

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson
Speaker of the Council

Hon. Alicka Ampry-Samuel
Chair, Committee on Public Housing



Report of the Finance Division on the
Fiscal 2021 Preliminary Plan, 2020-2024 Adopted Operating Budget, 2020-2024 Adopted
Capital Plan, Fiscal 2021 Preliminary Capital Budget, Fiscal 2021 Preliminary Capital
Commitment Plan, and the Fiscal 2020 Preliminary Mayor's Management Report for the

New York City Housing Authority

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New York City Housing Authority Overview

The New York City Housing Authority (NYCHA or the Authority) provides affordable housing to nearly 400,000 low-and moderate-income City residents by managing and maintaining 316 public housing developments comprised of 2,351 buildings that consist of over 173,000 apartment units in the five boroughs. Through federal rent subsidies (Section 8 Program), the Authority assists over 86,000 families in locating and renting housing in privately owned buildings. In addition, the Authority facilitates access to critical social services to residents in their communities.

Mission & Service Areas



NYCHA's activities include:

- Manages affordable housing assets comprised of 2,351 public housing buildings;
- Provides low- and moderate-income New Yorkers with safe and affordable housing;
- Facilitates access to social and community services;
- Pursues development opportunities to generate revenue;
- Implements ten-year strategic action plan "NYCHA 2.0";
- Administers affordable housing programs for over 86,000 low-income tenants;
- Performs inspections and resolves work orders for maintenance and repairs;
- Performs inspections and resolves emergency work orders;
- Provides employment opportunities for NYCHA residents;
- Preserves and rehabilitates affordable housing;
- Monitors and evaluates performance and operating service levels;
- Manages and performs infrastructure improvements of public housing units; and
- Conducts asset management and physical needs assessments.

Report Summary

This report provides a review of NYCHA's Fiscal 2021 Preliminary Budget and Fiscal 2020- 2024 Adopted Operating and Capital Plans. The first section provides a review of the operating plan, followed by a financial summary of NYCHA's budget. Highlights regarding the Authority's Expense and Revenue budgets are also included, as well as initiatives funded by the City, followed by a review of significant performance indicators. The impact of State and federal budget actions are discussed followed by a programmatic update on the Authority's implementation of NYCHA 2.0. The fourth section reviews the proposed capital budget for NYCHA with a discussion of significant changes proposed to the \$2.8 billion Preliminary Commitment Plan for Fiscal 2020-2024. Finally, appendices are included to provide additional details on programmatic and budgetary details pertaining to State Capital funds to NYCHA, action plans in accordance with a federal administrative agreement, the status of physical improvements under the Mayor's Action Plan for Neighborhood Safety, and senior centers formerly managed by NYCHA.

2019 Year-End Financial Plan Summary

The 2019 Year-End Operating Budget for NYCHA reflects a balanced budget for the last quarter in 2019, a decrease of approximately \$33.3 million compared to a surplus of the same amount originally projected in the 2019 Adopted Operating Plan. NYCHA's budget is not part of the City's budget and NYCHA's fiscal year follows the calendar year. On December 18, 2019, the NYCHA Board approved its five-year 2020-2024 Operating and Capital Plans, which for 2020 projects an overall surplus of \$91 million. The surplus is attributable to operating support from the City and several revenue generating strategies related to NYCHA 2.0, a comprehensive, ten-year plan to renovate and preserve NYCHA developments, generate operating funds and resolve \$24 billion in capital needs across its portfolio.

NYCHA Financial Plan Summary						
2020-2024 Operating Budget (All Funds)						
<i>Dollars in Millions</i>	2019 Year End	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan
Revenue Sources						
Tenant Rental Revenue	\$1,035	\$1,025	\$980	\$955	\$927	\$897
Federal Subsidy (Section 9)	987	984	990	980	971	958
Federal Subsidy (Section 8)	1,178	1,207	1,247	1,255	1,276	1,295
City Funds	219	262	217	227	179	172
Section 8 Reserve	0	64	1	15	13	16
Capital Transfer & Management Fee	95	236	276	166	166	166
All Other Revenue	85	60	61	59	58	56
Total Revenues	\$3,599	\$3,838	\$3,772	\$3,656	\$3,588	\$3,560
Expenditures						
Personal Service	\$1,389	\$1,422	\$1,379	\$1,378	\$1,349	\$1,360
Other Than Personal Service	2,210	2,325	2,394	2,353	2,324	2,277
Total Expenditures	\$3,599	\$3,747	\$3,772	\$3,731	\$3,673	\$3,637
Surplus/(Deficit)	\$0	\$91	\$0	(\$75)	(\$85)	(\$77)

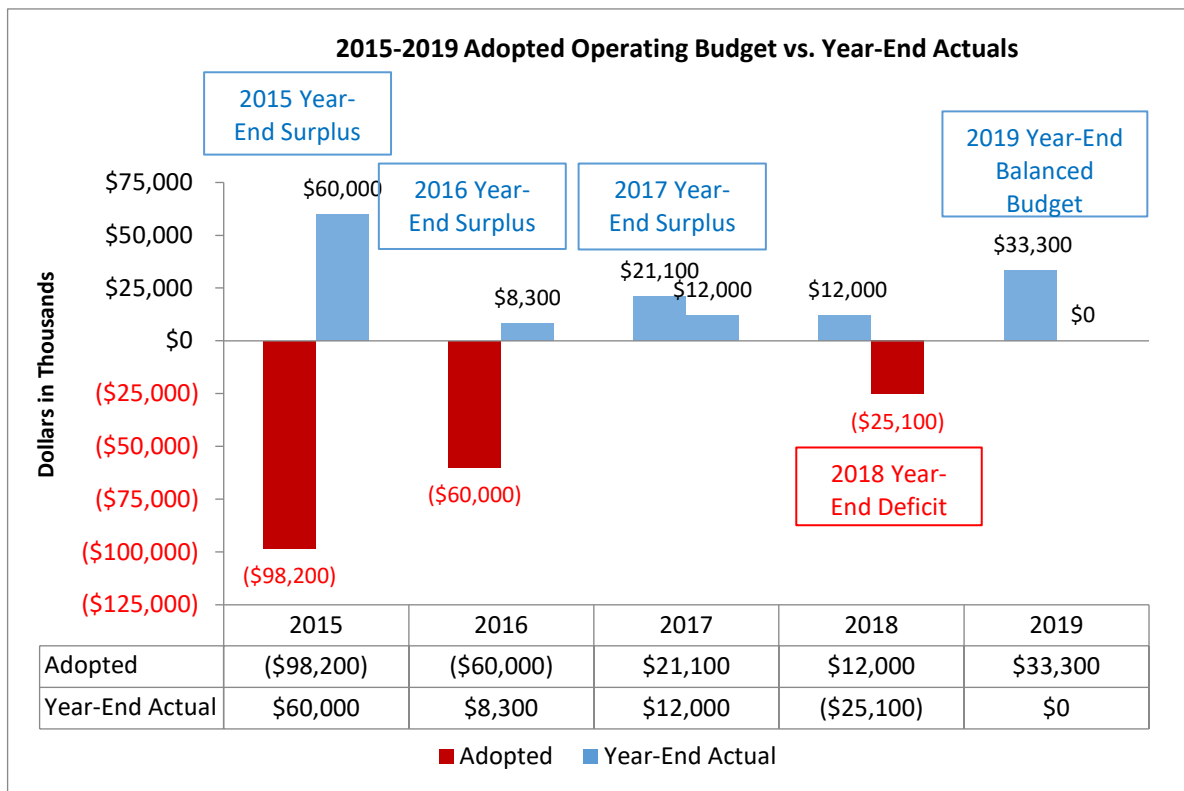
Source: NYCHA

2020-2024 Operating Plan Summary

NYCHA’s total revenues for 2020 are approximately \$3.8 billion. About \$1 billion, or 27 percent, of NYCHA’s Fiscal 2020 budget is comprised of tenant rental revenue. Revenue from federal sources accounts for approximately \$2.2 billion, or 57 percent of NYCHA’s total revenue. Total other revenue, which includes \$262 million in City funds, is projected to be about \$622 million in 2020. NYCHA’s total expenditures for 2020 are approximately \$3.7 billion. About \$1.4 billion, or 38 percent of NYCHA’s Fiscal 2020 expenditures is comprised of Personal Services (PS), including salaries and fringe benefits. Section 8 Housing Assistance Payments account for 30 percent, or \$1.1 billion of the total Other Than Personal Service (OTPS) expenditures. The 2020 Adopted Operating Budget projects an overall deficit of \$75 million beginning in 2022.

Operating Budget Deficits

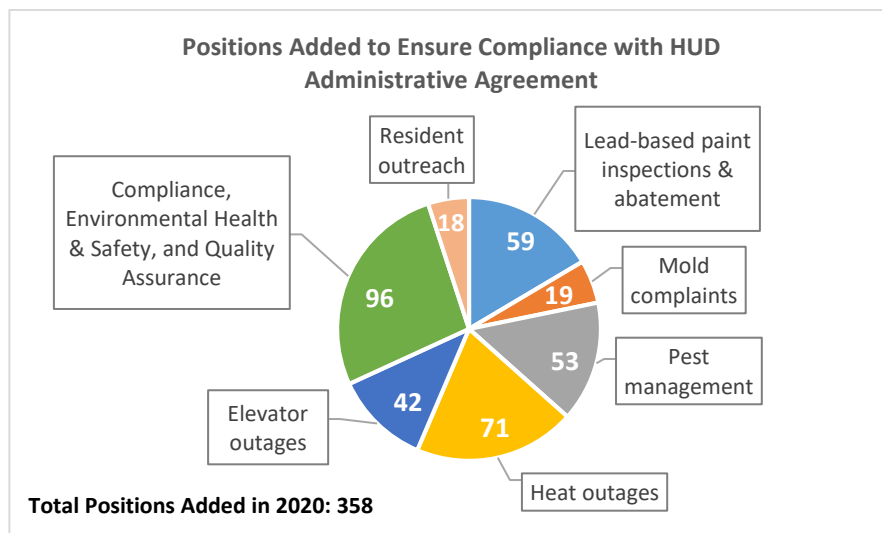
Historically, NYCHA’s Operating Budget assumes deficits at the time it is Adopted and is adjusted throughout the year as additional funds are received from City, State and federal sources. NYCHA continues to experience a structural operating deficit stemming from ongoing federal underfunding, as well as uncontrollable PS costs such as pension and health benefits related expenses. However, NYCHA’s long-term fiscal condition has improved significantly in recent years with financial assistance from the City and through the implementation of various revenue generating strategies as part of NYCHA 2.0, which have diversified revenue streams and reduced expenses, mainly PS costs. While NYCHA was able to end 2019 with a balanced budget, the 2020-2024 Adopted Operating Plan projects a deficit of \$75 million beginning in 2022. The below chart shows the projected total annual surplus/deficit of the Adopted Operating Plan compared to year-end actuals from 2015-2019.



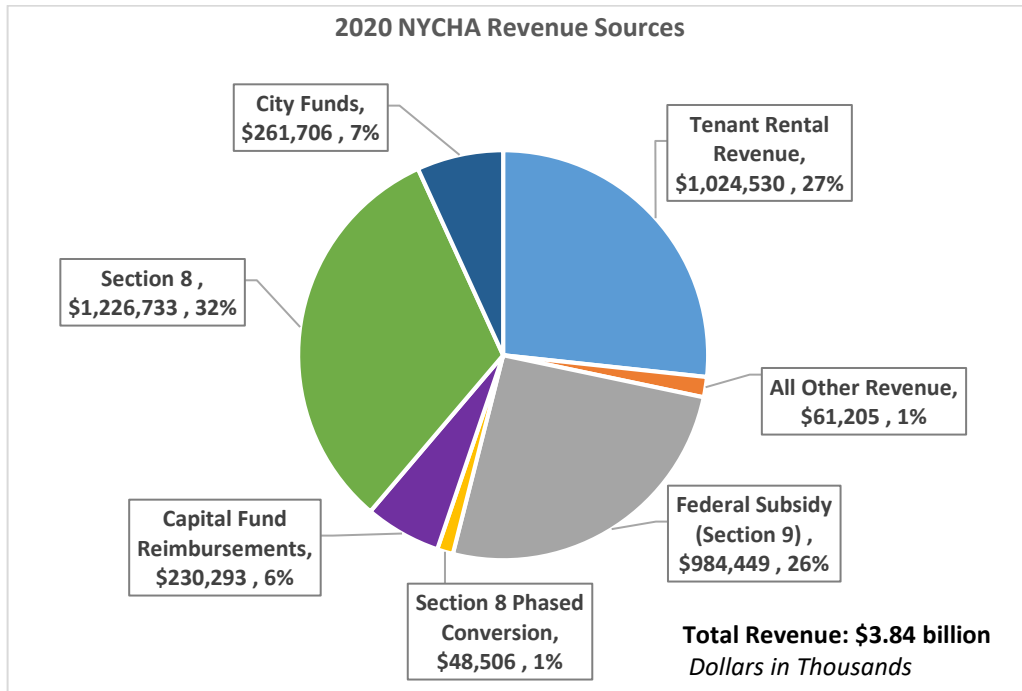
2020 Operating Plan Summary

The 2020 Adopted Operating Plan includes these key actions outlined below for NYCHA.

- NYCHA 2.0.** In December 2018, the City announced “NYCHA 2.0,” a strategic, ten-year plan to renovate and preserve NYCHA developments and resolve \$24 billion in capital needs across its portfolio. NYCHA 2.0 is comprised of four major programs: PACT to Preserve, Build to Preserve, Transfer to Preserve, and Fix to Preserve. PACT to Preserve will convert the funding of 62,000 apartments to the federal Section 8 program, thereby facilitating about \$12.8 billion in capital repairs through public-private partnerships. Build to Preserve will provide an estimated \$2 billion in capital repairs through new development on underutilized NYCHA land, while Transfer to Preserve will provide \$1 billion in capital repairs through the sale of unutilized development rights, also known as air rights. Fix to Preserve will improve services, and facilitate maintenance and repairs in order to more effectively address health and safety issues, including heating, mold, pests, and lead. This revenue, on top of the expected \$8 billion in federal, State and City capital funds over a ten-year period, will enable NYCHA to address nearly \$24 billion in capital needs, or up to 75 percent of NYCHA’s \$31.8 billion overall capital need.
- Compliance with Federal Administrative Agreement.** In January 2019, the U.S. Department of Housing and Urban Development (HUD) entered into an administrative agreement with NYCHA and the City. The agreement requires NYCHA to remediate living conditions at developments citywide by specific deadlines and meet strict compliance standards regarding lead paint hazards, mold growth, pest infestations, and inadequate heating and elevator service. In total, the City is providing \$2.2 billion to NYCHA from Fiscal 2019-2028 for critical repairs to meet the terms of the agreement. Pursuant to the Agreement, a federal monitor, selected in February 2019, began to oversee NYCHA’s reform efforts and evaluate NYCHA’s progress in the areas and categories outlined above. From February 2019 to February 2020, the City has provided \$12 million to the New York City Law Department to cover expenses related to the monitor’s work.
- Additional Positions to Ensure Compliance with HUD Administrative Agreement.** In order to comply with the terms of the HUD administrative agreement, the 2020 Adopted Plan also provides \$76 million for 358 positions to support inspections, repair work, resident outreach and the creation of a Compliance Department, an Environmental Health and Safety Department, and a Quality Assurance Unit within NYCHA. These additional positions are detailed in the below chart.



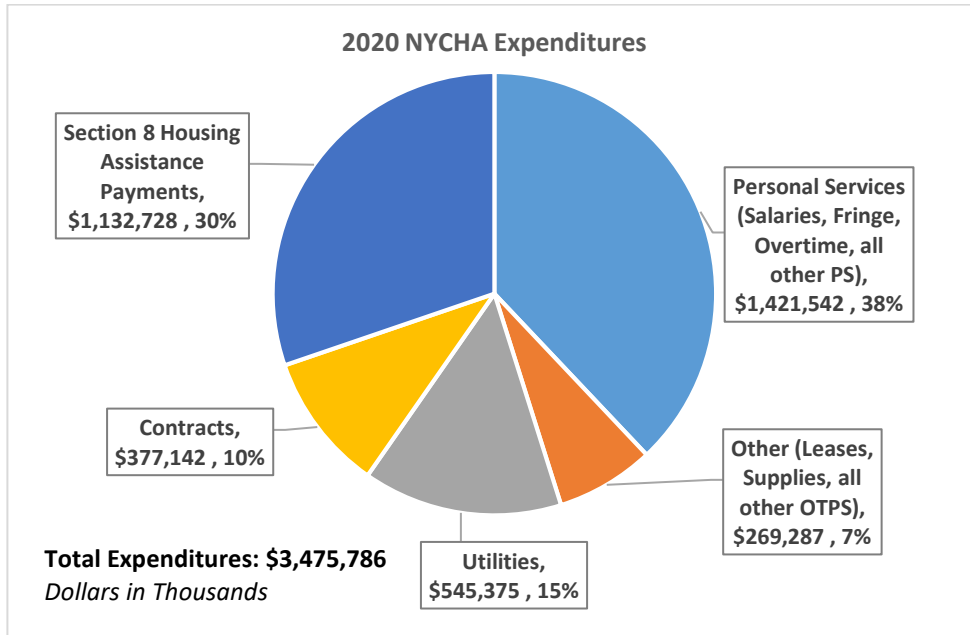
2020 Revenue Sources



NYCHA’s total revenues for 2020 are approximately \$3.84 billion. About \$2.19 billion, or 57 percent of the Authority’s Operating Budget in 2020, is supported by federal assistance programs. One of the primary sources of revenue for the Authority is tenant rental revenues, which will total \$1.03 billion in 2020. As of December 2019, NYCHA reported a rent collection rate of 88 percent. In the 2020 Adopted Operating Plan, tenant rental revenue is projected to decrease to \$897 million by 2024, thereby contributing to the Authority’s operating deficit, despite several revenue generating strategies currently in place to increase rent collection rates. Revenue from the Section 8 Housing Choice Voucher program accounts for approximately \$1.21 billion, or 31 percent of NYCHA’s total revenue. Under this program, NYCHA pays HUD subsidies to participating landlords on behalf of eligible tenants. These tenants are currently paying rents generally equal to 30 percent of family adjusted income and the subsidies fill the gap between the contract rent and rental payments. Federal operating subsidies accounted for 26 percent of the Authority’s operating revenues, or \$984 million in 2019. City operating funds are projected to be about \$262 million in 2020.

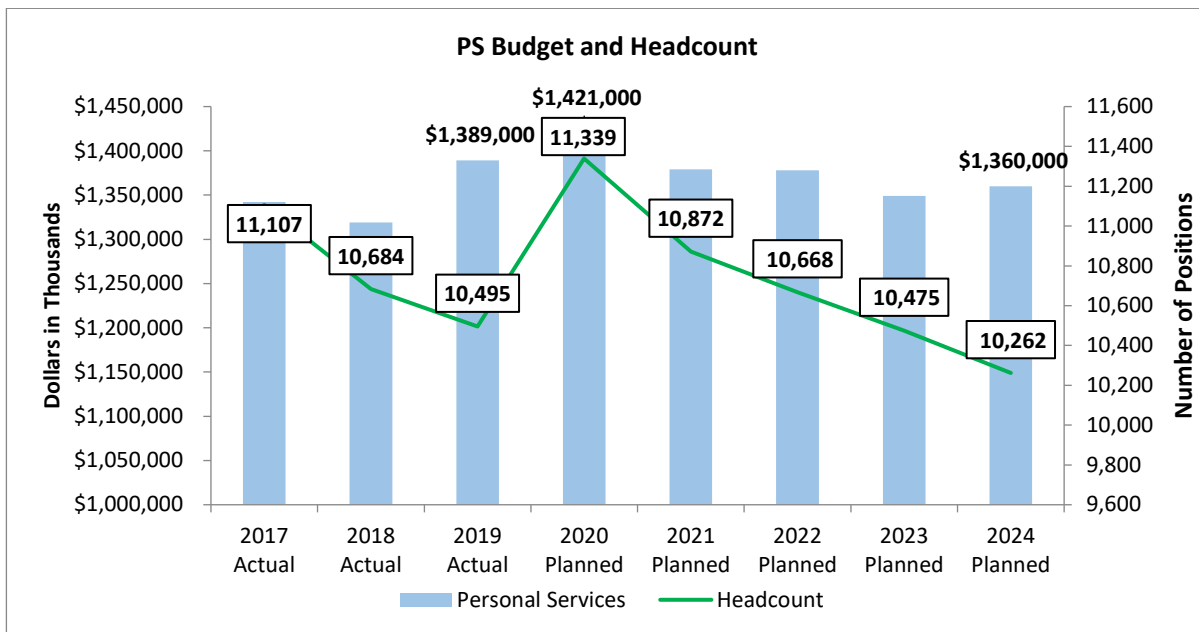
2020 Expenditures

NYCHA’s total expenditures for 2020 are approximately \$3.75 billion. About \$1.4 billion, or 38 percent of NYCHA’s Fiscal 2020 expenditures is comprised of PS costs, including salaries, fringe benefits and paid overtime. Section 8 Housing Assistance Payments account for 30 percent, or \$1.13 billion of the total expenditures. Utilities and contract payments account for 25 percent of the Authority’s operating expenditures, or \$922 million in 2020. Contracts include third-party services payments for painting, floor tiling, elevator maintenance, fire safety, environmental services, marshal fees, security services, energy contracts, automotive services, office equipment rentals, information technology software, telecommunications services, and other professional services. Utility costs include electricity, gas, water, steam and fuel oil. NYCHA’s utility spending averages approximately \$45.2 million per month.



Headcount

The Authority’s 2020 Adopted Operating Plan supports a workforce of 11,339 positions, an increase of 632 positions from the 2019 Adopted Plan. As of December 2019, the current financial headcount is comprised of about 5,940 administrative staff and 5,400 frontline staff, such as maintenance workers, caretakers, and skilled trade persons that provide essential services at NYCHA developments.



By 2024, NYCHA headcount is expected to decrease slightly by 1,077 positions, from 11,339 positions in 2020 to 10,262 positions in 2024. Over the same period of time, annual expenses are estimated to decrease only marginally, from \$1.42 billion to \$1.36 billion, or approximately four percent, which is mainly driven by the growing cost of pension and health-related expenses.

City-Funded Initiatives

Mayoral Initiatives

In recent years, the Administration has relieved NYCHA from several City payments and provided funding for various initiatives so that money can be redirected towards operations, repairs and maintenance. The City's Fiscal 2021 Preliminary Budget provides an outlay of \$19.1 million in City and federal operating funds for the Fiscal 2020-2024 period for ongoing operating costs and other core services at NYCHA.

NYCHA Additions in the City's FY2021 Preliminary Budget							
Operating Funds (FY2020-FY2024)	Agency	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Total
<i>Dollars in Thousands</i>							
New Needs							
None		\$0	\$0	\$0	\$0	\$0	\$0
subtotal		\$0	\$0	\$0	\$0	\$0	\$0
Adjustments							
Put up Funding for NYCHA FEMA	DOI	68	0	0	0	0	\$ 68
Put up Funding for NYCHA FEMA IM	DOI	2,928	1,641	626	305	0	\$ 5,500
Funding for capitally ineligible expenses at NYCHA	HPD	1,000	0	0	0	0	\$ 1,000
NYCHA Baruch HMGP & DOI	HPD	0	4,500	2,200	0	0	\$ 6,700
NYCHA YMI Funding Adjustment	HPD	60	0	0	0	0	\$ 60
NYCHA: Baruch & DOI	HPD	5,097	0	0	0	0	\$ 5,097
Schedule funds for NYCHA	HPD	675	0	0	0	0	\$ 675
Total		\$ 9,828	\$ 6,141	\$ 2,826	\$ 305	\$0	\$ 19,100

Council Initiatives

In Fiscal 2020, the City Council provided \$958,700 to support NYCHA's annual operating budget. This funding was directly allocated by Council Members to support residential programming and community engagement activities at NYCHA developments citywide.

Fiscal 2020 Council Changes at Adoption	
<i>Dollars in Thousands</i>	
Council Initiatives	
Anti Poverty	\$56,000
Diversity, Inclusion & Equity in Tech Initiative	90,000
Parks Equity Initiative	24,000
NYC Cleanup	10,000
Senior Centers, Programs, and Enhancements	7,500
Support Our Seniors	35,000
Subtotal	\$222,500
Local Initiatives	\$736,200
TOTAL	\$958,700

Performance Indicators

Maintenance and Repairs

As of January 2020, there are 366,670 open work orders citywide across NYCHA's portfolio; this is four times larger than the Authority's manageable workload of about 90,000 work orders annually. Through a recently announced rapid repairs initiative, NYCHA Cares, the Authority estimates that by 2021, over 75,000 back-logged work orders will be closed. The indicators below measure efficiencies and effectiveness of maintenance and repairs at NYCHA.

PMMR Highlights

Maintenance and Repair Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Average time to resolve emergency service requests (hours)	12.1	13.1	12.7	24	24	10.6	10.8
Average time to resolve non-emergency service requests (days)	17.5	18.6	19.4	15	15	18.3	22.5
Average time to resolve heat service requests (hours)	14.9	16.8	15.7	24	24	13.7	10.6
Average time to resolve elevator outages (hours)	9.6	10.3	11.7	10	10	12.8	9.6
Average outage per elevator per month	1.06	1.07	1.16	1.01	1.01	1.3	1.07
Elevator service uptime	99%	99%	98%	97%	97%	98%	99%
Alleged elevator injuries reported to DOB	11	7	4	DOWN	DOWN	3	7
Elevator related fatalities	0	0	0	DOWN	DOWN	0	0
Management cost per dwelling unit (\$)	\$950	\$978	\$1,052	\$875	\$875	\$954	\$1,009

- The average time to resolve emergency service requests increased slightly, from 10.6 hours in the first four months of Fiscal 2019, to 10.8 hours in the same period during Fiscal 2020. However, the average time to resolve heat service requests improved by 23 percent, from 13.7 hours in Fiscal 2019 to 10.6 hours in Fiscal 2020.
- At the same time, the average time to resolve non-emergency service requests in the first four months of Fiscal 2020 increased slightly to 22.5 days, compared to 18.3 days during the Fiscal 2019 reporting period.
- Approximately 3,224 elevators are in operation across the NYCHA portfolio. During the Fiscal 2020 reporting period, the average time to resolve elevator outages decreased to 9.6 hours, compared to 12.8 hours in the prior year. While the average elevator outage per elevator remained relatively steady at 1.07 per month. In 2020, NYCHA plans to hire 42 staff to further decrease response times.
- The management cost per dwelling unit increased by \$55 in the first four months of Fiscal 2020 compared to the first four months of Fiscal 2019.

Applicants Placed in Housing

Approximately 5,000 apartments become available each year inside developments managed by NYCHA, which translates to a vacancy rate of less than one percent. In addition to this low vacancy rate, as of March 2019, there were 181,090 families on the public housing waitlist for NYCHA housing. In 2017, the City implemented a rehousing strategy and the Authority began to dedicate 1,500 public housing units per year for homeless families referred by the New York City Department of Homeless Services (DHS). In exchange for dedicated set-asides, the City provides NYCHA with an annual operating subsidy of about \$12,000 per homeless family placed in NYCHA housing, which is about the same level of subsidy it provides to landlords in the private housing market. Between Fiscal 2017-2019, NYCHA placed an average of 1,672 homeless applicants per year in public housing. The indicators below measure efficiencies and effectiveness of NYCHA's placements of public housing and homeless applicants.

PMMR Highlights

Housing Placements Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Applicants placed in public housing	3,834	3,748	3,147	*	*	1,009	1,143
Homeless applicants placed in housing- Total	2,841	2,683	2,449	*	*	799	867
Homeless applicants placed in housing	1,928	1,686	1,403	*	*	490	589
Homeless applicants placed in Section 8 housing	913	997	1,046	*	*	309	278

- The number of public housing applicants placed in NYCHA housing increased by 13 percent during the first four months of Fiscal 2020, from 1,009 applicants in Fiscal 2019 to 1,143 applicants.
- During the Fiscal 2020 reporting period, NYCHA prioritized the placement of 867 homeless families into public housing, including 589 households in NYCHA units and 278 households through the Section 8 program, as a part of the Administration's initiative to combat homelessness.

Section 8 Placements

The Section 8 program assists low-income families in obtaining affordable housing in the private market by providing rental subsidies to landlords on behalf of eligible participants through housing assistance payments (HAP). NYCHA administers the largest Section 8 program in the nation, serving over 83,000 eligible families through a network of over 24,950 participating private landlords. As of March 2019, NYCHA administers approximately 85,117 vouchers and there were 138,705 families on the waiting list for Section 8 housing. The indicators below measure efficiencies and effectiveness of NYCHA's placements of Section 8 applicants.

PMMR Highlights

Section 8 Program Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Families on Section 8 waiting list ('000)	148	141	138	*	*	141	138
Maximum allowable Section 8 vouchers	99,838	101,254	102,706	*	*	101,254	102,706
Funded Section 8 vouchers	85,209	86,628	86,768	*	*	86,628	86,768
Utilization rate for funded Section 8 vouchers (%)	100%	99%	99%	97%	97%	98%	99%
Funding utilization for Section 8 vouchers (%)	101%	101%	98%	*	*	97%	100%
Section 8 occupied units (vouchers)	85,175	84,994	85,839	87,000	87,000	85,117	86,164
Biennial Section 8 inspections	80%	98%	98%	*	*	96%	97%
Annual Section 8 re-certifications	98%	99%	99%	*	*	99%	99%
Applicants placed through Section 8 vouchers	2,758	1,735	2,438	*	*	613	1,166

- The number of Section 8 occupied units (vouchers) increased from 85,117 during the first four months of Fiscal 2019 to 86,164 in Fiscal 2020.
- The number of housing applicants placed in housing through a Section 8 voucher almost doubled from 613 during the first four months of 2019 to 1,166 over the same four-month period in Fiscal 2020. The primary increase in placements is due to the conversion of units from the public housing portfolio to the Section 8 portfolio through NYCHA's implementation of the Rental Assistance Demonstration (RAD) program, referred to as PACT to Preserve.
- Relatedly, the amount of funded Section 8 vouchers also increased slightly from 86,628 during the first four months of 2019 to 86,768 over the same four-month period in Fiscal 2020.

Senior Centers

In total, 255 community and senior centers (comprised of 126 community centers and 129 senior centers) operate on NYCHA's property across the five boroughs providing recreational, social, educational and cultural programming for residents and community members. These centers are operated by the Department of Youth and Community Development (DYCD), the Department for the Aging (DFTA), and a variety of community-based organizations at a total annual operating cost ranging from \$200,000 to \$520,000 per center. As part of NYCHA's efforts to eliminate its structural operating deficit, in recent years NYCHA has transitioned the management of these centers to DYCD and DFTA. Most recently, in the Fiscal 2020 Executive Budget, funding for seven NYCHA managed senior centers was baselined and management of those centers was transferred to DFTA. In addition, the City's Fiscal 2020 Adopted Budget included funding to DFTA for ongoing operating support for an additional five senior centers previously managed by NYCHA until June 30, 2020. The remaining two senior centers previously managed by NYCHA were closed. As such, NYCHA no longer directly manages any senior centers. For a complete list of centers and corresponding budget actions, see Appendix E. The indicators below measure efficiencies and effectiveness of senior services at NYCHA.

Resident Services Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Referrals to supportive social services rendered to senior residents	18,317	20,813	20,521	*	*	4,569	11,427
NYCHA-operated senior centers	14	14	14	*	*	14	14
Utilization of senior centers (%) ages 60+	160%	132%	134%	85%	85%	142%	133%

- The number of referrals to supportive services rendered to senior residents more than doubled from 4,569 during the Fiscal 2019 reporting period to 11,427 in Fiscal 2020. During the reporting period, additional staff were hired, which contributed to an increase in supportive services and impacted the number of referrals.
- The utilization of senior centers by NYCHA residents and community members over the age of 60 decreased slightly from 142 percent in Fiscal 2019 to 133 percent in Fiscal 2020. However, the senior center utilization rate remained above 100 percent, as the centers are operating above capacity.

Mayor's Action Plan for Neighborhood Safety

In July 2014, the Administration announced the Mayor's Plan for Neighborhood Safety (MAP), a \$210.5 million investment and multi-agency effort to address public safety concerns and promote crime reduction in 15 housing developments that drive 20 percent of NYCHA's violent crime. The 15 participating NYCHA developments are displayed below. Over the life of the plan, a number of physical improvements and security enhancements have been completed at the 15 MAP developments, including the installation of: 6,201 light fixtures; 2,321 cameras; and 562 doors with layered security access. For a list of physical improvements that have been completed and that are currently in progress at each MAP development, see Appendix F.

Locations and NYCHA Developments Participating in MAP



The indicators below measure the effectiveness of various security measures as part of MAP.

Crime Statistics in the 15 MAP Developments						
Number of Incidents	FY18 Actual	FY19 Actual	July- Oct 2018 (FY19 Actual)	July- Oct 2019 (FY20 Actual)	% Change (Year) (FY19 vs. FY18)	% Change 4-months (FY20 vs. FY19)
Total index crimes	778	747	269	276	-4%	3%
Violent Crime	558	559	192	183	0%	-5%
Shootings	22	27	9	6	23%	-33%

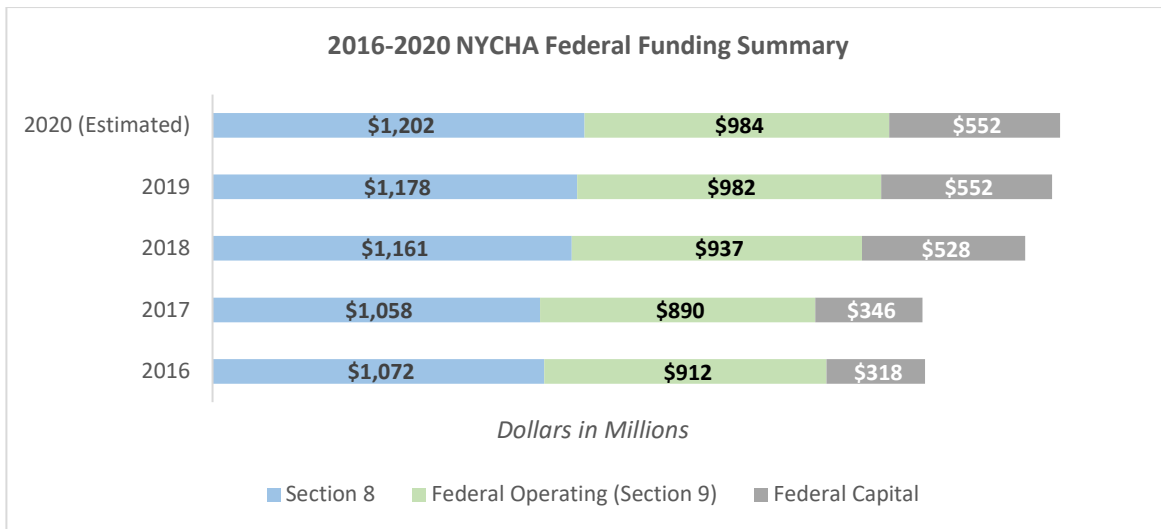
- The total index crime statistics are mixed; in Fiscal 2019, total index crimes decreased by four percent to 747 crimes from 778 crimes in Fiscal 2018. However, total index crimes increased by three percent during the Fiscal 2020 reporting period compared to the previous year.
- The number of incidents related to violent crime decreased marginally from 192 during the Fiscal 2019 reporting period to 183 in Fiscal 2020. In addition, the number of shootings also decreased by 33 percent during the reporting period.

Federal & State Issues

Federal Funding Summary

NYCHA receives both operating and capital subsidies directly from HUD, based on an eligibility formula, which is subject to Congressional appropriation. These funds do not flow through the City’s budget. NYCHA generally receives about \$1 billion in operating subsidies annually from the federal government, about \$1 billion to support the Section 8 program, and about \$300 million annually for its capital program, as demonstrated in the chart below. Based on estimated 2019 HAP expenditures of \$1.18 billion, NYCHA expects HAP renewal funding of \$1.13 billion in 2020 for the Section 8 program and \$76 million for Section 8 Administrative fees. In 2020, NYCHA is assuming a 99.5 percent proration

rate for Section 8, a 79 percent proration rate for Section 8 Administrative fees, and an interim 95 percent proration rate for federal operating subsidies.



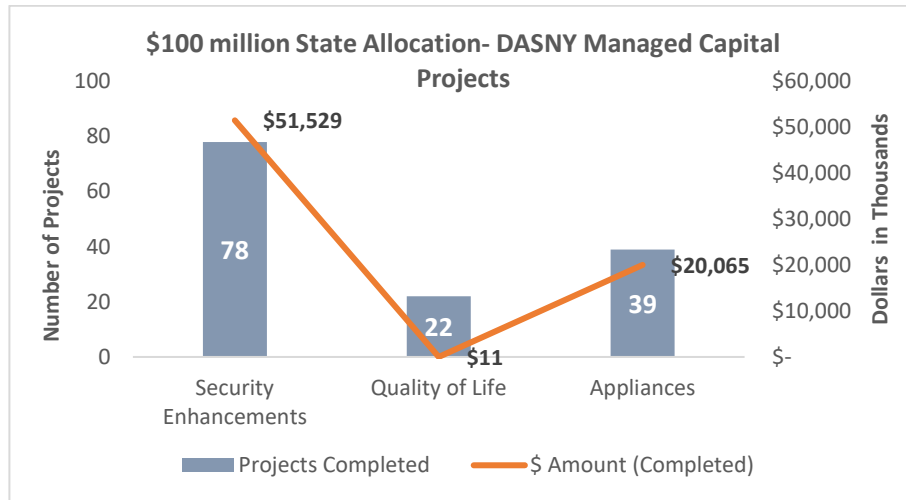
Federal Funding Risks

The 2020 Operating Plan assumes \$1.2 billion in federal operating subsidies for the Section 8 program, \$984 million in federal operating funds (Section 9) and \$1.3 billion total across all federally sourced capital programs, which comprises 57 percent of the Authority’s operating budget and 41 percent of the Authority’s capital budget in the current year. Although future federal funding levels remain uncertain, on February 10, 2020, the federal Office of Management and Budget released its Fiscal Year 2021 Budget Request. This budget request includes \$47.9 billion for HUD, which if enacted would reflect a 15 percent decrease in funding for housing programs nationwide compared to current funding levels. Several housing programs administered by NYCHA would be significantly reduced or eliminated, including the Public Housing Capital Fund (100 percent elimination) and the Public Housing Operating Fund (10 percent reduction). In addition, funding for the Section 8 program would be reduced by 20 percent, which would result in insufficient Tenant Protection Voucher funding to meet NYCHA’s conversion needs under the PACT to Preserve program, outlined in NYCHA 2.0. However, as the federal government is currently funded under continuing resolutions, this has so far spared the City the cuts proposed in the President’s Fiscal 2018, Fiscal 2019 and Fiscal 2020 budget requests under this federal administration. The current continuing resolution is scheduled to expire on September 30, 2020. As such, any negative funding impacts to New York City’s housing programs are not yet known.

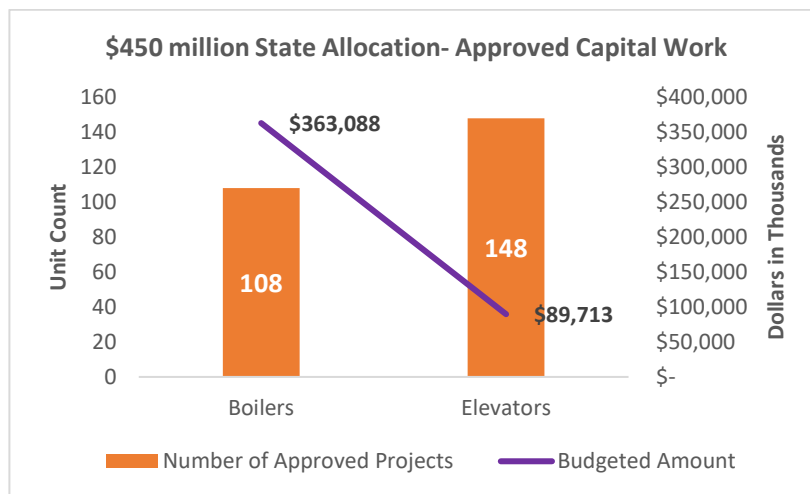
State Funding for NYCHA Capital Repairs

Although NYCHA is a State Chartered Authority, the State only sporadically allocates money for capital projects at NYCHA. In the 2015- 2016 State Enacted Budget, the State provided the first major capital investment to NYCHA in decades totaling \$100 million which funded smaller capital projects, including security upgrades and grounds improvements. These funds require NYCHA and the Dormitory Authority of the State of New York (DASNY) to develop a spending plan, which is subject to approval by New York State Homes and Community Renewal (HCR). As of February 2020, 139 funded projects have been completed, including 78 security enhancement projects, 22 quality of life projects and 39

appliance installation projects, and expenditures for the 139 projects total \$82.4 million. These figures are detailed in the below chart.



Most recently, the 2017-2018 State Enacted Budget included \$200 million for capital repairs at NYCHA and the 2018-2019 State Enacted Budget included an additional \$250 million for critical repairs. However, this funding was not made available to NYCHA until recent months. In September 2019, NYCHA and DASNY entered into a grant disbursement agreement (GDA) in connection with the State’s \$450 million allocation. The GDA is a reimbursement program, which requires NYCHA to pay for the identified capital improvements before seeking reimbursement approval from the State. The State’s most recent \$450 million allocation to NYCHA will be used to replace 108 boilers at 25 developments and 148 elevator cars at 10 developments. Summary data for approved capital work is demonstrated in the below chart. Prioritization of boiler repair work and elevator replacements was informed by NYCHA’s 2017 Physical Needs Assessment (PNA) and operational data on outages and work order requests. According to NYCHA’s 2017 PNA, \$3.1 billion is required to upgrade its aging heat and hot water systems and \$1.5 billion is required to repair and replace elevators across the portfolio. For a complete list of State-funded capital improvements by development, budgeted amount and construction schedule, see Appendix G.

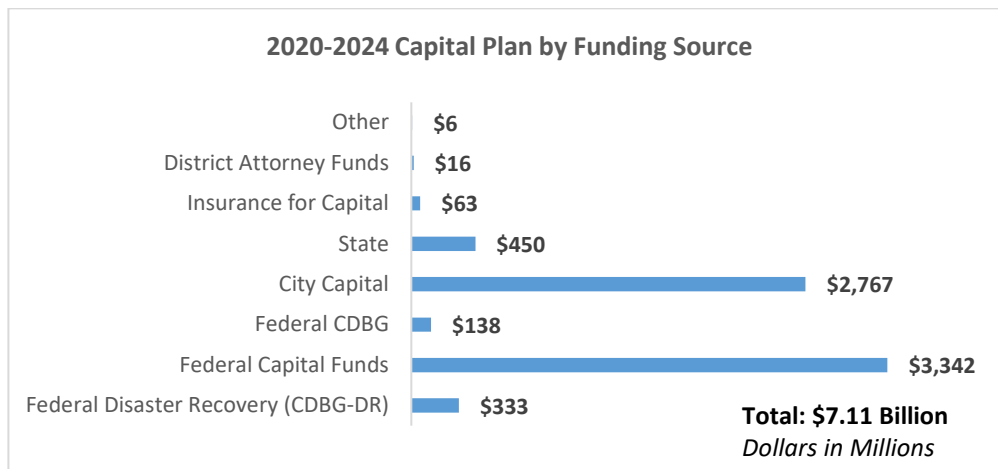


The 2020-2021 State Executive Budget, released in January 2020, does not include any additional capital funds to NYCHA, but instead, re-appropriates \$450 million previously allocated to NYCHA for the critical capital repairs outlined above; this includes \$200 million appropriated in Fiscal 2017-2018 and \$250 million in Fiscal 2018-2019. The table below provides a funding summary of State Capital funds to NYCHA from Fiscal 2016 to Fiscal 2021. In addition to the allocations outlined above, in June 2019, the Legislature approved an additional \$100 million to NYCHA for lead remediation and abatement work. However, the spending plan for this \$100 million allocation has not yet been approved, as such no additional details are currently available.

New York State Funding Summary Fiscal Years 2016- 2021 <i>Dollars in Thousands</i>								
New York State Housing Program	FY 15-16 Enacted Budget	FY 16-17 Enacted Budget	FY 17-18 Enacted Budget	FY 18-19 Enacted Budget	FY 19-20 Enacted Budget	June 2019 End of Session Allocation	FY 20-21 Executive Budget	Total State Capital Allocations (SFY16-21)
NYCHA Modernization Improvement Program	\$100,000	\$0	\$200,000	\$250,000	\$0	\$100,000	\$0	\$650,000

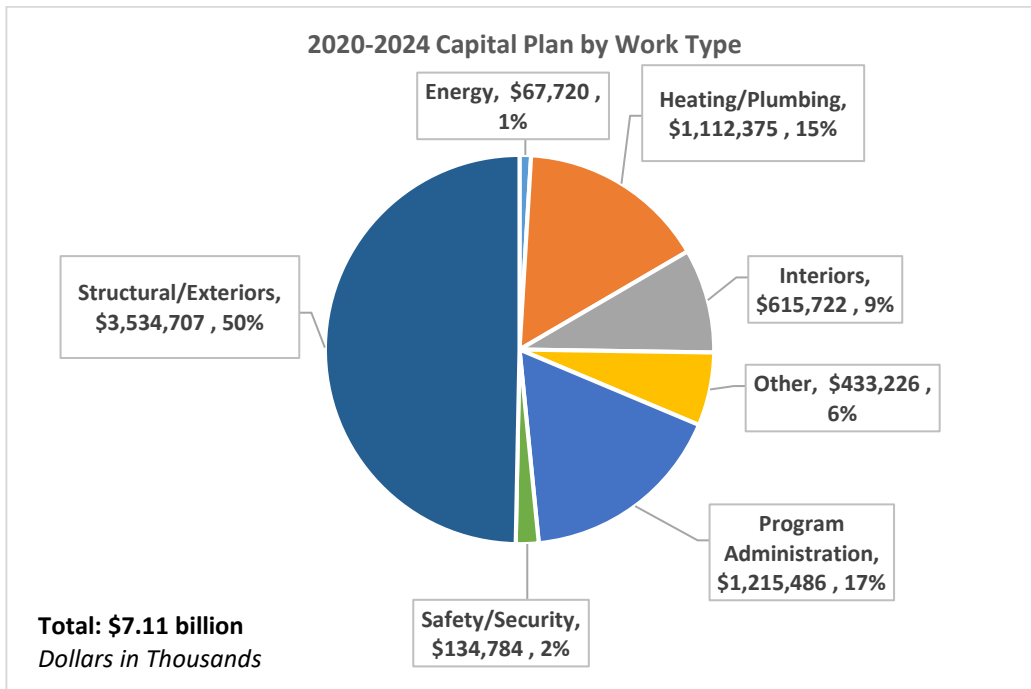
2020-2024 Capital Plan

NYCHA’s 2020-2024 Capital Plan provides approximately \$7.1 billion in planned commitments for infrastructure improvements, major modernization, systemic upgrades, repairs, resiliency, and fortification of developments damaged by Superstorm Sandy. The Plan is based on the current federal capital funding outlook, and relies on the near-term implementation of NYCHA initiatives.



From 2020-2024, NYCHA will receive \$2.8 billion from the City, which includes the City’s \$1.4 billion allocation in Fiscal 2020 to support building improvements mandated as part of an administrative agreement entered into on January 31, 2019 by HUD, NYCHA and the City. The agreement requires NYCHA to remediate living conditions at developments citywide by specific deadlines and meet strict compliance standards regarding lead paint hazards, mold growth, pest infestations, and inadequate heating and elevator service. Overall, of the \$7.1 billion included in this Plan, 47 percent is comprised of federal capital funds for investment in NYCHA’s building portfolio; this represents an average annual allocation of about \$410 million over the five-year plan. The Capital Plan includes \$333 million in expected one-time disaster recovery funds to address the continued impacts of Superstorm Sandy

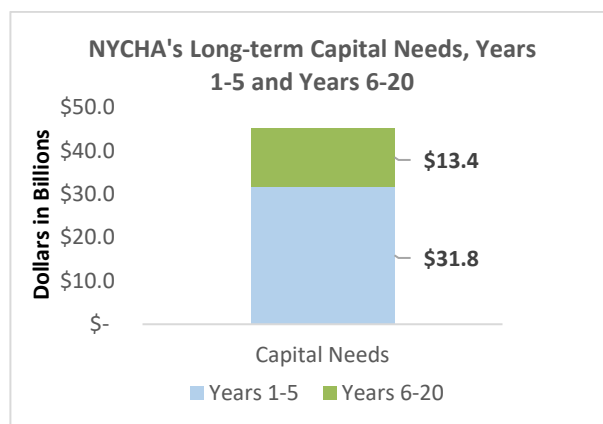
and also assumes \$450 million in State funds for boiler repair work and elevator replacements. The Plan reflects an increase of \$730 million over the 2019-2023 Adopted Capital Plan, mostly due to the addition of City funds and an increase of \$1.2 billion in federal capital funds in Fiscal 2020.



Overall, 50 percent of the Capital Plan, or about \$3.6 billion will provide for structural improvements and exterior capital work. According to NYCHA’s 2017 PNA, \$10.7 billion is required to upgrade exterior components across the portfolio. The second largest category of work, totaling \$1.1 billion, or 15 percent, is for heating and plumbing work, including boilers and heating plants. According to NYCHA’s 2017 PNA, \$3.1 billion is required to upgrade its aging heat and hot water systems. These capital needs are further discussed below.

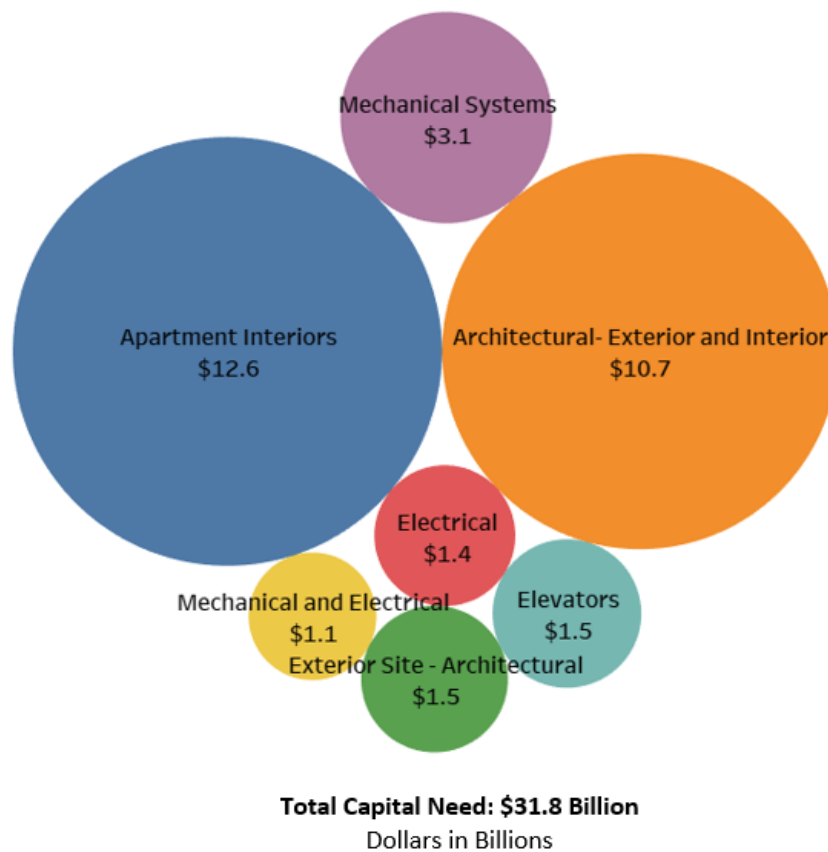
2017 Physical Needs Assessment

NYCHA conducted the most recent Physical Needs Assessment (PNA) in 2017 and publicly released these figures in July 2018. According to the results of the PNA, the total projected cost to bring all buildings, systems and grounds to a state of good repair across the NYCHA portfolio is \$31.8 billion over a five-year period, or about \$180,000 per unit, with an additional \$13.4 billion in capital needs projected in years 6 through 20.



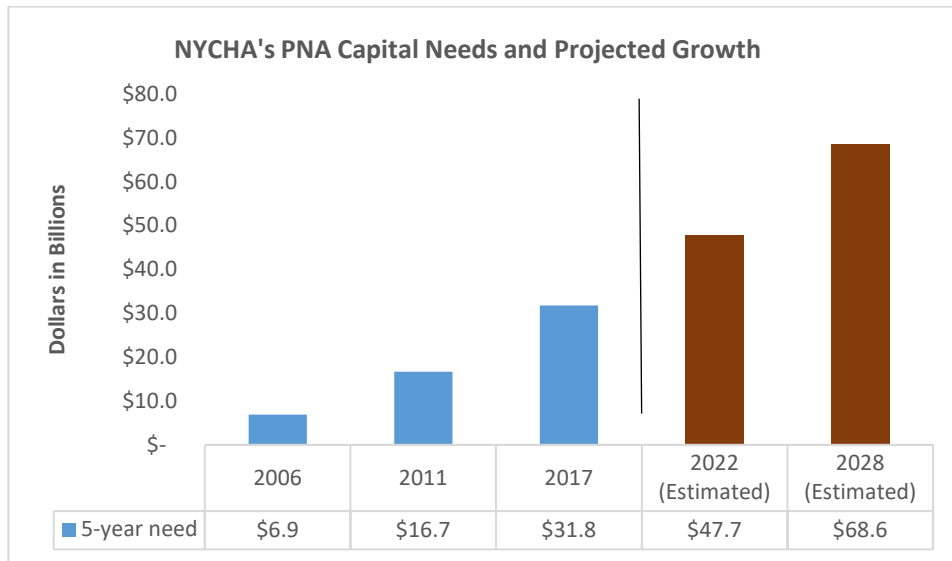
The 2017 projected need reflects NYCHA’s aging infrastructure, where approximately 50 percent of its developments are 50 years or older and require increasingly more maintenance and repairs. Based on the results of the PNA, the largest need, estimated at \$12.6 billion, or 40 percent of the total infrastructure need, within NYCHA’s portfolio is for apartment interiors, which includes kitchens, bathrooms and their associated piping, walls, ceilings, and floors. About half of these needs, approximately \$5.6 billion, are for work needed in bathrooms and kitchens, including repairs to and replacement of bathtubs, toilets, tile surrounds, sinks, refrigerators, stoves, kitchen cabinets, and related work. The second largest category is for needs related to the exterior infrastructure, including roofs, windows, exterior walls, main front doors and brickwork, totaling \$10.7 billion, or 34 percent of the total need. The remaining needs are for mechanical systems, including boilers and heating plants (\$3.1 billion), site work (\$2.6 billion), elevators (\$1.5 billion), and site lighting (\$1.4 billion). These capital needs for these categories are outlined in the graphic below. Addressing this overall need requires far more capital investment than has been made available to NYCHA at the federal, State, and City levels.

2017 Physical Needs Assessment Capital Categories and Costs



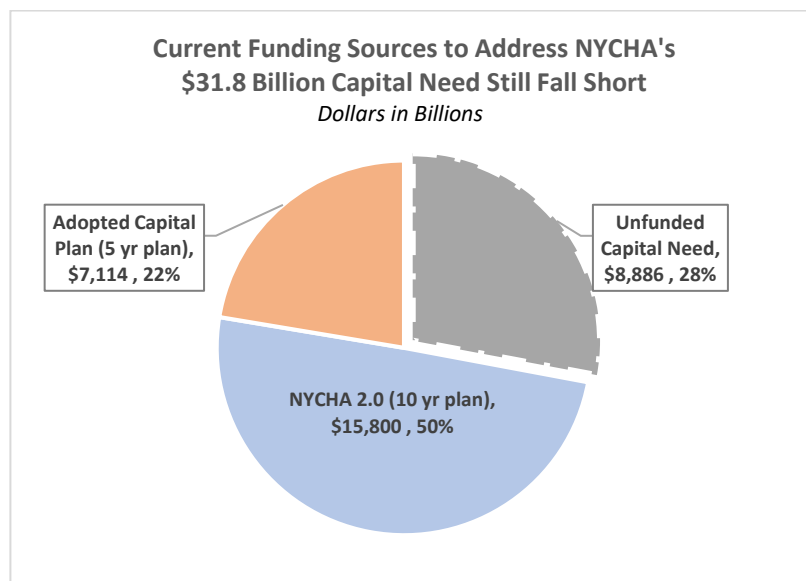
PNA Projected Growth

In January 2020, NYCHA announced that the estimated \$31.8 billion capital need reflected in the 2017 PNA did not fully capture the costs of lead abatement, elevator replacement and other costs related to compliance with the HUD administrative agreement. Assuming an eight percent growth rate, which includes the rate of deterioration and labor costs, the total overall capital need could increase to as much as \$68.6 billion by 2028 as demonstrated in the below chart.



NYCHA 2.0

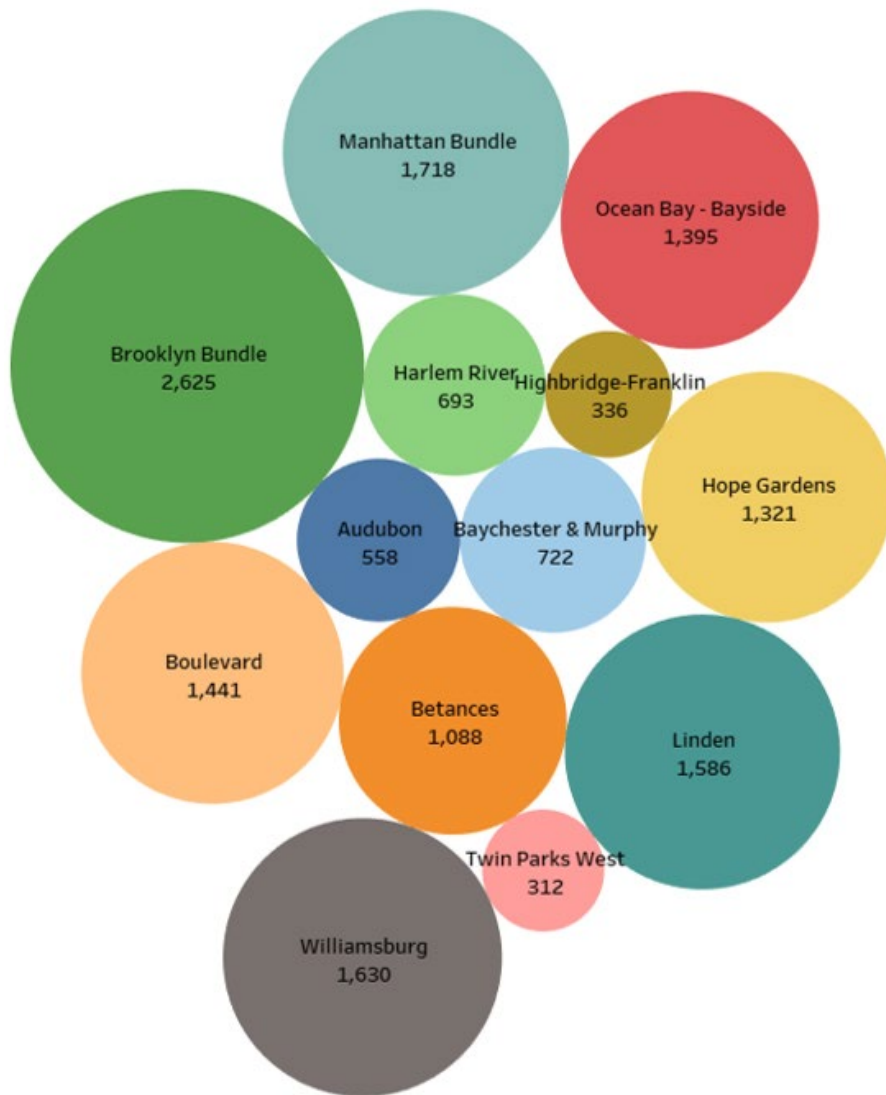
In December 2018, the City announced NYCHA 2.0, and outlined a comprehensive, ten-year plan to renovate and preserve NYCHA developments and resolve approximately two thirds of NYCHA’s \$31.8 billion capital need. NYCHA 2.0 is comprised of four major programs: PACT to Preserve, Build to Preserve, Transfer to Preserve, and Fix to Preserve. It is estimated that about \$16 billion in revenue could be generated from the NYCHA 2.0 programs. This amount, coupled with \$7.1 billion in existing and expected City, State and federal capital funds, will address nearly \$23 billion in capital needs over the next decade, or up to about 70 percent of NYCHA’s \$31.8 billion overall capital need. However, an unfunded capital need of about \$8.9 billion would still remain over this period, as demonstrated in the below chart. The financial impact of these strategies are further detailed below.



- PACT to Preserve.** The primary program under NYCHA 2.0 is PACT to Preserve, which will address an estimated \$12.8 billion in capital needs across the Authority’s portfolio. The program aims to convert the funding stream of an estimated 62,000 NYCHA units from public housing operating funds (Section 9) to Section 8 funding under the RAD program administered by HUD, thereby

facilitating public-private partnerships to fund extensive renovations and repairs through private developers. Renovations under the RAD/PACT program have already been completed at the 1,395 units at the Ocean Bay development in Far Rockaway, with an additional 3,773 units currently undergoing renovations as part of the conversion process. The conversion of approximately 10,250 additional units are planned in 2020. These RAD/PACT project bundles are displayed in the graphic below. For a complete list of planned conversions under the RAD/PACT program by development, City Council district, number of units and conversion schedule, see Appendix H. NYCHA estimates that the conversion of all 62,000 planned units will be completed on a rolling basis by 2028, however, any adverse changes to the federally funded Section 8 program would result in insufficient Tenant Protection Voucher funding needed to meet these targets.

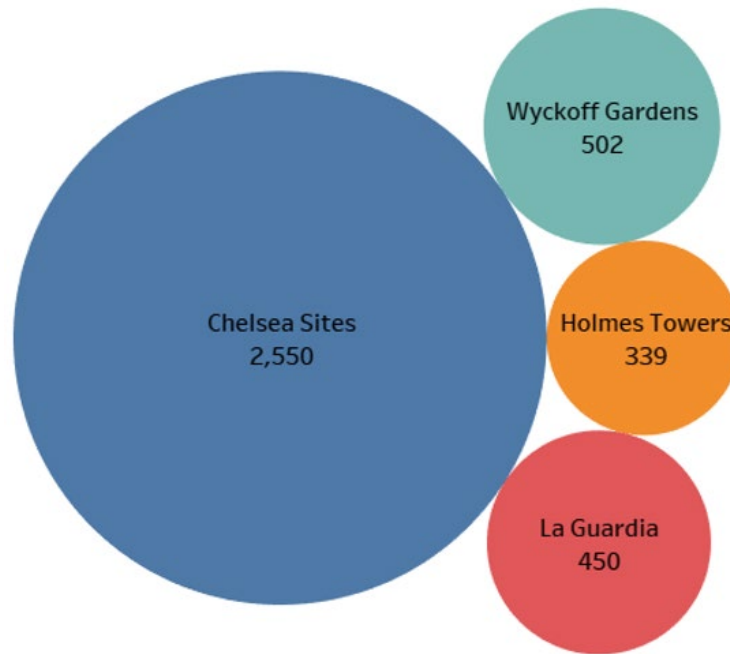
RAD/PACT Project Bundles



- Build to Preserve.** In December 2018, the City announced it would replace the existing half-market rate, half-affordable housing development program (50/50 program) at NYCHA-owned sites with a mixed income program that will produce 70 percent market rate, 30 percent affordable housing units (70/30 program). New buildings will be subject to Mandatory Inclusionary Housing (MIH) levels of affordability and increase the permanently affordable housing stock. In total, NYCHA estimates that the 70/30 development program could encompass

25 sites and generate \$2 billion in revenue over a ten-year period, which would be dedicated to capital improvements in the adjacent developments, as well as ensuring the Authority's financial sustainability. As of February 2020, the Build to Preserve program encompasses four development sites, which would produce an estimated 3,840 units, as displayed in the graphic below.

Build to Preserve Planned Projects

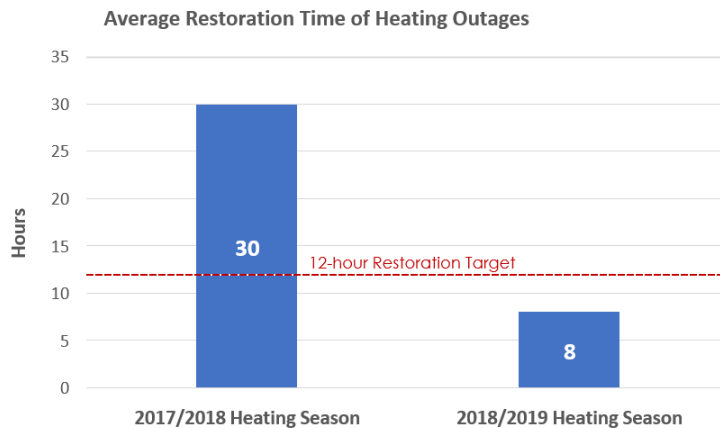


- **Transfer to Preserve.** NYCHA expects to generate \$1 billion in funding for capital repairs through the transfer of a portion of its estimated 80 million square feet of unused development rights, also known as air rights. As of February 2020, the Transfer to Preserve program encompasses four development sites, which include: Hobbs Court, Ingersoll, Howard Houses, and Campos II. Transactions at all four sites are expected to be completed by the end of 2020.
- **Fix to Preserve.** NYCHA will improve services, infrastructure maintenance, and immediately address health and safety issues across five categories affecting residents' daily lives, including elevator outages, heating, mold, pests, and lead paint hazards. These performance targets are further outlined below.
 - **Elevators:** By 2027, NYCHA will replace 405 elevators at 30 developments, providing reliable service to over 58,000 residents.
 - **Heating:** NYCHA will expand on previous heat upgrades with the addition of five mobile boilers by 2019 and fully replace 297 of the lowest-performing boilers by 2026. Heat outages will be restored within an average of 12 hours.
 - **Pests:** With the installation of door sweeps and rat slabs, and the addition of 20 exterminators, NYCHA will cut the rat population by a quarter by the end of 2019, and by half by the end of 2020.
 - **Lead:** NYCHA will test over 135,000 apartments built before 1978, which are presumed to contain lead-based paint hazards, by 2020.
 - **Mold:** NYCHA will bring all roofs into a state of good repair by 2026.

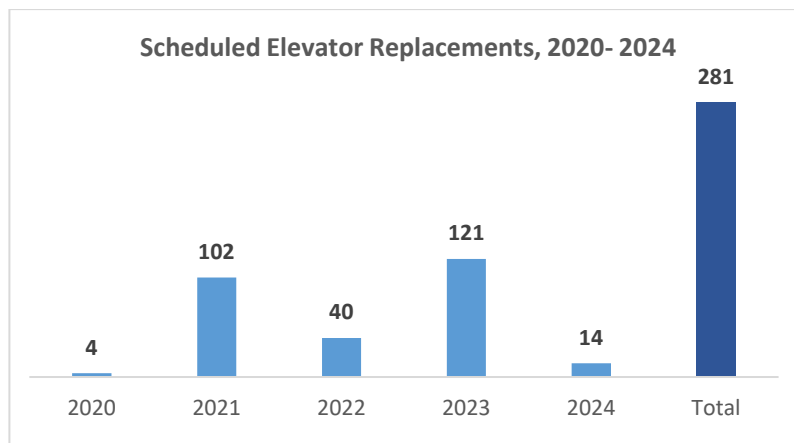
Compliance with HUD Administrative Agreement

The January 31, 2019 administrative agreement between NYCHA, the City and HUD requires NYCHA to prepare and implement corrective action plans to address systemic issues at the Authority including lead paint hazards, the provision of heat, mold, pest infestations and elevator outages by certain deadlines. In relation to these requirements, as of February 2020, the NYCHA monitor has approved three action plans submitted by NYCHA related to inspection practices, the provision of heat, and the frequency and duration of outages and no-service conditions in elevators.

- Public Housing Assessment System (PHAS) inspections.** In October 2019, the NYCHA monitor approved a corrective action plan outlining steps to eliminate and prohibit deceptive practices with respect to PHAS inspections. These actions include: adequate training for NYCHA staff, the review of available data to identify instances of improper inspection work, disciplinary action for staff who engage in deceptive practices, and other actions. In order to carry out these reforms, NYCHA contracted with a vendor to provide training sessions to 1,700 operations and front-line staff at a total cost of about \$680,000; this need is currently funded from 2019 to 2020. An additional 3,000 personnel, primarily comprised of caretakers, will also receive training in addition to new staff, at a total estimated cost of about \$1.5 million; these costs are not currently funded in 2020.
- Heat Action Plan.** In December 2019, the NYCHA monitor approved a corrective action and response plan outlining steps to fulfill heat-related requirements under the Agreement, including the restoration of heat to units affected by a heating shortage within an average of 12 hours beginning in the 2018/2019 heating season. NYCHA residents have endured chronic heat and hot water outages for many years. Notably, according to data provided to the Council, from October 2017 to January 2018, more than 80 percent of residents experienced a heat outage or hot water outage. Currently, NYCHA reports that it is currently in compliance with the provision of heat under the HUD administrative agreement. According to data provided by NYCHA, when comparing the number of outages from the 2017/2018 heating season to the 2018/2019 heating season, the average time to restore heat decreased by 73 percent, from 30 hours to 8 hours, which is below the Authority’s target of 12 hours, as detailed in the below chart. In addition, NYCHA is in the process of producing individual action plans that will provide individualized data for each development in order to more effectively respond to heat outages, beginning with the top 20 worst performing developments, as measured by the number of outages during the 2018/2019 heating season. For a complete list of these developments, see Appendix I.

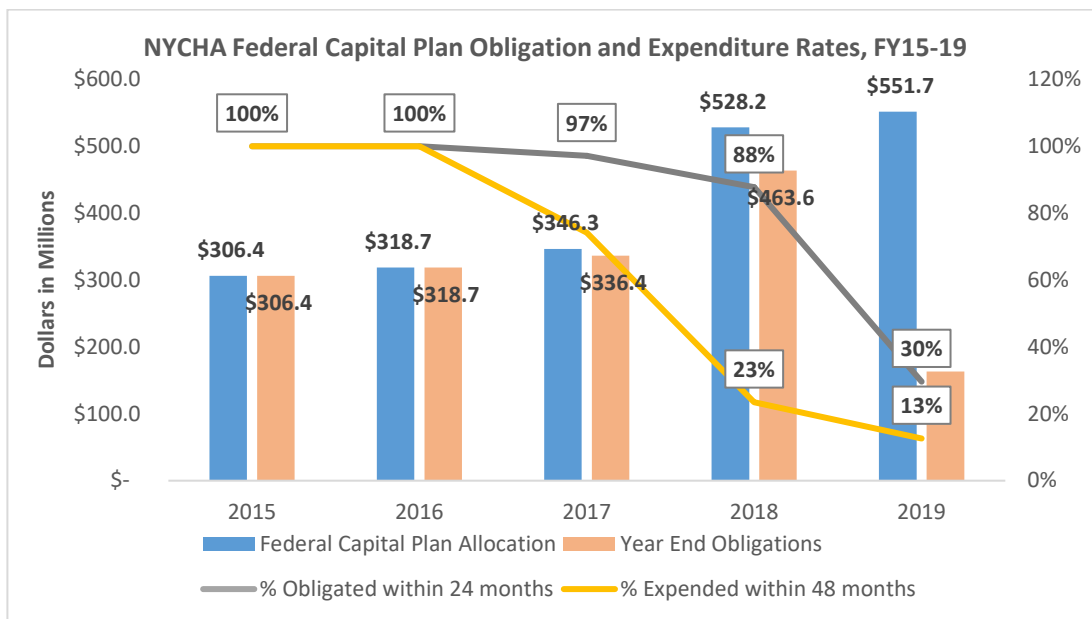


- Elevator Action Plan.** In January 2020, the NYCHA monitor approved a corrective action and response plan outlining steps to reduce elevator outages and no-service conditions at 3,224 elevators owned by NYCHA. The Elevator Service and Repair Department manages the elevator operations and consists of 473 full-time staff, including 207 elevator mechanics, 193 elevator mechanic helpers, and 23 supervisors of mechanics. The Agreement requires NYCHA to replace or address at least 425 elevators by 2024, and the Authority is on track to meet these obligations. As of the 2020 Adopted Plan, NYCHA will replace 281 elevators through its capital plan by 2024, as detailed in the below chart. The 281 scheduled replacements will impact 36,358 residents across 21 developments, including 9,209 seniors and mobility-impaired residents. In addition, NYCHA will transfer 150 additional elevators to third-party management through the RAD/PACT program by 2024. For a complete list of planned elevator replacements by development, funding source, number of impacted residents and replacement schedule, see Appendix J.



Federal Capital Funds- Obligation and Expenditure Rates

Federal capital grants have required deadlines for securing contracts to perform capital work, referred to as an obligation deadline, and the completion of capital work, known as an expenditure deadline. HUD requires public housing authorities to obligate 90 percent of funds within 24 months and to expend 100 percent of funds within 48 months. If these federal spending deadlines are not met, recipients may incur penalties or the forfeiture of funds. Accordingly, NYCHA places priority in achieving its federal Capital Plan obligation and expenditure targets. The chart below displays NYCHA’s obligation and expenditure rate as a component of federal capital plan allocations in each corresponding year, from 2015 to 2019. During this timeframe, the federal capital pipeline comprised of about 275 projects annually.



In 2015 and 2016, NYCHA completed obligation and expenditure deadlines mandated by HUD ahead of schedule. In 2017, NYCHA obligated 97 percent of federal capital funds within 24 months, exceeding the obligation target of 90 percent. Federal capital funds allocated in 2018 and 2019 are still within the 24-month obligation window.

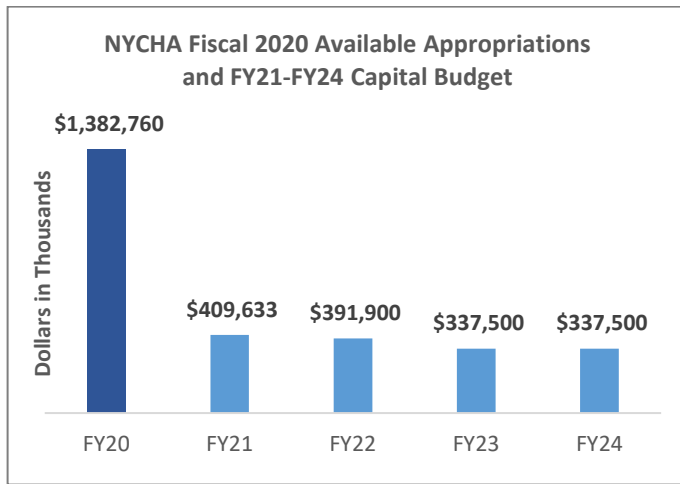
Capital Plan Overview

On January 16, 2020, Mayor Bill de Blasio released the Preliminary Capital Commitment Plan for Fiscal 2020-2024 (the Commitment Plan) and the Fiscal 2021-2024 Preliminary Capital Budget (the Capital Budget).

The following section will provide an overview of the Preliminary Capital Commitment Plan and Preliminary Capital Budget for NYCHA. Each one of these documents should support and be well integrated with one another to properly execute the City’s capital projects, as well as meet its infrastructure goals. Below we will examine to what extent this is occurring, where improvements need to be made, and the overall feasibility of NYCHA’s capital program.

Preliminary Capital Budget for Fiscal 2021-2024

The Capital Budget provides the estimated need for new appropriations for Fiscal 2021, along with projections for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption.

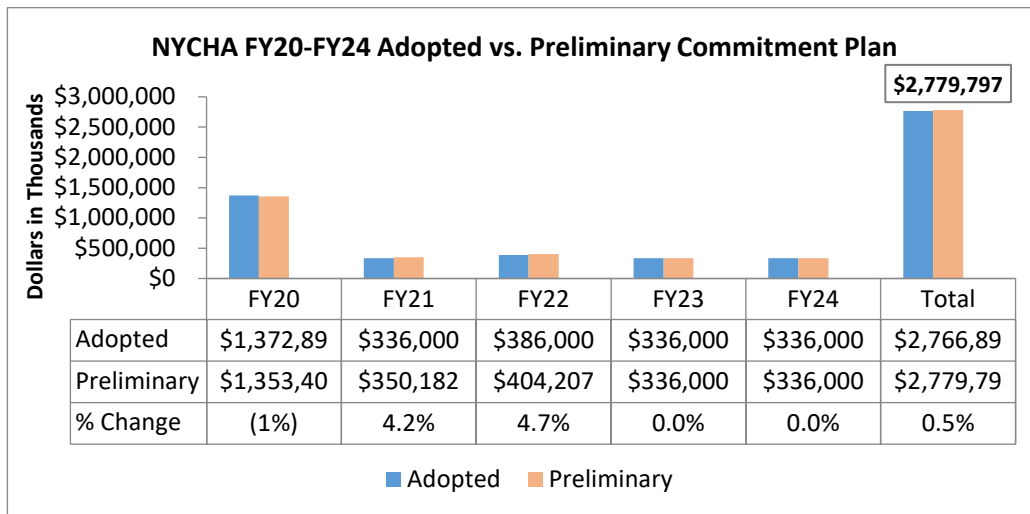


As shown in the chart at left, NYCHA’s Fiscal 2021 Preliminary Capital Budget includes \$1.48 billion in Fiscal 2021-2024 comprised of all City funds. This represents approximately 2.6 percent of the City’s total \$56.1 billion Capital Budget for 2021-2024. Appropriations for Fiscal 2020 total \$1.4 billion. This includes \$911 million in reauthorized prior appropriations and \$471.8 million in authorized Fiscal 2020 appropriations.

Preliminary Capital Commitment Plan for Fiscal 2020-2024

The City’s Capital Commitment Plan details the Administration’s plan to spend the appropriations voted on by the City Council at Adoption. The Commitment Plan provides project-level funding detail, as well as an estimate of expenditure dates. It is through this document that we gain insight into a project’s estimated cost, start date and time to completion.

NYCHA’s Preliminary Commitment Plan includes \$2.78 billion in Fiscal 2020-2024, comprised of all City funds. This represents approximately three percent of the City’s total \$85.5 billion Preliminary Commitment Plan. The Capital Commitment is significantly higher than the Capital Budget because it includes the current appropriations for Fiscal 2020. The amount of uncommitted appropriations form the amount that will be re-appropriated or rolled into Fiscal 2021 in the Executive and Adopted Budgets.



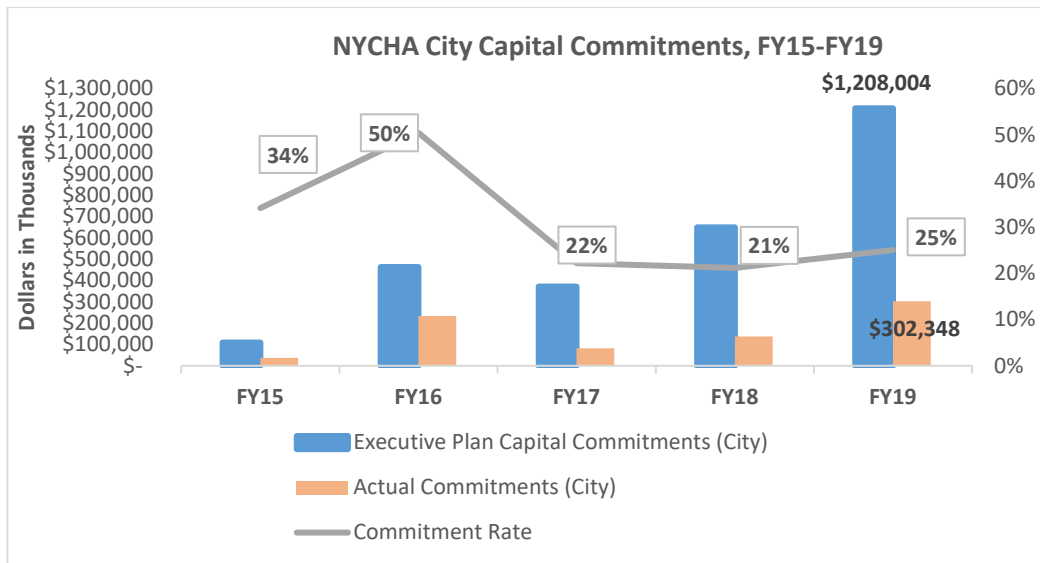
The Preliminary Capital Plan for NYCHA for Fiscal 2020-2024 has increased by \$12.9 million to a total of \$2.8 billion, demonstrating an increase of less than one percent when compared to the Authority’s Adopted Commitment Plan. The increase is due to the addition of \$12.9 million for renovations, repairs and security enhancements at four community centers as part of the Borough Based Jails Points of Agreement reached between the City Council and the Mayor in October 2019.

The total appropriations for NYCHA in Fiscal 2020 are \$1.38 billion against planned commitments totaling \$1.35 billion. This excess balance of \$300 million in appropriations gives the Administration flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

Historically, the Commitment Plan has frontloaded planned commitments for capital projects in the first year or two of the plan, and included unrealistically high planned commitments. At the Council’s continued urging that practice has largely ceased. Beginning with the Fiscal 2020 Executive Commitment Plan, agencies’ Commitment Plans are now more accurate, reflecting more evenly distributed planned spending across all years of the plan.

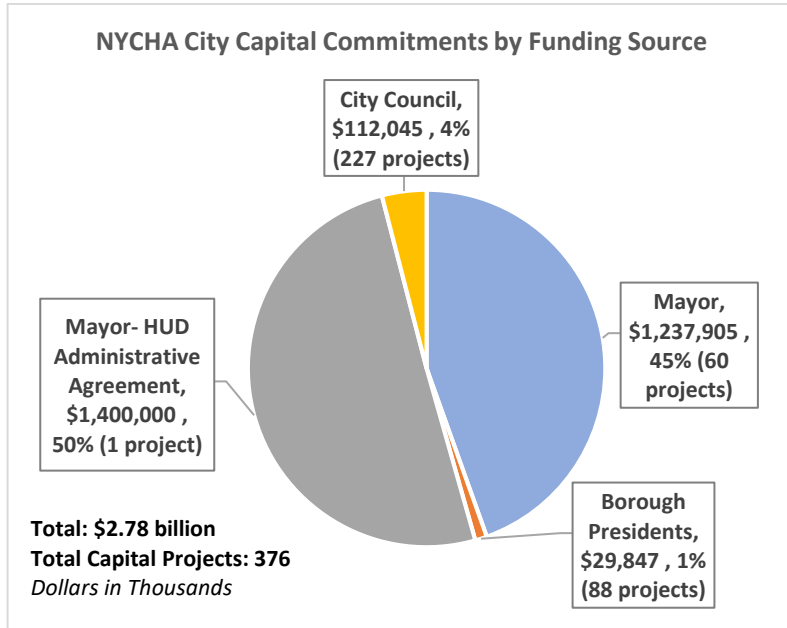
A natural result of more realistic timelines is capital projects extending beyond the Commitment Plan’s five-year time frame. To address this, the Administration has added Section VII, titled “Redistribution of the City’s Capital Plan” to the Commitment Plan. What this section does is increase the transparency of the Commitment Plan by showing the distribution of funding beyond the required five years to ten years (Fiscal 2020 -2029). This extension allows the Council and the public to better differentiate between movement beyond the years of the Commitment Plan and a simple elimination of funding. NYCHA’s ten-year total is \$3.99 billion which is \$1.2 billion greater than the Authority’s five-year plan. What this increase shows is the City’s commitment to continuing many of its current projects beyond the time frame of the Capital Commitment Plan.

NYCHA had actual commitments of \$302.3 million in Fiscal 2019, a commitment rate of 25 percent. The chart below displays the Authority’s capital commitment plan as of the Fiscal 2015-2019 Executive Budget and the actual commitments in the corresponding fiscal year. The chart also shows the capital commitment rate: the percentage of the capital plan committed per fiscal year.¹ Given this trend, it is likely that NYCHA will end Fiscal 2020 with a relatively low commitment rate, and lower than the Fiscal 2019 citywide average of 68 percent.



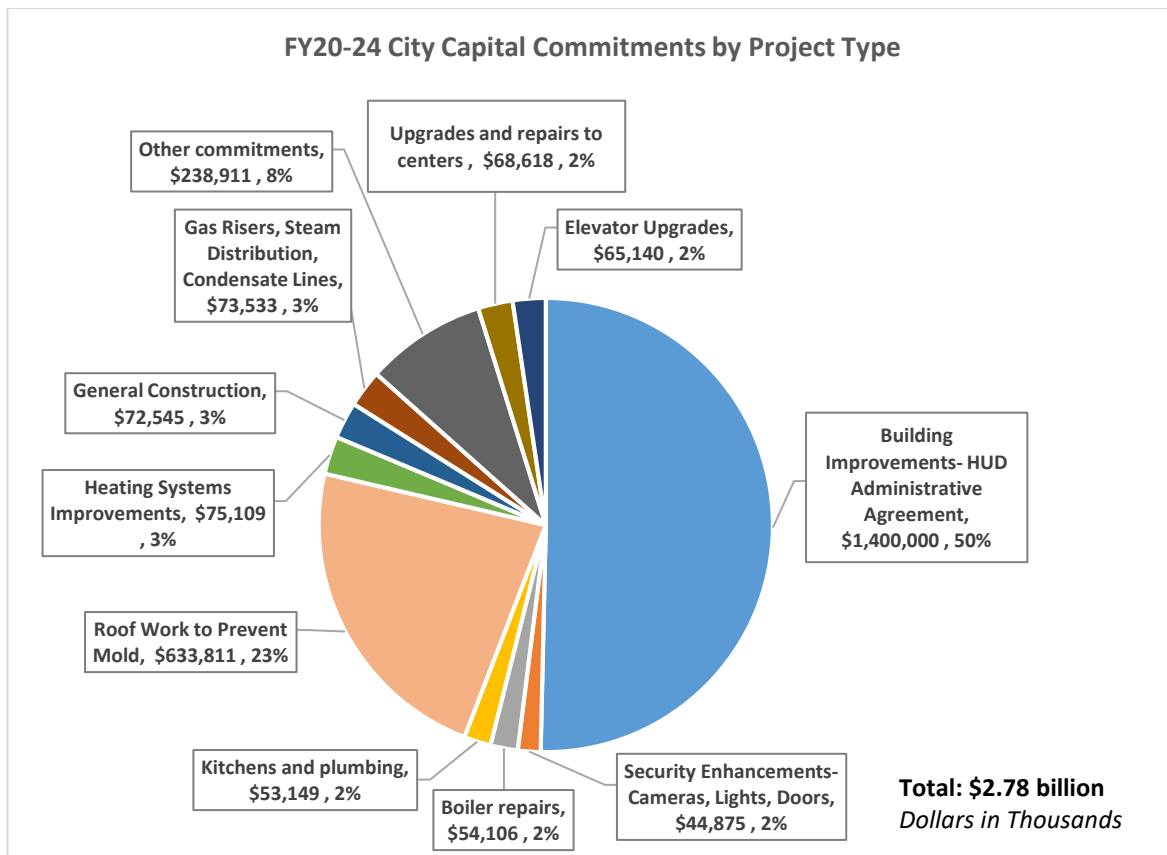
¹ Note planned commitments are higher than the agency’s “target commitments.” Target commitments are a management tool used by OMB; they are “the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year,” and are not broken out between City and non-City funds.

City Capital Commitments



The Fiscal 2021 Preliminary Capital Commitment Plan for NYCHA is comprised of 376 projects across seven budget lines totaling \$2.78 billion in Fiscal 2020-2024, comprised of all City funds. When consolidating the budget lines for the five borough presidents, NYCHA’s City capital budget can be further condensed into three main budget lines comprised of: \$2.6 billion in Mayoral allocations; \$112 million in City Council funds; and \$29.8 million from Borough Presidents, as demonstrated in the left chart.

The Authority’s \$2.78 billion Preliminary Capital Commitment Plan for Fiscal 2020-2024 is \$12.9 million larger than the \$2.76 billion scheduled in the Adopted Commitment Plan. In the Fiscal 2021 Preliminary Capital Commitment Plan, the City provided \$12.9 million to NYCHA for renovations, repairs and security enhancements at four community centers as part of the Borough Based Jails Points of Agreement reached between the City Council and the Mayor in October 2019.



Overall, the \$1.4 billion investment for critical repairs and building improvements comprises about 50 percent of NYCHA's Preliminary Capital Commitment Plan. The second largest capital commitment category, totaling \$633.8 million, or 23 percent of all commitments, is a multi-phase roof repair program to address health related hazards at NYCHA. About three percent of all commitments, or \$75.1 million, are allocated for heating systems improvements at 20 developments. About two percent of all commitments, or \$68.6 million, are allocated for upgrades and repairs to centers. These major capital commitment categories included in the Preliminary Capital Plan for Fiscal 2020-2024 are further discussed below.

- **HUD Administrative Agreement.** The Preliminary Capital Commitment Plan includes \$1.4 billion as part of a January 2019 administrative agreement signed by HUD, NYCHA and the City that requires NYCHA to remediate living conditions at developments citywide by specific deadlines and meet strict compliance standards regarding lead paint hazards, mold growth, pest infestations, and inadequate heating and elevator service. In total, the City is providing \$2.2 billion to NYCHA from Fiscal 2019-2028 for critical repairs to meet the terms of the agreement. At the time of this writing, a spending plan for these funds are pending approval, as such no additional details are available at the project level.
- **Roof Replacement Initiative.** The Preliminary Capital Commitment Plan includes \$633.8 million for a multi-phase roof repair program to address the underlying conditions of mold and other health related hazards in NYCHA developments. The first phase of roof repair work totaled \$100 million and supported roof repair work at 65 buildings across five developments scheduled from May 2015 through May 2018. A second phase of roof work at 78 buildings, costing \$100 million, entered the construction phase in January 2018 and will be completed by April 2020. The third phase of roof repair work is currently underway at 94 buildings, which is estimated to cost \$145 million and be completed by November 2020. In total, the existing scope of roof repair work will encompass 952 buildings at a total cost of \$1.3 billion over a ten-year period. By 2026, it is anticipated that all roofs across NYCHA's portfolio will be in a state of good repair. This program will impact approximately 175,478 NYCHA residents. For a list of completed and planned roof replacements by development, project phase, and replacement schedule, see Appendix K.
- **Heating System and Boiler Improvements.** The Preliminary Capital Commitment Plan includes \$75.1 million for heating system improvements and boiler replacements at various developments citywide. This investment will replace outdated boilers, and modernize heating system controls and hot water-making technology.
- **Community Center Upgrades.** The Preliminary Capital Commitment Plan includes \$68.6 million for upgrades and renovations at over 60 centers including day care, community and senior centers located within NYCHA developments. This investment includes the addition of \$12.9 million for renovations, repairs and security enhancements at four community centers as part of the Borough Based Jails Points of Agreement reached between the City Council and the Administration in October 2019. Upgrades and renovations at these sites will include the following:
 - Mill Brook: interior common area bathrooms and finishes, stairs, and lighting fixtures;
 - Mitchel: roof replacement, common area bathrooms and kitchens, and gymnasium;
 - Mott Haven: roof replacement, common area kitchens and finishes, stairs, electrical service switch, and air conditioning system at the day care center; and
 - Patterson: interior common area kitchens, finishes, and security alarms.

Appendices

A: 2020-2024 Operating Plan: All Funds

NYCHA 2020-2024 Operating Budget (All Funds)					
<i>Dollars in Thousands</i>					
	2020	2021	2022	2023	2024
Revenues					
Revenues from Operations:					
Tenant Rental Revenue	\$1,024,530	\$980,298	\$954,961	\$926,658	\$896,942
Other Revenue from Operations	22,960	21,996	21,348	20,500	19,607
Total Revenue from Operations	\$1,047,489	\$1,002,294	\$976,308	\$947,158	\$916,548
Other Revenues					
Federal Subsidies	\$984,449	\$990,025	\$979,947	\$971,113	\$958,402
Debt Service Subsidies	180	131	81	40	8
Section 8 Phased Conversion	48,506	35,451	35,050	34,654	34,262
Capital Fund Reimbursements	230,293	270,564	158,835	158,000	157,054
Interest on Investments	12,723	12,046	11,368	11,021	11,021
Other	22,992	22,809	22,633	22,330	22,073
Categorical Grants	2,350	4,695	4,695	4,695	4,375
Section 8 Housing Assistance Payments	1,146,316	1,137,651	1,159,824	1,179,145	1,202,701
Section 8 Admin	80,417	79,777	80,654	81,418	82,170
City Funds	261,706	216,864	226,769	178,505	171,733
Total Other Revenues	\$2,789,932	\$2,770,014	\$2,679,856	\$2,640,922	\$2,643,800
Total Revenues	\$3,837,421	\$3,772,308	\$3,656,164	\$3,588,080	\$3,560,348
Expenditures					
Personal Service:					
Salary F/T	\$684,941	\$665,430	\$656,441	\$652,125	\$641,779
Salary P/T	789	298	149	0	0
Seasonal	18,112	18,027	18,027	18,027	18,027
Overtime	105,453	88,902	87,944	86,973	85,962
Shift Differential	286	286	286	286	286
Retro	4,779	4,840	4,718	4,596	4,476
Fringe	594,166	588,800	598,383	574,688	598,075
Other Salary	13,015	12,087	11,982	11,876	11,772
Total Personal Service	\$1,421,542	\$1,378,671	\$1,377,931	\$1,348,572	\$1,360,376
Other Than Personal Service:					
Leases	\$77,210	\$65,007	\$54,089	\$55,204	\$56,987
Supplies	108,590	115,799	112,679	101,101	85,350
Equipment	25,505	20,834	21,629	21,746	22,856
Utilities	545,375	532,653	517,270	500,201	478,980
Contracts	377,142	416,187	367,592	341,263	309,707
Debt Services	6,009	9,852	9,485	9,137	8,765
Insurance	15,427	66,624	81,057	85,996	86,004
OTPS Other	36,547	43,186	43,774	45,380	41,784
Section 8 Housing Assistance Payments	1,132,728	1,123,494	1,145,237	1,164,026	1,186,942
Total Other Than Personal Expenses	\$2,324,532	\$2,393,637	\$2,352,813	\$2,324,056	\$2,277,375
Total Expenditures	\$3,746,073	\$3,772,308	\$3,730,744	\$3,672,628	\$3,637,751
Surplus/(Deficit)	\$91,348	\$0	(\$74,580)	(\$84,548)	(\$77,403)
Headcount	11,339	10,872	10,668	10,475	10,262

B: 2020-2024 Operating Plan: General Fund

NYCHA 2020-2024 Operating Budget (General Fund)					
<i>Dollars in Thousands</i>					
	2020	2021	2022	2023	2024
Revenues					
Revenues from Operations:					
Tenant Rental Revenue	\$1,024,530	\$980,298	\$954,961	\$926,658	\$896,942
Other Revenue from Operations	22,960	21,996	21,348	20,500	19,607
Total Revenue from Operations	\$1,047,489	\$1,002,294	\$976,308	\$947,158	\$916,548
Other Revenues					
Federal Subsidies	\$974,750	\$976,557	\$966,916	\$958,568	\$946,374
Debt Service Subsidies	180	131	81	40	8
Section 8 Phased Conversion	48,506	35,451	35,050	34,654	34,262
Section 8 Management Fees	21,051	20,728	20,801	20,841	20,879
Capital Fund Reimbursements	230,293	270,564	158,835	158,000	157,054
Interest on Investments	10,912	10,912	10,912	10,912	10,912
Other	22,017	21,834	21,658	21,355	21,098
City Funds	101,865	113,528	121,509	124,331	121,056
Total Other Revenues	\$1,409,573	\$1,449,705	\$1,335,761	\$1,328,701	\$1,311,643
Total Revenues	\$2,457,062	\$2,451,998	\$2,312,069	\$2,275,858	\$2,228,192
Expenditures					
Personal Service:					
Salary F/T	\$606,851	\$605,463	\$595,886	\$585,405	\$575,059
Salary P/T	491	0	0	0	0
Seasonal	18,063	17,978	17,978	17,978	17,978
Overtime	104,653	88,102	87,160	86,205	85,194
Shift Differential	196	196	196	196	196
Retro	4,777	4,838	4,716	4,594	4,474
Fringe	547,420	540,587	548,686	523,393	544,941
Other Salary	11,079	10,151	10,046	9,940	9,836
Total Personal Service	\$1,293,530	\$1,267,315	\$1,264,668	\$1,227,712	\$1,237,678
Other Than Personal Service:					
Leases	\$69,393	\$57,071	\$45,991	\$46,939	\$48,454
Supplies	107,377	114,586	111,954	100,864	85,113
Equipment	24,082	19,485	20,159	20,224	21,316
Utilities	545,166	532,441	517,055	499,985	478,764
Contracts	359,838	406,124	358,123	332,365	300,702
Debt Services	166	116	67	67	67
Insurance	15,318	66,511	80,938	85,870	85,870
OTPS Other	31,456	38,161	38,966	40,799	37,278
Total Other Than Personal Expenses	\$1,152,796	\$1,234,495	\$1,173,254	\$1,127,112	\$1,057,563
Total Expenditures	\$2,446,326	\$2,501,810	\$2,437,922	\$2,354,823	\$2,295,241
Surplus/(Deficit)	\$10,737	(\$49,812)	(\$125,853)	(\$78,965)	(\$67,050)

C: 2020-2024 Operating Plan: Section 8 Housing Choice Voucher

NYCHA 2020-2024 Operating Budget (Section 8 Housing Choice Voucher)					
<i>Dollars in Thousands</i>					
	2020	2021	2022	2023	2024
Revenues					
<i>Other Revenues</i>					
Section 8 Housing Assistance Payments	\$1,194,822	\$1,173,102	\$1,194,874	\$1,213,799	\$1,236,964
Section 8 Admin	80,417	79,777	80,654	81,418	82,170
Other	1,084	1,084	1,084	1,084	1,084
Total Other Revenues	\$1,276,324	\$1,253,963	\$1,276,613	\$1,296,301	\$1,320,218
Total Revenues	\$1,276,324	\$1,253,963	\$1,276,613	\$1,296,301	\$1,320,218
Expenditures					
<i>Personal Service:</i>					
Salary F/T	\$31,722	\$31,722	\$31,722	\$31,722	\$31,722
Overtime	49	49	49	49	49
Shift Differential	598	598	598	598	598
Fringe	23,651	24,348	25,124	25,959	26,905
Other Salary	604	604	604	604	604
Total Personal Service	\$56,623	\$57,320	\$58,096	\$58,931	\$59,877
<i>Other Than Personal Service:</i>					
Leases	\$7,816	\$7,936	\$8,098	\$8,266	\$8,533
Supplies	93	93	93	93	93
Equipment	1,423	1,350	1,470	1,523	1,540
Utilities	209	212	214	217	217
Contracts	26,346	25,517	25,748	25,972	26,117
Insurance	108	113	119	126	134
OTPS Other	2,470	2,478	2,486	2,495	2,503
Section 8 Housing Assistance Payments	1,181,234	1,158,945	1,180,287	1,198,680	1,221,204
Total Other Than Personal Expenses	\$1,219,700	\$1,196,643	\$1,218,516	\$1,237,370	\$1,260,340
Total Expenditures	\$1,276,324	\$1,253,963	\$1,276,613	\$1,296,301	\$1,320,218
Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0

D: 2020-2024 Operating Plan: Categorical Grants

NYCHA 2020-2024 Operating Budget (Categorical Grants)					
<i>Dollars in Thousands</i>					
	2020	2021	2022	2023	2024
Revenues					
<i>Other Revenues</i>					
Federal Subsidies	\$9,699	\$13,469	\$13,031	\$12,546	\$12,028
Other	1,702	1,024	347	0	0
Categorical Grants	2,350	4,695	4,695	4,695	4,375
City Funds	159,841	103,336	105,260	54,174	50,677
Total Other Revenues	\$173,592	\$122,525	\$123,333	\$71,415	\$67,080
Total Revenues	\$173,592	\$122,525	\$123,333	\$71,415	\$67,080
Expenditures					
<i>Personal Service:</i>					
Salary F/T	\$46,369	\$28,246	\$28,833	\$34,998	\$34,998
Salary P/T	298	298	149	0	0
Overtime	202	202	186	170	170
Shift Differential	90	90	90	90	90
Retro	2	2	2	2	2
Fringe	23,095	23,866	24,574	25,336	26,229
Other Salary	1,332	1,332	1,332	1,332	1,332
Total Personal Service	\$71,389	\$54,036	\$55,166	\$61,929	\$62,821
<i>Other Than Personal Service:</i>					
Supplies	\$1,120	\$1,120	\$632	\$145	\$145
Contracts	12,008	\$5,275	\$4,522	\$3,768	\$3,768
Debt Services	5,842	\$9,735	\$9,418	\$9,070	\$8,698
OTPS Other	2,621	\$2,547	\$2,322	\$2,087	\$2,003
Total Other Than Personal Expenses	\$21,592	\$18,677	\$16,894	\$15,069	\$14,613
Total Expenditures	\$92,981	\$72,713	\$72,060	\$76,998	\$77,434
Surplus/(Deficit)	\$80,612	\$49,812	\$51,273	(\$5,583)	(\$10,353)

E: NYCHA-Operated Senior Club Transfer to DFTA in the Fiscal 2020 Executive and Adopted Budget

NYCHA-Operated Senior Club Transfer to DFTA				
Number of Centers	Borough	Development	Council Member	Funding Status
1	Bronx	Highbridge Gardens	Gibson	Baselined in the Fiscal 2020 Executive Budget
2	Bronx	Sedgwick	Gibson	Baselined in the Fiscal 2020 Executive Budget
3	Bronx	Soundview	Diaz	Baselined in the Fiscal 2020 Executive Budget
4	Brooklyn	Brownsville	Ampry-Samuel	Baselined in the Fiscal 2020 Executive Budget
5	Brooklyn	Cypress Hills	Barron	Baselined in the Fiscal 2020 Executive Budget
6	Brooklyn	Glenmore Plaza	Espinal	Baselined in the Fiscal 2020 Executive Budget
7	Brooklyn	Langston Hughes	Ampry-Samuel	Funded in Fiscal 2020 only
8	Brooklyn	Sumner	Cornegy	Funded in Fiscal 2020 only
9	Manhattan	Lincoln	Perkins	Funded in Fiscal 2020 only
10	Manhattan	Taft	Perkins	Not Funded/Closed
11	Manhattan	Wagner	Ayala	Baselined in the Fiscal 2020 Executive Budget
12	Queens	Astoria	Constantinides	Funded in Fiscal 2020 only
13	Queens	Baisley Park	Adams	Not Funded/Closed
14	Queens	Bland	Koo	Funded in Fiscal 2020 only

*as of June 2019

F: Mayor's Action Plan for Neighborhood Safety (MAP) Status of Physical Improvements

Closed-Circuit Television Camera (CCTV) and Layered Access Control (LAC) Combined Projects					
MAP Development	Description of Work	Construction Start Date	Completion Date	Status	Notes
Van Dyke	CCTV/LAC	3/29/2019	7/11/2019	Completed	
Castle Hill	CCTV/LAC	6/1/2016	10/3/2019	Completed	
Patterson	CCTV/LAC	6/13/2016	TBD	In Progress	CCTV is completed but other work is ongoing
Queensbridge	CCTV/LAC	6/27/2017	TBD	In Progress	CCTV and LAC are completed but other work is ongoing

Lighting Projects					
MAP Development	Description of Work	Construction Start Date	Completion Date	Number of Fixtures	Status
Polo Grounds	Exterior Lighting	8/3/2015	3/1/2016	315	Completed
Bushwick	Exterior Lighting	9/9/2015	4/8/2016	279	Completed
Boulevard	Exterior Lighting	9/17/2015	6/14/2016	485	Completed
Stapleton	Exterior Lighting	11/2/2015	6/30/2016	333	Completed
Butler	Exterior Lighting	11/23/2015	9/1/2016	238	Completed
St Nicholas	Exterior Lighting	11/16/2015	9/23/2016	268	Completed
Castle Hill	Exterior Lighting	11/2/2015	11/10/2016	749	Completed
Ingersoll	Exterior Lighting	12/2/2015	12/19/2016	523	Completed
Van Dyke 1	Exterior Lighting	2/16/2016	12/22/2016	490	Completed
Van Dyke 2	Exterior Lighting	5/16/2016	12/22/2016	37	Completed
Brownsville	Exterior Lighting	6/7/2016	1/11/2017	428	Completed
Tompkins	Exterior Lighting	4/4/2016	1/13/2017	324	Completed
Wagner	Exterior Lighting	7/25/2016	6/9/2017	422	Completed
Patterson	Exterior Lighting	6/13/2016	7/13/2017	452	Completed
Queensbridge North	Exterior Lighting	10/31/2016	10/31/2017	419	Completed
Queensbridge South	Exterior Lighting	10/31/2016	10/31/2017	439	Completed
Total Light Fixtures Completed				6,201	

Closed-Circuit Television Camera (CCTV) Projects					
MAP Development	Description of Work	Construction Start Date	Completion Date	Number of CCTVs	Status
Butler	CCTV	5/23/2016	1/17/2017	30	Completed
Brownsville	CCTV	1/21/16	9/7/2017	1	Completed
St Nicholas	CCTV	2/29/2016	7/11/2017	200	Completed
Boulevard	CCTV	8/17/2016	4/5/2018	224	Completed
Polo Grounds	CCTV	5/23/2016	11/19/2018	41	Completed
Tompkins	CCTV	1/21/16	5/4/2018	111	Completed
Ingersoll	CCTV	2/24/2016	12/15/2017	279	Completed
Van Dyke 1	CCTV	3/29/2016	12/24/2018	264	Completed
Van Dyke 2	CCTV	3/29/2016	12/24/2018	12	Completed
Stapleton	CCTV	6/6/2017	11/15/2018	125	Completed
Wagner	CCTV	3/2/2016	9/20/2018	247	Completed
Castle Hill	CCTV	6/1/2016	10/3/2019	168	Completed
Bushwick	CCTV	6/1/2017	9/13/2018	107	Completed
Patterson	CCTV	6/13/2016	3/30/2017	43	In progress
Queensbridge North & South	CCTV	6/27/2017	1/8/2020	469	Completed
Red Hook East	CCTV	TBD	TBD	TBD	Not yet started
Red Hook West	CCTV	TBD	TBD	TBD	Not yet started
Total Cameras Completed & In Progress				2,321	

Layered Access Controls (LAC) Projects					
MAP Development	Description of Work	Construction Start Date	Completion Date	Number of Doors Installed	Status
Butler	LAC	5/23/2016	1/17/2017	18	Completed
Brownsville	LAC	1/21/2016	9/7/2017	92	Completed
St Nicholas	LAC	2/29/2016	1/10/2018	28	Completed
Boulevard	LAC	8/17/2016	4/17/2018	36	Completed
Polo Grounds	LAC	5/23/2016	11/19/2018	26	Completed
Tompkins	LAC	1/21/2016	5/4/2018	24	Completed
Ingersoll	LAC	2/24/2016	5/16/2018	53	Completed
Van Dyke 1	LAC	3/29/2016	7/11/2019	44	Completed
Van Dyke 2	LAC	3/29/2016	7/11/2019	2	Completed
Stapleton	LAC	6/6/2017	10/4/2018	41	Completed
Wagner	LAC	3/2/2016	9/16/2016	44	Completed
Castle Hill	LAC	6/1/2016	10/3/2019	43	Completed
Bushwick	LAC	6/1/2017	9/25/2018	15	Completed
Patterson	LAC	6/13/2016	TBD	TBD	In progress
Queensbridge North, South	LAC	6/27/2017	2/14/2019	96	Completed
Total LAC Doors Completed				562	

G: Approved GDA Action Plan and Capital Work- \$450 million in State Allocations

Heating Plant Replacement Phase 1- Preliminary Schedule									
#	Development	# of Boilers	Budget	Anticipated Project Start Date	Anticipated Design End Date	Anticipated Procurement End Date	Anticipated Construction End Date	Anticipated Completion End Date	Duration (months)
1	830 Amsterdam	2	\$4,452,000	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
2	Berry	3	\$6,678,000	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
3	Eastchester	4	\$8,904,000	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
4	Jackson	4	\$6,466,000	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
5	Marlboro	6	\$13,356,000	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
6	Pink	6	\$12,190,000	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
7	Tilden	4	\$6,380,256	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
8	Ocean Hill Apartments	2	\$7,380,063	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
9	Marble Hill	6	\$13,737,600	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
Total, Phase I		37	\$79,543,919						

Heating Plant Replacement Phase 2- Preliminary Schedule									
#	Development	# of Boilers	Budget	Anticipated Project Start Date	Anticipated Design End Date	Anticipated Procurement End Date	Anticipated Construction End Date	Anticipated Completion End Date	Duration (months)
1	Amsterdam	4	\$9,158,400	TBD	TBD	TBD	TBD	TBD	TBD
2	Bav View	8	\$54,816,664	TBD	TBD	TBD	TBD	TBD	TBD
3	Brevoort	4	\$9,158,400	TBD	TBD	TBD	TBD	TBD	TBD
4	Cooper Park	4	\$9,158,400	TBD	TBD	TBD	TBD	TBD	TBD
5	Gowanus	6	\$41,470,000	TBD	TBD	TBD	TBD	TBD	TBD
6	Johnson	5	\$11,448,000	TBD	TBD	TBD	TBD	TBD	TBD
7	Lincoln	5	\$11,448,000	TBD	TBD	TBD	TBD	TBD	TBD
8	Marcy	7	\$55,055,000	TBD	TBD	TBD	TBD	TBD	TBD
9	Mott Haven	4	\$9,158,400	TBD	TBD	TBD	TBD	TBD	TBD
10	Ravenswood	7	\$16,027,200	TBD	TBD	TBD	TBD	TBD	TBD
11	Roosevelt I & II	4	\$9,158,400	TBD	TBD	TBD	TBD	TBD	TBD
12	Smith	6	\$31,460,000	TBD	TBD	TBD	TBD	TBD	TBD
13	UPACA (Site 5)	2	\$4,579,200	TBD	TBD	TBD	TBD	TBD	TBD
14	Van Dyke I & II	5	\$11,448,000	TBD	TBD	TBD	TBD	TBD	TBD
Total, Phase II		71	\$283,544,064						
Total Boilers, Phase I & II		108	\$363,087,983						

Elevator Replacement- Preliminary Schedule									
#	Development	# of Elevators	Budget	Anticipated Project Start Date	Anticipated Design End Date	Anticipated Procurement End Date	Anticipated Construction End Date	Anticipated Completion End Date	Duration (months)
1	Atlantic Terminal	3	\$1,855,000	10/1/2019	8/1/2020	11/1/2020	8/1/2022	2/1/2023	40
2	Carey Gardens	9	\$3,498,000	10/1/2019	8/1/2020	11/1/2020	7/1/2022	1/1/2023	39
3	Coney Island (4&5)	6	\$2,226,000	10/1/2019	8/1/2020	11/1/2020	2/1/2022	8/1/2022	34
4	Coney Island (1B)	3	\$1,908,000	10/1/2019	8/1/2020	11/1/2020	7/1/2022	1/1/2023	39
5	High Bridge Gardens	12	\$12,720,000	10/1/2019	8/1/2020	11/1/2020	2/1/2022	8/1/2022	34
6	Butler	18	\$14,400,000	10/1/2019	8/1/2020	11/1/2020	8/1/2022	2/1/2023	40
7	Mitchel	20	\$11,660,000	10/1/2019	8/1/2020	11/1/2020	12/1/2022	6/1/2023	44
8	Queensbridge North	49	\$21,730,000	10/1/2019	8/1/2020	11/1/2020	7/1/2023	1/1/2024	51
9	Richmond Terrace	12	\$12,720,000	10/1/2019	8/1/2020	11/1/2020	1/1/2022	7/1/2022	33
10	Unity Plaza	16	\$6,996,000	10/1/2019	8/1/2020	11/1/2020	5/1/2022	11/1/2022	37
Total		148	\$89,713,000						

H: Planned Conversions under the RAD/PACT program and Timeline for Conversion

RAD/PACT Conversions & Timelines					
#	NYCHA Development	Number of units	Closing Date	Conversion Status	City Council District
1	Baychester	441	12/31/2018	Completed, renovations underway	12
2	Betances I	309	11/31/18	Completed, renovations underway	8
3	Betances II, 13	51	11/31/18	Completed, renovations underway	8
4	Betances II, 18	78	11/31/18	Completed, renovations underway	8
5	Betances II, 9A	46	11/31/18	Completed, renovations underway	8
6	Betances III, 13	22	11/31/18	Completed, renovations underway	8
7	Betances III, 18	19	11/31/18	Completed, renovations underway	8
8	Betances III, 9A	26	11/31/18	Completed, renovations underway	8
9	Betances IV	282	11/31/18	Completed, renovations underway	8
10	Betances V	100	11/31/18	Completed, renovations underway	8
11	Betances VI	155	11/31/18	Completed, renovations underway	16
12	Franklin Avenue I	61	11/31/18	Completed, renovations underway	16
13	Franklin Avenue II	45	11/31/18	Completed, renovations underway	16
14	Franklin Avenue III	15	11/31/18	Completed, renovations underway	16
15	Highbridge Rehabs (Anderson Ave)	135	11/31/18	Completed, renovations underway	8 & 16
16	Highbridge Rehabs (Nelson Ave)	80	11/31/18	Completed, renovations underway	16
17	Murphy	281	12/31/2018	Completed, renovations underway	15
18	Ocean Bay Apartments (Bayside)	1,395	1/1/2017	Completed, fully renovated	31
19	Twin Parks West (Sites 1 & 2)	312	10/31/2018	Completed, renovations underway	15
20	Hope Gardens	324	TBD	Completed, renovations underway	37
21	Bushwick II (Groups A & C)	300	TBD	Completed, renovations underway	34 & 37
22	Bushwick II (Groups B & D)	300	TBD	Completed, renovations underway	34 & 37
23	Bushwick II CDA (Group E)	276	TBD	Completed, renovations underway	37
24	Palmetto Gardens	115	TBD	Completed, renovations underway	34
25	Williamsburg	1,630	TBD	end of 2020*	34
26	Harlem River	577	TBD	end of 2020*	9
27	Harlem River II	116	TBD	end of 2020*	9
28	Audubon	168	TBD	end of 2020*	7
29	Bethune Gardens	210	TBD	end of 2020*	7
30	Marshall Plaza	180	TBD	end of 2020*	7
31	572 Warren Street	200	TBD	mid-2020*	33
32	Marcy Avenue-Greene Avenue Site B	30	TBD	mid-2020*	36
33	Marcy Avenue-Greene Avenue Site A	48	TBD	mid-2020*	36
34	Berry Street-South 9th Street	150	TBD	mid-2020*	33
35	Weeksville Gardens	257	TBD	mid-2020*	36
36	Armstrong I	371	TBD	mid-2020*	36
37	Armstrong II	248	TBD	mid-2020*	36
38	335 East 111th Street	66	TBD	mid-2020*	8
39	Park Avenue-East 122nd	90	TBD	mid-2020*	9
40	Manhattanville Rehab (Groups 2 and 3)	97	TBD	mid-2020*	7
41	Washington Heights Rehab (Groups 1 & 2)	216	TBD	mid-2020*	10
42	Washington Heights Rehab (Phase III)	102	TBD	mid-2020*	7 & 10
43	Washington Heights Rehab (Phase IV (C))	32	TBD	mid-2020*	10
44	Washington Heights Rehab (Phase IV (D))	32	TBD	mid-2020*	10
45	Public School 139 (Conversion)	125	TBD	mid-2020*	9
46	Samuel (MHOP) I, II, and III	73	TBD	mid-2020*	9
47	Fort Washington Avenue Rehab	226	TBD	mid-2020*	7
48	Grampion	35	TBD	mid-2020*	9
49	Linden Houses	1,586	TBD	end of 2020*	42
50	Boulevard Houses	1,441	TBD	end of 2020*	42
51	Independence Towers	744	TBD	mid-2020*	33
52	Williams Plaza	577	TBD	mid-2020*	33
53	344 East 28th Street	225	TBD	mid-2020*	2
54	Wise Towers	399	TBD	mid-2020*	6
	TOTAL Units	15,419			

*projected

I: Heat Action Plan- Targeted Developments based on the Highest Incidents of Heat Outages

#	Development	# of Heat Outages 2018/2019
1	Baruch	78
2	Sotomayor Houses	66
3	Whitman	38
4	Independence	30
5	Claremont Parkway-Franklin Avenue	28
6	Pelham Parkway	28
7	Wagner	23
8	Ingersoll	23
9	Claremont Rehab (Group 4)	22
10	Williamsburg	21
11	South Bronx Area (Site 402)	18
12	Jefferson	17
13	Tapscott Street Rehab	17
14	Riis	16
15	Washington	13
16	Marshall Plaza	13
17	Wsur (Brownstones)	13
18	Gravesend	12
19	Twin Parks East (Site 9)	12
20	Saint Mary's Park	12

J: Elevator Action Plan- Planned Replacements by Development, Completion Date and Funding Source

#	Development	Borough	Funding source	Scheduled completion	# of elevators	# of Residents impacted	# of Senior or mobility-impaired residents
1	Boston Rd	BX	Federal	2020	2	272	270
2	McKinley	BX	Federal	2021	10	1,428	341
3	Morrisania Air Rights	BX	Federal	2023	13	1,677	693
4	Queensbridge South	QN	Federal	2023	49	3,241	843
5	Lafayette	BK	Federal	2023	14	2,403	462
Total Federally Funded					88	9,021	2,609
6	Highbridge Gardens	BX	State	2022	12	1,611	390
7	Richmond Terrace	SI	State	2022	12	1,250	175
8	Unity Plaza	BK	State	2022	16	1,142	195
9	Atlantic Terminal	BK	State	2023	3	566	192
10	Butler	BX	State	2023	18	4,282	661
11	Carey Gardens	BK	State	2023	9	1,617	461
12	Coney Island (4&5)	BK	State	2023	6	501	146
13	Coney Island (1B)	BK	State	2023	3	997	198
14	Mitchel	BX	State	2023	20	3,940	896
Total State-Funded					99	15,906	3,314
15	Hylan	BK	City	2020	2	451	119
16	Adams	BX	City	2021	14	2,295	486
17	Amsterdam	MN	City	2021	30	2,211	715
18	Dyckman	MN	City	2021	14	2,249	745
19	Saratoga Village	BK	City	2021	2	297	59
20	St. Nicholas	MN	City	2021	28	3,422	801
21	Hernandez/Meltzer	MN	City	2021	4	506	361
Total City-Funded					94	11,431	3,286
TOTAL Scheduled Replacements & Residents Impacted					281	36,358	9,209

K: Roof Replacement Program- Completed and Planned Roof Replacements

Roof Replacement Program- Phase 1 Projects				
Tranche	Development	Construction Start Date	Completion Date	Status
1	Queensbridge North	5/28/2015	6/16/2016	Completed
1	Queensbridge South	5/28/2015	9/8/2016	Completed
1	Albany I & II	8/25/2015	4/21/2017	Completed
1	Parkside	9/2/2015	6/30/2017	Completed
1	Sheepshead Bay	3/24/2016	5/30/2018	Completed

Roof Replacement Program- Phase 2 Projects					
Tranche	Development	Complexity of Repair	Construction Start Date	Completion Date	Status
2	Wise towers	Simple	3/27/2018	2/20/2019	Completed
2	White	Simple	3/27/2018	2/7/2019	Completed
2	Sedgwick	Simple	6/20/2018	10/31/2019	Completed
2	Saint Nicholas	Simple	2/1/2018	10/31/2019	Completed
2	Tilden	Simple	3/19/2018	9/30/2019	Completed
2	Cypress hills	Simple	1/5/2018	9/30/2019	Completed
2	Bruekelen	Simple	4/12/2018	4/30/2020	In Construction

Roof Replacement Program- Phase 3 Projects					
Tranche	Development	Complexity of Repair	Construction Start Date	Anticipated Completion Date	Status
3	Borinquen Plaza II	Moderate	9/27/2018	9/30/2019	Completed
3	Webster	Simple	2/18/2019	11/1/2020	In Construction
3	Eastchester Gardens	Complex	1/3/2019	9/1/2020	In Construction
3	Grant	Simple	11/26/2018	5/1/2020	In Construction
3	Bronx River & Bronx River Addition	Complex	10/11/2018	5/1/2020	In Construction
3	Bayview	Simple	3/6/2018	4/1/2020	In Construction
3	Borinquen plaza I	Moderate	4/9/2019	8/1/2020	In Construction
3	Melrose	Complex	9/25/2018	12/1/2020	In Construction
3	Morris II	Simple	6/28/2019	11/1/2020	In Construction