

Since 2003, NYCHA has reduced more than \$400 million in budget costs. These savings include reducing staff by 1,400 saving \$88 million, reducing overtime expenses by \$50 million, reducing administrative expenses by \$34 million and reducing maintenance and operation costs by \$142 million. NYCHA has used its financial reserves, coupled with these cost saving practices to meet its budget requirements. These actions have allowed NYCHA to continue providing essential services to residents and to maintain 344 developments. Nevertheless, operating expenses for which NYCHA will not be reimbursed by the Federal government have grown to over \$258 million since 2001.

The seven-part plan aims to address structural budget imbalances and ensure the long-term viability of public housing in New York City. In addition to the items outlined above, the Plan:

- Accelerates Vital Construction Projects to Keep the City's Public Housing Stock in Good Repair. The plan includes an ambitious and comprehensive two billion dollar construction program already underway including \$692 million to keep roofs, brickwork, boilers and other building systems in good repair.
- Implements Management and Technological Improvements to Reduce Costs and Improve Services. Some initiatives in this area include the expansion of our 24-hour Centralized Call Center, which allows residents to call one number and schedule repair appointments. NYCHA is working to create a state-of-the-art call center that will greatly enhance our ability to address the full range of resident interactions with the Authority. To better provide the basics -- heat and hot water -- NYCHA will install computers to remotely monitor boilers and heating plants. This technology will help prevent heating and hot water outages before they occur.
- Diversifies Revenue Streams to Address Future Risks to Our Federal Subsidy. As part of Mayor Bloomberg's New Housing Marketplace Plan, NYCHA will see new revenue from the transfer of underutilized land NYCHA has identified for affordable housing -- for example at Harborview, Fulton and Chelsea Houses. NYCHA estimates revenue of about \$30 million over three years from ground leases or development fees for the use of this land for new affordable housing. In addition, NYCHA will expand the leasing of commercial spaces and storefronts at NYCHA developments, doubling our efforts in acquiring tenants at prevailing market rates.
- Urge Legislative and Executive Action in Washington and Albany. Mayor Bloomberg has a strong track record advocating for funding and defending NYCHA from cuts. The Plan recommits the City to aggressive Federal and State action.

"This Plan builds on the successful aggressive action by Mayor Bloomberg in Washington and Albany. NYCHA will urge legislative and executive action to generate new funding options and funding flexibility to support public housing," Chairman Hernandez emphasized.

Despite extreme marketplace pressure to do so, NYCHA's rent structure has remained unchanged since 1989. In comparison, there has been a 53% increase in rents for rent-stabilized apartments during the same period. Even after these increases, NYCHA rents will remain lower than public housing rents in Syracuse, Los Angeles, Boston, Chicago and other major Cities.

In addition to the action to use Section 8 to permanently fund the operations of 8,400 unsubsidized apartments preserving them as housing for low-income New Yorkers, NYCHA will continue to serve special needs populations, such as Victims of Domestic Violence, Intimidated Witnesses and ACS family reunification cases, in the same way they are served today.

"We intend to remain not only the biggest public housing authority in North America, but the leader in preserving homes for our residents along with the necessary services to enhance their lives in our developments," he added.

Full Details of the Plan to Preserve Public Housing and the NYCHA FY2006 Budget Summary and Budget are available at www.nyc.gov/nycha



The Plan To Preserve Public Housing

1. An Unprecedented \$100 Million in Transitional Aid from the City of New York
2. A Limited Rent Reform Initiative
3. Utilize Section 8 to Fund Operations @ 8,400 Unsubsidized Apartments
4. Accelerate Vital Construction Projects to Maintain Housing Stock
5. Management and Technological Improvements to Reduce Costs and Improve Services to Residents
6. Diversify Revenue Streams
7. Urge Legislative and Executive Action in Washington and Albany

The Plan To Preserve Public Housing



El Plan Para Preservar La Vivienda Pública



A translation of this document is available in Russian, Chinese, French and Haitian-Creole at your Management Office and on our website at nyc.gov/nycha.

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Tradiksyon kréole pou document sa chita lan biro ki okipé loyé ou lan nyc.gov/nycha

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Tino Hernandez, *Chairman*
Earl Andrews, Jr., *Vice-Chairman*
JoAnna Aniello, *Member*
Vilma Huertas, *Secretary*
Douglas Apple, *General Manager*



The New York City Housing Authority (NYCHA) oversees the largest public housing program in the country -- larger than the next 16 public housing authorities combined. Established over 70 years ago, NYCHA's mission has been, and continues to be, providing decent, affordable housing to low- and moderate-income New Yorkers. NYCHA has remained true to its mission, providing not only housing but also an array of educational, employment, recreational and other services for residents in 520 community facilities. Today almost 414,000 New Yorkers make their homes in NYCHA's public housing developments.

The Plan To Preserve Public Housing

Like many other housing authorities around the nation, NYCHA is at a critical juncture. We can no longer self-fund structural budget deficits from fiscal reserves -- a strategy we have relied upon for several years to avoid a decrease in services. These deficits are the result of federal subsidies that fail to keep pace with increases in NYCHA's day-to-day operating costs, which are driven by the soaring costs of energy, pensions, healthcare, worker's compensation, labor and other non-discretionary expenses that have risen by 49% over the past five years. We must achieve financial balance or face the risk of bankruptcy, federal receivership or possible diminution of public housing.

NYCHA derives its annual operating income from two sources: a subsidy from the U.S. Department of Housing and Urban Development (HUD) and from rent receipts. HUD's federal subsidy is essential to cover the gap between the costs of operating and maintaining approximately 179,000 public housing apartments in 344 developments and the money collected from residents in rent. NYCHA has already successfully implemented over \$400 million in cumulative spending reductions since 2003. However, because of inadequate subsidy and a rent structure that has remained unchanged since 1989, operating expenses for which NYCHA will not be reimbursed have grown to over \$258 million since 2001. By comparison, there has been a 53% increase in rents for rent-stabilized apartments to cover rising operational costs since 1989.

Other cities -- Chicago, Philadelphia, Atlanta, Newark, Baltimore, and many others -- when faced with crumbling infrastructure and financial constraints, have demolished public housing. This is not an option for New York City. Public housing plays a vital role in preserving the diversity of New York City, a city faced with a shortage of affordable housing. Mayor Michael R. Bloomberg has made a strong commitment to preserving public housing, as well as to expanding new and renovated affordable housing in New York City by 165,000 units by 2013, through the New Housing Marketplace Plan, the most ambitious local affordable housing program in the nation's history. NYCHA is a key partner in the Mayor's overall housing plan. NYCHA will use its underutilized and vacant properties to develop new affordable housing in collaboration with the Department of Housing Preservation and Development (HPD) and the Housing Development Corporation (HDC).

Answering the Mayor's mandate to bring long-term financial stability to NYCHA without diminishing the stock of affordable housing, under the leadership of Chairman Tino Hernandez, NYCHA has created a seven-point Plan to Preserve Public Housing (PPPH) that will meet current financial challenges, improve the quality of service, and achieve long-term financial balance, thereby ensuring the future of public housing.

The Plan to Preserve Public Housing (PPPH) achieves long-term financial stability by taking necessary steps now to address inadequate federal subsidies, rising costs, and unfunded non-federal units.

The Plan Summary:

- Includes an unprecedented \$100 million transitional aid allocation from the City of New York;
- Implements a limited "Targeted Rent Reform" initiative, which increases rents for a small segment of NYCHA households (27%) who pay proportionately less rent and whose rents have been capped at the same ceiling rents since 1989 (ceiling rent for a two-bedroom apartment is \$495), irrespective of increases in their annual household incomes. Ceiling rents are the maximum amount of rent that households pay by bedroom size to live in a NYCHA development. The majority of NYCHA households (73%) -- those least able to afford a rent increase -- will have their rents preserved at current levels;
- Introduces a new funding stream (Section 8) to permanently subsidize the operations of 8,400 non-federal apartments, those built by the City and State that do not receive any government subsidy, and preserve them as subsidized housing for low-income New Yorkers;
- Accelerates a comprehensive construction program to maintain public housing in a state of good repair for future generations;
- Continues NYCHA's efforts to improve the quality of core services to residents while maximizing efficiencies;
- Diversifies revenue streams through expanded leasing of commercial space on NYCHA property, revenue from transfer of underutilized lots for affordable housing, and modest increases in resident-based fees and charges; and
- Builds on the consistent and successful action by Mayor Bloomberg in Washington, and urges legislative and executive action in both Washington and Albany to generate new funding options to support public housing and to provide relief from certain burdensome federal regulations.

The PPPH builds on the management tools that NYCHA implemented over the last several years that have already cut costs by \$400 million since 2003 through a series of efficiencies, from reducing headcount to cutting administrative and operational contracts. It relies on our continued partnership with the 413,817 residents of public housing, a myriad of community-based organizations that provide programming and social services to NYCHA residents, and community leaders who have a stake in the well-being of public housing.

1. The Plan:

1. Utilizes an Unprecedented Transitional Aid Allocation from the City of New York

NYCHA faces a budget gap of \$168 million in 2006 resulting from rising expenses and funding from Washington that fails to keep pace with these increases.

In line with Mayor Bloomberg's strong advocacy on behalf of and commitment to public housing, the City of New York will provide NYCHA with an unprecedented allocation of \$100 million as transitional funding while NYCHA's long-term plans are put in place. The Mayor will propose the allocation as part of the City's FY2007 Executive Budget and will work with the City Council to implement the aid proposal as of July 1, 2006. This funding will allow NYCHA to continue operations and service to residents while its budget balancing efforts are realized.

Without Mayor Bloomberg's unprecedented \$100 million commitment, NYCHA's only recourse to preserve public housing would be to triple monthly rents for thousands of public housing residents, or to lay off staff, reducing maintenance and other services at developments.

2. Implements a Limited "Targeted Rent Reform" Initiative

Rent is a critical source of revenue for the day-to-day operations of NYCHA's 344 public housing developments. It is the only source of revenue over which NYCHA has any direct control. NYCHA has not adjusted its ceiling rents, meaning the maximum rent allowed based on apartment size irrespective of income, since their inception in 1989, despite extreme market pressures to do so.

NYCHA will seek rent increases for only the segment of NYCHA households (27%) who are paying ceiling rents. This group has an average income of \$41,480 and pays far less than 30% of their income towards rent. We are proposing that residents who have the highest household incomes allot more of their incomes towards rent. The vast majority of NYCHA households (73%), whose incomes average \$11,587 and who already pay 30% of the income in rent will not be affected by this rent increase.

How NYCHA keeps rents affordable:

- Two key factors determine public housing rents: (1) by law, public housing residents pay no more than 30% of their household income towards rent, and (2) the "ceiling" or maximum rent, based on apartment size caps the amount a household pays for rent irrespective of income. Residents pay whichever is less.
- The 27% segment of NYCHA households who will see a rent increase currently pay ceiling rents for their apartments. By definition, this means they are paying less than 30% for rent. In fact, the 13% of households at the highest incomes pay, on average, only 15% or less of their incomes for rent. They are being asked to pay more based on how much income they have. These households will be divided into three income bands, and rent increases will be 10%, 20% and 40%, respectively, over a two-year period. In no case will any rent exceed 30% of income. (Exact rents and income bands are available on NYCHA's web site.)

NYCHA will seek resident input on the proposal through public meetings and will submit the "Targeted Rent Reform" proposal to HUD as an amendment to the 2006 Annual Plan for implementation by September 1, 2006. Rent increases will be rolled out in phases as part of the annual income verification and recertification process for NYCHA households.

3. Introduces a New Funding Stream (Section 8) to Subsidize Operations at 8,400 non-federal apartments

Within NYCHA's housing portfolio are 21,000 State and City apartments built in the 1950's and 1960's that have been operating as public housing for 50 years. These developments do not receive any operating subsidies from City, State or Federal sources and have contributed to the increasing drain on NYCHA's federal resources. In 2005, for example, NYCHA was forced to use over \$82 million in reserves to offset the operating deficits at these locations. Without a source of subsidy to fill the gap between the rents collected and the costs of operating the buildings, NYCHA can no longer afford to maintain these non-federal units.

NYCHA proposes to leverage a portion of its federal Section 8 funding stream to subsidize the operations of 8,400 of these 21,000 City and State apartments. NYCHA will continue to own and manage these units and maintain them as affordable housing for low-income New Yorkers.

The first steps toward accomplishing this transition will be to use Section 8 for all units in City and State developments as they become vacant, and to offer Section 8 vouchers to current City and State development residents on a voluntary basis. The vast majority of these households will see no change in their rent with this modification.

At the same time, NYCHA will continue to make Section 8 vouchers available to Victims of Domestic Violence, Intimidated Witnesses, Family Reunification Cases and others in need.

NYCHA's Section 8 Success:

NYCHA operates the nation's largest and most successful federal Section 8 program. The program subsidizes rents for eligible low-income families who pay only 30% of their income towards rent but instead of living within developments these families rent apartments in the private housing market. Section 8 vouchers are "portable," allowing eligible families to move either within New York City, or leave the City, as long as the Public Housing Authority accepts the voucher and the apartment they choose meets quality and rent guidelines.

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• **Accelerates Vital Construction Projects to Keep the City's Public Housing Stock in Good Repair**

NYCHA's buildings -- many of which date back to the 1930's, '40's and '50's -- are aging. Building systems like boilers and elevators need to be replaced and building exteriors (roofs, brickwork) need major repairs. Timely construction to repair and replace these systems will prevent compounding operational expenses in the future.

Thus, in 2005, Mayor Bloomberg and NYCHA Chairman Tino Hernandez announced the most comprehensive plan in City history to modernize the physical structures of NYCHA's developments. Under this \$2 billion plan, proceeds from \$600 million in bond sales plus capital funds from HUD are already being used to accelerate exterior repairs in 340 buildings at 40 NYCHA developments in all five boroughs. Phase two of construction will focus on infrastructure improvements including heating and plumbing systems, automated boilers and elevator replacement. Enhancing the capital program is CM/Build, or the Construction Management Build Program. In place for two years now, CM/Build has begun to show significant benefits as private firms manage the Authority's major capital projects to ensure on-schedule completion of capital projects within budget. Community Centers continue to be a vital part of NYCHA's capital construction program, providing educational, recreational and social services to NYCHA residents and their neighbors. NYCHA has completed 50 new/renovated centers and has another 12 planned that are under construction or in design.

5 . Implements Management and Technological Improvements to Reduce Costs and Improve Services

NYCHA's goal is to improve resident services by implementing critical technological initiatives while conserving costly energy.

- An innovative Centralized Call Center ("CCC") allows NYCHA to better use its resources and improve customer service, responsiveness and communication with residents. The CCC is available to residents 24-hours-a-day/7-days-a-week so that they can call for repairs and schedule maintenance appointments. The CCC is the "front door" to a new automated customer service environment for residents. A new comprehensive technology initiative will make the CCC's infrastructure more robust by building the foundation for linking resident information and files from point of initial contact during the housing application process, through the life of the family's residency in public housing or Section 8, to move-out. This system is operational in Staten Island, Queens and will be expanded to Manhattan next and then citywide.
- NYCHA will further decentralize paint and elevator operations to have resources closer to point of service.
- NYCHA will fully implement the Computerized Heating Automated System, which allows heating systems in NYCHA developments to be monitored remotely so that property managers can identify and prevent heating problems even before they occur. Other boiler technologies will replace inefficient hot water tanks with new "tank-free" technology and with water treatment devices that eliminate mineral deposits, which impair efficiency.
- We will identify community-based organizations to operate or enhance the management of NYCHA Community Centers as they come on line.
- NYCHA will consolidate select management offices to reduce costs. Satellite offices will open at the select developments with staff on site to address resident needs.
- To further reduce costs, NYCHA will continue to reduce personnel through attrition by eliminating 50% of staff vacancies, reduce the administrative costs of our capital program, and implement computer infrastructure savings.

6 . Diversifies Revenue Streams to Address Future Risks to Our Federal Subsidy

While NYCHA improves efficiency, we must also boost revenue in the face of diminishing resources.

- NYCHA will expand leasing of commercial spaces on NYCHA grounds, doubling efforts in acquiring tenants at prevailing market rates.

- NYCHA will generate revenue from our transfer of underutilized lots for affordable housing in collaboration with HPD.
- NYCHA will implement an increase in resident-based fees and charges in three areas: (1) for use of heavy-duty appliances owned and installed by residents, which partially offsets the costs of electricity and water usage; (Ninety-three percent of NYCHA households do not pay a bill for electricity or gas, nor are they charged for water.); (2) for the replacement or repair of items damaged by residents. (Most residents will not be affected by these fees, only residents who have caused damages.); and (3) for the privilege of off-street parking on NYCHA lots, with discounts for seniors and disabled residents

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● **Urges Legislative and Executive Action in Washington and Albany**

Building on Mayor Bloomberg's strong advocacy in Washington, NYCHA will continue efforts to prevent further erosion of our financial stability. NYCHA will pursue legislative and executive branch action in Washington and in Albany to obtain new and flexible funding for affordable housing.

- NYCHA will petition HUD under their innovative Moving-to-Work Program to:
 - Provide relief from other unfunded mandates, such as the Community Service Requirement;
 - Streamline federal rules and regulations and provide relief from non-essential administrative costs;
 - Implement housing and self-sufficiency strategies in a streamlined fashion so that we can combine funding streams for maximum financial flexibility.
- Seek Albany support for State units not slated for transition to Section 8.

**A
Bright
Future**

NYCHA is no stranger to challenge or difficult choices. Indeed, there is no choice for NYCHA: the preservation of affordable public housing lies at the heart of a city known as "The City of Opportunity." Since 1934, when First Houses were announced on the Lower East Side of Manhattan, NYCHA has historically been admired as a model of excellence, compassion and the most stable housing authority in the country. With this Plan, NYCHA will continue to be that national model long into the future.

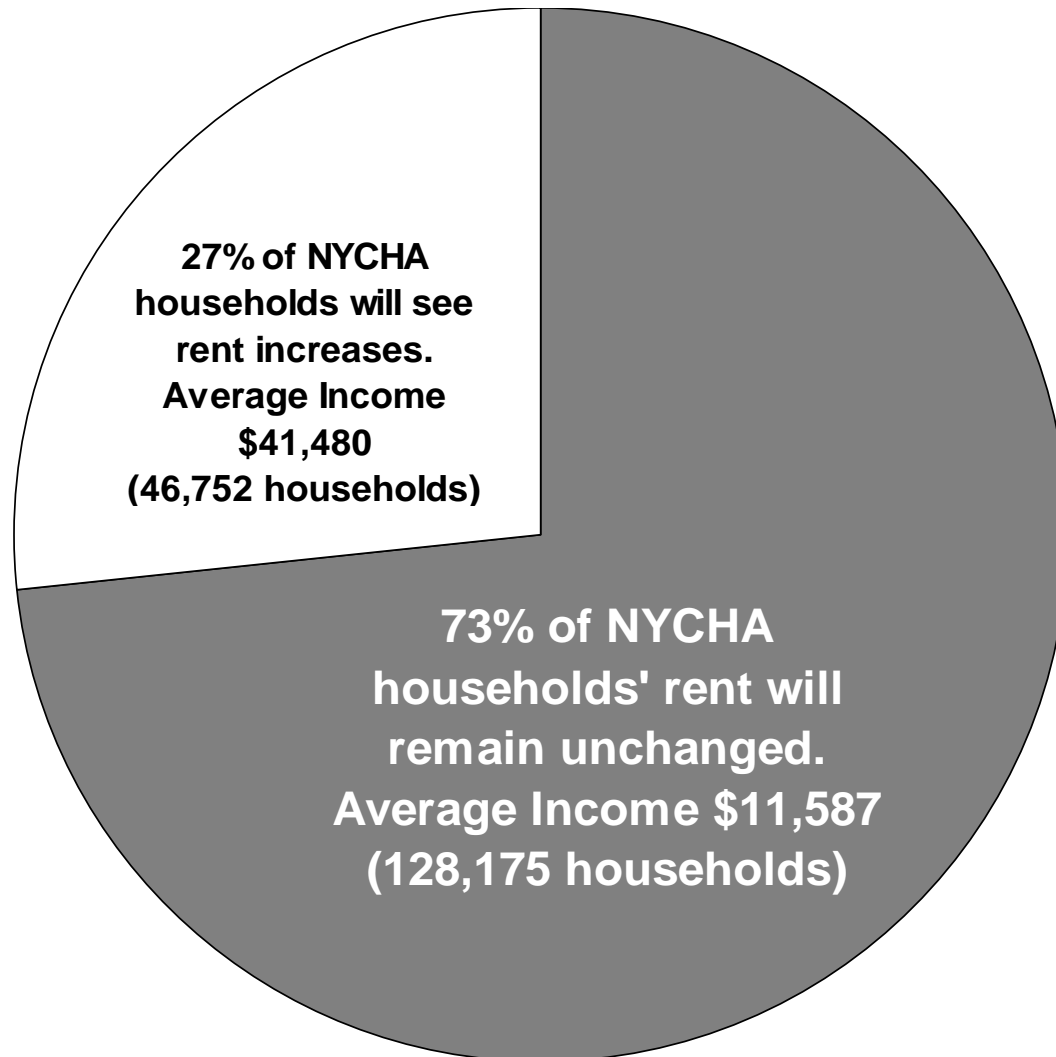
We thank Mayor Michael R. Bloomberg for his leadership on affordable housing and his strong commitment to ensure the viability of this most important resource -- public housing -- for current and future generations of New Yorkers.

For more information visit NYCHA's website at nyc.gov/nycha

Budget Balancing Plan

	H/C	FY 2006	FY 2007	FY 2008	FY 2009
Budget Gap	13,698				
Savings Implemented January 1, 2006					
Fall 2005 Savings Program		\$7,172	\$7,172	\$7,172	\$7,172
Eliminate Vacancies		\$2,988	\$5,978	\$5,978	\$5,978
Attrition Savings / Partial Hiring Freeze		\$3,870	\$7,741	\$7,741	\$7,741
Remaining Gap	13,215				
Proposed Initiatives					
Transitional City Funding		\$100,000			
Rent Reform		\$14,547	\$37,719	\$52,941	\$60,891
Phased Transition of 8,400 Public Housing Units to Section 8		\$4,470	\$23,244	\$50,288	\$66,827
Development Fees		\$10,000	\$10,000	\$10,000	
Re-engineer Resident/Property Management Systems				\$10,000	\$10,000
Energy Conservation Initiatives				\$10,000	\$10,000
Federal Funding Flexibility		\$39,276	\$78,231	\$23,320	\$7,634
Revised Budget Gap		\$0	\$0	\$0	\$0

Limited Rent Reform Initiative



Rent Reform Preserves Affordable Housing

- Increase ceiling rents 10%, 20%, and 40% over two years based on household income.
- Rent increases generate \$60.8 million per year by FY 2009.

Impacted Households Increase Ceiling Rents 10%, 20%, and 40% Over Two Years	Average Income	Number of Households	Current Average Rent	Average Monthly Rent Increase Year 1	Average Monthly Rent Increase Year 2	New Average Monthly Rent	Current Percent of Income for Rent	New Percent of Income for Rent in Year 2
Non-Impacted Households	\$11,587	128,175	\$257	\$0	\$0	\$257	30%	30%
Ceiling Rent Households with Incomes Less than 60% AMI (10% Increase in Rent)	\$29,119	23,547	\$505	\$25	\$27	\$557	22%	23%
Ceiling Rent Households with Incomes Between 60% and 80% AMI (20% Increase in Rent)	\$41,137	11,806	\$515	\$52	\$57	\$624	15%	18%
Ceiling Rent Households with Incomes Greater than 80% AMI (40% Increase in Rent)	\$67,367	11,399	\$530	\$106	\$127	\$763	10%	15%



Limited Rent Reform Initiative Proposed Ceiling (Flat) Rent Schedule Guide for Year 1*



Household Size	Total Gross Household Income Range	Current Flat Rent	New Studio Rent Year 1	New One Bedroom Rent			New Two Bedroom Rent			New Three Bedroom Rent			New Four Bedroom Rent			New Five Bedroom Rent			New Six Bedroom Rent			
				Total Gross Household Income Range	Current Flat Rent	New One Bedroom Rent Year 1	Total Gross Household Income Range	Current Flat Rent	New Two Bedroom Rent Year 1	Total Gross Household Income Range	Current Flat Rent	New Three Bedroom Rent Year 1	Total Gross Household Income Range	Current Flat Rent	New Four Bedroom Rent Year 1	Total Gross Household Income Range	Current Flat Rent	New Five Bedroom Rent Year 1	Total Gross Household Income Range	Current Flat Rent	New Six Bedroom Rent Year 1	
Household Size 1	\$13,880 to \$29,759	\$347	\$364	\$16,840 to \$29,759	\$421	\$442	\$19,800 to \$29,759	\$495	\$520	\$24,760 to \$29,759	\$619	\$650	\$29,760 to \$39,700	\$619	\$681	\$39,701 and Above	\$619	\$743				
	\$29,760 to \$39,700	\$347	\$382	\$29,760 to \$39,700	\$421	\$463	\$29,760 to \$39,700	\$495	\$545	\$29,760 to \$39,700	\$619	\$681	\$29,760 to \$39,700	\$619	\$681	\$39,701 and Above	\$619	\$743				
	\$39,701 and Above	\$347	\$416	\$39,701 and Above	\$421	\$505	\$39,701 and Above	\$495	\$594	\$39,701 and Above	\$619	\$743	\$39,701 and Above	\$619	\$743	\$39,701 and Above	\$619	\$743				
Household Size 2	\$13,880 to \$34,019	\$347	\$364	\$16,840 to \$34,019	\$421	\$442	\$19,800 to \$34,019	\$495	\$520	\$24,760 to \$34,019	\$619	\$650	\$34,020 to \$45,350	\$619	\$681	\$45,351 and Above	\$619	\$743				
	\$34,020 to \$45,350	\$347	\$382	\$34,020 to \$45,350	\$421	\$463	\$34,020 to \$45,350	\$495	\$545	\$34,020 to \$45,350	\$619	\$681	\$34,020 to \$45,350	\$619	\$681	\$45,351 and Above	\$619	\$743				
	\$45,351 and Above	\$347	\$416	\$45,351 and Above	\$421	\$505	\$45,351 and Above	\$495	\$594	\$45,351 and Above	\$619	\$743	\$45,351 and Above	\$619	\$743	\$45,351 and Above	\$619	\$743				
Household Size 3				\$16,840 to \$38,279	\$421	\$442	\$19,800 to \$38,279	\$495	\$520	\$24,760 to \$38,279	\$619	\$650	\$38,280 to \$51,050	\$619	\$681	\$51,051 and Above	\$619	\$743				
				\$38,280 to \$51,050	\$421	\$463	\$38,280 to \$51,050	\$495	\$545	\$38,280 to \$51,050	\$619	\$681	\$38,280 to \$51,050	\$619	\$681	\$51,051 and Above	\$619	\$743				
				\$51,051 and Above	\$421	\$505	\$51,051 and Above	\$495	\$594	\$51,051 and Above	\$619	\$743	\$51,051 and Above	\$619	\$743	\$51,051 and Above	\$619	\$743				
Household Size 4							\$19,800 to \$42,539	\$495	\$520	\$24,760 to \$42,539	\$619	\$650	\$42,540 to \$56,700	\$619	\$681	\$56,701 and Above	\$619	\$743				
							\$42,540 to \$56,700	\$495	\$545	\$42,540 to \$56,700	\$619	\$681	\$42,540 to \$56,700	\$619	\$681	\$56,701 and Above	\$619	\$743				
							\$56,701 and Above	\$495	\$594	\$56,701 and Above	\$619	\$743	\$56,701 and Above	\$619	\$743	\$56,701 and Above	\$619	\$743				
Household Size 5							\$19,800 to \$45,959	\$495	\$520	\$24,760 to \$45,959	\$619	\$650	\$45,960 to \$61,250	\$619	\$681	\$61,251 and Above	\$619	\$743				
							\$45,960 to \$61,250	\$495	\$545	\$45,960 to \$61,250	\$619	\$681	\$45,960 to \$61,250	\$619	\$681	\$61,251 and Above	\$619	\$743				
							\$61,251 and Above	\$495	\$594	\$61,251 and Above	\$619	\$743	\$61,251 and Above	\$619	\$743	\$61,251 and Above	\$619	\$743				
Household Size 6										\$24,760 to \$49,319	\$619	\$650	\$49,320 to \$65,750	\$619	\$681	\$65,751 and Above	\$619	\$743				
										\$24,760 to \$49,319	\$619	\$650	\$49,320 to \$65,750	\$619	\$681	\$65,751 and Above	\$619	\$743				
										\$27,720 to \$49,319	\$693	\$728	\$49,320 to \$65,750	\$693	\$762	\$65,751 and Above	\$693	\$832				
Household Size 7										\$24,760 to \$52,739	\$619	\$650	\$52,740 to \$70,300	\$619	\$681	\$70,301 and Above	\$619	\$743				
										\$24,760 to \$52,739	\$619	\$650	\$52,740 to \$70,300	\$619	\$681	\$70,301 and Above	\$619	\$743				
										\$27,720 to \$52,739	\$693	\$728	\$52,740 to \$70,300	\$693	\$762	\$70,301 and Above	\$693	\$832				
Household Size 8																						
										\$27,720 to \$56,159	\$693	\$728	\$56,160 to \$74,850	\$693	\$762	\$74,851 and Above	\$693	\$832				
										\$31,880 to \$56,159	\$797	\$837	\$56,160 to \$74,850	\$797	\$877	\$74,851 and Above	\$797	\$956				
Household Size 9																						
										\$31,880 to \$59,599	\$797	\$837	\$59,600 to \$79,400	\$797	\$877	\$79,401 and Above	\$797	\$956				
										\$31,880 to \$59,599	\$797	\$837	\$59,600 to \$79,400	\$797	\$877	\$79,401 and Above	\$797	\$956				
Household Size 10																						
										\$31,880 to \$62,949	\$797	\$837	\$62,950 to \$83,900	\$797	\$877	\$83,901 and Above	\$797	\$956				
										\$31,880 to \$62,949	\$797	\$837	\$62,950 to \$83,900	\$797	\$877	\$83,901 and Above	\$797	\$956				
Household Size 11																						
										\$36,040 to \$66,349	\$901	\$946	\$66,350 to \$88,450	\$901	\$991	\$88,451 and Above	\$901	\$1,081				
										\$36,040 to \$66,349	\$901	\$946	\$66,350 to \$88,450	\$901	\$991	\$88,451 and Above	\$901	\$1,081				
Household Size 12																						
										\$36,040 to \$69,799	\$901	\$946	\$69,800 to \$93,000	\$901	\$991	\$93,001 and Above	\$901	\$1,081				
										\$36,040 to \$69,799	\$901	\$946	\$69,800 to \$93,000	\$901	\$991	\$93,001 and Above	\$901	\$1,081				

Directions for using the Proposed Ceiling (Flat) Rent Schedule Guide

- Step 1 - Find your total household size in the column on the left side of the table. Total household size is the number of persons authorized to live in your apartment.
- Step 2 - Find your apartment size based on the number of bedrooms in the rows across the top of the table.
- Step 3 - Your rent in Year 1 is based on your total gross household income within the income range, by household size and apartment size.

Example

• A four person household (see the Household Size 4 row) in a two bedroom apartment with a total gross household income of \$31,500 (see Total Gross Household Income Range column) will have a new rent of \$520 in Year 1.

Total Gross Household Income Range	Current Flat Rent	New Four Bedroom Rent Year 1
\$27,720 to \$38,279	\$693	\$728
\$38,280 to \$51,050	\$693	\$762
\$51,051 and Above	\$693	\$832

Total Gross Household Income Range	Current Flat Rent	New Five Bedroom Rent Year 1
\$31,880 to \$49,319	\$797	\$837
\$49,320 to \$65,750	\$797	\$877
\$65,751 and Above	\$797	\$956

Total Gross Household Income Range	Current Flat Rent	New Five Bedroom Rent Year 1
\$31,880 to \$52,739	\$797	\$837
\$52,740 to \$70,300	\$797	\$877
\$70,301 and Above	\$797	\$956

Total Gross Household Income Range	Current Flat Rent	New Five Bedroom Rent Year 1
\$31,880 to \$59,599	\$797	\$837
\$59,600 to \$79,400	\$797	\$877
\$79,401 and Above	\$797	\$956

Total Gross Household Income Range	Current Flat Rent	New Six Bedroom Rent Year 1
\$36,040 to \$66,349	\$901	\$946
\$66,350 to \$88,450	\$901	\$991
\$88,451 and Above	\$901	\$1,081

Use the following guide to find your apartment size:

- Efficiency or One/Two Room Apartments = Studio
- Three Room Apartment = One Bedroom
- Four Room Apartment = Two Bedrooms
- Five Room Apartment = Three Bedrooms
- Six Room Apartment = Four Bedrooms
- Seven Room Apartment = Five Bedrooms
- Eight Room Apartment = Six Bedrooms

Under the *Limited Rent Reform Initiative*, NYCHA seeks to phase in rent increases only for the households who pay the Ceiling (Flat) Rent, about 27% of the total households. These households will be divided into three income bands, and rent increases will be 10%, 20% and 40%, respectively, over a two year period. In no case will any rent exceed 30% of income. Households with incomes below the total gross household income range may not be affected. The average monthly rent increases over two years will range from a low of \$30 to a high of \$99, with \$59 as the average.

*Please note the Proposed Ceiling (Flat) Rent Schedules are based on the total gross household income prior to deductions and **should only be used as a guide**. The Proposed Ceiling (Flat) Rent Schedules are subject to change. Please refer to "Proposed Ceiling (Flat) Rent Schedule - Year 2" for rents in the second year of the increase.



Limited Rent Reform Initiative

Proposed Ceiling (Flat) Rent Schedule Guide for Year 2*

Household Size	Total Gross Household Income Range	Current Flat Rent	New Studio Rent Year 2	Total Gross Household Income Range	Current Flat Rent	New One Bedroom Rent Year 2	Total Gross Household Income Range	Current Flat Rent	New Two Bedroom Rent Year 2	Total Gross Household Income Range	Current Flat Rent	New Three Bedroom Rent Year 2
Household Size 1	\$29,760 to \$39,700	\$347	\$420	\$29,760 to \$39,700	\$421	\$509	\$29,760 to \$39,700	\$495	\$599	\$29,760 to \$39,700	\$619	\$749
	\$39,701 and Above	\$347	\$500	\$39,701 and Above	\$421	\$606	\$39,701 and Above	\$495	\$713	\$39,701 and Above	\$619	\$891
Household Size 2	\$15,062 to \$34,019	\$347	\$383	\$18,290 to \$34,019	\$421	\$464	\$20,800 to \$34,019	\$495	\$546	\$26,000 to \$34,019	\$619	\$682
	\$34,020 to \$45,350	\$347	\$420	\$34,020 to \$45,350	\$421	\$509	\$34,020 to \$45,350	\$495	\$599	\$34,020 to \$45,350	\$619	\$749
	\$45,351 and Above	\$347	\$500	\$45,351 and Above	\$421	\$606	\$45,351 and Above	\$495	\$713	\$45,351 and Above	\$619	\$891
Household Size 3				\$18,290 to \$38,279	\$421	\$464	\$20,800 to \$38,279	\$495	\$546	\$26,000 to \$38,279	\$619	\$682
				\$38,280 to \$51,050	\$421	\$509	\$38,280 to \$51,050	\$495	\$599	\$38,280 to \$51,050	\$619	\$749
				\$51,051 and Above	\$421	\$606	\$51,051 and Above	\$495	\$713	\$51,051 and Above	\$619	\$891
Household Size 4							\$20,800 to \$42,539	\$495	\$546	\$26,000 to \$42,539	\$619	\$682
							\$42,540 to \$56,700	\$495	\$599	\$42,540 to \$56,700	\$619	\$749
							\$56,701 and Above	\$495	\$713	\$56,701 and Above	\$619	\$891
Household Size 5							\$20,800 to \$45,959	\$495	\$546	\$26,000 to \$45,959	\$619	\$682
							\$45,960 to \$61,250	\$495	\$599	\$45,960 to \$61,250	\$619	\$749
							\$61,251 and Above	\$495	\$713	\$61,251 and Above	\$619	\$891
Household Size 6							\$26,000 to \$49,319	\$619	\$682	\$29,120 to \$49,319	\$693	\$764
							\$49,320 to 65,750	\$619	\$749	\$49,320 to 65,750	\$693	\$839
							\$65,751 and Above	\$619	\$891	\$65,751 and Above	\$693	\$998
Household Size 7							\$26,000 to \$52,739	\$619	\$682	\$29,120 to \$52,739	\$693	\$764
							\$52,740 to \$70,300	\$619	\$749	\$52,740 to \$70,300	\$693	\$839
							\$70,301 and Above	\$619	\$891	\$70,301 and Above	\$693	\$998
Household Size 8							\$29,120 to \$56,159	\$693	\$764	\$33,480 to \$56,159	\$797	\$879
							\$56,160 to \$74,850	\$693	\$839	\$56,160 to \$74,850	\$797	\$964
							\$74,851 and Above	\$693	\$998	\$74,851 and Above	\$797	\$1,148
Household Size 9							\$33,480 to \$59,599	\$797	\$879	\$33,480 to \$59,599	\$797	\$879
							\$59,600 to \$79,400	\$797	\$964	\$59,600 to \$79,400	\$797	\$964
							\$79,401 and Above	\$797	\$1,148	\$79,401 and Above	\$797	\$1,148
Household Size 10							\$33,480 to \$62,949	\$797	\$879	\$33,480 to \$62,949	\$797	\$879
							\$62,950 to \$83,900	\$797	\$964	\$62,950 to \$83,900	\$797	\$964
							\$83,901 and Above	\$797	\$1,148	\$83,901 and Above	\$797	\$1,148
Household Size 11							\$37,840 to \$66,349	\$901	\$993	\$37,840 to \$66,349	\$901	\$993
							\$66,350 to \$88,450	\$901	\$1,090	\$66,350 to \$88,450	\$901	\$1,090
							\$88,451 and Above	\$901	\$1,297	\$88,451 and Above	\$901	\$1,297
Household Size 12							\$37,840 to \$69,799	\$901	\$993	\$37,840 to \$69,799	\$901	\$993
							\$69,800 to \$93,000	\$901	\$1,090	\$69,800 to \$93,000	\$901	\$1,090
							\$93,001 and Above	\$901	\$1,297	\$93,001 and Above	\$901	\$1,297

Directions for using the Proposed Ceiling (Flat) Rent Schedule

Step 1 - Find your total household size in the column on the left side of the table. Total household size is the number of persons authorized to live in your apartment.

Step 2 - Find your apartment size based on the number of bedrooms in the rows across the top of the table.

Step 3 - Your rent in Year 2 is based on your total gross household income within the income range, by household size and apartment size.

Example

• A four person household (see the Household Size 4 row) in a two bedroom apartment with a total gross household income of \$31,500 (see Total Gross Household Income Range column) will have a new rent of \$546 in Year 2.

Total Gross Household Income Range	Current Flat Rent	New Four Bedroom Rent Year 2
\$29,120 to \$38,279	\$693	\$764
\$38,280 to \$51,050	\$693	\$839
\$51,051 and Above	\$693	\$998

Total Gross Household Income Range	Current Flat Rent	New Four Bedroom Rent Year 2
\$29,120 to \$42,539	\$693	\$764
\$42,540 to \$56,700	\$693	\$839
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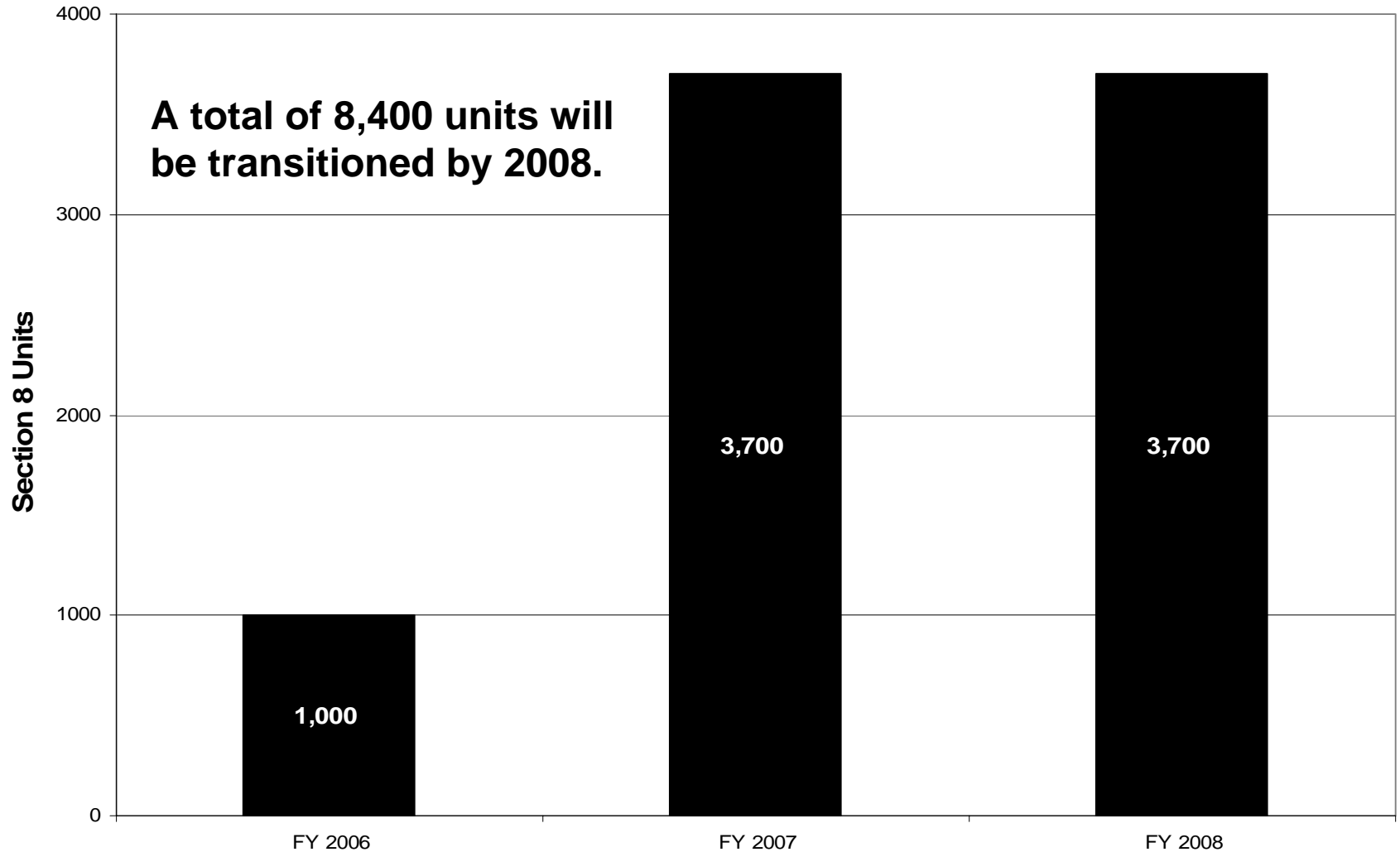
Under the *Limited Rent Reform Initiative*, NYCHA seeks to phase in rent increases only for the households who pay the Ceiling (Flat) Rent, about 27% of the total households. These households will be divided into three income bands, and rent increases will be 10%, 20% and 40%, respectively, over a two year period. In no case will any rent exceed 30% of income. Households with incomes below the total gross household income range may not be affected. The average monthly rent increases over two years will range from a low of \$30 to a high of \$99, with \$59 as the average.

*Please note that the Proposed Ceiling (Flat) Rent Schedules are based on the total gross household income prior to deductions and **should only be used as a guide**. The Proposed Ceiling (Flat) Rent Schedules are subject to change. Please refer to "Proposed Ceiling (Flat) Rent Schedule - Year 1" for rents in the first year of the increase.

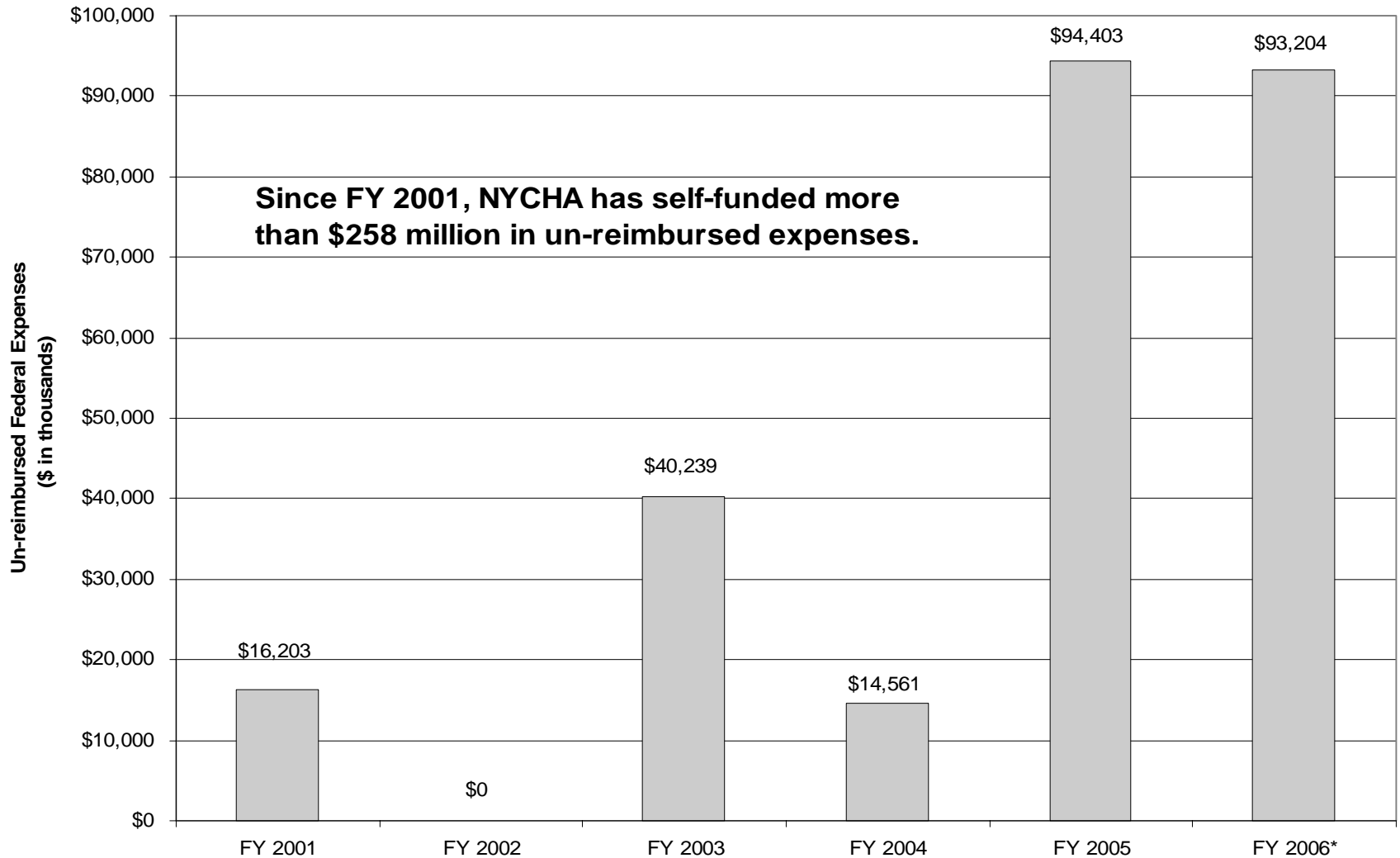
After Increases, NYCHA Ceiling Rents Will Still be Lower than Rent Schedules in Many Other Major American Cities

	1-Bedroom	2-Bedroom	3-Bedroom
Syracuse, NY	\$556	\$654	\$818
Los Angeles, CA	\$590	\$740	\$817
Yonkers, NY	\$695	\$720	\$814
Boston, MA	\$752	\$940	\$1,176
Newark, NJ	\$460 to \$ 690	\$540 to \$ 850	\$630 to \$ 950
Baltimore, MD	\$400 to \$ 727	\$520 to \$ 888	\$688 to \$1,176
Washington, DC	\$486 to \$ 827	\$568 to \$ 956	\$707 to \$1,183
Chicago, IL	\$500 to \$1,250	\$600 to \$1,750	\$850 to \$1,900
New York City	\$485	\$581	\$740

Number of Unsubsidized Units to Transition Each Year



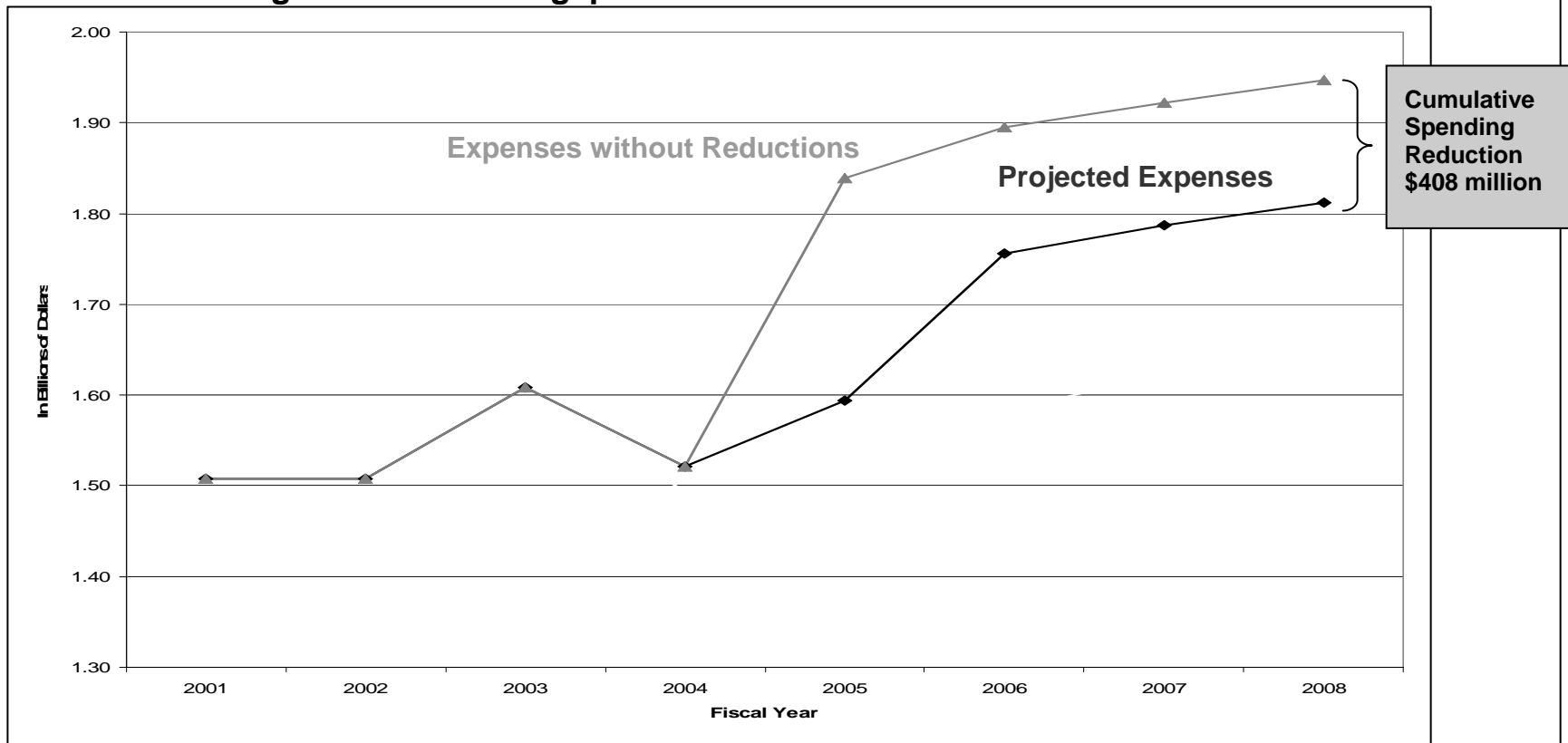
Growing Gap in Federal Funding



*Estimated 90% proration

Structural Imbalance

- NYCHA's cost containment strategies, since FY 2004, will reduce spending to manage budget gaps:
 - Reduced headcount by more than 1,400 by \$88 million.
 - Reduced overtime by \$50 million.
 - Reduced administrative expenses by \$34 million.
 - Reduced maintenance/operation costs by \$142 million.
- However long-term structural gaps remain.





Dear Resident:

April 20, 2006

The New York City Housing Authority (NYCHA) is deeply committed to preserving public housing and high quality services to NYCHA residents. As you may know, public housing authorities around the country, including NYCHA, are facing difficult financial challenges due to rising costs of operations and diminished federal funding. Over the last few years, NYCHA has addressed these deficits by tapping its reserves and reducing overhead costs. While this strategy addressed some of our short-term deficits, it is not possible to continue using reserves to close budget gaps in the long run.

As part of the proposed amendment to the Agency Annual Plan for FY 2006 and the Draft Agency Annual Plan for FY 2007, we released the "Plan to Preserve Public Housing," a series of initiatives that protect public housing in New York City. These include:

- An unprecedented \$100 million allocation included in Mayor Bloomberg's Executive Budget, allowing NYCHA to maintain service levels while NYCHA's budget plans are implemented.
- Implementing a Limited Rent Reform Initiative, which increase rents for a small segment of NYCHA residents (27%), typically those who pay ceiling/flat rent. Residents who currently do not pay ceiling/flat rent will not be affected by this initiative.
- Introducing a new funding stream (Section 8) to permanently subsidize 8,400 City and State apartments that receive no operating funding in order to preserve them as affordable housing units for low income residents.
- Accelerating a comprehensive construction program to maintain public housing in a state of good repair for future generations.
- Petitioning HUD to provide relief from unfunded mandates such as Community Service, streamline burdensome federal regulations, and relief from non-essential administrative costs.

I know that many of you will have additional questions about aspects of the Plan that may affect your household. In the coming days, you will receive more detailed information regarding the impact of the rent proposal. NYCHA remains committed to preserving public housing, and providing quality services to residents. Your participation in the Annual Plan process will help to shape the future of public housing in New York City. I encourage you to review and comment on the plans.

Respectfully,

Tino Hernandez, Chairman

NOTICE

Proposed Amendment to the New York City Housing Authority Agency Annual Plan for FY 2006 and Draft Agency Annual Plan for FY 2007

As required by Section 5A of the Housing Act of 1937 as amended, the New York City Housing Authority has proposed to amend its *Agency Annual Plan for FY 2006* and developed a *Draft Agency Annual Plan for FY 2007*.

Availability of Plan for Public Inspection

The public is advised that the proposed amendment to the *Agency Annual Plan for FY 2006* and the *Draft Agency Annual Plan for FY 2007* will be available for public inspection at NYCHA's principal office, located at 250 Broadway, 12th Floor, Reception Area, New York, NY, starting on April 21, 2006 through June 4, 2006, between the hours of 9:30 a.m. and 4:30 p.m.

The plans will *also* be available on NYCHA's webpage, which can be located at <http://www.nyc.gov/nycha>; at the Management Office of *each* NYCHA public housing development during regular business hours; and at all NYCHA-operated Community Centers during the hours of 2:00 to 10:00 p.m.

Public Comment

The public is invited to attend any of the five scheduled Town Hall meetings to raise questions regarding the proposed amendment to the *Agency Annual Plan for FY 2006* and *Draft Agency Annual Plan for FY 2007*. These meetings will be held from 6:30 p.m. to 8:00 p.m. at the dates and locations shown below:

Monday, May 1, 2006 BROOKLYN Brooklyn College Performing Arts Center- Whitman Theater Campus Road between Nostrand Avenue and Avenue H	Tuesday, May 2, 2006 BRONX Lehman College Performing Arts Center- Concert Hall 250 Bedford Park Blvd West	Wednesday, May 3, 2006 MANHATTAN Manhattan Center Grand Ballroom 7 th Floor 311 West 34 th Street	Thursday, May 4, 2006 QUEENS York College Performing Arts Center Main Stage Theater 94-45 Guy R. Brewer Blvd	Monday, May 8, 2006 STATEN ISLAND St George Theater 35 Hyatt Street Staten Island, New York
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The public is also invited to comment on the proposed plans at a public hearing, which will be held on Thursday, June 8, 2006, from 5:30 to 8:00 p.m. at:

Manhattan Center
Hammerstein Ballroom
311 West 34th Street
New York, New York 10001

Note: All locations listed above are both accessible for the disabled and can be reached using public transportation.

Written comments regarding the plans are encouraged. To be considered, **submissions must be received, via United States Postal mail, no later than June 4, 2006.** Faxed submissions will not be accepted. Comments may be sent to the following address:

**New York City Housing Authority
Public Housing Agency Plan Comments
Church Street Station
P.O. Box 3422
New York, New York 10008-3422**

- A translation of this document is available in *Russian, Chinese, French, and Haitian-Creole* at your Management Office and on our website, nyc.gov/nycha.
- Перевод этого документа на русский язык находится в Вашем Менеджмент офисе и на нашем веб-сайте nyc.gov/nycha
- 你可到屋邨管理处办公室索取这份文件的中文翻译和参观我们的网站 nyc.gov/nycha
- La traduction française de ce document est disponible au bureau de gestion des appartements ou bien à nyc.gov/nycha
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Español al reverso



WHAT IS NYCHA?

The New York City Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low- and moderate-income residents throughout the five boroughs. To fulfill this mission, NYCHA must preserve its aging housing stock through timely maintenance and modernization of its developments. NYCHA also administers a Citywide Section 8 Leased Housing Program in rental apartments. Simultaneously, we work to enhance the quality of life at NYCHA by offering our residents opportunities to participate in a multitude of community, educational and recreational programs, as well as job readiness and training initiatives.

NYCHA was created in 1934. By the end of 1935 NYCHA dedicated First Houses, our first development, located on the Lower East Side of Manhattan.

THE WAY IT IS TODAY

NYCHA is the largest public housing authority in North America. NYCHA's Conventional Public Housing Program has 179,315 (as of March 7, 2006) apartments in 344 developments throughout the City in 2,691 residential buildings containing 3,316 elevators (as of February 28, 2006). NYCHA has approximately 13,500 employees serving 174,927 families and 413,817 authorized residents.

- Based upon the 2000 Census, NYCHA Public Housing represents 8.6% of the City's rental apartments and is home to 5.2% of the City's population.
- NYCHA residents and Section 8 voucher holders combined occupy 12.7% of the City's rental apartments

CONVENTIONAL PUBLIC HOUSING (March 7, 2006)

- The Bronx has 98 developments with 44,806 apartments
- Brooklyn has 100 developments with 58,681 apartments
- Manhattan has 103 developments with 53,954 apartments
- Queens has 26 developments with 17,170 apartments
- Staten Island has 11 developments with 4,506 apartments
- Six (6) developments consisting of FHA acquired homes are located in more than one borough and total 198 apartments
- 42 developments are for seniors only; 15 seniors-only buildings exist within mixed-population developments
- NYCHA has more than 10,000 apartments designated for seniors only
- There also are 7,549 retrofitted apartments for families of persons who are mobility impaired as of March 20, 2006.

SECTION 8 LEASED HOUSING PROGRAM

- 86,505 apartments were rented as of February 28, 2006
- There are 29,732 participating-private landlords

HOW AFFORDABLE IS PUBLIC HOUSING?

AS OF JANUARY 1, 2006:

- Families in the Conventional and Section 8 programs pay no more than 30% of their family income for rent. The rent difference is subsidized by the federal Department of Housing and Urban Development (HUD)
- Average family income in Conventional Public Housing is \$19,645
- Average monthly rent is \$325
- Working families account for 42.0% of NYCHA families
- 16.9% of NYCHA families are on public assistance
- Social Security, SSI, a pension, Veteran's benefits, etc., support 41.1% of the families
- 34.1% of the households are headed by persons over 62 years-of-age
- 39.2% of the NYCHA population are minors under 21 and 32.9% are minors under 18

THE WAITING LIST FOR PUBLIC HOUSING

ON FEBRUARY 28, 2006 THERE WERE:

- 135,875 families on the waiting list for Conventional Public Housing
- 122,994 families on the list for the Section 8 program
- 24,511 applicants on both lists

HOW THE SELECTION PROCESS WORKS. HOW LONG A WAIT?

NYCHA's computerized Tenant Selection and Assignment Plan (TSAP) impartially chooses the next applicant for an apartment based on need priorities assigned to each applicant family and matches them to available vacancies as they arise. The TSAP system eliminates any and all interference from external entities and guarantees impartial selection of applicants for vacant apartments based strictly on the need priorities

- The turnover rate in calendar year 2005 for NYCHA conventional public housing apartments was 3.79%
- The vacancy rate of apartments available for occupancy was 0.79% as of March 7, 2006
- Because of the varied need priorities that comprise a family's TSAP profile and the low turnover and vacancy rates of apartments, it is virtually impossible to establish an average waiting time for a family to enter conventional public housing. Some applicants can be matched up with an available apartment in months, while others often have to wait years

- Queensbridge Houses in Queens with 3,142 apartments is the largest development in the City
- Brooklyn's largest development is Red Hook Houses with 2,879 apartments
- Manhattan's largest development is Baruch Houses with 2,390 apartments
- Edenwald Houses in the Bronx is the largest with 2,036 apartments
- Staten Island's Stapleton Houses with 693 apartments is the largest

New York City's Public Housing is constantly modernized and improved to preserve its availability for future generations. In the past fourteen years, NYCHA has invested nearly \$5.4 billion in preserving our buildings.

- As of March 1, 2006: A total of 14 developments are at least 60 years old; there are 56 developments 50 to 59 years old; another 76 developments are 40 to 49 years old, and 90 developments are 30 to 39 years old.

IT'S MORE THAN JUST A PLACE TO LIVE

NYCHA doesn't just provide a place to live. There are a wide variety of programs offered by NYCHA that are geared specifically to special age or special needs groups such as children, teens, single-parents, seniors, substance abusers and victims of domestic violence, among others. NYCHA oversees a network of 520 community facilities that include community centers, senior centers, health care centers, day care and Head Start educational centers.

Programs at many of these centers, to mention only a few, include sports, photography, painting, literacy classes and general education courses, computer training, arts and crafts, childcare feeding and lunch and senior companion initiatives.

(Revised on March 22, 2006)