

STRATEGIC PLAN FOR NYCHA

**CURRENT, MEDIUM-TERM,
AND LONG-TERM REFORMS**

Group 3

Strategizing to create impact

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CURRENT MISSION AND VISION STATEMENTS

NYCHA's mission statement is to provide quality housing for New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility

NYCHA's vision statement, as part of its Transformation Plan, is to reorient the organization at all levels to transform how services are delivered to residents, and to expand its human capital agenda to include deeper social investments in education, health, job opportunities, and community networks.



REVISED MISSION AND VISION STATEMENTS

To guide transformation within NYCHA, their mission and vision should be refreshed to reflect its core purpose and values more authentically.

Proposed Mission Statement:

“NYCHA’s mission is to provide **safe, clean, and affordable housing** for New Yorkers of limited income, serving as a vital urban safety net. We commit to **transparent and accountable management**, to **sustainable stewardship** of our buildings, and to **empowering residents** with opportunities to thrive in their communities.”

Proposed Vision Statement:

*“Our vision is that every NYCHA development becomes a **community of choice and opportunity** – where housing is **dignified and resilient**, every resident feels **heard and respected**, and generations to come enjoy **quality homes** they can afford. NYCHA envisions a New York City where public housing is a **model of equity and innovation**, proving that investing in our people and neighborhoods builds a stronger city for all.”*



STRATEGIC RECOMMENDATIONS FOR NYCHA'S ECONOMIC SUSTAINABILITY

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STRATEGIC RECOMMENDATIONS FOR NYCHA'S ECONOMIC SUSTAINABILITY

NYCHA is facing severe financial difficulties, including chronic budget deficits, a massive backlog of repairs, and deteriorating housing conditions. Without urgent intervention, operational disruptions and declining quality of life for residents will persist.

The Need for Strategic Change:
To ensure economic sustainability, comprehensive reforms are essential. These reforms must address immediate financial shortfalls, enhance long-term financial stability, modernize infrastructure, and empower residents economically.

Recommendations for:

**Short-Term Strategies
(1–5 Years)**

**Medium-Term Strategies
(5–10 Years)**

**Long-Term Strategies
(10–20 Years)**



SHORT-TERM STRATEGIES (1-5 YEARS)



Secure Emergency Funding



Improve Rent Collection and Arrears Management



Control Operating Costs through Efficiency



Reaching Out To The City and The State

- **Action:** Secure annual emergency support of at least (\$200–\$300M) from New York City and State governments to avoid immediate financial collapse.
- **Reasoning:** Immediate funding prevents drastic service cuts, keeps essential services running, and maintains operational stability, averting financial crisis

SHORT-TERM STRATEGIES (1-5 YEARS)



- **Putting New Programs Into Place**

- **Tenant Assistance Programs:** Implement programs offering partial rent arrear forgiveness or flexible repayment linked to financial counseling and literacy courses.
- **Digital Payment Systems:** Upgrade rent collection to modern, accessible digital platforms (apps, automated reminders).
- **Reasoning:** Reduces unpaid rents, enhances convenience, and improves tenant compliance, thus boosting overall rental income.

SHORT-TERM STRATEGIES (1-5 YEARS)



Becoming More Efficient

- **Energy and Utility Savings:** Introduce upgrades such as efficient heating systems, LED lighting, insulation improvements, and building management systems to cut utility costs by up to 15%.
- **Bulk Purchasing Agreements:** Negotiate bulk agreements for supplies and utilities, securing better rates and reducing inflationary impacts.
- **Reasoning:** Cost efficiency reduces annual operational expenses, freeing resources for urgent maintenance and repairs.

MEDIUM-TERM STRATEGIES (5-10 YEARS)



Sustainable Funding

- **Dedicated Budget Lines:** Secure permanent, annual allocations from city/state budgets for predictable planning.
- **State Bond Initiatives:** Advocate for NYCHA-specific state bond measures to finance large-scale infrastructure projects.
- **Reasoning:** Predictable funding ensures reliable maintenance schedules and long-term investment planning.



Enhanced Accountability

- **Independent Audits:** Implement routine audits and establish resident oversight committees to promote transparency.
- **Performance-based Budgeting:** Allocate funding based on clear, measurable goals like reducing work-order backlogs and improving tenant satisfaction scores.
- **Reasoning:** Greater accountability minimizes corruption, enhances transparency, and builds trust among residents and stakeholders.

LONG-TERM STRATEGIES (10-20 YEARS)



NYCHA Preservation Trust

- **Action:** Fully implement a Trust model to access federal housing vouchers and bond financing unavailable through current models.
- **Reasoning:** This unlocks billions in additional financing for comprehensive modernization, sustainably addressing NYCHA’s long-term repair backlog.



Generating Revenue from Assets

- **Mixed-Use Developments:** Responsibly develop available NYCHA land and properties into mixed-use spaces for residential, commercial, and community use.
- **Controlled Leasing Agreements:** Implement strategic leasing agreements ensuring profits directly fund improvements in NYCHA facilities.
- **Reasoning:** Generates diversified revenue, reducing dependency on external, irregular funding sources.

MODERNIZATION AND PREVENTIVE INVESTMENTS (10–20 YEARS)



Proactive Backlog Minimization Initiative

- **Clear Plan & Schedule:** Establish funded, detailed annual goals targeting 10,000 unit renovations per year to eliminate repair backlogs completely within 15 years.
- **Reasoning:** Consistent improvements prevent future emergency repairs, reducing long-term costs and significantly enhancing living conditions.



Transitioning to Preventive Maintenance

- **Proactive Maintenance Programs:** Shift from reactive to preventive maintenance using advanced facilities management software and data-driven scheduling.
- **Reasoning:** Preventive strategies greatly lower maintenance costs, prolong infrastructure lifespan, and substantially increase tenant satisfaction.

RESIDENT EMPOWERMENT & ECONOMIC DEVELOPMENT (5–20 YEARS)



- **Expanded REES Program :**
 - Significantly expand Resident Economic Empowerment & Sustainability initiatives, providing tailored training in high-demand job sectors, entrepreneurship support, and financial counseling directly tied to NYCHA projects and city job markets.
- **Local Economic Development Zones:**
 - Establish economic empowerment zones within and near NYCHA properties to attract local businesses, create job opportunities, and stimulate economic activity, directly benefiting residents.
- **Resident-Managed Enterprises:**
 - Support resident-owned businesses providing initial funding, training, and ongoing assistance. NYCHA contracts could preferentially partner with these enterprises to strengthen local economic cycles.
- **Homeownership and Asset-Building Initiatives:**
 - Develop innovative programs that allow NYCHA residents paths to homeownership or cooperative housing shares, fostering long-term wealth-building and economic stability among residents.

STRATEGIC GOALS AND EXPECTED OUTCOMES

Achieving Sustainable Results and Community Benefits

- **Immediate Impact:** Stabilized finances, prevention of service disruptions, and maintained operations.
- **Within 5 Years:** Significantly reduced deficits, predictable funding established, and transparent budgeting and governance systems.
- **Within 15 Years:** Complete elimination of repair backlog, fully modernized housing, and effective preventive maintenance systems implemented.
- **Enhanced Governance:** Increased transparency, reduced corruption risks, and strengthened stakeholder trust.
- **Revenue Diversification:** Sustainable, diverse funding streams reducing dependency on irregular government support.
- **Community Empowerment:** Economically stable residents, cohesive communities, and increased tenant rent compliance driven by improved living conditions.

STRATEGIC RECOMMENDATIONS FOR NYCHA'S POLITICAL RESTRUCTURING

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STRATEGIC RECOMMENDATIONS FOR NYCHA'S POLITICAL RESTRUCTURING

NYCHA's political standing has **weakened** over the years due to **persistent budget instability**, highly **publicized scandals**, **lack of trust from residents**, and inconsistent policy support from various levels of government.

However, the most transformative political shift will emerge from once residents see NYCHA not as a top-down authority that **"serves"** residents but as a facilitator of **empowered communities who lead the charge** in restoring pride, responsibility, and legitimacy in public housing.

Recommendations for:

**Short-Term Strategies
(1-5 Years)**

**Medium-Term Strategies
(5-10 Years)**

**Long-Term Strategies
(10-20 Years)**



SHORT-TERM STRATEGIES (1-5 YEARS)



1. Restore Institutional Trust and Transparency



2. Strengthen Resident Political Representation



3. Rapid Response to Political Crises



Public Transparency and Communication Tools

- Action: **Launch a public-facing “Transparency Portal”** with **real-time updates** on repairs, contracts, board decisions, and financial execution. **And “State of NYCHA”** and neighborhood-specific **reports for each development**
- Rationale: Open access to data and decisions **strengthens public trust**, counters misinformation, and demonstrates institutional maturity. **Transparency also builds resident confidence in NYCHA’s integrity and political relevance**



Community Reporting and Participatory Oversight

- Action: Establish **participatory oversight teams** composed of resident leaders and communities who **review local performance** metrics
- Rationale: **Involving residents** in local oversight fosters civic trust and promotes a **co-governance** where **political sustainability grows from shared responsibility.**

SHORT-TERM STRATEGIES (1-5 YEARS)



- **Resident Advisory Board Empowerment**

- Action: **Expand the scope and authority** of Resident Advisory Boards to **co-approve local redevelopment plans**, PACT transitions, and vendor selections.

- Rationale: Empowered boards make NYCHA **more accountable and participatory**, aligning housing management with **democratic principles**.

SHORT-TERM STRATEGIES (1–5 YEARS)



Crisis Communication Unit

- Action: Form a specialized unit tasked with managing public controversies, **including service failures or corruption allegations**. The unit would provide fact-based updates, response protocols, and **community engagement strategies**
- Rationale: A timely, coordinated response **prevents long-term damage to reputation**, and demonstrates that the organization takes accountability seriously.



Corrective Action and Restorative Practices

- Action: **Following any scandal or systemic failure**, hold public forums and publish post-crisis reports detailing causes, **actions taken, and lessons learned**.
- Rationale: **Transparency in crisis resolution is vital** to regaining resident and stakeholder trust—especially in communities that have **felt ignored or misled**.

MEDIUM-TERM STRATEGIES (5-10 YEARS)



Strategic Expansion of PACT Developments

- Action: Promote a **refined public-private model** by transitioning additional developments into the PACT program, **emphasizing resident input in contractor selection**, property oversight, and **tenant protections**
- Rationale: This transition enables **access to private capital** and professional management while ensuring **resident dignity** and **voice remain central**. When residents participate in oversight and decision-making, **they become co-owners of transformation** rather than passive recipients.



Community Identity and Belonging Campaign

- Action: Launch a campaign to **inspire cultural transformation** within **developments—leveraging art, storytelling, youth engagement, and neighborhood events to reinforce pride and shared identity**
- Rationale: Political engagement begins with emotional investment. When residents identify with their community as a place of dignity and potential, they are more likely to protect, promote, and defend it—creating organic political support from the ground up

LONG-TERM STRATEGIES (10-20 YEARS)



Launch the NYCHA Innovation Challenge



Cultivate Future NYCHA Leaders through the Civic Engagement Institute



Open Innovation Competition

- Action: Host an **annual open contest** for ideas to improve NYCHA, open to **residents, researchers, nonprofits, and design firms**. Winning proposals are piloted in select developments
- Rationale: Harnessing **diverse ideas** democratizes problem-solving and sends a message that NYCHA values creativity and collaboration **especially from residents themselves**



Leadership Training Pipeline

- Action: Expand the Civic Engagement Institute to **train residents in housing policy, public ethics, financial planning**, and advocacy **targeting future roles** as managers, board members, or political representatives
- Rationale: Empowered, informed residents can lead **long-term governance reform from within**. Building a pipeline of future NYCHA leaders ensures continuity, community representation, and improved political sustainability.



STRATEGIC GOALS AND EXPECTED OUTCOMES

The successful implementation of this strategy will yield:

- **Renewed resident trust and civic engagement**, leading to safer, cleaner, and more dignified communities
- Strengthened political legitimacy through **transparency and responsiveness**
- Empowered **residents as co-governors**, not just tenants, through formalized roles and **leadership development**
- Expanded and equitable **public-private partnerships** under rigorous oversight
- A **political ecosystem** where resident-led initiatives **drive long-term transformation and sustainability**



STRATEGIC RECOMMENDATIONS FOR NYCHA'S SOCIAL SUSTAINABILITY

STRATEGIC RECOMMENDATIONS FOR NYCHA'S SOCIAL RESTRUCTURING

NYCHA's social status faces critical issues such as declining infrastructure, funding constrains, and the need for amplified resident participation. Addressing these issues requires coordinated efforts from Government agencies, community organizations and residents themselves.

Strategic recommendations could highlight the importance of adopting innovative solution. promoting community partnerships, and accountability to create a sustainable and accessible future for public housing in New York.

Recommendations for:

**Short-Term Strategies
(1-5 Years)**

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(5-10 Years)**

**Long-Term Strategies
(10-20 Years)**



SHORT-TERM STRATEGIES (1-5 YEARS)



1. Urgent Repairs and Environmental Health Measures



2. Transparent Communication and Data-Driven Prioritization



3. Building Trust Through Oversight and Protection



Emergency Repairs

- Action: Assign emergency funding for critical issues like heating, hot water, and water access. Use temporary boilers and portable water systems as provisional solutions
- Rationale: These measures address urgent health and safety concerns, ensuring residents have access to essential needs while long-term solutions are developed.



Pest and Mold Mitigation

- Action: Arrange specialized teams to address pest control and mold remediation in high-impact units.
- Rationale: These issues cause significant health risks, particularly for vulnerable populations, and remitting them promptly improves living conditions.

SHORT-TERM STRATEGIES (1-5 YEARS)



• **Enhanced Communication**

- Action: Establish a 24/7 hotline for reporting urgent issues and tracking response times. Provide clear timelines and updates on repair work..
- Rationale: Transparent communication builds trust with residents and ensures timely responses to critical issues, reducing frustration and uncertainty.



• **Data Collection**

- Action: Conduct a comprehensive resident satisfaction survey to identify and prioritize actionable problems.
- Rationale: Gathering resident feedback ensures that resources are assigned effectively to address the most pressing concerns. This cooperative mechanism promotes collaboration, and gives residents direct experience in governance.

SHORT-TERM STRATEGIES (1-5 YEARS)



Accountability Mechanisms

- Action: Develop specifications for contractors and maintenance teams, with penalties for delays or negligence.
- Rationale: Clear accountability ensures timely and quality work, promoting a culture of responsibility.



Interim Security Upgrades

- Action: Replace malfunctioning door buzzers and intercom systems with cost-effective alternatives.
- Rationale: Enhancing security systems improves resident safety and reduces unauthorized access.

SHORT-TERM STRATEGIES (1-5 YEARS)



Education and Recognition

- Action: Organize workshops on water safety, mold prevention, and air quality improvement.
- Rationale: Empowering residents with knowledge help them maintain healthier living environments and reduces recurring issues.



Staff Training

- Action: Provide targeted training for staff managing water systems and boiler maintenance.
- Rationale: Skilled staff can address technical issues more effectively, reducing downtime and improving service quality.

MEDIUM-TERM STRATEGIES (5-10 YEARS)



1. Accountable Progress Through Infrastructure and Transparency



Infrastructure Modernization

- Action: Manage large-scale repairs and replacements of outdated plumbing, heating, and ventilation systems.
- Rationale: Modern infrastructure reduces maintenance costs and improves overall living conditions..



Performance Transparency

- Action: Launch a public dashboard to track progress on repairs and eviction rates.
- Rationale: Transparency encourages accountability and allows residents to monitor NYCHA's performance.

MEDIUM-TERM STRATEGIES (5-10 YEARS)



Health Partnerships

- Action: Collaborate with local health organizations for free medical checkups and asthma education.
- Rationale: Addressing health issues linked to housing conditions improves residents' quality of life and reduces healthcare costs.



PACT Oversight

- Action: Revise guidelines for PACT properties to emphasize eviction prevention.
- Rationale: Strengthened oversight ensures that privatization efforts do not compromise housing stability.

LONG-TERM STRATEGIES (10-20 YEARS)



1. Sustainable Communities and Integrated Developments



Sustainable Development

- Action: Transition to energy-efficient systems to lower operating costs and improve air quality.
- Rationale: Sustainability initiatives reduce environmental impact and create long-term savings.



Mixed-Use Redevelopment

- Action: Partner with private developers to create spaces combining affordable housing, community centers, and retail.
- Rationale: Mixed-use developments enhance community resources and generate additional revenue.

LONG-TERM STRATEGIES (10-20 YEARS)



Legislative Advocacy

- Action: Advocate for increased federal and state funding using evidence from successful projects.
- Rationale: Securing additional funding is critical for sustaining long-term improvements



Permanent Health Initiatives

- Action: Establish on-site clinics for ongoing health support related to asthma, mold exposure, and other issues.
- Rationale: Accessible healthcare services directly address the health impacts of poor housing conditions.



STRATEGIC GOALS AND EXPECTED OUTCOMES

This recommendation plan competently deals with the challenges NYCHA faces while dispensing **strategic pathways** to support its goals:

- Address urgent health and safety concerns, improve communication and transparency, and empower residents through workshops and provisional measures in a **Short-Term**.
- In a **Medium-Term**, modernize infrastructure, increase transparency with a public control board, and strengthen oversight mechanisms in health services and housing equity.
- Promote sustainable development with energy-efficient systems, create mixed-use developments, advocate for federal/state funding, and offer permanent health initiatives like on-site clinics in a **Long-Term**.
- Expected outcomes spin around healthier living conditions, **strengthened trust between residents and NYCHA**, reduced costs through infrastructure upgrades, and more resilient communities.

HOUSING AND
COMMUNITY DEVELOPMENT
IN NEW YORK CITY

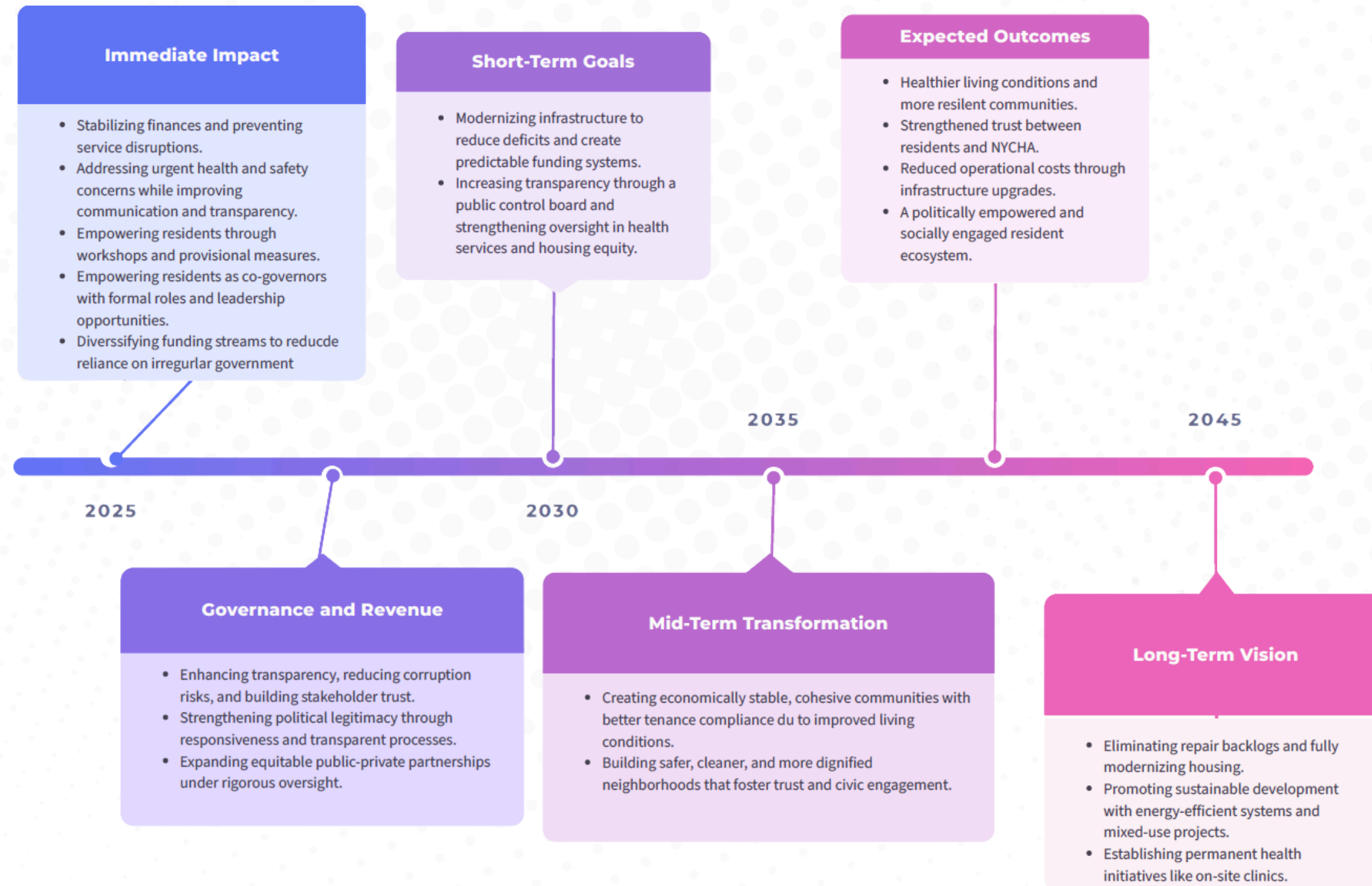
Facing the Future

CONCLUSION

This strategic plan reflects a thoughtful timeline to transform NYCHA into a transparent, sustainable, and community-driven entity. It balances immediate needs with future aspirations, emphasizing transparency, governance reform, and resident empowerment.



STRATEGIC PLAN TIMELINE



SOURCES



Official NYCHA Documents and Financial Plans

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**THANK YOU
FOR YOUR ATTENTION**

**ANY
QUESTIONS?**