

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 2022 Preliminary Plan, Fiscal 2022 Preliminary Capital Budget, Fiscal 2022
Preliminary Capital Commitment Plan, 2021-2025 Adopted Operating Budget, 2021-2025
Adopted Capital Plan and the Fiscal 2021 Preliminary Mayor's Management Report for the

New York City Housing Authority

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Contents

New York City Housing Authority Overview.....	1
Report Overview.....	2
2020 Year-End Financial Plan Summary.....	2
2021-2025 Operating Plan Summary.....	2
2021 Operating Plan Summary.....	3
COVID-19 Budget Impacts.....	6
Headcount.....	7
Headcount by Programmatic Area.....	8
Council Priorities.....	8
Discretionary Funding.....	8
One-shot Funding.....	8
Discretionary City Capital Additions.....	8
Mayoral City Capital Additions.....	9
Fiscal 2021 Reporting Requirements.....	9
Performance Indicators.....	10
Federal & State Funding to NYCHA.....	14
Federal Funding Summary.....	14
State Funding for NYCHA Capital Repairs.....	14
2017 Physical Needs Assessment.....	16
PNA Projected Growth.....	17
NYCHA 2.0.....	18
Blueprint for Change.....	20
Compliance with HUD Administrative Agreement.....	21
2021-2025 Capital Plan.....	23
Federal Capital Funds- Obligation and Expenditure Rates.....	25
Capital Plan Overview.....	25
Preliminary Ten-Year Capital Strategy for Fiscal 2022-2031.....	26
Strategy Guiding Principles.....	26
Preliminary Capital Budget for Fiscal 2022-2025.....	27
Preliminary Capital Commitment Plan for Fiscal 2021-2025.....	28
City Capital Commitments.....	29
Appendices.....	32
A: 2021-2025 Operating Plan: All Funds.....	32
B: 2021-2025 Operating Plan: General Fund.....	33
C: 2021-2025 Operating Plan: Section 8 Housing Choice Voucher.....	34
D: 2021-2025 Operating Plan: Categorical Grants.....	35
E: Mayor’s Action Plan for Neighborhood Safety (MAP) Status of Physical Improvements.....	36

F: Approved GDA Action Plan and Capital Work- \$450 million in State Allocations37
G: Elevator Action Plan- Planned Replacements by Development, Completion Date and Funding Source .39
H: Roof Replacement Program- Completed and Planned Roof Replacements39
I: Completed and Planned Conversions under the RAD/PACT program and Timeline for Conversion41

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 302 public housing developments comprised of 2,252 buildings that consist of over 169,000 apartment units in the five boroughs. Through federal rent subsidies (Section 8 Program), the Authority assists over 87,000 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 2,252 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 comprehensive stabilization plans "NYCHA 2.0" and "A Blueprint for Change";
- Administers rental subsidy programs for over 88,000 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 Overview

This report provides a review of the City's Fiscal 2022 Preliminary Budget and related impact to NYCHA and the Authority's Fiscal 2021- 2025 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 review of NYCHA's 2017 Physical Needs Assessment and a programmatic update on the Authority's implementation of NYCHA 2.0 and the Blueprint for Change plan. The fourth section reviews the Adopted Capital Plan for NYCHA with a discussion of significant changes proposed to the \$3 billion Preliminary Commitment Plan for Fiscal 2021-2025. Finally, appendices are included to provide additional details on programmatic and budgetary actions 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, Roof Replacement program and completed and planned conversions under the Rental Assistance Demonstration Program.

2020 Year-End Financial Plan Summary

The 2020 Year-End Operating Budget for NYCHA reflects a balanced budget for the last quarter in 2020, a decrease of approximately \$91 million compared to a surplus of the same amount originally projected in the 2020 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 30, 2020, the NYCHA Board approved its five-year 2021-2025 Operating and Capital Plans, which for 2021 projects an overall deficit of \$25 million. The deficit is mainly attributable to the delay of federal operating support to cover expenses related to the COVID-19 response efforts across NYCHA's development portfolio.

NYCHA Financial Plan Summary						
2021-2025 Operating Budget (All Funds)						
<i>Dollars in Millions</i>	2020 Year End	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Revenue Sources						
Tenant Rental Revenue	\$ 961	\$ 1,008	\$ 918	\$ 829	\$ 758	\$ 740
Federal Subsidy (Section 9)	973	1,015	921	875	840	816
Federal Subsidy (Section 8)	1,263	1,352	1,467	1,697	1,989	2,264
City Funds	228	248	233	217	217	217
All Other Revenue	335	436	224	223	222	224
Total Revenues	\$ 3,760	\$ 4,058	\$ 3,763	\$ 3,841	\$ 4,026	\$ 4,261
Expenditures						
Personal Service	\$ 1,460	\$ 1,444	\$ 1,490	\$ 1,464	\$ 1,432	\$ 1,425
Other Than Personal Service	2,300	2,640	2,573	2,739	2,913	3,085
Total Expenditures	\$ 3,760	\$ 4,084	\$ 4,062	\$ 4,203	\$ 4,345	\$ 4,510
Surplus/(Deficit)	\$0	(\$25)	(\$298)	(\$363)	(\$319)	(\$249)

Source: NYCHA

2021-2025 Operating Plan Summary

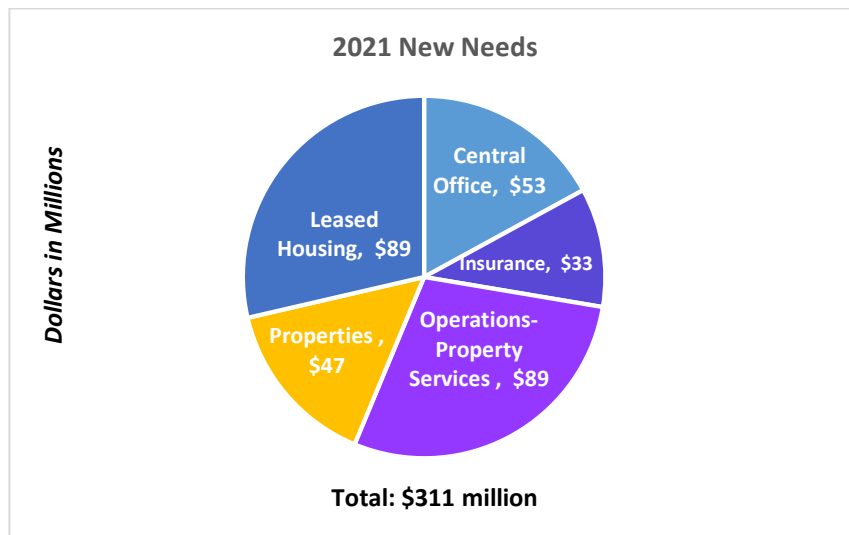
NYCHA's total revenues for 2021 are approximately \$4.1 billion. About \$1 billion, or 25 percent, of NYCHA's Fiscal 2021 budget is comprised of tenant rental revenue. Revenue from federal sources

accounts for approximately \$2.4 billion, or 58 percent of NYCHA’s total revenue. Total other revenue, which includes \$248 million in City funds, is projected to be about \$684 million in 2021. NYCHA’s total expenditures for 2021 are approximately \$4.1 billion. About \$1.4 billion, or 35 percent of NYCHA’s Fiscal 2021 expenditures is comprised of Personal Services (PS), including salaries and fringe benefits. Section 8 Housing Assistance Payments account for 29 percent, or \$1.2 billion of the total Other Than Personal Service (OTPS) expenditures. The 2021 Adopted Operating Budget projects an overall deficit of \$25 million in 2021, growing to \$249 million by 2025.

2021 Operating Plan Summary

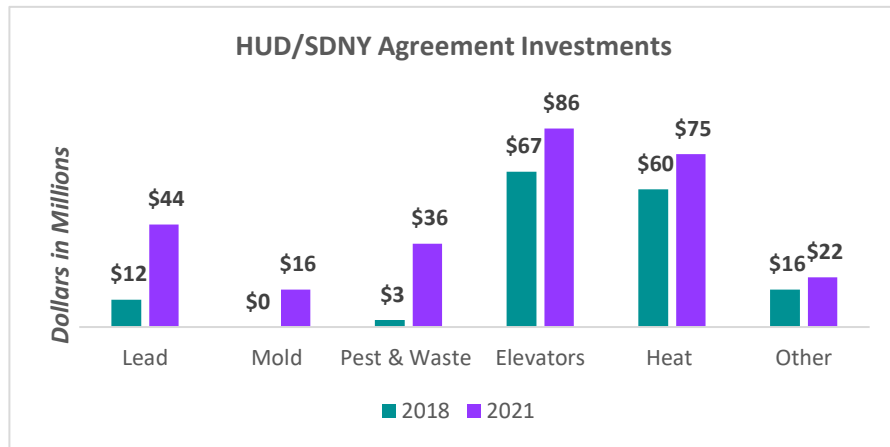
The 2021 Adopted Plan includes \$311 million for new needs in 2021, primarily due to expenses related to central office needs and property services at various developments citywide. The 2021 Adopted Operating Plan includes these key actions outlined below for NYCHA.

- **Leased Housing.** The 2021 Adopted Plan provides an additional \$89 million to cover existing and projected expenses in Leased Housing. The total 2021 budget for leased housing is \$1.3 billion.
- **Operations- Property Services.** The 2021 Adopted Plan provides an additional \$89 million to cover new and existing property-based expenses. Property managers control 20 percent of the property budgets for day to day expenses, while the remaining 80 percent is managed centrally for utilities, payroll, property insurance and other expenses. The total 2021 budget for property operations is \$483 million.
- **Properties.** The 2021 Adopted Plan provides an additional \$47 million to cover existing and projected expenses in property services. The total 2021 budget for properties is \$1.8 billion.
- **Central Office.** The 2021 Adopted Plan provides an additional \$53 million to cover existing and projected expenses in NYCHA’s central office. The total budget for the central office in 2021 is \$480 million.



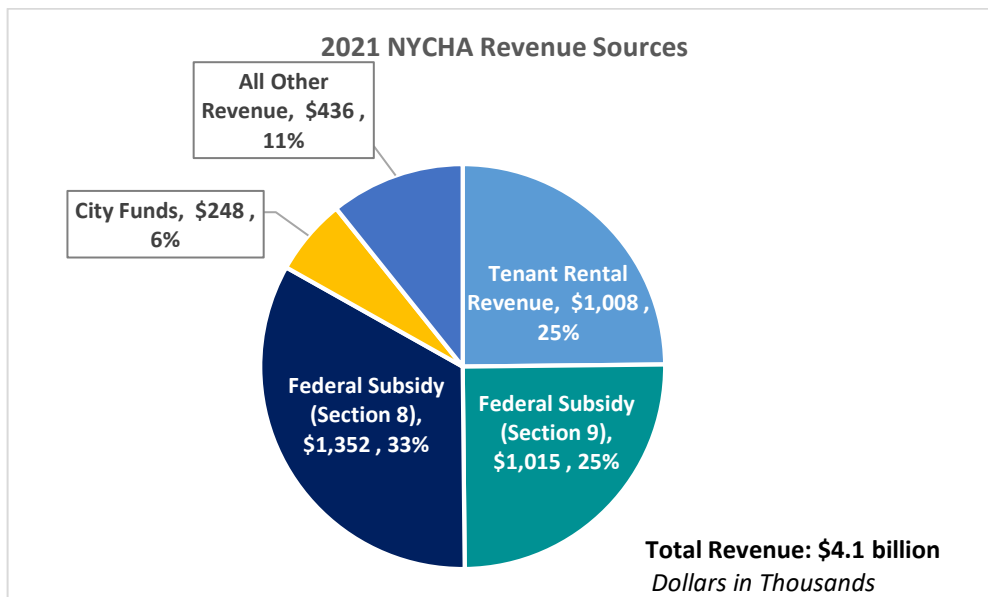
- **Compliance with Federal Administrative Agreement.** The 2021 Adopted Plan includes about \$279 million to address the main pillars of the January 2019 administrative agreement with the U.S. Department of Housing and Urban Development (HUD), NYCHA and the City. The HUD Administrative agreement requires NYCHA to remediate living conditions at developments

citywide by specific deadlines and meet strict compliance standards to address lead paint hazards, mold, pest infestations, inspections, heating and elevators. 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. Since 2018, NYCHA has increased annual investments to the HUD/SDNY Agreement pillar areas by \$121 million, as demonstrated in the below chart.



- Mayoral Initiatives.** In recent years, the de Blasio Administration has relieved NYCHA from several payments previously made to the City, including \$30 million in annual Payment in Lieu of Taxes (PILOT), and about \$70 million annually to NYPD for special police services, and provided City operating funds for various initiatives so that money can be redirected towards operations, repairs and maintenance. The City’s Fiscal 2022 Preliminary Budget provides an outlay of \$9.5 million in City and federal operating funds for the Fiscal 2021-2025 period for ongoing operating costs and other core services at NYCHA.

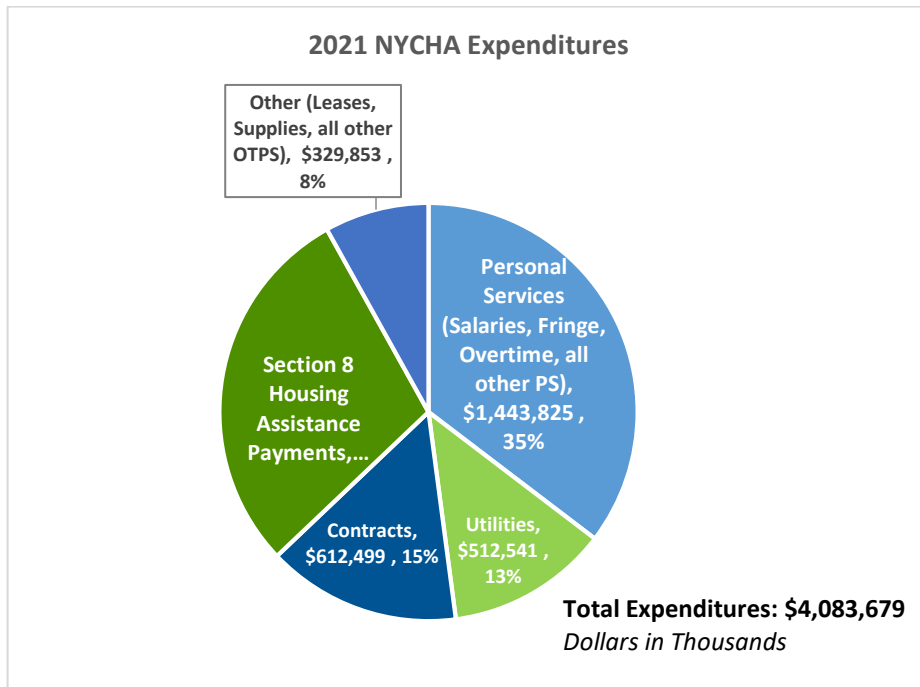
2021 Revenue Sources



NYCHA's total revenues for 2021 are approximately \$4.1 billion. About \$2.4 billion, or 58 percent of the Authority's Operating Budget in 2021, is supported by federal assistance programs. One of the primary sources of revenue for the Authority is tenant rental revenue, which will total about \$1 billion in 2021. As of November 2020, NYCHA reports a rent collection rate of about 82 percent. In the 2021 Adopted Operating Plan, tenant rental revenue is projected to decrease to \$740 million by 2025, 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 \$1.4 billion, or 33 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. The CARES Act provided \$37 million in additional funding to NYCHA for Section 8 administrative fees. Federal operating subsidies account for 25 percent of the Authority's operating revenues, or \$1 billion in 2021. As of February 2021, NYCHA has been awarded \$159 million in federal public housing operating funds under the CARES Act. Lastly, City operating funds are projected to total about \$248 million in 2021.

2021 Expenditures

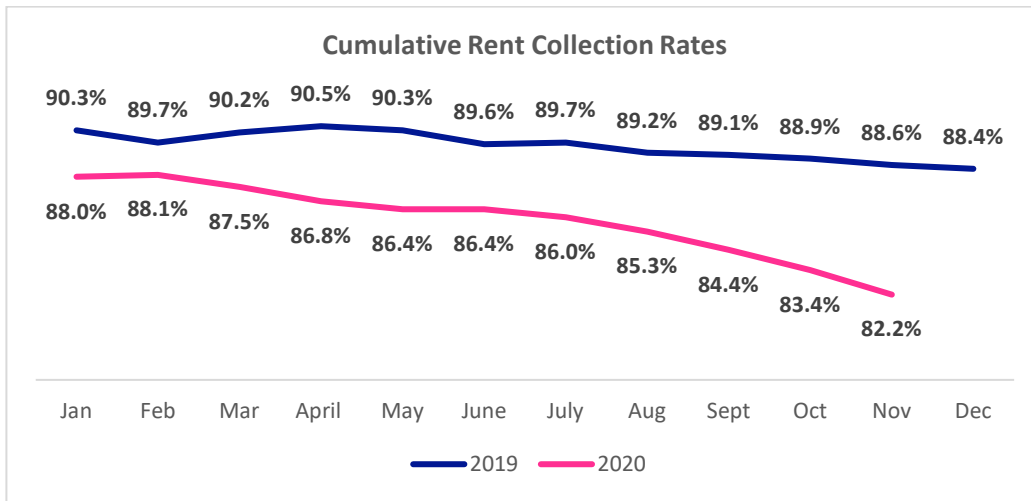
NYCHA's total expenditures for 2021 are approximately \$4.1 billion. About \$1.4 billion, or 35 percent of NYCHA's Fiscal 2021 expenditures is comprised of PS costs, including salaries, fringe benefits and paid overtime. Section 8 Housing Assistance Payments account for 29 percent, or \$1.2 billion of the total expenditures. The 2021 Adopted Operating Plan supports the lease of up to 87,565 units under the Section 8 program. Utilities and contract payments account for 28 percent of the Authority's operating expenditures, or \$1.13 billion, combined in 2021. 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 million per month.



COVID-19 Budget Impacts

The outbreak of COVID-19 and the associated efforts to combat the pandemic may result in significant changes to NYCHA’s fiscal outlook in the short-term. While much of NYCHA’s expenditures related to the pandemic are currently supported through federal stimulus funds, the financial impacts are expected to be longer lasting, as many residents have experienced a reduction or complete loss of income. These budget impacts are further discussed below.

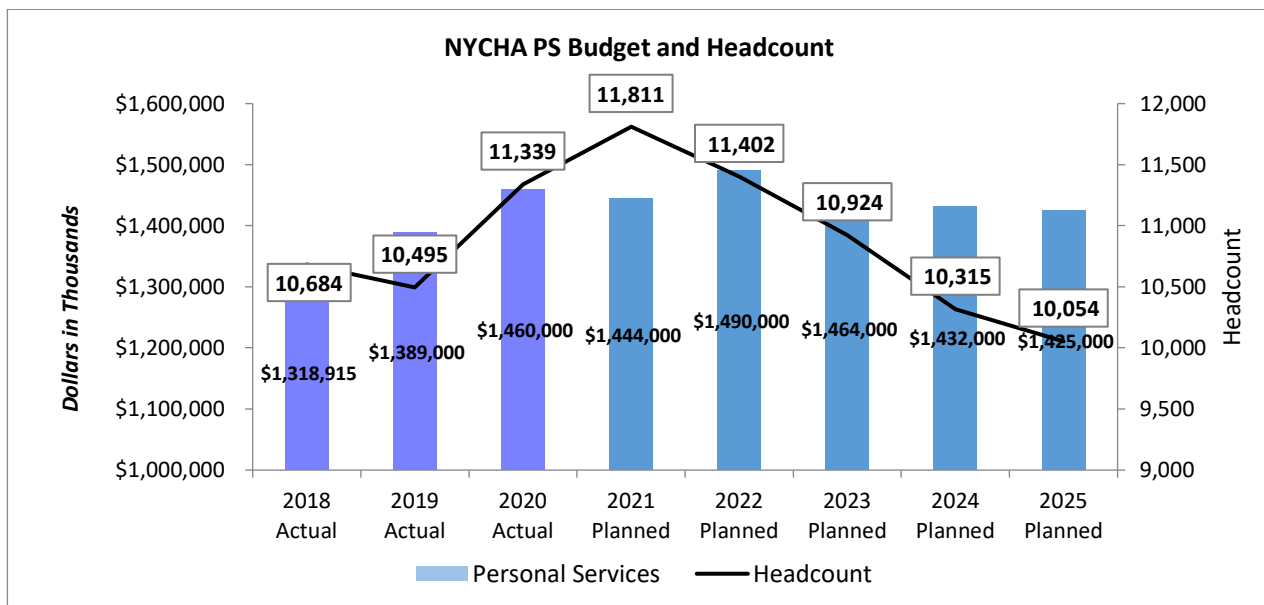
- Federal Stimulus Funding.** The Coronavirus Aid, Relief, and Economic Security (CARES) Act, signed into law on March 27, 2020 provided approximately \$3 billion nationally for public housing, Section 8 housing choice vouchers and project based rental assistance. The CARES Act also provided HUD with statutory and regulatory waiver authority in order to more quickly deploy resources and funding to public housing authorities. To date, NYCHA has received \$187 million in funding from the CARES Act, including \$150 million in Public Housing operating subsidies and \$37 million in Section 8 administrative fees. However, this funding can only be used for new COVID-19 expenses and cannot be used to make up for lost revenue.
- Reduction in Tenant Rental Revenue.** From March 2020 to January 2021, NYCHA reports that 56,606 households have submitted interim recertification requests to decrease their monthly rent payment due to a reduction in income or a complete loss of income; about 35,915 of these requests are associated with rent hardship. This represents an increase of about 53,000 applications, compared to the number of interim recertification requests submitted in 2019, before the COVID-19 pandemic, and suggests that at least 10 percent of NYCHA households are experiencing rental hardship due to the pandemic. NYCHA reports an \$89 million reduction in tenant rental revenue in 2020, compared to the amount collected in 2019, and a rent collection rate of 82.2 percent as of November 2020. Rent collection rates for 2020 were lower every month compared to 2019, as detailed in the below chart.



- COVID-19 Related Expenditures.** According to preliminary year-end estimates, NYCHA expended about \$88 million on COVID-19 related expenses in 2020, including \$45 million for contracts to sanitize all NYCHA developments, \$20 million for additional staffing costs (temporary frontline workers, overtime, and paid sick and expanded family leave), \$7 million for Personal Protective Equipment (PPE) for staff, \$6 million to provide air conditioners for vulnerable residents, and \$10.5 million in other related expenses, including IT equipment for remote work, playground fencing, and other miscellaneous expenses.

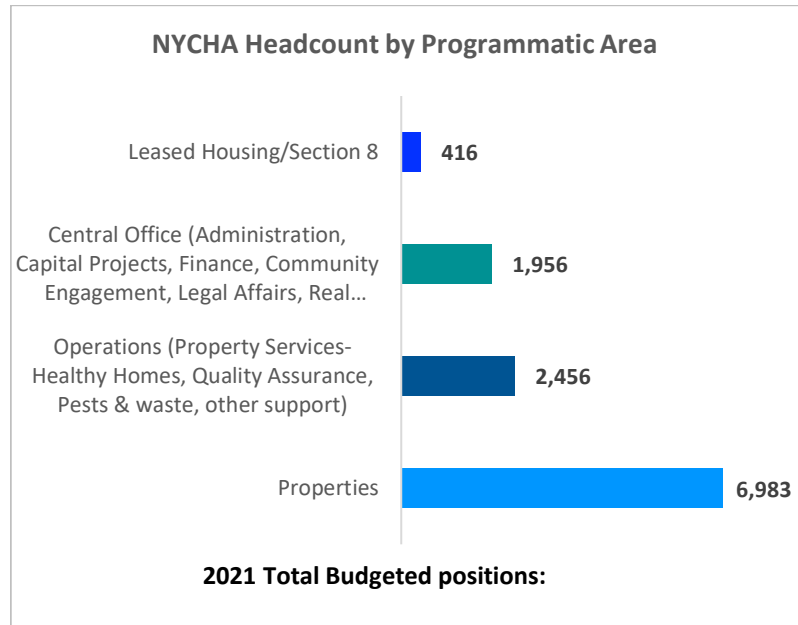
Headcount

The Authority’s 2021 Adopted Operating Plan supports a workforce of 62,811 positions, an increase of 472 positions from the 2020 Adopted Plan. By 2025, NYCHA headcount is expected to decrease slightly by 1,757 positions, from 11,811 positions in 2021 to 10,054 positions in 2025. Over the same period of time, annual expenses are estimated to decrease only marginally, from \$1.44 billion to \$1.43 billion, or approximately one percent. These PS expenses are mainly driven by the growing cost of pension and health-related expenses.



Headcount by Programmatic Area

The 2021 Adopted budgeted headcount is comprised of 11,811 positions across four programmatic areas, including about 7,000 frontline staff, such as maintenance workers, caretakers, and skilled trade persons that provide essential services at NYCHA developments, about 2,500 staff for property operations, and about 2,000 administrative staff positions. The right chart shows NYCHA’s budgeted 2021 headcount by programmatic area.



Discretionary Funding

In Fiscal 2021, the City Council allocated approximately \$773,700 to NYCHA to support various resident based initiatives, including tenant advocacy and education, job training and placement assistance, senior, youth and other community programming activities. These allocations are outlined below by discretionary funding source.

Fiscal 2021 Council Changes at Adoption	
Discretionary Funding Source	FY21 Amount
Anti-Poverty	\$59,000
Diversity, Inclusion & Equity in Tech Initiative	\$76,500
Local Initiatives	\$638,200
TOTAL	\$773,700

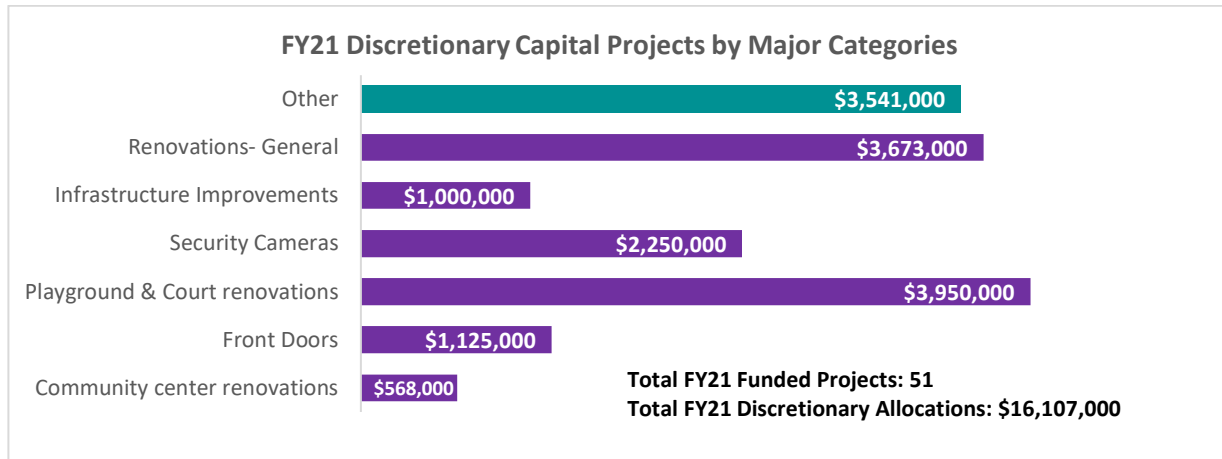
One-shot Funding

At the Council’s urging, City funds of \$1.92 million were added in Fiscal 2021 to provide operating support for one-year for five social clubs operated by the Department for the Aging (DFTA) and five social clubs located in and previously managed by NYCHA. As of the Fiscal 2020 Adopted Budget, the management and funding for these NYCHA-located social clubs are operated and administered by DFTA. The five NYCHA-located social clubs funded in Fiscal 2021 are located at the following developments: Langston Hughes, Sumner, Lincoln, Astoria, and Bland Houses.

Discretionary City Capital Additions

City Council Discretionary Capital funding (Reso A) provide capital grants for infrastructure improvements at NYCHA. The Fiscal 2021 Adopted Budget added about \$16.1 million in City capital funds for 51 discretionary projects citywide within NYCHA’s City Capital portfolio. In Fiscal 2021, City Council discretionary projects in NYCHA’s portfolio received an average of about \$315,000 in funding

to address physical improvements at developments citywide including: upgrades to building exteriors and systems; security enhancements; playground renovations; community center renovations; and other general capital maintenance. The chart below summarizes major categories of discretionary projects and the total funding amount by category. A complete list of all Fiscal Year 2021 Changes to the Executive Capital Budget Adopted by the City Council is available at: <https://www1.nyc.gov/assets/omb/downloads/pdf/adopt20-capresowork.pdf>



Mayoral City Capital Additions

As part of a budget agreement reached between the Mayor and the City Council, the Fiscal 2021 Adopted Budget redirects approximately \$537 million from the New York Police Department’s (NYPD) Capital budget to NYCHA to expand broadband and to community centers. These investments are further detailed below.

- Broadband Expansion.** The Fiscal 2021 Adopted Budget redirected \$87 million in Capital funds in Fiscal 2021 from the NYPD to the Department of Information Technology and Telecommunications (DoITT) to extend new internet service options to 600,000 underserved New Yorkers, including 200,000 NYCHA residents. Over the next 18 months, this initiative will extend service to 84 NYCHA developments. In total, \$157 million is invested for broadband expansion in Fiscal 2021.
- NYCHA Community Centers.** The Fiscal 2021 Adopted Budget redirected \$22 million in Capital funds in Fiscal 2021 from the NYPD to NYCHA for the renovation of three currently vacant community centers, which include: Monroe Houses (Bronx); Sheepshead Bay Houses (Brooklyn); and Wagner Houses (Manhattan). Additionally, a fourth NYCHA community center, located at Ocean Bay Houses in Queens, will receive expense funding to support programming to be provided by the Department of Youth and Community Development (DYCD). The remainder of the funding removed from the NYPD capital program, \$428 million, has been redirected to the Parks Department in Fiscal 2021 through Fiscal 2023 for the renovation of recreation and nature centers citywide.

Fiscal 2021 Reporting Requirements

The Fiscal 2021 Adopted Budget requires NYCHA to report to the Council on expenditures and the progress of physical improvements completed and in progress for the Roof Replacement program and the Mayor’s Action Plan for Neighborhood Safety, which are further outlined below. Additional

information on both capital programs are available in Appendices E and H and here: <https://council.nyc.gov/budget/fy2021/>.

- **Roof Replacement Program.** NYCHA shall submit to the Council, no later than January 15, 2021, a report detailing the categories of physical improvements made with the Roof Repair Program funding. Such report shall include the number of physical improvements that have been completed or for which construction has begun, disaggregated by physical improvement type (i.e. simple repairs, where the roof can be replaced without work on perimeter walls; moderate repairs, where the roof will be replaced and repairs are needed to perimeter parapet walls; or complex repairs, where the roof and perimeter parapet walls both need to be replaced) and the location of each improvement completed or for which construction has begun. Such report shall also include the current construction phase and the anticipated timeline of each subsequent construction phase for each project (i.e. design, construction, water shut down, closeout) and the total budget for roof repair work by funding source. The report will cover the period from January 1, 2020 through December 31, 2020.
- **Mayor's Action Plan (MAP).** NYCHA shall submit to the Council, no later than January 15, 2021, a report detailing the categories of physical improvements made with the MAP funding, the number of each type of improvement that has been completed or for which construction has begun, and the location of each improvement completed or for which construction has begun. This report will cover the period from January 1, 2020 through December 31, 2020.

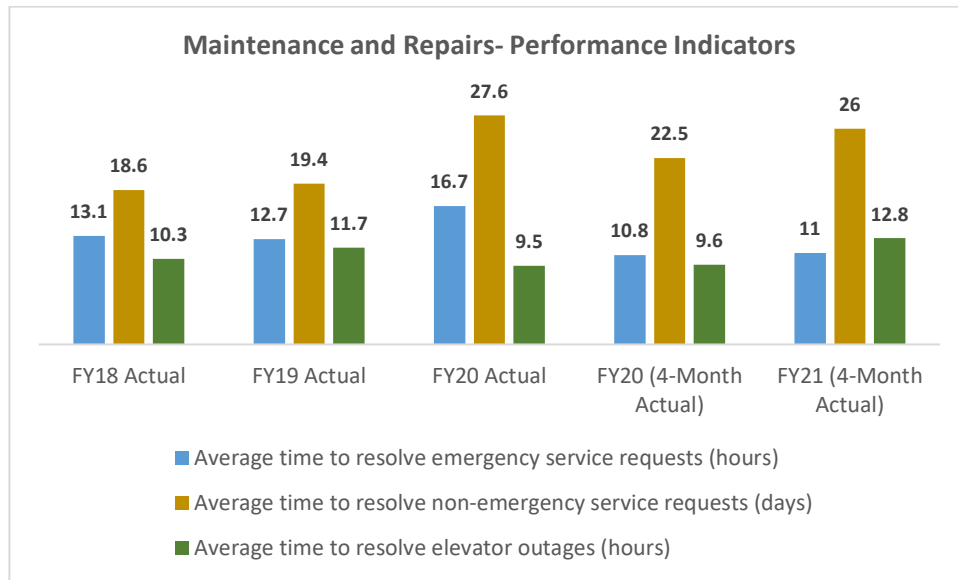
Performance Indicators

The Mayor's Management Report (MMR) and Preliminary Mayor's Management Report (PMMR) help the public better understand how City agencies are performing. The PMMR for Fiscal 2021 covers the first four months of the current fiscal year from July through October 2020, and seeks to measure agency performance through quantitative metrics. The section below outlines the effectiveness of key performance indicators from Fiscal 2018 to Fiscal 2020 and during the first four months of Fiscal 2021 across major programmatic areas at NYCHA. For additional information on the Authority's performance and effectiveness across all programs, please refer to the Fiscal 2021 Preliminary Mayor's Management Report (PMMR) for NYCHA at:

<https://www1.nyc.gov/assets/operations/downloads/pdf/pmmr2021/nycha.pdf>. For additional information on the Authority's performance and effectiveness in relation to the Mayor's Action Plan for Neighborhood Safety (MAP), please refer to the Fiscal 2021 PMMR for MAP at: https://www1.nyc.gov/assets/operations/downloads/pdf/pmmr2021/map_neighborhood_safety.pdf

Maintenance Related Work Order and Repairs

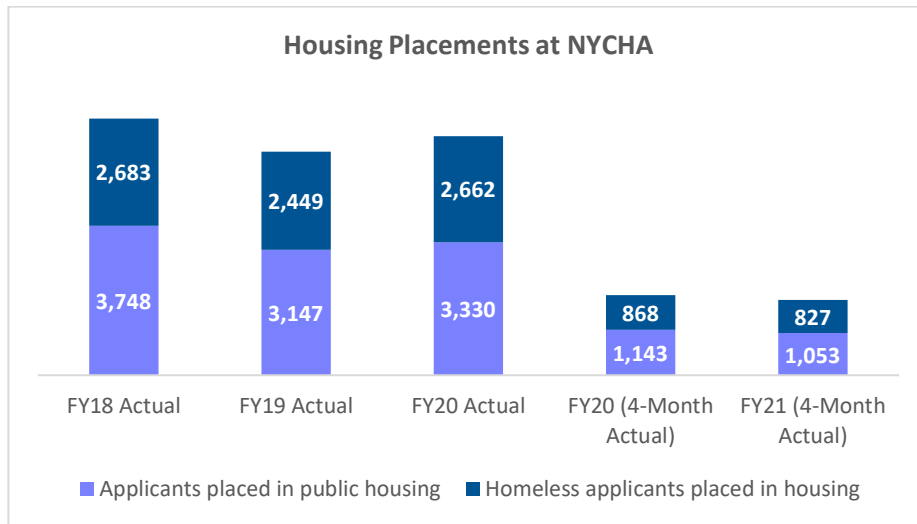
As of January 2021, there were 494,100 open work orders citywide across NYCHA's portfolio; this is almost five times larger than the Authority's stated manageable workload of about 90,000 work orders annually. As of January 2021, it takes about 238 days for NYCHA to complete repairs. The chart below details indicators and response times for service requests among three common categories.



The average time to resolve emergency service requests increased slightly, from 10.8 hours in the first four months of Fiscal 2020, to 11 hours in the same period during Fiscal 2021. At the same time, the average time to resolve non-emergency service requests in the first four months of Fiscal 2021 increased slightly to 26 days, compared to 22.5 days during the Fiscal 2020 reporting period. Approximately 3,193 elevators are in operation across the NYCHA portfolio. During the Fiscal 2021 reporting period, the average time to resolve elevator outages increased to 12.8 hours, compared to 9.6 hours in the prior year.

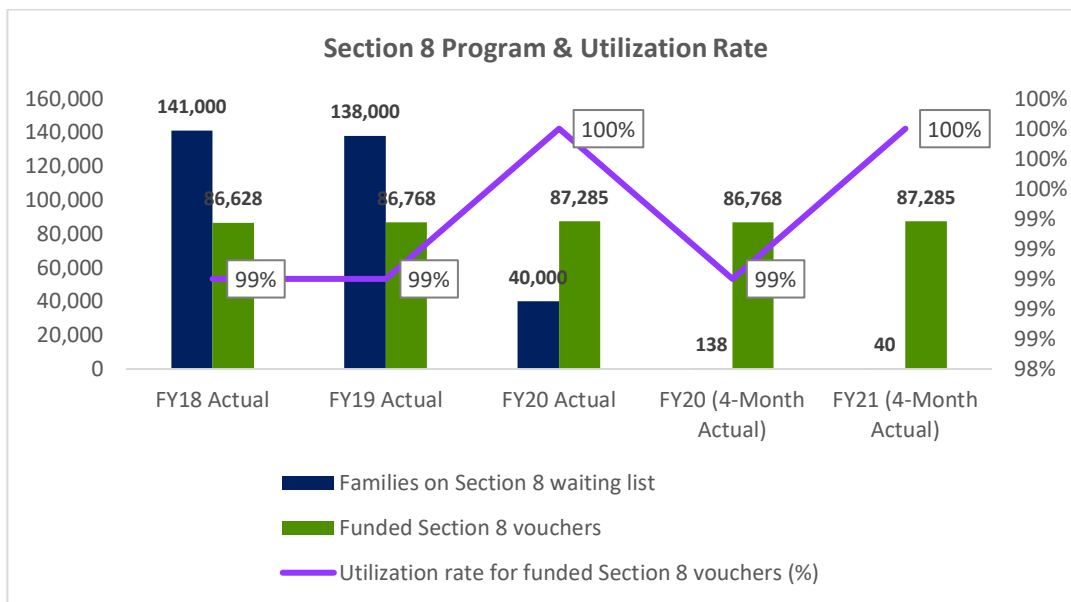
Applicants Placed in NYCHA Housing

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 2020, there were 176,636 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-aside units, 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 rental subsidy it provides to landlords in the private housing market. Between Fiscal 2018-2020, NYCHA placed an average of 1,667 homeless applicants per year in public housing and about 3,400 public housing applicants in NYCHA units. The number of public housing applicants and homeless applicants placed in NYCHA housing during the first four months of Fiscal 2021 remained relatively steady compared to the rate of placements in the prior year. These indicators are detailed in the below chart.



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 87,000 eligible families through a network of approximately 25,000 participating private landlords. As of March 2019, NYCHA administers approximately 87,400 vouchers and the utilization rate for funded Section 8 vouchers has held steady overtime, at about 99 percent. In Fiscal 2021, the number of families on the Section 8 waiting list decreased significantly, from 138,705 to about 40,000 families. Over the past year, NYCHA’s Section 8 program conducted outreach to the applicants to update its waiting list. As such, the decrease is a result of those applicants who did not confirm continued interest in remaining on the waiting list. The below chart details performance indicators for the Section 8 program administered by NYCHA.



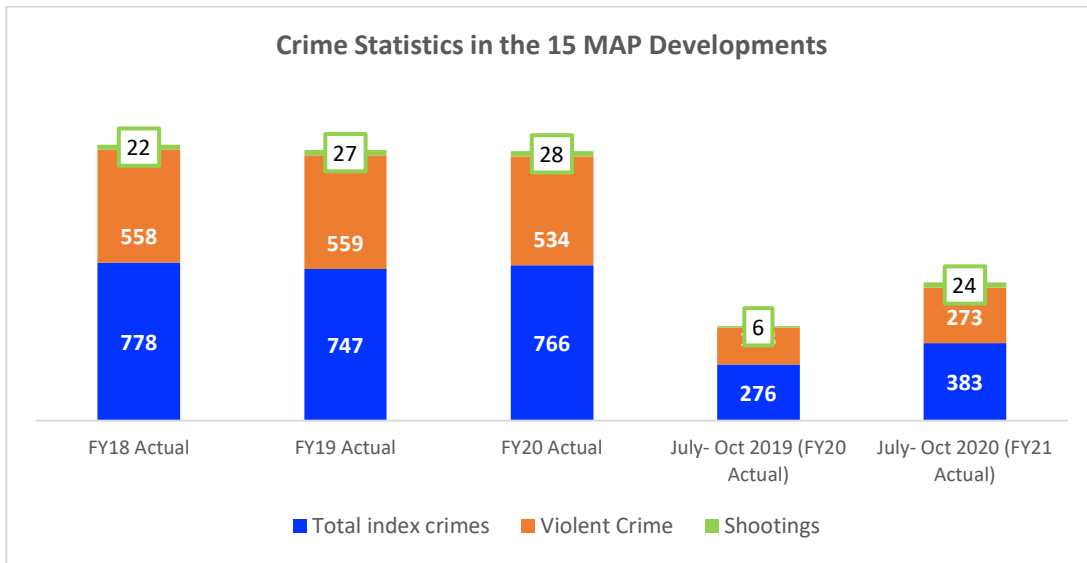
Crime Reduction Strategies at NYCHA

In July 2014, the Administration announced 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. 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 all physical improvements that have been completed and that are currently in progress at each MAP development, see Appendix E. The 15 participating NYCHA developments are displayed below.

Locations and NYCHA Developments Participating in MAP



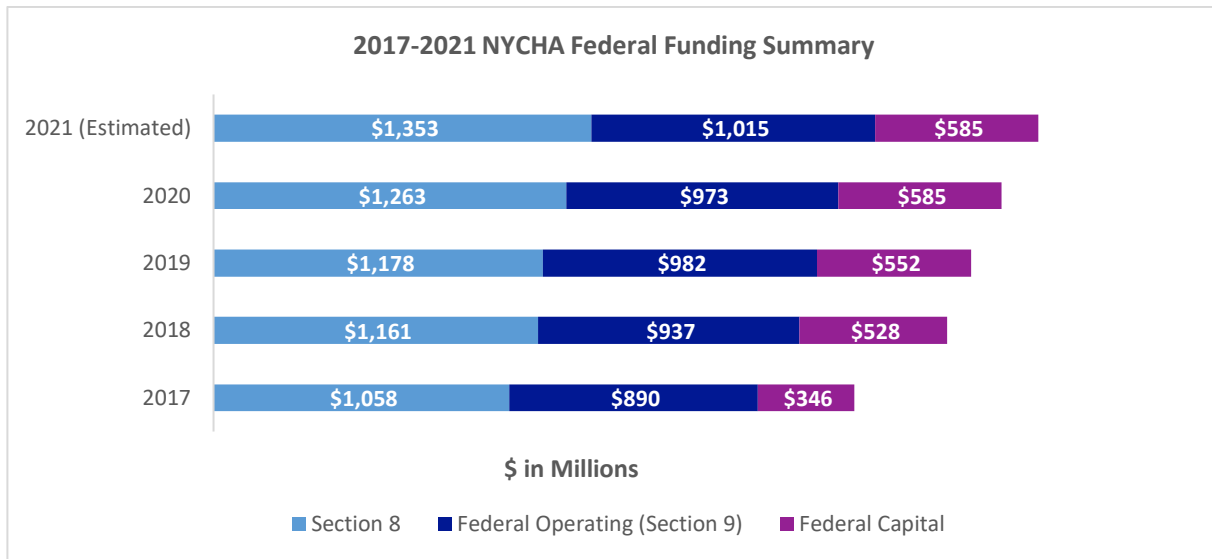
The total index crime statistics for the MAP initiative are mixed; in Fiscal 2020, the violent crime index decreased by four percent to 534 crimes from 559 crimes in Fiscal 2019. However, total index crimes increased by three percent in Fiscal 2020, compared to the previous year. Notably, during the first four months of Fiscal 2021, the total index crime statistics increased by 39 percent, the number of incidents related to violent crime increased by 49 percent and the number of shootings increased by 300 percent compared to the same period in Fiscal 2020. The indicators outline crime statistics for the 15 NYCHA developments as part of MAP.



Federal & State Funding to NYCHA

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 \$1.1 billion to support the Section 8 program, and about \$585 million annually for its capital program, as demonstrated in the chart below.

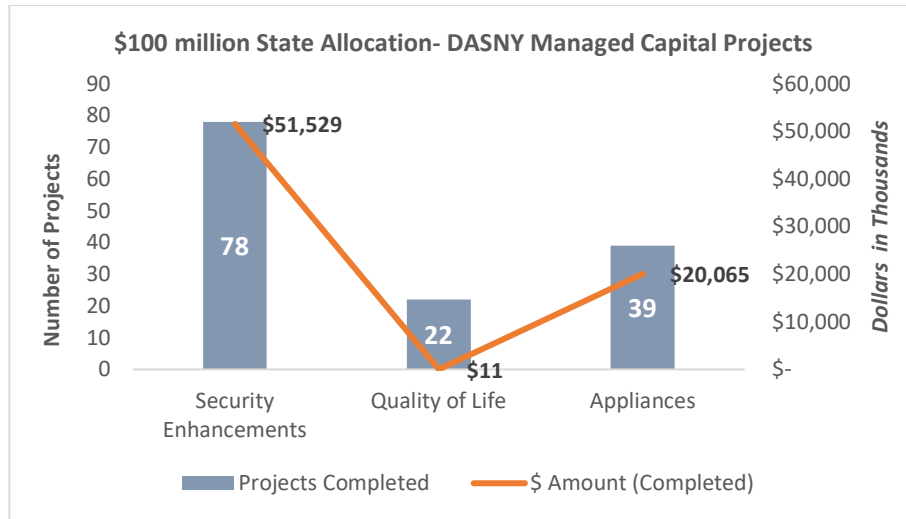


The 2021 Adopted Operating Plan assumes \$1.4 billion in federal operating subsidies for the Section 8 program, \$1 billion in federal operating funds (Section 9) and \$585 million in federal capital funds. This comprises 58 percent of the Authority’s operating budget and 59 percent of the Authority’s capital budget in the current year.

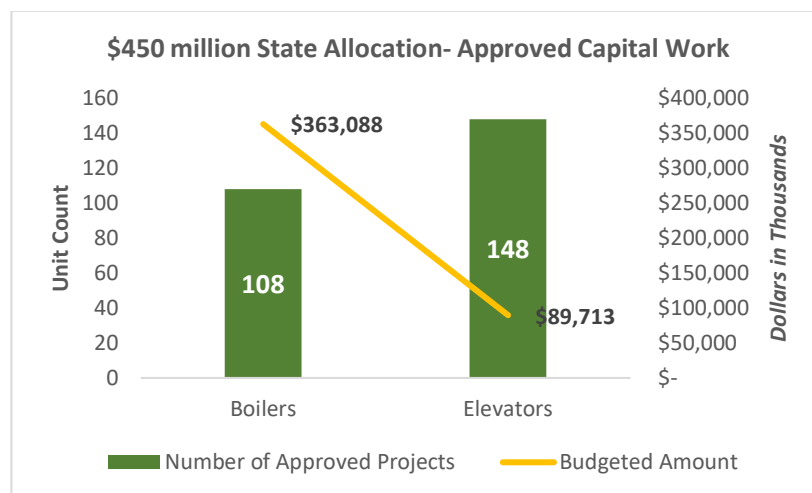
State Funding for NYCHA Capital Repairs

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.



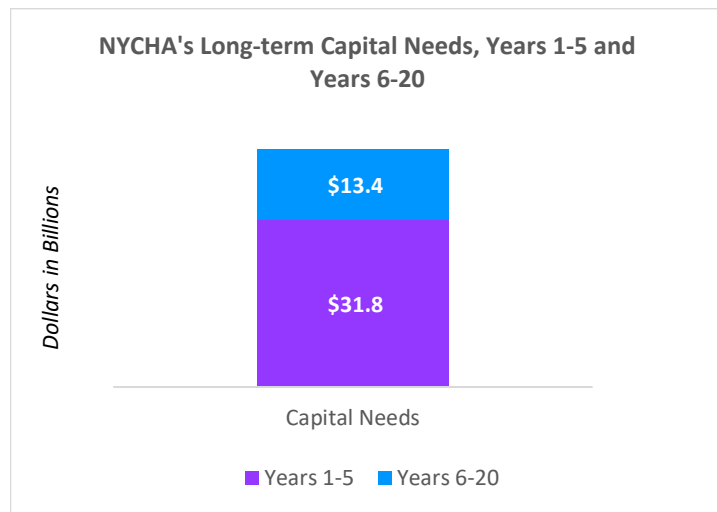
Most recently, the 2017-2018 State Enacted Budget included \$200 million for capital repairs at NYCHA and the 2018-2019 State Enacted Budget included an additional \$250 million for critical repairs. However, this funding was not made available to NYCHA until recent months. In September 2019, NYCHA and 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 F. 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.

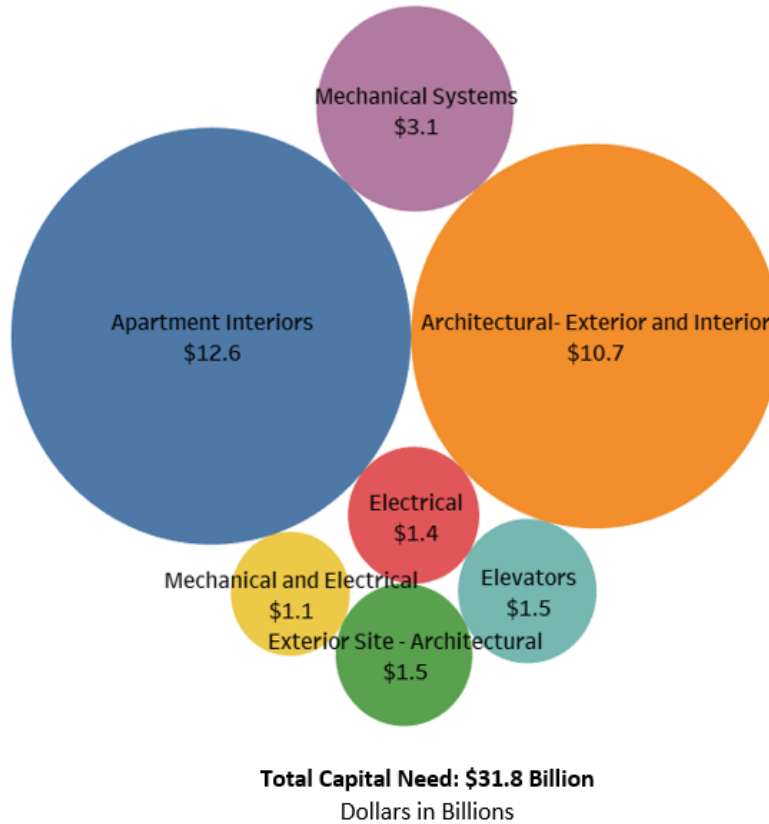
2017 Physical Needs Assessment

NYCHA conducted the most recent 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.



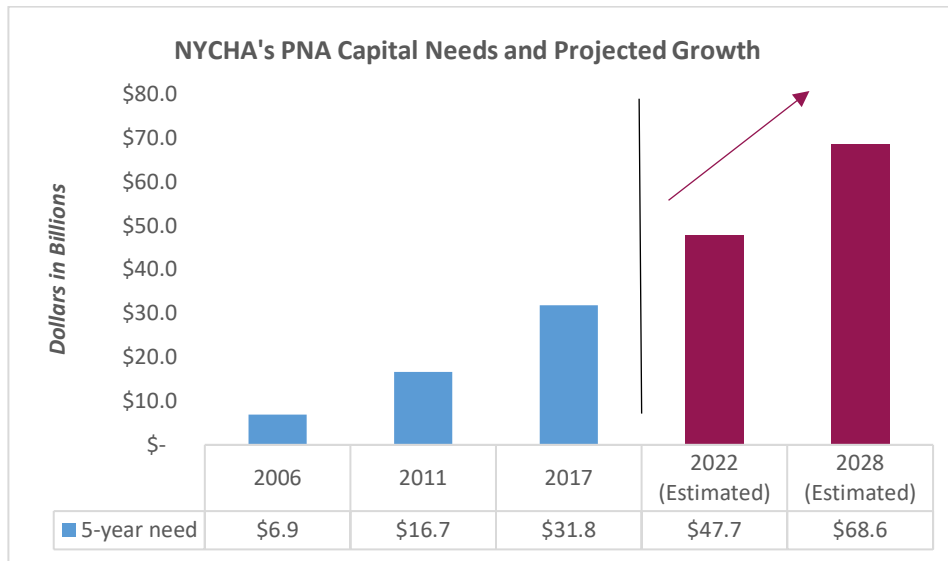
The 2017 projected need reflects NYCHA’s aging infrastructure, where approximately 50 percent of its developments are 50 years or older and require increasingly more maintenance and repairs. Based on the results of the PNA, the largest need, estimated at \$12.6 billion, or 40 percent of the total infrastructure 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). The capital needs for each of 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



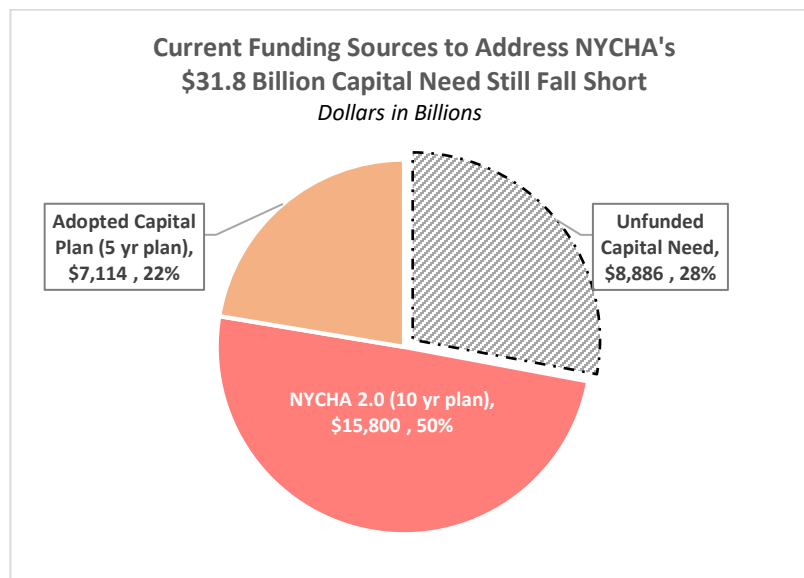
PNA Projected Growth

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, which requires NYCHA to address systemic issues at the Authority including lead paint hazards, the provision of heat, mold, pest infestations and elevator outages by certain deadlines. Assuming an eight percent growth rate, which includes the rate of deterioration of public housing 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.



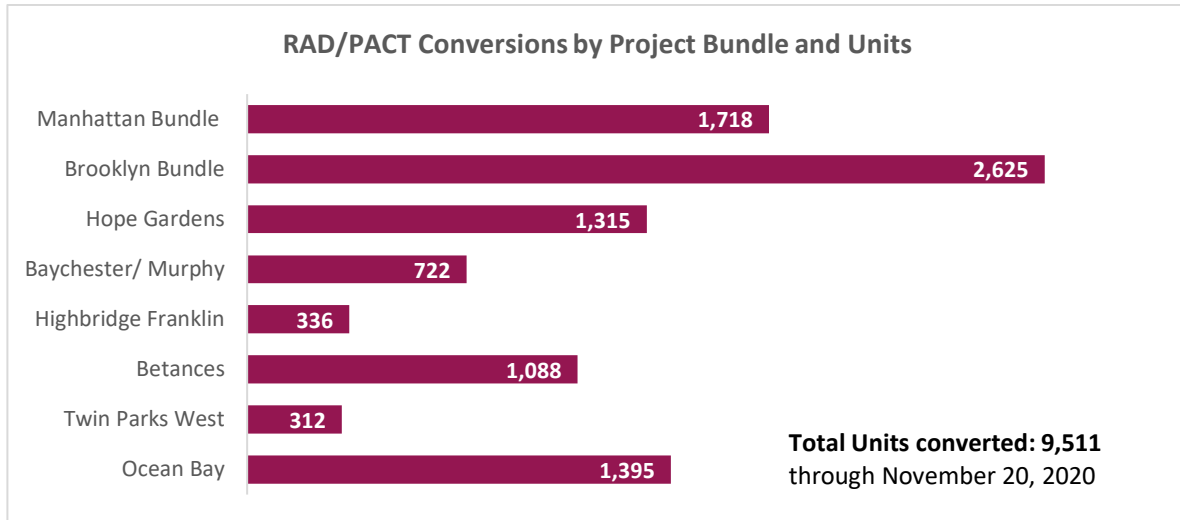
NYCHA 2.0

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, would 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.



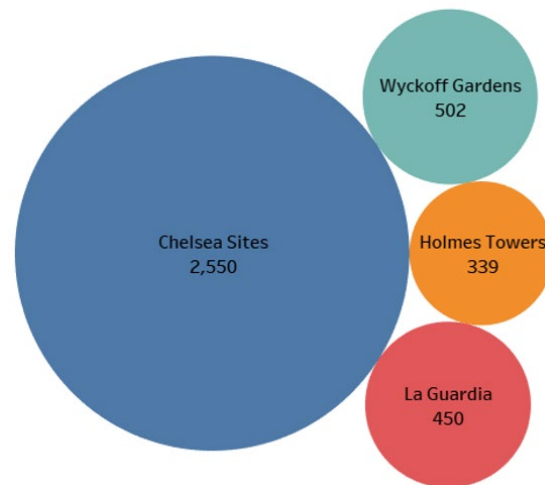
- PACT to Preserve.** The primary program under NYCHA 2.0 is PACT to Preserve, which will address an estimated \$12.8 billion in capital needs across the Authority’s portfolio. The program aims to convert the funding stream of an estimated 62,000 NYCHA units from public housing operating

funds (Section 9) to Section 8 funding under the Rental Assistance Demonstration (RAD) program administered by HUD, thereby facilitating public-private partnerships to fund extensive renovations and repairs through private developers. As of November 2020, more than 9,500 units have been converted under NYCHA’s administration of the RAD program, also referred to as Permanent Affordability Commitment Together (PACT), through eight project bundles comprised of 49 NYCHA developments. The conversion of approximately 11,860 additional units are planned in 2021. These RAD/PACT project bundles are displayed in the graphic below. For a complete list of completed and planned conversions under the RAD/PACT program by project bundle, development, total units, development team and conversion schedule, see Appendix I.



- 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. An RFP for the largest site, at Chelsea Houses is anticipated for 2021, following the publication of recommendations from the Chelsea Working Group.

Build to Preserve Planned Projects



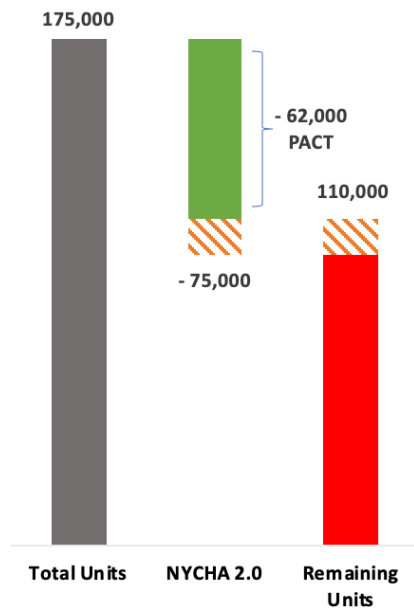
- **Transfer to Preserve.** NYCHA expects to generate \$1 billion in funding for capital repairs through the transfer of a portion of its estimated 80 million square feet of unused development rights, also known as air rights. As of February 2020, the Transfer to Preserve program encompasses four development sites, which include: Hobbs Court, Ingersoll, Howard Houses, and Campos II. As of February 2021, the Transfer to Preserve program has closed two transactions at Hobbs Court and Ingersoll Houses.
- **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.

Blueprint for Change

In July 2020, NYCHA announced the Blueprint for Change plan, and outlined a set of ideas and strategies to reorganize the Authority and secure the capital financing required to stabilize and improve physical conditions at its 300 developments and 175,000 apartment units. This is the first-ever comprehensive plan for every property and every building in NYCHA's portfolio. The capital strategy includes the creation of a Public Housing Preservation Trust that would enable the Authority to address \$18 billion to \$25 billion in capital needs across roughly 110,000 apartments. When combined with NYCHA 2.0 strategies across the other 62,000 units that will be converted under

PACT/RAD, the Blueprint plan would address the physical needs across the entire portfolio. The central components of the plan are further outlined below.

NYCHA Portfolio



- Public Housing Preservation Trust.** The creation of a NYCHA Preservation Trust would allow NYCHA to enter into a long-term ground lease with the new entity. In return, the trust would have oversight on construction, infrastructure improvements and NYCHA staff who would continue to maintain and manage the properties. This mechanism would allow NYCHA to access a different federal funding stream to generate revenue, and use that revenue as collateral to borrow money to pay for repairs.
- Interim Use of Tenant Protection Vouchers.** Across NYCHA’s portfolio, about 110,000 units meet the obsolescence criteria as defined by HUD because they cost more to rehabilitate than reconstruct. Under the criteria, they would be eligible for HUD’s Section 18 Disposition Program. Developments leased under Section 18 to the Preservation Trust would receive Tenant Protection Vouchers (TPVs), which provide a larger rental subsidy than the operating funds that come with public housing or conversions under the RAD program.

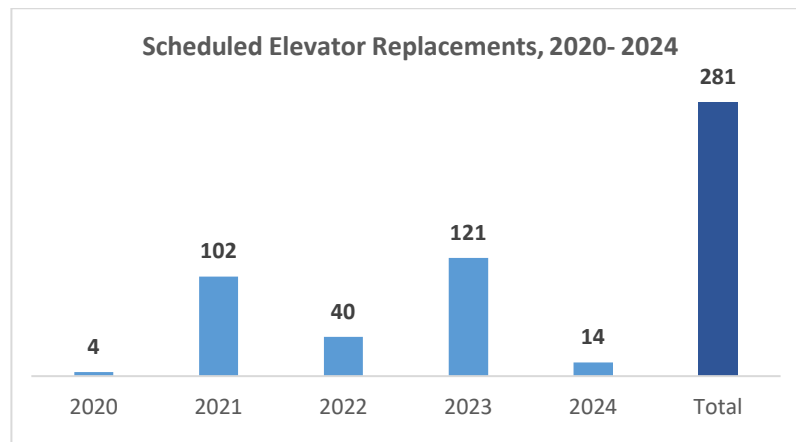
Compliance with HUD Administrative Agreement

The HUD Administrative Agreement 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. As of January 2021, the NYCHA monitor has approved seven action plans submitted by NYCHA related to inspection practices, the provision of heat, the frequency and duration of outages and no-service conditions in elevators, and pest and waste management, and initial action plans related to mold and leaks, and lead-paint hazards. These approved action plans are summarized below.

- 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. 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.
- 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

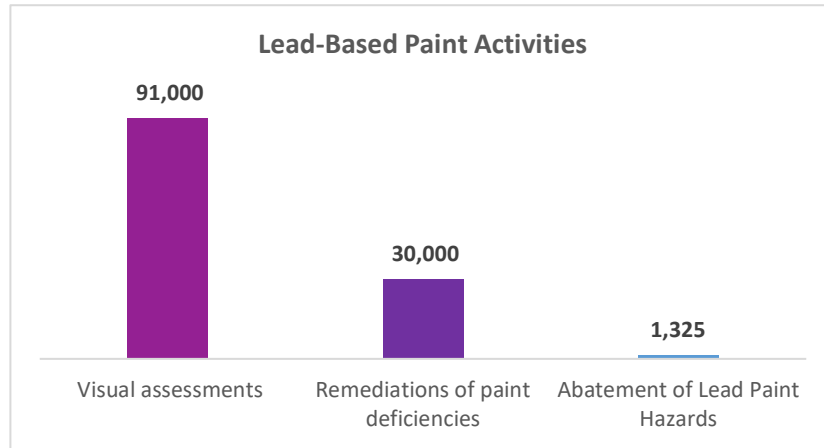
2017 to January 2018, more than 80 percent of residents experienced a heat outage or hot water outage. Currently, NYCHA reports that it is in compliance with the provision of heat under the HUD administrative agreement.

- 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 managed 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. 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 G.



- Mold and Leaks.** In March 2020, the NYCHA monitor approved an initial corrective action plan to address the set of mold and leak obligations that must be completed within two years of January 31, 2019. An estimated 35,000 mold work orders were reported in 2019 across the NYCHA portfolio, and many of these work orders were for recurring mold. The key targets outlined in the plan include: in 95 percent of instances in which a resident reports a mold complaint that is verified, NYCHA will provide a remediation plan to the resident within 5 days; In 95 percent of mold cases, NYCHA will remediate simple cases within 7 days and complex cases within 15 days; In 95 percent of flood, leak and moisture cases, NYCHA will stop flooding and leaks from above within 24 hours and take preventative steps to ensure that they do not lead to mold.
- Annual Inspections.** In December 2020, the NYCHA monitor approved an initial corrective action plan related to changes to NYCHA’s annual inspection process, including the establishment of a new standard annual inspection procedure, the inclusion of third-party assistance in the annual inspection process and the introduction of a new oversight framework to ensure compliance. Although HUD waived the requirement that NYCHA conduct annual inspections in 2020 due to the COVID-19 pandemic, it is anticipated that NYCHA will resume the inspection of units in 2021.
- Lead-Based Paint-Initial Action Plan.** In January 2021, the NYCHA monitor approved an initial action plan for improving the Authority’s benchmarks for lead compliance and abatement. Over

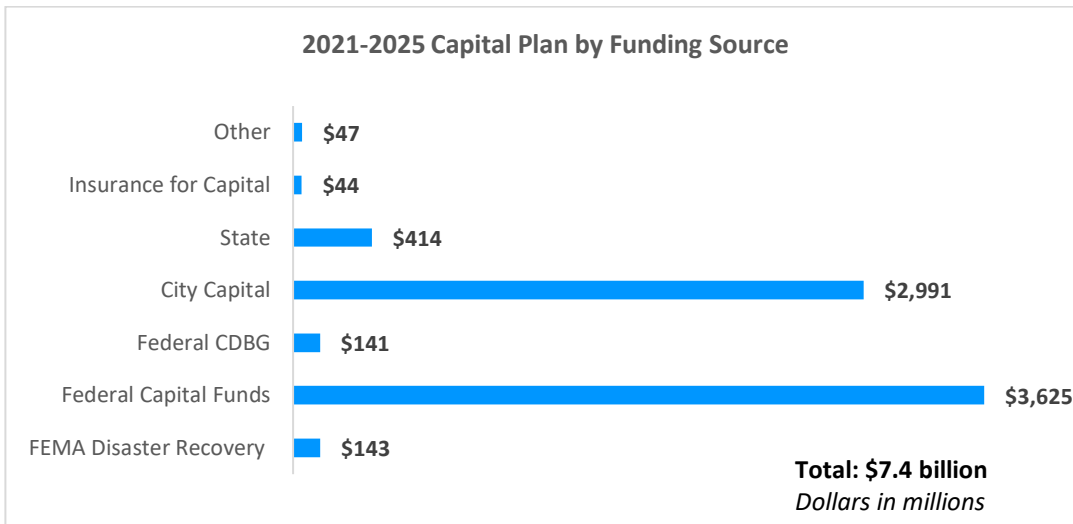
the past two years, NYCHA has worked to identify children under the age of six that live in NYCHA apartments or visit for more than 10 hours a week. As of January 2021, NYCHA has completed more than 60,000 X-ray fluorescence (XRF) inspections and has attempted to inspect an additional 10,000 apartment units. Of the units tested, 53 percent of the apartments have tested negative for lead paint. Additionally, NYCHA has trained nearly 3,000 workers in lead safe work practices to ensure the work that impacts lead paint is done in accordance with EPA requirements. In total over the past two years, NYCHA has conducted over 91,000 visual assessments, remediated over 30,000 findings of paint deficiencies, and abated 1,325 apartments, as demonstrated in the below chart.



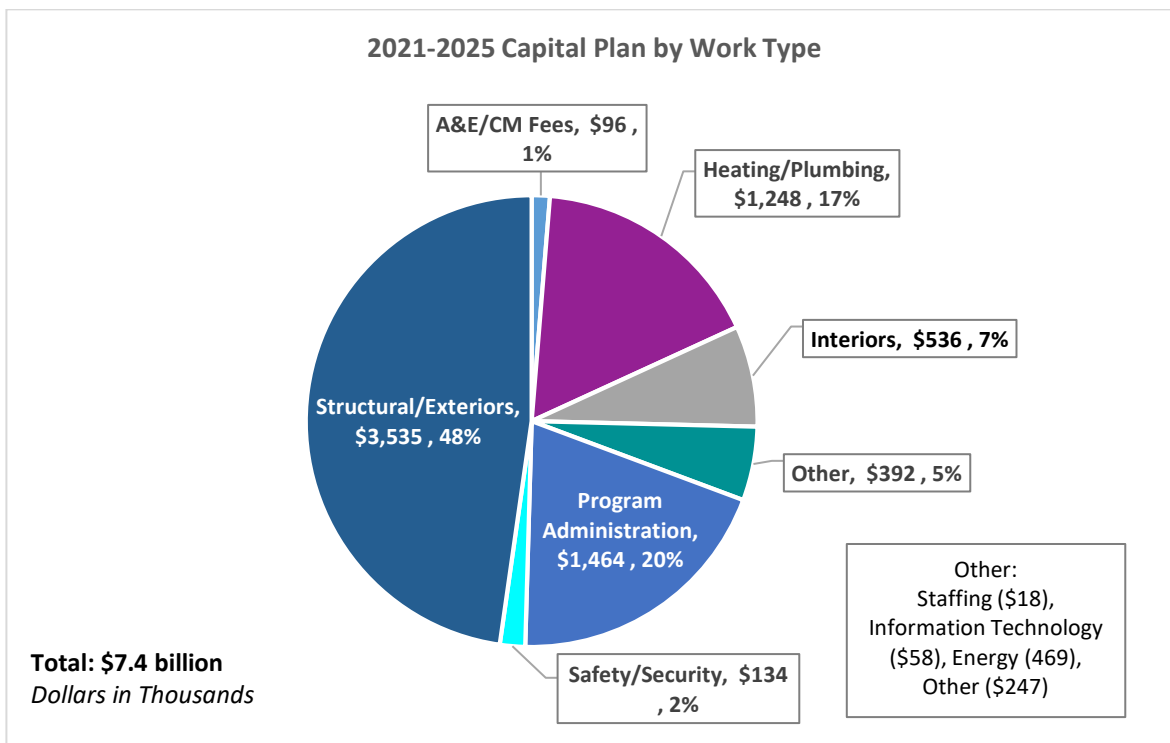
- Pest and Waste Management.** In January 2021, the NYCHA monitor approved a corrective action plan outlining requirements and milestones that NYCHA must meet relating to waste management and pest control. Under the plan, NYCHA will better coordinate and handle pest and waste incidents by targeting the root causes of infestations and waste incidents. The Action Plan also commits NYCHA to invest in capital upgrades for its outdated pest and waste management infrastructure. These upgrades include: the installation of rat slabs in developments as part of the city’s Neighborhood Rat Reduction Initiative; enlarging ground floor doors for trash chutes and \$563.4 million to upgrade outdated waste infrastructure and interior compactors across NYCHA’s portfolio.

2021-2025 Capital Plan

NYCHA’s 2021-2025 Capital Plan provides approximately \$7.4 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.



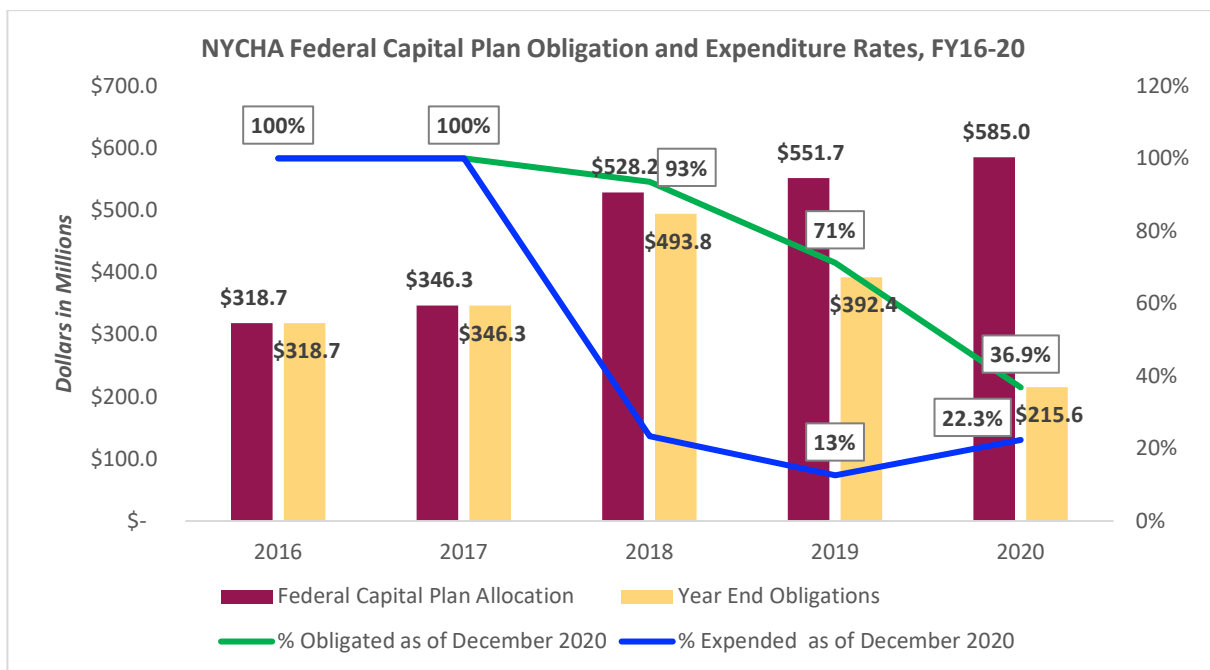
From 2021-2025, NYCHA will receive about \$3 billion from the City, which includes the City’s \$1.6 billion allocation in Fiscal 2021 to support building improvements mandated as part of the HUD administrative agreement. Overall, of the \$7.4 billion included in this Plan, 53 percent is comprised of federal capital funds for investment in NYCHA’s building portfolio; this represents an average annual allocation of about \$781.8 million in federal funds over the five-year plan. The Capital Plan includes \$143 million in one-time, disaster recovery FEMA funds to address the continued impacts of Superstorm Sandy at certain developments and also assumes \$414 million in State funds for boiler repair work and elevator replacements. The Plan reflects an increase of \$300 million over the 2020-2024 Adopted Capital Plan, mostly due to the rolling on \$700 million in federal capital funds into Fiscal 2021.



Overall, 48 percent of the Capital Plan, or about \$3.4 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 \$1.5 billion, or 20 percent, is for program administration costs. The third largest category of work, totaling \$1.3 billion, or 17 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 detailed in the above chart.

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 2016 to 2020. During this timeframe, the federal capital pipeline comprised of about 366 projects annually. Federal Capital Plan allocations for 2016 and 2017 have 100 percent obligation and expenditure rates. For federal capital grants received beginning in 2018, HUD extended the expenditure deadline an additional year due to complications and additional delays in completing capital work during the COVID-19 pandemic.



Capital Plan Overview

On January 14, 2021, Mayor Bill de Blasio released the Preliminary Ten-Year Capital Strategy for Fiscal 2022-2031 (the Ten-Year Strategy), the Preliminary Capital Commitment Plan for Fiscal 2021-2025 (the Commitment Plan) and the Fiscal 2022-2025 Preliminary Capital Budget (the Capital Budget). This

section will provide an overview of the Preliminary Ten-Year Strategy, Commitment Plan and 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 Ten-Year Capital Strategy for Fiscal 2022-2031

The Ten-Year Strategy is the City’s long-term capital planning document which provides a framework for capital spending by agency. The Strategy is released every two years as mandated by the City Charter.

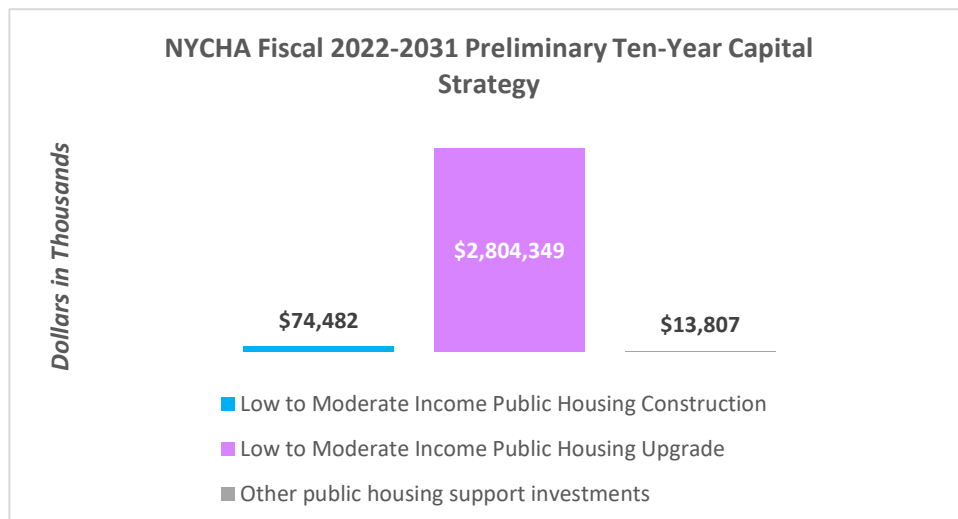
Strategy Guiding Principles

By its own description the Ten-Year Strategy document: “provides a venue for the City to demonstrate the comprehensive infrastructure planning that the City undertakes as part of its responsibility to all New Yorkers, across all neighborhoods, and explain the connections between capital investment and strategic priorities.” It strives to do this through four guiding principles:

1. Maintain New York City’s financial responsibility
2. Promote forward-looking, holistic capital planning that anticipates neighborhood needs of tomorrow
3. Advance a more equitable New York City through capital investment
4. Consider community perspectives in capital planning and decision-making

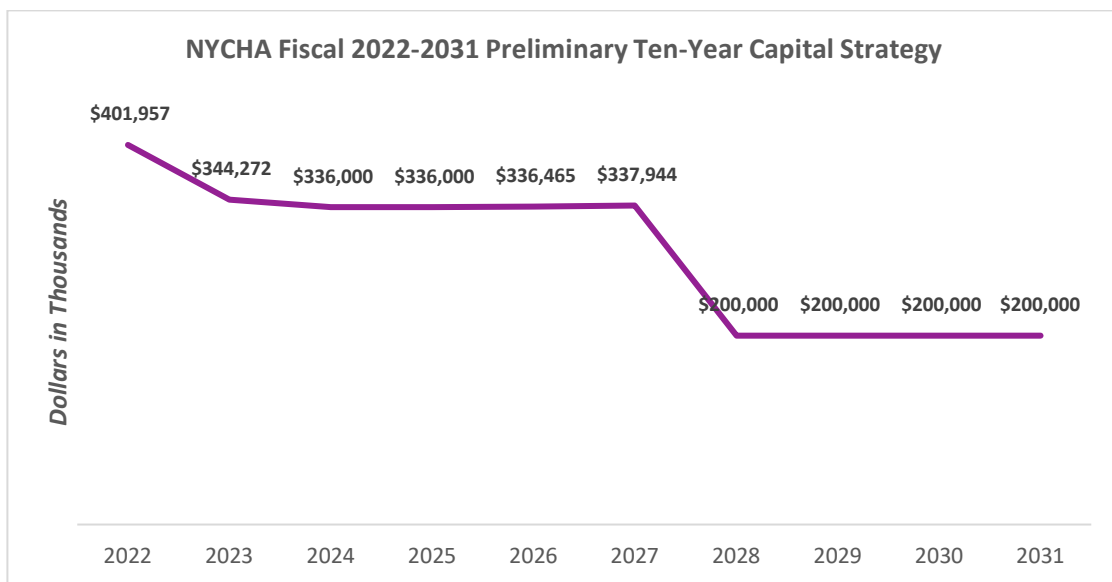
Using these principles we will assess NYCHA’s Strategy, and how well it is integrated with the Authority’s Capital Commitment Plan and Capital Budget. The City’s Ten-Year Strategy totals \$118.8 billion (all funds), which is \$1.9 billion larger than the \$116.9 billion Fiscal 2020-2029 Ten-Year Strategy. NYCHA’s Ten-Year Capital Strategy totals about \$3 billion, or about three percent of the City’s total Strategy.

In general, each agency’s Ten-Year Strategy is broken down into Ten-Year Plan Categories which describe the general type of capital work being done. The chart below shows how NYCHA’s Ten-Year Strategy is distributed among three broad categories that support the Authority’s planned spending on public housing upgrades and capital repairs.



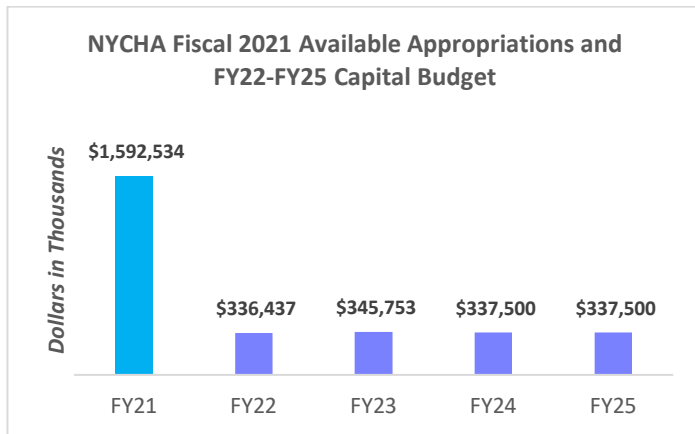
The Preliminary Ten-Year Capital strategy provides about \$2.8 billion for public housing upgrades, which include capital repairs related to lead paint hazards, mold growth, pest infestations, and inadequate heating and elevator service, as required by the HUD Administrative Agreement. Public housing upgrades also provide funding for the Roof Replacement Program, a multi-phase roof repair program to address the underlying conditions of mold and other health related hazards in NYCHA developments. The Preliminary Ten-Year Capital strategy provides about \$75 million for public housing construction projects and about \$13.8 million for other public housing investments.

During the first five years of NYCHA’s Ten-Year Strategy, from Fiscal 2022-2026, the average funding amount reflected for these programs totals \$350 million annually, while average funding for the last five years of the Strategy, from Fiscal 2027-2031, decreases to \$227.6 million. Notably, beginning in Fiscal 2028, the final year of the administrative agreement, funding for NYCHA under the Ten-Year Strategy decreases to \$200 million annually, as required under the HUD agreement.



Preliminary Capital Budget for Fiscal 2022-2025

The Capital Budget provides the estimated need for new appropriations for Fiscal 2022 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.

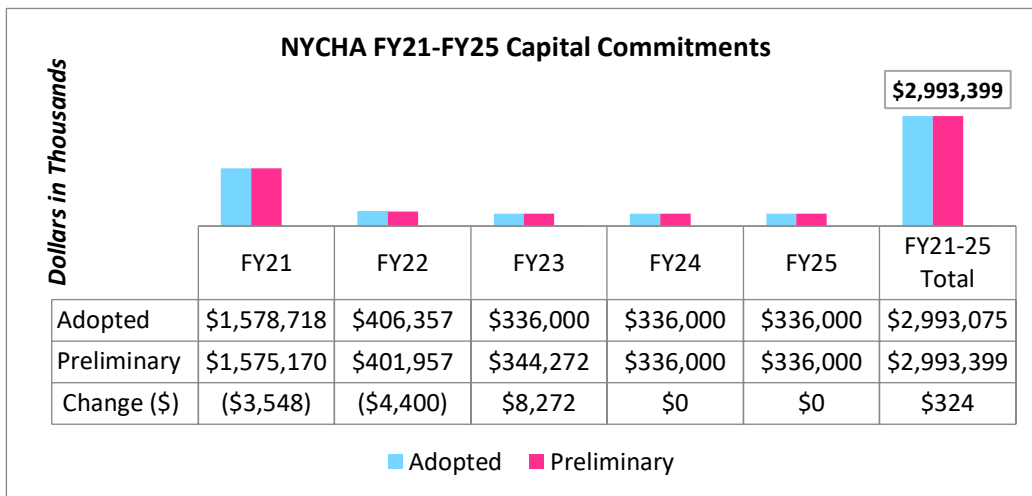


As shown in the chart at left, NYCHA’s Fiscal 2022 Preliminary Capital Budget includes \$1.36 billion in Fiscal 2022-2025 comprised of all City funds. This represents approximately three percent of the City’s total \$53.6 billion Capital Budget for 2022-2025. Appropriations for Fiscal 2021 total \$1.6 billion. This includes \$1.2 billion in reauthorized prior appropriations and \$387.7 million in authorized Fiscal 2021 appropriations.

Preliminary Capital Commitment Plan for Fiscal 2021-2025

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.

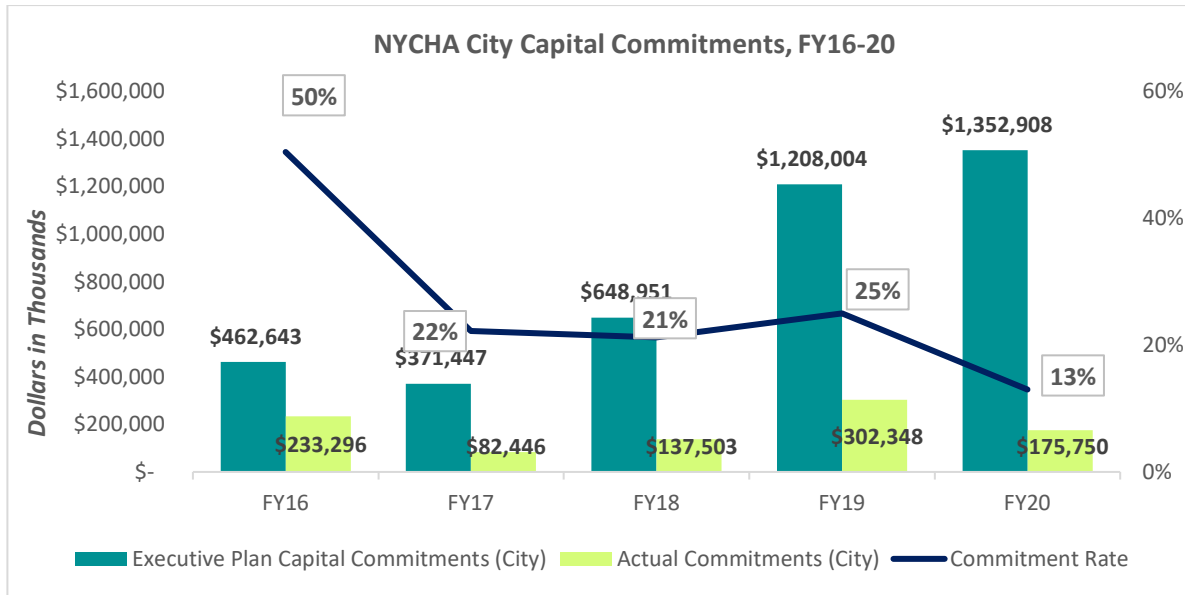
NYCHA’s Preliminary Commitment Plan includes \$3 billion in Fiscal 2021-2025, comprised of all City funds. This represents approximately four percent of the City’s total \$84.1 billion Preliminary Commitment Plan. The Capital Commitment is significantly higher than the Capital Budget because it includes the current appropriations for Fiscal 2021. The amount of uncommitted appropriations form the amount that will be re-appropriated or rolled into Fiscal 2022 in the Executive and Adopted Budgets.



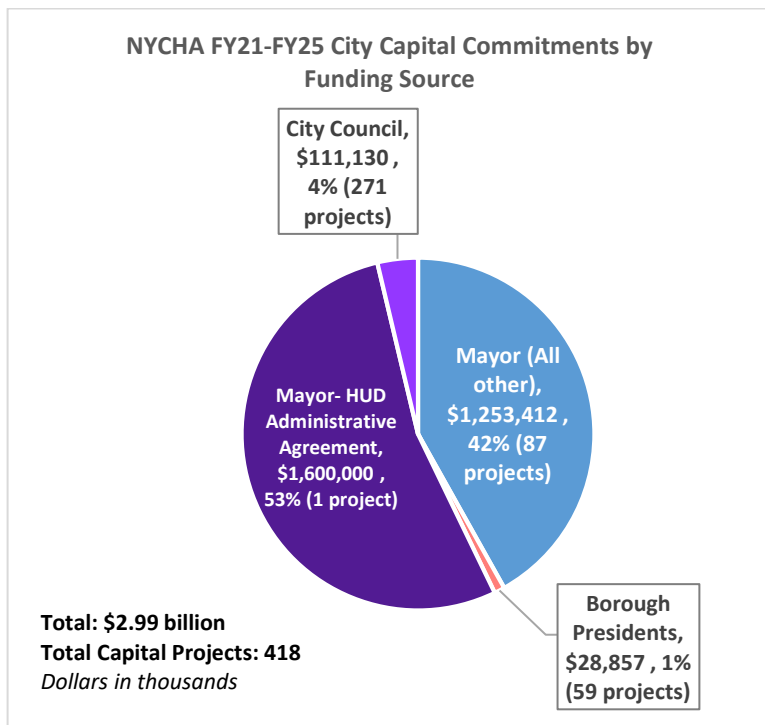
The Preliminary Capital Commitment Plan for the Authority for Fiscal 2021-2025 reflects a slight increase of \$324,000 from the amount scheduled in the Authority’s Adopted Commitment Plan. The Preliminary Capital Commitment Plan reallocates about \$3.5 million from Fiscal 2021 and \$4.4 million from Fiscal 2022 into Fiscal 2023 in order to more closely align the construction schedules for renovations at community centers in Gowanus Houses and Mariner’s Harbor with the expected timelines for completion.

Capital Commitment Rate

NYCHA has actual commitments of about \$175.8 million in Fiscal 2020, a commitment rate of 13 percent. The below chart displays the Authority’s capital commitment plan as of the Fiscal 2016-2020 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. Given this trend, it is likely that NYCHA will end Fiscal 2021 with a commitment rate significantly lower than the Fiscal 2020 citywide average of approximately 70 percent.

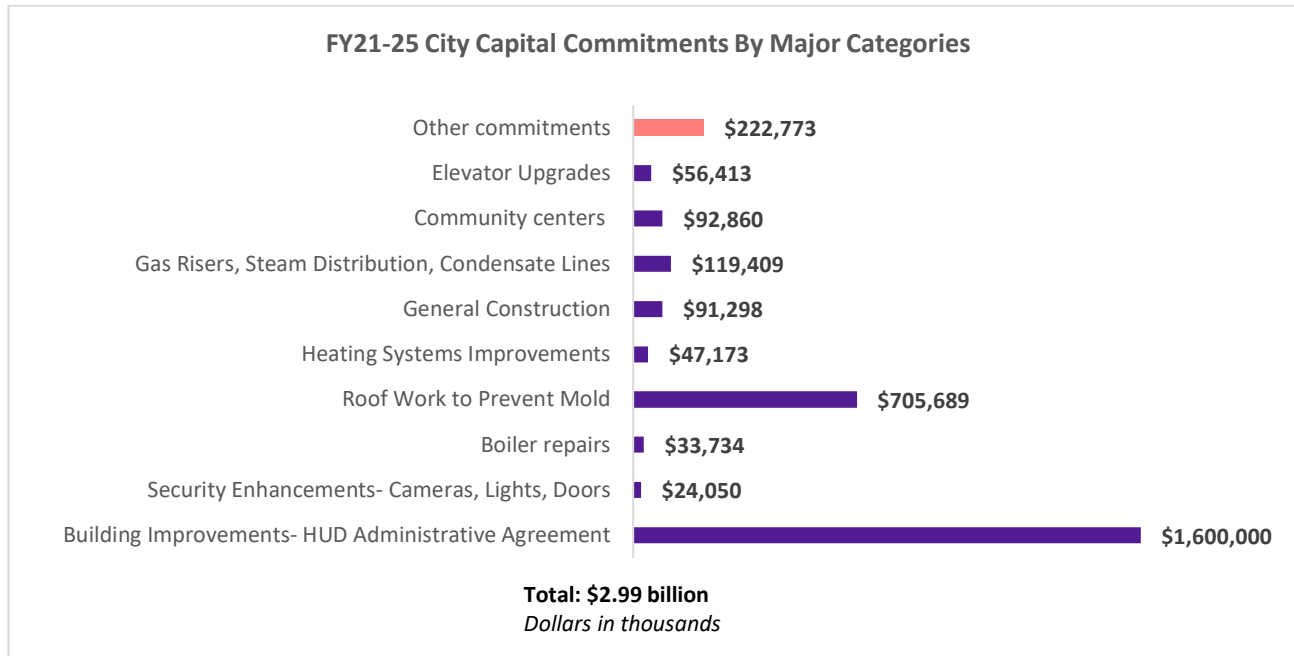


City Capital Commitments



The Fiscal 2022 Preliminary Capital Commitment Plan for NYCHA is comprised of 418 projects across seven budget lines totaling \$3 billion in Fiscal 2021-2025, 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: \$2.9 billion in Mayoral allocations; \$111.1 million in City Council funds; and \$28.9 million from Borough Presidents. Of the \$2.9 billion total Mayoral allocations, \$1.6 billion is reflected as one project line for repairs pursuant to the HUD Administrative Agreement as demonstrated in the left chart.

The Authority’s \$3 billion Preliminary Capital Commitment Plan for Fiscal 2021-2025 reflects level funding, and only a slight increase of \$324,000 compared to the amount scheduled in the Adopted Commitment Plan.



Overall, the \$1.6 billion investment for critical repairs and building improvements mandated by the HUD Administrative Agreement comprises about 53 percent of NYCHA’s Preliminary Capital Commitment Plan. The second largest capital commitment category, totaling \$705.7 million, or 24 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 \$80.8 million, are allocated for heating systems and boiler improvements at various developments. About three percent of all commitments, or \$92.9 million, are allocated for upgrades and repairs to community centers. These major capital commitment categories included in the Preliminary Capital Plan for Fiscal 2021-2025 are further discussed below.

- HUD Administrative Agreement.** The Preliminary Capital Commitment Plan includes \$1.6 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 \$705.7 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 2023. The third phase of roof repair work is currently underway at 85 buildings, which is estimated to cost \$145 million

and be completed by March 2021. 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 H.

- **Heating System and Boiler Improvements.** The Preliminary Capital Commitment Plan includes \$80.8 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 \$92.9 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: 2021-2025 Operating Plan: All Funds

NYCHA 2021-2025 Operating Budget (All Funds)					
<i>Dollars in Thousands</i>					
	2021	2022	2023	2024	2025
Revenues					
Revenues from Operations:					
Tenant Rental Revenue	\$1,007,586	\$918,003	\$828,666	\$757,670	\$740,443
Other Revenue from Operations	23,215	21,668	19,610	17,945	17,463
Total Revenue from Operations	\$1,030,801	\$939,672	\$848,275	\$775,614	\$757,906
Other Revenues					
Federal Subsidies	\$1,014,848	\$921,198	\$875,390	\$839,867	\$815,772
Debt Service Subsidies	131	81	40	8	0
Section 8 Phased Conversion	42,080	34,171	31,396	28,993	29,428
Capital Fund Reimbursements	290,157	175,503	175,503	175,503	175,503
Interest on Investments	705	2,086	3,561	5,684	9,068
Other	117,192	20,464	19,710	18,976	17,484
Categorical Grants	4,381	4,020	4,020	3,700	3,700
Section 8 Housing Assistance Payments	1,188,337	1,336,886	1,552,757	1,830,580	2,091,142
Section 8 Admin	121,465	95,692	112,699	129,547	143,641
City Funds	248,226	232,912	217,179	217,179	217,179
Total Other Revenues	\$3,027,522	\$2,823,015	\$2,992,257	\$3,250,037	\$3,502,919
Total Revenues	\$4,058,323	\$3,762,687	\$3,840,532	\$4,025,651	\$4,260,825
Expenditures					
Personal Service:					
Salary F/T	\$741,378	\$755,855	\$730,936	\$699,537	\$686,053
Salary P/T	92	92	92	92	92
Seasonal	24,561	20,199	20,199	20,199	20,199
Overtime	89,787	86,574	83,387	80,896	80,109
Shift Differential	286	286	286	286	286
Retro	4,953	4,657	4,385	4,149	4,091
Fringe	570,589	610,599	613,811	615,298	622,917
Other Salary	12,180	11,760	11,366	11,066	10,976
Total Personal Service	\$1,443,825	\$1,490,022	\$1,464,462	\$1,431,524	\$1,424,722
Other Than Personal Service:					
Leases	\$69,265	\$54,089	\$55,204	\$56,987	\$56,987
Supplies	105,243	114,126	92,220	81,733	79,846
Equipment	31,479	28,786	24,159	21,172	20,645
Utilities	512,541	476,167	435,295	402,745	400,602
Contracts	612,499	440,380	400,910	377,447	373,444
Debt Services	9,806	9,431	9,077	8,698	8,279
Insurance	88,522	91,572	93,395	95,446	97,366
OTPS Other	25,538	40,850	41,727	28,341	20,181
Section 8 Housing Assistance Payments	1,184,960	1,317,379	1,587,265	1,840,442	2,027,599
Total Other Than Personal Expenses	\$2,639,854	\$2,572,780	\$2,739,252	\$2,913,011	\$3,084,948
Total Expenditures	\$4,083,679	\$4,062,801	\$4,203,715	\$4,344,535	\$4,509,670
Surplus/(Deficit)	(\$25,356)	(\$300,115)	(\$363,183)	(\$318,884)	(\$248,845)

B: 2021-2025 Operating Plan: General Fund

NYCHA 2021-2025 Operating Budget (General Fund)					
<i>Dollars in Thousands</i>					
	2021	2022	2023	2024	2025
Revenues					
Revenues from Operations:					
Tenant Rental Revenue	\$1,007,586	\$918,003	\$828,666	\$757,670	\$740,443
Other Revenue from Operations	23,215	21,668	19,610	17,945	17,463
Total Revenue from Operations	\$1,030,801	\$939,672	\$848,275	\$775,614	\$757,906
Other Revenues					
Federal Subsidies	\$1,001,289	\$908,304	\$863,226	\$828,378	\$804,782
Debt Service Subsidies	131	81	40	8	0
Section 8 Phased Conversion	42,080	34,171	31,396	28,993	29,428
Section 8 Management Fees	23,578	25,458	30,104	34,641	38,343
Capital Fund Reimbursements	290,157	175,503	175,503	175,503	175,503
Interest on Investments	661	2,051	3,495	5,573	8,891
Other	116,533	19,805	19,051	18,317	16,825
City Funds	120,160	128,646	131,519	131,519	131,519
Total Other Revenues	\$1,594,590	\$1,294,019	\$1,254,335	\$1,222,933	\$1,205,292
Total Revenues	\$2,625,390	\$2,233,691	\$2,102,610	\$1,998,547	\$1,963,199
Expenditures					
Personal Service:					
Salary F/T	\$677,165	\$691,329	\$687,057	\$656,907	\$675,740
Salary P/T	92	92	92	92	92
Seasonal	24,266	19,903	19,903	19,903	19,903
Overtime	89,019	85,806	82,619	80,128	79,341
Shift Differential	196	196	196	196	196
Retro	4,951	4,655	4,383	4,147	4,089
Fringe	526,258	564,275	565,587	564,683	570,621
Other Salary	10,244	9,824	9,430	9,130	9,040
Total Personal Service	\$1,332,191	\$1,376,081	\$1,369,268	\$1,335,188	\$1,359,022
Other Than Personal Service:					
Leases	\$61,970	\$46,682	\$47,646	\$49,273	\$49,023
Supplies	105,150	114,033	92,127	81,640	79,753
Equipment	30,668	27,069	22,745	19,926	19,418
Utilities	512,308	475,936	435,064	402,516	400,383
Contracts	575,194	431,733	392,080	368,509	364,506
Debt Services	116	67	67	67	67
Insurance	88,410	91,458	93,278	95,325	97,241
OTPS Other	19,265	36,278	37,376	24,161	16,055
Total Other Than Personal Expenses	\$1,393,082	\$1,223,255	\$1,120,382	\$1,041,417	\$1,026,445
Total Expenditures	\$2,725,273	\$2,599,336	\$2,489,650	\$2,376,604	\$2,385,467
Surplus/(Deficit)	(\$99,882)	(\$365,645)	(\$387,040)	(\$378,057)	(\$422,269)

C: 2021-2025 Operating Plan: Section 8 Housing Choice Voucher

NYCHA 2021-2025 Operating Budget (Section 8 Housing Choice Voucher)					
<i>Dollars in Thousands</i>					
	2021	2022	2023	2024	2025
Revenues					
<i>Other Revenues</i>					
Section 8 Housing Assistance Payments	\$1,230,417	\$1,371,057	\$1,584,153	\$1,859,573	\$2,120,570
Section 8 Admin	121,465	95,692	112,699	129,547	143,641
Interest on Investments	9	36	67	111	178
Other	659	659	659	659	659
Total Other Revenues	\$1,352,551	\$1,467,444	\$1,697,578	\$1,989,890	\$2,265,047
Total Revenues	\$1,352,551	\$1,467,444	\$1,697,578	\$1,989,890	\$2,265,047
Expenditures					
<i>Personal Service:</i>					
Salary F/T	\$34,286	\$34,286	\$34,286	\$34,286	\$34,286
Seasonal	49	49	49	49	49
Overtime	598	598	598	598	598
Fringe	23,520	24,627	25,616	26,856	27,726
Other Salary	604	604	604	604	604
Total Personal Service	\$59,057	\$60,164	\$61,153	\$62,393	\$63,263
<i>Other Than Personal Service:</i>					
Leases	\$7,295	\$7,407	\$7,558	\$7,715	\$7,964
Supplies	93	93	93	93	93
Equipment	812	1,718	1,414	1,246	1,227
Utilities	233	231	231	229	220
Contracts	52,759	30,405	35,235	39,879	43,581
Insurance	112	114	117	121	125
OTPS Other	3,978	2,486	2,495	2,503	2,503
Section 8 Housing Assistance Payments	1,227,040	1,351,550	1,618,661	1,869,434	2,057,026
Total Other Than Personal Expenses	\$1,292,322	\$1,394,004	\$1,665,804	\$1,921,219	\$2,112,739
Total Expenditures	\$1,351,379	\$1,454,168	\$1,726,957	\$1,983,613	\$2,176,002
Surplus/(Deficit)	\$1,171	\$13,276	(\$29,379)	\$6,277	\$89,045

D: 2021-2025 Operating Plan: Categorical Grants

NYCHA 2021-2025 Operating Budget (Categorical Grants)					
<i>Dollars in Thousands</i>					
	2021	2022	2023	2024	2025
Revenues					
<i>Other Revenues</i>					
Federal Subsidies	\$13,559	\$12,894	\$12,165	\$11,489	\$10,990
Interest on Investments	35	0	0	0	0
Categorical Grants	4,381	4,020	4,020	3,700	3,700
City Funds	128,066	104,266	85,660	85,660	85,660
Total Other Revenues	\$146,040	\$121,181	\$101,845	\$100,849	\$100,350
Total Revenues	\$146,040	\$121,181	\$101,845	\$100,849	\$100,350
Expenditures					
<i>Personal Service:</i>					
Salary F/T	\$29,926	\$30,240	\$9,593	\$8,344	(\$23,973)
Seasonal	246	246	246	246	246
Overtime	170	170	170	170	170
Shift Differential	90	90	90	90	90
Retro	2	2	2	2	2
Fringe	20,811	21,697	22,608	23,760	24,570
Other Salary	1,332	1,332	1,332	1,332	1,332
Total Personal Service	\$52,577	\$53,777	\$34,041	\$33,943	\$2,437
<i>Other Than Personal Service:</i>					
Contracts	8,124	\$3,700	\$3,700	\$3,700	\$3,700
Debt Services	9,690	\$9,364	\$9,010	\$8,631	\$8,212
OTPS Other	2,294	2,086	1,857	1,678	1,623
Total Other Than Personal Expenses	\$20,108	\$15,149	\$14,567	\$14,009	\$13,535
Total Expenditures	\$72,685	\$68,926	\$48,608	\$47,952	\$15,972
Surplus/(Deficit)	\$73,355	\$52,255	\$53,237	\$52,896	\$84,378

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

Mayor's Action Plan-Combined CCTV & LAC Projects						
#	MAP Development	Description of Work	Construction Start Date	Completion Date	Status	Notes
1	Patterson	CCTV/LAC	6/13/16	TBD	In Construction	CCTV is completed but LAC work is ongoing
2	Queensbridge	CCTV/LAC	6/27/17	11/4/20	Completed	

Mayor's Action Plan-Lighting Projects						
#	MAP Development	Description of Work	Construction Start Date	Completion Date	Count of Fixtures	Status
1	Polo Grounds	Exterior Lighting	8/3/15	3/1/16	315	Completed
2	Bushwick	Exterior Lighting	9/9/15	4/8/16	279	Completed
3	Boulevard	Exterior Lighting	9/17/15	6/14/16	485	Completed
4	Stapleton	Exterior Lighting	11/2/15	6/30/16	333	Completed
5	Butler	Exterior Lighting	11/23/15	9/1/16	238	Completed
6	St Nicholas	Exterior Lighting	11/16/15	9/23/16	268	Completed
7	Castle Hill	Exterior Lighting	11/2/15	11/10/16	749	Completed
8	Ingersoll	Exterior Lighting	12/2/15	12/19/16	523	Completed
9	Van Dyke 1	Exterior Lighting	2/16/16	12/22/16	490	Completed
10	Van Dyke 2	Exterior Lighting	5/16/16	12/22/16	37	Completed
11	Brownsville	Exterior Lighting	6/7/16	1/11/17	428	Completed
12	Tompkins	Exterior Lighting	4/4/16	1/13/17	324	Completed
13	Wagner	Exterior Lighting	7/25/16	6/9/17	422	Completed
14	Patterson	Exterior Lighting	6/13/16	7/13/17	452	Completed
15	Queensbridge North	Exterior Lighting	10/31/16	10/31/17	419	Completed
16	Queensbridge South	Exterior Lighting	10/31/16	10/31/17	439	Completed
Total Lighting Fixtures Completed					6,201	

Mayor's Action Plan-Closed-circuit television (CCTV) Projects						
#	MAP Development	Description of Work	Construction Start Date	Completion Date	Number of CCTV's	Status
1	Butler	CCTV	5/23/16	1/17/17	30	Completed
2	Brownsville	CCTV	1/21/16	9/7/17	1	Completed
3	St Nicholas	CCTV	2/29/16	7/11/17	200	Completed
4	Boulevard	CCTV	8/17/16	4/5/18	224	Completed
5	Polo Grounds	CCTV	5/23/16	11/19/18	41	Completed
6	Tompkins	CCTV	1/21/16	5/4/18	111	Completed
7	Ingersoll	CCTV	2/24/16	12/15/17	279	Completed
8	Van Dyke 1	CCTV	3/29/16	12/24/18	264	Completed
9	Van Dyke 2	CCTV	3/29/16	12/24/18	12	Completed
10	Stapleton	CCTV	6/6/17	11/15/18	125	Completed
11	Wagner	CCTV	3/2/16	9/20/18	247	Completed
12	Castle Hill	CCTV	6/1/16	10/3/19	168	Completed
13	Bushwick	CCTV	6/1/17	9/13/18	107	Completed
14	Patterson	CCTV	6/13/16	3/30/17	43	Completed
15	Queensbridge North & South	CCTV	6/27/17	11/4/20	469	Completed
Total Cameras Installed					2,321	

Mayor's Action Plan Layered Access Control (LAC) Projects						
#	Development	Description of Work	Actual Construction Start Date	Actual Completion Date	Doors Installed	Status
1	Butler	LAC	5/23/16	1/17/17	18	Completed
2	Brownsville	LAC	1/21/16	9/7/17	92	Completed
3	St Nicholas	LAC	2/29/16	1/10/18	28	Completed
4	Boulevard	LAC	8/17/16	4/17/18	36	Completed
5	Polo Grounds	LAC	5/23/16	11/19/18	26	Completed
6	Tompkins	LAC	1/21/16	5/4/18	24	Completed
7	Ingersoll	LAC	2/24/16	5/16/18	53	Completed
8	Van Dyke 1	LAC	3/29/16	7/11/19	44	Completed
9	Van Dyke 2	LAC	3/29/16	7/11/19	2	Completed
10	Stapleton	LAC	6/6/17	10/4/18	41	Completed
11	Wagner	LAC	3/2/16	9/16/16	44	Completed
12	Castle Hill	LAC	6/1/16	10/3/19	43	Completed
13	Bushwick	LAC	6/1/17	9/25/18	15	Completed
14	Patterson	LAC	6/13/16	TBD	TBD	In progress
15	Queensbridge North & South	LAC	6/27/17	2/14/19	96	Completed
Total Doors Completed & in Progress					562	

F: 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						

G: 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

H: Roof Replacement Program- Completed and Planned Roof Replacements

Roof Replacements Completed Prior to January 2020				
Tranche	Development	Construction Start Date	Construction Completion Date	Number of Roofs Completed
1	Queensbridge North	5/28/15	6/16/16	13
1	Queensbridge South	5/28/15	9/8/16	13
1	Albany I & II	8/25/15	4/21/17	9
1	Parkside	9/2/15	6/30/17	14
1	Sheepshead bay	3/24/16	5/30/18	16
2	Wise towers	3/27/18	2/20/19	2
2	White	3/27/18	2/7/19	1
2	Sedgwick	6/20/18	10/31/19	7
2	Saint Nicholas	2/1/18	10/31/19	13
2	Tilden	3/19/18	9/30/19	8
2	Cypress Hills	1/5/18	9/30/19	15
3	Borinquen Plaza II	9/27/18	9/30/19	7
Total Roofs Replaced (prior to 2020)				118

Roof Replacements Completed and in Progress (as of January 2020)												
Tranche	Development	Total Roofs Completed	Total Roofs	Complexity of Repair	Construction Start Date	Anticipated Completion Date	Completion Date	Current Phase	City Budget	Federal Budget	Other Sources	Total Budget
2	Bruekelen	6	32	Moderate	4/12/18	2/13/23		Construction	\$45,682,998	\$31,895,342	\$0	\$77,578,340
3	Webster	5	5	Complex	2/18/19		12/31/20	Closeout	\$7,892,599	\$3,103,168	\$0	\$10,995,767
3	Eastchester Gardens	10	10	Complex	1/3/19		12/31/20	Closeout	\$22,625,218	\$11,079,097	\$0	\$33,704,315
3	Grant	5	10	Simple	11/26/18	1/25/21		Construction	\$17,783,335	\$1,317,038	\$0	\$19,100,373
3	Bronx river & Bronx river addition	11	11	Complex	10/11/18		7/31/20	Closeout	\$22,800,570	\$4,815,570	\$0	\$27,616,139
3	Bayview	24	24	Complex	3/6/18		10/5/20	Closeout	\$25,549,748	\$0	\$41,945,157	\$67,494,904
3	Borinquen Plaza I	10	10	Moderate	4/9/19	2/21/21		Construction	\$13,414,199	\$7,100,985	\$0	\$20,515,185
3	Melrose	8	8	Complex	9/25/18		12/31/20	Closeout	\$16,474,216	\$6,891,787	\$0	\$23,366,003
3	Morris II	3	7	Simple	6/28/19	3/16/21		Construction	\$11,987,000	\$2,736,417	\$0	\$14,723,417
4	Farragut	0	10	Complex	3/31/20	6/30/22		Construction	\$28,727,013	\$288,012	\$0	\$29,015,025
Total roofs completed and in progress in 2020		82	127	Total Budget, roofs completed and in progress in 2020				\$212,936,896	\$69,227,416	\$41,945,157	\$324,109,468	

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

RAD/PACT Conversions Completed								
Project Name	Consolidation Name	Development Name	Total Units	Status	Conversion Date / Anticipated Conversion Date	Development Team	Property Manager	Social Service Provider
Ocean Bay	-	OCEAN BAY APARTMENTS (BAYSIDE)	1,395	Converted	12/31/2016	MDG Design + Construction	Wavecrest Management	Catholic Charities Community Services of the Archdiocese of Brooklyn & Queens/Ocean Bay CDC
Twin Parks West	-	TWIN PARKS WEST (SITES 1 & 2)	312	Converted	10/31/2018	Gilbane Development	Kraus Management	Bronxworks
Betances	-	BETANCES I	309	Converted	11/16/2018	MDG Design + Construction	Wavecrest Management	Catholic Charities Archdiocese of New York
		BETANCES II, 13	51					
		BETANCES II, 18	78					
		BETANCES II, 9A	46					
		BETANCES III, 13	22					
		BETANCES III, 18	19					
		BETANCES III, 9A	26					
Highbridge Franklin	-	BETANCES IV	282	Converted	11/30/2018	Gilbane Development	Kraus Management	Bronxworks
		BETANCES V	100					
		BETANCES VI	155					
		FRANKLIN AVENUE I CONVENTIONAL	61					
		FRANKLIN AVENUE II CONVENTIONAL	45					
		FRANKLIN AVENUE III CONVENTIONAL	15					
Baychester/Murphy	-	HIGHBRIDGE REHABS (ANDERSON AVENUE)	135	Converted	12/27/2018	MBD Community Housing Corporation/L+M Development Partners/Camber Property Group	C+C Apartment Management	Bronxworks
		HIGHBRIDGE REHABS (NELSON AVENUE)	80					
		BAYCHESTER	441					
Hope Gardens	-	MURPHY	281	Converted	7/18/2019	Hunt/Pennrose	Pinnacle	Acacia Network
		BUSHWICK II (GROUPS A & C)	300					
		BUSHWICK II (GROUPS B & D)	300					
		BUSHWICK II CDA (GROUP E)	276					
		HOPE GARDENS	324					
PACT Brooklyn Bundle	-	PALMETTO GARDENS	115	Converted	2/12/2020	Omni New York/ Arker Company/Dabar Development/ Bedford Stuyvesant Restoration Corporation	Reliant Property Management/Progressive Property Management	Bedford Stuyvesant Restoration Corporation
		572 WARREN STREET	200					
		ARMSTRONG I	371					
		ARMSTRONG II	248					
		BERRY STREET-SOUTH 9TH STREET	150					
		INDEPENDENCE	744					
		MARCY AVENUE-GREENE AVENUE SITE A	48					
		MARCY AVENUE-GREENE AVENUE SITE B	30					
		WEEKSVILLE GARDENS	257					
		WILLIAMS PLAZA	577					
		PACT Manhattan Bundle	Jefferson					
Straus	344 EAST 28TH STREET		225					
Fort Washington Ave Rehab	FORT WASHINGTON AVENUE REHAB		226					
	WASHINGTON HEIGHTS REHAB (GROUPS 1&2)		216					
	WASHINGTON HEIGHTS REHAB PHASE III (HARLEM RIVER)		14					
	WASHINGTON HEIGHTS REHAB PHASE III (FORT WASHINGTON)		88					
	WASHINGTON HEIGHTS REHAB PHASE IV (C)		32					
WASHINGTON HEIGHTS REHAB PHASE IV (D)	32							
King Towers	GRAMPION		35					
Manhattanville	MANHATTANVILLE REHAB (GROUP 2)		46					
	MANHATTANVILLE REHAB (GROUP 3)		51					
Jackie Robinson	PARK AVENUE-EAST 122ND, 123RD STREETS		90					
Drew Hamilton	PUBLIC SCHOOL 139 (CONVERSION)		125					
Kraus Management (MB 1)	SAMUEL (MHOP) I		53					
	SAMUEL (MHOP) II		10					
	SAMUEL (MHOP) III		10					
Wise Towers	WISE TOWERS		399					
Total Units Converted (as of 11/30/20)			9,511					

RAD/PACT Conversions In Progress								
Project Name	Consolidation Name	Development Name	Total Units	Status	Conversion Date / Anticipated Conversion Date	Development Team	Property Manager	Social Service Provider
Audubon, Bethune & Marshall	Harlem River	AUDUBON	168	In Progress	2021	Dantes Partners (Developer) / Apex Building Group (General Contractor)	Webb & Brooker	-
		BETHUNE GARDENS	210					
		MARSHALL PLAZA	180					
Boulevard	Boulevard	BELMONT-SUTTER AREA	72	In Progress	2021	Developers: The Hudson Companies Inc / Property Resources Corporation / Duvernay + Brooks General Contractors: Broadway Builders LLC / Melcara Corp	Property Resources Corporation / Lisa Management Inc	CAMBA
	Unity Plaza	FIORENTINO PLAZA	160					
Harlem River	Harlem River	HARLEM RIVER	577	In Progress	2021	Developers: Settlement Housing Fund Inc / West Harlem Group Assistance Inc General Contractor: L&M Builders Group	C&C Apartment Management LLC	Presbyterian Senior Services (PSS)
		HARLEM RIVER II	116					
Linden	Linden	LINDEN	1,586	In Progress	2021	Developers: Douglaston Development / L&M	Clinton Management / C&C Apartment Management	University Settlement
	Penn-Wortman	PENNSYLVANIA AVENUE-WORTMAN AVENUE	336					-
Williamsburg	Williamsburg	WILLIAMSBURG	1,630	In Progress	2021	Developers: MDG Design + Construction LLC / Wavecrest Management Group LLC General Contractor: MDG Design + Construction LLC	Wavecrest Management Group LLC	St. Nick's Alliance / Grand Street Settlement
Edenwald	Edenwald	EDENWALD	2,039	In Progress	2021	-	-	-
Frederick Samuel Apartments	Frederick Samuel (City)	SAMUEL (CITY)	664	In Progress	2021	-	-	-
Reid Apartments + Park Rock Consolidated	Reid Apartments	104-14 TAPSCOTT STREET	30	In Progress	2021	-	-	-
		FENIMORE-LEFFERTS	36					
		LENOX ROAD-ROCKAWAY PARKWAY	74					
		RALPH AVENUE REHAB	118					
		REID APARTMENTS	230					
		RUTLAND TOWERS	61					
	Park Rock Consolidated	SUTTER AVENUE-UNION STREET	100					
		TAPSCOTT STREET REHAB	155					
		CROWN HEIGHTS	121					
		HOWARD AVENUE	150					
		HOWARD AVENUE-PARK PLACE	156					
		OCEAN HILL-BROWNSVILLE	125					
		PARK ROCK REHAB	134					
Union Avenue Consolidated	Forest	EAGLE AVENUE-EAST 163RD STREET	66	In Progress	2021	-	-	-
	Union Avenue Consolidated	CLAREMONT PARKWAY-FRANKLIN AVENUE	188					
Union Avenue Consolidated	Union Avenue Consolidated	DAVIDSON	175					
		SOUTH BRONX AREA (SITE 402)	114					
		STEBBINS AVENUE-HEWITT PLACE	120					
		UNION AVENUE-EAST 163RD STREET	200					
		UNION AVENUE-EAST 166TH STREET	120					
Total Units to be Converted in 2021			11,860					