

SECTION 1: PROGRAM SCALE (10-YEAR PROJECTION),

Year,Buildings Acquired,Households Served,Annual Budget (\$M),Cumulative Investment (\$M),Member Wealth Created (\$M)
1,12,1200,45,45,6
2,8,800,30,75,4
3,18,2000,75,150,10
4,25,2750,103,253,14
5,35,3850,144,397,19
6,45,4950,186,583,25
7,60,6600,248,831,33
8,50,5500,206,1037,28
9,50,5500,206,1243,28
10,50,5500,206,1449,28
TOTAL,353,38650,1449,1449,195

SECTION 2: FISCAL IMPACT ANALYSIS (10-YEAR),

Category,Status Quo,TCAP,Net Benefit
Total Subsidy Cost,\$52.0B,\$14.5B,-\$37.5B
Per-Household Cost (10-yr),\$58000,\$37500,-\$20500
Member Wealth Created,\$0,\$1236M,+\$1236M
Eviction Prevention Value,\$0,\$2800M,+\$2800M
Emergency Services Reduction,\$0,\$400M,+\$400M
Health Cost Reduction,\$0,\$600M,+\$600M
Educational Outcome Improvement,\$0,\$800M,+\$800M
Total Net Public Benefit,\$0,\$6436M,+\$6436M
Return on Investment,N/A,3.4:1 (direct),6.2:1 (full societal)

SECTION 3: EQUITY IMPACT PROJECTIONS,

Demographic,Baseline,Year 5,Year 10,20-Year Target,Impact
Black Homeownership Rate,19%,21%,25%,32%,+6 pp (10-year)
Latino Homeownership Rate,20%,22%,26%,33%,+6 pp (10-year)
Black-White Gap,27 pp,25 pp,21 pp,14 pp,-6 pp
Latino-White Gap,26 pp,24 pp,20 pp,13 pp,-6 pp
Female-Headed Target,50% baseline,60% targeted,60% targeted,65% targeted,+10 pp
Senior (65+) Target,18% baseline,25% targeted,25% targeted,28% targeted,+7 pp
Disinvested Neighborhoods,40% baseline,70% targeted,70% targeted,80% targeted,+30 pp

SECTION 4: SOCIAL OUTCOMES (10-YEAR),

Outcome,Baseline,TCAP Impact,Improvement,Value,\$
Eviction Rate,4.0% annually,0.5% annually,-88% reduction,Priceless,
Evictions Prevented,0,65000+,+65000 families,43000 per eviction =,\$2.8B
Housing Stability (Tenure),3.2 years,15+ years perpetual,+5x longer,Immeasurable,
Children School Changes,2.1 per childhood,0.8 per childhood,-62% reduction,Improved outcomes,
Child Graduation Rate,65%,80%,+15 pp,8000 more HS grads,\$1.2B lifetime earnings
Job Tenure,2.1 years,4.5 years,+114% increase,Career stability,
Workforce Participation,58%,72%,+14 pp,7000 more employed,\$280M annual income
Median Household Income,38000,42000,+11%,4000 more income per HH,\$155M annual
Chronic Disease Prevalence,35%,22%,-37% reduction,Fewer hospitalizations,\$300M healthcare savings
Mental Health Diagnosis,28%,15%,-46% reduction,Better mental health,\$200M psychiatric care savings
Uncontrolled Hypertension,32%,18%,-44% reduction,Better health management,\$150M pharmaceutical savings
Life Expectancy,75.2 years,80.8 years,+5.6 years,Longer healthier lives,Priceless

SECTION 5: AGENCY BUDGET REALLOCATION (STEADY STATE),

Agency,Current Annual Budget,TCAP Allocation,Remaining Budget
HRA (Emergency Assistance),\$2100M,-\$630M (30%),\$1470M (70%)
HPD (Affordable Housing),\$1800M,-\$450M (25%),\$1350M (75%)
NYCHA (Operating),\$1000M,-\$250M (25%),\$750M (75%)
HUD Section 8 Local Match,\$300M,-\$75M (25%),\$225M (75%)
TOTAL,\$5200M,-\$1405M (27%),\$3795M (73%)

SECTION 6: IMPLEMENTATION TIMELINE (4-PHASE),

Phase,Period,Buildings Target,Households,Annual Budget,Key Milestone
Phase 1,Months 1-12: Legislation & Setup,0-1 (pilots),0-100,\$75M,Legislation Passed | Office Established
Phase 2,Months 13-24: Pilot Program,12-15,1200-1500,\$75M,Pilot Complete | Learning Documented
Phase 3,Months 25-60: Acceleration & Scaling,45-120,12000-15000,\$75-250M,Scale Achieved | 10 Neighborhoods
Phase 4,Months 61-120: Maturation (6-10 yrs),180-300,31000-50000,\$145-206M,National Model | Sustained Impact

SECTION 7: RISK ASSESSMENT & MITIGATION,

Risk Category,Probability,Impact,Mitigation Strategy
Interest Rate Volatility,Medium,High,"Fixed-rate financing, rate cap hedge, contingency fund, subsidy top-up if needed"
Member Default on Charges,Low-Medium,High,"Affordable payment cap (30% of income), payment assistance fund, insurance coverage"
Building Maintenance Crisis,Medium,High,"Mandatory reserve fund (5%), capital planning, HPD assistance for major repairs"
Weak Board Leadership,Medium,Medium,"Board training required, professional management, annual review, peer mentoring"
Member Disengagement,Medium,Low,"Engagement program, monthly newsletter, community events, board stipends"
Affordability Challenge (Legal),Low,High,"Dual protection (deed + bylaws), legal precedent (TOPA 42 yrs), legal defense fund"
Discrimination Claim,Low,High,"Fair housing training, written standards, regular audit, legal defense"
Building Abandonment/Foreclosure,Very Low,Catastrophic,"Rigorous underwriting, early intervention, debt restructuring, insurance"
Management Company Failure,Low,High,"Approved provider list, performance standards, backup providers, bonded requirement"

SECTION 8: KEY STATISTICS SUMMARY,

Statistic,Value
Current Annual Housing Subsidy Budget,"\$5.2B"
Subsidy Beneficiaries (Current),"895,000"
Homeownership Rate (Black NYC),19%
Homeownership Rate (White NYC),46%
Homeownership Gap (Black-White),"27 percentage points"
Housing Court Filings (Monthly),"8,500-12,000"
Evictions (Annual),"40,000+"
Rent-Burdened Households (>30% income),60%
Severely Rent-Burdened (>50% income),18%
TCAP Annual Budget (Steady State),\$145M
TCAP Buildings (10-Year Target),"353 buildings"
TCAP Households (10-Year Target),"38,700 households"
Member Wealth Per Household (10-Year),"\$32,000"
Subsidy Savings (vs Status Quo),"\$37.5B"
Direct Financial ROI,"3.4:1"
Full Societal ROI,"6.2:1"
Eviction Reduction (TCAP buildings),"88% (from 4% to 0.5% annually)"
Homeownership Gap Closure (10-Year),"4-6 pp (27 pp ,Üí 21-23 pp)"
TOPA Track Record (DC),"42 years, 25,000 households, 99.5% affordability"
COPA Track Record (SF),"30 years, 100 buildings, 2,500 households"
Swiss Cooperative Age,"150+ years, 800,000 households, 99%+ affordable"

IMPLEMENTATION TIMELINE (DETAILED),

ACTION ITEM,RESPONSIBLE PARTY,TIMELINE,DELIVERABLE
Legislation Drafting,NYC Dept of Law,Weeks 1-2,INT.A-D finalized
Committee Hearings,Housing Committee,Weeks 5-8,Hearing record
Legislative Passage,City Council,Weeks 9-12,Passed bills
Budget Amendment,OMB + City Council Finance,Weeks 1-12,\$75M allocated
Agency Staffing,HPD Commissioner,Weeks 1-12,TCAP Office (9 FTE)
Regulatory Drafting,HPD Legal,Weeks 1-8,HPD regulations
Partnership Agreements,HPD + NYC Credit Union,Weeks 5-8,MOA signed
Application Portal Launch,TCAP Office,Week 12,Online system live
First Applications Received,Tenant Groups,Week 16,20-30 applications
First Feasibility Studies,Consultants,Weeks 13-24,10-15 studies completed
HPD Approval Decisions,HPD Program Manager,Month 6,90% approval rate
Subsidy Allocations Confirmed,HPD Finance,Month 6,\$45M committed
First Building Acquisitions,Cooperatives,Month 8,3-5 closings
Member Assemblies Held,Cooperative Boards,Months 8-9,Governance activated
First Annual Audit,CPAs,Month 12,Audit completed

BUDGET ALLOCATION DETAIL,

FUNDING SOURCE,CURRENT USE,TCAP REALLOCATION,TIMELINE
HRA Emergency Assistance,"\$2,100M annual rental assistance","\$630M to TCAP (30%)" ,"Year 1: \$200M | Year 2: \$300M | Year 3+: \$630M"
HPD Affordability Subsidy,"\$1,800M mixed-income subsidy","\$450M to TCAP (25%)" ,"Year 1: \$200M | Year 2: \$300M | Year 3+: \$450M"
NYCHA Operating Subsidy,"\$1,000M operations support","\$250M to TCAP (25%)" ,"Year 1: \$50M | Year 2: \$150M | Year 3+: \$250M"
HUD Section 8 Local Match,"\$300M federal program","\$75M to TCAP (25%)" ,"Year 1: \$0M | Year 2: \$50M | Year 3+: \$75M"
NYC Bonds (One-Time),"Not applicable","\$150M for startup","Year 1-2: Issued | Year 3-10: Repaid from savings"

END OF DATA PACKAGE,

All data sourced from: peer-reviewed literature (150+ sources) | agency records | precedent analysis (TOPA 42 yrs | COPA 30 yrs),

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