

CAPITAL PLAN NARRATIVE



NEW YORK CITY
**HOUSING
AUTHORITY**

**FY2026 - FY2030
Budget Publication**



CAPITAL PLAN NARRATIVE

FY2026 - FY2030

ABSTRACT

NYCHA's 2026–2030 Capital Plan outlines \$7.78 billion in investments to repair and modernize public housing, strengthen building systems, and advance sustainability. Through Federal, State, and City funding, the plan addresses urgent infrastructure needs while laying the foundation for long-term resiliency and transformation.



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EXECUTIVE SUMMARY

The New York City Housing Authority (NYCHA) stands at a critical juncture. As the nation’s largest public housing authority, we provide homes for more than 500,000 New Yorkers across 335 developments. This FY2026–2030 Budget Book outlines both the scale of the challenges we face and the strategy guiding NYCHA’s path forward.

NYCHA has achieved a balanced \$5.6 billion operating budget for FY2026, however, it relies on one-time resources that temporarily offset structural deficits projected to return beginning in 2027. These fiscal pressures reflect decades of federal underfunding—including a cumulative \$1.4 billion shortfall—alongside the legally mandated investments required under the HUD Agreement and \$78.3 billion in capital needs identified in the 2023 Physical Needs Assessment.

Our response is the Blueprint for Change, built on two pillars. The Transformation Plan is making NYCHA a more efficient, resident-focused organization through the Neighborhood Model and investments in our frontline workforce. At the same time, the Stabilization Plan is unlocking unprecedented capital by expanding tools like the PACT program, which has generated nearly \$7 billion for renovations and the Public Housing Preservation Trust.

Early results are already visible in completed renovations at developments like Williamsburg Houses and the historic resident vote at Nostrand Houses. With continued partnership from the City, State, and Federal government, this blueprint provides a roadmap to a stronger, more sustainable NYCHA and the long-term preservation of permanently affordable housing.

Key Highlights

- **Major Funding Sources:** \$6.9 billion in Federal and City funds will support building improvements, including heating, plumbing, elevator replacements, and structural work. The State of New York will provide \$92.69 million for boiler replacement and \$259.60 for elevator upgrades.
- **Healthy Homes Initiatives:** Over 16,547 apartments have been abated citywide. The program is scaling rapidly, with a focus on meeting regulatory requirements for lead-based paint testing, abatement, and resident engagement.
- **Asbestos Management:** Thousands of apartments undergo asbestos investigations annually, with a growing share requiring abatement to ensure resident health and compliance with safety standards.
- **Capital Projects:** The Asset & Capital Management Division is managing 475 active projects with a total budget of \$7 billion, including over 5 years for modernizations, sustainability pilots, and resiliency-focused construction.

- **Information Technology Modernization:** NYCHA’s IT Department is modernizing and securing its technology systems through targeted investments, improving reliability, cybersecurity, and core platforms. These efforts enhance service delivery, reduce risk, and create a more resilient and scalable foundation to better support staff, residents, and stakeholders.
- **Innovation and Sustainability:** NYCHA is piloting clean energy initiatives such as heat pumps, induction stoves, and geothermal energy networks, as well as modernized waste management and expanded green infrastructure projects.

Looking Forward

The 2026–2030 Capital Plan reflects NYCHA’s dual commitment to addressing immediate repair and compliance obligations while laying the foundation for long-term transformation. By advancing modernization, strengthening resiliency, and piloting sustainable technologies, NYCHA is working to preserve its housing stock, improve residents’ quality of life, and ensure the continued viability of the nation’s largest public housing portfolio.

INTRODUCTION

Overview

NYCHA’s 2025 – 2030 Capital Plan provides approximately \$7.79 billion in planned commitments for infrastructure improvements, major modernization, other systemic upgrades and repair, resiliency, and fortification of developments damaged or impacted by Superstorm Sandy. The Plan is based on the current federal capital funding outlook, funding from local elected officials and the City of New York, as well as remaining funding allocated for disaster recovery due to damage from Superstorm Sandy.

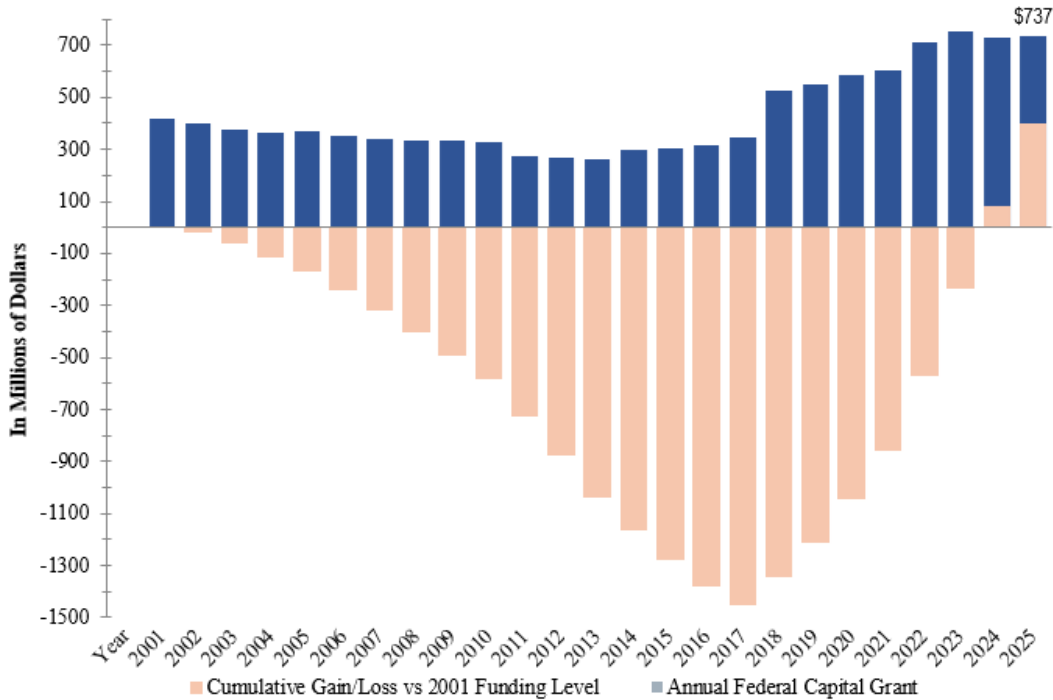
The Plan includes \$7.2 billion in Federal and City funds to address physical improvements to the Authority’s buildings. The City funding includes \$900 Million of the total \$2.6 billion allocated to address Asbestos, lead, mold, heating, elevators and waste. The Federal funding includes \$1.09 billion to address structural and exterior work, including brick and roof projects, \$527.83 million to address heating and plumbing work and \$133.88 million for elevator replacements. The State funding includes \$92.69 million for boilers and \$259.60 million for elevator replacements.

Overall, of the \$7.79 billion dollars included in this Plan, 55.6% is from Annual Federal Capital Grants, 33.4% is from the City of New York, 7.4% comes from the State of New York, and 3.6% comes from other sources (Community Development Block Grant, Disaster Recovery, and Other).

Table 1: Capital by Funding Source
(\$ In Millions)

Funding Sources	2025 Carry Forward Balance	2026 New Funds Available	Total Available for 2026	2027	2028	2029	2030	2026 - 2030 Plan Totals
Federal	\$ 670,058	\$ 731,293	\$ 1,401,351	\$ 731,293	\$ 731,293	\$ 731,293	\$ 731,293	\$ 4,326,522
City	218,693	1,083,784	1,302,477	683,980	180,019	215,422	218,062	2,599,960
State	551,345	26,500	577,845	-	-	-	-	577,845
Community Development Block Grant	6,967	-	6,967	-	-	-	-	6,967
Disaster Recovery	249,154	-	249,154	-	-	-	-	249,154
Other	25,747	-	25,747	-	-	-	-	25,747
Grand Total	\$ 1,721,963	\$ 1,841,577	\$ 3,563,540	\$ 1,415,273	\$ 911,312	\$ 946,715	\$ 949,355	\$ 7,786,194

Chart 1: Federal Capital Funding Since 2001
(\$ In Millions)



FEDERAL FUNDING

NYCHA is using an optimistic approach in allocating the Federal Capital Funds by estimating a capital fund grant amount of \$737 million. Despite this assumption, the funding allocation for 2026 remains unclear. Below is a chart summarizing funding allocation by administering areas/departments:

Table 2: All Funds

(\$ In 000s)

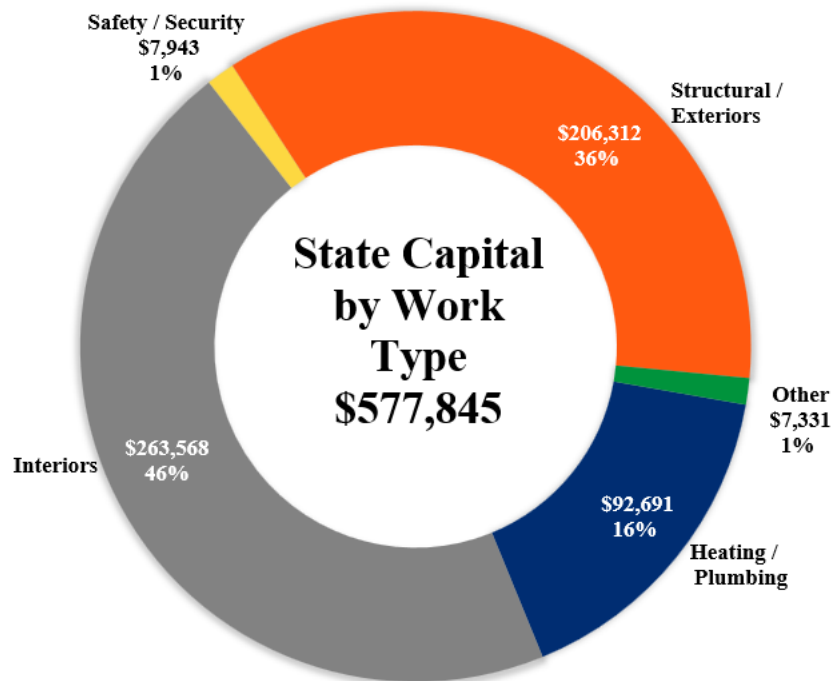
Administering Areas	2025 Carry Forward Balance	2026 New Funds Available	Total Available for 2026	2027	2028	2029	2030	2026 - 2030 Plan Totals
Administration	\$ 65	-	\$ 65	-	-	-	-	\$ 65
Healthy Homes	100,005	280,659	380,664	228,193	181,095	84,832	87,148	961,932
It	24,038	28,484	52,522	21,584	21,584	21,584	21,584	138,859
Operations	39,626	48,480	88,106	20,480	20,480	20,480	20,480	170,026
Procurement	1,232	-	1,232	-	-	-	-	1,232
Real Estate Development	2	-	2	-	-	-	-	2
Resident Relocation Serv	3,116	1,000	4,116	1,000	1,000	1,000	1,000	8,116
Resident Serv Partner & Init	84	-	84	-	-	-	-	84
Asset & Capital Management	1,501,060	1,126,681	2,627,742	821,603	364,740	496,406	496,730	4,807,222
Nycha Wide	52,735	356,272	409,007	322,412	322,412	322,412	322,412	1,698,656
Grand Total	\$ 1,721,963	\$ 1,841,577	\$ 3,563,540	\$ 1,415,275	\$ 911,314	\$ 946,717	\$ 949,357	\$ 7,786,194

STATE CAPITAL FUNDING

In 2025, NYCHA was awarded \$147.76 million by the Dormitory Authority of the State of New York (DASNY) to support a range of development projects across its portfolio. The funding allocations include \$140,000,000.00 of capital revitalization plan for Marble Hill, Breukelen, Whitman, Baruch, Taft, Ingersoll and Roosevelt I & II. \$3,025,000.00 for the installation of light poles, wall packs & electrical panels at Millbrook Houses, \$382,600.00 for construction of new half basketball court at Surfside Gardens. \$3,300,000.00 million for security cameras with part I and part II in Polo Grounds Tower. \$750,000.00 for installation of CCTV security cameras at Morrisania Air Rights Community Center, \$200,000.00 for full renovation of bathrooms including ADA capability at Lincoln Senior Center, and \$100,000.00 for lighting Upgrades in Amsterdam Addition - Lincoln Square Neighborhood Center. Collectively, these investments are intended to improve facilities, enhance safety, and expand services for NYCHA residents.

Chart 2: FY 2026-2030 State Capital Funding by Work Type

(\$ In 000s)



Total: \$577.8 Million

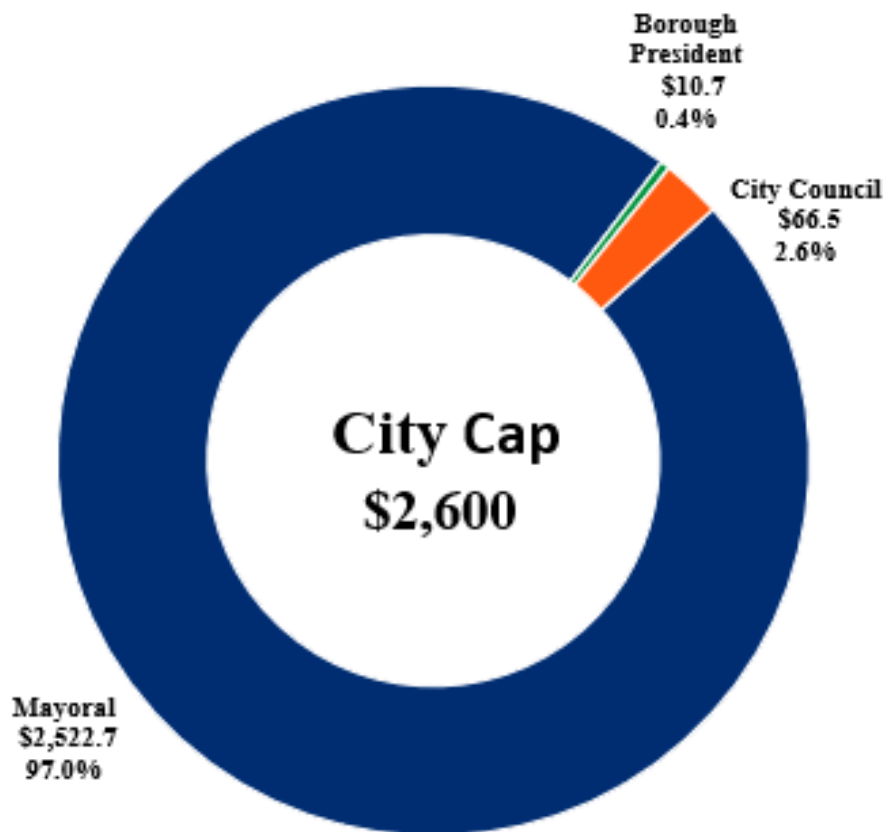
“Other” includes A & E / CM Fees, Program Administration, Remediation, Waste

CITY CAPITAL FUNDING

The City of New York has provided funding to NYCHA to address the needs of the aging public housing infrastructure. The funding in this Plan is based on the City of New York’s FY 2026 September Capital Plan. It includes Mayoral initiatives as well as funding allocated by elected officials (i.e., Council Members and Borough Presidents).

Chart 3: FY 2026-2030 City Capital by Funding

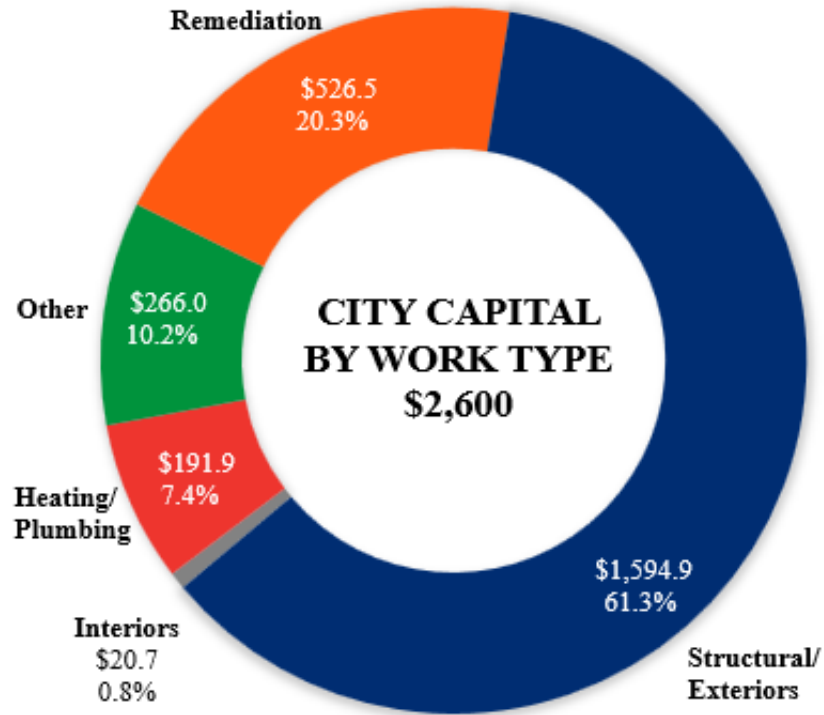
(\$ In Millions)



Total: \$2.6 Billion

Chart 4: FY 2026-2030 City Capital by Work Type

(\$ In Millions)

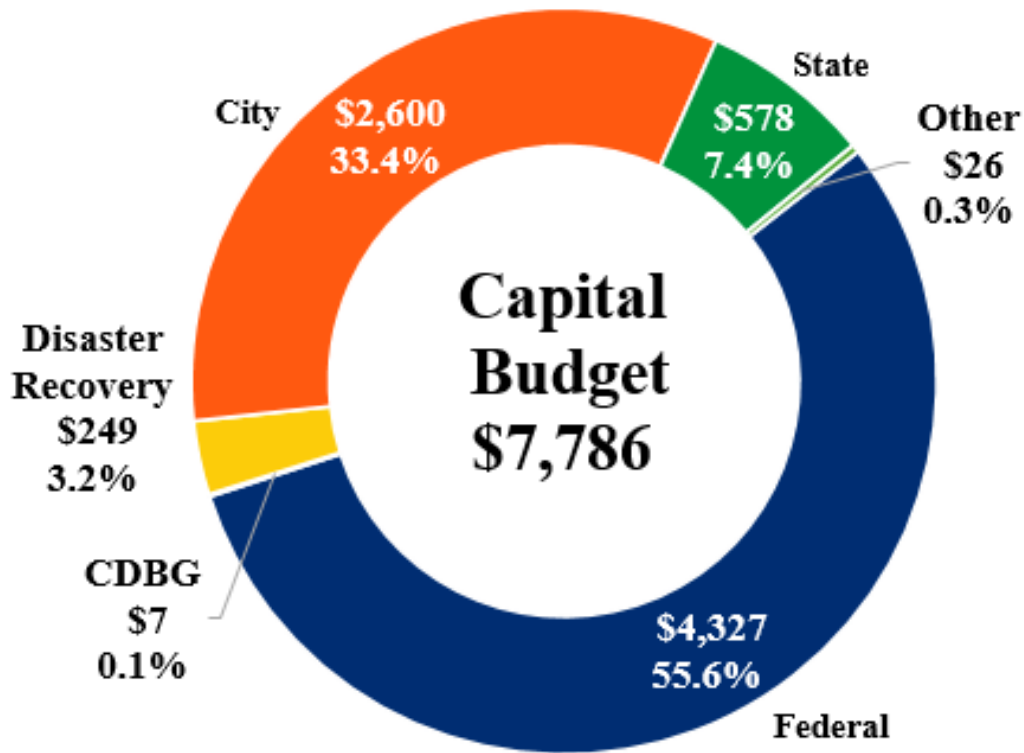


Total: \$2.6 Billion

“Other” includes Safety / Security, Information Technology, Energy, Waste and Interiors.

Chart 5: FY 2026 – 2030 Capital Funding by Funding Source

(\$ In Millions)

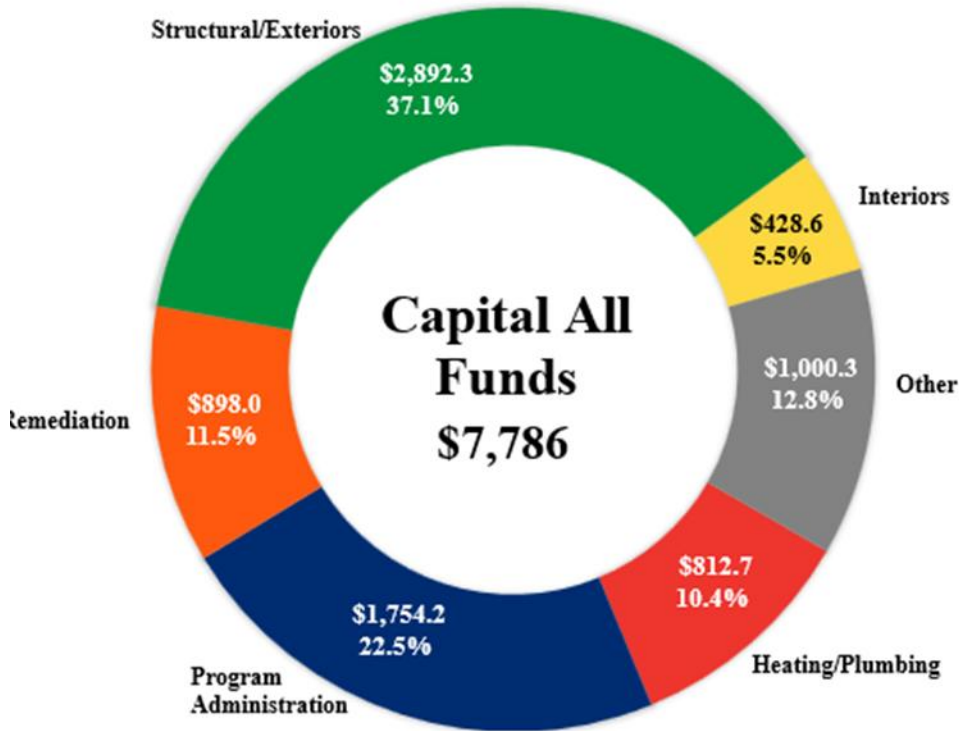


Total: \$7.79 Billion

“Other” includes Safety & Security Grants, Insurance for Capital and Lead Based Paint Capital Fund Program (LBPCFP) grants.

Chart 6: Capital Funding Summary
FY 2026 – 2030 Capital Plan by Work Type

(\$ In Millions)



Total: \$7.79 Billion

“Other” includes Energy, Fire Safety, IT, Garbage Disposal, Energy projects and Architectural & Engineering / Construction Management (CM) Fees.

2026 OVERVIEW & HIGHLIGHTS

NYCHA’s Information Technology (IT) Department continues to play a critical role in advancing the Authority’s transformation strategy by modernizing, stabilizing, and securing the technology environment that supports NYCHA’s operations and resident services. Through disciplined and targeted capital investments, IT is addressing long-standing technology debt, strengthening system reliability and cybersecurity, and modernizing core enterprise platforms essential to housing operations, financial management, human resources, and resident engagement. These investments improve service delivery and operational efficiency while also reducing risk, enhancing resiliency, and ensuring continuity of critical services. Collectively, this work positions NYCHA to

better support staff, residents, and external stakeholders while establishing a more sustainable, scalable, and secure technology foundation for the future.

2025 Accomplishments

Highlights:

In 2025, NYCHA IT delivered significant capital outcomes focused on improving reliability, accelerating delivery, and positioning the Authority for long-term sustainability.

- Implemented a department-wide goal alignment framework linking individual, team, and departmental objectives, strengthening accountability, transparency, and execution across the IT organization.
- Completed an organizational redesign to streamline IT service delivery, clarify ownership, and improve operational effectiveness.
- Launched Product-Oriented Delivery (POD) Teams and expanded the use of “Subway” Releases, enabling faster delivery of enhancements and stronger engagement with business stakeholders.
- Delivered over 50 capital and enhancement projects, completed approximately 550 system enhancements, and resolved more than 20,000 incidents, resulting in improved system performance and customer experience.
- Advanced core enterprise platforms supporting Customer Relationship Management, Finance & Procurement, HR & Timekeeping, Work Order & Asset Management, and Public-Facing Systems.
- Reduced technology and operational risk through the decommissioning of legacy systems and applications and the upgrade of critical platforms to a state of good repair.
- Improved overall stability, security, and resiliency through infrastructure, database, and network modernization initiatives.
- Expanded cloud adoption, automation, and monitoring capabilities to support a more scalable and proactive operating environment.
- Implemented modern identity and access controls, including single sign-on, and established cloud-based Disaster Recovery capabilities to strengthen business continuity.
- Modernized IT intake, governance, and prioritization, successfully closing 518 requests while improving transparency and alignment with NYCHA priorities.

- Completed a large-scale end-user computing refresh, replacing over 6,600 desktops and laptops and migrating all devices to Windows 11.
- Migrated over 8,000 mobile devices to a modern device management platform, improving security, inventory management, and supportability.
- Expanded resident-facing technology initiatives, including Digital Vans, kiosks, and mobile application outreach, to improve access to services and advance digital equity.
- Strengthened IT service operations, resolving over 73,000 service requests and answering more than 44,000 support calls.
- Reduced cybersecurity risk through systematic vulnerability remediation and improved tracking.
- Expanded security scanning and endpoint protection across the IT environment.
- Strengthened cybersecurity awareness and incident response readiness through targeted training and exercises.

2026 Goals & Planned Initiatives

In 2026, NYCHA IT will build on this progress by advancing transformational programs, further reducing risk, and continuing to modernize the Authority's technology foundation.

- Complete Workday HCM go-live.
- Advance the MAS 9.0 modernization and re-platforming to improve asset and work order management capabilities.
- Further expand Product-Oriented Delivery and Agile/DevOps practices to improve predictability, speed, and value realization.
- Complete major platform upgrades and cloud migrations across critical enterprise systems.
- Continue reducing technical debt while enhancing system resiliency, monitoring, and automation.
- Fully implement and test Disaster Recovery capabilities to ensure continuity of operations.
- Advance Smart Buildings initiatives to support operational efficiency, sustainability, and data-driven decision-making.

- Continue modernization of end-user computing and mobile services to support staff productivity.
- Further improve intake efficiency, governance, and knowledge management to reduce repeat issues and enhance customer experience.
- Expand resident digital access, literacy, and outreach through technology programs and partnerships.
- Continue reducing cybersecurity risk through enhanced vulnerability management and monitoring.
- Expand role-based cybersecurity training and proactive threat-hunting capabilities.
- Further mature Zero Trust security controls across the organization.
- Modernize ceremonial rooms and priority spaces with telepresence capabilities to support hybrid governance, stakeholder engagement, and accessible public meetings.
- Expand legal technology platforms to improve case management, workflow efficiency, and compliance with evolving legal and regulatory requirements.
- Upgrade core enterprise applications, including financial systems, ServiceNow, and Kronos, to ensure system reliability, security, and continued vendor support.

HEALTHY HOMES 2026 PLAN HIGHLIGHTS

Lead-Based Paint

In April 2019, NYCHA initiated a lead-based paint testing program, originally targeting 134,000 apartments using XRF analyzers at a 1.0 mg/cm² standard. Following New York City's December 2021 regulation change to a 0.5 mg/cm² standard, NYCHA adapted its program. While 81% of the initial target (108,236 units) were tested at the 1.0 mg/cm² standard, NYCHA shifted focus to retesting all units at the 0.5 mg/cm² standard. As of November 30th, 2025, 133,055 units (90% of the estimated universe of 147,184 units) have been tested at this new standard and 16,547 units have been abated.

Each year, NYCHA provides residents with an important notice aimed at identifying units with children under the age of 6, to determine necessary next steps if lead-based paint is present. If residents do not return this notice, NYCHA will follow up with door-knocking efforts to identify households with children under 6. In 2025, NYCHA will continue this door-knocking campaign to identify units where a child under 6 either resides or visits regularly for more than 10 hours a week.

While the door-knocking campaign helps identify units with children under 6, additional inquiries will be made to determine if a child under 10 lives in the unit, as this impacts the city requirement for window guards. Additionally, NYCHA will ask residents whether they would like stove knob covers or the installation of permanent stove safety knobs for added protection.

NYCHA completed the 2024 biennial lead-based paint risk assessment and is currently conducting the follow-up project. This will address dust wipe failures.

NYCHA is also in the process of concluding its annual Visual Assessment Project, which focuses on inspecting visual conditions in units with positive or presumed positive lead-based paint, as well as in common areas and community or daycare centers. In parallel, NYCHA has been rapidly scaling up efforts to remediate deteriorated paint conditions in units that have either a positive or presumed positive lead-based paint component, where a child under 6 resides or visits for 10 or more hours a week.

As of October 2025, NYCHA has attempted all units within the XRF testing program at the 0.5 threshold for lead-based paint. The authority remains focused on lead abatement to ensure the safety and well-being of its residents.

NYCHA engaged a Program Management Firm in July 2022 to oversee large-scale lead abatement, managing all project phases, including resident engagement, relocations, contractor deployment, data management, and reporting. Over the past two years, Healthy Homes has expanded vendor capacity for XRF testing, abatement, and dust wipe testing, currently achieving approximately 800 XRF tests and 100 abatements weekly. Key accomplishments include:

- Abatement completion in over 16,547 apartments city-wide.
- Simultaneous abatement work in 62 NYCHA developments.
- Management of over 150,000 temporary hotel night stays.
- Over 998,000 outreach and resident support calls.
- Over 40,013 in-person door knocks/walkthrough visits.

Walkthroughs conducted for lead abatement have also identified and facilitated resolution of non-lead related issues, such as leaks, asbestos, pests, and mold.

NYCHA's lead abatement obligations, a City Capital Action Plan priority, require abatement in 50% of lead-containing units and common areas by FY29, 75% by January 2034, and 100% by 2039. Initial estimates projected abating 38,674 units and testing the full universe (147,184) by FY29 with a \$797 million budget. Current projections indicate a need for abating 60,000 units. A June 2024 amendment to the Certificate to Proceed

(CP) requests \$953 million through FY29 to abate 30,000 units (50% of the revised universe).

LEAD CP	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	Total Program Budget
Initial CP Request Submitted	\$49,492	\$94,994	\$123,662	\$130,938	\$130,056	\$131,325	\$136,561		\$797,027
Approved CP Request	\$51,849	\$94,994	\$123,662	\$130,938	\$130,056	\$102,187	\$15,422	\$107,709	\$756,817
Accelerated CP Request	\$51,849	\$94,994	\$162,943	\$184,745	\$262,286				\$756,817
Amendment to CP Submitted	\$49,492	\$94,994	\$123,662	\$130,938	\$201,291	\$172,696	\$179,604		\$925,677

Currently, the program operates under the initial \$757 million CP funding, with recent OMB approval to advance previously allocated funds for FY25 and FY26. As of December 31, 2025, the program has spent or committed \$355 million of the allocated funds. Healthy Homes has scaled the program from a two-development pilot to over 50 developments monthly. Significant effort has been invested in organizational structure, staffing, vendor partnerships, relocation management, and data systems

Key challenges include escalating relocation costs, securing skilled trades support, procuring replacement materials, and securing adequate budget beyond FY27.

Asbestos Management and Compliance Strategy at NYCHA

The New York City Housing Authority (NYCHA) is committed to ensuring the safety and well-being of its residents by addressing the presence of asbestos-containing materials (ACMs) in its residential buildings. ACMs may be encountered during renovation projects, particularly in vacant apartments and occupied units with existing damage, areas affected by gas outages, public spaces, and community centers. Disturbance of these materials during renovations requires careful handling to comply with regulatory standards.

NYCHA adheres strictly to all applicable City, State, and Federal regulations set forth in managing asbestos-containing materials. Our approach involves investigating and testing apartments. Data indicate that approximately 80% of vacant apartments contain asbestos materials that may be impacted during renovation, necessitating abatement measures.

Our testing and abatement data over recent years have identified two primary asbestos-containing materials within our housing units:

- Vinyl asbestos floor tiles
- Asbestos-containing ceiling coatings applied to ceilings

Historically, NYCHA has addressed deteriorating flooring conditions performing minor abatement when the asbestos levels remained within regulatory thresholds and by

installing new flooring over worn tiles. However, due to the extensive deterioration of many apartment floors, this approach is no longer feasible in many cases. As a result, the demand for full asbestos abatement in vacant apartments has significantly increased.

Key Insights (2024-2025)

- In 2025, asbestos investigations were conducted in 6066 apartments, a decrease from 8498 apartments in 2024.
- The number of apartments requiring asbestos abatement remained relatively stable, with apartments abated 2,683 in 2025 compared to 2,837 in 2024.

NYCHA remains committed to executing asbestos management and abatement activities in full compliance with all applicable laws and regulations. The safety of residents, workers, and the broader community remains our top priority

For the In-House Minor Abatement, we successfully abated 3,246 apartments. Additionally, 2,683 apartment work orders were completed for vendors managed large abatement, while strictly adhering to all safety protocols and regulatory standards.

In Fiscal Year 2026 (FY26), we anticipate that approximately 2,928 vacant apartments will require asbestos abatement, reflecting a continued upward trend in recent years. Additionally, we will conduct abatements in occupied apartments, contingent on relocation availability, and abatements related to gas outages, community centers, and daycare facilities.

Executing a comprehensive asbestos abatement program requires significant financial resources. Below is a breakdown of the per-apartment costs funded through capital allocations for asbestos investigation and abatement.

Table 1: Asbestos Investigation Workflow:

Asbestos Item Description	Total Cost
<u>Asbestos Investigation/Testing</u> Performed by vendors, this includes a cost for a Certified Investigator, laboratory analysis for both PLM and TEM methods, and an investigation report of the findings.	\$1,000
<u>Asbestos Abatement</u> Performed by vendors, which includes NYSDOL filing fees, five asbestos handlers, all equipment, waste hauling, and disposal required to complete the abatement.	\$23,464
<u>Asbestos Abatement Air Monitoring</u> Performed by contract vendors, this includes third-party oversight by a certified Project Monitor, air monitoring inspections, final inspection and clearances, and final close-out reports.	\$1,023

The estimated unit cost for asbestos activities for each vacant apartment is expected to be approximately \$25,487. NYCHA requests Capital funding to cover, at minimum, 2,173 units, which equates to \$59,713,764. If additional funding is available, NYCHA has the immediate capability to apply it to additional asbestos abatements in vacant apartments, ensuring that these apartments are ready for prompt turnover and rental.

CP Plan:

Estimated Vacant Apartments Requiring Asbestos Abatement Per Fiscal Year

Fiscal Year 2026 Vacant Apartments Requiring Asbestos Abatement: 2,173

Estimated Costs Breakdowns for the Asbestos Program for Vacant Apartments in Fiscal Year 2026

Asbestos Item Description	Total Cost
For Fiscal Year 2026, - 3,660 units will require Asbestos Investigation/Testing. Performed by five contract vendors covering all five Boroughs, this includes each apartment inspection to require a Certified Investigator, laboratory analysis by both PLM and TEM methods, and an investigation report of the findings.	\$3,660,000
For Fiscal Year 2026, Asbestos Abatement Covered by five contracts, vendors provide a combined twelve abatement teams per day to perform the single-day, two-phase apartment abatements. Each abatement includes NYSDOL filing fees, a dedicated team, all equipment, waste hauling, and disposal.	\$50,987,272
For Fiscal Year 2026 - Asbestos Abatement Air Monitoring Performed by four contract vendors, this third-party oversight utilizes certified Project Monitors to carry out inspections, air monitoring, final inspections, clearance air monitoring, and final close-out reports.	\$2,222,979

OMAR & OFFICE OF WATER QUALITY DEPARTMENT

The Office of Mold Assessment and Remediation (OMAR) was established in 2018 in response to the 2014 Baez Consent Decree. As part of this Decree, OMAR corrects the moisture problem and removes moldy and contaminated materials to prevent human exposure and further damage to building materials and furnishings. In its efforts to comprehensively remediate mold from its developments, OMAR takes on the most complex repairs. The Federal Monitor, Office of the COO, Borough Management, Ombudsperson Call Center (OCC), Mold Responsive Unit (MRU), and Law Department often refer complex cases to OMAR. These repairs are usually larger than 100 sq ft, where contractors and/or skilled trades workers are consulted to complete the repairs needed in a timely and effective manner.

The Office of Water Quality (OWQ) at NYCHA is also a part of OMAR. The OWQ oversees water management for domestic water systems when directed or detected and responds when situations arise that cast doubt on the water quality in NYCHA developments. The mission of the Office of Water Quality is to ensure NYCHA’s water supply is protected from harmful contaminants, and, if contaminants are present, implement a standardized treatment and response plan to remediate the affected water system. These actions are broken down into, responding to active legionella DOHMH cases, internally flagged high risk legionella cases, lead exceedances in NYCHA childcare facilities, water discoloration complaints, coordinating sampling for water quality concerns, and developing citywide plans to help with reducing overall water hygiene risks across the NYCHA portfolio.

Budget Overview

OMAR’s 2026 – 2030 Capital Plan provides approximately \$71.3 million in planned commitments for mold remediation and ventilation systems upgrade and modernization and legionella and flushing samples under water quality management in NYCHA developments. The Plan is based on the current federal capital funding outlook, funding from local elected officials, and the State of New York.

The FY26–FY30 plan includes \$71.3 million in Federal and State funds to address physical improvements to the Authority’s buildings. FY-26 Federal funding includes \$25.3 million to address mold and leak repairs and conduct the Building Line Initiative (BLI) projects, \$38.5 million to address dampers replacement projects, and \$6.2 million to address legionella and flushing samples at NYCHA developments. The State funding includes \$1.3 million allocated to conduct the Building Line Initiative (BLI) projects at G Hammel and Carleton Houses. Overall, of the \$71.3 million dollars included in this Plan, 98.2% is from Annual Federal Capital Grants and 1.8% comes from the State of New York.

Table 1

Capital by Funding Source

(\$ In Thousands)

Funding Sources	Awards	Budget	2025 New Funds	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2026-2030 plan total
Federal Capital	MOLD HAZARDZ AT VARIOUS	\$16,179	\$5,274	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$15,274
	MOLD HAZARDZ AT VARIOUS(BLI)	\$55	\$5,500	\$4,500	\$0	\$0	\$0	\$0	\$10,000
	MOLD/ VENTILATION AT VARIOUS	\$50,199	\$3,005	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$13,005
	MOLD/ VENTILATION 2 AT VARIOUS	\$22,550	\$10,000	\$15,000					\$25,000
	WATER QUALITY MANAGEMENT	\$3,000	\$1,232	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$6,232
Safety & Security	VENTILATION (Baisley, Taft, Webster & Sumner)	\$4,830	\$448	\$0	\$0	\$0	\$0	\$0	\$448
State Awards	Gompers - TA Room	\$150	\$68	\$0	\$0	\$0	\$0	\$0	\$68
	Hammel & Carleton	\$1,250	\$1,250	\$0	\$0	\$0	\$0	\$0	\$1,250
Total			\$26,776	\$24,500	\$5,000	\$5,000	\$5,000	\$5,000	\$71,276

Federal Deadlines

Federal capital grant awards require NYCHA to meet deadlines for establishing contracts to perform work (obligation deadline) and completing work (expenditure deadline). Accordingly, NYCHA prioritizes its capital projects to meet and exceed the federal obligation and expenditure deadlines. The U.S. Department of Housing and Urban Development (HUD) requires housing authorities to obligate 90% of capital grant in 24

months and to expend 100% of capital grant in 48 months. If these deadlines are not met, housing authorities may incur penalties, such as the forfeiture of funds.

Table 2

Funding Sources	Award	Work Type	Obligation Deadline	Expenditure Deadline
Federal	CF2024_Capital Fund 2024	WT_Mold	5/5/2026	5/5/2028
		WT_Ventilation	5/5/2026	5/5/2028
		WT_Environmental	5/5/2026	5/5/2028
Safety and Security	HRHC22_2022 Housing Related Hazards Capital Fund	WT_Ventilation	9/7/2025	9/7/2027
State	SAM29_Gompers Houses TA Room Renovation - SAM	WT_Mold	7/20/2023	12/31/2026
	SAM32_Carleton Manor & Hammel Houses Mold Remediation & Repairs - SAM	WT_Mold	11/30/2023	11/30/2026
	SAM33_Carleton Manor & Hammel Houses Building Restoration for Leaks - SAM	WT_Mold	11/28/2023	12/31/2026

Expenditure Accomplishments

Mold Remediation including the Building Line Initiative (BLI) projects:

- In 2025, OMAR’s expenditure was \$4.69 million, which also includes leak repair projects.

Ventilation – Damper Replacement:

- In 2025, the ventilation expenditure was \$9.4 million for fire damper replacement work.

Office Of water Quality:

- In 2025, the water quality management work was \$1.8 million for legionella and flushing samples and chlorination treatment.

2025 Expenditure Accomplishments

Mold Remediation:

- \$3M Projection in 2025:
- \$600K for complex repair jobs (100+Sq Feet Residential/Non-Residential), including projects currently in-progress and projects awaiting tenant relocation
- \$4 M Building Line Initiative (BLI)
- \$2M electrical work for BLI projects.

State Grant – BLI

- \$1.25M Building Line Initiative (BLI) at Hammel Houses and Carleton Manor

Ventilation – Damper Replacement:

- \$14.5M projection in 2026 to replace 12,000 to 13,000 dampers
- \$500K projection in 2026 to clear obstructions in approximately 100 vertical risers.
- \$500K projection in 2026 for engineering service and repair or replacement of damaged roof fans.

Office of Water Quality

- \$2M Projection in 2026:
- Will be utilized to install and maintain the Chlorine system in the domestic water supply in addition to legionella sampling.

ASSET & CAPITAL MANAGEMENT DIVISION

Overview/Mission Statement

Led by the Chief Asset & Capital Management Officer, the Asset & Capital Management (A&CM) Division leads the Authority’s capital, sustainability, and resiliency programs that comprise a \$6.6 billion capital projects portfolio, as well as a range of activities related to property modernization and strategic asset management. A&CM aims to preserve and modernize NYCHA buildings and apartments through strategic portfolio planning and collaboration with Operations and Real Estate Development. A&CM prioritizes capital investments, comprehensive design standards, innovative financing and project delivery models, strong partnership with NYCHA residents and other stakeholders, and effective program and project management of capital projects with a focus on construction safety and quality. The Division also positions NYCHA’s housing portfolio for the future by coordinating the Authority’s Sustainability Agenda, and piloting and scaling-up resilient and sustainable technologies and practices to enhance building performance and residents’ quality of life.

A&CM's portfolio of capital projects includes comprehensive modernizations, large-scale building systems renovations (heating, elevators, roofs, façades, waste management, structural), safety and security upgrades, community center and grounds enhancements, flood damage remediation and flood resiliency-focused projects, green infrastructure, and energy efficiency and decarbonization improvements.

In addition, A&CM leads a number of revenue generation activities, such as solar and rooftop leasing and demand response, and provides technical advisory and support services to other NYCHA divisions in various areas, including physical needs

assessment, architecture and engineering design, project scoping and cost estimating, environmental planning and review, landmarks and historic preservation, building applications expediting and clearing of violations and open applications, emergency assessment and response, and energy management.

In 2025, A&CM achieved several major milestones including investing over \$1 billion in capital projects for the second year in a row and completing construction on 116 capital projects. As of January 1, 2026, A&CM is managing 399 active capital projects with approximately \$6.6 billion budget funded over the next five years across these projects. Comprehensive Modernization projects at Saint Nicholas Houses and Todt Hill Houses began construction, and projects at Gowanus Houses and Wyckoff Houses began design. A&CM also partnered with Operations and other parts of NYCHA to progress a range of innovation and sustainability initiatives, including scaling the Clean Heat For All window heat pump initiative, planning for the pilot of the Induction Stove Challenge, and designing and constructing green infrastructure projects.

Lastly, as part of its change management and operational improvement program, A&CM has completed a number of new strategic initiatives during 2025, including piloting a new program-level risk management approach, advancing stakeholder engagement and transparency improvements, and developing a project scoping and early design tool that helps ensure projects have achievable scopes and budgets.

2025 Overview & Highlights

Capital Projects

475 capital projects were active at the start of 2025 across 16 programs with a total budget of \$7 billion funded over the next five years. These programs include:

- Heating system replacements or upgrades, including in-kind boiler replacements, decoupling of space and domestic hot water systems, decentralized gas and geothermal systems, and heat pumps.
- Elevator system modernizations.
- Roof replacements.
- Waste management infrastructure upgrades, including interior and exterior compactors and new waste yards.
- Comprehensive modernization.
- Building exterior improvements, including façade restorations and window upgrades.

- Safety and security, including CCTV, layered access control doors, and lighting.
- Flood damage remediation and mitigation, including Sandy recovery and resilience work.
- Energy efficiency and weatherization upgrades.
- Grounds upgrades, including playgrounds, sports courts, and green infrastructure.
- Common area renovations, including lobbies, and community, senior, and daycare center.

Over the course of 2025, \$1.1 billion of capital funds were expended across these and other programs, with 116 projects completing construction, 16 paused projects restarting, and 85 new projects being initiated. For more detail on these capital programs, including the number of active projects, total budget, and expenditures in 2025, see the table below.

2025 Capital Program	Active Projects	Total Budget (\$m)	Expenditures (\$m)	Construction Projects
Apartments	7	\$13	\$0.6	3
Building Exteriors	47	\$489	\$139	14
Common Areas/Lobbies	32	\$110	\$17	7
Comprehensive Modernization	4	\$994	\$77	0
Elevators	39	\$537	\$84	6
Energy Efficiency	31	\$93	\$13	17
Fire Protection	8	\$10	\$0.5	0
Flood Damage Remediation	11	\$132	\$75	0
Grounds	49	\$172	\$24	7
Heating	60	\$1,994	\$351	5
Lighting	0	\$0.00	\$0.00	0
Plumbing	14	\$135	\$16	6
Roofs	47	\$794	\$189	25
Safety And Security	14	\$12	\$7	10
Ventilation/Air Conditioning	2	\$2	\$0.5	0
Waste Management	110	\$450	\$37	16
TOTAL	475	\$7059*	\$1137*	116

In 2025, A&CM received over \$350 million in sustainability and resiliency-related grants, as well as \$6.4 million in grants for third-party implemented capital projects on NYCHA sites.

Innovation Pilots

In 2025, A&CM developed and/or managed the following innovation pilots:

- **Entryways:** Analyzed and evaluated NYCHA’s 30-year-old storefront standard, piloted a new standard with thermally broken aluminum, steel reinforced entrances across 5 pilot sites, and finalized the new standard based on the pilot feedback and evaluation.
- **Window Heat Pumps:** In partnership with the New York State Energy Research & Development Authority (NYSERDA) and the New York Power Authority (NYPA), engaged HVAC manufacturers to develop and pilot a unitary, packaged cold climate air-source heat pump (ASHP) intended to be easily installed through an existing window and not require electric upgrades. The pilot occurred at Woodside Houses, with the long-term goal of purchasing 30,000 heat pumps to install in 10,000 apartments. The initial pilot is complete and the heat pumps will be installed in one full building by March 2026. Project planning is underway for the installation of 8,000 heat pump units at six developments.
- **Clean Energy Academy:** Connects resident trainees to NYCHA’s energy efficiency and renewable energy projects at NYCHA developments, customizing the training curriculum to contractor needs. NYCHA and the Public Housing Community Fund have graduated more than 100 public housing residents through the Clean Energy Academy to date. The Public Housing Community Fund trained 3 cohorts of residents in 2025.
- **Green Infrastructure:** NYCHA is designing and constructing deeper green infrastructure retrofits to mitigate the impact of intense rain events, also called cloudburst events, at 4 developments to make these properties more resilient in the face of climate change while improving open space for residents.
- **Recycling Stations:** NYCHA is piloting larger capacity and more conveniently located recycling and trash stations at multiple sites with the goal of improving the resident recycling experience, minimizing material handling for staff, and increasing the capture of recyclable material.
- **Electric Vehicle Charging:** NYCHA is exploring conversion of un-permitted parking spaces to EV charging spaces to provide revenue to host properties and increase access to EV charging across New York City.
- **Induction Stove Challenge:** With NYPA and NYSERDA, NYCHA issued a manufacturer challenge to replace its gas stoves with an affordable, retrofit-friendly electric induction stove that runs on 120 volts and uses either smart controls, battery integration, or a combination to eliminate the need for major electrical infrastructure upgrades. Pending a successful pilot demonstration of the proposed unit, NYCHA will purchase approximately 10,000 new stoves from the

selected manufacturer. Copper has signed an agreement with NYPA as the challenge awardee, and development of the new stove has begun.

Change Program

In 2025, A&CM completed implementation of many initiatives to improve our performance across several areas:

1. Strengthening communication, coordination, and collaboration across teams
2. Improving consultant and contractor oversight and management
3. Enhancing field management and oversight
4. Expanding data and metrics-driven program and project management

A few highlights of the work completed in 2025 include:

- Initiating new and continuing existing recurring meetings with external partner agencies to improve interagency planning and project delivery.
- Advancing stakeholder engagement and transparency improvements, including enhanced stakeholder signage at capital projects in construction and a new survey for residents and Property Management to provide feedback during the post-design and post-construction phases.
- Piloting a new program-level risk management approach to standardize risk identification, analysis, and assessment, track program and project-level risks and mitigation strategies and strengthen capital program and project management.
- Publicly launching design standards for modernization of NYCHA developments with an innovative, interactive website to improve feedback and coordination around those standards.
- Developing and rolling out a project scoping and early design tool that details surveying and investigation activities of site conditions, assets and building systems with the goal of ensuring projects have achievable scopes and budgets.
- Continuing to drive a results-based, data-driven management approach for all teams, with team-specific KPIs, monthly reviews, and a focus on continuous improvement of the data and metrics.
- Expanding general and technical training programs for A&CM staff, including launching an A&CM onboarding program for all new staff, adding a new course in the Construction Project Management training program on

Advanced Project Controls, and rolling out several new skills-based trainings to support staff professional development.

2026 Overview

Capital Projects

At the beginning of 2026, A&CM had 399 active projects with a total budget of \$6.6 billion funded over the next five years. In 2026, A&CM is also targeting securing over \$530 million in sustainability and resiliency related grants, including Federal disaster recovery funding related to Ida storm damage remediation and mitigation, as well as \$4 million in grants for third-party implemented capital projects on NYCHA sites.

Over the course of 2026, A&CM is targeting to expend \$1.1 billion and complete construction on 140 projects, as well as start (or restart) over 100 new (or paused) projects. The table below presents active projects across A&CM’s capital programs as of January 1, 2026, including the number of projects and budgets.

Capital Program (01/01/2026)	Active Projects	Total Budget (\$m)
Apartment	4	\$3
Building Exterior/Facade/Window	49	\$540
Common Areas/Lobbies	35	\$103
Comprehensive Modernization	5	\$1,546
Elevators	32	\$465
Energy Efficiency	18	\$47
Fire Protection	5	\$10
Flood Damage Remediation and Protec	9	\$85
Grounds	58	\$152
Heating	53	\$1,546
Lighting	0	\$0.00
Plumbing	12	\$112
Roofs	21	\$574
Safety And Security	7	\$8
Ventilation/Air Conditioning	2	\$1
Waste Management	89	\$412
TOTAL	399	\$6619**

Strategic Initiatives & Post-2026 Plan

In 2026, A&CM will build on the strategic and operational improvements implemented under the division’s change program, focusing specifically on a number of new and continuing strategic initiatives in the following areas:

1. New program development and design-build scale-up
2. Services sourcing and contracting
3. Consultant and contractor management
4. Staff training and development

The 5-year Capital Plan for 2026 through 2030 allocates an additional \$1.4 billion of Federal funds and \$1.6 billion of City funds for capital projects managed by A&CM, or an average of approximately \$600 million per year. The majority of this funding will continue to be invested in HUD Agreement Pillar areas, including heating systems, elevators, waste management infrastructure, and comprehensive modernization, as well as roofs and façade restoration. These investments underscore NYCHA’s commitment to bringing our properties up to a state of good repair, contributing to residents’ quality of life, and strengthening sustainability and resiliency to climate change.

GLOSSARY

A&CM: Asset & Capital Management Division. The NYCHA division is responsible for leading the Authority's capital, sustainability, and resiliency programs.

ACMs: Asbestos-Containing Materials. Building materials that contain asbestos and require special handling and abatement procedures when disturbed.

ADA: Americans with Disabilities Act. A civil rights law that prohibits discrimination based on disability. The glossary reference relates to making Digital Vans accessible with compliant lifts.

Annual Recertification: The yearly process where Public Housing and Section 8 participants must verify their household income and composition to determine their correct rent.

AS400: A legacy IBM server platform. The document refers to replacing its functionality with modern systems.

Asbestos Abatement: The procedures for handling, removal, and disposal of asbestos-containing materials to eliminate the risk of exposure.

BLI: Building Line Initiative. A specific project type, likely referring to the repair or replacement of main water or gas supply lines for a building.

Borough Management: The NYCHA department is responsible for the day-to-day management and operations of properties within each borough.

Capital Plan: A multi-year financial plan outlining planned investments in infrastructure, major modernization, and repairs for NYCHA properties.

CCaaS: Contact Center as a Service. A cloud-based customer service solution (Genesys) used by NYCHA's Customer Contact Center (CCC).

CCC: Customer Contact Center. The central hub for handling resident inquiries and service requests.

CDBG: Community Development Block Grant. A federal grant program providing communities with resources to address a wide range of community development needs.

Cloudburst Events: Short-duration, high-intensity rainfall events that can lead to severe flooding.

CP: Certificate to Proceed. An official document that authorizes the allocation of capital funds for a specific project or program.

CRA: Likely refers to a specific rental assistance program, though its full name is not defined in the document. Possibly related to COVID Recovery Assistance.

CRM: Customer Relationship Management. A technology for managing all of NYCHA's relationships and interactions with residents, applicants, and landlords. Replacing legacy systems.

Decarbonization: The process of reducing or eliminating carbon dioxide emissions from building operations, often by moving away from fossil fuel-based systems like gas boilers.

DEP: Department of Environmental Protection. The New York City agency is responsible for managing the city's water supply and wastewater treatment.

DevOps: A set of practices that combines software development (Dev) and IT operations (Ops) to shorten the development lifecycle.

Digital Vans: Mobile technology centers that travel to NYCHA developments to provide residents with digital literacy training and assistance with NYCHA applications.

Disaster Recovery: The process, policies, and procedures related to preparing for recovery or continuation of technology infrastructure after a natural or human-induced disaster.

DOHMH: Department of Health and Mental Hygiene. The New York City agency is responsible for public health.

DASNY: Dormitory Authority of the State of New York. A public benefit corporation that provides financing and construction services to public and nonprofit institutions.

EBS: Oracle eBusiness Suite. An integrated set of enterprise resource planning (ERP) applications used by NYCHA for finance, procurement, and other functions.

Elevator Pillar: One of the key areas of focus under the HUD Agreement, specifically related to improving elevator service and reliability.

Entra ID: Microsoft's cloud-based identity and access management service (formerly Azure Active Directory).

ERAP: Emergency Rental Assistance Program. A program to provide financial assistance to tenants struggling to pay rent.

ESM: Enterprise Systems Management. The NYCHA IT team is responsible for critical business platforms like CRM, HCM, and EBS.

Federal Monitor: An independent monitor appointed by the court to oversee NYCHA's compliance with the HUD Agreement.

FIOS: A fiber-optic communication network service. The document mentions switching from eLAN to FIOS for the Smart Buildings network.

HCM: Human Capital Management. Refers to the Workday implementation project to replace NYCHA's legacy HR technology.

Healthy Homes: A NYCHA program focused on addressing environmental health hazards in apartments, such as lead, mold, and pests.

HIP: HUD's Integrated Information Technology Platform. HUD is transitioning to this new system for managing public housing data.

HOTMA: Housing Opportunity Through Modernization Act. A federal law that made significant changes to rules governing HUD-assisted housing, including income calculations and asset limits.

HUD: U.S. Department of Housing and Urban Development. The federal agency that provides funding and oversight for NYCHA.

HUD Agreement: The 2019 Agreement between NYCHA, HUD, and the SDNY that mandates reforms and improvements across the authority.

IAM: Identity and Access Management. The security discipline that enables the right individuals to access the right resources at the right times.

InTune: Microsoft Intune. A cloud-based service that focuses on mobile device management (MDM) and mobile application management (MAM).

ITSM: IT Service Management. The team and processes responsible for delivering and supporting IT services to NYCHA staff and residents.

KPIs: Key Performance Indicators. A set of quantifiable measures used to gauge performance over time.

LAC Doors: Likely refers to Limited Access Code doors or similar secured entryways.

LHD: Leased Housing Department. The NYCHA division that administers the Section 8 voucher program.

MAS 9: Maximo Application Suite. The latest version of IBM's Maximo asset management software, to which NYCHA is upgrading.

Maximo: IBM Maximo. An enterprise asset management (EAM) software system used by NYCHA to manage work orders, maintenance, and inventory.

Micro Purchases: Small-scale procurement actions below a specific dollar threshold.

Mobile Device Management (MDM): Software used to secure, monitor, manage, and enforce policies on smartphones, tablets, and other endpoints.

Mold Pillar: One of the key areas of focus under the HUD Agreement, specifically related to improving mold remediation processes.

MRU: Mold Responsive Unit. A NYCHA unit focused on addressing mold complaints.

MyNYCHA App: A mobile application that allows residents to submit and track repair requests, pay rent, and receive announcements.

NYPA: New York Power Authority. The largest state public power organization in the U.S., partnering with NYCHA on energy projects.

NYSERDA: New York State Energy Research and Development Authority. A public benefit corporation that offers information and funding for energy efficiency and renewable energy projects.

OCC: Ombudsperson Call Center. A NYCHA department that handles resident concerns and complaints.

OCIO: Office of the Chief Information Officer. The leadership office of the NYCHA IT department.

OCM: Organizational Change Management. The framework for managing the effect of new business processes, changes in organizational structure, or cultural changes within an enterprise.

ODEI: Office of Diversity, Equity, and Inclusion. (Inferred from "Expansion of LegalStratus to OIH and ODEI").

OIH: Office of the General Counsel / Legal Department. (Inferred from "Expansion of LegalStratus to OIH and ODEI").

OMAR: Office of Mold Assessment and Remediation. The NYCHA office is responsible for addressing complex mold and moisture issues.

OTI: Office of Technology and Innovation. A New York City agency that works to strengthen technology and digital services across the city.

OWQ: Office of Water Quality. A part of OMAR focused on ensuring safe water quality in NYCHA developments, including managing Legionella and lead risks.

Pest Pillar: One of the key areas of focus under the HUD Agreement, specifically related to integrated pest management.

POD: Product Oriented Delivery. A team structure focused on delivering and maintaining a specific product or service.

RCMS: Likely refers to a legacy system being replaced by the new CRM.

SDNY: U.S. Attorney's Office for the Southern District of New York. A party to the HUD Agreement overseeing NYCHA's compliance.

SD-WAN: Software-Defined Wide Area Network. A technology that simplifies the management and operation of a WAN.

Section 8: The federal program that provides rental housing assistance to low-income households through vouchers administered by local agencies like NYCHA's LHD.

Siebel: Oracle Siebel CRM. A legacy customer relationship management system being rearchitected by NYCHA IT.

Superstorm Sandy: The hurricane that hit the New York City area in 2012, causing significant damage to NYCHA properties, for which disaster recovery funds are still being used.

UTEN: Utility Thermal Energy Network. A pilot project with National Grid to create a neighborhood geothermal energy network.

VAT: Vinyl Asbestos Tile. A common asbestos-containing material found in older buildings.

Visual Assessment: A visual inspection of apartments and common areas to identify potential lead-based paint hazards, such as deteriorated paint.

Work Order: A formal request for maintenance, repair, or inspection of a NYCHA property, managed in the Maximo system.

XRF Analyzer: X-ray Fluorescence Analyzer. A handheld device used to detect the presence of lead in paint.