



**GREG RUSS**  
CHAIR & CHIEF EXECUTIVE OFFICER

September 24, 2021

Dear Resident Association Presidents and Boards,

The New York City Housing Authority (NYCHA) is at a critical crossroads. Residents live with unacceptable conditions after years of mismanagement and federal disinvestment. There must be dramatic change to address the pervasive environmental hazards, inadequate service, and deteriorating buildings that plague NYCHA residents today.

In 2019, NYCHA signed an agreement with the US Department of Housing and Urban Development (HUD), City of New York, and US Department of Justice, after a lawsuit was brought by residents, including the Citywide Council of Presidents (CCOP), who represent NYCHA residents across New York City. The HUD Agreement requires improvements, many of which residents have been identifying for years. NYCHA is implementing these changes with the resources available.

However, to address the root causes of systemic issues – such as mold, lead, heating, elevators, and pests and waste – NYCHA requires at least \$40 billion in capital funds. These capital funds would allow for a comprehensive modernization of NYCHA’s buildings across the five boroughs and investment in a critical piece of infrastructure serving New York City.

## **I. An Opportunity to Restore All NYCHA Developments**

For the first time in over 40 years, there is a real chance for Congress to fund public housing at the level residents deserve. As of the writing of this letter, President Biden’s American Jobs Plan has outlined \$40 billion for public housing capital, while members of the NYC Congressional delegation have demanded no less than \$80 billion for public housing capital. The Green New Deal for Public Housing, which would invest up to \$172 billion into the national public housing system, has numerous co-sponsors and would dramatically reshape the public housing landscape for decades to come. As Congress considers a budget reconciliation package in late 2021, some combination of these proposals could finally deliver capital funding at the levels public housing residents deserve.

We must be clear about the common goal: all NYCHA properties require investment, and no development can be left unaddressed. Public housing is infrastructure and must be treated as such. CCOP and NYCHA jointly demand at least \$40 billion for NYCHA. Our intention is to repair and renovate **all** buildings. If the budget reconciliation package fails to deliver the full \$40 billion for NYCHA, CCOP and NYCHA will seek additional funding and financing mechanisms to ensure every building receives the comprehensive renovations necessary to bring the developments into the 21<sup>st</sup> century and invest in them as infrastructure.

## II. Developing an Initial Site Restoration List

As we anticipate this increase in capital funds, we must start to plan **now** to ensure funds are spent efficiently, quickly, and with high-quality results. We must develop a Site Restoration List in the event NYCHA receives only a portion of the full \$40 billion allocation or, if the full allocation is received, we must determine the order in which property renovations can proceed.

To advance this goal, NYCHA and CCOP held working sessions during the summer of 2021 to jointly develop a transparent set of criteria for creating the Site Restoration Priority List of developments for comprehensive modernization. In these working sessions, CCOP recommended that properties be ordered based on (1) total capital need for each property, (2) apartment conditions across HUD Agreement “pillar” areas (i.e., mold, lead, heating, elevators, pests, and waste), and (3) age of development:

Criteria*	Weight
<b>1. Total Capital Need (\$) for each property</b>	<b>30%</b>
<ul style="list-style-type: none"> <li>○ Physical needs from the 20-year PNA               <ul style="list-style-type: none"> <li>+ Additional costs for lead and pests/waste management</li> <li>+ Additional costs for Section 504 / ADA compliance</li> </ul> </li> <li>○ Does not include energy efficiency and decarbonization costs</li> </ul>	
<b>2. Apartment Conditions in Agreement Pillar areas for each property</b>	<b>60%</b>
<ul style="list-style-type: none"> <li>○ Lead Positive XRF Results Per Unit</li> <li>○ Mold &amp; Leaks Work Orders Per Unit</li> <li>○ Heat &amp; Hot Water Work Orders Per Unit</li> <li>○ Elevator Outages Per Unit</li> <li>○ Pests &amp; Waste Work Orders Per Unit</li> </ul>	15% 15% 10% 10% 10%
<b>3. Age of Development</b>	<b>10%</b>

*\*Exact order and inclusion subject to change based on bundling to increase efficiency (e.g. Queensbridge North + Queensbridge South, Van Dyke I + Van Dyke II) and PACT/RAD site selection.*



When the criteria are applied, the model outlines the following 5 developments (see Appendix A for the full list).

<b>Priority</b>	<b>Borough</b>	<b>Development</b>	<b>Units</b>	<b>Capital Need (\$MN)</b>
1	MH	Jefferson	1,493	433
2	QN	Pomonok	2,071	719
3	BX	Patterson	1,791	414
4	MH	Wagner	2,162	543
5	BX	Sotomayor	1,497	451
<b>TOTAL</b>			<b>9,014</b>	<b>\$ 2,559</b>

The purpose and intention of developing this Site Restoration List now is to begin the site-specific engagement and planning process at the first 5 developments now, so that NYCHA has a head start in beginning the renovations, and the investment in infrastructure, that residents so desperately need. As a result, when the federal government does provide the new allocation of capital, NYCHA will be well-positioned to deliver renovations as quickly as possible.

### **III. Establishing a Process for Updating the Site Restoration List**

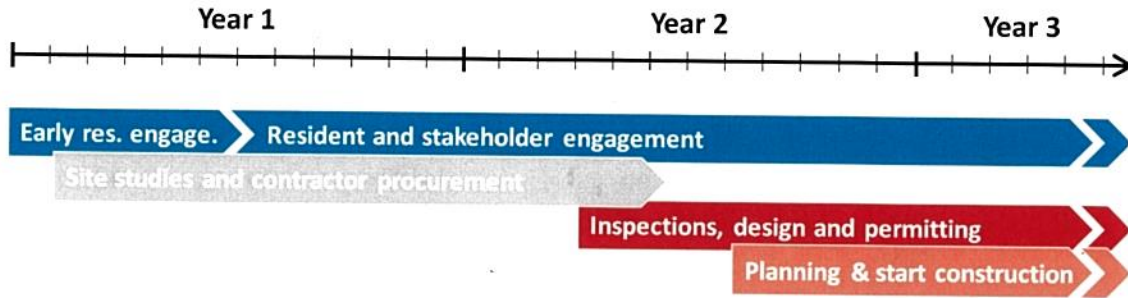
To continue the process of developing the Site Restoration List, CCOP and NYCHA will hold meetings with Resident Associations virtually or in-person to review the approach. We will be in contact shortly with more details about the scheduling of these meetings, but our goal is that the list is shared with all sites, and we receive feedback.

Following the meetings and discussions with the Resident Associations, NYCHA and CCOP will engage the Resident Advisory Board (RAB), after which the NYCHA Board will be engaged for a vote.

Once an initial Site Restoration List has been created, NYCHA and CCOP will update the list annually, following the same process whereby the Resident Associations, the RAB, and the NYCHA Board are engaged. The final step is board approval in a public meeting of a revised list.

### **IV. Initial Sample Timeline and Initial Principles for Comprehensive Modernization Projects**

NYCHA and CCOP have outlined an initial sample timeline for Comprehensive Modernization Projects below.



The timeline for each development will, of course, be tailored to the specific circumstances and needs of that development. This sample timeline outlines the general framework of the comprehensive modernization process through the start of the construction phase, which will extend for several additional years.

NYCHA and CCOP also agree on several basic principles for comprehensive modernization projects that involve full renovations:

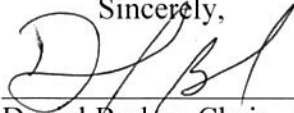
- NYCHA will fund a pool of **technical advisors** for residents, which would be of residents' choosing and paid for by NYCHA, in order to help throughout the planning and construction process.
- Residents will be included as members of the project team to **assist with selection** of construction vendors.
- Any temporary relocation required during construction shall be **collaboratively planned and determined** as part of the resident engagement process. This will occur well in advance of construction start. (If desired, the relocation plan and other commitments can be signed by the residents and NYCHA and provided to all families.)
- Residents shall have the **guaranteed right to return** after any temporary relocation and **full temporary relocation costs shall be paid for by NYCHA**. (This too can be provided in a shared document provided to all families, if desired.)

This list is not meant to be comprehensive, but rather to codify agreement around several areas of discussion that have arisen out of the comprehensive modernization discussions. It should also be noted that Section 3 requirements shall apply to this funding.

We look forward to discussing this all with you and to engaging in a robust, collaborative process to ensure NYCHA can comprehensively restore its buildings and make comprehensive investments in this critical infrastructure that serves as the foundation of our city.

As mentioned previously, we will be in touch shortly with more details about meetings, but please do not hesitate to reach out with any questions, comments, or concerns in the meantime.

Sincerely,



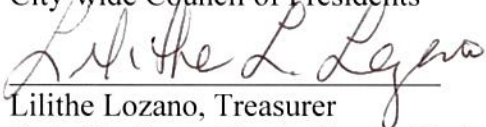
Daniel Barber, Chair  
Jackson, Bronx South District Chair  
City-wide Council of Presidents



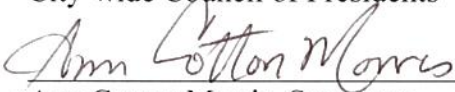
Greg Russ  
Chair and Chief Executive Officer  
New York City Housing Authority



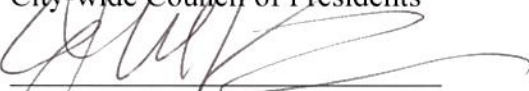
Lillie Marshall, 1<sup>st</sup> Vice Chair  
Red Hook West, Brooklyn South District Chair  
City-wide Council of Presidents



Lilithe Lozano, Treasurer  
Parkside, Bronx North District Chair  
City-wide Council of Presidents



Ann Cotton Morris, Secretary  
Woodside, Queens District Chair  
City-wide Council of Presidents



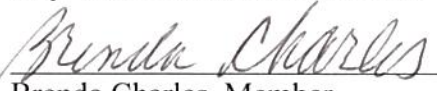
Ethel Velez, Sgt. At Arms  
Johnson, Manhattan North District Chair  
City-wide Council of Presidents



Vernona Bradham, Member  
Roosevelt, Brooklyn West District Chair  
City-wide Council of Presidents



Reginald Bowman, Member  
Seth Low, Brooklyn East District Chair  
City-wide Council of Presidents



Brenda Charles, Member  
Mariners Harbor, Staten Island District Chair  
City-wide Council of Presidents

## APPENDIX A – Site Restoration List<sup>1</sup>

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<sup>1</sup> Results include 220 NYCHA properties with approximately 148,629 units (all properties excluding properties converted through PACT or currently in the PACT process. Exact order and inclusion subject to change based on bundling to increase efficiency (e.g. Queensbridge North + Queensbridge South, Van Dyke I + Van Dyke II) and PACT/RAD site selection.



Priority	Borough	Development	Units	Capital Need (\$MN)
1	MH	Jefferson	1,493	433
2	QN	Pomonok	2,071	719
3	BX	Patterson	1,791	414
4	MH	Wagner	2,162	543
5	BX	Sotomayor	1,497	451
6	BK	Marcy	1,717	560
7	MH	Grant	1,940	465
8	MH	Washington	1,515	383
9	BK	Van Dyke I	1,603	446
10	MH	East River	1,170	322
<b>Sub-Total</b>			<b>16,959</b>	<b>\$ 4,735</b>
11	BX	Throggs Neck	1,185	461
12	BK	Breukelen	1,595	581
13	BK	Brownsville	1,338	369
14	MH	Lincoln	1,286	351
15	BX	Mitchel	1,732	416
16	BX	Pelham Parkway	1,266	384
17	MH	Drew-Hamilton	1,217	256
18	BX	Mott Haven	993	246
19	MH	Wald	1,861	493
20	BK	Whitman	1,659	436
<b>Sub-Total</b>			<b>14,132</b>	<b>\$ 3,994</b>
21	MH	Saint Nicholas	1,526	392
22	MH	Manhattanville	1,272	316
23	QN	Astoria	1,104	374
24	BK	Red Hook West	1,480	403
25	BK	Ingersoll	1,840	475
26	BX	Castle Hill	2,025	462
27	MH	Johnson	1,310	372
28	MH	Douglass Addition	135	40
29	BK	Glenwood	1,188	390
30	BK	Red Hook East	1,411	407
<b>Sub-Total</b>			<b>13,291</b>	<b>\$ 3,631</b>
31	BK	Bay View	1,610	457
32	BK	Kingsborough	1,165	302
33	MH	Baruch	2,194	501
34	BX	Soundview	1,259	367
35	MH	Polo Grounds Towers	1,614	402
36	BX	Forest	1,350	341
37	QN	Ravenswood	2,166	595
38	BX	Sedgwick	786	201
39	MH	Taft	1,470	361
40	BX	Saint Mary'S Park	1,007	250
<b>Sub-Total</b>			<b>14,621</b>	<b>\$ 3,776</b>
<b>PAGE TOTAL</b>			<b>59,003</b>	<b>\$ 16,137</b>

<b>Priority</b>	<b>Borough</b>	<b>Development</b>	<b>Units</b>	<b>Capital Need (\$MN)</b>
41	MH	King Towers	1,379	311
42	QN	South Jamaica II	600	221
43	BX	Webster	606	166
44	BK	Sumner	1,099	330
45	BK	Bushwick	1,220	319
46	MH	Amsterdam	1,084	311
47	MH	Smith	1,935	487
48	BK	Gowanus	1,139	302
49	BX	Monroe	1,102	317
50	BX	Melrose	1,023	267
<b>Sub-Total</b>			<b>11,187</b>	<b>\$ 3,031</b>
51	QN	Queensbridge South	1,604	401
52	BX	Morris I	1,085	276
53	BX	Bronx River	1,246	328
54	QN	South Jamaica I	448	131
55	BK	Farragut	1,390	359
56	BX	Parkside	879	225
57	MH	Campos Plaza II	224	63
58	BX	Claremont Rehab (Group 5)	135	41
59	BK	Gravesend	634	204
60	BK	Howard	815	202
<b>Sub-Total</b>			<b>8,460</b>	<b>\$ 2,231</b>
61	MH	Riis	1,191	339
62	MH	Dyckman	1,167	282
63	BX	Marble Hill	1,682	380
64	BX	Eastchester Gardens	877	253
65	BX	Morris II	802	191
66	BX	Jackson	868	215
67	BK	Low Houses	536	139
68	BK	Nostrand	1,148	368
69	MH	Lexington	448	132
70	MH	Robinson	189	55
<b>Sub-Total</b>			<b>8,908</b>	<b>\$ 2,354</b>
71	MH	Rangel	984	277
72	BK	Pink	1,500	322
73	BK	Cypress Hills	1,444	354
74	BX	Teller Avenue-East 166Th Street	90	27
75	BX	Highbridge Gardens	700	188
76	MH	Clinton	749	198
77	QN	Queensbridge North	1,543	401
78	BX	Morrisania	206	48
79	BK	Albany	829	225
80	BK	Marlboro	1,765	510
<b>Sub-Total</b>			<b>9,810</b>	<b>\$ 2,551</b>
<b>PAGE TOTAL</b>			<b>38,365</b>	<b>\$ 10,167</b>



<b>Priority</b>	<b>Borough</b>	<b>Development</b>	<b>Units</b>	<b>Capital Need (\$MN)</b>
81	MH	Carver	1,246	321
82	BK	Sheepshead Bay	1,056	309
83	BX	Butler	1,492	329
84	BX	Mill Brook	1,255	329
85	QN	Woodside	1,357	428
86	BK	Tompkins	1,046	277
87	BX	Claremont Rehab (Group 2)	107	43
88	BX	Throggs Neck Addition	287	83
89	BK	Garvey (Group A)	321	99
90	BK	Glenmore Plaza	440	128
<b>Sub-Total</b>			<b>8,607</b>	<b>\$ 2,346</b>
91	BK	Brevoort	896	280
92	BK	Lafayette	882	233
93	BK	Borinquen Plaza Ii	425	160
94	BK	Coney Island I (Site 8)	125	33
95	MH	830 Amsterdam Avenue	159	49
96	SI	Mariner'S Harbor	607	242
97	BX	Boynton Avenue Rehab	82	30
98	BX	Claremont Rehab (Group 3)	115	39
99	MH	Douglass I	1,305	309
100	BX	Adams	925	213
<b>Sub-Total</b>			<b>5,521</b>	<b>\$ 1,589</b>
101	BX	Moore	463	108
102	BK	Albany Ii	400	99
103	BX	Boston Secor	538	138
104	BX	Claremont Rehab (Group 4)	150	56
105	MH	Vladeck	1,531	350
106	BK	Tilden	998	238
107	SI	Stapleton	693	221
108	MH	Riis II	578	155
109	BX	Fort Independence Street-Heath Avenue	344	83
110	BK	Unity Plaza (Sites 4-27)	462	147
<b>Sub-Total</b>			<b>6,157</b>	<b>\$ 1,595</b>
111	BX	Gun Hill	733	184
112	MH	Lehman	622	153
113	MH	First Houses	126	42
114	QN	Baisley Park	386	113
115	QN	Bland	400	123
116	MH	Lower East Side Rehab (Group 5)	55	37
117	BX	Mckinley	619	165
118	BK	Coney Island I (Sites 4 & 5)	376	86
119	BK	Hughes Apartments	513	127
120	BK	Cooper Park	700	206
<b>Sub-Total</b>			<b>4,530</b>	<b>\$ 1,235</b>
<b>PAGE TOTAL</b>			<b>24,815</b>	<b>\$ 6,764</b>

<b>Priority</b>	<b>Borough</b>	<b>Development</b>	<b>Units</b>	<b>Capital Need (\$MN)</b>
121	MH	Rehab Program (Wise Rehab)	40	13
122	MH	La Guardia	1,094	243
123	MH	Isaacs	636	139
124	BK	East New York City Line	66	36
125	MH	Wsur (Brownstones)	236	77
126	SI	Todt Hill	502	162
127	BK	Unity Plaza (Sites 17,24,25A)	167	44
128	SI	West Brighton I	490	147
129	BX	Bailey Avenue-West 193Rd Street	233	59
130	BK	Long Island Baptist Houses	232	72
<b>Sub-Total</b>			<b>3,696</b>	<b>\$ 993</b>
131	MH	Straus	267	66
132	MH	Douglass II	753	173
133	BK	Roosevelt I	763	200
134	BK	Borinquen Plaza I	509	179
135	MH	Vladeck II	240	69
136	MH	De Hostos Apartments	223	50
137	BK	Wyckoff Gardens	529	124
138	MH	Bracetti Plaza	108	37
139	BK	Coney Island I (Site 1B)	193	49
140	BK	Atlantic Terminal Site 4B	300	65
<b>Sub-Total</b>			<b>3,885</b>	<b>\$ 1,010</b>
141	BK	Carey Gardens	683	155
142	SI	Richmond Terrace	489	152
143	MH	Rutgers	721	170
144	MH	131 Saint Nicholas Avenue	100	37
145	SI	Berry	506	147
146	BK	Coney Island	534	121
147	MH	Wsur (Site C) 589 Amsterdam Avenue	158	40
148	BK	303 Vernon Avenue	234	55
149	BK	Surfside Gardens	600	152
150	BX	West Tremont Avenue-Sedgwick Avenue	148	40
<b>Sub-Total</b>			<b>4,173</b>	<b>\$ 1,068</b>
151	BX	1010 East 178Th Street	220	52
152	MH	Holmes Towers	537	105
153	BK	Roosevelt II	342	88
154	BX	East 152Nd Street-Courtlandt Avenue	221	53
155	BX	Morrisania Air Rights	843	178
156	SI	South Beach	422	152
157	BX	1471 Watson Avenue	96	29
158	BX	Mill Brook Extension	125	30
159	MH	Lower East Side II	188	52
160	BK	Hylan	209	46
<b>Sub-Total</b>			<b>3,203</b>	<b>\$ 783</b>
<b>PAGE TOTAL</b>			<b>14,957</b>	<b>\$ 3,855</b>

<b>Priority</b>	<b>Borough</b>	<b>Development</b>	<b>Units</b>	<b>Capital Need (\$MN)</b>
161	MH	Amsterdam Addition	175	45
162	BX	East 180Th Street-Monterey Avenue	239	66
163	BX	Bronx River Addition	226	48
164	BX	Randall Avenue-Balcom Avenue	252	61
165	QN	Conlon Lihfe Towers	216	49
166	MH	Gompers	474	114
167	BK	O'Dwyer Gardens	573	133
168	BK	Taylor Street-Wythe Avenue	525	146
169	BK	Brown	200	48
170	BX	Boston Road Plaza	235	57
<b>Sub-Total</b>			<b>3,115</b>	<b>\$ 766</b>
171	MH	Wsur (Site A) 120 West 94Th Street	70	23
172	MH	Seward Park Extension	360	108
173	MH	Upaca (Site 6)	150	33
174	MH	45 Allen Street	107	37
175	MH	Two Bridges Ura (Site 7)	250	57
176	MH	Wsur (Site B) 74 West 92Nd Street	168	46
177	BK	Kingsborough Extension	184	42
178	BX	Twin Parks East (Site 9)	219	52
179	BX	Middletown Plaza	179	45
180	BX	Glebe Avenue-Westchester Avenue	132	39
<b>Sub-Total</b>			<b>1,819</b>	<b>\$ 481</b>
181	QN	International Tower	159	43
182	MH	Harborview Terrace	377	91
183	QN	Latimer Gardens	423	112
184	QN	Leavitt Street-34Th Avenue	83	27
185	BK	Haber	380	91
186	BK	Vandalia Avenue	293	71
187	MH	Baruch Houses Addition	197	42
188	MH	Lower East Side I Infill	189	53
189	BK	Van Dyke II	112	29
190	MH	Hernandez	149	41
<b>Sub-Total</b>			<b>2,362</b>	<b>\$ 598</b>
191	QN	Shelton House	155	38
192	MH	Upaca (Site 5)	200	45
193	MH	Robbins Plaza	150	39
194	MH	Corsi Houses	171	56
195	SI	Cassidy-Lafayette	380	116
196	BK	Woodson	407	87
197	BX	College Avenue-East 165Th Street	95	23
198	MH	Stanton Street	13	12
199	MH	Meltzer Tower	231	42
200	QN	Rehab Program (College Point)	13	10
<b>Sub-Total</b>			<b>1,815</b>	<b>\$ 468</b>
<b>PAGE TOTAL</b>			<b>9,111</b>	<b>\$ 2,314</b>



<b>Priority</b>	<b>Borough</b>	<b>Development</b>	<b>Units</b>	<b>Capital Need (\$MN)</b>
201	MH	Thomas Apartments	87	21
202	MH	Morris Park Senior Citizens Home	97	30
203	BX	University Avenue Rehab	230	90
204	MH	La Guardia Addition	150	33
205	SI	New Lane Area	277	62
206	MH	Rehab Program (Taft Rehabs)	156	60
207	BX	Harrison Avenue Rehab (Group B)	150	61
208	SI	West Brighton II	144	42
209	BX	Harrison Avenue Rehab (Group A)	34	16
210	BX	Hunts Point Avenue Rehab	131	55
<b><i>Sub-Total</i></b>			<b><i>1,456</i></b>	<b><i>\$ 469</i></b>
211	BX	Hoe Avenue-East 173Rd Street	65	21
212	BX	Bryant Avenue-East 174Th Street	72	21
213	BX	East 165Th Street-Bryant Avenue	111	39
214	MH	Rehab Program (Douglass Rehabs)	112	37
215	BX	East 173Rd Street-Vyse Avenue	168	41
216	BX	Longfellow Avenue Rehab	75	30
217	MH	Lower East Side III	56	25
218	MH	154 West 84Th Street	35	13
219	BX	West Farms Road Rehab	208	63
220	BX	West Farms Square Conventional	20	9
<b><i>Sub-Total</i></b>			<b><i>922</i></b>	<b><i>\$ 299</i></b>
<b><i>PAGE TOTAL</i></b>			<b><i>2,378</i></b>	<b><i>\$ 768</i></b>
<b><i>GRAND TOTAL</i></b>			<b><i>148,629</i></b>	<b><i>\$ 40,005</i></b>