of PSDM for Urban Housing

Urban housing delivery requires:

- speed without loss of quality,
- scale without loss of accountability,
- innovation without erosion of equity, and
- long-term stewardship rather than short-term completion.

PSDM is suited to these conditions because it:

- mobilizes additional delivery capacity responsibly,
- aligns execution incentives with social outcomes,
- supports long-term maintenance and care of housing stock, and
- preserves the City's ability to adapt policy over time.



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For New York City, PSDM provides a **practical, values-aligned pathway** to expand housing supply while protecting affordability, dignity, and public confidence.

4. Procurement and Selection Process

4.1 Project Identification and Prioritisation

Under the Public–Social Delivery Model, procurement begins **well before any selection exercise**.

The City first establishes a **clear housing program pipeline**, prioritised based on:

- housing need and urgency,
- availability of public land or planning readiness,
- affordability targets,
- alignment with adopted housing policy priorities, and
- capacity for phased or scalable delivery.

Projects are framed not as isolated developments, but as **program components** contributing to broader citywide housing objectives. This ensures procurement decisions serve **strategic outcomes**, not standalone transactions.

4.2 Early Capacity Assessment and Partner Readiness

Before inviting formal proposals, the City undertakes a **capacity and readiness assessment** to understand:

- delivery capabilities available in the market,
- experience with large-scale urban housing,
- ability to work within public accountability frameworks,
- operational maturity for long-term stewardship, and
- alignment with social and community objectives.

This step reduces risk by ensuring that only **capable, mission-aligned partners** are considered for subsequent stages, avoiding later failures due to mismatched expectations or insufficient capacity.

4.3 Market Engagement and Structured Dialogue

The City conducts **structured, transparent engagement** with potential delivery partners to:



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- test feasibility assumptions,
- refine affordability and service expectations,
- understand innovation opportunities,
- validate delivery timelines, and
- ensure procurement documents are clear and realistic.

This engagement does **not** pre-select outcomes or partners. Instead, it improves the quality of the procurement by aligning public intent with delivery realities, while maintaining fairness and transparency.

4.4 Clear Definition of Public Outcomes and Obligations

Before any selection process begins, the City formally defines:

- affordability levels and eligibility criteria,
- tenant protections and service standards,
- quality, safety, and compliance requirements,
- reporting and transparency expectations, and
- long-term operational responsibilities.

By locking these elements upfront, the procurement process focuses on **how outcomes will be delivered**, not on renegotiating public commitments.

This clarity is essential for maintaining political legitimacy and public trust.

4.5 Competitive Selection Based on Capability and Outcomes

Partner selection is conducted through a **competitive and merit-based process**, evaluated on:

- demonstrated delivery capability,
- track record in housing or comparable public projects,
- financial and organisational resilience,
- ability to meet defined social outcomes,
- governance and transparency standards, and



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- quality of proposed delivery approach.

Price is considered, but **not in isolation**. Decisions are based on **best overall public value**, balancing affordability, reliability, and long-term performance.

4.6 Evaluation Governance and Integrity Safeguards

To protect public confidence, evaluation is conducted under:

- documented evaluation criteria,
- independent oversight and probity measures,
- conflict-of-interest controls,
- audit-ready decision records, and
- clear separation between political leadership and technical assessment.

This ensures that selections are defensible, transparent, and resilient to public or legal scrutiny.

4.7 Agreement Finalisation and Financial Readiness

Once a preferred partner is identified, the City confirms:

- financial readiness and funding arrangements,
- delivery schedules and milestones,
- reporting and compliance mechanisms,
- service continuity protections, and
- public step-in rights in case of underperformance.

No project proceeds until **all safeguards are in place**, ensuring the City is protected before delivery begins.

4.8 Transition to Delivery and Operations

Following agreement finalisation, the City oversees a structured transition into delivery, including:

- mobilisation planning,
- governance setup,
- reporting system activation,
- community communication, and



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- operational readiness checks.

This phase ensures the project moves from policy intent to **controlled, accountable execution**, without loss of oversight or public visibility.

4.9 Continuous Oversight and Adaptive Management

Procurement under PSDM does not end at selection.

The City maintains:

- regular performance reviews,
- transparent reporting to leadership and oversight bodies,
- mechanisms for corrective action, and
- flexibility to adapt delivery approaches as needs evolve.

This reinforces that procurement is a **means of achieving outcomes**, not a one-time administrative event.

Strategic Significance of Section 4

- This section demonstrates that:
- public control is preserved at every stage,
- political risk is actively managed,
- delivery partners are selected on merit and alignment, and
- housing outcomes remain accountable to elected leadership.

It positions procurement as a **governance tool**, not merely a purchasing function.



Section 5 – Performance Management Framework (how results are enforced)

This section demonstrates that, written to clearly demonstrate **how results are enforced in practice** under the **Public–Social Delivery Model (PSDM)**—without invoking any disallowed concepts or language.

This section is intentionally framed so it can support:

- executive oversight,
- legislative review,
- audit scrutiny, and
- public communication.

5. Performance Management Framework (How Results Are Enforced)

5.1 Purpose and Principles of Performance Management

Under the Public–Social Delivery Model, performance management is the **primary enforcement mechanism** through which public outcomes are protected.

The framework is designed to:

- ensure commitments translate into real-world outcomes,
- maintain continuous public oversight,
- enable early detection of underperformance, and
- provide clear consequences and corrective pathways.

Performance management is **embedded from the outset**, not retrofitted after delivery begins.

5.2 Performance Standards and Measurable Indicators

All delivery and operational obligations are translated into **explicit, measurable standards**, covering:

- delivery timelines and milestones,
- construction quality and safety,
- affordability compliance,
- occupancy and service reliability,



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- maintenance and asset condition, and
- tenant experience and responsiveness.

Each standard is linked to **verifiable indicators**, ensuring performance is assessed objectively rather than subjectively.

5.3 Monitoring, Reporting, and Transparency

Performance is monitored through:

- regular data reporting by delivery partners,
- independent verification where appropriate,
- scheduled performance reviews, and
- exception-based reporting for material issues.

Reports are structured for:

- executive leadership visibility,
- oversight body review,
- audit readiness, and
- public transparency where appropriate.

This ensures that performance information is **actionable, not merely descriptive**.

5.4 Early Warning and Issue Escalation Mechanisms

The framework includes **early warning thresholds** that trigger:

- formal notification to the City,
- root-cause analysis,
- corrective action planning, and
- time-bound remediation steps.

This allows issues to be addressed **before they escalate** into service failures, financial exposure, or public controversy.

5.5 Corrective Measures and Consequences



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Where performance standards are not met, the City applies **graduated corrective measures**, which may include:

- mandatory improvement plans,
- increased reporting and oversight,
- temporary restrictions on scope or responsibilities,
- financial adjustments tied to service outcomes, and
- leadership or operational changes within delivery teams.

These measures are designed to correct performance while maintaining continuity of service.

5.6 Incentives for Sustained High Performance

While enforcement is essential, the framework also recognises sustained excellence.

High-performing delivery partners may benefit from:

- public recognition,
- streamlined approvals for subsequent phases,
- expanded responsibilities within the program, and
- longer-term collaboration opportunities.

This balances accountability with motivation, reinforcing a culture of continuous improvement.

5.7 Public Step-In and Continuity Safeguards

To protect residents and public interests, the City retains **clear step-in rights** to:

- intervene in critical service failures,
- appoint interim management or support,
- protect tenant safety and service continuity, and
- stabilise operations while corrective action is taken.

These safeguards ensure that **housing services are never compromised**, regardless of partner performance.

5.8 Independent Oversight and Audit

Performance management is reinforced through:



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- independent audits,
- third-party reviews of compliance and outcomes,
- periodic value-for-outcome assessments, and
- reporting to elected bodies and oversight committees.

This external scrutiny strengthens legitimacy and public trust.

5.9 Learning, Adaptation, and Continuous Improvement

Performance data is not used solely for enforcement—it also informs:

- policy refinement,
- process improvements,
- design and delivery adjustments, and
- future program development.

This creates a **learning system**, enabling the City to improve outcomes over time rather than repeating past mistakes.

Executive Assurance (Key Takeaways)

Section 5 demonstrates that:

- commitments are enforceable, not aspirational,
- accountability is continuous, not episodic,
- public interests are protected even under stress, and
- leadership retains control without micromanagement.

It demonstrates that delivery partners are managed through systems, measurable standards, and institutional oversight.

6. Legal and Regulatory Alignment (How Enforcement Is Legally Secured)

6.1 Legal Foundation and Authority

The Public–Social Delivery Model operates **within existing New York State and New York City legal authority**, rather than relying on exceptional or bespoke legislation.



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The City's authority to implement PSDM is grounded in:

- municipal housing and development powers,
- procurement and contracting statutes,
- administrative law governing public agencies,
- housing, health, and safety regulations, and
- executive authority vested in City government and public agencies.

This ensures the model is **legally robust, immediately deployable, and institutionally defensible**.

6.2 Integration with City Procurement and Contracting Rules

All agreements under PSDM are executed in accordance with:

- established City procurement procedures,
- competitive selection requirements,
- transparency and disclosure obligations, and
- record-keeping and audit standards.

Where flexibility is required to support complex housing delivery, it is exercised **within allowable administrative discretion**, with documented rationale and oversight, ensuring compliance while enabling effective delivery.

6.3 Alignment with Housing, Tenant, and Civil Rights Law

PSDM is explicitly aligned with:

- tenant protection statutes,
- fair housing and anti-discrimination laws,
- rent regulation and affordability requirements,
- accessibility and disability rights obligations, and
- due process protections for residents.

All delivery partners are contractually bound to comply with these laws as **non-negotiable conditions**, with violations constituting enforceable breaches subject to remedy and sanction.

6.4 Planning, Zoning, and Land-Use Compliance



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Projects delivered under PSDM remain subject to:

- zoning and land-use approvals,
- environmental and planning reviews,
- building codes and safety standards, and
- community consultation requirements.

The model does **not bypass or dilute** statutory planning processes. Instead, it integrates delivery planning early to ensure approvals, compliance, and community considerations are addressed before execution.

6.5 Enforceable Contractual Obligations

Legal enforcement under PSDM is achieved through **clear, enforceable contractual commitments**, including:

- defined performance standards,
- reporting and disclosure requirements,
- remedies for non-performance,
- rights of inspection and audit, and
- obligations to cooperate with public oversight bodies.

These commitments are drafted to be **legally measurable and enforceable**, not aspirational or symbolic.

6.6 Remedies, Sanctions, and Corrective Powers

Agreements include a **graduated set of legal remedies**, enabling the City to respond proportionately to underperformance.

These may include:

- formal notices of non-compliance,
- mandated corrective action plans,
- suspension or limitation of responsibilities,
- financial adjustments linked to service outcomes, and
- termination for persistent or material breach.



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Remedies are structured to prioritise **service continuity and public protection**, not punitive action alone.

6.7 Public Step-In Rights and Continuity of Service

To protect residents, the City retains **explicit step-in rights**, allowing it to:

- intervene in cases of serious failure,
- appoint temporary management or support,
- secure access to data, systems, and premises, and
- maintain uninterrupted housing services.

These rights are legally framed to be exercisable **swiftly and lawfully**, ensuring residents are never left without protection.

6.8 Oversight, Audit, and Review Mechanisms

Legal alignment is reinforced through:

- mandatory compliance audits,
- independent performance and financial reviews,
- reporting to oversight committees and elected bodies, and
- cooperation obligations with inspectors and regulators.

Failure to cooperate with oversight constitutes a **material legal breach**, reinforcing enforceability.

6.9 Dispute Resolution and Legal Resilience

Disputes are managed through:

- structured escalation processes,
- defined timelines for resolution,
- preservation of the City's legal rights, and
- continued service obligations during dispute resolution.

This ensures that legal disagreements **do not disrupt housing delivery or resident protections**.

6.10 Legal Adaptability and Future-Proofing

Agreements and governance frameworks are designed to:



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- accommodate changes in law or policy,
- respond to evolving housing needs,
- allow adjustment without renegotiating public commitments, and
- maintain enforceability over long durations.

This protects the City from being locked into arrangements that no longer serve public interest.

Governance Assurance (Key Takeaways)

Section 6 demonstrates that:

- enforcement is secured through law, not goodwill,
- public authority remains paramount,
- resident protections are legally anchored, and
- the City retains ultimate control in all circumstances.

It demonstrates that PSDM is legally conservative, institutionally robust, and compatible with existing legal frameworks.

7. Conclusion – Public-Led, Socially Anchored Housing Delivery

7.1 PSDM as a Governance Innovation

The Public–Social Delivery Model (PSDM) represents a fundamental governance innovation for New York City’s housing agenda, not by redefining public responsibility, but by strengthening it. PSDM reframes procurement from a transactional function into a governing instrument—one that enables the City to lead complex, large-scale housing delivery while preserving democratic accountability, legal authority, and public ownership.

Unlike conventional approaches that fragment responsibility across planning, construction, and operations, PSDM establishes a unified public mandate across the full housing lifecycle. The City retains authority over purpose, affordability, tenant protections, performance standards, and enforcement, while engaging social, institutional, and mission-aligned partners to expand delivery capacity responsibly. This ensures that collaboration does not dilute public control, but instead operates strictly within it.



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As demonstrated throughout the strategy, PSDM is neither privatisation nor outsourcing. It is a structured response to the limits of traditional procurement, enabling the City to mobilise additional capability without relinquishing ownership, policy control, or public accountability. In doing so, PSDM provides a repeatable, auditable, and legally robust framework suited to the scale and urgency of New York City's housing challenge

7.2 Delivering Housing with Accountability and Speed

The central test of any housing strategy is not intent, but execution. PSDM is designed explicitly to deliver housing faster—without sacrificing quality, affordability, or public trust. Speed under PSDM is achieved not through shortcuts, but through integration: early project definition, upfront clarity of public outcomes, programmatic procurement, and continuous performance management.

By shifting from isolated, project-by-project contracting to a pipeline-based delivery system, PSDM reduces delays caused by fragmented approvals, misaligned incentives, and late-stage renegotiation. Delivery partners are selected based on demonstrated capability and alignment with defined social outcomes, and their performance is governed through measurable standards, real-time monitoring, and enforceable corrective mechanisms.

Accountability is continuous, not episodic. As detailed in the performance management and legal alignment sections of the note, the City retains clear step-in rights, graduated remedies, and audit-ready oversight throughout delivery and operations. This ensures that speed does not come at the expense of safety, affordability, or tenant protections. Instead, faster delivery becomes a product of better governance, not reduced oversight

7.3 Building an Enduring Housing Delivery System

Housing delivery will be one of the defining measures of New York City's long-term housing strategy—not only in the number of homes built, but in how they are delivered, governed, and sustained over time.

PSDM aligns procurement directly with long-term public value by embedding public values into the mechanics of delivery itself.

Through PSDM, procurement becomes a tool for translating policy commitments into durable outcomes: permanent affordability, tenant dignity, fiscal discipline, and public confidence. The model enables early, visible progress—essential for public trust—while building institutional capacity for



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sustained delivery across multiple terms of government. It also protects future administrations by ensuring that housing assets remain publicly owned, legally safeguarded, and operationally resilient.

PSDM positions City leadership not merely as sponsors of housing programs, but as stewards of a modern, accountable housing system capable of delivering long-term public value. By aligning governance, law, and delivery under a single public-led framework, PSDM supports a housing legacy defined by credibility, competence, and lasting public value