

WORST LANDLORD IN NYC?

**An Investigation into Conditions at Selected NYCHA
Developments and Recommendations to Improve
Conditions for NYCHA Tenants**



February 2015

Introduction

Decades of disinvestment at every level of government has created a state of emergency for the New York City Housing Authority (NYCHA). At its current rate of deterioration, New York City's most affordable housing will continue to decline. Without immediate and significant State support, NYCHA's precarious financial standing and dilapidated building stock will become untenable, endangering the primary source of affordable housing for half-million low-income New Yorkers.

In February of 2015, the Independent Democratic Conference in coordination with the Office of City Council Public Housing Chairman Ritchie Torres conducted a survey of New York City Housing Authority developments throughout the city. Overall, the findings were appalling and reinforced the growing impression that NYCHA may in fact be the "Worst Landlord in New York City."

Surveyors observed unsafe, dirty and poorly maintained buildings. Debris frequently cluttered hallways covered in gang-related graffiti. Too often, closed fire doors remained locked or lacked doorknobs or glass window panes. In some developments, the vast majority of exterior doors did not close securely, leaving the buildings' hallways and stairwells as open and exposed as any city park in summer. In many buildings, hallway and stairwell lights sat dark and nearly every building's roof is as accessible as an unobserved swimming pool. Follow up surveys confirmed the appalling conditions observed during the site inspections. Although many tenants take pride in their homes and communities and nearly all pay their rent on time, residents see issues go unaddressed for months and years at a time. These families deserve better.

This year, as part of the Invest NY agenda, the IDC proposed a multi-part plan aimed at revitalizing our public housing stock. The proposal would provide hundreds of millions of dollars of additional funding in this year's budget for the maintenance, repair and upgrade of public housing developments. New York State and New York City have an obligation to preserve public housing, particularly because NYCHA accounts for 13.5% of all the rent-regulated units in the City. The 179,000 units managed by NYCHA are the single largest group of apartments that are completely affordable to low- and very low-income New Yorkers, and the City's affordable housing crisis will not be solved if these units are lost to disrepair and neglect.

To effectively make the case for investing hundreds of millions in public funding for vital repairs to our public housing stock we must demonstrate that NYCHA will be able to utilize these funds in an effective and transparent manner.

The IDC and Councilman Torres understand that the authority, now under new leadership, is trying to implement changes and improvements to its procedures. At the same time, we know that accountability when spending public dollars is critical. The IDC and Councilman Torres plan to work with NYCHA and with advocates to increase the amount of public and private dollars going to maintain and repair our public housing stock as we call for reforms that will make the spending of this increased public funding more accountable and transparent, so that the public can fairly judge our progress.

Housing Conditions at the New York City Housing Authority

In 1934 Mayor Fiorello La Guardia established the New York City Housing Authority (NYCHA), making it the very first public housing authority in the United States. The very first development was on Avenue A and Third Street, the appropriately named First Houses, which opened in 1935. Today, NYCHA is by far the largest public housing authority in the country and its approximately 179,000 units constitute over 5% of the City’s entire housing stock, which numbers 3.35 million units¹. These 179,000 units also comprise 13.5% of all the housing units in New York City under some form of rent regulation². Over 400,000 low income New Yorkers reside in these units³. According to the De Blasio Administration’s recent housing plan, there are only 425,000 housing units in the City, including NYCHA’s units, that are truly affordable to low income New Yorkers.⁴ The current stock can only accommodate the needs of less than half of the over 979,000 low-income households in New York City. The already pressing housing crisis for low income New Yorkers will only become worse if NYCHA units become unlivable due to poor conditions. Despite the urgency of preserving public housing, the Mayor’s housing plan makes no commitment of city funding for the long-term rehabilitation of NYCHA properties.

NYCHA is in desperate need of an infusion of public capital. A recent report by the Office of the

Table 2 – Summary of Deficient Dwelling Units by Housing Type in 2011

All Housing Types	15.0%
Owners occupied	4.8%
Market Rate Rental	10.6%
Rent Regulated	24.4%
NYCHA	34.8%

Source: NYC Comptroller’s Office from New York City Housing and Vacancy Survey microdata

NYC Comptroller shows that the overall level of repair of NYCHA units has deteriorated significantly in the last decade. Unsurprisingly, this decay corresponds with the retraction of State and Federal funding. The Comptroller’s report⁵ lays out a litany of issues with maintenance and repairs at NYCHA.

This table⁶ shows the distressing reality that NYCHA housing is the worst maintained housing stock in the City, with a rate of deficient dwelling units that is twice that for the City’s housing stock as a whole. The Comptroller’s report examined seven different categories of possible housing deficiencies between 2002 and 2011, which is the last year for which comprehensive data is available. While the Comptroller’s data shows that all other types of housing did see some increases in deficiencies over that period, none of the other stocks of housing have seen the same level of

¹ Information on size of NYC housing stock available in: 2014 Housing Supply Report, New York City Rent Guidelines Board (May 29, 2014). Report available at: http://nycrgb.org/downloads/research/pdf_reports/14HSR.pdf

² Ibid, pg. 4

³ “About NYCHA fact Sheet” available at: <http://www.nyc.gov/html/nycha/html/about/factsheet.shtml>

⁴ Housing New York, a Five-Borough, Ten Year Plan. The City of New York, pg. 18. Available at: http://www.nyc.gov/html/housing/assets/downloads/pdf/housing_plan.pdf

⁵ How New York Lives: An Analysis of the City’s Housing Maintenance Conditions, Office of the NYC Comptroller, Bureau of Fiscal and Budget Studies. (Sept. 2014), available at: http://comptroller.nyc.gov/wp-content/uploads/documents/How_New_York_Lives.pdf

⁶ Ibid, pg. 11

deterioration as NYCHA's stock has. The report shows that for some categories of deficiencies NYCHA's stock had a lower incidence than the rent stabilized stock until 2008, with the level of deterioration increasing so sharply between 2008 and 2011 that now in all but one category NYCHA's stock leads in terms of the presence of these deficiencies.

Maintenance and Equipment Deficiencies, 2002-2011								
Year	Heating Equipment Breakdowns				Additional Heating Required			
	Owner Occupied	Market Rent	Rent Stabilized	NYCHA	Owner Occupied	Market Rent	Rent Stabilized	NYCHA
2002	5.4%	9.3%	18.2%	18.7%	5.2%	11.2%	16.0%	22.0%
2005	7.1%	11.8%	21.5%	19.2%	7.2%	15.6%	20.2%	23.3%
2008	5.2%	10.2%	17.8%	18.5%	8.1%	14.3%	19.9%	24.1%
2011	7.1%	11.1%	20.1%	26.6%	9.5%	16.9%	21.3%	28.7%
	Cracks/Holes in interior surfaces				Floor Holes			
2002	3.6%	8.9%	20.0%	16.6%	1.2%	4.2%	10.9%	6.3%
2005	3.5%	10.2%	20.1%	17.2%	1.4%	4.4%	11.4%	5.2%
2008	3.7%	8.6%	19.5%	20.8%	1.4%	5.0%	11.4%	7.1%
2011	4.5%	11.0%	21.0%	30.8%	1.6%	4.5%	10.8%	8.9%
	Water Leakage				Broken Plaster/Peeling Paint			
2002	9.1%	12.6%	27.3%	20.0%	5.8%	11.5%	23.1%	25.2%
2005	10.0%	13.6%	27.5%	19.6%	5.7%	11.1%	25.5%	29.5%
2008	11.0%	12.9%	24.2%	21.4%	5.3%	9.8%	19.2%	22.2%
2011	13.6%	16.1%	28.8%	32.1%	7.1%	12.2%	23.8%	39.2%
	Presence of Mice and Rats				Data from the NYC Comptroller's Office from the NYC Housing and Vacancy Survey microdata ⁷			
2002	9.9%	18.9%	35.5%	26.9%				
2005	7.4%	16.8%	35.8%	26.4%				
2008	9.5%	16.4%	35.3%	30.8%				
2011	10.6%	19.3%	33.6%	36.9%				

This data accumulated by the City serves to substantiate statements by NYCHA's own residents about the poor conditions of their apartments. The IDC and the Office of City Councilman Ritchie Torres decided to conduct a survey of different NYCHA developments of varying sizes and ages in all five boroughs to witness firsthand the conditions in NYCHA developments.

Survey Methodology and Summary of Developments

This study consists of personal inspections by New York State Senate staff of five NYCHA developments, in the five boroughs: Wagner Houses in Manhattan, Bland Houses in Queens, Coney Island Houses in Brooklyn, Richmond Terrace Houses in Staten Island and Marble Hill Houses in Manhattan and the Bronx. These developments represent a range of sizes of NYCHA developments throughout the city.

⁷ Ibid, pg. 10

New York State Senate staff also conducted telephone interviews of residents of NYCHA developments in each of the five boroughs. This confidential survey asked questions concerning resident satisfaction with maintenance and repair, safety and cleanliness. During these calls residents were given an opportunity to report ongoing maintenance and repair issues.

Wagner Houses (built in 1958) consists of 22 buildings ranging from seven to 16 stories tall, 2,162 apartments. Like the other relatively large study in the survey, the hallways and stairwells of Wagner Houses display large amounts of graffiti (nearly 20% of inspected hallways and stair landings are graffitied). A third of all buildings' exterior doors are unsecured and the majority of intercoms are nonfunctioning. In case of fire, residents of at least nine different floors may be trapped behind nonfunctioning fire doors. And fires occur there, as New York State Senate staff found evidence of at least two different recent fires in hallways or stairwells.

Bland Houses (built in 1952) is five ten-story buildings containing 400 apartments. At least two buildings are almost totally free of graffiti, although debris can be found in several stairwells and residents of at least one floor have a broken fire door. Only one rear door is unsecured and only half the buildings' roofs are accessible. In general, Bland Houses is an example of what NYCHA can be when reasonably well maintained.

Coney Island Houses (built in 1957) is five 14-story buildings containing 534 apartments. Nearly every door is unsecured. Some buildings are almost free from graffiti. Others are graffitied on nearly every floor. At least a dozen fire doors lack panes of glass, every roof is open and at least one fire was recently set in a stairwell.

Richmond Terrace Houses (built in 1964) is six eight-story buildings containing 489 apartments. Nearly every door is unsecured. Although graffiti is present, it is much less prevalent than in larger developments. Most roof doors are open and the development has a higher than average incidence of darkened hallway and stairwell lights.

Marble Hill Houses (built in 1952) is eleven 14- to 15-story buildings containing 1,682 apartments. Although most exterior doors have been serviced or replaced recently, this development faces a higher than usual incidence of graffiti, debris-filled stairwells and evidence of recent fires. In addition, many buildings display evidence of heavy leaking from the roof, causing plaster to fall from ceilings, sometimes several floors below the top.

Safety Issues uncovered by the Survey:

a. Exterior Doors and Roofs

Although every NYCHA building is equipped with an intercom and magnetic exterior doors, nearly 40 percent of buildings surveyed had unlocked doors and/or nonfunctioning intercoms. Approximately 80 percent of the exterior doors in Richmond Terrace and Coney Island Houses were unsecured. The debris in one unsecured Coney Island building's basement appeared to be the belongings of a homeless person able to come and go at will. Besides the obvious danger this presents to residents, it also represents a very real danger to NYCHA staff. As one NYCHA employee said to our inspector, "I'm here in the building all by myself. All I have is a walkie-

talkie. And I've got kids and grandkids at home to think about." In addition, nearly every roof door inspected was unsecured. NYPD officers in Richmond Terrace Houses, alone, responded to our inspector's presence on roof landings.



Debris, potentially belonging to a homeless person, in a Coney Island Houses basement.

b. Fire Safety

Although this survey was limited to only 49 buildings, inspectors found evidence of at least seven different fires, all of them recent. Many of these fires apparently started in piles of debris left in hallways or stairwells.



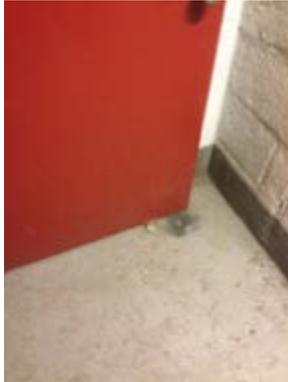
Debris already accumulating near the site of a recent fire in Marble Hill Houses.



The Marble Hill Residents Association efforts to reduce fires are apparently not enough.

Despite the propensity for fire in NYCHA buildings, stairwells and fire doors are in appalling condition. In Wagner Houses alone, at least four fire doors are jammed closed and five doorknobs are broken or missing. The jammed doors are a particular concern due to the likelihood that a fire will start in one of the several stairwell landings clogged with debris. In the case of a fire up one stairwell and a jammed door in the other, residents of certain floors will be faced with near-certain tragedy

Other doors are permanently ajar and many are missing glass window panes, leaving floors relatively unprotected to a spreading fire.



This door jam in Richmond Terrace Houses is positioned so as to render this door unable to be closed.



Debris clogs this stairwell in Wagner Houses, rendering an escape difficult at least.

c. Lighting

Of the stairways inspected, 17 lights required replacement. One third of these were in Richmond Terrace Houses with many of them in stairwells, an especially dangerous condition.



Besides the debris, the light out in this stairwell renders it an especially dangerous landing.

d. Gangs and Drugs

Of the more than 260 incidents of graffiti found during this survey, many were tags associated with gangs. Much of the graffiti appeared to be the product of holding cigarette lighters or matches underneath paint, leaving blackened burn marks and indicating a potential fire hazard. Many building stairwells were littered with left-behind tobacco and other marijuana miscellany.



Graffiti left by holding cigarette lighters or matches beneath the paint.

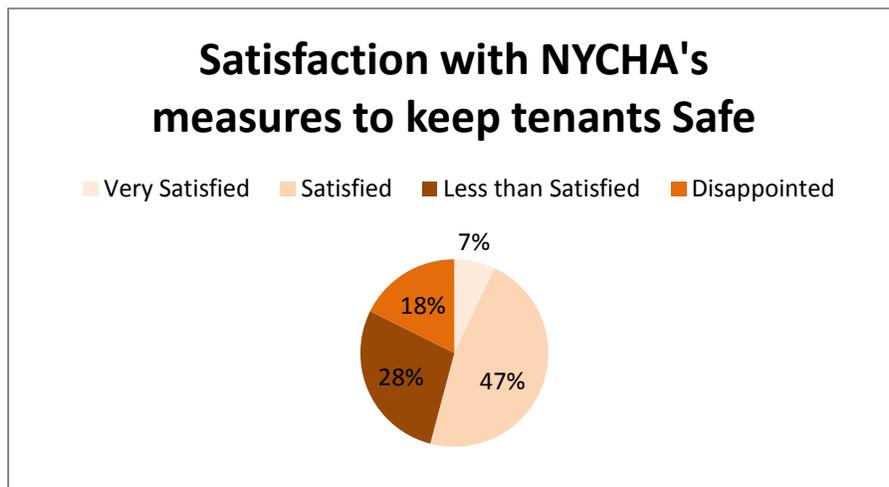


A gang tag on an exterior door in Wagner Houses.



Gang-related graffiti covers this fire door and landing in Marble Hill Houses.

Of the 85 NYCHA residents surveyed, nearly 46 percent said they were either “disappointed” or “less than satisfied” with the measures NYCHA staff have taken to ensure their safety. Only seven percent declared themselves to be “very satisfied” with NYCHA in this regard.



Despite this, only 30 percent of residents said they feel “less than safe” or “unsafe” in their homes.

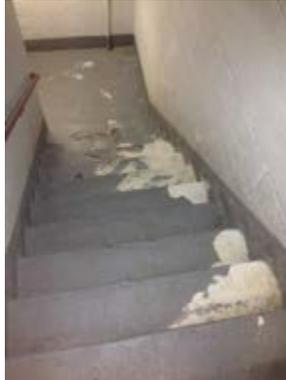
Cleanliness Issues in NYCHA

On cleanliness, more than 29 percent of respondents described their own buildings as “poorly maintained.” That number climbed to 40 percent when respondents were asked to describe the physical condition of their development.

a. Graffiti



Blatant graffiti across hallway walls was seen only in the largest developments.



There are multiple examples of spilled paint in stairwells, apparently not cleaned up during efforts to cover graffiti.



This paint job was done in a non-matching color and barely conceals the graffiti beneath.

b. Debris



Broken trash chutes lead to debris clogging hallways.



The trash chute on this floor is also broken.

Maintenance and Repair Issues in NYCHA

Over 92 percent of survey respondents said they had made a maintenance or repair complaint to NYCHA during the last two years. Of these, 57 percent said they still had an outstanding building or apartment related complaint. Of the 87 respondents who reported complaints, 67 percent said they were either “disappointed” or “less than satisfied” with the time it took NYCHA to address the complaint. Nearly 56 percent said they were either “disappointed” or “less than satisfied” with the quality of NYCHA’s work on their complaint.

a. Ceiling leaks

Many NYCHA buildings have chronic roof leaks impact multiple units and floors. Fixing these problems require major financial commitments.



This ceiling in Marble Hill Houses drops plaster and leaking water into the hallway.

b. Heat and Hot Water

Inadequate heat and hot water is another frequent occurrence for NYCHA residents. During our inspection, a half dozen buildings in Wagner Houses lost all water. Our telephone survey was interrupted as New York State Senate staffers responded to the loss of heat and hot water in eight NYCHA buildings in the Bronx. Nearly 37 percent of survey respondents said they were either “disappointed” or “less than satisfied” with the heat and hot water service in their apartment.

The Residents of NYCHA

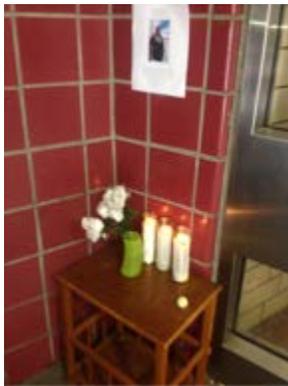
Undeterred by the constant reminders of disrepair and neglect, NYCHA residents continue to build meaningful bonds with one another. Some buildings will count several generations of the same family as residents. Each major holiday sees hallways filled with decorations. When members of the community die, residents’ associations arrange transportation to services and place flyers in building lobbies. More than 75 percent of respondents said they were either “satisfied” or “very satisfied” with the community services their development provides. In the words of one practicing attorney who grew up in Pelham Parkway Houses before attending Harvard and Tulane Law School, NYCHA residents are “proud, hard-working people.” They deserve better from their landlord.



A Hallway in Wagner Houses decorated for Valentines Day.



Richmond Terrace Houses added a new resident recently.



While Wagner Houses lost one.



The sticker reads in English, "We are Crusaders of Maria here. We adore Christ and revere the Virgin Saint. We are Catholics and we will be forever."



The inscription outside Wagner Houses reads "The pursuit of happiness requires more than verbal affirmation - It requires decent housing, fair employment and equal opportunities for all our citizens."

Fiscal Support for NYCHA

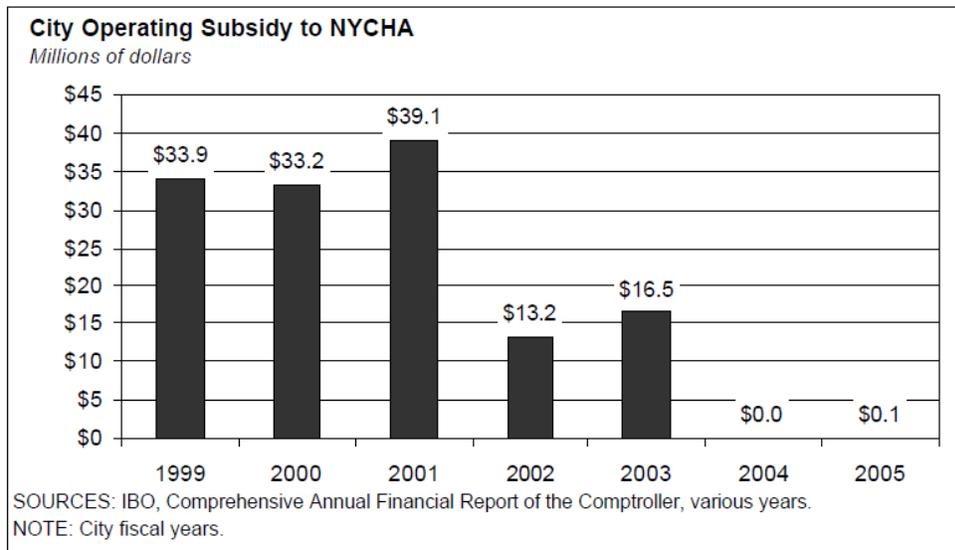
As noted earlier, NYCHA is a key resource for NYC, making up over 40% of the units that are currently affordable to our lowest income residents. In order to remain affordable, NYCHA limits the rent charged to tenants at 30% of income. This means that NYCHA is not able to pay for all its operations with rental income. Public subsidies from the Federal, State, and City governments allowed NYCHA to provide these affordable apartments. Unfortunately, Beginning in the late 1990's support from all these different levels of government began to decline.

State Operational Support:

In 1998, Governor Pataki terminated operating subsidies to 15 state-financed NYCHA developments, burdening the Authority with an operating shortfall of \$60 million annually. By 2010, when the developments were federalized, the cumulative loss from state disinvestment amounted to \$720 million. These losses were reflected in growing NYCHA annual operating deficits, up to as high as \$235 million by 2006. To cover its operating gap, NYCHA had to stretch its federal operating subsidies thin, deplete its reserves, and transfer federal capital subsidies into operations, thereby deferring major infrastructural repairs and accelerating deterioration. In addition, the workforce headcount was reduced from 15,000 to 11,000, a 27 percent decrease, and contracted repairs were surgically cut.

City Operational Support:

New York City followed the example of New York State in the early 2000's. As this chart from the Independent Budget Office Shows⁸, by 2004 New York City had followed the State's example by 2004 and had essentially stopped subsidizing NYCHA operations. This move by the city put even more strain on NYCHA's finances.



⁸ Examining NYCHA's Plan to Preserve Public Housing, The City of New York Independent Budget Office (June 8, 2006). Available at: <http://www.ibo.nyc.ny.us/iboreports/NYCHAjune06.pdf>

Federal Operational Support:

The Federal Government is the primary source of funding for NYCHA. It is federal money that financed the construction of most of NYCHA’s developments, and the Federal government provides NYCHA with operational subsidies. The following chart shows federal funding for NYCHA operations over the last five fiscal years. Federal operational support for NYCHA has been declining in the past five years. It must be noted that 2010 and 2011 were the years that NYCHA received a significant increase in support from the federal government as part of the American Recovery and Reinvestment Act (ARRA). As we can see, the coming of the Sequester in Washington D.C. has severely affected the amount of operational funding for NYCHA from its biggest source, and there is nothing to indicate that the situation will improve.

NYCHA FUNDING SOURCES 2010-214				
NYCHA Budgeted Federal Aid to NYCHA 2010-14				
Operating Budget				
Millions USD				
Fiscal Year	Federal Operating Subsidy	Section 8		Total Federal Operating Revenue
		HAP	HAP Admin	
2014	\$785	\$927	\$62	\$1,774
2013	\$907	\$1,010	\$73	\$1,990
2012	\$896	\$990	\$73	\$1,959
2011	\$915	\$997	\$80	\$1,992
2010	\$874	\$1,005	\$80	\$1,959

Capital Support for NYCHA:

Just as Federal support for NYCHA operations has declined, so has federal support for NYCHA’s capital needs. The City has increased its support for NYCHA’s capital needs, but the new City support does not make up for the loss of federal assistance. The State has provided NYCHA with no capital support in the past five years.

NYCHA 5 Year Budgeted Aid 2010-2014		
Capital Budget (Millions USD)		
Capital Plan Beginning In:	City	Federal
2014	\$195	\$1,440
2013	\$196	\$1,364
2012	\$164	\$1,619
2011	\$137	\$1,916
2010	\$182	\$1,820

While the decline in financial support to NYCHA by the State, City, and Federal government have all contributed to worsening conditions at NYCHA, we should add that the additional support that NYCHA received in 2010 and 2011 due to the ARRA did not seem to have much of an impact. After all, the biggest decline in the quality of NYCHA housing happened between 2008 and 2011 according to the data by the Comptroller's office. The decline in quality during that period eclipsed the deterioration of NYCHA's stock that occurred between 2002 and 2008, a time in which NYCHA was already being squeezed by cuts in support from its governmental partners.

The IDC believes that while we must reverse the cuts in both operational and capital support to NYCHA by the federal, state, and city governments, NYCHA itself must also improve its own operations so that it can make the best possible use of increased public dollars.

The NYCHA 2020 Public Housing Revitalization Plan

The IDC understands that the authority, now under new leadership, is trying to implement changes and improvements to its procedures. At the same time, we know that accountability when spending public dollars is critical. The IDC plans to work with NYCHA and with advocates to increase the amount of public and private dollars going to maintain and repair our public housing stock and we will also call for reforms that will make the spending of this increased public funding more accountable and transparent, so that the public can fairly judge our progress.

The NYCHA 2020 Public Housing Revitalization Plan is comprised of the following elements:

1. A \$500 million Public Housing Revitalization Fund:

The State would provide in this year's budget an investment of \$250 million to supply the initial capitalization of this fund, with the requirement that New York City provide a one to one match. This would provide NYCHA with up to \$500 million to pay for necessary and critical repairs this year.

This capital fund would be available immediately to NYCHA to finance repairs, reconstructions, and upgrades.

In order to ensure that these capital funds are utilized in an effective and efficient manner, the continued use of this fund beyond January 1st, 2016 would be conditioned on NYCHA's adoption of a Public Housing NYCHA 2020 Revitalization Plan. This revitalization plan, largely based on a study commissioned by NYCHA in 2011, will provide clear goals and accountability throughout NYCHA's restructuring process, and should include, but not be limited to, the following items:

1. **Property-Centric Model:** recommendations on implementing the transition to a property-centric property management model with more empowered property managers. This includes decentralizing maintenance and repair staff to the property level. Devolving power to the

property managers will ensure accountability is closer to the point of service provision to residents. NYCHA recently piloted a new decentralized management structure known as the Optimal Property Management Operating Model or “OPMOM”. Under the OPMOM framework, local developments operate in clusters where local property managers are empowered to immediately address their building’s needs. OPMOM is being piloted in eighteen development selected on their proximity to one another. A plan must be in place to expand to all NYCHA properties.

2. **Faster Repairs:** Redesign maintenance and repair policies to drastically cut wait time.
3. **Better Procurement:** Overhaul NYCHA’s procurement system to cut RFP wait time in half, and create a centralized, streamlined system that will leverage NYCHA’s scale with suppliers.
4. **Streamlined Customer Service:** Improve customer service to provide a more reliable and user-friendly experience to both residents and applicant
5. **Reduce Bureaucracy:** Reduce internal bureaucracy by flattening the organization, reducing redundant or unnecessary steps and requirements, and improving cycle times.
6. **Long-Term Financial Sustainability:** Develop a long-term financial sustainability plan, updated bi-annually.

2. State Operating Aid

The IDC will restore \$12 million to the State’s annual subsidy for NYCHA operations that was cut back in 1998. State disinvestment is partly responsible for passing on the resultant costs to residents who were left facing increasing disrepair in their apartments, lowered management services, and growing building deterioration. The state now has to take the initiative to fulfill its responsibilities to NYCHA and its residents.

Restoring this funding will allow NYCHA to fund maintenance for 3,000 units. The State needs to take its commitment to protecting our public housing stock seriously and restoring this funding is an important first step.

The IDC would support additional measures to provide even more State operational assistance for NYCHA, but we believe that assistance needs to be coupled with the successful implementation of the reforms laid out in the Public Housing NYCHA 2020 Revitalization Reform Plan.

In order to achieve the reforms laid out in the plan, the IDC recommends that New York City and New York State provide an incentive to NYCHA in its reform endeavor by matching any savings NYCHA is able to achieve through more effective and efficient management with additional operation funding. This way, \$10 million in NYCHA operational savings achieved would become \$20 million in additional funding for its daily operations (\$10 million in savings

plus \$10 million in additional operational support from the State and the City, split evenly). If NYCHA were able to achieve savings and efficiencies equal to those suggested in the 2011 report, it could mean \$250 million more each year for its operations.

3. The NYCHA Repair Certificate (NRC) Program

The Mayor's Housing Plan calls for upzoning large tracts in the five boroughs in exchange for deeper and wider affordability requirements. In many cases, such as Astoria Cove, further exactions are also secured, such as an investment in public transit infrastructure. The concept is simple: since upzoning creates significant value to the developers, the City is in a position to ask for substantial exactions in return.

The IDC believes preserving NYCHA units needs to be a critical part any strategy to strengthen the City's affordable housing capacity. As such, the IDC calls for a NYCHA Repair Certificate Program to be integrated into the City's proposed Mandatory Inclusionary Zoning framework. Under the IDC's plan, developers in newly upzoned areas would be required to conduct large repairs at NYCHA sites:

Real estate developers that conduct repairs worth a predetermined amount at a NYCHA property would earn a certificate.

A NYCHA Repair Certificate would fulfill one of the requirements for development in the upzoned area, without prejudice to the other affordable housing set-aside requirements. An alternative policy option would be that a NYCHA Repair Certificate would earn a developer a bonus FAR above the upzoned maximum.

This program would award developers the flexibility to conduct the repairs at any public housing location in the five boroughs - although a preference component could be included for NYCHA developments within a specific radius of the upzoned area.

Repairs at NYCHA sites would be conducted directly by real estate developers leveraging their expertise and efficiency with construction contracts. A NYCHA RFP takes 20 months on average, whereas private real-estate firms could complete the necessary service in a fraction of that time.

4. An Independent Watchdog

The IDC recommends an annual public report that would be submitted to DHCR as well as the city council and the NYC Mayor's office on the condition of each NYCHA property, including what percentage of units are in good repair, and the status of basic safety and security equipment, and of critical building components like elevators and boilers. NYCHA would also report on how quickly repairs and maintenance requests are handled at each development and would highlight each property's capital needs.

In addition to this annual reporting plan, New York City and New York State must hold NYCHA accountable at a higher level. NYCHA's internal efforts at accountability are commendable but insufficient at times. Therefore, the IDC supports the creation of an independent watchdog, charged with monitoring NYCHA's management of its properties and finances on an ongoing basis and then making annual policy recommendations to the Mayor and the Council and DHCR to ensure the longevity of a state/ city partnership in NYCHA investment

Conclusion

Additional funding is critical for our public housing, but just as critical is additional trust from taxpayers that these funds will make a difference. The IDC stands ready to work with residents, advocates, fellow legislators and officials, and with NYCHA itself to ensure that we do everything necessary to protect our public housing. We will advocate for greater public investment to maintain, repair, and upgrade this critical public asset. At the same time, we will work with stakeholders and NYCHA to ensure that our public housing is being managed in the most effective way possible. The IDC believes that the implementation of the NYCHA 2020 Public Housing Revitalization Reform Plan is the first critical step towards meeting those goals.

Appendices

APPENDIX A: UNSECURED FRONT AND REAR DOORS AND NON-FUNCTIONING INTERCOMS

WAGNER HOUSES	Lock	Buzzer
90 PALADINO AVENUE	x	x
80 PALADINO AVENUE		
505 EAST 120TH STREET	x	x
445 EAST 120TH STREET	xR	x
70 PALADINO AVENUE	x	
60 PALADINO AVENUE	x	x
50 PALADINO AVENUE		x
2360 1ST AVENUE		x
2370 1ST AVENUE		x
40 PALADINO AVENUE		
30 PALADINO AVENUE		
20 PALADINO AVENUE		x
10 PALADINO AVENUE		x
2369 1ST AVENUE	x	x
2375 1ST AVENUE		x
2370 2ND AVENUE	x	x
2385 1ST AVENUE		x
2395 1ST AVENUE		x
2390 2ND AVENUE		
2405 1ST AVENUE		x

350 EAST 124TH STREET		
2400 2ND AVENUE		
BLAND HOUSES	Lock	Buzzer
40-25 COLLEGE POINT BOULEVARD		
40-05 COLLEGE POINT BOULEVARD		
133-20 ROOSEVELT AVENUE	xR	
133-40 ROOSEVELT AVENUE		
133-50 ROOSEVELT AVENUE		
CONEY ISLAND HOUSES	Lock	Buzzer
3025 WEST 32ND STREET		
3030 SURF AVENUE	x+R	
3020 SURF AVENUE	x	
3002 SURF AVENUE	x	x
3028 WEST 29TH STREET	x	
RICHMOND TERRACE HOUSES	Lock	Buzzer
456 RICHMOND TERRACE	x	
476 RICHMOND TERRACE	x	
61 JERSEY STREET	x	

81 JERSEY STREET		
131 JERSEY STREET	x	
151 JERSEY STREET	x	
MARBLE HILL HOUSES	Lock	Buzzer
5210 BROADWAY		
69 W. 225TH ST.		
49 W. 225TH ST.	xR	
2811 EXTERIOR ST.		
2831 EXTERIOR ST.		
2861 EXTERIOR ST.		
5480 BROADWAY		
5360 BROADWAY		
5240 BROADWAY		
125 W. 228TH ST.	xR	
210 W. 230TH ST.		

APPENDIX B: INCIDENCES OF GRAFFITI
 (A'S AND B'S DENOTE STAIRWELL LOCATIONS, HW HALLWAYS)

Manhattan/Wagner		
Building	Floor	Location
90 Paladino Ave	5	B
90 Paladino Ave	5	A
90 Paladino Ave	4	B
80 Paladino Ave.	7	B
80 Paladino Ave.	6	B
80 Paladino Ave.	4	A
505 E. 120th St.	16	A
505 E. 120th St.	16	B
505 E. 120th St.	15	A
505 E. 120th St.	14	A
505 E. 120th St.	13	HW
505 E. 120th St.	13	A
505 E. 120th St.	12	B
505 E. 120th St.	9	B
505 E. 120th St.	8	B
505 E. 120th St.	6	HW
505 E. 120th St.	5	B

505 E. 120th St.	5	HW
505 E. 120th St.	3	B
505 E. 120th St.	3	HW
505 E. 120th St.	2	HW
445 E. 120th St.	14	HW
445 E. 120th St.	13	B
445 E. 120th St.	12	A
445 E. 120th St.	11	A
445 E. 120th St.	10	A
445 E. 120th St.	7	A
445 E. 120th St.	2	HW
70 Paladino Ave.	5	B
70 Paladino Ave.	4	B
60 Paladino Ave.	1	HW
60 Paladino Ave.	7	HW
60 Paladino Ave.	6	A
60 Paladino Ave.	4	B
2390 2nd Ave.	15	A
2390 2nd Ave.	15	B
2390 2nd Ave.	11	A

2390 2nd Ave.		11	HW
2390 2nd Ave.		5	A
2390 2nd Ave.		4	A
2400 2nd Ave.		14	B
2400 2nd Ave.		9	B
2400 2nd Ave.		3	B
350 E. 124th St.		14	A
350 E. 124th St.		13	B
350 E. 124th St.		13	HW
350 E. 124th St.		9	B
350 E. 124th St.		7	B
350 E. 124th St.		6	B
350 E. 124th St.		4	A
350 E. 124th St.		3	A
350 E. 124th St.		3	B
350 E. 124th St.	Exterior		
2405 1st Ave.		14	A
2405 1st Ave.		12	HW
2405 1st Ave.		9	B
2405 1st Ave.		8	B

2405 1st Ave.		7	B
2405 1st Ave.		3	A
2405 1st Ave.		2	elevator door
50 PALADINO AVENUE	graffiti throughout stair well		
2360 1ST AVENUE	graffiti throughout stair well		
2370 1ST AVENUE	graffiti throughout stair well		
40 PALADINO AVENUE	graffiti throughout stair well		
30 PALADINO AVENUE	graffiti throughout stair well		
20 PALADINO AVENUE	graffiti throughout stair well		
10 PALADINO AVENUE	graffiti throughout stair well		
2369 1ST AVENUE	graffiti throughout stair well		
2375 1ST AVENUE	graffiti throughout stair well		
2370 2ND AVENUE	graffiti throughout stair well		
2385 1ST AVENUE	graffiti throughout stair well		
2395 1ST AVENUE	graffiti throughout stair well		
Queens/Bland			
Building	Floor		Location
40-25 College Pt. Blvd		8	A

40-05 College Pt. Blvd	8	B
40-05 College Pt. Blvd	7	A
40-05 College Pt. Blvd	1	B
133-20 Roosevelt Ave.	10	HW
133-20 Roosevelt Ave.	10	A
133-20 Roosevelt Ave.	10	B
133-20 Roosevelt Ave.	9	A
133-20 Roosevelt Ave.	8	A
133-40 Roosevelt Ave.	9	A
133-40 Roosevelt Ave.	8	HW
133-40 Roosevelt Ave.	3	A
133-40 Roosevelt Ave.	3	B
133-50 Roosevelt Ave.	5	B
Brooklyn/Coney Island		
Building	Floor	Location
3025 W. 32nd St.	14	HW
3025 W. 32nd St.	14	A
3025 W. 32nd St.	4	HW
3025 W. 32nd St.	4	B

3030 Surf Ave.		4	B
3020 Surf Ave.	elevator		ceiling
3020 Surf Ave.		14	HW
3020 Surf Ave.		14	A
3020 Surf Ave.		13	B
3020 Surf Ave.		12	A
3020 Surf Ave.		11	HW
3020 Surf Ave.		10	HW
3020 Surf Ave.		11	B
3020 Surf Ave.		10	B
3020 Surf Ave.		8	B
3020 Surf Ave.		8	HW
3020 Surf Ave.		6	HW
3020 Surf Ave.		5	A
3020 Surf Ave.		3	HW
3020 Surf Ave.		2	HW
3020 Surf Ave.	Exterior		
3002 Surf Ave.		12	HW
3002 Surf Ave.		12	B
3002 Surf Ave.		11	HW

3002 Surf Ave.		10	HW
3002 Surf Ave.		7	B
3002 Surf Ave.		6	B
3002 Surf Ave.		3	HW
3028 W. 29th St.	elevator		
3028 W. 29th St.		14	B
3028 W. 29th St.		14	A
3028 W. 29th St.		13	A
3028 W. 29th St.		13	B
3028 W. 29th St.		11	A
3028 W. 29th St.		8	HW
Staten Island/Richmond Terrace			
Building	Floor		Location
151 Jersey St.		7	HW
131 Jersey St.		6	B
131 Jersey St.		6	HW
131 Jersey St.		6	A
131 Jersey St.		4	HW
81 Jersey St.		3	B

61 Jersey St.		7	A
61 Jersey St.		4	A
61 Jersey St.		4	B
61 Jersey St.		3	B
61 Jersey St.		2	HW
476 Richmond Terrace		7	elevator door
476 Richmond Terrace		3	elevator door
456 Richmond Terrace	Lobby		
456 Richmond Terrace		7	A
456 Richmond Terrace		5	A
456 Richmond Terrace		4	A
456 Richmond Terrace		4	HW
456 Richmond Terrace		3	B
456 Richmond Terrace		2	B
456 Richmond Terrace		1	HW
Bronx/Marble Hill			
Building	Floor		Location
5210 Broadway		14	B
5210 Broadway		13	A

5210 Broadway	12	A
5210 Broadway	11	A
5210 Broadway	11	B
5210 Broadway	10	B
5210 Broadway	8	B
5210 Broadway	7	B
5210 Broadway	6	B
5210 Broadway	6	HW
5210 Broadway	6	A
5210 Broadway	5	A
5210 Broadway	5	B
5210 Broadway	4	B
5210 Broadway	4	A
5210 Broadway	3	A
5210 Broadway	2	HW
5210 Broadway	2	A
5210 Broadway	1	A
5240 Broadway	15	B
5240 Broadway	14	B
5240 Broadway	14	HW

5240 Broadway	14	A
5240 Broadway	12	A
5240 Broadway	13	B
5240 Broadway	12	Elevator
5240 Broadway	12	A
5240 Broadway	4	A
5240 Broadway	4	B
5240 Broadway	3	A
5240 Broadway	3	B
5240 Broadway	2	B
5360 Broadway	14	HW
5360 Broadway	14	A
5360 Broadway	14	B
5360 Broadway	13	B
5360 Broadway	12	B
5360 Broadway	11	A
5360 Broadway	6	A
5360 Broadway	3	A
5360 Broadway	2	A
5480 Broadway	14	B

5480 Broadway	13	A
5480 Broadway	12	A
5480 Broadway	11	B
5480 Broadway	11	A
5480 Broadway	10	A
5480 Broadway	9	B
5480 Broadway	7	A
5480 Broadway	6	A
5480 Broadway	6	B
5480 Broadway	5	A
5480 Broadway	4	A
5480 Broadway	1	B
210 W. 230th St.	14	A
210 W. 230th St.	13	B
210 W. 230th St.	12	HW
210 W. 230th St.	10	B
210 W. 230th St.	9	B
210 W. 230th St.	8	B
210 W. 230th St.	7	B
210 W. 230th St.	7	A

210 W. 230th St.		6	A
210 W. 230th St.		6	HW
210 W. 230th St.		6	B
210 W. 230th St.		5	B
210 W. 230th St.		5	A
210 W. 230th St.		4	A
210 W. 230th St.		4	B
210 W. 230th St.		2	B
210 W. 230th St.		1	B
210 W. 230th St.		1	A
125 W. 228th St.	elevator		
125 W. 228th St.		9	A
125 W. 228th St.		8	B
125 W. 228th St.		7	B
125 W. 228th St.		3	A
125 W. 228th St.		3	B
69 W. 225th St.	elevator		
69 W. 225th St.		11	HW
69 W. 225th St.		9	HW
69 W. 225th St.		7	B

69 W. 225th St.	4	A
69 W. 225th St.	3	A
69 W. 225th St.	1	A
49 W. 225th St.	8	B
49 W. 225th St.	1	B
2861 Exterior St.	14	B
2861 Exterior St.	13	B
2861 Exterior St.	10	HW
2861 Exterior St.	5	B
2861 Exterior St.	3	A
2831 Exterior St.	13	B
2831 Exterior St.	11	B
2831 Exterior St.	9	B
2831 Exterior St.	8	A
2831 Exterior St.	8	HW
2831 Exterior St.	8	B
2831 Exterior St.	7	A
2811 Exterior St.	14	elevator door
2811 Exterior St.	13	A
2811 Exterior St.	12	A

2811 Exterior St.	12	HW
2811 Exterior St.	12	B
2811 Exterior St.	11	B
2811 Exterior St.	11	HW
2811 Exterior St.	10	B
2811 Exterior St.	9	B
2811 Exterior St.	8	A
2811 Exterior St.	8	B
2811 Exterior St.	6	A
2811 Exterior St.	6	HW
2811 Exterior St.	6	B
2811 Exterior St.	5	A
2811 Exterior St.	3	B
2811 Exterior St.	3	A
2811 Exterior St.	2	B
2811 Exterior St.	1	HW

APPENDIX C: UNSAFE STAIRWELLS

Manhattan/Wagner			
Building	Floor	Location	Description
20 PALADINO AVENUE	2	A	no door knob
2375 1ST AVENUE	8	A	stairwell light
2375 1st Ave.	8a	A	broken door knob
2370 2ND AVENUE	11	A	stairwell light
2360 1st Ave.	6	A	no window pane glass
2360 1st Ave.	10	A	no window pane glass
2385 1ST AVENUE	lobby	stairwell door	no door knob
90 Paladino Ave.	7	B	stairwell light
80 Paladino Ave.	4	B	door that will not open
80 Paladino Ave.	2	B	no window pane glass
445 E. 120th St.	5	A	no window pane glass
445 E. 120th St.	2	B	no door knob
60 Paladino Ave.	7	B	no window pane glass
2390 2nd Ave.	1	A	no window pane glass
2390 2nd Ave.	15	A	debris
2390 2nd Ave.	13	A	no window pane glass

2390 2nd Ave.	8	A	stairwell light
2390 2nd Ave.	4	A	broken window glass
2390 2nd Ave.	4	B	broken door knob
2390 2nd Ave.	3	A	debris
2400 2nd Ave.	8	A	no window pane glass
2400 2nd Ave.	5	A	no window pane glass
2400 2nd Ave.	4	B	door that will not open
350 E. 124th St.	13	A	door that will not open
350 E. 124th St.	3	B	debris
2405 1st Ave.	6	B	door that will not open
2405 1st Ave.	2	B	no window pane glass
Queens/Bland			
Building	Floor	Location	Description
133-20 Roosevelt Ave.	9	A	debris
133-20 Roosevelt Ave.	8	A	debris
133-20 Roosevelt Ave.	2	A	door that will not open
133-20 Roosevelt Ave.			
133-20 Roosevelt Ave.	1	HW	debris

Brooklyn/Coney Island			
Building	Floor	Location	Description
3030 Surf Ave.	1	B	no window glass pane
3030 Surf Ave.	11	A	no window glass pane
3020 Surf Ave.	1	B	no window glass pane
3020 Surf Ave.	1	A	no window glass pane
3020 Surf Ave.	14	A	door that will not open
3020 Surf Ave.	12	A	no door knob
3020 Surf Ave.	12	B	door that will not open
3020 Surf Ave.	10	A	no window glass pane
3020 Surf Ave.	8	A	no door knob
3020 Surf Ave.	6	A	no window glass pane
3020 Surf Ave.	4	A	no window glass pane
3020 Surf Ave.	2	B	no window glass pane
3002 Surf Ave.	interior lobby door		no window glass pane
3002 Surf Ave.	12	A	no window glass pane
3002 Surf Ave.	12	B	no window glass pane

3002 Surf Ave.	1	B	debris
3028 W. 29th St.	8	B	no window glass pane
Staten Island/Richmond Terrace			
Building	Floor	Location	Description
151 Jersey St.	4	B	door that will not close
131 Jersey St.	6	A	no window glass pane
456 Richmond Terrace	4	B	stairwell light
Bronx/Marble Hill			
Building	Floor	Location	Description
5210 Broadway	11	B	debris
5210 Broadway	6	B	debris
5240 Broadway	1	B	debris
5240 Broadway	11	A	no window glass pane
5360 Broadway	3	A	no window glass pane
69 W. 225th St.	12	A	debris
69 W. 225th St.	7	A	debris
49 W. 225th St.	14	A	debris
49 W. 225th St.	5	A	debris

49 W. 225th St.	5	B	debris
49 W. 225th St.	3	B	debris
49 W. 225th St.	1	B	debris
2861 Exterior St.	13	B	debris
2861 Exterior St.	6	A	debris
2861 Exterior St.	6	B	debris
2861 Exterior St.	5	A	stairwell light
2861 Exterior St.	5	A	debris
2831 Exterior St.	4	A	no window glass pane
2811 Exterior St.	6	A	debris
2811 Exterior St.	5	B	debris
2811 Exterior St.	4	A	debris

APPENDIX D: OTHER UNSAFE AREAS/CONDITIONS

Manhattan/Wagner			
Building	Floor	Location	Description
2369 1ST AVENUE	16	ceiling by elevator	cracked ceiling/missing plaster
2370 2ND AVENUE		stair well	sign of drug use (joints)
505 E. 231st St.		Elevator	door partially opened then closed, stuck in elevator for 10-15 seconds
445 E. 120th St.	16	B	Open roof door
70 Paladino Ave.	7	B	Open roof door
70 Paladino Ave.	4	HW	trash chute broken
50 Paladino Ave.	1	Apt. 1B	Sewer flies
60 Paladino Ave.	6&7	B	Open roof door
2390 2nd Ave.	Elevator	farthest from button	non-functioning
2390 2nd Ave.	16	Apt. 1B	Open roof door
2390 2nd Ave.	14	B	evidence of fire
2390 2nd Ave.	11	HW	evidence of fire
2390 2nd Ave.	1	HW	hallway light
2390 2nd Ave.	11	HW	hallway light
2390 2nd Ave.	4	HW	debris
2400 2nd Ave.	16	A	Open roof door

2400 2nd Ave.	16	HW	debris
2405 1st Ave.	16	A	Open roof door
2405 1st Ave.	10	HW	hallway light
Queens/Bland			
Building	Floor	Location	Description
40-25 College Pt. Blvd	10	B	open roof door
40-05 College Pt. Blvd	10	B	open roof door
133-20 Roosevelt Ave.	10	A	open roof door
133-20 Roosevelt Ave.	8	HW	debris
133-20 Roosevelt Ave.	1	HW	debris
133-50 Roosevelt Ave.	10	A	open roof door
Brooklyn/Coney Island			
Building	Floor	Location	Description
3025 W. 32nd St.	14	B	open roof door
3030 Surf Ave.	14	A	open roof door
3030 Surf Ave.	12	HW	hallway light
3020 Surf Ave.	14	A	open roof door

3002 Surf Ave.	14	A	open roof door
3028 W. 29th St.	14	B	broken roof door
3028 W. 29th St.	10	A	evidence of fire
Staten Island/Richmond Terrace			
Building	Floor	Location	Description
151 Jersey St	BB		Elevator door, outer door falls off tracks
151 Jersey St	7	HW	hallway light
131 Jersey St.	8	B	open roof door
131 Jersey St.	3	HW	hallway light
81 Jersey St.	8	HW	hallway light
81 Jersey St.	8	A	open roof door
61 Jersey St.	8	A	open roof door
476 Richmond Terrace	8	B	open roof door
476 Richmond Terrace	7	HW	hallway light
476 Richmond Terrace	2	HW	2 hallway lights
456 Richmond Terrace	8	A	open roof door
Bronx/Marble Hill			

Building	Floor	Location	Description
5210 Broadway	15	A	open roof door
5240 Broadway	15	A	open roof door
5360 Broadway	15	A	open roof door
5360 Broadway	14	HW	cracked ceiling/plaster
5360 Broadway	1	B	evidence of fire
5480 Broadway	15	A	open roof door
5480 Broadway	14	HW	cracked ceiling/plaster
5480 Broadway	13	HW	cracked ceiling/plaster
5480 Broadway	12	HW	cracked ceiling/plaster
5480 Broadway	11	HW	cracked ceiling/plaster
5480 Broadway	8	A	evidence of fire
5480 Broadway	4	HW	hallway light
210 W. 230th St.	13	HW	cracked ceiling/plaster
125 W. 228th St.	14	B	open roof door
125 W. 228th St.	14	HW	cracked ceiling/plaster
69 W. 225th St.	15	B	open roof door
69 W. 225th St.	15	B	cracked ceiling/plaster
69 W. 225th St.	3 - 6	B	evidence of fire

49 W. 225th St.		14 B	open roof door
2861 Exterior St.		14 A	open roof door
2831 Exterior St	L	B	evidence of fire
2831 Exterior St		14 A	open roof door
2811 Exterior St		8 HW	hallway light