



# **Adopted Budget for FY 2020**

## **And**

# **The Four-Year Financial Plan FY 2021-2024**

Greg Russ Chair & Chief Executive Officer  
Katherine Garcia, Vice Chair  
Matt Gewolb, Board Member  
Paula Gavin, Board Member  
Victor A. Gonzalez, Resident Board Member  
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**GREG RUSS**  
CHAIR & CHIEF EXECUTIVE OFFICER

March 12, 2020

Dear New Yorkers,

The New York City Housing Authority's (NYCHA) 2020-2024 Operating and Capital Plan was approved by the NYCHA Board on December 18, 2019. This comprehensive, five-year budget lays out a vision for making the best use of NYCHA's limited funds to improve quality of life for residents today and in the future.

NYCHA is at a pivotal moment in its history. The roadmap for NYCHA's transformation are the obligations outlined in the agreement it signed with the federal government in 2019, and its collaboration with a federal monitor to achieve these critical goals. However, this work involves significant expenditures for which there is no dedicated or additional funding, and so the Authority must be especially judicious with its financial planning.

Despite underfunding by approximately \$2.6 billion in federal operating and capital funding since 2001, the Authority has been making progress over the past year to address the agreement's requirements, tackling the health and safety issues that matter most to residents while strengthening and preserving its properties. The plan funds key initiatives to conduct high-tech lead-paint testing in over 134,000 apartments; reduce heating outages and response times; invest in new heating plants, roofs, and elevators; equip staff with new tools and training to combat mold; and diminish the pest population through strategic investments and additional staff hires. Mayor Bill de Blasio's unprecedented commitment of \$2.8 billion in City capital funds and \$262 million in operating funds for 2020 are making many of these initiatives possible.

The Authority's nearly 2,500 buildings have tens of billions of dollars' worth of identified capital needs. Our capital plan is helping to address some of our aging building's most critical infrastructure needs, making a real difference for residents. The 2020 capital plan includes a commitment of more than \$3.9 billion from Mayor de Blasio to improve and upgrade our buildings over the next 10 years. The 2020-2024 capital plan includes \$3.5 billion for structural and exterior work; \$1.1 billion for heating and plumbing repairs and upgrades; and \$1.3 billion for resiliency measures, major repairs, and mitigation of lead, mold, and pests.

While the plan projects a modest surplus in 2020 and a balanced budget in 2021, federal funding traditionally has not kept pace with the increasing cost of living, and we anticipate a cumulative deficit of approximately \$237 million in the outyears. Given the uncertainty

of federal funding – the Authority does not yet know its specific allocations for 2021 , and the President has again proposed cutting funding for public housing across the country – it's imperative that New York's congressional delegation continue advocating for the financial support that public housing needs. Every level of government, including the State, must invest in the recent turnaround efforts at NYCHA, so that the Authority can continue and expand the work of improving residents' quality of life and preserving this vital resource of affordable housing.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Annika Lescott', with a stylized, cursive script.

Annika Lescott  
Chief Financial Officer

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to New York City Housing Authority, New York for its annual budget for fiscal year beginning January 1, 2019. To receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as communication device.



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**New York City Housing Authority  
New York**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morrill*

Executive Director



The Government Finance Officers Association  
of the United States and Canada

*presents this*

**CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION**

*to*

**Georgian Okoroji, Director  
Department of Financial Planning & Analysis  
New York City Housing Authority, New York**



*The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards.*

Executive Director

*Christopher P. Morill*

Date            October 02, 2019



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## Contents

Summary .....	8
Public Housing .....	9
Inadequate Federal Assistance for Operation .....	10
Capital Assistance .....	10
Section 8 Housing Choice Voucher .....	11
Initiatives to address Challenges .....	12
Budget Overview .....	13
FY 2020 Budget and Financial Plan .....	14
Budget Gap and closing measures .....	17
Workforce .....	24
2020 Outlook .....	27
2019 Accomplishments .....	28
Operating Budget .....	55
Departmental Operating Budgets .....	70
NYCHA Mission .....	71
Overview .....	71
NYCHA Organizational Chart .....	72
Key NYCHA Officials .....	73
The Board (Chair, Vice-Chair, Member) .....	73
General Manager .....	73
Departmental Details .....	74
Capital Budget .....	194
Capital Projects by Developments .....	222
Budget Process .....	263
Financial Management .....	268
Budget .....	269
Audit .....	270
Debt .....	271
HDC Loans .....	271
Certificates of Indebtedness .....	272



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Mortgage Loans .....	272
Equipment Purchase/Lease Agreement .....	273
Combined Debt of the Authority .....	278
Deposits .....	279
Investments.....	280
Contract Registration .....	284
Fund Structure .....	285
Fund Structure Summary .....	286
Budgets by Fund.....	286
Fund Balance.....	286
NYCHA Fact Sheet .....	294
NYCHA Metrics .....	298
Glossary of Terms.....	308

# Summary



The Fiscal Year (FY) 2020 Budget along with a multi-year financial plan reflects the New York City Housing Authority's (NYCHA) efforts to achieve long-term financial stability. This plan consists of actions within NYCHA's control to address the realities of sharply diminishing federal subsidies, escalating non-discretionary costs and limited State aid to operate Public Housing.

NYCHA anticipates no deficits for 2020, however, deficits are projected for the outer years because of the continued underfunding of federal operating funding and the limited amount of new aid provided by Washington and Albany. Therefore, the NYCHA Board is taking the steps within its control to achieve long-term fiscal stability. The Board is committed in taking the additional steps necessary to close these, and future year gaps, if Albany and Washington do not provide additional resources. This budget provides a summary of key data, which includes expenditure detail, financial summary tables, and narrative overviews related to NYCHA's operations, programs, and financial policies and procedures.

## Public Housing

Public Housing is the oldest federal program providing affordable housing for low- and moderate-income families. New York City opened the Nation's first Public Housing development in 1935. In the 1970's, the federal effort to house the poor was expanded through the creation of the Section 8 program, providing rent subsidies that enable very low-income families to lease apartments in the private housing market. Both programs impose strict limits on the amount of rent that families pay. Operating assistance is provided by the Federal Government and is essential to bridge the gap between what residents pay and the actual costs of operating the developments.

NYCHA's conventional Public Housing program is the largest in the nation with a portfolio comprising of 173,031 apartments in 306 developments and houses 173,031 families with 381,159 authorized residents. Of the population served, 26.3% of NYCHA residents are under age 18, and over 21.2% are 62 or older. The average household income is \$25,007 and their average rent is \$533/month. (See Fact Sheet on page)

Currently there are 83,225 Section 8 apartments rented through the Leased Housing Program, serving 185,127 authorized residents. There is a total of 24,954 landlords who participate in the Section 8 Program. Units in the Section 8 Program average \$1,403 /month rent, with the resident ("Tenant Share") paying an average of \$360 and the voucher ("NYCHA Share") pays \$1,053. The average annual income of Section 8 residents is \$17,150. The combined Public Housing and Section 8 Programs occupy 11.6 % of the City's rental apartments and serve 6.5 % of the City population. This would rank NYCHA as the thirty-second largest city in the United States.

## Inadequate Federal Assistance for Operation

Since FY 2001, NYCHA has been forced to utilize its reserves to fund over \$1.4 billion of expenses because of reduced funding support from federal government. In FY 2019, for example, NYCHA received only 97.8% of the funding based on the U.S. Department of Housing and Urban Development's (HUD) allocation formula which resulted in loss of over \$21 million which NYCHA was eligible to receive. For FY 2020, based on 3-year average funding trend (FY2017 - 2019), proration is assumed at 95% or expected loss of over \$52 million.

## Capital Assistance

The Federal Public Housing Capital Fund is the primary source of dollars for major capital improvements and in FY 2020, \$552 million was awarded to the Authority.

Under HUD's Capital Fund Financing Program (CFFP), NYCHA may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of future year annual Capital funds for debt service. Borrowing capacity under the CFFP is limited so that annual debt service may not exceed 33 % of annual federal capital grant awards. Bond proceeds are required to be expended over a four-year period. NYCHA is using net proceeds to rehabilitate building envelopes, principally for the remediation of Local Law 11 violations, as well as the installation of new roofs at up to 38 developments across all five boroughs. Local Law 11 applies to exterior walls of buildings that are six or more stories in height and addresses the dangers associated with deteriorating building facades. NYCHA anticipates annual debt service of \$60 million inclusive of the debt service on NYCHA's CFFP Series A & B bonds. To date, NYCHA has obligated 99.8% equivalent to \$499 million of the \$500 million net proceeds.

## Section 8 Housing Choice Voucher

The Housing Choice Voucher (HCV) Program, generally referred to as Section 8, assists low-income families in obtaining safe, decent, and affordable housing in the private market by providing rental subsidy. NYCHA administers the largest Section 8 program in the nation with over 85,000 families served through a network of approximately 25,000 participating landlords.

Participating families generally pay rent directly to the landlord 30% of family income. NYCHA pays the landlord the difference between the tenant rent payment and the approved contract rent on the apartment unit which is referred to as the Housing Assistance Payment, or HAP.

HUD establishes the total number of authorized vouchers for a Public Housing authority. Annual HAP subsidies are determined by the number of vouchers under lease and housing assistance payments made the prior year, adjusted for inflation and congressional appropriations. Therefore, the number of vouchers that NYCHA can prospectively administer depends on current year appropriation and funding availability, changes in landlord rents, changes in family incomes, and the balance of HAP reserves to draw upon to fund payments more than current year subsidy. Program administration costs are primarily determined by labor costs and mandated program compliance activities including annual eligibility recertification of participants and inspection of landlord apartments. This is fee that NYCHA earns from HUD for administering the Section 8 program

Additionally, while HUD requires programs to maintain positive reserves balances, it may recapture reserves balances deemed excessive. Administration of the HCV Program requires prudent stewardship over annual funding resources and program reserves.

## Initiatives to address Challenges

### Accomplishment, Ongoing and New Initiatives

Within this document several initiatives are explained, including service modifications to increase efficiencies and reduce costs. The following are list of both ongoing and new initiatives to address NYCHA's challenges:

- Key updates in FY 2019
  - NYCHA 2.0
  - (Re)Building of Public Housing (Affordable Housing, NextGen 50/50, PACT/RAD)
  - Service Improvements –
    - Alternate Work Schedule (AWS)
    - Vacancy Reduction
  - Information Technology Initiatives
  - Other Departmental Achievements and Long-Term goals
  
- FY 2020 initiative and Special Programs
  - NYCHA and Final HUD Agreement
    - Lead Initiative
    - Mold Initiative
    - Pest Management
  
  - Resident Engagement – Digital Van
  
  - NYCHA's Investment in Compliance
    - Elevators
    - Heating
    - Other compliance requirement

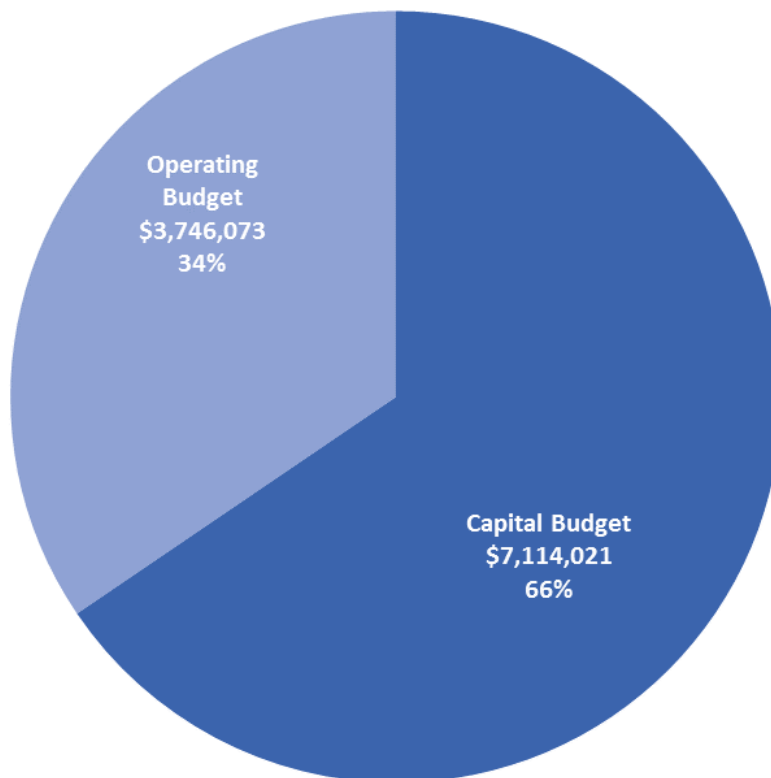
# Budget Overview

## FY 2020 Budget and Financial Plan

NYCHA is committed to transparency and providing detailed financial information to residents, elected officials and all stakeholders with an interest in Public Housing. This Budget and Financial Plan provides detailed information about both the Capital and Operating Budgets.

NYCHA's FY 2020 adopted budget is \$10.9 billion which consists of two major components: Operating and Capital. The Operating Budget is \$3.75 billion, and the Capital Budget is \$7.11 billion.

**Chart 1: FY 2020 Budget \$10.9 billion  
(\$000)**



### Operating Budget

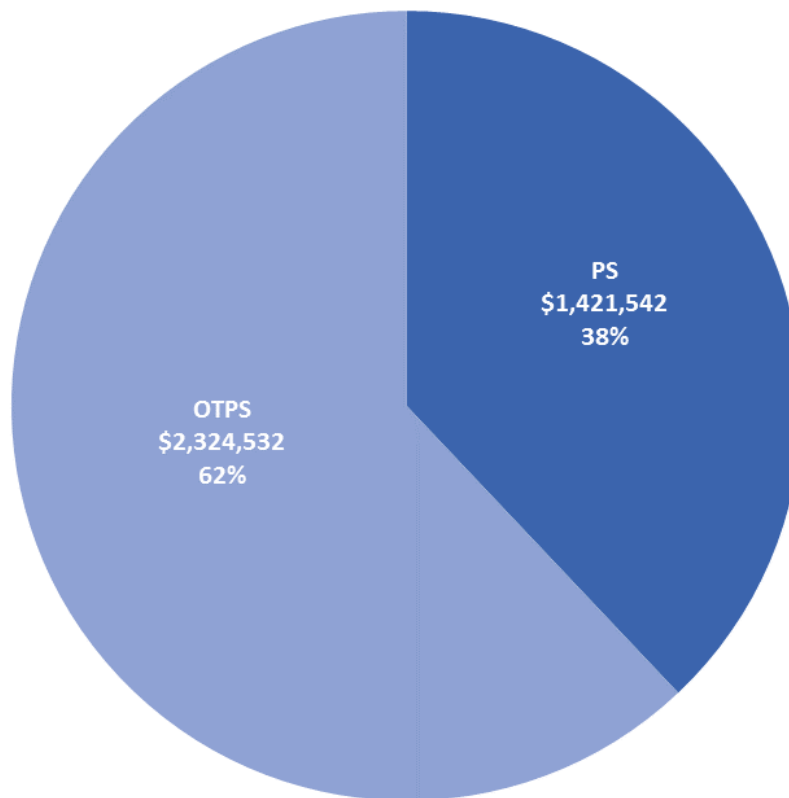
The New York City Housing Authority (NYCHA) Board adopted the 2020-2024 Operating Plans on December 18, 2019. The Five-Year Plan incorporates initiatives to address financial concerns.

The Plan projects an Operating surplus of \$91 million in 2020. NYCHA's Operating Budget is divided into two major areas: Personnel Services (PS) and Other Than Personnel Services (OTPS). The PS budget, which is \$1.422 billion, pays for salaries and fringe benefits for all NYCHA's workforce. Approximately 11,339 full-time NYCHA

employees are responsible for all service delivery within NYCHA developments, including: building maintenance, rent collection, administration of the Section 8 program, annual inspections and certifications, grounds maintenance, community center staffing, social services, and administrative services.

The \$2.33 billion OTPS budget pays for the non-personnel costs of running the Authority, including payments for utilities such as water, electricity, heating fuels, and cooking gas for NYCHA residents; payments to vendors who provide painting, elevator maintenance, fire safety, plumbing and heating services; all insurance costs; consulting services; the purchase of machines and equipment used by development staff to maintain the buildings and grounds; and, payments to private landlords participating in the Section 8 Housing Choice Voucher Program.

**Chart 2: FY 2020 Operating Budget  
(\$000)**



With the increased support for the City of New York, revenue is expected to improve, however, NYCHA continues to experience a structural deficit stemming from ongoing federal underfunding, operating of unfunded City/State Public Housing units (approximately 34 hundred units) as well as mounting “uncontrollable” costs such as pension and benefits related expenses.

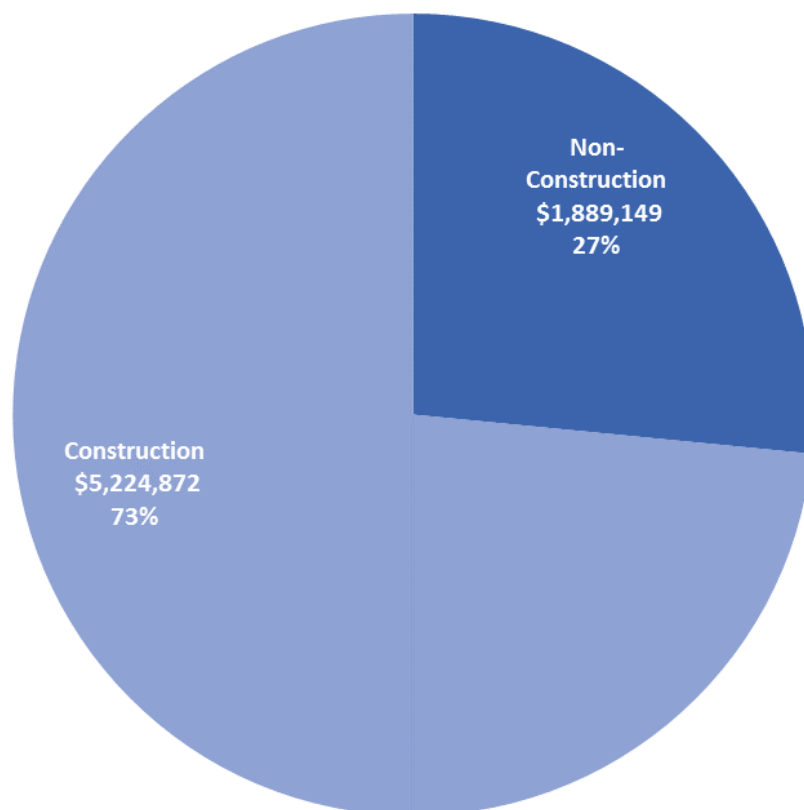
In 2019, despite financial hardship, NYCHA was able to complete several initiatives to help improve safety and service level for the residents. Furthermore, NYCHA remains devoted to exploring various opportunities to help enhance residents' quality of life while examining innovative ways to ensure financial stability.

The listing of budgets by Department on pages 66 - 69 provides funding and workforce level summary for each department followed by additional programmatic detail on Departmental Operating Budgets Section.

### Capital Budget

NYCHA's Capital Budget of \$7.114 billion provides funding for renovation, new construction and associated services. The Capital Budget consists primarily of two programs: construction and non-construction. Construction programs include roof replacements, brickwork and other major preservation and modernization work. Non-construction programs include information technology initiatives, remediation and code compliance repairs, as well as capital-eligible debt service.

**Chart 3: FY 2020 Capital Budget  
(\$000)**



NYCHA's 2020 Capital Plan provides approximately \$3.405 billion 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 and the anticipated disaster recovery in the wake of Superstorm Sandy.

The Plan includes \$0.333 billion in expected disaster recovery funds to address the impacts of Superstorm Sandy. Overall, of the \$7.114 billion dollars included in this Plan, 39% comes from the City of New York, 47% is from Annual Federal Capital Grants, 6% is from New York State, 5% is from funds related to disaster recovery, and 3% comes from other sources.

### **Budget Gap and closing measures**

Led by increases in federal funding (known as proration) offsetting increases in non-discretionary costs have helped the Authority to reach balanced financial for 2019. In FY 2020, with additional funding support from City of New York as well as various initiatives which are designed to streamline the operational and administration processes, it is anticipated that NYCHA will also end the FY 2020 with a surplus. List of initiatives are provided in initiative section of this document.

### **Federal Funding Decline**

Funding for the operating subsidy is based on congressional appropriation. With few exceptions (2002, 2010 & 2011), national appropriations have been inadequate to meet needs of housing authorities. Historical data from 2001 to 2019 NYCHA's cumulative operating funding loss of over \$1.4 billion because of proration. Furthermore, NYCHA has experienced a cumulative federal capital grant funding loss of over \$1.2 billion in the same period.

As discussed in NYCHA's 2020-2024 Five Year Capital Plan, federal capital grants for infrastructure improvements and major rehabilitation declined steadily over the last ten years and jeopardizing the preservation of the Public Housing asset. Moreover, as capital needs of aging buildings remain unmet, operating costs such as maintenance and repair increase have placed further strain on the operating budget.

### **Federal Operating Funding Loss and Chronic Underfunding**

HUD's Public Housing operating fund provides subsidies to Public Housing authorities nationwide to operate and maintain Public Housing in local communities. Federal subsidies account for nearly 40% of NYCHA's General Fund revenues (with the remaining balance primarily tenant rents) and 99% of NYCHA's Section 8 HCV Program revenues.

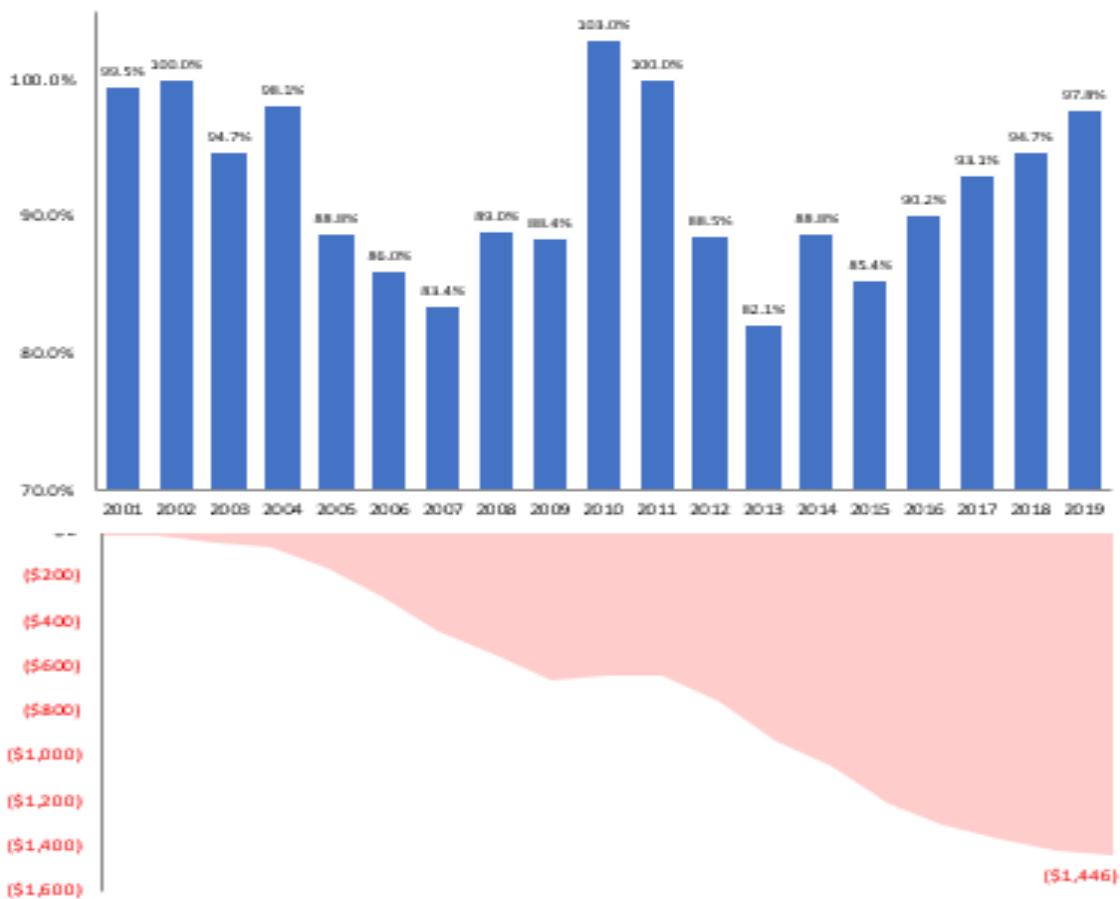
However, appropriations have generally fallen short of the funding levels required to fully fund Public Housing operations in accordance with HUD's eligibility formula. It is also important to note that while HUD's formula takes location into account, New York

City has long advocated that the system is inequitable when one considers the City’s uniquely high construction and employment costs in comparison to authorities across the US.

In FY 2019, public housing authorities (PHAs) nationwide were eligible to receive \$4.653 billion. However, the final appropriation was \$4.55 billion, which translates to 97.8 cents for every dollar PHAs is eligible based on operating formula (effective proration at 97.8 percent).

The 2020 plan assumes a proration level of 95% based on a three-year average (2017-2019). At this funding level, NYCHA is expected to have a loss of funding of over \$50 million.

**Chart 4: Historical Operating Subsidy Proration and Cumulative Loss (\$ in Millions)**



**Underfunding of Operating Subsidy**

If NYCHA was awarded at 100 percent of total eligibility, there would be little or no operating deficit in the Authority’s Five-Year Plan. In fact, NYCHA would have additional

resources to meet the needs of residents by supporting critically needed frontline staff, such as maintenance workers, caretakers, and skilled trade personnel.

However, appropriations have generally fallen short of the funding levels required to fully fund public housing operations in accordance with HUD's eligibility formula. Additionally, while HUD's formula takes location into account, NYCHA has long advocated that the system is inequitable when one considers the city's uniquely high construction costs as well as higher employment costs in comparison to housing authorities across the United States.

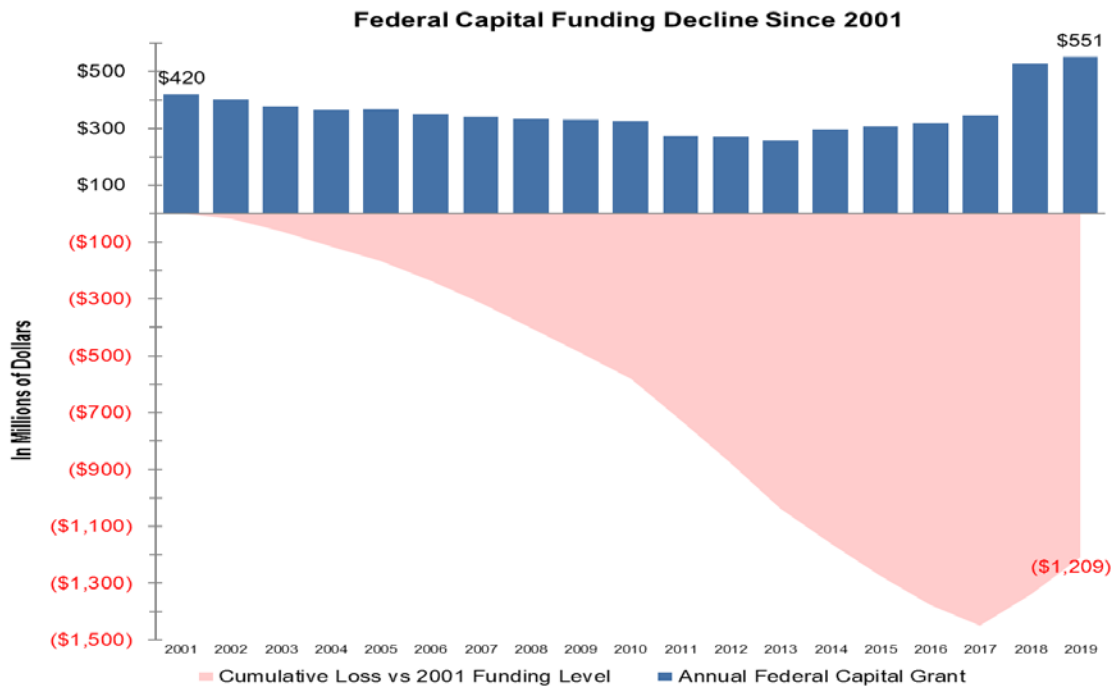
### **Capital Funding Loss**

NYCHA's aging housing stock requires far more capital investment than has been available from Federal, State, and City grants. The 2017 Physical Needs Assessment (PNA) estimates over \$31.8 billion dollars in capital needs in the first five years. The capital needs are projected to grow anywhere from \$42.7 billion to \$68.6 billion over the next ten years depending on the estimated rate of deterioration.

Funding available to NYCHA for capital improvements has failed to keep pace with growing needs but has historically declined. From 2001 to 2017, annual federal capital grants have declined \$74 million, or 18%, from \$420 million to \$346 million. Beginning in 2018 and continuing through 2020, Federal capital funding has increased substantially. NYCHA was awarded \$528 million in 2018 and \$552 million in 2019. Despite the increase in appropriations to the Capital Fund program over the years, rising costs continues to result in very real cuts to the program. This chronic funding gap has severely constrained NYCHA's ability to make necessary repairs and upgrades to brickwork, roofs, elevators, building systems (such as heating and plumbing systems), and apartment interiors.

NYCHA has experienced a cumulative federal capital grant funding loss of \$1.21 billion since 2001. Funding shortfalls have meant that only \$2.1 billion has been invested in capital improvements during the last five years.

**Chart 5: Historical Capital Federal Funding and Cumulative Loss**  
(\$ in Millions)



### Additional Revenues

With continued decline in federal funding, jeopardizing NYCHA’s long-term fiscal stability, NYCHA is constantly exploring opportunities as well as seeking partnership to help ease the financial burden caused by the chronic underfunding.

### City Funded Initiatives

The City is committed in supporting NYCHA's goal and mission. To address NYCHA's challenges, this administration has granted NYCHA with approximately \$261.7 million in 2020 to fund several initiatives including:

- \$101 million to cover the costs of general wage increases
- The Housing Grant will provide \$76 million to house Department of Homeless Services (DHS)-referred homeless families in public housing
- \$67 million for Capital Division Staff
- \$6 million for the Lights initiative which will provide following:
  - Installation of temporary light towers in high-crime areas throughout NYCHA; and
  - Impact study on additional lighting at high crime areas
- \$4.4 million for installation of additional compactors
- \$3.7 million for Neighborhood Rat Reduction initiative
- \$1.3 million to NYCHA's remaining 15 Senior Centers
- 0.7 million for NYCHA Hire

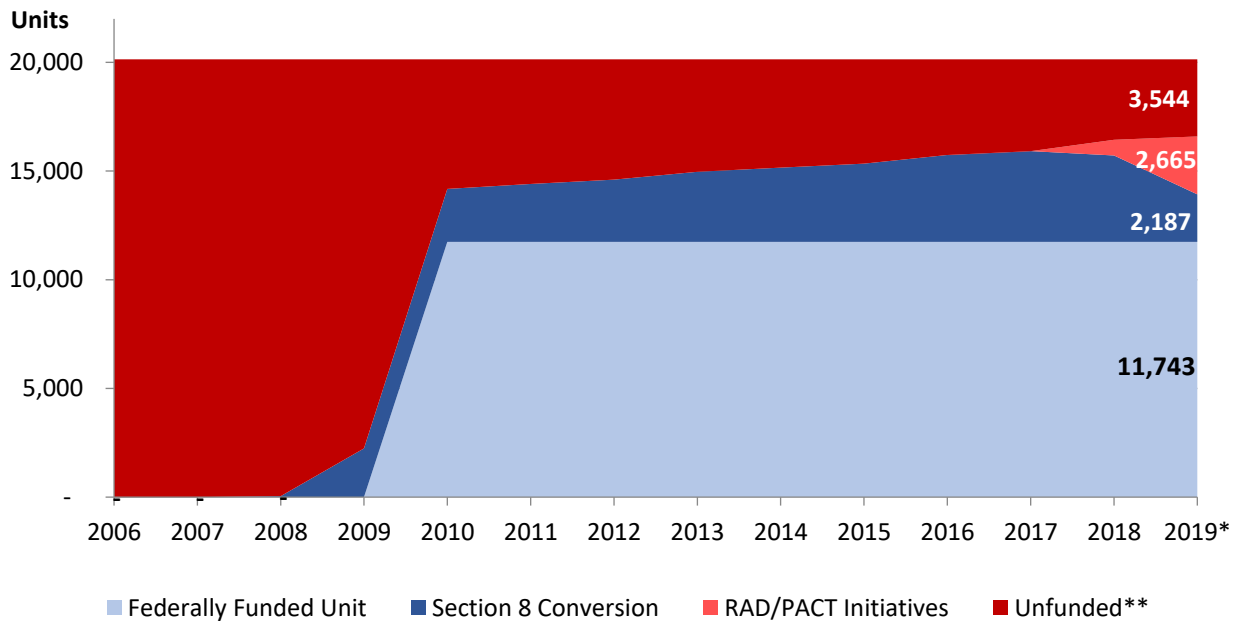
### Support for Unsubsidized Units

NYCHA owns and operates 21 developments originally built by the City and the State of New York (City/State Developments) with 20,139 housing units that have been historically unfunded. In 2008, of 20,139 unit, NYCHA was able to secure funding for 11,743 through Federalization. As a part of Additionally, HUD authorized the conversion of 8,400 units, (approximately 3,923 City & 4,473 State) into Project-Based Section 8 funded units through the 2008 Voluntary Conversion Plan (VCP).

Out of the 8,400 units covered by the VCP, the current Plan reflects NYCHA’s continuing effort to transition the remaining 3,544 units (approximately 2,064 City & 1,476 State units) into the Section 8 funding model via RAD/PACT Initiatives.

The Plan also assumes transition of unfunded unit as well as Project-Based Section 8 unit via RAD/PACT initiative by the end of 2020.

**Chart 6: Unfunded Unit**



\* 2019 Represent planned conversion at the end of fiscal year.

\*\* Unfunded is expected to transition to Section 8 program via RAD by end of 2020.



## Closing the Year

NYCHA ended FY 2019 with a balance plan driven by favorable funding appropriation (known as proration) in all federal subsidies (both operating and section 8 programs).

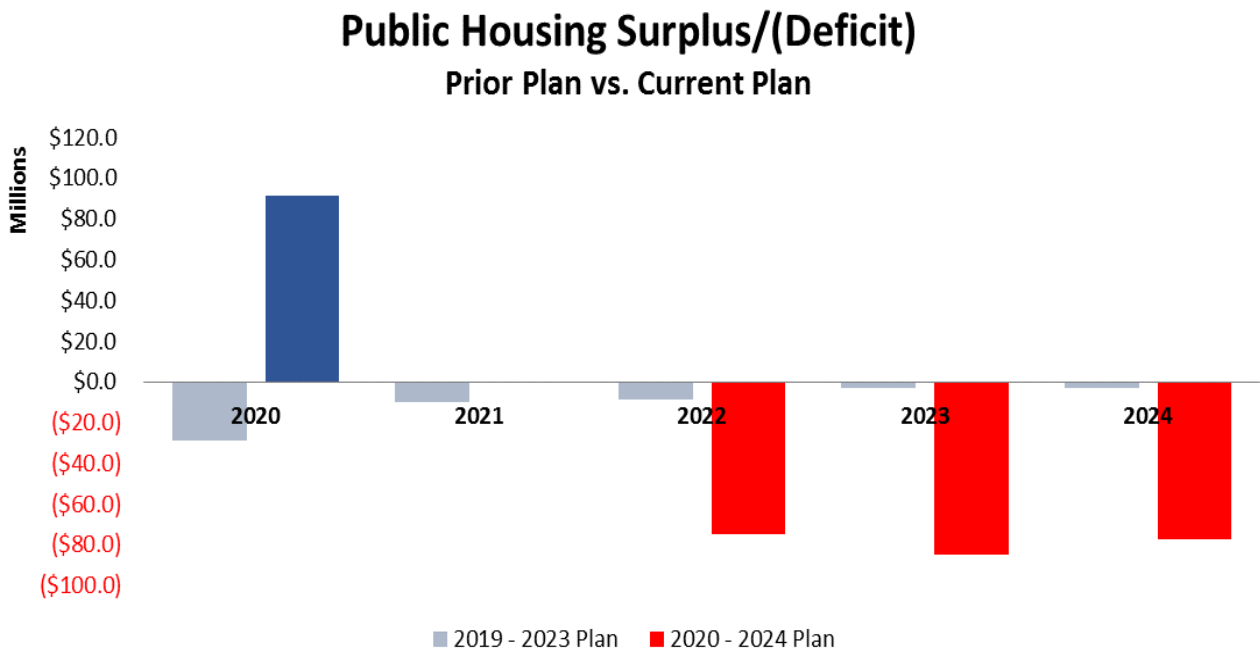
(\$ in Millions)  
**Table 1: Closing the Year**

		2019 Adopted Budget	2019 Year-end Actuals	VARIANCE (Adopted vs. Year-end Actuals)
<b>Revenue</b>	Tenant Rent	1,047	1,047	0
	Operating Subsidy	944	1,001	57
	Section 8 HAP	1,168	1,185	17
	Other Revenues	352	340	(12)
<b>Total Revenues</b>		<b>3,510</b>	<b>3,573</b>	<b>63</b>
	<b>Payroll</b>	<b>1,345</b>	<b>1,380</b>	<b>(35)</b>
	Leases	43	43	0
	Supplies	79	85	(6)
	Utilities	543	521	21
	Contracts	375	367	8
	Insurance	13	13	0
	Section 8	1,027	1,062	(34)
	Other OTPS	51	58	(7)
	<b>OTPS Total</b>	<b>2,131</b>	<b>2,148</b>	<b>(17)</b>
<b>Total Expenses</b>		<b>3,477</b>	<b>3,528</b>	<b>(52)</b>
<b>Surplus/(Deficit)</b>		<b>33</b>	<b>45</b>	<b>11</b>
<b>Headcount</b>		10,707	10,412	295

While NYCHA’s long-term fiscal condition has improved significantly in recent years, it is important to note that without its ongoing effort to streamline its operations, and without continued financial support from the City, HUD, and the State the Authority will be financially challenged in the years to come.

Although previous plan assumed a deficit in FY20, with additional support from the City of New York, current plan forecasts public fund to have surplus of \$91.3 million and balanced budget in FY20 and FY21, respectively. However, the public housing program will be in deficit in the out years: \$74.6 million in 2022, \$84.5 million in 2023, an \$77.4 million in 2024. Deficits are due to the increasing cost of employee benefits and increasing expenditures on contracts and supplies in HUD/SDNY Agreement compliance areas.

**Chart 7: Public Housing Fund Deficit (Prior vs. Current Plan)**



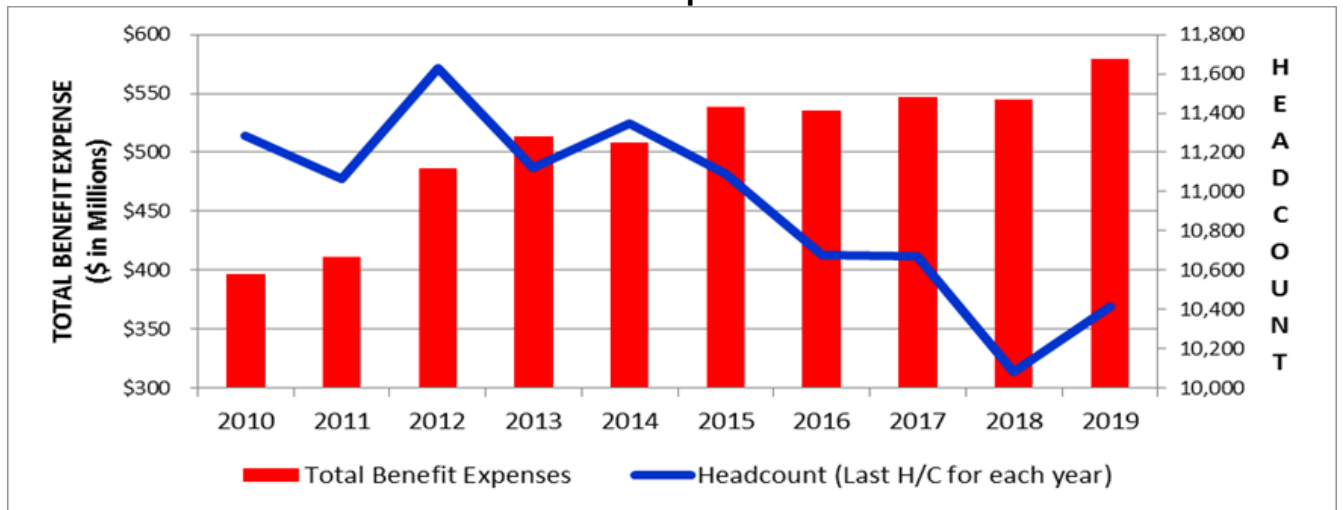
Above chart illustrates Public Housing Funds (excludes funding from Section 8 program)

## Workforce

### Workforce and Salary

Despite the decrease in workforce, cost of benefit expenses has been rising led by the growing cost of pension and health-related expenses. In past 10 years (FY 2010 – 2019), while the workforce was reduced by nearly nine hundred, benefit expenses have increased by nearly 45% in the same period.

**Chart 8: Historical Benefit Expenses vs. Workforce**



	2010	vs. 2019	Change ('10 vs. '19)	% Change
<b>Health</b>	\$181.8	\$269.2	\$87.4	48.10%
<b>Pension</b>	107.3	163.2	\$55.9	52.10%
<b>All Other</b>	107.7	140.9	\$33.2	30.78%
<b>Total Benefit Expenses</b>	<b>\$396.8</b>	<b>\$573.3</b>	<b>\$176.5</b>	<b>44.48%</b>
<b>Headcount</b>	<b>11,282</b>	<b>10,412</b>	<b>(870)</b>	<b>(7.71%)</b>

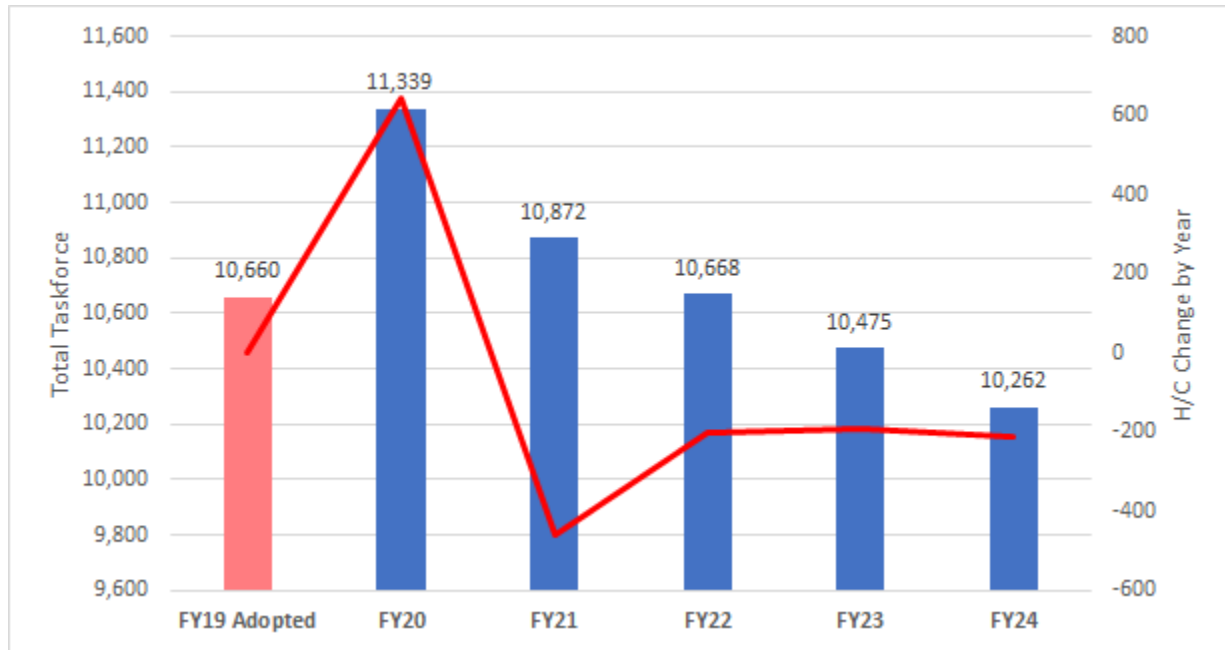
With continued reduction in revenues and increases in costs (e.g. benefit-related expenses), NYCHA faces challenges in ensuring the continuation of its core functions and the delivery of essential services to its residents.



## Workforce Distribution

The 2020 plan highlights key changes to workforce level to help address key health and safety concerns in-line with HUD/SDNY Agreement.

**Chart 9: Headcount Plan**  
FY 2019 (Prior Plan) vs. Adopted 5-Year Plan (2020 to 2024)



## Full Time

Full-time Salary is budgeted from \$685 million in FY 2020, which will decrease to \$642 million by FY 2024. Part-time Salary represents expenditures associated with part-time and temporary staff positions. Seasonal Salary expenditures are associated with the Authority's seasonal hiring program as well as temporary employment programs. Other Salary is an aggregation of assignment differentials, license differentials, increment payments, meal allowances and other miscellaneous pay adjustments.

This Plan includes savings from shifting resource to the properties, additional expense due to collective bargaining agreements which include retroactive payments starting from the end of the previous union agreements as well as General Wage Increases (GWI) going forward. In addition The Plan reflects reposition of staff to reflect the units that will transition to the Section 8 program as part of the RAD process. To assist NYCHA's the additional financial burden, the Mayor agreed to provide funding support for the cost of labor agreements.

## *Seasonal*

The Seasonal budget provides funding support for temporary staffing to help accommodate the seasonal needs of Operations. Historically, this line has been used to onboard temporary staff during the summer at the properties, which is known as "The Seasonal Program". The staff work for 30 hours a week for an 18-week period.

The FY 2020 seasonal program has been expanded to address various measures to supplement full-time workforces. Below are some key funded initiatives:

- \$4M in the traditional seasonal program - This plan includes hiring staff working 30 hours a week for 18 weeks. The plan incorporates 3 hiring phases achieving approximately 450 staff at its peak.
- \$3M in lead painting program - The plan addresses the expected workload generated from Vendor paint as a result of the Lead Visual Inspections. It is estimated that of the 48K units scheduled for inspection next year, 72% (or 35K) will require remediation. This program assumes that a supervisor will handle all workload associated with properties that have at least 10 or above remediation per week, resulting in 40 locations that require one supervisor each.
- \$2M in temporary staffing for Pest Management initiative - To cover the cost to mitigate the rat issue at various sites for the next 6 months. Includes 70 Caretakers, 12 burrow- collapsing teams, and Maintenance workers to address these issues.
- Skilled Trades temporary staffing - Allows for flexibility to hire skilled trades/union staff titles for a temporary period to address short-term initiatives. Funding provides for temporary staff to help reduce the work order backlog as well as special initiatives to address RAD/PACT, Lead, Mold and Centralized Litigation.

## 2020 Outlook

NYCHA receives both operating and capital subsidies directly from HUD, based on formula, which is subject to congressional appropriation. NYCHA generally receives about \$2 billion in operating funding from the federal government for its public housing and Section 8 programs, and approximately \$500 million annually (based on average funding for past three years) for its capital program.

Based on 2021 Congressional Spending Plan, outlook on federal funding is encouraging as there will be modest increase in funding level (see chart below). However, even with improved funding outlook, all Public Housing including NYCHA will not be funded at 100% of eligibility.

It is important to note that any funding loss will have negative implications both operational as well as level of services provided to the residents, as each percentage point decrease equates to nearly \$10 million loss in funding.

Comparison of FY20 Final Appropriation vs. FY'21 Congress Spending Plan			
	Public Housing Capital Fund	Public Housing Operating Fund*	Section 8 Voucher Renewals
Expected	\$3.18 billion	\$4.649 billion	\$25.8 billion
Changes	<b>11.5% Increase</b> (from \$2.869 billion based on Final 2020 Appropriation)	<b>2.2% Increase</b> (from \$4.549 billion based on Final 2020 Appropriation)	<b>Increase of over 8%</b> (from \$23.874 billion based on Final 2020 Appropriation)

Source: Appropriations Committee Releases Fiscal Year 2021 Transportation-Housing and Urban Development Funding Bill Data (July 5, 2020)

## Initiatives

While the focus has been addressing existing issues, progress will be limited if the measures are not taken to improve and streamline both operational and cultural aspect of the organization. In recognizing the needs, NYCHA is exploring ways to leverage both internal and external partnerships to transform NYCHA. While difficult to quantify, benefits will be realized via measures and metrics which are being designed as part of these ongoing initiatives.

## 2019 Accomplishments

### NYCHA 2.0

In December 2018, in continuing its efforts to preserve and renovate public housing, Mayor Bill de Blasio and then Interim Chair and CEO Stanley Brenzenoff launched a new comprehensive plan called “NYCHA 2.0.” This 10-year plan will address \$24 billion in vital repairs in New York City’s aging public housing and ensure residents have the safe, decent, and affordable homes they deserve.

### (Re)build

NYCHA’s extensive portfolio, including buildings and open spaces, holds the enormous untapped potential to improve the lives of residents and the Authority’s financial position while allowing more affordable housing resources in the City. The strategies below could accelerate the completion of critical apartment, building, and system repairs, and could reduce NYCHA’s capital needs.

### 100% Affordable Housing and Seniors First

NYCHA will contribute resources to Housing New York, the Mayor’s plan to secure 300,000 affordable apartments by 2026. All new development activity will include a transparent resident engagement process and will bring improved amenities for existing residents, as well as opportunities for new affordable housing, including for seniors. The plan to create affordable senior and family housing on underused NYCHA property was the outcome of an extensive and meaningful planning process with hundreds of residents and community advocates. NYCHA intends to retain rights to the land developed through a long-term ground lease and provide critical oversight to the project. NYCHA also stipulated that the developers are to train, hire, and engage NYCHA residents on a regular basis as the project progresses and give preference to residents for 25 percent of the units.

Below are the latest updates on NYCHA’s commitment to this initiative:

- **Mill Brook, Bronx**

In 2017, NYCHA leased a parcel with approximately 126,055 square feet of development rights for the construction of a 159-unit senior housing development. Construction began in 2017 and the development is currently being leased up.

- **Ingersoll, Brooklyn**

In 2017, NYCHA leased a parcel with approximately 124,000 square feet of development rights for the construction of a 146-unit senior housing development. The project known as Stonewall House was recently opened as the City’s first LGBT-friendly senior development for persons aged 62 or older.

- **Van Dyke III, Brooklyn**  
In 2018, NYCHA leased a parcel with approximately 191,500 square feet of residential development rights for construction of a 180-unit family housing development. Construction began in 2019 and is expected to be completed in 2021.
- **Betances V, Bronx**  
In 2019, NYCHA leased a parcel of approximately 12,600 square feet on Block 2287, Lot 26, for construction of a 149-unit senior housing development. Construction is underway and anticipated to be completed in 2021.
- **Betances VI, Bronx**  
NYCHA intends to lease a parcel of approximately 9,800 square feet on Block 2291, Lot 1, for construction of a 101-unit family housing development. NYCHA, in collaboration with HPD, issued an RFP in 2016 and a developer was designated in 2017. A Section 18 Application was approved in 2019. Demolition of the existing one-story commercial structure and construction of the new affordable housing development is scheduled to begin in 2020.
- **Morrisania Air Rights, Bronx**  
NYCHA intends to lease a parcel of approximately 21,200 square feet on Block 2409, Lot 98, for construction of a 171-unit family housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A developer was designated in 2018. A Section 18 Application will be submitted in early 2020 and construction is scheduled to begin later in the year.
- **Sumner, Brooklyn**  
NYCHA intends to lease a parcel of approximately 24,200 square feet on Block 1580, Lot 1, for construction of a 190-unit senior housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A developer was designated in 2018. A Section 18 Application will be submitted in early 2020 and construction is scheduled to begin later in the year.
- **Twin Parks West, Bronx**  
NYCHA intends to lease a parcel of approximately 16,500 square feet on Block 3143, Lots 234, 236 and 240, for construction of a 182-unit family housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A developer was designated in 2018. A Section 18 Application was submitted in 2019 and construction is scheduled to begin in 2020.
- **Bushwick II CDA (Group E), Brooklyn**  
NYCHA intends to lease a parcel of approximately 7,800 square feet on Block 3325, Lot 1 for construction of a senior housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A developer was designated in

2019. A Section 18 Application will be submitted in 2020 and construction is scheduled to begin in 2021.

- **Justice Sonya Sotomayor Houses, Bronx**

NYCHA intends to lease a parcel of approximately 9,400 square feet on Block 3730, Lot 1 for construction of a senior housing development. NYCHA, in collaboration with HPD, issued an RFP in 2017. A Section 18 Application will be submitted in 2020 and construction is scheduled to begin in 2021.

### **Build to Preserve (BTP)**

The NextGen Neighborhoods or “50-50” initiative was formed to generate revenue to reinvest into developments across NYCHA, by leveraging a 50-50 split of market-rate and affordable units built on underutilized NYCHA lands. The City will replace the “50-50” new construction program with a program to develop new mixed-income buildings on select NYCHA campuses. Proceeds from new construction will address \$2B in capital need across approximately 10,000 NYCHA apartments. New buildings will be subject to Mandatory Inclusionary Housing (MIH) levels of affordability and increase the permanently affordable housing stock. 100% of the funds generated by new construction will first be used to fully renovate the adjacent development and any remaining proceeds will go to repairs at other developments in the same neighborhood. NYCHA will ground lease—not sell—the land and will create plans with community input for comprehensive campus improvements. Complete renovations at existing NYCHA public housing apartments are performed at the same time as new buildings are constructed.

Latest updates on NYCHA’s commitment to this initiative are as follows:

### **BTP at Sites in Chelsea, Manhattan**

In October 2019, NYCHA, City Hall, elected officials, housing advocates, and residents of the Chelsea developments formed a working group to address the future of the Fulton Houses, Elliot-Chelsea, and Chelsea Addition NYCHA developments. These developments face a capital deficit of \$344 million to reach a state of good repair. The Working Group is currently discussing the funding crisis at NYCHA, evaluating options for generating revenue for the Authority, and discussing the protections those programs provide for tenants. NYCHA has also facilitated several deeper public discussions with NYCHA residents in Chelsea, as well as with the broader community.

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## Permanent Affordability Commitment Together (PACT)



PACT is NYCHA's preservation initiative, which centers on the conversion of public housing funding to Section 8 project-based vouchers and the creation of public-private partnerships to address the needs of NYCHA's developments. Under PACT, NYCHA seeks to identify resources and opportunities to make major physical and operational improvements while preserving long-term affordability, maintaining strong resident rights and stabilizing developments by placing them on a more solid financial footing.

### ***PACT plays key role as part of the NYCHA 2.0 Plan:***

Establishes a 62,000-unit program that will address roughly \$12.8B of capital need over 10 years using HUD Section 8 conversion programs, including the Rental Assistance Demonstration (RAD)

Accelerates the original 20,000-unit NextGen NYCHA (NGN) pipeline by 4 years (from 2022 to 2026)

Leverages additional funding through Section 8 programs that will be used to complete comprehensive renovations at NYCHA developments

Below are the latest updates on NYCHA's commitment to this initiative:

### **PACT at Ocean Bay (Bayside)**

In December 2016, NYCHA closed its first RAD transaction at Ocean Bay (Bayside) in the Rockaways neighborhood of Queens, converting 1,395 apartments in 24 elevator buildings from public housing to Section 8. NYCHA entered into a public-private partnership with MDG Construction + Design (developer), The Wavecrest Management Team (property manager), Catholic Charities of Brooklyn and Queens (social services provider), and Ocean Bay Community Development Corporation (resident outreach and engagement). The project was financed with Superstorm Sandy recovery funds from FEMA, along with New York State Housing Finance Agency tax-exempt bonds and equity generated from federal 4% Low Income Housing Tax Credits. The project's total development cost was \$560 million, including the FEMA-funded resiliency work. Funds were directed to extensive capital improvements, including the installation of upgraded heating and security systems, new boilers and roofs, and updated apartment interiors that include new windows, kitchens, and bathrooms. All rehab work was completed with tenants-in-place; no residents were relocated or displaced because of the project. RAD repairs were completed in 2018 and the remaining FEMA work concluded in June 2019.

### **PACT at Scattered Sites in the Bronx**

Between October 2018 and February 2020, NYCHA closed on five PACT conversions as outlined below. Extensive capital improvements are under construction at all the sites, including upgrades to roofs, elevators, boilers, security systems, and grounds, as well as apartment interiors, including new kitchens and bathrooms. All rehab work is occurring with tenants-in-place; no residents are being relocated or displaced.

- Twin Parks West in the Fordham Heights neighborhood of the Bronx: this conversion included one building with 312 apartments. NYCHA entered into a public-private partnership with Gilbane Development Company (developer), Dantes Partners (developer), Apex Building Group (general contractor), and Kraus Management, Inc. (property manager). Social services are being provided by BronxWorks. The project is being financed with conventional debt. Total repair work for the project will be \$38 million. Repairs will be completed in 2021.
- Betances Houses in the Mott Haven neighborhood of the Bronx: this conversion included 40 buildings across 10 developments with 1,088 units. NYCHA entered into a public-private partnership with MDG Design + Construction (developer), The Wavecrest Management Team (property manager), and Catholic Charities Community Services, Archdiocese of New York (social services provider). The project is being financed with conventional debt and developer equity. Total repair work for the project will be \$120 million. Repairs will be completed in 2020.
- Highbridge-Franklin in the Highbridge and Claremont neighborhoods of the Bronx: this conversion included 14 buildings with 336 apartments. NYCHA entered into a public-private partnership with Gilbane Development Company (developer), Dantes Partners (developer), Apex Building Group (general contractor), and The Kraus Organization (property manager). Social services are being provided by BronxWorks. The project is being financed with conventional debt and a subsidy loan from the New York City Department of Housing Preservation and Development. Total repair work for the project will be \$27 million. Repairs will be completed in 2021.
- Hope Gardens in the Bushwick neighborhood of Brooklyn: this conversion included 60 buildings with 1,315 apartments. NYCHA entered into a public-private partnership with Pennrose Properties (developer), Procida Construction (general contractor), Pinnacle City Living (property manager), and Acacia Network (social services provider). Total repair work for the project will be \$215 million. Repairs will be completed in 2021.
- Brooklyn PACT II in the Bedford-Stuyvesant, Boerum Hill, Crown Heights, and Williamsburg neighborhoods of Brooklyn: this conversion included 38 buildings with 2,625 apartments. NYCHA entered into a public-private partnership with the Arker Companies, Omni NY LLC, Dabar Development Partners, and Bedford



Stuyvesant Restoration Corporation (developer joint venture), Chateau GC and Renewal Construction Services LLC (general contractor), Progressive Management (property manager), and El Puente, Nan Newark Tech World, Parcure Community Health Network (social services provider). Repairs will be completed in 2023.

### **PACT Program for LLC II/Unfunded Units**

In July 2017, NYCHA announced that it would now use PACT to protect the Authority's unfunded unit portfolio. This portfolio consists of eight (8) conventional public housing developments known as the "LLC-II developments" and currently receive no public housing funding. To make significant repairs, more effectively manage the developments, and strategically deploy NYCHA's limited financial resources, NYCHA expanded PACT to create additional public-private partnerships and actively bring the unfunded units into the Authority's Housing Choice Voucher (Section 8) program.

In December 2018, NYCHA closed on 722 units across 14 developments at Baychester and Murphy Houses in the Bronx, thus completing the PACT conversion of these two developments. The development partner for this conversion is MBD Community Housing Corporation (developer and social services provider), Camber Property Group (developer), and L+M Development Partners (developer, general contractor, and property manager). The project is being financed with conventional debt. Total repair work for the project will be \$88 million. Repairs will be completed in 2021.

As part of the Brooklyn PACT II project, the LLC-II developments of Independence Towers and Williams Plaza converted to Section 8. Two additional LLC-II developments – 344 East 28th Street and Wise Towers in Manhattan – are expected to convert in early 2020 and the remaining two developments – Linden and Boulevard Houses in Brooklyn – are expected to convert later in the year.

### ***Operate as an efficient landlord***

NYCHA is first and foremost a landlord. The Authority must provide better customer service and property management for its residents.

### ***Alternative Work Schedule (AWS)***

In FY 2019, based on the successful completion of the FlexOps program, NYCHA implemented the Alternative Work Schedule (AWS) initiative to help provide better customer service for residents. This



initiative expands the traditional 8:00 a.m. to 4:30 p.m. coverage to a schedule that spans from 6 a.m. to 7 p.m. at the developments, 7 days a week, through 5 staggered schedules. AWS allows NYCHA to better maintain our buildings and be more responsive to residents. This program will initially be focused on key titles which include Caretakers, Supervisors of Housing Caretakers, Supervising Housing Groundskeepers, Assistant Resident Building Superintendents, and Resident Building Superintendents. AWS launched April 1 at 13 developments: Farragut, Ingersoll, Marcy, Stuyvesant, Tompkins, and Whitman Houses in Brooklyn and Clinton, Dyckman, Harlem River, Polo Grounds Towers, Rangel, Riis, and Saint Nicholas Houses in Manhattan. A total of 93 developments rolled out AWS from Phases 1-3 in 2019 and successfully completed city-wide implementation of the program at the end of 1st quarter of 2020.

### ***Vacancy Reduction***

Maintaining adequate workforce level ensures that critical services are provided to our residents in timely manner. To meet the need, vacancy reduction initiative targets frontline vacancies with the objective to reduce the number of days a position is vacant in a property. The initiative calculates the attrition factor and allows a process by which HR can onboard floating staff in temporary lines, which are assigned to the properties.

As vacancies become available the staff is assigned by HR to permanent positions. Since the implementation of the vacancy reduction initiative we have seen an increase of 5% or 259 positions in FY 2019 increase in active frontline positions.

### ***Information Technology Solutions***

NYCHA's Information Technology (IT) Department continues to make significant service improvements for both internal and external customers through the implementation of advanced technologies including mobile and self-service technologies. NYCHA continues to be recognized as a technology leader. In 2019, NYCHA was awarded two Regional Awards of Merit from the National Association of Housing and Redevelopment Officials (NAHRO) at their Summer Conference held in Boston, Massachusetts on July 11, 2019.

- Shanna Castillo of NYCHA's Office of Resident Economic Empowerment and Sustainability and Venkata Chitrapu, of NYCHA's IT Department, received the award for Resident Economic Empowerment and Sustainability in the category of Resident and Client Services.
- Venkata Chitrapu, of NYCHA's IT Department, received the award for NYCHA's IVR and KIOSK Self Service System in the category of Administrative Innovations.

Below are some of the highlights and status of key technology initiatives.

#### ***Maximo and Handhelds***

In 2019, NYCHA entered in an agreement with HUD and the Southern District of NY to engage in a series of reforms and milestones aimed at improving health, safety, and quality of living throughout NYCHA properties. In support of this agreement, NYCHA's has implemented the following improvements to Maximo:

#### ***Robocalls***

Supporting the new Planned Outages policy of scheduling robocalls 60 hours prior to a scheduled outage; not allowing residents to cancel work orders related to lead, mold, leak or flooding. In addition, the system will prevent work orders from being closed for "tenant not home" when certain failure code and problem code conditions are met for apartment locations.

***Lead paint*** issues were also at the forefront. To support NYCHA's new lead-related initiatives Maximo now tracks visual assessment certifications using a daily feed from Human Resources and Data Warehouse. In 2019, NYCHA deployed the new Lead Universal Dashboard. Users can view the latest progress on lead-based paint visual assessments by category, including 2018 visual, 2018 child under 6, CCOP category 1, newly created inspections for HUD, etc. Users can drill down to see data for each property management; users can further drill down to see open remediations or inspections work orders. In addition, enhancements were made to support XRF-related work orders:

- XRF QA Monitor and Re inspection work orders are now generated and configured for NYCHA handheld devices.
- Tenant notices and robo-calls providing notice ahead of scheduled work.
- 2019 Annual Visual Assessments - Capture of the visual assessment details on the NYCHA handheld device.
- Auto-generation of follow-up inspection work orders and abatement/remediation/dust work orders based.
- XRF Positive Result Process; Pre-renovation Acknowledgment Form; and functionality to capture the EPA Pre Acknowledgement and EPA Post checklist on handheld.
- Identifying in EBLL work orders when a child under 6 lives in or frequents the apartment.
- Maximo now tracks visual assessment certifications using a daily feed.
- Bare Soil remediations on NYCHA playgrounds that could pose a potential lead hazard.
- Elevators:  
Deployed improvements to the management and reporting of elevator issues, including:
  - Streamlining the process of closing elevator parent work orders where there are no other child work orders open.
  - Allowing users to create children WOs on life-threatening ELEVOOO work orders.

- **Mold:**

Continued to support the Authority-wide Mold 2.0 rollout.

  - Implemented additional enhancements for Mold process, including requiring and allowing for photos and improved reporting. Child work orders prevented from being created once a mold inspection generates a QA work order, and improved scheduling of superintendent 4 hours in advance, replacing the 7-day restriction.
  - Enhancements related to Mold include automated escalation emails when mold work orders related to Local Law 55 Violations are open more than 21 days and added a requirement for users to answer ventilation questions upon arrival at an apartment for a Mold Inspection work order.
  - Create a new owner group “OMAR” for mold work orders; added a flag for Capital Work on work orders that have repeat repairs in an apartment.
  
- **Heating:**
  - New report in Maximo that displays all boiler and tank room assets for all locations.
  - Updates to Heating Outage reporting logic to more accurately track heating outage durations.
  
- **Pests/Exterminators:**
  - Enhance to the Pesticide Usage screen to allow users to select the room and specific place of application for each pesticide used. This is a compliance requirement for all exterminator CM work orders on the Handheld.
  - Targeted Relief: Introduced Targeted Relief inspections and new functionality to be applied for all units that have more than one pest infestation complaint verified by NYCHA staff within twelve months.
  - Implemented interim solution and new dashboard to support “Blitz” initiative, to track and complete extermination inspections on both Maximo and handhelds.
  - Daily Buildings and Grounds Inspections - Building Supervisors must complete inspection checklists for Buildings, Grounds, and Playgrounds tasks every 24 hours (HUD requirement). Work Orders remain open for 1 month before auto-closing.
  
- **Human Resources:**
  - Overtime Approval released to production. This enhancement automates approvals for unplanned overtime with a multi-level approval process available for both desktop and handhelds. It also streamlines the process

by providing reporting capabilities to track requests and match approvals to time sheet submissions.

- Additional dashboards created for Daily Building, Grounds, Playgrounds Inspections, Door Sweeps, Mold. New reports for PAIS (Pests) and Heating.
- EPA - RRP Record Retention – Enhancements include:
  - Users cannot close CM work orders unless they attach the EPA pre-renovation and EPA post-renovation forms.
  - Users to enter the estimated date and time they will complete the work.
  - Users are required to enter results of a dust wipe and indicate Pass or Fail.
- Maximo Inventory:  
Working with NYCHA's Materials Management and Operations Departments, IT successfully completed development of storeroom inventory redesign, supporting the deployment of a new inventory process and improved underlying technology.
- Other:
  - Live with integration between Maximo and Jurisdiction Online.
    - NYCHA receives heating asset deficiencies identified by C.N.A. insurance via Jurisdiction Online (JOL) to identify, track and resolve deficiencies before they become violations.
    - Corresponding inspection WOs are automatically created to track deficiencies with info identified by C.N.A.
    - If needed, manually created child Corrective Maintenance WOs track resolution of deficiencies.
    - Improved tracking and handling of boiler asset deficiencies reported by C.N.A in Maximo.
    - NYCHA receives heating asset deficiencies identified by C.N.A. insurance via Jurisdiction Online (JOL) to identify, track and resolve deficiencies before they become violations.
    - Corresponding inspection WOs are automatically created to track deficiencies with info identified by C.N.A.
    - If needed, manually created child Corrective Maintenance WOs track resolution of deficiencies.
    - Improved tracking and handling of boiler asset deficiencies reported by C.N.A in Maximo.
    - Part of heating-related compliance initiatives, as requested by City Council, Mayor's Office and other agencies.

- Live with third-party vendor National Grid using Maximo. National Grid users have the ability to use Maximo desktop to access and close National Grid owner group work orders.
- Warranty data migrated from APEX into Maximo, so that all work orders created for assets/ locations under warranty will be flagged. The "Warranties Exist" field shall be checked and banner/ message will be displayed on affected Work Orders in Maximo.
- Live with third-party vendor National Grid using Maximo. National Grid users have the ability to use Maximo desktop to access and close National Grid owner group work orders.

### ***Siebel***

Also, in support of HUD guidance and milestones, Siebel has been upgraded with improved features:

- Complaint Management for Compliance Department: Went live with this project to maintain a forum for employee, contractor, and resident complaints (including anonymous complaints) regarding compliance issues and action taken on such complaints as appropriate.
- Compliance Web Project: Developed and deployed new Siebel-Webform for Compliance, EH&S, and Quality Assurance Depts to capture complaints about poor quality/incomplete repair and issue reoccurred after repair.
- Lead Disclosure: Implemented the logic to generate the Lead - Notice of Hazard Reduction letter from Siebel. Deployed changes to support Lead Disclosure requirements by displaying the sample Lead disclosure forms in the Self-Service Portal.
- Mold: Developed and deployed the CCC triage questions for Mold. Deployed changes to not allow any child tickets of Mold to be cancelled/closed from Siebel.
- Chair's Office Correspondence / Monitor Queries – Legacy correspondence system retired, and functionality integrated into Siebel.
- Continued to enhance the Self-Service Portal with the following changes,
  - Deployed the Quality of Life functionality on Siebel Public Service and Self-service application. The residents can now report non-violent, unlawful behaviors that affect the sense of well-being and public safety.
  - Ingersoll Section 8 Application: Deployed the changes in production for accepting the Ingersoll Section 8 application via Self-Service portal.
  - Tenant Complaints: Deployed the process to capture complaints by residents against NYCHA staff members.
  - CUNY Scholarship: Deployed a Siebel self-service application to provide the ability for Public Housing residents and Section 8 LLC residents to apply for CUNY Scholarships.

- PH Annual Notices: Created new screen in Siebel to save load the Annual Survey questions/answers in Siebel for the year 2019. Siebel worked on creation of the maintenance work orders for the installation/repair of the window guards.
- Heat and Hot Water: Project gave tenants the ability to let NYCHA know if heating outage restorations worked and if not, so that NYCHA could take immediate action to fix the issue by creating required tickets.
- NYCHA IT continued to support the Leased Housing Program with the following initiatives:
  - Deployed functionality for Leased Housing voucher holders and staff to submit changes for Head of Household, Family Composition, and other profile details.
  - Deployed enhancements to implement the Permission Category for Leased Housing Department's policy on occupancy and succession and the associated HAP (Housing Assistance Payments) calculations.
  - Fast Act Implementation Plan: Deployed logic support the HUD Streamlined Certification of Fixed Income policy to the Leased Housing Department Annual Recertification process.
  - Deployed new and enhanced Reasonable Accommodation (RA) functions for residents and applicants. Final versions of the RAD conversion letters for Brooklyn Bundle were sent out to tenants through back file conversion process. A total of 1,256 letters were sent.
  - RAD Portal: Deployed Self-Service portal functionality to allow Public Housing/Active/Prelim waitlist applicants to apply for Section 8 RAD developments.
  - Ingersoll Application: Deployed portal to accept applications for Ingersoll Senior development.
  - Change of Head of Household/Profile change for Section 8: Deployed the Siebel Self-Service portal changes to allow tenant request the changes to the Head of the household and/or profile updates. Also, implemented the process on the Employee portal for the NYCHA staff to review and approve request.

### ***Self-Service Kiosks***

New kiosks have been added to NYCHA's walk-in centers, allowing for shorter waits and improved access to accounts and services.



### **Digital Van**

In 2019, NYCHA expanded its fleet with a fourth Digital Van. These mobile connectivity stations allow residents to access wireless broadband internet, allowing them better access to NYCHA services as well as other important resources, like research, job hunting, and education.



Third Digital Van at the LaGuardia Houses on the Lower East Side.

### **Owner Extranet**

During 2019, NYCHA also upgraded the Owner Extranet, the online portal for NYCHA Section 8 Owners. Deployed following New functionality:

- Allow owners to view upcoming inspections, tenant recertification dates, problems with repair certifications, and to resubmit rejected certifications of repairs.
- Allow Owners to view inspection related photos

In addition, NYCHA deployed changes to block submissions of certifications of repairs for 24-hour violations in public spaces.

### **Customer Contact Center Interactive Voice Response (IVR)**

Deployed the Outbound-Callback (Virtual Hold) feature to NYCHA's Customer Contact Center (CCC) Production environment, which offers NYCHA customers a convenient option to have a NYCHA Representative call them back at a more appropriate time. This Callback feature improves the efficiency of NYCHA's CCC staff, by reducing their queue and Average Speed to Answer (ASA), and provide better customer experience for callers into NYCHA's Customer Contact Center.

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### ***Support for Infrastructure at Development Management Offices***

VoIP Phone Deployment to NYCHA Property Management Offices: Deployed Voice over IP (VoIP) phones to 145 sites, with more than 3,200 VoIP Phones installed, and approximately 1,700 users trained.

E-LAN: Converted networks to high-speed dedicated E-LAN services, for improved internet access, at close to 130 management offices and other Property Management sites.

### ***IT Service Management (ServiceNow®)***

Deployed a new NYCHA IT Service Desk, powered by ServiceNow®, featuring a new Service Portal and Knowledge Base, with Incident Management and Problem Management functionality. The platform is available inside and outside the NYCHA network.

### ***NYCHA Outages Web Page***

- Deployed publishing of upcoming planned outages.
- Integrated functionality required by the New York State Vital Services legislation to include additional information related to the current status of open Heat, Hot Water, Water, Elevator and Electric outages.

### ***Heating Action Plans on NYCHA Website***

- Published development heat actions plans on the Developments portal and Transparency page

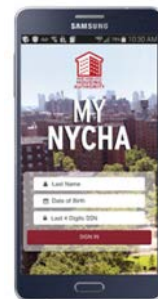
### ***XRF Testing Initiative on NYCHA Website***

- Launched public facing web page to show XRF Lead-Based Paint Test results.

### ***MyNYCHA Mobile App***

Deployed the following additional functionality:

- View tickets grouped by job
- View current Rent Bill
- Report Windows Issues in Heat/Hot Water Work Tickets
- View Lead Visual Assessments under inspections



### ***Workforce Management for Customer Contact Center***

Deployed the Workforce Management (WFM) application to NYCHA's Customer Contact Center (CCC) Production environment, which allows for more efficient management of NYCHA CCC staff, along with enhanced performance metrics tracking and reporting. The WFM application enables streamline scheduling and administration

of staffing resources, including management of CCC work shifts, CCC staff performance and feedback, providing customizable metrics reporting and analysis, such as calls handled, average handling time, staffing demand forecasting and planning.

### ***IT Security***

This year, NYCHA's IT Department completed 8 major initiatives aimed at strengthening cybersecurity and awareness throughout the organization.

- Encrypted Data to protect sensitive Personally Identifiable Information (PII)
- Implemented a 24/7 Managed Security Service (MSS) to monitor NYCHA's IT
- Implemented an Artificial Intelligence (AI) capability
- Implemented Symantec Altiris, allowing for automated Inventory/Security and OS patching
- Implemented a Cloud Access Security Broker (CASB) solution for cloud IT Security monitoring, to protect data and security for Office 365 and Symantec.
- Implemented the Tripwire application to Automate IT change management
- Implemented AppGuard, an additional end-point protection to prevent virus / ransomware attacks on all NYCHA field endpoints and Windows 7 Machines.
- Established a shared Cyber-Awareness Training Program to train employees on best practices to safeguard against potential security threats.

### ***eBuilder***

This year, NYCHA completed work on migrating functionality for the Primavera project management software used by the Capital Projects Department over to a cloud-based solution powered by eBuilder. This follows with a broad strategy for NYCHA to migrate services to cloud-based solutions wherever feasible.

### ***Compliance Management***

The rollout of new cloud-based software for Site Compliance was completed in 2019. The new system, SiteCompli, improves the efficiency of managing regulatory compliance violations issued by NYC and New York State agencies. The use of Open Data public portals aims to identify and manage these violations in a timely and cost-effective manner.

### ***Two-Way Radio Handsets***

NYCHA has upgraded its two-way radios, deploying over 3,500 new handsets for our Executive, ESD and NYCHA OEM vehicle fleet.

### ***Floor Switches***

Aging network switches were replaced and upgraded across the 90 Church St, Long Island City, and Borough Management offices.

## ***2019 Departmental Achievements***

### ***Equal Opportunity***

Also, in support of HUD guidance and milestones, Seibel has been upgraded with improved features:

- Training: the DEO provided refresher trainings on NYCHA nondiscrimination policies, the Davis-Bacon and Related Acts to NYCHA leadership, supervisors, employees and external stakeholders
- Reduction of DEO case backlog: DEO closed a total of 228 EEO and fair housing cases representing more than 50% increase in closures from FY2018, and achieved a 23.5% reduction in prevailing wage investigations, despite the increase in FY2019 complaint filings across all units of the DEO.
- Analysis and Reporting:
  - The DEO submitted NYCHA's 2019 Federal EEO-4 Report to the US EEOC and provided agency utilization analysis to Chair, EVP for Administration and Human Resources Department with recommendations for improved outcomes in hiring, retention and recruitment.
  - The DEO submitted NYCHA's Semi-Annual Labor Standard Report Summaries to HUD.
  - The DEO purchased and transitioned to a new DEO Case Management System that provides greater efficiencies in EEO and fair housing investigation reporting, tracking and analysis.
  - DEO launched the FY 2019 NYCHA non-discrimination policy statements in the NYCHA Employee Acknowledgement Request Portal and provided compliance status reports to the Chair, GM and Compliance Department resulting in a 7% increase in Employee Acknowledgments received in 2019.
- Risk Mitigation for Sexual Harassment:
  - The DEO initiated a series of NYCHA employee engagement focus group sessions in response to NYC DCAS Climate Survey on Sexual Harassment in City agencies and created an Action Plan for the Proactive Prevention of Sexual Harassment at NYCHA. The action plan included the provision of reports to NYCHA EVPs of sexual harassment complaints within their respective areas along with proactive recommendations for improved department compliance.
  - In the spirit of NYC Local Law, the DEO submits a NYCHA Semi-Annual Sexual Harassment Case Report to DCAS' Office of Citywide Diversity & Inclusion.

### ***Supply Management - Vendor Integrity & Supplier Diversity***

Collaborated with IT to enhance Section 3 tracking and monitoring for the HUD Section 3 Annual report.

### ***Supply Management - Materials Management***

Collaborated with IT to enhance Section 3 tracking and monitoring for the HUD Section 3 Annual report.

- Consolidation of material storage due to reduction in LIC warehouse space; additional materials were transferred from LIC to TRAM.
- Takeover of the development storerooms and appliance rooms.

### ***Supply Management - Procurement***

- Improved procurement transparency to the business units in order to provide a dated account of requests and where it is pending throughout the procurement flow.
- Implemented internal systematic controls to (a) flag potential bid splitting and (b) limit the use of the same vendor at any one development.

### ***General Services***

- The primary Mail Operation was moved from 250 Broadway to 23 Ash Street (Print Shop) where Siebel centralized printing is done daily. This eliminated the delay in transporting time to increase overall production of NYCHA's outbound correspondence to residents, Section 8 tenants & landlords as well as housing applicants. This brings us one step closer to achieving a much more efficient process.
- The installation of Electric Vehicle charging stations were installed at, 23 Ash Street (six vehicles) LIC (4 vehicle capacity) and the Dispatcher Office (2 vehicle capacity) located at Smith Houses allowing three options where EV can be charged overnight.
- Have been able to utilize the GPS data to reassign underutilized vehicles to departments in a more efficient manner.

### ***Human Resources***

- Increased front line HC from 5,086 to 5,357.
- Achieved full-staffing for HPT's at the start of heating season and sustained virtually full HPT staffing throughout 2019.
- Implemented first three phases of AWS.
- Reduction of Worker's Compensation backlog from over 400 cases to under 300.
- Successful release and award of RFP for a Learning Management System (LMS).

### ***Customer Contact Center***

- Improvement across key metrics
  - 30% improvement in overall ASA
  - 52% improvement in Maintenance ASA
  - 14% improvement in ATAD/LHD ASA
- Improvement across key SLAs
  - 19% improvement in overall Service Level
  - 24% improvement in Maintenance Service Level
  - 13% improvement in ATAD/LHD Service Level
- Overall Customer Satisfaction with CCC exceeded target by 6%
- WIC AWT exceeded target by 15%

### ***Customer Operations***

- Maintained the department's overall target SLA for the duration of the year.
- Cross trained staff, in order to provide additional resources to areas in need of assistance.
- Worked with newly established Compliance Department to get acclimated and fully integrated into Siebel.

### ***Employee Engagement***

- Held 6 Flu Clinics that served over 500 employees.
- Held 6 smoking cessation clinics that served over 100 employees at 3 Central Office locations.
- Conducted 22 staff meetings across NYCHA developments to communicate the launch of Alternative Work Schedule (AWS).
- Conducted 14 staff meetings across 7 NYCHA developments in Brooklyn to discuss the RAD/PACT process, which impacts over 224 staff.
- Oversaw consultant contract for HR's current business processes in preparation for design and procurement for an off-the-shelf cloud-based HCM system.

### ***Real Estate Services***

- Completed renovations to NYCHA's ~580,000 sq. ft. Long Island City facility, together with the relocation of multiple NYCHA departments.
- Substantially completed renovations at 90 Church Street facility and successfully relocated departments from 250 Broadway.
- Amended the 250 Broadway lease, surrendering ~175,000 sq. ft. of office space as part of NYCHA's Central Office Consolidation.

### ***Risk Management***

- 2019 Insurance Procurements came in under budget by 4%, saving the Authority roughly \$700K.
- Finalized Hurricane Sandy insurance claim recovery - total insurance recovery for the Authority was \$458M.
- Integrated annual boiler inspections with Maximo Work-Order system. Deficiencies noted on inspection become work-orders which Risk Management can now track to completion.
- The Authority experienced the lowest frequency of new Workers Compensation claims since 1995.
- Proactive new settlement strategy for WC lifetime exposure cases was introduced in 2017, resulting in cumulative savings of \$67.2M (actual settlement vs. claim reserve) over a three-year period ending 12/31/2019.
- Ultimate losses projected for historical WC claims has been reduced by \$16M average duration of insurance compliance evaluation via RiskWorks reduced by 28% to 24 days, now exceeding the initial improvement target of 30 days. Evaluation Compliance/Completion remains above 90%. Insurance Compliance Quarterly Report implemented to standardize notice of non-compliance to responsible departments.
- Insurance Compliance review of all active Sandy Restoration projects completed with report to Capital Projects and improved compliance from all contractors.

### **Accomplishments & Goals**

#### ***Equal Opportunity***

- DEO will focus on development and training of protocols for the new DEO case management system.
- DEO will aim to continue to reduce case backlog.
- DEO will conduct outreach to public housing residents at least twice in 2020
- DEO will continue its collaboration with ATAD and Leased Housing departments to provide technical support on the issues and concerns facing residents/applicants and section 8 voucher holders
- DEO Public Accessibility Services Coordinator will conduct a refresher training with Designated Service Liaisons on updates on applicable laws concerning reasonable accommodation.
- DEO will continue its collaboration with NYCHA stakeholders for the procurement of an agency-wide electronic payroll management system for NYCHA contractors.

### ***Supply Management - Vendor Integrity & Supplier Diversity***

- Increase staffing and re-organize VNC Unit to expedite VNC approvals.

### ***Supply Management - Materials Management***

- Development Storeroom & Appliance Room transition under MMD's control.

### ***Supply Management – Procurement***

- Standardize the procurement process for Micro and Small Procurements.
- Convert to electronic bid submission for services.
- Develop ongoing procurement trainings available to all NYCHA employees.
- Re-enforce Contract Administration for Central Office Departments by de-centralizing contract releases currently done by the Procurement Dept.
- Leverage technology to help track all procurements and its lifecycles.

### ***General Services***

- Eliminate the metering of the Siebel related mail by utilizing NYCHA's mailing permit to be printed directly on the document so the focus would solely be print, fold/insert and lastly trayed for US Postal delivery to increase turnaround time to less than 24 hours as opposed to 24-48 hours today.
- Expand NYCHA fleet to additional Electric vehicles and add additional EV charging stations at several developments within the five boroughs which would establish the proper infrastructure to support a greater EV fleet of vehicles as they become available on the market.
- Rewrite all GSD Standard Procedures with the emphasize on the SP on Operations of Vehicles.

### ***Human Resources***

- Implement HCM.
- Comply with 2020 hiring plan.
- Reduce skill trade vacancies.
- Reduce Workers' Compensation backlog.
- Obtain new RRP contracts.

### ***Customer Contact Center***

- Implement Interactive Voice Recognition: Callers can use natural voice commands for assistance.
- Implement Dynamic scripting
  - After the caller has been routed to an agent, CTI may prompt the agent with a customized script or call-handling approach to serve the specific caller
- Coordinated screen transfer



- Enables agents to transfer what's on the caller's screen as they transfer calls to another agent or supervisor
- Handle calls from other departments such as VAWA, Compliance and "IT" Level 1 Help Desk Service
- Assist Operations with their "Outbound Call Initiatives" such as Pest Control, Mold/Mildew and Lead

### ***Customer Operations***

- Work with IT to have the 311 mail-box fully integrated into Siebel.
- Revise and revamp the department's manual to incorporate newly implemented processes.
- Continue working with Compliance to provide best business practices that work for both areas.

### ***Employee Engagement***

- Develop framework and hire staff for Employee Engagement Department.
- Procure and Implement Human Capital Management System for NYCHA's Human Resources Department.
- Institute 3rd Cohort for Employee Engagement Committee.
- Continue to promote NYCHA's Core Values and NYCHA Changemakers and develop more employee recognition programs across the Authority.
- Oversee consultant contract for Procurement Departments' business processes review in preparation for design and procurement for an off-the-shelf cloud-based procurement system.

### ***Real Estate Services***

- Complete the renovations and departmental moves within the 90 Church Street facility.
- Complete design and begin reconstruction of NYCHA's remaining 100,000 ft at 250 Broadway.

### ***Risk Management***

- Integrate Risk Management building consultant inspections into Maximo to auto-create work orders from deficiencies noted during inspection.
- Finalize, test and implement the newly created Boiler Damage Report. The Movaris report will act as the first report to NYCHA's boiler & machinery insurance carrier for all related incidents. Partner with the Tort Division in their launch of a new claim management system to ensure that numerous improvements in efficiency and accuracy of claims management are included.

- Execute the next two RiskWorks optimizations in 2020 that will further increase the speed and accuracy of the system.
- Implement revised Insurance & Indemnity requirements in NYCHA standard forms of contract to reduce contract negotiation and improve insurance compliance.
- Integrate RM Department practices with CPD use of E-Builder to ensure more effective collaboration.
- Create an Annual Total Cost of Risk (TCOR) Report and expand parameters to include micro - as well as macro - data to identify trends throughout the Authority.
- Collaborate with Contract Attorneys to revise the Contract Procedure Resolution in order to reflect realistic insurance procurement strategies and aligns with regulatory and procurement threshold rules.

### **Long Term Goals (2021-2024)**

#### ***Equal Opportunity***

- The DEO will continue to submit requests for operational resources to support the function of the DEO in compliance with federal mandates that EEO offices be sufficiently funded to perform non-discrimination compliance (29 CFR 1614).

#### ***Supply Management - Vendor Integrity & Supplier Diversity***

- IT provides technical support to enhance Section 3 tracking and reporting.

#### ***Supply Management – Procurement***

- Improve overall Procurement Process and shorten turnaround time.
- Award more requirement contracts to reduce the use of Micro and Small Procurements.

#### ***General Services***

- Replacement vehicles for the fleet will be Electric or hybrid to Increase our goal of getting to the agency's Clean Fleet Plan.
- Move the Imaging Unit to 23 Ash Street thus consolidating all NYCHA operational units into one building.

#### ***Human Resources***

- Contribute to HUD Organizational Plan.
- Streamline HR processes.

### ***Customer Contact Center***

- Virtual Assistant - Proposed Solution: Mobile/ Web based voice/Text enabled virtual assistant to handle various customer queries, carrying out transactions & retrieving customer information, etc.
- Auto Supervisor Alerts - Caller Identified as repeat caller; Rewards not redeemed and/or Reduce Pace: You are talking too fast; Call Closing not done properly.
- Speech Analytics - Solution that enables contact centers drive critical business goals by analyzing existing speech data to identify trends, ascertain current status, predict outcomes and prescribe business process improvements

### ***Customer Operations***

- Have one platform in Siebel which accommodates all service requests handled by the department. The department currently utilizes 5 various platforms as part of the current business model.
- Have a succession plan in place for the several pending staff anticipated to retire.

### ***Employee Engagement***

- Develop and grow an employee engagement framework to include the following areas:
  - Health & Wellness
  - Leadership and Development – Career Mentoring program
  - Employee Recognition programs
- Continue to develop a robust employee engagement plan that will support the Authority's goal of transforming into a new and improved agency.
- Oversee implementation of HCM software and implementation – rolled out in phases

### ***Real Estate Services***

- Establish policy and procedures for NYCHA's leasing of its ground floor, non-residential space

### ***Risk Management***

- Complete digitization of all Department records.
- Propose an Authority-Wide Incident Management system.
- Complete RiskWorks Optimization Project
- Complete Succession Planning for Risk Management Personnel working to formalize RM position.

## Commencing in FY 2020

### *NYCHA and Final HUD's Agreement*

Currently, NYCHA is not in compliance with several federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA and the Secretary of HUD signed an agreement to address a finding by the Secretary of a substantial default by NYCHA and to resolve claims brought by the United States. The agreement establishes a framework by which NYCHA will continue to evaluate and progress towards compliance with federal requirements. During the term of the agreement, an independent monitor will be in place with access to NYCHA information and personnel and will issue quarterly reports on NYCHA's compliance with the agreement.

### *Lead Initiative*

The City is committed to improving these conditions and is making a significant investment to address outstanding issues.

- **Visual Inspection of Affected Areas**  
Perform visual inspections of all affected areas and determine whether peeling paint is present. Phase 1 commenced in June 2018 and is to be completed annually for the duration of the Lead Abatement Program.
- **XRF (X-ray fluorescence) Testing**  
Process includes testing to determine whether lead paint exceeding legal thresholds is in fact present in each affected area. Phase 3 is expected to commence in early 2019 and to be completed by December 2020.

To ensure NYCHA meets the requirement and monitoring of the process, the Lead Hazard Control Department has been assigned to perform these tasks.

### *Mold Remediation*

The Office of Mold Assessment and Remediation (OMAR) has been established to focus on improving NYCHA's response. Residents' concerns regarding excessive moisture and mold as well as establishment of accountability measures to monitor effectiveness of these responses. Below are key activities OMAR:

- Creation of performance reporting, development of quality assurance measures, and contract management to address mold remediation.
- OMAR acts as the liaison for the court-appointed Special Master and plaintiffs and will be the liaison with any future court-appointed experts as required by the agreement with HUD.

As NYCHA moves forward with its full-scale roll out for Mold Busters, OMAR will lead in providing additional support to operationalize compliance and legal requirement.

### ***Pest Management***

Establishment of Prevention and Intervention Strategies (PAIS) Department is to help plan, organize and execute solutions with a targeted approach in mitigating pest control issues. With guidance from the City Hall and other industry experts, PAIS has established clear procedures and processes for the successful implementation of the pest control program based on the use of key facts such as infestation thresholds, life expectancy as well environmental requirements unique to the geographical area.

- New comprehensive strategy for Rat mitigation  
NYCHA has developed a comprehensive rat reduction plan Authority-wide as shown below:
  - Improving the waste management operation to eliminate food sources
  - Installation of new bulk crushers
  - Enlarging ground floor chutes
  - Food waste disposer pilot
  - Providing on-going regular baiting (weekly for sites that have active rat activity)
  - Maintenance of the grounds and eliminating overgrown vegetation
  - Upgrade/Modify Structure (pest-proofing) to help prevent rodents from entering the building structure. Eliminating point of entry include some of the following strategies: patching of holes, sealing cracks and crevasses, installing door sweeps.
  - Burrow harassment/collapse – a strategy that stresses out the rodent population by disturbing their nest and collapse the burrow once it is eradicated)
  - comprehensive unit inspection and abatement.

Utilizing above strategies and with the directional guidance provided by Department of Health and Mental Hygiene (DOHMH), in FY 2019 PAIS is targeted to reduce the rat population by up to 70% with its effort focused on heavily infested areas listed below:

- The Grand Concourse Area,
- Chinatown/East Village/Lower East Side,
- Bushwick/Bedford-Stuyvesant
- Morris I and RIIS developments in the Bronx
- Marcy Houses in Brooklyn

### ***Resident Engagement – Digital Van***

NYCHA's Digital Vans continues to provide residents the opportunity to search for jobs, browse the internet, complete annual recertification's and more. In 2020, they are offering residents a new opportunity, gaining employment as 2020 Census Bureau employees.

Census 2020 is recruiting for temporary and flexible jobs as census trackers, recruiting assistants, office staff and supervisory staff. The Digital van will assist with Census 2020 recruitment at Staten Island developments from January 21st to January 24th and at East Harlem Developments from January 27th to 31st.

NYCHA's Digital Vans are computer labs on wheels that bring technology directly to NYCHA communities that have limited or no access to high-speed internet service. Each van has eight laptops, a printer/scanner, and wireless internet, as well as an on-site instructor to provide assistance as needed.

### ***NYCHA's Investment in Compliance***

Furthermore, the Plan makes significant investments to ensure compliance with the HUD/SDNY Agreement which includes the following:

- Elevators
  - 42 Additional Elevator Mechanics, Helpers, and supervisors to support Elevator Services & Repairs Department's to ensure outages are addressed in timely manner.
- Heating
  - 71 Additional Heating Plant Technicians (HPTs) / Heating Maintenance Workers needed to support Heating Management Services Department's current three-shift model and reduce overtime related to shift coverage.
  - Address boiler welding, boiler overhaul and advanced boiler management systems by expanding of contract capacity.
- Other Compliance Requirements
  - Lead Hazard Control - Lead based paint inspections and abate all units within 20 years.
  - Mold Hazard Control - Address mold complaints in a timely fashion and ensure no mold reoccurs more than three times per year in any single unit.
  - Prevention & Intervention Strategies - Establish Integrated Pest Management protocol and reduce the pest population.
  - Expand the Compliance Department and establish new Environmental Health and Safety Department, and Quality Assurance Unit.

# Operating Budget

## Overview

The operating budget for FY 2020 is \$3.84 billion. The FY 2020 budget includes various savings measures aimed at streamlining the operations while ensuring balanced budget.

Table 1 highlights NYCHA's actual revenues and expenses for FY 2018, the Adopted budget for FY 2019 and the FY 2020 Adopted budget by account type. It also indicates the variance between the Adopted FY 2019 budget and the Adopted FY 2020 budget.



**Table 1: Comparison FY 2018 - FY 2020  
(\$000)**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Variance</b>
<b>Expenditures</b>	<b>YTD Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY 19 vs. FY 20</b>
<b><u>Personnel Services:</u></b>				
Salary F/T	\$618,116	\$649,601	\$684,941	\$35,341
Salary P/T	\$1,291	\$1,020	\$789	\$(232)
Seasonal	\$14,795	\$26,026	\$18,112	\$(7,914)
Overtime	\$97,625	\$85,534	\$105,453	\$19,919
Retro	\$13,665	\$286	\$286	
Shift Differential	\$1,487	\$1,477	\$4,779	\$3,302
Fringe	\$545,122	\$568,552	\$594,166	\$25,614
Other Salary	\$12,428	\$12,882	\$13,015	\$133
<b>Subtotal Personnel Services</b>	<b>\$1,304,531</b>	<b>\$1,345,378</b>	<b>\$1,421,542</b>	<b>\$76,164</b>
<b><u>Other Than Personnel Services:</u></b>				
Leases	\$40,628	\$43,317	\$77,210	\$33,892
Supplies	\$83,583	\$78,934	\$108,590	\$29,656
Utilities	\$563,154	\$542,755	\$545,375	\$2,620
Equipment	\$20,717	\$17,129	\$25,505	\$8,376
Contracts	\$295,603	\$374,591	\$377,142	\$2,552
Insurance	\$25,087	\$13,453	\$15,427	\$1,973
Housing Assistance Payments	\$1,006,991	\$1,027,419	\$1,132,728	\$105,309
Debt Services	\$6,050	\$2,205	\$6,009	\$3,803
OTPS Other	\$22,033	\$31,438	\$36,547	\$5,109
<b>Subtotal Other Than Personnel Services</b>	<b>\$2,063,847</b>	<b>\$2,131,241</b>	<b>\$2,324,532</b>	<b>\$193,290</b>
<b>Total Expenses</b>	<b>\$3,368,377</b>	<b>\$3,476,620</b>	<b>\$3,746,073</b>	<b>\$269,454</b>
<b>Revenues</b>				
<b><u>Revenues from Operations:</u></b>				
Tenant Rental Revenue	\$1,046,731	\$1,046,534	\$1,024,530	\$(22,005)
Other Revenue from Operations	\$21,913	\$20,345	\$22,960	\$2,615
<b>Subtotal Revenues from Operations</b>	<b>\$1,068,644</b>	<b>\$1,066,879</b>	<b>\$1,047,489</b>	<b>\$(19,390)</b>
<b><u>Other Revenues:</u></b>				
Federal Subsidies	\$936,584	\$944,026	\$984,449	\$40,423
Debt Services Subsidy	\$283	\$230	\$180	\$(50)
Section 8 Phased Conversion	\$59,792	\$54,889	\$48,506	\$(6,383)
Section 8 Management Fees	\$12,960	\$20,759	\$21,051	\$291
Capital Fund Reimbursements	\$76,252	\$4,697	\$230,293	\$225,596
Interest on Investments	\$10,833	\$10,519	\$12,723	\$2,204
Other	\$52,683	\$24,948	\$22,992	\$(1,956)
Categorical Grants	\$4,777	\$2,665	\$2,350	\$(315)
Section 8 Subsidy	\$993,308	\$1,016,738	\$1,056,261	\$39,523
Section 8 Admin	\$74,655	\$75,333	\$80,417	\$5,083
City Funds	\$85,045	\$288,310	\$261,706	\$(26,604)
<b>Subtotal Other Revenues</b>	<b>\$2,307,171</b>	<b>\$2,443,115</b>	<b>\$2,720,927</b>	<b>\$277,812</b>
<b>Total Revenues</b>	<b>\$3,375,815</b>	<b>\$3,509,994</b>	<b>\$3,768,417</b>	<b>\$258,422</b>
<b>Surplus /(Deficit) before Reserves</b>	<b>\$7,438</b>	<b>\$33,375</b>	<b>\$22,344</b>	<b>\$(11,031)</b>
HAP Reserve (HUD-HELD)			\$69,005	\$69,005
Admin Reserve				
<b>Surplus/(Deficit) net of Reserves</b>	<b>\$7,438</b>	<b>\$33,375</b>	<b>\$91,348</b>	<b>\$57,973</b>

## Operating Budget FY 2020 – FY 2024

NYCHA's Financial Plan sets forth projected operating costs on a cash basis for FY 2020 through FY 2024. The four-year financial plan is submitted to the Board simultaneously with the FY 2020 budget.

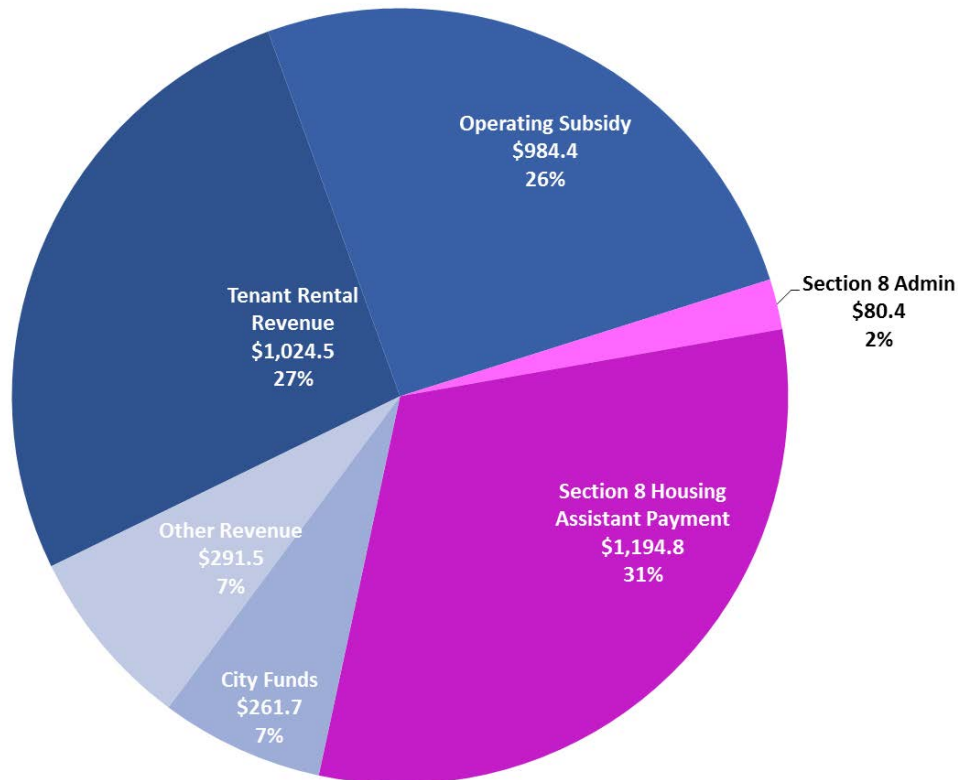
**Table 2: FY 2020 – FY 2024 Financial Plan**  
(\$000)

	FY20	FY21	FY22	FY23	FY24
<b>Expenditures</b>					
<b>Personnel Services:</b>					
Salary F/T	684,941	665,430	656,441	652,125	641,779
Salary P/T	789	298	149	-	-
Seasonal	18,112	18,027	18,027	18,027	18,027
Overtime	105,453	88,902	87,944	86,973	85,962
Salary Retro	286	286	286	286	286
Shift Differential	4,779	4,840	4,718	4,596	4,476
Fringe	594,166	588,800	598,383	574,688	598,075
Other Salaries	13,015	12,087	11,982	11,876	11,772
<b>Subtotal Personnel Services</b>	<b>1,421,542</b>	<b>1,378,671</b>	<b>1,377,931</b>	<b>1,348,572</b>	<b>1,360,376</b>
<b>Other Than Personnel Services:</b>					
Leases	77,210	65,007	54,089	55,204	56,987
Supplies	108,590	115,799	112,679	101,101	85,350
Utilities	545,375	532,653	517,270	500,201	478,980
Equipment	25,505	20,834	21,629	21,746	22,856
Contracts	377,142	416,187	367,592	341,263	309,707
Insurance	15,427	66,624	81,057	85,996	86,004
Section 8 Payments	1,132,728	1,123,494	1,145,237	1,164,026	1,186,942
Debt Services	6,009	9,852	9,485	9,137	8,765
OTPS Other	36,547	43,186	43,774	45,380	41,784
<b>Subtotal Other Than Personnel Services</b>	<b>2,324,532</b>	<b>2,393,637</b>	<b>2,352,813</b>	<b>2,324,056</b>	<b>2,277,375</b>
<b>Total Expenses</b>	<b>3,746,073</b>	<b>3,772,308</b>	<b>3,730,744</b>	<b>3,672,628</b>	<b>3,637,751</b>
<b>Revenues</b>					
<b>Revenues from Operations:</b>					
Tenant Rental Revenue	1,024,530	980,298	954,961	926,658	896,942
Other Revenue from Operations	22,960	21,996	21,348	20,500	19,607
<b>Subtotal Revenues from Operations</b>	<b>1,047,489</b>	<b>1,002,294</b>	<b>976,308</b>	<b>947,158</b>	<b>916,548</b>
<b>Other Revenues:</b>					
Federal Subsidies	984,449	990,025	979,947	971,113	958,402
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	180	131	81	40	8
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	230,293	270,564	158,835	158,000	157,054
Interest on Investments	12,723	12,046	11,368	11,021	11,021
Other	22,992	22,809	22,633	22,330	22,073
Categorical Grants	2,350	4,695	4,695	4,695	4,375
Section 8 Subsidy	1,125,818	1,166,182	1,173,359	1,193,453	1,212,142
Section 8 Admin	80,417	79,777	80,654	81,418	82,170
Section 8 Admin Reserve	-	-	-	-	-
City Funds	261,706	216,864	226,769	178,505	171,733
<b>Subtotal Other Revenues</b>	<b>2,720,927</b>	<b>2,763,095</b>	<b>2,658,341</b>	<b>2,620,576</b>	<b>2,618,978</b>
<b>Total Revenues</b>	<b>3,768,417</b>	<b>3,765,388</b>	<b>3,634,649</b>	<b>3,567,733</b>	<b>3,535,526</b>
HAP Reserve (HUD-HELD)	69,005	6,919	21,515	20,346	24,822
Admin Reserve	-	-	-	-	-
<b>Total Revenue w/ Reserve</b>	<b>3,837,421</b>	<b>3,772,308</b>	<b>3,656,164</b>	<b>3,588,080</b>	<b>3,560,348</b>
<b>Surplus/ (Deficit) w/ Reserve</b>	<b>91,348</b>		<b>(74,580)</b>	<b>(84,548)</b>	<b>(77,403)</b>

## Operating Revenue

NYCHA receives revenue from several sources through several appropriations. The sources of funds to support the operating budget can be seen on Table 3 and are explained below:

**Chart 1: FY 2020 Operating Revenue  
(\$000)**



**Total Revenue \$3.84 billion**

Tenant Rental Revenue and Federal Operating Subsidies account for nearly 57 percent of total revenues while Section 8 Subsidy for HAP and the Administrative Fees accounts for 33 percent of total revenues, as shown in the chart. The remaining 10 percent consists of many different components, but mainly Capital Fund Reimbursements and City Funds.

**Table 3: FY 2020 Revenue by Funding Categories**

	(%)
GF01	64.0%
F006	31.4%
City Grants	4.2%
Federal Grants	0.3%
<b>Total</b>	<b>100.0%</b>

### ***Tenant Rental Revenue***

Projected rent paid to NYCHA by residents, or Tenant Rental Revenue, represents nearly 27 percent of total revenues in FY 2020. Rent projections are modeled at the property level based on data that includes the number of occupied units, tenants rent, and collection losses.

Accordingly, it is important to note that Tenant Rental Revenue contributes less than half of the total revenues used to cover the Authority's public housing expenditures reflected in the General Fund.

This Plan projects Tenant Rental Revenue to decrease from 1.02 billion to \$0.90 billion in FY 2024 based on a compounded growth rate of 1 percent and is adjusted for reduction due to RAD transition.

### ***Federal Subsidies***

This Plan projects the Federal Operating Subsidy to be \$0.98 billion in FY 2020 and decreasing to \$0.96 billion in FY 2024. Assessment used to determine anticipated Operating Subsidy revenue is based on many factors including the number of eligible units, projected expense levels, utility expense levels, and formula income, which in turn, is based on Tenant Rental Revenue. While this assessment determines the eligibility level, additional assumptions must be made to determine future appropriations and proration levels which averaged over 91 percent for the past decade.

For FY 2020 - 2024, reflective of observed proration trend of past 3 years (2017-2019) which averaged over 95 percent, plan assumes a proration factor of 95% or a loss of 5% in potential revenue (also known as eligibility). As a point of reference, the Authority was eligible to receive \$1.022 billion, however, only \$1.001 billion was received, a shortfall of \$21 million based on national proration of 97.8% proration.

### ***Section 8 Conversion at LLC properties***

NYCHA continues to convert units in the former City/State Developments to Section 8 assistance, which previously received no dedicated funding. The Plan assumes approximately 1,943 units will be converted and RAD-ed out through the PACT initiative by year-end 2019 securing an estimated \$48.5 million of rental subsidy. The remaining units will be converted upon vacancy.

Securing dedicated federal funding for these remaining unfunded housing units is critical to the preservation of these units. Each unfunded housing unit operates with an implied structural deficit as the tenant rent alone is insufficient to cover the operating costs. NYCHA estimates that the loss in subsidy from the unconverted units is approximately \$27 million annually

### ***Section 8 Subsidies and Administrative Fee***

Section 8 Subsidy represents the total of the Housing Assistance Payments (HAP) and the Administrative Fees subsidy in the Housing Choice Voucher (HCV) Program Fund.

The projected subsidy reflects the expected number of vouchers in service in the HCV Program five-year rental plan. This considers the interplay of the following: program attrition, restorations, per unit costs, inflation factors applied by HUD, increases permitted to building owners under New York rent regulations, changes to the fair market rent and payment standards, and funding proration.

The Plan forecast Section 8 Subsidy to remain at nearly the same level of \$1.1 billion to \$1.2 billion over the five years 2020 - 2024. Although the HAP subsidy is expected to have a modest increase, the Administrative Fees is expected to decline due to reduced units. This assumes a total Unit Months Leased (UML) of 1,058,954 for a monthly average of 88,246 vouchers in 2020.

### ***Categorical Grants***

NYCHA receives grant awards from federal, state, city, and private sources to fund specific community development and benefits programs. The Plan reflects only grants awarded and does not reflect anticipated awards. The budget reflects an increase in categorical grants funding from \$2.4 million in FY 2020 to \$4.4 million in FY 2024, reflective of an increase in funding for grant programs.

### ***Capital Fund Reimbursements***

Capital Fund Reimbursements (CFRs) are reimbursements from the federal capital program to the operating program for capital-related costs incurred in the operating budget. The CFRs are for replacement reserves of NYCHA's mixed-finance portfolios as well as capital management fee totaling \$230 million in FY2020.

### ***Interest on Investments***

Interest on Investments represents expected earnings on cash and investments but excludes expected returns on self-insurance funds since these earnings are netted against insurance costs. This revenue is projected to decrease from \$12.7 million in FY 2020 to \$11.0 million in FY 2024, reflecting modest increases in interest yields over the plan period.

### ***Other Revenue from Operations***

Other Revenue from Operations consists of ancillary fees, primarily from residents, including sales and services charges, parking fees, and appliance surcharges intended to defer a portion of the cost of excess utility consumption. Other Revenue from Operations is projected decrease from \$22.9 million in FY2020 to \$19.6 million in FY2024.

### ***City Funds***

City of New York's commitment to support NYCHA has been expanding and has helped to absorb the impact of the Federal underfunding. The budgeted amount for FY 2020 is \$262 million primarily composed of \$101 million for the reimbursement of general wage increases, \$76 million for the Housing Grant, \$67 million via CDBG programs, \$18 million for other city funded initiatives.

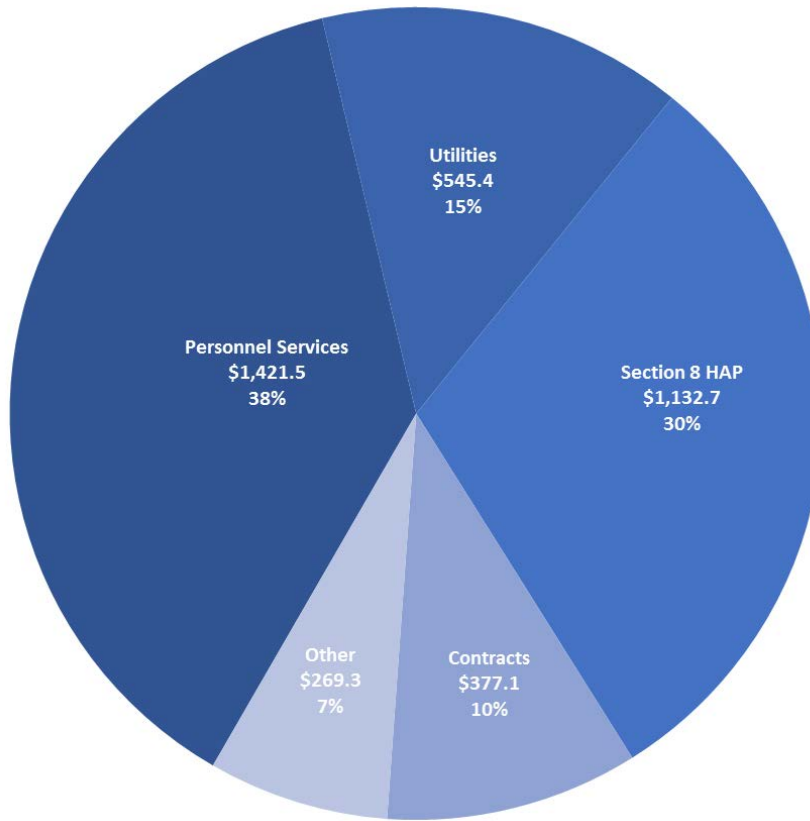
### ***Other Non-Operating Revenues***

Other Non-Operating Revenues are ancillary revenues that NYCHA generates from third parties through property assets. This category includes revenue from Section 8 properties recapitalization as well as the NextGeneration Initiative (i.e. high-value land/mixed income, 10K Affordable Housing Units), commercial storefront leases, rooftop leases, and sublease income from underutilized office space. This Plan forecast Other Non-Operating Revenues of approximately \$23 million.

## Operating Expenses

Table 6 shows by category the \$3.75 billion expenditures in NYCHA's 2020 Operating Budget:

**Chart 2: FY 2020 Use of Operating Funds  
(\$000)**



**Total Uses \$3.75 billion**

Personnel Service (Salaries and Other Benefits) accounts for 38 percent of the total operating budget expenditures. Section 8 Housing Assistance Payments account for 30 percent, Utilities and Contracts account for 15 percent and 10 percent, respectively, with all other expenses account for the remaining 7 percent of expenditures.

### ***Personnel Services (PS)***

NYCHA will spend \$1.42 billion on Personnel Services (PS) which includes full-time, part-time, and seasonal salaries, overtime, shift differential and fringe benefits. The information below does not include reductions to the budget due to an anticipated hiring freeze and additional service reductions.

- The full-time salary budget is \$685 million in 2020 and covers annual salaries for the 11,339 employees who work on average between 35 and 40 hours a week.
- The seasonal budget is \$18 million, and it provides funding support for temporary staffing to help accommodate seasonal needs of operations.
- The budget for part-time salaries is under \$1 million.
- The fringe benefits budget is \$594 million and covers the benefits associated with personnel. The fringe benefits budget covers Workers' Compensation, Social Security, health insurance, pension, welfare, annuity, retiree health insurance, retiree welfare and unemployment costs.
- The overtime budget is \$105 million which pays for scheduled and unscheduled overtime.
- The shift differential budget is approximately \$5 million and reflects trade staff that work outside of regular shifts.
- The retro budget is approximately \$0.3 million.
- The budget for other salary which covers longevity and service differential is \$13 million.

### ***Other than Personnel Service (OTPS)***

NYCHA will spend \$2.3 billion for Other Than Personnel Services (OTPS) which includes leases, supplies, equipment, utilities, contracts, insurance, Section 8 payments and debt service.

- The budget for Section 8 payments is \$1,133 million and provides funding for payments to landlords who provide private housing to families in the Section 8 program. Under this federally-funded program, families pay 30% of their income for rent and NYCHA pays the difference in rent up to a maximum amount.
- The utility budget of \$545 million includes fuels, cooking gas, electricity and water Authority wide.
- The contracts budget is \$377 million, and includes funding for the contracts used for painting, elevator maintenance, fire safety, plumbing and the purchase of windows and doors;
- The budget for leases is \$77 million which represents the leasing of various borough and administrative offices throughout the City.
- The insurance budget is \$15.4 million and is used to pay tort claims and premiums; for multiple insurance coverage such as property insurance.



- The budget for supplies is \$109 million and represents goods and materials purchased for the daily maintenance of the developments, such as cleaning and janitorial supplies. It also includes office supplies such as paper, pens, as well as the supplies for resident-oriented programming such as basketballs and art supplies.
- The equipment budget is \$25.5 million and is used to purchase equipment for developments as well as offices and includes items such as drills, snow blowers, electric saws, appliances, computers and vehicles.
- The remaining budget of \$42.6 million funds miscellaneous items such as bank fees, debt service, postage, membership subscriptions and cash grants that are paid to resident associations.



## Departmental Budget Summary

The following table is a summary of the expense budgets by department for FY 2020.

**Table 4: FY 2020 Departmental Budget  
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
<b>Chair</b>				
Office of the Chair	5	\$1,441	\$1,592	\$3,034
Inspector General	53	\$6,820	\$34	\$6,854
Equal Opportunity	17	\$2,045	\$634	\$2,680
NYCHA Board Members	-	\$0	\$60	\$60
Office of the Secretary	18	\$2,335	\$153	\$2,488
Internal Audit & Assessment	16	\$2,073	\$1,585	\$3,659
Environmental Health & Safety	48	\$7,031	\$2,324	\$9,355
Communications	19	\$2,694	\$513	\$3,207
Intergovernmental Relations	8	\$1,391	\$4	\$1,394
<b>Chair</b>	<b>184</b>	<b>\$25,830</b>	<b>\$6,900</b>	<b>\$32,730</b>
<b>EVP Legal Affairs &amp; General Counsel</b>				
	<b>153</b>	<b>\$21,399</b>	<b>\$1,518</b>	<b>\$22,917</b>
<b>EVP Information Technology</b>				
Office of the EVP IT	2	\$494	\$6,336	\$6,830
Business Solution Technology	56	\$10,306	\$2,932	\$13,238
Enterprise Technology Portfolio Management	30	\$4,393	\$3,908	\$8,301
IT Infrastructure	75	\$12,262	\$34,871	\$47,133
Information Management	25	\$3,732	\$304	\$4,036
<b>EVP Information Technology</b>	<b>188</b>	<b>\$31,187</b>	<b>\$48,351</b>	<b>\$79,538</b>
<b>EVP Leased Housing</b>				
Office of the EVP Leased Housing	3	\$658	\$1,321	\$1,979
VP Leased Housing	314	\$37,318	\$702	\$38,021
Central Office Operations	34	\$4,131	\$186	\$4,317
Leased Housing Finance	22	\$2,711	\$46	\$2,757
Quality Assurance Performance Management	19	\$2,358	\$31	\$2,389
Leased Housing-CMA	-		\$1,133,963	\$1,133,963
<b>EVP Leased Housing</b>	<b>392</b>	<b>\$47,176</b>	<b>\$1,136,249</b>	<b>\$1,183,425</b>
<b>EVP Real Estate</b>				
	<b>35</b>	<b>\$5,620</b>	<b>\$6,346</b>	<b>\$11,966</b>
<b>EVP Strategy &amp; Innovation</b>				
Office of the EVP Strategy & Innovation	2	\$474	\$10	\$484
VP Performance Management & Analysis	24	\$3,243	\$9	\$3,251
Strategic Planning	4	\$532	\$815	\$1,347
<b>EVP Strategy &amp; Innovation</b>	<b>30</b>	<b>\$4,248</b>	<b>\$834</b>	<b>\$5,082</b>
<b>EVP Finance</b>				
Office of the EVP Finance	5	\$1,032	\$224	\$1,256
VP Finance Accounting and Investment	137	\$17,078	\$5,253	\$22,332
Financial Planning & Analysis	45	\$12,051	\$110	\$12,161
Risk Management	10	\$1,493	\$712	\$2,205
<b>EVP Finance</b>	<b>197</b>	<b>\$31,654</b>	<b>\$6,300</b>	<b>\$37,954</b>
<b>EVP Compliance</b>				
	<b>34</b>	<b>\$5,287</b>	<b>\$1,884</b>	<b>\$7,171</b>



**Table 4: FY 2020 Departmental Budget  
(\$000)**

DEPARTMENT	HC	PS	OTPS	TOTAL EXPENSES
<b>General Manager</b>				
Office of the General Manager	6	\$1,399	\$27	\$1,425
VP Public Safety	76	\$9,504	\$14,953	\$24,457
VP Healthy Homes	258	\$31,423	\$35,249	\$66,672
VP Public Housing Tenancy Administration	122	\$14,801	\$217	\$15,018
Quality Assurance	20	\$2,334	\$663	\$2,997
<b>General Manager</b>	<b>482</b>	<b>\$59,461</b>	<b>\$51,109</b>	<b>\$110,570</b>
<b>EVP Administration</b>				
Office of EVP Administration	4	\$903	\$35	\$938
VP Supply Management	149	\$16,400	\$706	\$17,106
Customer Operations	16	\$2,290	\$9	\$2,299
Customer Contact Center	143	\$13,490	\$5,164	\$18,654
General Services	65	\$6,547	\$12,407	\$18,953
Human Resources	111	\$14,499	\$2,376	\$16,875
Real Estate Services	28	\$4,138	\$77,222	\$81,360
<b>EVP Administration</b>	<b>516</b>	<b>\$58,267</b>	<b>\$97,918</b>	<b>\$156,186</b>
<b>EVP Community Engagement &amp; Partnerships</b>				
Office of the EVP Community Engagement & Partnerships	3	\$521	\$1,570	\$2,091
Resident Economic Empowerment and Sustainability	49	\$5,695	\$480	\$6,174
Family Partnerships	60	\$6,464	\$1,916	\$8,381
Resident Engagement	76	\$7,588	\$2,406	\$9,994
Community Development	32	\$3,490	\$146	\$3,636
Community Health Initiatives	5	\$692	\$3	\$696
Office of Public Private Partnerships	4	\$390	\$145	\$535
<b>EVP Community Engagement &amp; Partnerships</b>	<b>229</b>	<b>\$24,841</b>	<b>\$6,666</b>	<b>\$31,507</b>
<b>EVP Operations</b>				
Office of the EVP Operations	5	\$1,138	\$1,277	\$2,415
SVP Support Services	1,465	\$228,857	\$11,823	\$240,681
VP Public Housing Operations MH BX NGO1	3,542	\$396,402	\$471,241	\$867,643
VP Public Housing Operations MF QN_SI BK	3,464	\$388,757	\$418,040	\$806,796
Management and Planning	55	\$22,989	\$26,533	\$49,522
Private Management	-	-	\$21,702	\$21,702
<b>EVP Operations</b>	<b>8,531</b>	<b>\$1,038,142</b>	<b>\$950,616</b>	<b>\$1,988,758</b>
<b>EVP Capital Projects</b>	<b>368</b>	<b>\$68,429</b>	<b>\$9,840</b>	<b>\$78,270</b>
<b>Total NYCHA Budget</b>	<b>11,339</b>	<b>\$1,421,542</b>	<b>\$2,324,532</b>	<b>\$3,746,073</b>

## Head Count Plan

The following table details NYCHA's full-time headcount plan by department for FY 2020 through FY 2024. Also included is the budgeted headcount for FY 2019.

**Table 5: FY 2020 – FY 2024 Authorized Head Count**

	Prior Year	Financial Plan				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Office of the Chair	10	5	5	5	5	5
Inspector General	49	53	51	51	51	51
Equal Opportunity	17	17	16	16	16	16
NYCHA Board Members	0	0	0	0	0	0
Office of the Secretary	18	18	17	17	17	17
Internal Audit & Assessment	16	16	15	15	15	15
Environmental Health & Safety	0	48	46	46	46	46
Communications	19	19	18	18	18	18
Intergovernmental Relations	8	8	8	8	8	8
<b>Chair</b>	<b>137</b>	<b>184</b>	<b>176</b>	<b>176</b>	<b>176</b>	<b>176</b>
<b>EVP Legal Affairs &amp; General Counsel</b>	<b>154</b>	<b>153</b>	<b>146</b>	<b>146</b>	<b>146</b>	<b>146</b>
Office of the EVP IT	3	2	2	2	2	2
Business Solution Technology	63	56	53	53	53	53
Enterprise Technology Portfolio Management	19	30	28	28	28	28
IT Infrastructure	76	75	71	71	71	71
Information Management	25	25	24	24	24	24
<b>EVP Information Technology</b>	<b>186</b>	<b>188</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>
Office of the EVP Leased Housing	7	3	3	3	3	3
VP Leased Housing	252	314	314	314	314	314
Central Office Operations	80	34	34	34	34	34
Leased Housing Finance	22	22	22	22	22	22
Quality Assurance Performance Management	19	19	19	19	19	19
<b>EVP Leased Housing</b>	<b>380</b>	<b>392</b>	<b>392</b>	<b>392</b>	<b>392</b>	<b>392</b>
<b>EVP Real Estate</b>	<b>35</b>	<b>35</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>
Office of the EVP Strategy & Innovation	0	2	2	2	2	2
VP Performance Management & Analysis	24	24	23	23	23	23
Strategic Planning	0	4	4	4	4	4
<b>EVP Strategy &amp; Innovation</b>	<b>24</b>	<b>30</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>
Office of the EVP Finance	14	5	5	5	5	5
VP Finance Accounting and Investment	141	137	129	130	130	130
Financial Planning & Analysis	40	45	43	43	43	43
Risk Management	10	10	9	9	9	9
<b>EVP Finance</b>	<b>205</b>	<b>197</b>	<b>186</b>	<b>187</b>	<b>187</b>	<b>187</b>
<b>EVP Compliance</b>	<b>21</b>	<b>34</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>



**Table 5: FY 2020 – FY 2024 Authorized Head Count**

	Prior Year	Financial Plan				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Office of the General Manager	7	6	6	6	6	6
VP Public Safety	57	76	74	73	73	73
VP Healthy Homes	121	258	258	258	258	258
VP Public Housing Tenancy Administration	135	122	116	116	116	116
Quality Assurance	0	20	20	20	20	20
<b>General Manager</b>	<b>320</b>	<b>482</b>	<b>474</b>	<b>473</b>	<b>473</b>	<b>473</b>
Office of EVP Administration	4	4	4	4	4	4
VP Supply Management	152	149	139	136	136	136
Customer Operations	16	16	15	15	15	15
Customer Contact Center	143	143	138	138	138	138
General Services	65	65	62	62	62	62
Human Resources	109	111	105	105	105	105
Real Estate Services	28	28	27	27	27	27
<b>EVP Administration</b>	<b>517</b>	<b>516</b>	<b>490</b>	<b>487</b>	<b>487</b>	<b>487</b>
Office of the EVP Community Engagement & Partnerships	5	3	3	3	3	3
Resident Economic Empowerment and Sustainability	47	49	45	45	45	45
Family Partnerships	50	60	57	57	57	57
Resident Engagement	78	76	73	73	73	73
Community Development	22	32	30	30	30	30
Community Health Initiatives	3	5	5	5	5	5
Office of Public Private Partnerships	4	4	4	4	4	4
<b>EVP Community Engagement &amp; Partnerships</b>	<b>209</b>	<b>229</b>	<b>217</b>	<b>217</b>	<b>217</b>	<b>217</b>
Office of the EVP Operations	3	5	5	5	5	5
SVP Support Services	1,249	1,465	1,465	1,465	1,465	1,465
VP Public Housing Operations MH BX NGO1	3,477	3,542	3,443	3,270	3,126	3,000
VP Public Housing Operations MF QN_SI BK	3,402	3,464	3,182	3,154	3,105	3,018
Management and Planning	31	55	55	55	55	55
<b>EVP Operations</b>	<b>8,162</b>	<b>8,531</b>	<b>8,150</b>	<b>7,949</b>	<b>7,756</b>	<b>7,543</b>
<b>EVP Capital Projects</b>	<b>357</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>
<b>Total NYCHA Budget</b>	<b>10,707</b>	<b>11,339</b>	<b>10,872</b>	<b>10,668</b>	<b>10,475</b>	<b>10,262</b>

# Departmental Operating Budgets

## NYCHA Mission

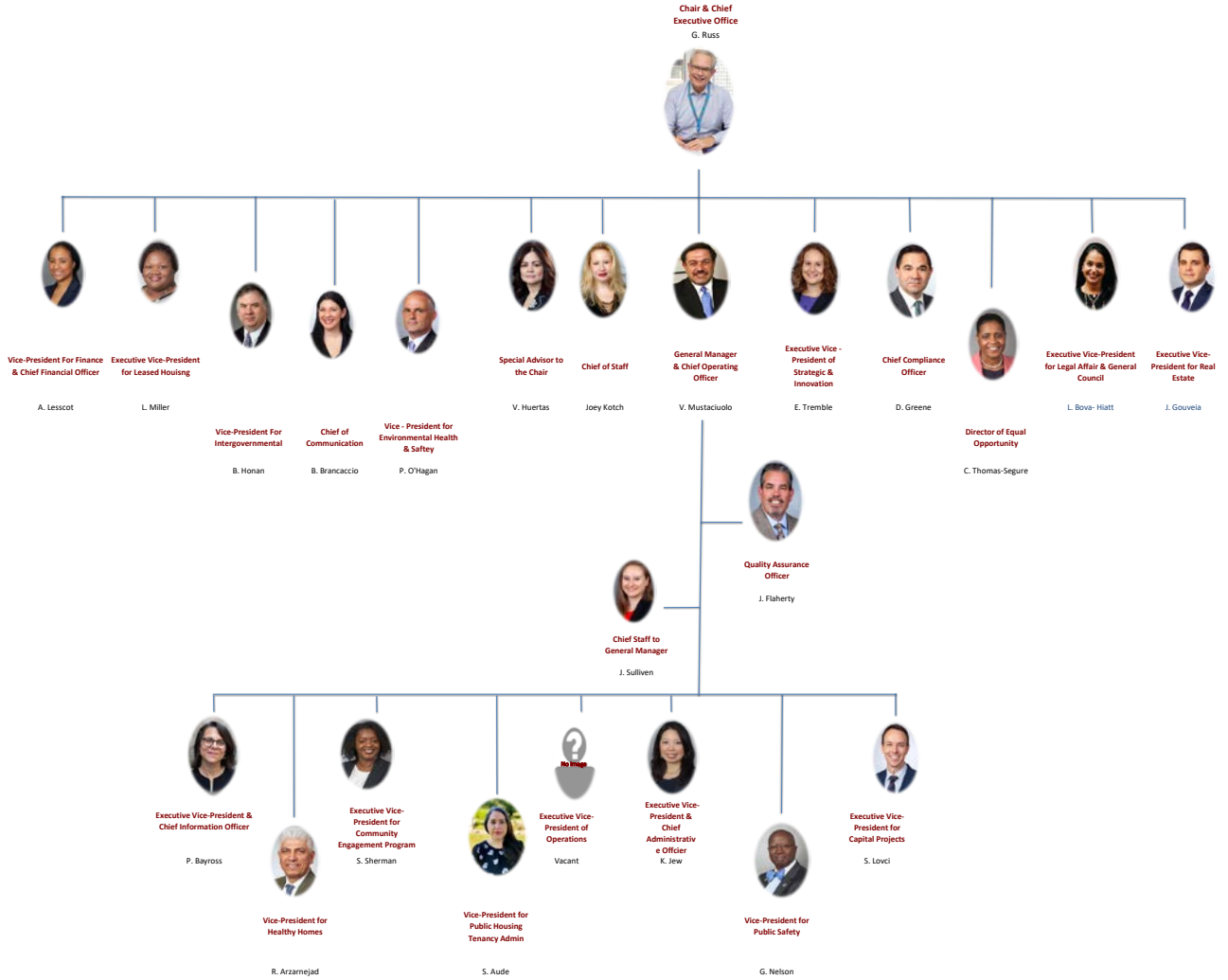
The New York City Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low-and moderate-income residents throughout the five boroughs. NYCHA also administers a citywide Section 8 Leased Housing Program. To fulfill this mission, NYCHA must preserve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

## Overview

This section provides detailed budget information by Department. In most cases, Departments are overseen by an Executive Vice President (EVP). Each EVP is responsible for a portfolio of Departments and offices within a specific area. This section includes Departmental missions, and responsibilities. The budgets for NYCHA's Budget Responsibility Groups (BRGs) are listed by account type. In addition, changes from the prior year are identified. The Departments are grouped by their EVP in this section, and the Organizational Chart provides an overview of NYCHA.

Departmental budgets do not include the anticipated service reductions and hiring freeze.

# NYCHA Organizational Chart





## Key NYCHA Officials

### The Board (Chair, Vice-Chair, Member)

The NYCHA board is comprised of seven members appointed by the mayor. The mayor designates three Members, two of whom are appointed by the Mayor for five-year terms, and the Chair, who is appointed by the Mayor and reports to the Mayor, constitute the governing Board of NYCHA. One member is designated to be the Vice-Chair, and in the event of a vacancy in the office of the Chair or when the Chair is absent or unable to act, the Vice-Chair assumes his/her duties and powers.

The Board Members are responsible for voting on contracts, resolutions, policies, motions, rules, and regulations at regularly scheduled meetings of the Members of the Authority.

The Chair presides at Board meetings, directs the business and affairs of the Authority, and is responsible for the execution of all policies, resolutions, motions, and rules and regulations adopted by the Board. Additionally, he/she issues and promulgates official orders, and makes rules and regulations for the conduct, management, and operation of the Authority, and signs and executes on behalf of the Authority all leases, deeds, contracts and commitments of the Authority.

The following departments and offices report directly to the Chair: The Office of the Corporate Secretary, the Office of the Inspector General, Department of Equal Opportunity, NYCHA Board Members, Vice-President (VP) for Intergovernmental Affairs, Chief Communication Officers,

Executive Vice-President (EVP) for and General Counsel & Legal Affairs, EVP & Chief Information Officer, EVP for Leased Housing, EVP for Real Estate & Special Projects, EVP Strategic Innovation, VP & Chief Financial Officer and Chief Compliance Officer.

### General Manager

Principal executive administrator of the Authority, the General Manager (GM) assists the Chair in the supervision of the business affairs of the Authority and is responsible for the execution of all orders, rules, and regulations made or approved by the Board.

The GM directly supervises the following: Executive Vice President (EVP) for Administration, EVP for Capital Projects, EVP for Community Operations, EVP for Operations, VP for Public Safety, VP for Healthy Homes, VP for Public Housing Tenancy Administration and Quality Assurance Officer.

## Departmental Details

### Chair

#### *(Office of the Chair)*

#### **Overview / Mission Statement**

The Office of the Chair and CEO's goal is to oversee NYCHA's operations and to supervise every department. In addition, the Office of the Chair and CEO leads the major NYCHA initiatives to create safe, clean, and connected communities for residents and preserve public housing for the future.

The following report directly to the Chair:

- EVP for Legal Affairs and General Counsel;
- EVP and Chief Information Officer
- EVP for Leased Housing
- EVP for Real Estates & Special Projects;
- EVP for Strategy Innovation;
- VP for Finance and Chief Financial Officer; and
- Chief Compliance Officer;

The Office of the Chair comprises of the following departments:

- Office of the Chair
- Office of the Corporate Secretary
- NYCHA Board Member
- Department of Equal Opportunity
- Department of Internal Audit & Assessment
- Department of Environmental Health & Safety Department of Communication
- Department of Intergovernmental Relation

Separately, document provides is financial information for the Office of the Inspector General (OIG), independently managed and supervised by the New York City Department of Investigation (DOI) and do not report to the Office of Chair.



## Financial Overview

Expenditures by account type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	6	\$949	10	\$933	5	\$873	(5)	(\$60)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$35		\$53		\$53		-
Salary Retro		\$14		\$2		\$2		-
Shift Differential		-		-		-		-
Fringe		\$672		\$718		\$507		(210)
Other Salary		\$5		\$5		\$5		-
<b>Subtotal PS</b>	<b>6</b>	<b>\$1,675</b>	<b>10</b>	<b>\$1,711</b>	<b>5</b>	<b>\$1,441</b>	<b>(5)</b>	<b>(\$270)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$5		\$7		\$7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$9		\$230		\$230		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$26		\$2,025		\$1,356		(\$669)
<b>Subtotal OTPS</b>		<b>\$40</b>		<b>\$2,261</b>		<b>\$1,592</b>		<b>(\$669)</b>
<b>Total Budget</b>	<b>6</b>	<b>\$1,715</b>	<b>10</b>	<b>\$3,972</b>	<b>5</b>	<b>\$3,034</b>	<b>(5)</b>	<b>(\$939)</b>

## Financial Review

The 2020 Operating Expense budget for the Executive Department is \$3.03 million, of which \$1.44 million is for PS and \$1.59 million is for OTPS.

## *(Office of the Corporate Secretary)*

### **Overview / Mission Statement**

The Corporate Secretary serves as an advisor to the Board Members, as well as, their primary liaison to the Executive Team and external stakeholders, and is further charged with leading professional and administrative staff in several fast-paced extremely deadline-driven departments, which include the following:

- Board Logistics Unit;
- Calendar and Documents Unit;
- Office of Impartial Hearings; and
- Guardian Ad Litem Unit

### **Responsibilities**

- Serve as advisor and primary liaison to Board Members.
  - Execute all Board Member logistics including
  - Prepare resolutions and briefing packages for all Board Meetings,
  - Handle of all correspondence,
  - Ensure timely submission and review of timesheets,
  - Maintain an accurate accounting of their time for stipend purposes,
  - Scheduling; and,
  - Transportation
- Plan and coordinate all Authority Board Meetings including
  - Prepare briefing packages, resolutions, and agendas,
  - Record and Issue minutes of votes cast at Board Meetings and Committee Meetings, and,
  - Issue notifications of all NYCHA Board Meetings and adjournments/cancellations, whenever required.
- Maintain an index of all resolutions considered by the Board and the corresponding minutes, in addition to other corporate records.
- Issue all true copies of official Authority documents.
- Process all Termination of Tenancy, Grievance, Applicant Appeals and Trespass cases and Guardian Ad Litem ("GAL") matters including various Tenancy-related Applications to Re-open Defaults, Removal of Permanent Exclusion, and, Blatch.

- Adjudicate and issue decisions regarding
  - Termination of Tenancy proceedings for residents of Authority properties,
  - Remaining Family Member Grievance,
  - Rent Rate Grievance,
  - Section 8 Termination,
  - Section 8 Share of Subsidy,
  - Public Housing and Section 8 Applicants' Appeals, and,
  - Resident's Appeal of exclusion of a visitor, pursuant to issuance of a Trespass Notice resulting from an arrest on or adjacent to Authority property.
- Prepare a weekly Tenancy Calendar resulting from disposed matters.
- Appoint (including contacting the Court for referrals, contacting GALs for appointment, issuing appointment letters, etc.) and process payment for the GAL (including verifying services rendered and accuracy of documentation).
- Member of the Employee Disciplinary Panel and the Personnel Board.

## Financial Overview

Expenditures by account type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	15	\$1,209	18	\$1,412	18	\$1,359	-	(\$53)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$12	-	\$1	-	\$1	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,077	-	\$1,018	-	\$942	-	(76)
Other Salary	-	\$32	-	\$33	-	\$33	-	-
<b>Subtotal PS</b>	<b>15</b>	<b>\$2,329</b>	<b>18</b>	<b>\$2,464</b>	<b>18</b>	<b>\$2,335</b>	<b>-</b>	<b>(\$128)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$3	-	\$3	-	\$3	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$137	-	\$150	-	\$150	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	\$0	-	\$0	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$140</b>	<b>-</b>	<b>\$153</b>	<b>-</b>	<b>\$153</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>15</b>	<b>\$2,469</b>	<b>18</b>	<b>\$2,617</b>	<b>18</b>	<b>\$2,488</b>	<b>-</b>	<b>(\$128)</b>

## Financial Review

The 2020 Operating Expense budget for the Office of the Corporate Secretary is \$2.49 million, of which \$2.34 million is for PS and \$0.15 million is for OTPS.



**(NYCHA Board Member)**

**Overview / Mission Statement**

The NYCHA Board is comprised of seven (7) members appointed by the mayor including three (3) resident members. The Mayor designates one of the members as the Chair. The Chair is the Chief Executive Officer of the Authority and is responsible for the supervision of the business and affairs of the Authority. Members' duties include voting on contracts, resolutions, policies, motions, rules, and regulations at regularly scheduled meetings.

**Financial Overview**

*Expenditures by account type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	-	-	-	-
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	\$0	-	\$0	-	-
Other Salary	-	-	-	\$0	-	\$0	-	-
<b>Subtotal PS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	\$0	-	\$0	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$16	-	\$31	-	\$31	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	\$28	-	\$28	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$16</b>	<b>-</b>	<b>\$60</b>	<b>-</b>	<b>\$60</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>-</b>	<b>\$16</b>	<b>-</b>	<b>\$60</b>	<b>-</b>	<b>\$60</b>	<b>-</b>	<b>\$0</b>

**Financial Review**

The 2020 Operating Expense budget for the NYCHA Board Member Department is 0.06 million.

## *(Department of Equal Opportunity)*

### **Overview / Mission Statement**

The Department of Equal Opportunity (DEO) promotes and monitors equal opportunity compliance in employment, public housing, and the payment of prevailing wages by NYCHA contractors. DEO's mission is to foster agency-wide equal opportunity, inclusiveness, and non-discrimination throughout NYCHA to persons who live or work at NYCHA, who receive NYCHA services, or who are paid by NYCHA contractors. DEO conducts investigations of discrimination and provides equal opportunity training and assistance services. We value inclusiveness and deliver equal opportunity services without regard to race, color, gender/sex (including pregnancy, gender identity), religion, national origin, disability, alienage and citizenship status, age, marital status, familial status, military status, partnership status, predisposing genetic characteristic, sexual orientation, prior record of arrest or conviction, unemployment status, prior salary history, consumer credit history, caregiver status, or status as a victim of domestic violence, sex offenses, stalking or dating violence.

### **Responsibilities**

- Monitor NYCHA's compliance with equal employment opportunity and fair housing laws and prevailing wage compliance under federal labor requirements
- Investigate and recommend resolution of complaints of prevailing wage, employment and fair housing discrimination
- Administer and disseminate NYCHA's equal opportunity, sexual harassment prevention, and fair housing non-discrimination policy statements
- Provide training and technical assistance to NYCHA staff, residents and external stakeholders on the NYCHA nondiscrimination policies
- Facilitate reasonable accommodation assistance for residents, Section 8 voucher holders and applicants for housing with disabilities, and serve as liaison between disability community and various NYCHA departments
- Monitor and facilitate public meeting accessibility



## Financial Overview

### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	14	\$929	17	\$1,047	17	\$1,178	-	\$131
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$10	-	\$0	-	\$0	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$699	-	\$841	-	\$845	-	4
Other Salary	-	\$22	-	\$21	-	\$21	-	-
<b>Subtotal PS</b>	<b>14</b>	<b>\$1,661</b>	<b>17</b>	<b>\$1,909</b>	<b>17</b>	<b>\$2,045</b>	<b>-</b>	<b>\$136</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$253	-	\$303	-	\$597	-	\$294
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$12	-	\$12	-	\$36	-	\$24
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$266</b>	<b>-</b>	<b>\$317</b>	<b>-</b>	<b>\$634</b>	<b>-</b>	<b>\$318</b>
<b>Total Budget</b>	<b>14</b>	<b>\$1,927</b>	<b>17</b>	<b>\$2,226</b>	<b>17</b>	<b>\$2,680</b>	<b>-</b>	<b>\$454</b>

## Financial Review

The 2020 Operating Expense budget for Department of Equal Opportunity is \$2.68 million, of which \$2.045 million is for PS and \$0.634 million is for OTPS.



## *(VP of Internal Audit / Department of Internal Audit & Assessment)*

### **Overview / Mission Statement**

The Office of VP Internal Audit / Department of Internal Audit and Assessment provides independent audits and assessments of NYCHA's operations, the adequacy of internal controls, the accuracy of financial data and compliance with applicable laws, regulations, and procedures. These work objectives are accomplished by conducting operational, financial, compliance, and Information Technology (IT) audits selected because of a formal enterprise-wide risk assessment process. These audits are conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS) issued by the Government Accountability Office (GAO), Comptroller General of the United States. The Department of Internal Audit and Assessment prepares an annual audit plan with input from senior NYCHA management. The plan is reviewed by Executive management and is approved by the Audit Committee. The plan ensures that, on a rotating basis, all facets of NYCHA operations are subject to periodic audits. Additionally, it identifies critical areas of NYCHA's operations which undergo more frequent audit scrutiny.

### **Responsibilities**

- Conduct operational, financial, compliance and information technology (IT) audits (Central Office and field) selected through a formal enterprise-wide risk analysis process and in accordance with Generally Accepted Government Auditing Standards (GAGAS);
- Prepare and obtain approval for the annual audit plan to ensure all facets of NYCHA's operations are subject to periodic audits, and to identify critical operational, financial, compliance and technology risks areas are appropriately accessed based on International Standards for the Professional Practice of Internal Auditing standards and guidelines; and
- Manage and coordinate the annual independent Single Audit of NYCHA operations, and any external audits | reviews of NYCHA operations conducted by federal, state and city entities such as but not limited to HUD, the New York City Comptroller's Office, Office of Inspector General (OIG) and other entities.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	12	\$1,038	18	\$1,344	18	\$1,365	-	\$21
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$17		\$1		\$1		-
Shift Differential		-		-		-		-
Fringe		\$789		\$1,072		\$951		(121)
Other Salary		\$71		\$91		\$91		-
<b>Subtotal PS</b>	<b>12</b>	<b>\$1,916</b>	<b>18</b>	<b>\$2,508</b>	<b>18</b>	<b>\$2,408</b>	<b>-</b>	<b>(\$100)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$848		\$1,306		\$1,381		\$75
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$11		\$279		\$204		(\$75)
<b>Subtotal OTPS</b>		<b>\$859</b>		<b>\$1,585</b>		<b>\$1,585</b>		<b>\$0</b>
<b>Total Budget</b>	<b>12</b>	<b>\$2,775</b>	<b>18</b>	<b>\$4,093</b>	<b>18</b>	<b>\$3,993</b>	<b>-</b>	<b>(\$100)</b>

## Financial Review

The 2020 Operating Expense budget for the Internal Audit & Assessment is \$4.0 million, of which \$2.41 million is for PS and \$1.59 million is for OTPS.



## (Environmental Health & Safety)

### Overview / Mission Statement

The mission of the Environmental Health and Safety (EH&S) Department is to ensure decent, safe, and sanitary environments for our residents and employees. In partnership with the Authority's operating units, the EH&S Department will be responsible for providing oversight, analysis, and evaluation of all matters and work conducted by the Authority which have any impact upon the environmental health and safety of the real property of the Authority, its residents, and employees.

### Responsibilities

### Financial Overview

Expenditures by account type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	48	\$4,240	48	\$4,240
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$2,791	-	2,791
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	\$0	48	\$7,031	48	\$7,031
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	\$204	-	\$204
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	\$1,980	-	\$1,980
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	\$141	-	\$141
<b>Subtotal OTPS</b>	-	\$0	-	\$0	-	\$2,324	-	\$2,324
<b>Total Budget</b>	-	\$0	-	\$0	48	\$9,355	48	\$9,355

### Financial Review

The 2020 Operating Expense budget for the Environmental Health & Safety is \$9.36 million, of which \$7 million is for PS and \$2.3 million is for OTPS.

## *(Department of Communications)*

### **Overview / Mission Statement**

The Department of Communications (DOC) develops and disseminates NYCHA's messaging to multiple audiences including media, residents, employees, community partners, and the general public through numerous communication channels. The DOC communicates NYCHA's mission, values, long-term vision, and core promises. The department also serves as the key point of inquiry and outreach to media on topical and ongoing issues. In collaboration with other departments and external partners, DOC ensures NYCHA is represented accurately and consistently.

Communications at NYCHA are organized around four major areas:

- Media Relations, including all contact with news media on behalf of NYCHA.
- Resident Communications, including NYCHA's Language Services Unit and resident publications such as the NYCHA Journal.
- Digital Communications, including NYCHA's public facing website, and social media such as NYCHA's Twitter handle and Facebook page.
- Employee Communications in digital and print, including those on NYCHA Connect.

### **Responsibilities**

- Respond to all public and media queries;
- Produce a bilingual, monthly tabloid newspaper for Public Housing residents;
- Produce a bimonthly newsletter for staff and retirees;
- Produce the Annual Report and a variety of other printed material;
- Develop and maintain the content on NYCHA's Internet website, NYCHA's presence on the Affordable Housing Resource Center website at nyc.gov, and facilitate the maintenance of the Employee Portal on the Intranet website;
- Draft testimony and speeches, and assist other NYCHA departments with the writing, design, and production of brochures and pamphlets;
- Coordinate ceremonies, exhibits, and events for NYCHA; and
- Provide support for NYCHA events and meetings that require sound amplification or sound and video recording and photograph official agency events, grounds, and resident activities.



## Financial Overview

### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	22	\$1,765	19	\$1,742	19	\$1,603	-	(\$140)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$12	-	\$2	-	\$2	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,288	-	\$1,165	-	\$1,076	-	(89)
Other Salary	-	\$11	-	\$12	-	\$12	-	-
<b>Subtotal PS</b>	<b>22</b>	<b>\$3,076</b>	<b>19</b>	<b>\$2,922</b>	<b>19</b>	<b>\$2,694</b>	<b>-</b>	<b>(\$228)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$0	-	\$7	-	\$7	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$98	-	\$136	-	\$245	-	\$109
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$148	-	\$261	-	\$261	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$245</b>	<b>-</b>	<b>\$404</b>	<b>-</b>	<b>\$513</b>	<b>-</b>	<b>\$109</b>
<b>Total Budget</b>	<b>22</b>	<b>\$3,321</b>	<b>19</b>	<b>\$3,325</b>	<b>19</b>	<b>\$3,207</b>	<b>-</b>	<b>(\$119)</b>

## Financial Review

The 2020 Operating Expense budget for the Department of Communications is \$3.21 million, of which \$2.7 million is for PS and \$0.51 million is for OTPS.

## *(Office of Intergovernmental Relations)*

### **Overview / Mission Statement**

The Office of Intergovernmental Relations is responsible for acting as the Authority's liaison with State and City legislative bodies, and various governmental agencies. It works with members of the State Legislature and the City Council on oversight issues, legislation, or appropriations relative to the Authority's operations.

### **Responsibilities**

- Prepare NYCHA's annual legislative program;
- Assist the Law Department in the preparation of legislation for consideration by the State Legislature and comment on other legislative proposals that may impact Authority programs or functions;
- Work with the Department of Communications to prepare NYCHA's remarks and any supplemental materials needed when testimony is required before a legislative committee;
- Coordinate comments by the Authority on regulations proposed by State or Municipal entities and ensure their timely submission;
- Provide briefing documents to the Chair, Board Members, and principal staff on matters before the State Legislature and City Council; and
- Resolve constituent issues presented by elected officials.



## Financial Overview

### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	5	\$536	8	\$595	8	\$849	-	\$254
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$2	-	\$0	-	\$0	-	-
Shift Differential	-	\$0	-	-	-	-	-	-
Fringe	-	\$411	-	\$506	-	\$541	-	35
Other Salary	-	\$1	-	\$1	-	\$1	-	-
<b>Subtotal PS</b>	<b>5</b>	<b>\$950</b>	<b>8</b>	<b>\$1,101</b>	<b>8</b>	<b>\$1,391</b>	<b>-</b>	<b>\$289</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$0	-	\$0	-	\$0	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	(\$19)	-	\$3	-	\$3	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>(\$18)</b>	<b>-</b>	<b>\$4</b>	<b>-</b>	<b>\$4</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>5</b>	<b>\$933</b>	<b>8</b>	<b>\$1,105</b>	<b>8</b>	<b>\$1,394</b>	<b>-</b>	<b>\$289</b>

## Financial Review

The 2020 Operating Expense budget for the Office of Intergovernmental Relations is \$1.39 million, of which \$1.39 million is for PS and \$0.004 million, is for OTPS.



*(Office of the Inspector General)*

**Overview / Mission Statement**

The Office of the Inspector General (OIG), which is supervised by the New York City Department of Investigation (DOI), is responsible for the investigation and elimination of corrupt or other criminal activity, conflict of interest, and unethical conduct by NYCHA officers and employees, residents, or persons doing business with or receiving funds directly or indirectly from NYCHA.

**Responsibilities**

Respond to and investigate all reports of corruption, or other criminal activity, or conflict of interest, by any NYCHA officer, employee, resident, individual or company doing business with NYCHA.

**Financial Overview**

*Expenditures by account type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	41	\$3,134	49	\$3,375	53	\$3,984	4	\$609
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$82		\$54		\$54		-
Salary Retro		\$13		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$2,219		\$2,555		\$2,763		208
Other Salary		\$16		\$18		\$18		-
<b>Subtotal PS</b>	<b>41</b>	<b>\$5,464</b>	<b>49</b>	<b>\$6,003</b>	<b>53</b>	<b>\$6,820</b>	<b>4</b>	<b>\$817</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$23		\$9		\$9		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$39		\$16		\$16		-
Insurance		\$7		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$3		\$9		\$9		-
<b>Subtotal OTPS</b>		<b>\$72</b>		<b>\$34</b>		<b>\$34</b>		<b>\$0</b>
<b>Total Budget</b>	<b>41</b>	<b>\$5,536</b>	<b>49</b>	<b>\$6,037</b>	<b>53</b>	<b>\$6,854</b>	<b>4</b>	<b>\$817</b>

**Financial Review**

The 2020 Operating Expense budget for the Office of the Inspector General is \$6.85 million, of which \$6.82 million is for PS and \$0.03 million is for OTPS.



## **EVP of Legal Affairs and General Counsel**

### **Overview / Mission Statement**

The Executive Vice-President for Legal Affairs and General Counsel and the attorneys of the Law Department provide legal counsel and representation to NYCHA. The Law Department is divided into the following practice groups: Strategic Initiatives and Special Policies; Public Information; Labor Relations; Fair Housing and Employment Litigation; Appeals; Corporate Affairs; Real Estate and Economic Development; Commercial Litigation; General Litigation; Employee Disciplinary; Housing Litigation; and Torts.

### **Responsibilities**

- Provide legal advice and service to NYCHA's operations, including, but not limited to, employment, contracting, legislation, management, policies and procedures, tenancy matters, and real estate development;
- Draft and negotiate contracts; review requests for proposals and solicitations; advise on federal, state and local laws and regulations as well as ensuring compliance with NYCHA's contract procedure resolution and HUD's procurement requirements; provide guidance to NYCHA's Community Programs and Development Department concerning resident association matters, including, but not limited, to resident association elections, and tenant participation activities.
- Represent NYCHA in litigation matters in federal and state courts and in administrative proceedings before city, state, and federal agencies;
- Represent NYCHA in Administrative Tenancy proceedings in the Impartial Hearing Office for various non-desirability, breach of rules and regulations, remaining family member grievances, chronic rent delinquency, Section 8 and various other grievance and administrative actions;
- Represent NYCHA in appeals of its administrative determinations, Housing Court decisions or determinations rendered by regulatory agencies; prepare and administratively prosecute disciplinary cases against NYCHA employees;
- Represent NYCHA in real estate transactions, including leasing of property for affordable housing development and preservation of NYCHA developments through HUD's rental assistance demonstration (RAD) program.



## Financial Overview

Expenditures by account type (\$'000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	144	\$11,110	154	\$12,111	153	\$12,359	(1)	\$248
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$112		\$25		\$25		-
Shift Differential		-		-		-		-
Fringe		\$8,023		\$8,727		\$8,481		(245)
Other Salary		\$561		\$534		\$534		-
<b>Subtotal PS</b>	<b>144</b>	<b>\$19,805</b>	<b>154</b>	<b>\$21,397</b>	<b>153</b>	<b>\$21,399</b>	<b>(1)</b>	<b>\$3</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$33		\$50		\$50		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$6,053		\$1,625		\$1,172		(\$452)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$292		\$296		\$296		-
<b>Subtotal OTPS</b>		<b>\$6,379</b>		<b>\$1,970</b>		<b>\$1,518</b>		<b>(\$452)</b>
<b>Total Budget</b>	<b>144</b>	<b>\$26,184</b>	<b>154</b>	<b>\$23,367</b>	<b>153</b>	<b>\$22,917</b>	<b>(1)</b>	<b>(\$450)</b>

## Financial Review

The 2020 Operating Expense budget for the EVP of Legal Affairs and General Counsel is \$22.92 million, of which \$21.40 million is for PS and \$1.52 million is for OTPS.

## EVP for Information & Technology

### (Office of the EVP for Information & Technology)

#### Overview / Mission Statement

The EVP for IT is NYCHA's Chief Information Officer (CIO) and is responsible for ensuring that the Authority has the appropriate information technology required to conduct business currently and into the future. Toward this end the CIO develops an information technology strategy and oversees the implementation of NYCHA's technology plan.

The following Departments report to this EVP:

- Office of the EVP for Information Technology
- Business Solution Technology;
- Enterprise Technology Portfolio Management
- IT Infrastructure;
- Process & Information Management; and

#### Financial Overview

##### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	2	\$289	3	\$320	2	\$308	(1)	(\$13)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$2	-	\$1	-	\$1	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$208	-	\$232	-	\$181	-	(\$51)
Other Salary	-	\$7	-	\$5	-	\$5	-	-
<b>Subtotal PS</b>	<b>2</b>	<b>\$506</b>	<b>3</b>	<b>\$558</b>	<b>2</b>	<b>\$494</b>	<b>(1)</b>	<b>(\$64)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$0	-	\$1	-	\$1	-	-
Equipment	-	\$6,388	-	\$4,815	-	\$6,335	-	\$1,520
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$571	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>		<b>\$6,959</b>		<b>\$4,816</b>		<b>\$6,336</b>		<b>\$1,520</b>
<b>Total Budget</b>	<b>2</b>	<b>\$7,465</b>	<b>3</b>	<b>\$5,374</b>	<b>2</b>	<b>\$6,830</b>	<b>(1)</b>	<b>\$1,456</b>

#### Financial Review

The 2020 Operating Expense budget for Office of the EVP for Information Technology is \$6.830 million, of which \$0.494 million is for PS and \$6.336 million is for OTPS.

## (Business Solution Technology)

### Overview / Mission Statement

The Business Solutions Technology Department (BST) is responsible for developing application solutions that support NYCHA's business. Major divisions in the Department include Financial Systems; Operational Systems; Data Warehouse/Business Intelligence; Database Web Collaboration, Administration and Middleware; and Business Processes and Records Management groups. Collectively, the groups possess a wide range of technical and business expertise, allowing them to leverage diverse platforms and technologies that support NYCHA's day-to-day operations. Major applications supported include Oracle Financials, Siebel Case Management, Maximo Asset Management, Primavera Project Management, Tenant Data and Rent Collection, Tenant Selection and Assignment Plan (TSAP), Energy Management, Kronos timekeeping, Executive Information System, Movaris, Intelligent Forms Processing, and Neopost print management. The Department is responsible for implementing a multi-phase Enterprise-wide Resource Planning (ERP) system to replace the Authority's stand-alone systems with a single integrated technology that will improve and measure the Authority's overall performance.

### Financial Overview

#### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	58	\$6,335	63	\$6,762	56	\$6,115	(7)	(\$647)
Salary Part-Time	-	\$3	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$54		\$90		\$90		-
Salary Retro		\$84		\$4		\$4		-
Shift Differential		\$0		\$1		\$1		-
Fringe		\$4,837		\$4,463		\$3,880		(583)
Other Salary		\$221		\$215		\$215		-
<b>Subtotal PS</b>	<b>58</b>	<b>\$11,535</b>	<b>63</b>	<b>\$11,536</b>	<b>56</b>	<b>\$10,306</b>	<b>(7)</b>	<b>(\$1,230)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,664		\$2,502		\$2,928		\$425
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$6		\$3		\$3		-
<b>Subtotal OTPS</b>		<b>\$1,672</b>		<b>\$2,507</b>		<b>\$2,932</b>		<b>\$425</b>
<b>Total Budget</b>	<b>58</b>	<b>\$13,207</b>	<b>63</b>	<b>\$14,043</b>	<b>56</b>	<b>\$13,238</b>	<b>(7)</b>	<b>(\$805)</b>

### Financial Review

The 2020 Operating Expense budget for Business Solution Technology is \$13.238 million, of which \$10.306 million is for PS and \$2.932 million is for OTPS.

## (Enterprise Technology Portfolio Management)

### Overview / Mission Statement

The Enterprise Technology Portfolio Management Department (ETPM) is responsible for planning, monitoring, and analyzing the financial aspects of NYCHA's substantial IT Portfolio investments. ETPM manages all activities related to the acquisition process for information systems, hardware/software and related resources. Divisions in the Department include the Financial Management Team, IT-Payments Unit, IT-Human Resources Administration Unit, IT- Project Management Office (PMO) Disaster Recovery Division, and the Security Administration Division. Collectively, the groups support the business and security requirements of the IT Department.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	19	\$1,902	19	\$2,018	30	\$2,626	11	\$608
Salary Part-Time	-	\$6	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$1		-		-		-
Salary Retro		\$10		-		-		-
Shift Differential		-		-		-		-
Fringe		\$1,372		\$1,300		\$1,747		447
Other Salary		\$32		\$20		\$20		-
<b>Subtotal PS</b>	<b>19</b>	<b>\$3,324</b>	<b>19</b>	<b>\$3,338</b>	<b>30</b>	<b>\$4,393</b>	<b>11</b>	<b>\$1,055</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$593		\$400		\$3,892		\$3,492
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$9		\$14		\$14		-
<b>Subtotal OTPS</b>		<b>\$604</b>		<b>\$416</b>		<b>\$3,908</b>		<b>\$3,492</b>
<b>Total Budget</b>	<b>19</b>	<b>\$3,928</b>	<b>19</b>	<b>\$3,754</b>	<b>30</b>	<b>\$8,301</b>	<b>11</b>	<b>\$4,547</b>

### Financial Review

The 2020 Operating Expense budget for Enterprise Technology Portfolio Management is \$8.301 million, of which \$4.393 million is for PS and \$3.908 million is for OTPS.



## (IT Infrastructure)

### Overview / Mission Statement

The IT Infrastructure Department (ITI) is responsible for the maintenance, operation, and support of NYCHA's mainframe, midrange, and micro (servers and desktops) computers, and their associated peripheral equipment. This area also plans, implements, and maintains NYCHA's data communications network, including the access gateways to other City and State organizations and the Internet. It also provides computer system software installation and support for operating systems, desktop computers, and mobile systems.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	73	\$6,736	76	\$7,138	75	\$7,010	(1)	(\$128)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$157		\$222		\$222		-
Salary Retro		\$114		-		-		-
Shift Differential		\$4		\$6		\$6		-
Fringe		\$5,055		\$4,841		\$4,637		(204)
Other Salary		\$286		\$386		\$386		-
<b>Subtotal PS</b>	<b>73</b>	<b>\$12,352</b>	<b>76</b>	<b>\$12,594</b>	<b>75</b>	<b>\$12,262</b>	<b>(1)</b>	<b>(\$332)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies & Equipment		\$365		\$767		\$767		-
Utilities		-		-		-		-
Contracts		\$26,391		\$31,747		\$34,092		\$2,345
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$7		\$12		\$12		-
<b>Subtotal OTPS</b>		<b>\$26,764</b>		<b>\$32,526</b>		<b>\$34,871</b>		<b>\$2,345</b>
<b>Total Budget</b>	<b>73</b>	<b>\$39,116</b>	<b>76</b>	<b>\$45,120</b>	<b>75</b>	<b>\$47,133</b>	<b>(1)</b>	<b>\$2,013</b>

### Financial Review

The 2020 Operating Expense budget for IT Infrastructure is \$47.13 million, of which \$12.26 million is for PS and \$34.87 million is for OTPS.

## (Process & Information Management)

### Overview / Mission Statement

The Process & Information Management Department (PIMD) is responsible for NYCHA-wide information management program which includes developing and managing imaging and workflow applications throughout NYCHA. Additionally, IMD is responsible for traditional records management functions such as creating and enforcing records retention schedules, establishing and managing policies and procedures for active filing systems, transferring and storing inactive records, protecting vital records, and preserving records of historical value.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	24	\$2,048	25	\$2,123	25	\$2,205	-	\$82
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$21		-		-		-
Salary Retro		\$20		\$3		\$3		-
Shift Differential		-		\$1		\$1		-
Fringe		\$1,511		\$1,474		\$1,467		(7)
Other Salary		\$85		\$56		\$56		-
<b>Subtotal PS</b>	<b>24</b>	<b>\$3,685</b>	<b>25</b>	<b>\$3,657</b>	<b>25</b>	<b>\$3,732</b>	<b>-</b>	<b>\$75</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$9		\$2		\$2		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$216		\$188		\$300		\$112
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		(\$0)		\$2		\$2		-
<b>Subtotal OTPS</b>		<b>\$225</b>		<b>\$192</b>		<b>\$304</b>		<b>\$112</b>
<b>Total Budget</b>	<b>24</b>	<b>\$3,910</b>	<b>25</b>	<b>\$3,849</b>	<b>25</b>	<b>\$4,036</b>	<b>-</b>	<b>\$187</b>

### Financial Review

The 2020 Operating Expense budget for Process & Information Management is \$4.036 million, of which \$3.732 million is for PS and \$0.304 million is for OTPS.

## **EVP for Leased Housing**

### ***(Office of the EVP for Leased Housing)***

#### **Overview / Mission Statement**

EVP for Leased Housing (LHD) administers NYCHA's Housing Choice Voucher Program (Section 8). Under this federally-funded program, NYCHA makes rent subsidy payments to eligible families authorized to lease privately-owned apartments that meet prescribed Housing Quality Standards (HQS).

The Section 8 Program provides a rent subsidy, allowing families to pay a reasonable share of the rent with government subsidies making up the difference, up to a maximum amount called the payment standard. The subsidy paid to the landlord (or the housing assistance payment) is usually the difference between thirty percent of the household's total adjusted gross income and the contract rent approved by NYCHA for the apartment.

The following Departments report to the Office of the EVP for Leased Housing:

- Office of the VP for Leased Housing;
  - Inspections
  - Brooklyn Client Services
  - Bronx Client Services
- Central Office and Operations;
- Leased Housing Finance; and
- Quality Assurance & Performance Management;

#### **Responsibilities**

- Office of VP of Leased Housing:

The Office of VP is responsible for oversight of all program operations, policy formation, program compliance, communications, staffing, external relationships with other agency partners, budget analysis, forecasting and adherence to regulatory guidance.

  - Inspections:

In Inspections department staff are responsible for annual, transfer and special HQS scheduling and inspections, owner certification of repairs, rent abatements, terminations, and Public Housing assessments.



- Brooklyn Client Services:  
This department is responsible for oversight of Section 8 policy review, administrative plan, Legal Department liaison, and Reasonable Accommodation coordination services. Responsibilities also include customer service, briefings and transfers, terminations review, emergency and routine transfer requests review, customer correspondence, new program admissions, criminal background check processing, restorations to the program, Court Unit which responds to subpoenas and court appearances, port out requests, Veteran Affairs Supportive Housing (VASH) coordination, unclassified documents processing, tenant service requests and informal conferences.
  
- Bronx Client Services:  
This department is responsible for the scheduling and completion of annual client recertification, owner rent increase requests, commissioner's orders, major capital improvements and J51's (An "as-of-right tax exemption and abatement"), rent reasonableness reviews, tenant briefings and transfers, interim adjustments, terminations customer service, and informal conferences.
  
- Central Office and Operations:  
At the Central Office locations staff are responsible for fraud, repayment collections, EIV deceased tenants, Office of the Inspector General (OIG) case research, City/State (LLCs) Inspections scheduling and compliance, portability billing and ports annual recertification, eviction review unit, Landlord extranet oversight and landlord customer services, and Project Based Voucher (PVB) contract administration,
  
- Leased Housing Finance:  
This unit is responsible for the oversight of all revenue and expenses analysis for LHD, monthly HAP payments to owners, QC review of payment adjustments, check run preparation, change of ownership, voided checks, payment suspensions monitoring, direct deposit, program forecasts and utilization performance reports, cost allocations, Financial Management (FMC) reporting, liaison with HR handling all personnel changes, new vendor creation, ports billing and receivables,

- **Quality Assurance & Performance Management:**  
This unit is responsible for quality assurance reviews, Section 8 Management Assessment Program (SEMAP) monitoring and reporting, HUD submissions and corrections, business process redesign, ad hoc Quality Control (QC) reviews, statistical reporting, newsletter publication, department procedures revisions and maintenance, QC training, project management for systems upgrades, and audit coordination for HUD and Ernst & Young.

## Financial Overview

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	5	\$416	7	\$594	3	\$397	(4)	(\$197)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal				\$10		\$10		-
Overtime		\$0		\$2		\$2		-
Salary Retro		\$3		-		-		-
Shift Differential		-		-		-		-
Fringe		\$330		\$502		\$241		(261)
Other Salary		\$5		\$7		\$7		-
<b>Subtotal PS</b>	<b>5</b>	<b>\$754</b>	<b>7</b>	<b>\$1,115</b>	<b>3</b>	<b>\$658</b>	<b>(4)</b>	<b>(\$458)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$9		\$11		\$2
Equipment		-		-		-		-
Utilities		\$2		\$3		\$4		\$1
Contracts		\$334		\$640		\$760		\$120
Insurance		\$16		\$60		\$108		\$49
Section 8 Payments		\$5,524		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$427		\$482		\$438		(\$44)
<b>Subtotal OTPS</b>		<b>\$6,306</b>		<b>\$1,193</b>		<b>\$1,321</b>		<b>\$128</b>
<b>Total Budget</b>	<b>5</b>	<b>\$7,060</b>	<b>7</b>	<b>\$2,308</b>	<b>3</b>	<b>\$1,979</b>	<b>(4)</b>	<b>(\$329)</b>

## Financial Review

The 2020 Operating Expense budget for the Office of the EVP for Leased Housing is \$1.979 million, of which \$0.658 million is for PS and \$1.321 million is for OTPS.



*(Office of the VP Leased Housing)*

**Overview / Mission Statement**

Responsible for oversight of all program operations, policy formation, program compliance, communications, staffing, external relationships with other agency partners, budget analysis, forecasting and adherence to regulatory guidance.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	6	\$545	6	\$545
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	\$39	-	39
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$363	-	363
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	\$0	6	\$947	6	\$947
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>		\$0		\$0		\$0		\$0
<b>Total Budget</b>	-	\$0	-	\$0	6	\$947	6	\$947

**Financial Review**

The 2020 Operating Expense budget for the Office of the VP Leased Housing is \$0.95 million for PS.

*(Office of the VP Leased Housing)*

**(Inspections)**

**Overview / Mission Statement**

Staff are responsible for annual, transfer and special HQS scheduling and inspections, owner certification of repairs, rent abatements, terminations, and Public Housing assessments.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	46	\$2,978	46	\$2,978
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$2,235	-	2,235
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	\$0	46	\$5,213	46	\$5,213
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	\$8	-	\$8
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	\$280	-	\$280
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	\$10	-	\$10
<b>Subtotal OTPS</b>	-	\$0	-	\$0	-	\$298	-	\$298
<b>Total Budget</b>	-	\$0	-	\$0	46	\$5,512	46	\$5,512

**Financial Review**

The 2020 Operating Expense budget for Inspections is \$5.512 million, of which \$5.213 million is for PS and \$0.298 million is for OTPS.



*(Office of the VP Leased Housing)*

**(Brooklyn Client Services)**

**Overview / Mission Statement**

Responsible for oversight of Section 8 policy review, administrative plan, Legal Department liaison, and Reasonable Accommodation coordination services. The Brooklyn and Queens offices are responsible for customer service, briefings and transfers, terminations review, emergency and routine transfer requests review, customer correspondence, new program admissions, criminal background check processing, restorations to the program, Court Unit which responds to subpoenas and court appearances, port out requests, Veteran Affairs Supportive Housing (VASH) coordination, unclassified documents processing, tenant service requests and informal conferences.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	76	\$4,907	48	\$3,049	69	\$4,538	21	\$1,490
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$16	-	\$33	-	\$33	-	-
Salary Retro	-	\$52	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$3,974	-	\$2,397	-	\$3,403	-	1,006
Other Salary	-	\$98	-	\$124	-	\$124	-	-
<b>Subtotal PS</b>	<b>76</b>	<b>\$9,047</b>	<b>48</b>	<b>\$5,603</b>	<b>69</b>	<b>\$8,099</b>	<b>21</b>	<b>\$2,496</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$12	-	\$9	-	\$9	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$4	-	\$5	-	\$5	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$16</b>	<b>-</b>	<b>\$14</b>	<b>-</b>	<b>\$14</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>76</b>	<b>\$9,063</b>	<b>48</b>	<b>\$5,616</b>	<b>69</b>	<b>\$8,112</b>	<b>21</b>	<b>\$2,496</b>

**Financial Review**

The 2020 Operating Expense budget for the Brooklyn Client Services Department is \$8.112 million, of which \$8.099 million is for PS and \$0.014 million is for OTPS.



*(Office of the VP Leased Housing)*

**(Bronx Client Services)**

**Overview / Mission Statement**

This department is responsible for the scheduling and completion of annual client recertification, owner rent increase requests, commissioner's orders, major capital improvements and J51's (An "as-of-right tax exemption and abatement"), rent reasonableness reviews, tenant briefings and transfers, interim adjustments, terminations customer service, and informal conferences.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	159	\$9,829	204	\$11,662	193	\$12,766	(11)	\$1,104
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$32	-	\$465	-	\$506	-	40
Salary Retro	-	\$118	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$7,931	-	\$8,801	-	\$9,587	-	786
Other Salary	-	\$163	-	\$201	-	\$201	-	-
<b>Subtotal PS</b>	<b>159</b>	<b>\$18,074</b>	<b>204</b>	<b>\$21,129</b>	<b>193</b>	<b>\$23,060</b>	<b>(11)</b>	<b>\$1,931</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$15	-	\$19	-	\$19	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	\$102	-	\$89	-	\$90	-	\$1
Contracts	-	-	-	-	-	\$281	-	\$281
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>		<b>\$117</b>		<b>\$109</b>		<b>\$390</b>		<b>\$281</b>
<b>Total Budget</b>	<b>159</b>	<b>\$18,191</b>	<b>204</b>	<b>\$21,238</b>	<b>193</b>	<b>\$23,450</b>	<b>(11)</b>	<b>\$2,213</b>

**Financial Review**

The 2020 Operating Expense budget for the Bronx Client Services Department is \$23.45 million, of which \$23.06 million is for PS and \$0.39 million is for OTPS.



**(Central Office Operations)**

**Overview / Mission Statement**

Staff are responsible for fraud, repayment collections, EIV deceased tenants, Office of the Inspector General (OIG) case research, City/State (LLCs) Inspections scheduling and compliance, portability billing and ports annual recertification, eviction review unit, Landlord extranet oversight and landlord customer services, and Project Based Voucher (PVB) contract administration.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	78	\$4,768	80	\$4,951	34	\$2,317	(46)	(\$2,634)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$0	-	\$40	-	-	-	(40)
Salary Retro	-	\$58	-	-	-	-	-	-
Shift Differential	-	\$0	-	-	-	-	-	-
Fringe	-	\$3,724	-	\$3,946	-	\$1,709	-	(2,237)
Other Salary	-	\$103	-	\$104	-	\$104	-	-
<b>Subtotal PS</b>	<b>78</b>	<b>\$8,653</b>	<b>80</b>	<b>\$9,042</b>	<b>34</b>	<b>\$4,131</b>	<b>(46)</b>	<b>(\$4,911)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$48	-	\$17	-	\$13	-	(\$3)
Equipment	-	-	-	-	-	-	-	-
Utilities	-	\$59	-	\$64	-	\$65	-	\$1
Contracts	-	\$1	-	\$155	-	-	-	(\$155)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$35	-	\$130	-	\$108	-	(\$22)
<b>Subtotal OTPS</b>		<b>\$144</b>		<b>\$365</b>		<b>\$186</b>		<b>(\$179)</b>
<b>Total Budget</b>	<b>78</b>	<b>\$8,797</b>	<b>80</b>	<b>\$9,408</b>	<b>34</b>	<b>\$4,317</b>	<b>(46)</b>	<b>(\$5,091)</b>

**Financial Review**

The 2020 Operating Expense budget for the Central Office Operations Department is \$4.317 million, of which \$4.131 million is for PS and \$0.186 million is for OTPS.



**(Leased Housing Finance Department)**

**Overview / Mission Statement**

The Leased Housing Finance Department is responsible for the overall oversight of all revenue and expense analyses and forecast for Housing Assistance Payment (HAP) payments to Section 8 owners, the planning, monitoring and forecasting for five year leasing and spending plan for both the program and Administrative fees; reviewing and reconciliation of the monthly over payment adjustments, overseeing and reconciliation for the monthly check run process between Siebel and Oracle systems, creating and updating vendor records in Siebel, voiding stale checks, analyzing annual HUD renewal funding allocation impact on NYCHA and implementing the agency operating five year financial plan.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	21	\$1,469	22	\$1,485	22	\$1,559	-	\$73
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	\$2	-	\$2	-	-
Salary Retro	-	\$13	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,128	-	\$1,144	-	\$1,121	-	(22)
Other Salary	-	\$44	-	\$29	-	\$29	-	-
<b>Subtotal PS</b>	<b>21</b>	<b>\$2,654</b>	<b>22</b>	<b>\$2,660</b>	<b>22</b>	<b>\$2,711</b>	<b>-</b>	<b>\$51</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$0	-	\$2	-	\$7	-	\$5
Equipment	-	-	-	-	-	-	-	-
Utilities	-	\$12	-	\$25	-	\$25	-	-
Contracts	-	-	-	\$10	-	\$10	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	\$987,364	-	\$1,027,419	-	\$1,132,728	-	\$105,309
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$1,215	-	\$1,004	-	\$1,239	-	\$235
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$988,591</b>	<b>-</b>	<b>\$1,028,460</b>	<b>-</b>	<b>\$1,134,009</b>	<b>-</b>	<b>\$105,549</b>
<b>Total Budget</b>	<b>21</b>	<b>\$991,245</b>	<b>22</b>	<b>\$1,031,120</b>	<b>22</b>	<b>\$1,136,720</b>	<b>-</b>	<b>\$105,600</b>

**Financial Review**

The 2020 Operating Expense budget for the Leased Housing Finance Department is \$1,136.7 million, of which \$2.7 million is for PS and \$1,134 million is for OTPS. OTPS budget includes Section 8 Payment to the landlord.





**(Quality Assurance and Performance Management)**

**Overview / Mission Statement**

The Quality Assurance and Performance Management Department is responsible for quality assurance reviews, Section 8 Management Assessment Program (SEMAP) monitoring and reporting, HUD submissions and corrections, business process redesign, ad hoc QC reviews, statistical reporting, newsletter publication, department procedures revisions and maintenance, QC training, project management for systems upgrades, and audit coordination for internal and external parties (i.e., HUD and Ernst & Young).

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	17	\$1,124	19	\$1,251	19	\$1,357	-	\$106
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$0	-	\$7	-	\$7	-	-
Salary Retro	-	\$10	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$876	-	\$994	-	\$977	-	(17)
Other Salary	-	\$7	-	\$17	-	\$17	-	-
<b>Subtotal PS</b>	<b>17</b>	<b>\$2,018</b>	<b>19</b>	<b>\$2,269</b>	<b>19</b>	<b>\$2,358</b>	<b>-</b>	<b>\$88</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	\$5	-	\$5
Equipment	-	-	-	-	-	-	-	-
Utilities	-	\$11	-	\$25	-	\$25	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	\$1	-	\$1	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$11</b>	<b>-</b>	<b>\$26</b>	<b>-</b>	<b>\$31</b>	<b>-</b>	<b>\$5</b>
<b>Total Budget</b>	<b>17</b>	<b>\$2,029</b>	<b>19</b>	<b>\$2,295</b>	<b>19</b>	<b>\$2,389</b>	<b>-</b>	<b>\$93</b>

**Financial Review**

The 2020 Operating Expense budget for the Quality Assurance and Performance Management is \$2.389 million, of which \$2.358 million is for PS and \$0.031 million is for OTPS.



## EVP of Real Estate

### Overview / Mission Statement

The Office of the EVP for Real Estate manages NYCHA's extensive portfolio of property and commercial spaces, with the goals of improving the physical conditions of NYCHA's buildings, improving the Authority's financial position, and creating more affordable housing in New York City. The Office oversees NYCHA's Central Office and commercial real estate space portfolio by advising the Executive Department on matters related to office space, determining needs and allocating appropriate space for Central Office entities, and negotiating leases with private landlords.

### Financial Overview

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	23	\$1,877	35	\$2,752	35	\$3,378	-	\$626
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		\$5		-		-		-
Overtime		\$0		\$0		\$0		-
Salary Retro		\$32		\$7		\$7		-
Shift Differential		-		-		-		-
Fringe		\$1,363		\$2,169		\$2,188		19
Other Salary		\$36		\$46		\$46		-
<b>Subtotal PS</b>	<b>23</b>	<b>\$3,314</b>	<b>35</b>	<b>\$4,975</b>	<b>35</b>	<b>\$5,620</b>	<b>-</b>	<b>\$645</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$12		\$12		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$786		\$594		\$5,449		\$4,855
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$495		\$885		\$885		-
<b>Subtotal OTPS</b>		<b>\$1,283</b>		<b>\$1,491</b>		<b>\$6,346</b>		<b>\$4,855</b>
<b>Total Budget</b>	<b>23</b>	<b>\$4,596</b>	<b>35</b>	<b>\$6,466</b>	<b>35</b>	<b>\$11,966</b>	<b>-</b>	<b>\$5,500</b>

### Financial Review

The 2020 Operating Expense budget for the EVP Real Estate is \$11.966 million, of which \$5.620 million is for PS and \$6.346 million is for OTPS.

## **EVP Strategy and Innovation**

### ***(Office of the EVP Strategy & Innovation)***

#### **Overview / Mission Statement**

The Office of Strategy & Innovation Office (OSI) works with all parts of the Authority to make positive changes in how we delivery services to our residents. Uniting strategic planning and performance management teams, our goal is to ensure that we are using service design and data driven techniques, as well as introducing innovative tools to improve operational efficiency and the residents' experience.

#### **Responsibilities**

- OSI coordinates the Authority's efforts with the Federal Monitor and the HUD Agreement
- OSI leads the organizational planning efforts
- Ensure the Authority uses data and analytics to drive operational decisions and planning
- Serve as a senior advisor to the Chair on all organizational matters, efficiency improvements, and innovation

#### **Goals for 2020**

- Launch and begin implementation of an organizational plan that transforms the operations of the Authority
  - Through work with a change management consultant create a culture of service across the Authority
- Complete the remaining Action Plans required under the Federal Monitor
- Implement Data Governance



## Financial Overview\*

Expenditures by account type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	2	\$298	2	\$298
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$176	-	176
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	<b>\$0</b>	<b>2</b>	<b>\$474</b>	<b>2</b>	<b>\$474</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	\$5	-	\$5
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	\$5	-	\$5
<b>Subtotal OTPS</b>	-	<b>\$0</b>	-	<b>\$0</b>	-	<b>\$10</b>	-	<b>\$10</b>
<b>Total Budget</b>	-	<b>\$0</b>	-	<b>\$0</b>	<b>2</b>	<b>\$484</b>	<b>2</b>	<b>\$484</b>

## Financial Review

The 2020 Operating Expense budget for the Office of the EVP Strategy & Innovation is \$0.484 million, of which \$0.474 million is for PS and \$0.010 million is for OTPS.

## Office of the VP Performance Management & Analysis

### Overview / Mission Statement

Mission for the Office of the VP Performance Management & Analytics is to provide best-in-class business analytic support to assist NYCHA's Executive staff and departments to successfully execute long-term strategic goals and achieve day to day operational effectiveness and efficiency. The department promotes a data driven culture to improve decision making at all levels of the Authority.

### Responsibilities

- Performance Tracking: This includes the NYCHA Statistics, Trends, and Tracking (STAT) meetings and process, providing analytic support for the weekly Operations Work Order STAT meetings, providing daily work order reports to various departments, as well as ad hoc analyses for NYCHA initiatives
- Analytics and Reporting: The department maintains historical data files on NYCHA residents and developments and provides descriptive statistical analyses of tenant-related data files, development data, waiting list attributes, crime statistics, NYC Housing and Vacancy Survey Data, and Census Data. We also provide standard and ad hoc on various operational indicators
- We also create the NYCHA Official Map and maintain the online NYCHA interactive maps, Recovery and Resiliency Maps, the Capital Projects Maps, and the development site plans
- Mandated Reporting: The department is responsible for key mandated reports such as the NYCHA's Annual and Five-Year Plans to HUD, Significant Amendments to the Annual Plan, NYCHA's section of the New York City Consolidated Plan, the Mayor's Management Report (MMR), and the Citywide Performance Reporting (CPR), Social Indicators Report, Veterans Benefit Report, and the Financial Integrity Statement, etc.
- NYCHA Publications: The department prepares and publishes the NYCHA Development Data Book and the Resident Data Book
- Policy Impact Analysis and Forecasting: We analyze the impact of changes in federal law and forecast rent changes for the public housing and Section 8 programs
- Technical Assistance and Support: We assist departments with program evaluations, special projects, and work on research collaborations with external entities such as other city agencies, universities, etc.



## Financial Overview\*

Expenditures by account type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	17	\$1,640	24	\$1,758	24	\$1,897	-	\$139
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$0		-		-		-
Salary Retro		\$13		\$5		\$5		-
Shift Differential		-		-		-		-
Fringe		\$1,176		\$1,422		\$1,298		(124)
Other Salary		\$43		\$43		\$43		-
<b>Subtotal PS</b>	<b>17</b>	<b>\$2,872</b>	<b>24</b>	<b>\$3,228</b>	<b>24</b>	<b>\$3,243</b>	<b>-</b>	<b>\$15</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1		\$5		\$5		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$0		\$3		\$3		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$2</b>		<b>\$9</b>		<b>\$9</b>		<b>\$0</b>
<b>Total Budget</b>	<b>17</b>	<b>\$2,874</b>	<b>24</b>	<b>\$3,237</b>	<b>24</b>	<b>\$3,251</b>	<b>-</b>	<b>\$15</b>

## Financial Review

The 2020 Operating Expense budget for the VP Performance Management & Analysis is \$3.25 million, of which \$3.24 million is for PS and \$0.009 million is for OTPS.

## *(Strategic Planning)*

### **Overview / Mission Statement**

The Office of Strategy & Innovation Office (OSI) works with all parts of the Authority to make positive changes in how we delivery services to our residents. Uniting strategic planning and performance management teams, our goal is to ensure that we are using service design and data driven techniques, as well as introducing innovative tools to improve operational efficiency and the residents' experience.

### **Responsibilities**

- SIO coordinates the Authority's efforts with the Federal Monitor and the HUD Agreement
- SIO leads the organizational planning efforts
- Ensure the Authority uses data and analytics to drive operational decisions and planning
- Serve as a senior advisor to the Chair on all organizational matters, efficiency improvements, and innovation

### **Goals for 2020**

- Launch and begin implementation of an organizational plan that transforms the operations of the Authority
- Through work with a change management consultant create a culture of service across the Authority
- Complete the remaining Action Plans required under the Federal Monitor
- Implement Data Governance



## Financial Overview\*

Expenditures by account type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	4	\$316	4	\$316
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$216	-	216
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	<b>\$0</b>	<b>4</b>	<b>\$532</b>	<b>4</b>	<b>\$532</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	\$5	-	\$5
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	\$800	-	\$800
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	\$10	-	\$10
<b>Subtotal OTPS</b>	-	<b>\$0</b>	-	<b>\$0</b>	-	<b>\$815</b>	-	<b>\$815</b>
<b>Total Budget</b>	-	<b>\$0</b>	-	<b>\$0</b>	<b>4</b>	<b>\$1,347</b>	<b>4</b>	<b>\$1,347</b>

## Financial Review

The 2020 Operating Expense budget for the Strategic Planning department is \$1.347 million, of which \$0.532 million is for PS and \$0.815 million is for OTPS.



## VP of Finance / CFO

### *(Office of the VP for Finance / CFO)*

#### **Overview / Mission Statement**

The VP for Finance is NYCHA's Chief Financial Officer (CFO) and is responsible for all the budget, accounting and financial planning, and risk management for NYCHA. The EVP has fiduciary responsibility for the Authority.

The following Departments report to CFO:

- The VP for Finance, Accounting & Investment Services
  - Office of the VP
  - Financial Accounting & Reporting Services;
  - Accounting Payable and Utility Management; and
  - Treasury
- Risk Management; and
- Financial Planning & Analysis

#### **Responsibilities**

- Develop and maintain appropriate financial policies and procedures to manage the Authority's working capital effectively.
- Develop and maintain effective mechanisms for the preparation of annual budgets and estimates as well as the production of reliable financial forecasts.
- Develop and provides various financial metrics and analysis to help guide fiscal implication of new initiative and current programs.
- Monitors and track workforce measures through the maintenance of positional budgeting process.
- Provide sound advice on the financial implications of the Authority's Board decisions.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	3	\$195	12	\$1,036	3	\$429	(9)	(\$607)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	\$7	-	\$7	-	-
Salary Retro	-	\$2	-	\$4	-	\$4	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$195	-	\$433	-	\$256	-	(177)
Other Salary	-	\$4	-	\$2	-	\$2	-	-
<b>Subtotal PS</b>	<b>3</b>	<b>\$396</b>	<b>12</b>	<b>\$1,481</b>	<b>3</b>	<b>\$697</b>	<b>(9)</b>	<b>(\$784)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$0	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$58	-	\$224	-	\$224	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$58</b>	<b>-</b>	<b>\$224</b>	<b>-</b>	<b>\$224</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>3</b>	<b>\$454</b>	<b>12</b>	<b>\$1,705</b>	<b>3</b>	<b>\$922</b>	<b>(9)</b>	<b>(\$784)</b>

## Financial Review

The 2020 Operating Expense budget for the Office of the VP of Finance / CFO is \$0.922 million, of which \$0.697 million is for PS and \$0.224 million is for OTPS.



*(Office of the VP Finance, Accounting and Investment)*

**Overview / Mission Statement**

The Office of VP Finance, Accounting and Investment consist of following:

- Financial Accounting & Reporting Services;
- Accounting Payable and Utility Management; and
- Treasury

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	2	\$275	2	\$275
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$165	-	165
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	\$0	2	\$440	2	\$440
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	\$5	-	\$5
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>	-	\$0	-	\$0	-	\$5	-	\$5
<b>Total Budget</b>	-	\$0	-	\$0	2	\$445	2	\$445

**Financial Review**

The 2020 Operating Expense budget for the Office of the VP for Finance, Accounting and Investment is \$0.445 million, of which \$.440 million is for PS and \$0.005 million is for OTPS.

*(Office of the VP Finance Accounting and Investment)*

***(Financial Accounting & Reporting Services)***

**Overview / Mission Statement**

The mission of the Financial Accounting & Reporting Services is to ensure the fiscal integrity of the New York City Housing Authority and to implement innovative and cost-effective service models designed to safeguard and optimize the Authority's resources. This is accomplished through prudent guidance and management of the Authority's resources and services, appropriate levels of internal control, excellence in technology and innovation, leadership, and spirited teamwork. Using emerging technologies and efficient processes, the Financial Accounting & Reporting Services ensures compliance with applicable laws and regulations and produces timely, reliable financial reports and analyses.

**Responsibilities**

- Process NYCHA invoices for contracts, purchase orders, employee expenses, utility charges, and all other financial obligations following mandated governmental protocols;
- Analyze and prepare NYCHA's financial statements (both internal and those required by HUD) and submit the Comprehensive Annual Financial Report (CAFR);
- Verify that significant purchase orders in the Oracle Purchasing module reflect the legal and financial obligations associated with the terms of their contracts;
- Process all payroll related transactions;
- Bill, collect, and report NYCHA revenues including rent, operating subsidies, capital grants, operating grants, and all miscellaneous services and agreements; and
- Monitor bank accounts and petty cash accounts for NYCHA developments, community and senior centers.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	73	\$5,307	85	\$4,100	85	\$5,931	-	\$1,831
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$1	-	\$18	-	\$18	-	-
Salary Retro	-	\$64	-	\$5	-	\$5	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$3,999	-	\$4,379	-	\$4,242	-	(137)
Other Salary	-	\$318	-	\$449	-	\$449	-	-
<b>Subtotal PS</b>	<b>73</b>	<b>\$9,691</b>	<b>85</b>	<b>\$8,951</b>	<b>85</b>	<b>\$10,646</b>	<b>-</b>	<b>\$1,694</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$9	-	\$10	-	\$10	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$37	-	\$190	-	\$340	-	\$150
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	\$4	-	\$4	-	\$3	-	(\$1)
Other OTPS	-	\$8	-	\$26	-	\$25	-	(\$1)
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$57</b>	<b>-</b>	<b>\$229</b>	<b>-</b>	<b>\$378</b>	<b>-</b>	<b>\$148</b>
<b>Total Budget</b>	<b>73</b>	<b>\$9,748</b>	<b>85</b>	<b>\$9,181</b>	<b>85</b>	<b>\$11,023</b>	<b>-</b>	<b>\$1,843</b>

## Financial Review

The 2020 Operating Expense budget for Financial Accounting & Reporting Services is \$11.023 million, of which \$10.646 million is for PS and \$0.378 million is for OTPS.



*(Office of the VP Finance Accounting and Investment)*

**(Accounting Payable and Utility Management)**

**Overview / Mission Statement**

To efficiently and effectively process all invoices and requisitions in a timely and accurate manner and that the necessary data, records and reports are maintained and submitted in accordance with NYCHA's policies and procedures. This staff is also charged with providing quality customer service to both NYCHA staff and our vendors and contractors. Additional control functions in place include vendor file maintenance for all NYCHA suppliers/vendors/contractors, lien/assignment database, levy monitoring, DEO monitoring, retention, escrow monitoring, and reporting. To procure, monitor and process all utility accounts and payments (including electric, water, gas, oil, steam). Ensure compliance with City and other agency reporting requirements.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	42	\$2,759	44	\$2,899	38	\$2,332	(6)	(\$567)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$0		-		-		-
Salary Retro		\$32		-		-		-
Shift Differential		-		-		-		-
Fringe		\$2,226		\$2,191		\$1,749		(442)
Other Salary		\$174		\$192		\$192		-
<b>Subtotal PS</b>	<b>42</b>	<b>\$5,192</b>	<b>44</b>	<b>\$5,282</b>	<b>38</b>	<b>\$4,273</b>	<b>(6)</b>	<b>(\$1,008)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$10		\$20		\$20		-
Equipment		-		-		-		-
Utilities		\$2,763		\$3,359		\$3,407		\$48
Contracts		\$61		\$664		\$691		\$27
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$14		\$19		\$20		\$1
<b>Subtotal OTPS</b>		<b>\$2,848</b>		<b>\$4,061</b>		<b>\$4,137</b>		<b>\$76</b>
<b>Total Budget</b>	<b>42</b>	<b>\$8,040</b>	<b>44</b>	<b>\$9,343</b>	<b>38</b>	<b>\$8,411</b>	<b>(6)</b>	<b>(\$932)</b>

**Financial Review**

The 2020 Operating Expense budget for the Accounting Payable and Utility Management Department is \$8.4 million, of which \$4.27 million is for PS and \$4.13 million is for OTPS.

*(Office of the VP Finance Accounting and Investment)*

**(Treasury)**

**Overview / Mission Statement**

The Treasury Division is responsible for managing cash flow and investments to assure the availability of adequate cash to meet operating and capital expenditure requirements, as well as Fiscal Agent obligations. Treasury also has primary responsibility for monitoring NYCHA bank accounts to ensure collateral coverage for deposit balances. Treasury also issues and administers petty cash ATM cards for NYCHA developments, community centers and senior centers and distributes employee payroll checks and direct deposit statements.

**Responsibilities**

The department has primary responsibility for opening and closing NYCHA bank accounts and for monitoring bank account balances to ensure collateral coverage for deposit balances. The department issues and administers branded and Automated Teller Machine (ATM) debit cards for special program expenditures for NYCHA developments, community centers and senior centers, and for petty cash.

The department arranges for printing and distribution of vendor and Section 8 landlord checks and manages NYCHA's check fraud avoidance functions through a positive pay system and related internal controls, which has resulted in an excellent record of preventing fraudulent activity. The department arranges for pick-up and distribution of employee payroll checks and direct deposit advices.

- Cash Management Section
  - Monitors and assesses NYCHA's daily cash flow;
  - Initiates wire transfers and arranges for the preparation of related recording entries which reconcile NYCHA's daily cash position;
  - Arranges for the opening and closing of NYCHA bank accounts;
- Treasury Investments Section
  - Invests NYCHA's funds in compliance with HUD guidelines and internal control procedures;
  - Monitors and reconciles NYCHA's fiscal agent obligations and manages the investment of tenant security deposits on an annual basis;
- Treasury Operations Section
  - Represents a core operating area that ensures the strict control of operating procedures and policies within Treasury;
  - Monitors and ensures maximum security and appropriate use of confidential financial data;

- Monitors compliance with audit principles regarding the separation of cash management and investment responsibilities, and the maintenance of proper documentation and authorization for all Treasury activities;
- Manages check fraud avoidance functions, including the transmission of daily check issuance and cancellation files to the paying bank through a “positive pay” system and elaborate internal controls;
- Monitors and adjusts required collateral coverage for NYCHA bank account cash deposits daily; and
- The Check Distribution Unit within Treasury Operations arranges for the printing and distribution of daily vendor checks and monthly Section 8 landlord checks and advices.

## Financial Overview

### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	12	\$955	12	\$993	12	\$987	-	(\$7)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$5	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$763	-	\$689	-	\$671	-	(18)
Other Salary	-	\$36	-	\$62	-	\$62	-	-
<b>Subtotal PS</b>	<b>12</b>	<b>\$1,759</b>	<b>12</b>	<b>\$1,744</b>	<b>12</b>	<b>\$1,719</b>	<b>-</b>	<b>(\$25)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$5	-	\$12	-	\$12	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	\$120	-	\$120
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$428	-	\$602	-	\$602	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$433</b>	<b>-</b>	<b>\$614</b>	<b>-</b>	<b>\$734</b>	<b>-</b>	<b>\$120</b>
<b>Total Budget</b>	<b>12</b>	<b>\$2,191</b>	<b>12</b>	<b>\$2,358</b>	<b>12</b>	<b>\$2,453</b>	<b>-</b>	<b>\$95</b>

## Financial Review

The 2020 Operating Expense budget for Treasury is \$2.45 million, of which \$1.72 million is for PS and \$0.73 million is for OTPS.



## *(Risk Management)*

### **Overview / Mission Statement**

The core mission of the Risk Management Department (RMD) is to protect NYCHA from the risk of financial loss. To fulfill this mission, RMD focuses on three major areas of risk transfer responsibilities:

- Insurance Procurement
- Claim Management and Risk Control
- Insurance Compliance

RMD is a proactive partner and a resource to every Department at NYCHA with respect to risk and insurance-related matters. In a broader sense, that role includes the collection and analysis of underwriting and claims data and collaboration with each Department to (1) identify, (2) analyze, and (3) avoid, mitigate or transfer the risks which NYCHA (including staff, residents and our business and community partners) face every day.

### **Responsibilities**

- Oversee the workers' compensation third-party administrator (TPA);
- Manage the claim process and approve medical payments to providers and the TPA;
- Work with the Safety Committee to reduce NYCHA's loss exposures and hazards;
- Procure excess insurance, and the services of insurance brokers, consultants, actuaries, outside auditors and third-party administrators;
- Prepare financial analyses of insurance data;
- Review of tort legal fee and settlements analyze reserve to payments, and manage cash allocations to the self-insurance funds; and
- Verify that all NYCHA contractors and lessees have the requisite insurance coverage, and review/update these requirements in the General Terms and Conditions section of applicable contracts, leases and agreements.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	8	\$764	10	\$897	10	\$885	-	(\$12)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$3		\$5		\$5		-
Overtime		\$1		-		-		-
Salary Retro		\$0		-		-		-
Shift Differential		-		-		-		-
Fringe		\$568		\$622		\$588		(\$33)
Other Salary		\$16		\$15		\$15		-
<b>Subtotal PS</b>	<b>8</b>	<b>\$1,351</b>	<b>10</b>	<b>\$1,538</b>	<b>10</b>	<b>\$1,493</b>	<b>-</b>	<b>(\$45)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$3		\$5		\$5		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		\$75		\$1,005		\$705		(\$300)
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$2		\$2		-
<b>Subtotal OTPS</b>		<b>\$77</b>		<b>\$1,012</b>		<b>\$712</b>		<b>(\$300)</b>
<b>Total Budget</b>	<b>8</b>	<b>\$1,428</b>	<b>10</b>	<b>\$2,550</b>	<b>10</b>	<b>\$2,205</b>	<b>-</b>	<b>(\$345)</b>

## Financial Review

The 2020 Operating Expense budget for Risk Management is \$2.205 million, of which \$1.493 million is for PS and \$0.712 million is for OTPS.

## *(Financial Planning & Analysis)*

### **Overview / Mission Statement**

As an integral part of Finance, Department of Financial Planning and Analysis (FPA) has two primary responsibilities: preparing NYCHA's 5-Year Capital & Operation Plan; and advising the Board and General Manager on issues affecting NYCHA's fiscal health and the efficiency of services and programs. Specifically, this includes developing revenue and expenditure estimates by analyzing various drivers and evaluating service delivery; implementing the estimates through NYCHA-wide system updates and most importantly, monitoring budget movements and actual revenues and expenditures. Since the majority of NYCHA's budget comes from the federal government, legislative and executive actions in Washington must also be followed closely. These components allow the FPA to prepare and present Financial Plan which must be approved by the Board.

The Department of Financial Planning and Analysis's mission is to promote prudent financial planning and budgeting throughout the Authority and ensure that NYCHA executives are equipped with the information needed to adopt a budget each year that reflects the needs of residents and ensures NYCHA's longstanding fiscal stability.

### **Responsibilities**

Below are some of responsibilities that FPA is tasked provide on regular basis.

#### Financial Plan and Process

- Annual preparation and presentation of the five-year operating and capital financial plans;
- Administer budget and financial planning functions related to developing and managing NYCHA's Operating Budget and Capital Budget;
- Facilitate short- and long-term financial planning and implement operating and capital budget;
- Maintaining multi-year, multi-funded Capital Budget and Capital Plan; and
- Publication of annual Financial report; Budget Book and Narratives for both Operating & Capital Plan.

#### Evaluation and Monitoring of NYCHA's fiscal condition

- Providing analysis and making recommendations on cost effect alternatives to the Executive Department;
- Projecting revenues and expenditures to assist in short term and long-term planning;

- Provides executive team with statistical and other financial data to help them make decisions;
- Advising the Board and Executive Directors on matters affecting the Authority's financial condition;
- Serves as a NYCHA-wide resource for budget planning, development, and management of finance;
- Ongoing Budget Process Review to help ensure departmental functions are fiscally aligned to organization's overall goal;
- Monitor the obligations and expenditures of capital grants ensuring timely utilization of appropriated funds;
- Examine the impact government regulations have on NYCHA's funding and financial management, and act as liaison to external funding agencies on issues such as submission of funding requests and budget performance reports;
- Monthly review of authority's financial to help identify key concerns as well as issues and help provide guideline on use of resources.

#### Financial Information System, Reporting and Other Supports

- Supporting and maintaining the integrity of NYCHA's various financial systems.
- Financial reports
- Personnel Services reports: Biweekly Salary FT analysis, HC reports, Payroll
- Forecast reports: Variance Reports
- Statistical Reports: Budget vs actual reports, Flash reports, Weekly Obligations
- Capital obligations & expenditure reports
- Diverse list of Ad hoc Reports
- Training
- Staff members also offer training on budget-related Oracle/ Hyperion applications
- Providing ongoing support for line departments, including budget manuals, training workshops, and seminars.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	39	\$2,705	40	\$2,752	45	\$3,506	5	\$754
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$2	-	\$20	-	\$20	-	-
Salary Retro	-	\$25	-	\$19	-	\$19	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,922	-	\$10,619	-	\$8,401	-	(2,217)
Other Salary	-	\$45	-	\$105	-	\$105	-	-
<b>Subtotal PS</b>	<b>39</b>	<b>\$4,700</b>	<b>40</b>	<b>\$13,514</b>	<b>45</b>	<b>\$12,051</b>	<b>5</b>	<b>(\$1,463)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1	-	\$1	-	\$5	-	\$4
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$13,047	-	\$40	-	\$52	-	\$12
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$117	-	\$28	-	\$53	-	\$25
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$13,166</b>	<b>-</b>	<b>\$69</b>	<b>-</b>	<b>\$110</b>	<b>-</b>	<b>\$41</b>
<b>Total Budget</b>	<b>39</b>	<b>\$17,865</b>	<b>40</b>	<b>\$13,584</b>	<b>45</b>	<b>\$12,161</b>	<b>5</b>	<b>(\$1,422)</b>

## Financial Review

The 2020 Operating Expense budget for the Department of Financial Planning and Analysis is \$12.2 million, of which \$12.1 million is for PS and \$0.1 million is for OTPS.

## **EVP of Compliance**

### **Overview / Mission Statement**

EVP for Compliance was created in late 2017 to help NYCHA ensure compliance with federal, state and local obligations and the accuracy of external reporting and statements. NYCHA worked for 6 months with in City Hall, OMB, HDC, and a consultant to design the EVP for Compliance. The Department consists of five units: Regulations and Procedures, Communications and Training, Communications and Training, Compliance Assessment and Monitoring, Issue and Complaint Management, and Compliance and Reporting. The Compliance Department relies on these business units to own and manage compliance risks, implement corrective actions, monitor the compliance of the regulations and procedures, support and provide guidance and training to close gaps, and provide assurance of the effectiveness of the operations.

### **Responsibilities**

- Regulations & Procedures
  - Maintain inventory of applicable regulations
  - Understanding regulations and how they affect NYCHA
  - Ensure procedures align with regulations and are consistent across BUs
  - Partner with BUs to Operationalize regulations
- Communications & Training
  - Identify needs based on new regulations, procedural changes, monitoring findings, etc.
  - Determine impacted audiences
  - Partner with BUs to develop and launch training and communication
  - Track training metrics to understand reach and effectiveness
- Compliance Assessment & Monitoring
  - Conduct compliance risk assessment to determine monitoring plan
  - Prioritize and schedule monitoring activities
  - Conduct monitoring in partnership with BUs
  - Document findings and develop corrective action plans
- Issues & Complaint Management
  - Monitor channels to receive potential compliance complaints
  - Develop investigation plan & conduct investigations
  - Partner with Bus to develop corrective action plans
  - Analyze data and identify trends to inform future monitoring areas

- Compliance and Reporting
  - Understand compliance reporting requirements
  - Partner with Bus to gather and verify required data
  - Aggregate information and submit reports to regulators
  - Serve as point of contact with regulators

### Financial Overview\*

Expenditures by account type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	12	\$1,089	21	\$1,641	34	\$3,198	13	\$1,557
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$4		-		-		-
Shift Differential		-		-		-		-
Fringe		\$548		\$1,113		\$2,089		976
Other Salary		\$15		-		-		-
<b>Subtotal PS</b>	<b>12</b>	<b>\$1,655</b>	<b>21</b>	<b>\$2,754</b>	<b>34</b>	<b>\$5,287</b>	<b>13</b>	<b>\$2,533</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$7		\$28		\$28		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$43		\$45		\$45		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$6		\$1,811		\$1,811		-
<b>Subtotal OTPS</b>		<b>\$56</b>		<b>\$1,884</b>		<b>\$1,884</b>		<b>\$0</b>
<b>Total Budget</b>	<b>12</b>	<b>\$1,712</b>	<b>21</b>	<b>\$4,638</b>	<b>34</b>	<b>\$7,171</b>	<b>13</b>	<b>\$2,533</b>

### Financial Review

The 2020 Operating Expense budget for the EVP of Compliance is \$7.17 million, of which \$5.29 million is for PS and \$1.88 million is for OTPS.

## General Manager

### *(Office of the General Manager)*

#### **Overview / Mission Statement**

The General Manager (GM) is the principal executive administrator of the Authority, and is responsible for the execution of all orders, rules and regulations made or approved by the Authority. EVPs act for the GM when required, and work with the GM in the day-to-day operation and administration of the business of the Authority. Each EVP is responsible for a portfolio of Departments and offices within a specific cluster or area.

The following report to the GM:

- EVP and Chief Administration Officer (CAO)
- EVP for Community Engagement & Partnerships;
- EVP for Operations; and
- EVP for Capital Projects

The General Manager comprises of the following departments:

- Office of the General Manager
  
- Office of the VP for Safety and Security
  - Office of Safety and Security
  - Office of Emergency Management
  
- Office of the VP for Healthy Homes
  - Lead Hazard Control Department
  - Mold Hazard Control Department
  - Prevention and Intervention Strategies
  
- Office of the VP Public Housing Tenancy Administration
  - Public Housing Management Services
  - Applications & Tenancy Administration
  - Public Housing Operations
  
- Quality Assurance Department





## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	7	\$682	7	\$864	6	\$756	(1)	(\$108)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$25		\$27		\$27		-
Salary Retro		\$4		-		-		-
Shift Differential		\$0		-		-		-
Fringe		\$771		\$538		\$613		75
Other Salary		\$3		\$3		\$3		-
<b>Subtotal PS</b>	<b>7</b>	<b>\$1,485</b>	<b>7</b>	<b>\$1,432</b>	<b>6</b>	<b>\$1,399</b>	<b>(1)</b>	<b>(\$33)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$83		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$4		\$26		\$26		-
<b>Subtotal OTPS</b>		<b>\$88</b>		<b>\$27</b>		<b>\$27</b>		<b>\$0</b>
<b>Total Budget</b>	<b>7</b>	<b>\$1,574</b>	<b>7</b>	<b>\$1,459</b>	<b>6</b>	<b>\$1,425</b>	<b>(1)</b>	<b>(\$33)</b>

## Financial Review

The 2020 Operating Expense budget for the Office of the General Manager is \$1.425 million, of which \$1.399 million is for PS and \$0.027 million is for OTPS.

## *(Office of the VP Public Safety)*

### **Overview / Mission Statement**

The Office of Safety and Security responds to safety and security matters at NYCHA. This is achieved by ensuring compliance with agency security policies and procedures, administering security access systems, installing and maintaining security hardware, conducting first-line investigations, and scheduling the work of both NYCHA Special Officers and contracted guard services at NYCHA locations.

The Office of the VP Public Safety consist of following:

- Safety and Security; and
- Emergency Preparedness

### **Responsibilities**

- Administrative responsibility for all security guard contracts and operations covering over 80 locations throughout the five boroughs.
- The office is responsible for representing the security interests of NYCHA in developing the Business Continuity Plan and coordinating with the Emergency Services Department on NYCHA's Emergency Preparedness Day.
- In coordination with Community Operations, the Office of Safety and Security monitors and maintains access control alarm systems and closed-circuit television (CCTV) systems for most of the community and senior centers in all five boroughs. The Office of Safety and Security also investigates any criminal activities that may occur at these centers.
- The office also monitors and maintains access control and CCTV systems; authorizes access card issuance; coordinates the placement of surveillance devices; conducts risk assessments; prepares incident reports; installs, maintains and repairs locks, cameras, intercoms and mirrors; conducts post-incident inspections; provides direct supervision to contracted guards; and responds directly to incidents and emergencies.
- In addition to its responsibilities at NYCHA locations, the Office of Safety and Security works directly with the Office of the Inspector General on incidents and investigations and with the Office of Facility Planning and Administration on coordinating fire safety training with private building management, installation of security systems and evacuation procedures for NYCHA corporate locations.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	2	\$238	3	\$287	3	\$269	-	(\$17)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$1		-		-		-
Salary Retro		\$1		-		-		-
Shift Differential		-		-		-		-
Fringe		\$162		\$215		\$178		(37)
Other Salary		-		-		-		-
<b>Subtotal PS</b>	<b>2</b>	<b>\$403</b>	<b>3</b>	<b>\$501</b>	<b>3</b>	<b>\$447</b>	<b>-</b>	<b>(\$54)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		\$1		\$1		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$2</b>		<b>\$2</b>		<b>\$0</b>
<b>Total Budget</b>	<b>2</b>	<b>\$403</b>	<b>3</b>	<b>\$503</b>	<b>3</b>	<b>\$449</b>	<b>-</b>	<b>(\$54)</b>

## Financial Review

The 2020 Operating Expense budget for the Office of the VP Public Safety is \$0.449 million, of which \$0.447 million is for PS and \$0.002 million is for OTPS.

## *(Office of Safety and Security)*

### **Overview / Mission Statement**

The Office of Safety and Security responds to safety and security matters at NYCHA. This is achieved by ensuring compliance with agency security policies and procedures, administering security access systems, installing and maintaining security hardware, conducting first-line investigations, and scheduling the work of both NYCHA Special Officers and contracted guard services at NYCHA locations. The Office's role includes administrative responsibility for all security guard contracts and operations covering over 80 locations throughout the five boroughs. The Office is responsible for representing the security interests of NYCHA in developing the Business Continuity Plan as well as coordinating with the Emergency Services Department on NYCHA's Emergency Preparedness Day. In coordination with Community Operations, the Office of Safety and Security monitors and maintains access control alarm systems and closed-circuit television (CCTV) systems for most of the community and senior centers in all five boroughs. The Office of Safety and Security also investigates any criminal activities that may occur at these centers.

The office also monitors and authorizes access card issuance; coordinates the placement of surveillance devices; conducts risk assessments; prepares incident reports; installs, maintains and repairs locks, cameras, intercoms and mirrors; conducts post-incident inspections; provides direct supervision to contracted guards; and responds directly to incidents and emergencies. In addition to its responsibilities at NYCHA locations, the Office of Safety and Security works directly with the Office of the Inspector General on investigations of incidences with the Office of Facility Planning and Administration on coordinating fire safety training with private building management, installation of security systems and evacuation procedures for NYCHA corporate locations.

### **Responsibilities**

- Represent NYCHA security interests in the Business Continuity Plan and coordinate with the Emergency Services for Emergency Preparedness Day;
- Maintain access control and closed-circuit television systems, authorize access card issuance, coordinate placement of surveillance devices, conduct risk assessments, prepare incident reports when necessary, install/maintain/repair locks, cameras, intercoms and mirrors, provide direct supervision to contracted guards, and respond to incidents and emergencies; and
- Work directly with the Office of the Inspector General on incidents and investigations and with Facility Planning and Administration on issues relating to fire safety, installation of security systems, and evacuation procedures for NYCHA corporate locations.

- The Office of Safety and Security is also responsible for security at the following NYCHA facilities:
  - 250 Broadway, New York, New York
  - 90 Church Street, New York, New York
  - 23-02 49th Avenue, Long Island City, New York
  - 787 Atlantic Avenue, Brooklyn, New York
  - 478 East Fordham Road, Bronx, New York

## Financial Overview

### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	51	\$3,588	48	\$3,126	55	\$3,594	7	\$467
Salary Part-Time	0	\$621	0	\$598	-	\$491	(62)	(\$108)
Seasonal		-		-		-		-
Overtime		\$259		\$23		\$23		-
Salary Retro		\$69		-		-		-
Shift Differential		\$9		\$10		\$10		-
Fringe		\$3,000		\$2,748		\$2,822		74
Other Salary		\$55		\$59		\$59		-
<b>Subtotal PS</b>	<b>51</b>	<b>\$7,600</b>	<b>48</b>	<b>\$6,565</b>	<b>55</b>	<b>\$6,998</b>	<b>7</b>	<b>\$433</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$545		\$854		\$854		\$0
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$9,928		\$13,442		\$13,442		\$0
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$585		\$154		\$154		-
<b>Subtotal OTPS</b>		<b>\$11,058</b>		<b>\$14,449</b>		<b>\$14,449</b>		<b>\$0</b>
<b>Total Budget</b>	<b>51</b>	<b>\$18,657</b>	<b>48</b>	<b>\$21,014</b>	<b>55</b>	<b>\$21,447</b>	<b>7</b>	<b>\$433</b>

\* Total Headcount reflected budgeted Full Time Headcount

## Financial Review

The 2020 Operating Expense budget for the Office of Safety and Security is \$21.447 million, of which \$6.998 million is for PS and \$14.449 million is for OTPS.



**(Office of Emergency Management)**

**Overview / Mission Statement**

The Office of Emergency Management Department was founded in 2015 and is responsible for supporting NYCHA operations in disaster response, recovery and mitigation efforts through the provision of leadership and guidance on development, implementation and maintenance of NYCHA’s disaster response strategies and plans. NYCHA Office of Emergency Management will develop a network of relationships among peer leaders across the City, State and Federal agencies and external stakeholders, including CBOs and community groups. The Director will provide leadership and guidance on the development of emergency response procedures; establishment of protocols for communicating with NYCHA’s employees, residents, and stakeholders in times of emergencies; and determine staff development needs. Additional department responsibilities include planning, organizing, evaluating, and directing the implementation of NYCHA’s portfolio of emergency preparedness and disaster recovery programs and procedures.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	3	\$362	6	\$477	18	\$1,193	12	\$716
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe		\$235		\$369		\$866		497
Other Salary		\$1		-		-		-
<b>Subtotal PS</b>	<b>3</b>	<b>\$598</b>	<b>6</b>	<b>\$845</b>	<b>18</b>	<b>\$2,059</b>	<b>12</b>	<b>\$1,214</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		(\$0)		\$226		\$16		(\$210)
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		(\$2)		\$790		\$485		(\$305)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$3		\$2		\$2		-
<b>Subtotal OTPS</b>		<b>\$0</b>		<b>\$1,018</b>		<b>\$503</b>		<b>(\$515)</b>
<b>Total Budget</b>	<b>3</b>	<b>\$598</b>	<b>6</b>	<b>\$1,863</b>	<b>18</b>	<b>\$2,561</b>	<b>12</b>	<b>\$699</b>

**Financial Review**

The 2020 Operating Expense budget for the Office of Emergency Management Department is \$2.561 million, of which \$2.059 million is for PS and \$0.503 million is for OTPS.

### *(Office of the VP Healthy Homes)*

#### **Overview / Mission Statement**

The Reporting directly to the General Manager and Chief Operations Officer, the Vice President of Healthy Homes will be responsible for the overall management and strategic planning of the development, implementation, and continuous improvement of environmental health and safety (EHS) programs.

#### **Responsibilities**

The Office of the VP for Healthy Homes will be responsible for following:

- *Lead Hazard Control Department (LHC)*  
LHC will oversee all lead activities in NYCHA. The department breaks down into three groups. The first is Annual Visual Assessments, Abatement and Clearance, and Contract Management and Communication
- *Mold Hazard Control Department (OMAR)*  
OMAR is focused on improving NYCHA's response to mold and excessive moisture complaints. Key activities that require staff include creating performance reporting, developing quality assurance, and managing the contract for mold remediation. Additionally, OMAR acts as the liaison for the court appointed Special Master and plaintiffs and will be the liaison with any future court appointed experts as required by the consent decrees. Since 2013, NYCHA has been under the Baez consent decree which focuses on mold and excessive moisture for tenants suffering from asthma. As NYCHA moves forward with its full scale roll out for Mold Busters, additional support is needed to operationalize compliance with the Baez consent decree. This includes setting up performance reporting, quality assurance, and contracting, while simultaneously managing the demands of litigation.
- *Prevention and Intervention Strategies (PAIS)*  
PAIS is Responsible for the overall management and administration of Integrated Pest Management, the Newborn Hazard Prevention Program, and other environmental health and safety special initiatives at NYCHA. The Newborn Hazard Prevention Program (NHPP) will provide a hazard assessment in the apartments of new mothers or mothers-to-be. The hazard assessments will evaluate the conditions of the apartment for key environmental hazards such as asbestos, carbon monoxide, lead, mold, and pests. During the hazard assessment, the staff will provide educational information on best practices for maintaining a hazard-free environment, baby-proofing tips and information on additional resources.



## Financial Overview

### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	6	\$304	3	\$315	3	\$373	-	\$58
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$0	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$323	-	\$203	-	\$229	-	26
Other Salary	-	\$0	-	-	-	-	-	-
<b>Subtotal PS</b>	<b>6</b>	<b>\$627</b>	<b>3</b>	<b>\$518</b>	<b>3</b>	<b>\$601</b>	<b>-</b>	<b>\$84</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$97	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$1	-	-	-	-	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$99</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>6</b>	<b>\$726</b>	<b>3</b>	<b>\$518</b>	<b>3</b>	<b>\$601</b>	<b>-</b>	<b>\$84</b>

## Financial Review

The 2020 Operating Expense budget for the Office of the VP Healthy Homes Department is \$0.601 million is for PS.





**(Lead Hazard Control Department)**

**Overview / Mission Statement**

Reporting to the Vice President of Healthy Homes, Lead Hazard Control (LHC) will be responsible for the overall management and administration of all lead-based paint compliance operations at NYCHA. This includes but is not limited to, annual visual assessments, biennial re-evaluations, elevated blood lead level response, lead paint abatement, as well as training and certification of compliance staff, all in accordance with the US Department of Housing and Urban Development (HUD) Lead Safe Housing Rule et seq., the HUD Guidelines for the Evaluation and Control of Lead-Based Paint Hazards in Housing issued pursuant to Section 1017 of the Residential Lead-Based Paint Hazard Reduction Act of 1992 (Title X), and the New York City Childhood Lead Poisoning Prevention Act of 2003 et seq.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	50	\$513	76	\$421	136	\$9,122	60	\$8,701
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$30		\$15		\$15		-
Salary Retro		\$5		-		-		-
Shift Differential		-		-		-		-
Fringe		\$265		\$3,376		\$6,564		3,187
Other Salary		\$18		\$35		\$35		-
<b>Subtotal PS</b>	<b>50</b>	<b>\$831</b>	<b>76</b>	<b>\$3,847</b>	<b>136</b>	<b>\$15,736</b>	<b>60</b>	<b>\$11,889</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$0		-		\$217		\$217
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$403		\$30,000		\$5,039		(\$24,961)
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$2		-		\$12		\$12
<b>Subtotal OTPS</b>		<b>\$405</b>		<b>\$30,000</b>		<b>\$5,267</b>		<b>(\$24,733)</b>
<b>Total Budget</b>	<b>50</b>	<b>\$1,236</b>	<b>76</b>	<b>\$33,847</b>	<b>136</b>	<b>\$21,004</b>	<b>60</b>	<b>(\$12,844)</b>

**Financial Review**

The 2020 Operating Expense budget for the Lead Hazard Control Department is \$21 million, of which \$15.7 million is for PS and \$5.3 million is for OTPS.

### *(Mold Hazard Control Department)*

#### **Overview / Mission Statement**

The Office of Mold Assessment and Remediation is responsible managing performance management, performing quality assurance, and providing technical assistance to support Operations for mold remediation at NYCHA. OMAR is focused on improving NYCHA's response to mold and excessive moisture complaints. Key activities that require staff include creating performance reporting, developing quality assurance, and managing the contract for mold remediation. Additionally, OMAR acts as the liaison for the court appointed Special Master and plaintiffs and will be the liaison with any future court appointed experts as required by consent decrees.

#### **Responsibilities**

- Performance reporting: Create, validate, and run statistical reporting for the mold inspection protocol for internal and external parties.
- Quality Assurance: Develop internal QA process for work.
- Managing Contracts: Develop, scope, bid, and manage a contract for mold remediation serving all properties.
- Managing Litigation: OMAR is the key liaison with the Court-Appointed Special Master, plaintiffs, and Special Master appointed experts.



## Financial Overview

### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	9	\$784	31	\$2,467	22	\$1,683
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	\$533	-	\$1,693	-	1,160
Other Salary	-	-	-	\$10	-	\$10	-	-
<b>Subtotal PS</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>\$1,327</b>	<b>31</b>	<b>\$4,170</b>	<b>22</b>	<b>\$2,843</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	\$1	-	\$1	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$160	-	\$527	-	\$7,827	-	\$7,300
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	\$12	-	\$12	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$160</b>	<b>-</b>	<b>\$540</b>	<b>-</b>	<b>\$7,840</b>	<b>-</b>	<b>\$7,300</b>
<b>Total Budget</b>	<b>-</b>	<b>\$160</b>	<b>9</b>	<b>\$1,867</b>	<b>31</b>	<b>\$12,010</b>	<b>22</b>	<b>\$10,143</b>

## Financial Review

The 2020 Operating Expense budget for the Mold Hazard Control Department is \$12 million, of which \$4.2 million is for PS and \$7.8 million is for OTPS.



**(Prevention and Intervention Strategies)**

**Overview / Mission Statement**

Prevention and Intervention Department’s mission is to provide a safe and pest-free environment for New York City Housing Authority residents and communities. It strives to ensure all newborns have a safe home and are connected to New York City’s resources.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	33	\$1,801	88	\$4,865	55	\$3,065
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	\$2,011	-	\$2,011	-	-
Overtime	-	-	-	\$10	-	\$10	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	\$1,622	-	\$4,009	-	2,388
Other Salary	-	-	-	\$20	-	\$20	-	-
<b>Subtotal PS</b>	-	-	<b>33</b>	<b>\$5,464</b>	<b>88</b>	<b>\$10,916</b>	<b>55</b>	<b>\$5,452</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	\$1,806	-	\$1,806	-	-
Equipment	-	-	-	\$2,420	-	\$2,419	-	(\$0)
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	\$4,392	-	\$17,892	-	\$13,500
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	\$69	-	\$24	-	(\$45)
<b>Subtotal OTPS</b>	-	<b>\$0</b>	-	<b>\$8,687</b>	-	<b>\$22,142</b>	-	<b>\$13,455</b>
<b>Total Budget</b>	-	<b>\$0</b>	<b>33</b>	<b>\$14,150</b>	<b>88</b>	<b>\$33,057</b>	<b>55</b>	<b>\$18,907</b>

**Financial Review**

The 2020 Operating Expense budget for the Prevention and Intervention Strategies Department is \$33.1 million, of which \$11.0 million is for PS and \$22.1 million is for OTPS.

*(Office of the VP for Public Housing & Tenancy Administration)*

**Overview / Mission Statement**

The Office of the VP for Public Housing & Tenancy Administration provides:

- Strategic guidance and oversight on public housing waitlist management and applications;
- Operationalizing program policy;
- Overseeing lease enforcement activities; and
- managing the implementation of key initiatives to improve service delivery and NYCHA's effectiveness as a landlord.

The Office of VP for Public Housing Tenancy Administration consist of following:

- Public Housing Application & Tenancy Administration
- Public Housing Management Services
- Public Housing Litigation Department

## *(Public Housing Application & Tenancy Administration)*

### **Overview / Mission Statement**

The Public Housing Applications and Tenancy Administration Department (ATAD) determines the eligibility of applicants for Public Housing and Section 8 programs. The Department also processes inter- and intra-development transfer requests and manages the relocation of residents at developments undergoing major modernization activity. ATAD is responsible for: providing a sufficient number of certified applications to meet the rental needs of Management and the Leased Housing Department, maintaining the waiting list for Public Housing and Section 8 programs, administering the Public Housing Tenant Selection and Assignment Plan (TSAP), determining the eligibility of applicants to Public Housing and Section 8 programs, assisting management staff with questions and issues arising from the use of HUD's Enterprise Income Verification system (EIV) and certifying EIV users semi-annually.

### **Responsibilities**

- Maintaining the applicant waiting list for Public Housing program.
- Providing a sufficient number of certified applications to meet the rental needs of Public Housing.
- Process and maintain Public Housing and LLC Section 8 transfers, including emergency domestic violence and intimidated transfers.
- Liaison to Property Management regarding applicants and transfers.
- Liaison to City agencies regarding emergency priority applicants and transfers.
- Administering the Public Housing Tenant Selection and Assignment Plan (TSAP).
- Monitoring apartments on or off the rent roll.
- Maintain the applicant waiting list for Public Housing and Section 8 programs.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	90	\$6,107	97	\$6,457	94	\$6,191	(3)	(\$267)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$85	-	-	-	-	-	-
Shift Differential	-	\$0	-	\$0	-	\$0	-	-
Fringe	-	\$4,355	-	\$5,351	-	\$4,616	-	(735)
Other Salary	-	\$120	-	\$120	-	\$117	-	(2)
<b>Subtotal PS</b>	<b>90</b>	<b>\$10,667</b>	<b>97</b>	<b>\$11,928</b>	<b>94</b>	<b>\$10,924</b>	<b>(3)</b>	<b>(\$1,004)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$12	-	\$16	-	\$25	-	\$10
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$122	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$4	-	\$2	-	\$1	-	(\$0)
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$138</b>	<b>-</b>	<b>\$17</b>	<b>-</b>	<b>\$27</b>	<b>-</b>	<b>\$10</b>
<b>Total Budget</b>	<b>90</b>	<b>\$10,805</b>	<b>97</b>	<b>\$11,945</b>	<b>94</b>	<b>\$10,951</b>	<b>(3)</b>	<b>(\$994)</b>

## Financial Review

The 2020 Operating Expense budget for Applications & Tenancy Administration is \$10.951 million, of which \$10.924 million is for PS and \$0.027 million is for OTPS.



## (Public Housing Management Services)

### Overview / Mission Statement

The Management Services Department supports public housing operations by managing the implementation of key initiatives to strengthen service delivery and enhance the Authority's effectiveness as a landlord. The department is also responsible for operations policy development and implementation, as well as overseeing lease enforcement activities.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	36	\$2,447	38	\$2,727	22	\$1,678	(16)	(\$1,049)
Salary Part-Time	-	\$23	-	-	-	-	-	-
Seasonal		-		\$1,490		-		(1,490)
Overtime		\$1		-		-		-
Salary Retro		\$30		-		-		-
Shift Differential		-		-		-		-
Fringe		\$1,684		\$2,348		\$1,182		(1,167)
Other Salary		\$40		\$39		\$39		-
<b>Subtotal PS</b>	<b>36</b>	<b>\$4,225</b>	<b>38</b>	<b>\$6,605</b>	<b>22</b>	<b>\$2,899</b>	<b>(16)</b>	<b>(\$3,706)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$4		\$15		\$15		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$736		-		\$164		\$164
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		(\$1)		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$739</b>		<b>\$16</b>		<b>\$180</b>		<b>\$164</b>
<b>Total Budget</b>	<b>36</b>	<b>\$4,965</b>	<b>38</b>	<b>\$6,621</b>	<b>22</b>	<b>\$3,079</b>	<b>(16)</b>	<b>(\$3,542)</b>

### Financial Review

The 2020 Operating Expense budget for the Public Housing Management Services Department is \$3.079 million, of which \$2.899 million is for PS and \$0.180 million is for OTPS.





**(Public Housing Litigation Department)**

**Overview / Mission Statement**

The Public Housing Litigation Department supports Property Management in Housing Court matters and oversees the Housing Court Unit, which aims to relieve the administrative burden from Property Management by centralizing the court case preparation and in-person appearances for Landlord and Tenant court proceedings for Brooklyn, Queens, and Staten Island.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	6	\$305	6	\$305
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	\$332	-	332
Overtime	-	-	-	-	-	\$15	-	15
Salary Retro	-	\$1	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$302	-	302
Other Salary	-	-	-	-	-	\$24	-	24
<b>Subtotal PS</b>	<b>-</b>	<b>\$1</b>	<b>-</b>	<b>\$0</b>	<b>6</b>	<b>\$978</b>	<b>6</b>	<b>\$978</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	\$7	-	\$7
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	\$3	-	\$3
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$10</b>	<b>-</b>	<b>\$10</b>
<b>Total Budget</b>	<b>-</b>	<b>\$1</b>	<b>-</b>	<b>\$0</b>	<b>6</b>	<b>\$988</b>	<b>6</b>	<b>\$988</b>

**Financial Review**

The 2020 Operating Expense budget for the Public Housing Litigation Department is \$0.988 million, of which \$0.978 million is for PS and \$0.01 million is for OTPS.

## *(Quality Assurance)*

### **Overview / Mission Statement**

The mission of the Quality Assurance (QA) Unit is to provide objective assurance to management and regulators that residents receive high-quality workmanship from both staff and vendors. The QA Unit is responsible for improving performance and accountability by ensuring that maintenance and repairs are completed to industry standards in alignment with existing policies and procedures. The QA Unit will identify and address risks; deploy third-party contractors for training; and guide business process improvements.

Department Overview:

The QA Unit is responsible for the following activities and objectives:

- Identifying maintenance performance problems that are related to particular buildings, units, managers, or staff.
- Using available information and research tools, including work-order data, resident interviews, employee interviews, and site visits.
- Considering both performance on individual work orders and also performance of maintenance repairs from the first identification of need to the ultimate correction of the problem (“end-to-end”).
- Reviewing work performed by NYCHA in advance of Public Housing Assessment System (PHAS) inspections to determine whether that work was industry-standard quality.
- Verifying and contributing to compliance with the Agreement insofar as the Agreement bears on maintenance work at NYCHA.
- Communicating with the public and stakeholders regarding quality assurance issues, including maintaining a forum for employee and resident complaints (including anonymous complaints), regarding quality assurance issues.
- Providing relevant QA Unit findings to NYCHA managers, including the General Manager, and (during the term of the Agreement) to the Monitor, SDNY, and HUD



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	20	\$1,342	20	\$1,342
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$992	-	992
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	\$0	20	\$2,334	20	\$2,334
<b>OTPS</b>								
Leases	-	-	-	-	-	\$100	-	\$100
Supplies	-	-	-	-	-	\$63	-	\$63
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	\$500	-	\$500
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>	-	\$0	-	\$0	-	\$663	-	\$663
<b>Total Budget</b>	-	\$0	-	\$0	20	\$2,997	20	\$2,997

## Financial Review

The 2020 Operating Expense budget for the Quality Assurance Department is \$2.997 million, of which \$2.334 million is for PS and \$0.663 million is for OTPS

## **EVP for Administration**

### ***(Office of the EVP for Administration)***

#### **Overview / Mission Statement**

The EVP for Administration is responsible for providing administrative services to the Authority. The departments in this area are responsible for providing the staff, training, materials, space and services necessary for the Authority to function. These centralized services are provided through the departments and offices that report to this EVP.

The following Departments report to office of the EVP for Administration:

- Office of the EVP for Administration
  
- SVP Supply Management
  - Office of SVP Supply Management
  - Materials Management
  - Procurement
  - Vendor Integrity & Supplier Diversity
  
- Customer Operations
- Customer Contact Center
- General Services
- Human Resources
- Real Estate Services



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	4	\$460	4	\$527	4	\$558	-	\$31
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$3	-	\$0	-	\$0	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$306	-	\$323	-	\$335	-	11
Other Salary	-	\$3	-	\$10	-	\$10	-	-
<b>Subtotal PS</b>	<b>4</b>	<b>\$772</b>	<b>4</b>	<b>\$860</b>	<b>4</b>	<b>\$903</b>	<b>-</b>	<b>\$42</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$2	-	-	-	\$2	-	\$2
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$1	-	\$23	-	\$33	-	\$11
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$3</b>	<b>-</b>	<b>\$23</b>	<b>-</b>	<b>\$35</b>	<b>-</b>	<b>\$13</b>
<b>Total Budget</b>	<b>4</b>	<b>\$775</b>	<b>4</b>	<b>\$883</b>	<b>4</b>	<b>\$938</b>	<b>-</b>	<b>\$55</b>

## Financial Review

The 2020 Operating Expense budget for the EVP for Administration is \$0.938 million, of which \$0.903 million is for PS and \$0.035 million is for OTPS.

## (SVP Supply Management)

### (Office of the SVP Management)

#### Overview / Mission Statement

The Supply Management Department is responsible for planning and directing the implementation of NYCHA's service procurement operations. The Department also directs and manages the control and distribution of materials and supplies throughout NYCHA's facilities and oversees the Vendor Name Check process and NYCHA's Section 3 vendor monitoring and M/WBE program.

The following Departments and offices report directly to the SVP for Supply Management & Procurement:

- Materials Management
- Procurement
- Vendor Integrity & Supplier Diversity

#### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	12	\$927	12	\$1,051	3	\$319	(9)	(\$732)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro		\$7		\$0		\$0		-
Shift Differential		-		-		-		-
Fringe		\$687		\$711		\$202		(509)
Other Salary		\$17		\$7		\$7		-
<b>Subtotal PS</b>	<b>12</b>	<b>\$1,638</b>	<b>12</b>	<b>\$1,769</b>	<b>3</b>	<b>\$528</b>	<b>(9)</b>	<b>(\$1,241)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$24		\$7		\$7		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$5		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		\$3,765		-		-		-
Other OTPS		\$0		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$3,794</b>		<b>\$8</b>		<b>\$8</b>		<b>\$0</b>
<b>Total Budget</b>	<b>12</b>	<b>\$5,432</b>	<b>12</b>	<b>\$1,777</b>	<b>3</b>	<b>\$536</b>	<b>(9)</b>	<b>(\$1,241)</b>

#### Financial Review

The 2020 Operating Expense budget for the office of the VP for Performance Tracking and Analysis is \$0.536 million, of which \$0.528 million is for PS and \$0.008 is for OTPS.

**(SVP Supply Management)**

**(Materials Management)**

**Overview / Mission Statement**

The Mission of the Materials Management Department is to provide NYCHA with expert, innovative, and cost-effective inventory, distribution, material planning, receipt and inspection services. With the combined efforts of the Warehouse Operation, Materials Management, Payment and Audit-Receiving and Inspection teams, we will challenge our current practices to minimize inventories while optimizing cycle times and savings for the on-time delivery and receipt of quality goods and services needed to provide outstanding services to our residents. We will strive to continuously monitor, streamline and implement process improvements that will add value, eliminate waste, and increase productivity in our effort to exceed our customers' expectations.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	45	\$2,629	78	\$3,097	75	\$3,758	(3)	\$660
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal								
Overtime		\$3		\$23		\$23		-
Salary Retro		\$35		\$10		\$10		-
Shift Differential		\$9		\$7		\$7		-
Fringe		\$2,042		\$3,434		\$3,119		(315)
Other Salary		\$61		\$122		\$122		-
<b>Subtotal PS</b>	<b>45</b>	<b>\$4,778</b>	<b>78</b>	<b>\$6,694</b>	<b>75</b>	<b>\$7,039</b>	<b>(3)</b>	<b>\$345</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$76		\$45		\$45		-
Equipment		\$1		-		-		-
Utilities		-		-		-		-
Contracts		\$181		\$216		\$194		(22)
Insurance		\$0		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$14		\$13		\$13		-
<b>Subtotal OTPS</b>		<b>\$272</b>		<b>\$274</b>		<b>\$252</b>		<b>(22)</b>
<b>Total Budget</b>	<b>45</b>	<b>\$5,050</b>	<b>78</b>	<b>\$6,968</b>	<b>75</b>	<b>\$7,291</b>	<b>(3)</b>	<b>\$323</b>

**Financial Review**

The 2020 Operating Expense budget for the Materials Management Department is \$7.291 million, of which \$7.039 million is for PS and \$0.252 million is for OTPS.

**(SVP Supply Management)**

**(Procurement)**

**Overview / Mission Statement**

Procurement sources and purchase materials, supplies, equipment and services (including construction) as needed by NYCHA in compliance with all policies and procedures of the Authority. Our mission is to provide procurement services with quality and integrity to ensure that the bidding, authorization and award of contracts for purchasing materials, supplies, equipment, and services (including construction) required by the Authority are procured efficiently, effectively and at the most favorable price, consistent with the quality required, and in compliance with all applicable laws, rules and regulations, and the policies and procedures of the Authority.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	61	\$4,311	62	\$4,384	62	\$4,385	-	\$1
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$63	-	\$84	-	\$84	-	-
Salary Retro	-	\$30	-	\$4	-	\$4	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$3,095	-	\$3,205	-	\$3,159	-	(46)
Other Salary	-	\$112	-	\$51	-	\$51	-	-
<b>Subtotal PS</b>	<b>61</b>	<b>\$7,612</b>	<b>62</b>	<b>\$7,728</b>	<b>62</b>	<b>\$7,683</b>	<b>-</b>	<b>(\$45)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$43	-	\$36	-	\$36	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$1	-	\$810	-	\$410	-	(\$400)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	(\$1)	-	-	-	-	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$42</b>	<b>-</b>	<b>\$846</b>	<b>-</b>	<b>\$446</b>	<b>-</b>	<b>(\$400)</b>
<b>Total Budget</b>	<b>61</b>	<b>\$7,654</b>	<b>62</b>	<b>\$8,574</b>	<b>62</b>	<b>\$8,129</b>	<b>-</b>	<b>(\$445)</b>

**Financial Review**

The 2020 Operating Expense budget for the Procurement Department is \$8.129 million, of which \$7.683 million is for PS and \$0.446 million is for OTPS.



**(SVP Supply Management)**

**(Vendor Integrity & Supplier Diversity)**

**Overview / Mission Statement**

The mission of the Office of Vendor Integrity and Supplier Diversity (VISD) is to review Vendor Name Check (VNC) background information provided by OIG/DOI to ensure that contracts are awarded to responsible vendors who have the business integrity to justify the award of public funds. VISD monitors vendor compliance with HUD Section 3 contract requirements and conducts programs/outreach/initiatives to increase supplier diversity and contract awards to minority/women business enterprises (M/WBEs) and Section 3 Business Concerns (S3BCs).

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	9	\$678	9	\$678
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	-	-	-	-	\$472	-	472
Other Salary	-	-	-	-	-	-	-	-
<b>Subtotal PS</b>	-	-	-	\$0	9	\$1,150	9	\$1,150
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$0	-	-	-	-	-	-
<b>Subtotal OTPS</b>	-	\$0	-	\$0	-	\$0	-	\$0
<b>Total Budget</b>	-	\$0	-	\$0	9	\$1,150	9	\$1,150

**Financial Review**

The 2020 Operating Expense budget for the Vendor Integrity & Supplier Diversity is \$1.150 million, of which \$1.150 million is for PS.

## (Customer Operations)

### Overview / Mission Statement

Customer Operation's mission is to provide excellent customer service by quickly and professionally responding to inquiries (in excess of 10K annually), as well as identifying the genesis of the issues by:

- Determining the root causes of all Property Management related requests
- Closely monitoring and analyzing data for operational trends
- Sharing and reporting findings and information with administering departments

Additionally, Customer Operations is responsible for administering and managing all City Hall, Elected Official and 311 requests throughout all departments within the Authority. The department also serves as a key stakeholder in the newly established Compliance Department, managing nearly 70% of their incoming calls and online requests.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	19	\$1,490	16	\$1,313	16	\$1,336	-	\$23
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$0	-	-	-	-	-	-
Salary Retro	-	\$11	-	\$8	-	\$8	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,012	-	\$922	-	\$921	-	(1)
Other Salary	-	\$30	-	\$26	-	\$26	-	-
<b>Subtotal PS</b>	<b>19</b>	<b>\$2,543</b>	<b>16</b>	<b>\$2,268</b>	<b>16</b>	<b>\$2,290</b>	<b>-</b>	<b>\$22</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$8	-	\$9	-	\$9	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	-	-	-	-	-	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$8</b>	<b>-</b>	<b>\$9</b>	<b>-</b>	<b>\$9</b>	<b>-</b>	<b>\$0</b>
<b>Total Budget</b>	<b>19</b>	<b>\$2,552</b>	<b>16</b>	<b>\$2,277</b>	<b>16</b>	<b>\$2,299</b>	<b>-</b>	<b>\$22</b>

### Financial Review

The 2020 Operating Expense budget for the Customer Operations Department is \$2.299 million, of which \$2.290 million is for PS and \$0.009 million is for OTPS.

### *(Customer Contact Center)*

#### **Overview / Mission Statement**

The CCC strives to serve NYC HA customers by improving the quality of their homes and lives. NYCHA promotes this policy in every interaction with customers at the call center or a walk-in center. We value each opportunity to welcome customers to the CCC and to thoughtfully satisfy their needs.

NYCHA creates trusting relationships when CCC staff responds to customers in a professional and timely manner. We develop these relationships by engaging customers in conversations to identify their service or information needs, and then seeking to address their concerns. CCC staff identifies possible solutions that could include scheduling a maintenance service appointment, directing leased housing property owners and tenants to useful information on the NYCHA website, and guiding the public to the self-service portal to complete an application for public housing.

To promptly and effectively respond to customer inquiries, CCC staff shall be well trained in customer service and knowledgeable of the policies and procedures for service areas covered by the CCC. Staff training and knowledge are the foundation for a successful CCC. It is critical to our mission to provide each customer with the best possible service. Customer satisfaction is important and customer input about the delivery of CCC services is invaluable. We listen earnestly to their feedback, and when feasible, adjust strategies to deliver high quality customer services.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	130	\$6,344	143	\$6,938	143	\$7,370	-	\$433
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$90	-	\$101	-	\$101	-	-
Salary Retro	-	\$105	-	\$21	-	\$21	-	-
Shift Differential	-	\$17	-	\$15	-	\$15	-	-
Fringe	-	\$4,803	-	\$6,020	-	\$5,903	-	(118)
Other Salary	-	\$95	-	\$80	-	\$80	-	-
<b>Subtotal PS</b>	<b>130</b>	<b>\$11,455</b>	<b>143</b>	<b>\$13,175</b>	<b>143</b>	<b>\$13,490</b>	<b>-</b>	<b>\$315</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$34	-	\$26	-	\$26	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$3,850	-	\$3,256	-	\$5,137	-	\$1,881
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$0	-	\$1	-	\$1	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$3,884</b>	<b>-</b>	<b>\$3,283</b>	<b>-</b>	<b>\$5,164</b>	<b>-</b>	<b>\$1,881</b>
<b>Total Budget</b>	<b>130</b>	<b>\$15,339</b>	<b>143</b>	<b>\$16,458</b>	<b>143</b>	<b>\$18,654</b>	<b>-</b>	<b>\$2,196</b>

## Financial Review

The 2020 Operating Expense budget for the Customer Contact Center Department is \$18.654 million, of which \$13.490 million is for PS and \$5.164 million is for OTPS.

## *(General Services)*

### **Overview / Mission Statement**

General Services is responsible for the Authority's fleet administration, delivery of mail services, imaging and printing services, as well as the administration of the Authority's Zip Car, EZ Pass and Gas Card programs.

### **Responsibilities**

- Assess NYCHA's vehicle and horticultural equipment needs, determine specifications for the purchase of vehicles and horticultural equipment, and coordinate vehicle/equipment maintenance and repair services, and motor-pool operations
- Provide administrative support services throughout NYCHA which includes:
  - Mailing Services - receive, sort, weigh, scan, stamp, and distribute all mail for Central Office and field;
  - In-house printing services with approximately 42 million documents processed annually;
  - Document processing services (imaging) for all NYCHA documents that are managed through the Siebel environment; and
  - Other vehicle account management services, including fuel management services, EZ Pass program management services, monitoring of all vehicle usage via telematics GPS devices



**(General Services)**

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	64	\$3,511	65	\$3,607	65	\$3,567	-	(\$40)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$27	-	\$39	-	\$39	-	-
Salary Retro	-	\$49	-	\$10	-	\$10	-	-
Shift Differential	-	\$5	-	\$5	-	\$5	-	-
Fringe	-	\$2,780	-	\$2,886	-	\$2,769	-	(117)
Other Salary	-	\$151	-	\$156	-	\$156	-	-
<b>Subtotal PS</b>	<b>64</b>	<b>\$6,522</b>	<b>65</b>	<b>\$6,703</b>	<b>65</b>	<b>\$6,547</b>	<b>-</b>	<b>(\$157)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$1,702	-	\$3,036	-	\$3,210	-	\$174
Equipment	-	\$2,663	-	\$3,700	-	\$3,542	-	(\$158)
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$2,168	-	\$3,365	-	\$3,371	-	\$5
Insurance	-	\$56	-	\$24	-	\$29	-	\$5
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$2,494	-	\$1,894	-	\$2,255	-	\$361
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$9,083</b>	<b>-</b>	<b>\$12,020</b>	<b>-</b>	<b>\$12,407</b>	<b>-</b>	<b>\$387</b>
<b>Total Budget</b>	<b>64</b>	<b>\$15,604</b>	<b>65</b>	<b>\$18,723</b>	<b>65</b>	<b>\$18,953</b>	<b>-</b>	<b>\$230</b>

**Financial Review**

The 2020 Operating Expense budget for General Services is \$18.95 million, of which \$6.55 million is for PS and \$12.4 million is for OTPS.

## *(Human Resources)*

### **Overview / Mission Statement**

The Human Resources Department administers NYCHA's human capital program, serving a critical role as strategic business partner to NYCHA departments; advising NYCHA on recruitment, professional development, performance management, and the retention of a qualified and talented workforce.

### **Responsibilities**

- Interview, investigate, qualify and process all applicants for appointment and promotion;
- Coordinate with DCAS for issues regarding job titles, job qualifications and requirements, salary structures, processing of civil service appointments and on matters relating to City exams;
- Manage NYCHA's relationships with labor unions and the City's Office of Labor Relations;
- Process health insurance and Management Benefits Fund (MBF) enrollments, changes and terminations, including payment of all MBF and retiree's health insurance benefits;
- Administer NYCHA's time and leave policies, monitor the automated timekeeping system, maintain all employee personnel records (active and former employees), oversee the Workers' Compensation and Unemployment Insurance programs; and
- Review requests for terminations and General Trials; administer the Local Hearing Process, place newly appointed and promoted employees on probation, ensure that employees enroll in the City's pension program as required by law, provide retirement counseling, and administer special programs (i.e. blood donation and internships).

**(Human Resources)**

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	115	\$8,261	109	\$8,073	111	\$8,305	2	\$232
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$36		\$69		\$69		-
Salary Retro		\$87		\$13		\$13		-
Shift Differential		-		-		-		-
Fringe		\$5,872		\$5,877		\$5,818		(59)
Other Salary		\$307		\$295		\$295		-
<b>Subtotal PS</b>	<b>115</b>	<b>\$14,562</b>	<b>109</b>	<b>\$14,326</b>	<b>111</b>	<b>\$14,499</b>	<b>2</b>	<b>\$173</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$71		\$127		\$127		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,099		\$1,284		\$2,133		\$848
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$38		\$116		\$116		-
<b>Subtotal OTPS</b>		<b>\$1,208</b>		<b>\$1,527</b>		<b>\$2,376</b>		<b>\$848</b>
<b>Total Budget</b>	<b>115</b>	<b>\$15,770</b>	<b>109</b>	<b>\$15,854</b>	<b>111</b>	<b>\$16,875</b>	<b>2</b>	<b>\$1,021</b>

**Financial Review**

The 2020 Operating Expense budget for Human Resources is \$16.875 million, of which \$14.499 million is for PS and \$2.376 million is for OTPS.



## (Real Estate Services)

### Overview / Mission Statement

The Department of Real Estate Services (DRES) oversees the leasing of the Authority's owned non-residential real estate property portfolio and all related leasing and licensing activities. This includes marketing and transactions covering retail commercial stores, wireless communications facilities, community facility rental, laundry rooms and vending machines.

In addition, the department oversees the Authority's Central Office (corporate) leased space, including facility management and the administration of related service contracts administering all leases and service contracts and managing all facility-related matters. In this latter role, DRES advises the Executive and other departments on matters concerning external leasing and office space needs; negotiates all related transactions, determines needs and allocates appropriate space for central office administrative and support operations.

### Financial Overview

#### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	29	\$2,250	28	\$2,241	28	\$2,267	-	\$26
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$85	-	\$154	-	\$154	-	-
Salary Retro	-	\$35	-	\$51	-	\$51	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$1,756	-	\$1,611	-	\$1,596	-	(15)
Other Salary	-	\$66	-	\$70	-	\$70	-	-
<b>Subtotal PS</b>	<b>29</b>	<b>\$4,191</b>	<b>28</b>	<b>\$4,127</b>	<b>28</b>	<b>\$4,138</b>	<b>-</b>	<b>\$11</b>
<b>OTPS</b>								
Leases	-	\$40,611	-	\$43,317	-	\$77,110	-	\$33,792
Supplies	-	\$28	-	\$26	-	\$26	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$317	-	\$15	-	\$15	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$3	-	\$71	-	\$71	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$40,959</b>	<b>-</b>	<b>\$43,429</b>	<b>-</b>	<b>\$77,222</b>	<b>-</b>	<b>\$33,792</b>
<b>Total Budget</b>	<b>29</b>	<b>\$45,150</b>	<b>28</b>	<b>\$47,556</b>	<b>28</b>	<b>\$81,360</b>	<b>-</b>	<b>\$33,803</b>

### Financial Review

The 2020 Operating Expense budget for the Office of Real Estate Services is \$81.36 million, of which \$4.14 million is for PS and \$77.22 million is for OTPS mainly for lease expenses.



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## **EVP for Community Engagement & Partnerships**

### ***(Office of the EVP for Community Engagement & Partnerships)***

#### **Overview / Mission Statement**

The EVP for Community Engagement & Partnerships (CEP) engages and connects NYCHA residents to critical programs, services, and the priorities within NextGeneration NYCHA—the Authority’s ten-year strategic plan. CEP supports NYCHA’s extensive network of Resident Associations and manage partnerships, programs and initiatives in the areas of economic opportunity, youth, senior and social services.

Formerly known as Community Programs & Development or CP&D, the refocused and enhanced mission is designed to better inform, enrich and empower New York City’s Public Housing residents and their communities.

The following Departments report to Office of the EVP for Community Engagement & Partnerships:

- Resident Economic Empowerment & Sustainability;
- Family Partnerships;
- Resident Engagement;
- Community Development;
- Community Health Initiative; and
- Public Private Partnership



(Office of the EVP for Community Engagement & Partnerships)

**Financial Overview**

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	4	\$440	5	\$523	3	\$318	(2)	(\$205)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$1		-		-		-
Shift Differential		-		-		-		-
Fringe		\$336		\$339		\$201		(138)
Other Salary		\$0		\$2		\$2		-
<b>Subtotal PS</b>	<b>4</b>	<b>\$777</b>	<b>5</b>	<b>\$864</b>	<b>3</b>	<b>\$521</b>	<b>(2)</b>	<b>(\$343)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$20		\$8		\$8		-
Equipment		-		-		-		-
Utilities		\$679		\$1,403		\$1,424		\$21
Contracts		\$869		-		\$50		\$50
Insurance		\$91		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$21		\$88		\$88		-
<b>Subtotal OTPS</b>		<b>\$1,680</b>		<b>\$1,499</b>		<b>\$1,570</b>		<b>\$71</b>
<b>Total Budget</b>	<b>4</b>	<b>\$2,457</b>	<b>5</b>	<b>\$2,362</b>	<b>3</b>	<b>\$2,091</b>	<b>(2)</b>	<b>(\$272)</b>

**Financial Review**

The 2020 Operating Expense budget for the Office of EVP for Community Engagement & Partnerships is \$2.09 million, of which \$0.52 million is for PS and \$1.57 million is for OTPS.

## (Resident Economic Empowerment & Sustainability)

### Overview / Mission Statement

The Office of Resident Economic Empowerment and Sustainability (REES) supports residents to increase their income and assets through programs, policies and partnerships in four key areas: Employment and advancement, business development, adult education and training, and financial literacy and asset building.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	43	\$2,730	47	\$2,889	49	\$3,252	2	\$362
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$0	-	-	-	-	-	-
Salary Retro	-	\$45	-	-	-	-	-	-
Shift Differential	-	-	-	\$1	-	\$1	-	(0)
Fringe	-	\$2,041	-	\$2,274	-	\$2,406	-	132
Other Salary	-	\$42	-	\$37	-	\$35	-	(2)
<b>Subtotal PS</b>	<b>43</b>	<b>\$4,858</b>	<b>47</b>	<b>\$5,202</b>	<b>49</b>	<b>\$5,695</b>	<b>2</b>	<b>\$493</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$24	-	\$21	-	\$21	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$335	-	\$432	-	\$432	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$237	-	\$44	-	\$26	-	(\$18)
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$596</b>	<b>-</b>	<b>\$497</b>	<b>-</b>	<b>\$480</b>	<b>-</b>	<b>(\$18)</b>
<b>Total Budget</b>	<b>43</b>	<b>\$5,454</b>	<b>47</b>	<b>\$5,699</b>	<b>49</b>	<b>\$6,174</b>	<b>2</b>	<b>\$475</b>

### Financial Review

The 2020 Operating Expense budget for the Resident Economic Empowerment and Sustainability (REES) is \$6.174 million, of which \$5.695 million is for PS and \$0.480 million is for OTPS.

## (Family Partnerships)

### Overview / Mission Statement

Manages partnerships with external providers and City agencies offering youth, senior and social services. Family Partnerships connects residents to critical services and implements programs and policies that support household stability and tenancy, individual advancement, and aging-in-place.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	63	\$3,791	50	\$3,002	60	\$3,642	10	\$640
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$5	-	\$3	-	\$3	-	-
Salary Retro	-	\$59	-	-	-	-	-	-
Shift Differential	-	-	-	\$0	-	\$0	-	(0)
Fringe	-	\$2,967	-	\$2,398	-	\$2,737	-	339
Other Salary	-	\$120	-	\$84	-	\$82	-	(2)
<b>Subtotal PS</b>	<b>63</b>	<b>\$6,941</b>	<b>50</b>	<b>\$5,488</b>	<b>60</b>	<b>\$6,464</b>	<b>10</b>	<b>\$977</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$116	-	\$25	-	\$14	-	(\$11)
Equipment	-	-	-	-	-	-	-	-
Utilities	-	\$867	-	-	-	-	-	-
Contracts	-	\$3,677	-	\$3,065	-	\$1,866	-	(\$1,199)
Insurance	-	\$25	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$2,862	-	\$2,564	-	\$36	-	(\$2,528)
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$7,547</b>	<b>-</b>	<b>\$5,654</b>	<b>-</b>	<b>\$1,916</b>	<b>-</b>	<b>(\$3,737)</b>
<b>Total Budget</b>	<b>63</b>	<b>\$14,488</b>	<b>50</b>	<b>\$11,141</b>	<b>60</b>	<b>\$8,381</b>	<b>10</b>	<b>(\$2,761)</b>

### Financial Review

The 2020 Operating Expense budget for Family Partnerships is \$8.381 million, of which \$6.464 million is for PS and \$1.916 million is for OTPS.



## (Resident Engagement)

### Overview / Mission Statement

The Resident Engagement Department proactively engages residents through outreach, education and information sharing with a targeted focus on youth, seniors and tenant associations, in addition to the broader NYCHA resident community. Utilizing a variety of engagement strategies, Resident Engagement ensures residents are aware of and can inform policies and initiatives that impact their lives.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	73	\$4,690	78	\$5,002	76	\$4,638	(2)	(\$364)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$10	-	\$36	-	\$34	-	(2)
Salary Retro	-	\$104	-	-	-	-	-	-
Shift Differential	-	\$1	-	\$0	-	\$0	-	(0)
Fringe	-	\$3,450	-	\$3,897	-	\$2,851	-	(1,046)
Other Salary	-	\$90	-	\$68	-	\$65	-	(3)
<b>Subtotal PS</b>	<b>73</b>	<b>\$8,345</b>	<b>78</b>	<b>\$9,003</b>	<b>76</b>	<b>\$7,588</b>	<b>(2)</b>	<b>(\$1,415)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$27	-	\$32	-	\$32	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$78	-	\$57	-	\$35	-	(\$22)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$615	-	\$2,295	-	\$2,339	-	\$45
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$721</b>	<b>-</b>	<b>\$2,383</b>	<b>-</b>	<b>\$2,406</b>	<b>-</b>	<b>\$23</b>
<b>Total Budget</b>	<b>73</b>	<b>\$9,066</b>	<b>78</b>	<b>\$11,386</b>	<b>76</b>	<b>\$9,994</b>	<b>(2)</b>	<b>(\$1,392)</b>

### Financial Review

The 2020 Operating Expense budget for Resident Engagement is \$9.994 million, of which \$7.588 million is for PS and \$2.406 million is for OTPS.

**(Community Development)**

**Overview / Mission Statement**

Engages Residents on real estate programs related to new construction (such as 100% Affordable, Nextgen Neighborhoods, or 50/50) and permanent affordability tools that repair and renovate housing (Such as RAD and LLC-II Unfunded Units.)

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	21	\$1,158	22	\$1,281	32	\$1,958	10	\$677
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$38	-	\$37	-	\$35	-	(2)
Salary Retro	-	\$12	-	-	-	-	-	-
Shift Differential	-	\$0	-	\$0	-	\$0	-	(0)
Fringe	-	\$877	-	\$1,027	-	\$1,466	-	439
Other Salary	-	\$30	-	\$32	-	\$30	-	(1)
<b>Subtotal PS</b>	<b>21</b>	<b>\$2,115</b>	<b>22</b>	<b>\$2,377</b>	<b>32</b>	<b>\$3,490</b>	<b>10</b>	<b>\$1,113</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$4	-	\$10	-	\$10	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$127	-	\$88	-	\$88	-	-
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$4	-	\$28	-	\$48	-	\$20
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$135</b>	<b>-</b>	<b>\$126</b>	<b>-</b>	<b>\$146</b>	<b>-</b>	<b>\$20</b>
<b>Total Budget</b>	<b>21</b>	<b>\$2,250</b>	<b>22</b>	<b>\$2,503</b>	<b>32</b>	<b>\$3,636</b>	<b>10</b>	<b>\$1,133</b>

**Financial Review**

The 2020 Operating Expense budget for Community Development is \$3.636 million, of which \$3.490 million is for PS and \$0.146 million is for OTPS.



**(Community Health Initiatives)**

**Overview / Mission Statement**

The Department of Health Initiatives advances internal and external collaboration to build health into NYCHA's vision of safe, clean, and connected communities. The Department leads and supports partnership strategies that connect residents to preventive health resources, create healthier indoor environments, and cultivate resident leadership in health.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	2	\$202	3	\$198	5	\$411	2	\$213
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$0		\$0		\$0		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		\$155		\$164		\$279		115
Other Salary		\$4		\$3		\$3		-
<b>Subtotal PS</b>	<b>2</b>	<b>\$361</b>	<b>3</b>	<b>\$364</b>	<b>5</b>	<b>\$692</b>	<b>2</b>	<b>\$328</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$3		\$3		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		-		-		-
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$4		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$6</b>		<b>\$3</b>		<b>\$3</b>		<b>\$0</b>
<b>Total Budget</b>	<b>2</b>	<b>\$368</b>	<b>3</b>	<b>\$368</b>	<b>5</b>	<b>\$696</b>	<b>2</b>	<b>\$328</b>

**Financial Review**

The 2020 Operating Expense budget for Community Health Initiatives is \$0.696 million, of which \$0.692 million is for PS and \$0.003 million is for OTPS.



## *(Office of Public Private Partnerships)*

### **Overview / Mission Statement**

NYCHA's Office of Public/Private Partnerships builds collaborations with the private, public and philanthropic sectors to support NYCHA's goals of preserving public housing and improving resident access to community-based services and opportunities.

### **Responsibilities**

As part of the overall strategy, the office is responsible for researching and identifying grant opportunities in the public, private, and not-for-profit sectors.

- The Office of Public/Private Partnerships has collaborated with many agencies and organizations including:
  - NYC Small Business Services
  - University Settlement
  - Citi
  - NYC Economic Development Corporation
  - The Food Bank
  - Health People
  - New York City Department of Health and Mental Hygiene
  - Hot Bread Kitchen
  - City Harvest
  - Community Service Society
  - NYC Department for the Aging
  - Green City Force
  - Sylvia Center
  - United Neighborhood Houses
  - Northern Manhattan Perinatal Partnership
  - JPMorgan Chase & Co.
  - The Rockefeller Fund
  - USTA
  - New York Community Trust
  - Carmelo Anthony Foundation



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	2	\$304	4	\$277	4	\$218	-	(\$59)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Salary Retro	-	\$0	-	\$0	-	\$0	-	-
Shift Differential	-	-	-	-	-	-	-	-
Fringe	-	\$184	-	\$251	-	\$169	-	(\$82)
Other Salary	-	\$1	-	\$4	-	\$4	-	-
<b>Subtotal PS</b>	<b>2</b>	<b>\$489</b>	<b>4</b>	<b>\$531</b>	<b>4</b>	<b>\$390</b>	<b>-</b>	<b>(\$140)</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	(\$1)	-	\$2	-	\$2	-	-
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$73	-	\$151	-	\$81	-	(\$70)
Insurance	-	-	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	(\$0)	-	\$63	-	\$63	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$72</b>	<b>-</b>	<b>\$215</b>	<b>-</b>	<b>\$145</b>	<b>-</b>	<b>(\$70)</b>
<b>Total Budget</b>	<b>2</b>	<b>\$561</b>	<b>4</b>	<b>\$746</b>	<b>4</b>	<b>\$535</b>	<b>-</b>	<b>(\$210)</b>

## Financial Review

The 2020 Operating Expense budget for Community Health Initiatives is \$0.535 million, of which \$0.390 million is for PS and \$0.145 million is for OTPS.

## EVP for Operations

### Overview / Mission Statement

The EVP for Operations is responsible for the day-to-day operation of all NYCHA's developments. This includes all required daily maintenance and emergency responses.

The following Departments report to this EVP:

- Office of EVP Operations
- Office of VP Support Services
- Heating Management Services
- Technical Services
- Maintenance, Repair & Skilled Trades
- Elevator Services and Repair
- Emergency Services
- Tax Credit LLC (LLC-I)
- Non-Tax Credit LLC (LLC-II)
- Mixed Finance Conventional
- Management and Planning
- Private Management
- Property Management Departments
  - Bronx Property Management
  - Brooklyn Property Management
  - Manhattan Property Management
  - Queens/SI Property Management
  - Next Generation Operations One



*(Office of the EVP Operations)*

**Overview / Mission Statement**

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	4	\$402	3	\$419	5	\$674	2	\$255
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		-		-		-		-
Overtime		-		-		-		-
Salary Retro		\$7		-		-		-
Shift Differential		-		-		-		-
Fringe		\$248		\$279		\$461		183
Other Salary		\$1		\$1		\$3		2
<b>Subtotal PS</b>	<b>4</b>	<b>\$658</b>	<b>3</b>	<b>\$699</b>	<b>5</b>	<b>\$1,138</b>	<b>2</b>	<b>\$439</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		-		\$0		\$0		-
Equipment		-		-		-		-
Utilities		\$989		-		-		-
Contracts		\$526		\$25,204		\$1,000		#####
Insurance		\$86		\$59		\$71		\$12
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$1,413		\$0		\$206		\$206
<b>Subtotal OTPS</b>		<b>\$3,014</b>		<b>\$25,264</b>		<b>\$1,277</b>		<b>(\$23,987)</b>
<b>Total Budget</b>	<b>4</b>	<b>\$3,672</b>	<b>3</b>	<b>\$25,963</b>	<b>5</b>	<b>\$2,415</b>	<b>2</b>	<b>(\$23,548)</b>

**Financial Review**

The 2020 Operating Expense budget for Office of the EVP Operations is \$2.415 million, of which \$1.138 million is for PS and \$1.277 million is for OTPS.



**(SVP Support Services Office)**

**Overview / Mission Statement**

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	4	\$643	3	\$377	4	\$427	1	\$50
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$2		-		-		-
Salary Retro		\$30		-		-		-
Shift Differential		-		-		-		-
Fringe		\$512		\$258		\$306		48
Other Salary		\$1		\$1		\$1		-
<b>Subtotal PS</b>	<b>4</b>	<b>\$1,189</b>	<b>3</b>	<b>\$636</b>	<b>4</b>	<b>\$734</b>	<b>1</b>	<b>\$99</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2		\$0		\$10		\$10
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		-		\$93		\$98		\$5
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		-		\$1		\$1		-
<b>Subtotal OTPS</b>		<b>\$2</b>		<b>\$95</b>		<b>\$110</b>		<b>\$15</b>
<b>Total Budget</b>	<b>4</b>	<b>\$1,191</b>	<b>3</b>	<b>\$730</b>	<b>4</b>	<b>\$844</b>	<b>1</b>	<b>\$114</b>

**Financial Review**

The 2020 Operating Expense budget for SVP Support Services Office is \$0.844 million, of which \$0.734 million is for PS and \$0.110 million is for OTPS.



## (Heating Management Services)

### Overview / Mission Statement

Heating Management Services is responsible for ensuring adequate heat and hot water is provided to NYCHA residents. Responsibilities include, the annual assessment and overhaul of boilers, hot water generators and distribution systems; ongoing maintenance and repair of all heating and hot-water generating equipment; recommendations in regard to heating in NYCHA's Capital Plan; work closely with the Department of Energy Finance and Sustainability Management in regard to energy usage, CHAS monitoring system and other energy initiatives; work closely with Capital Projects Division on upcoming and ongoing capital upgrades; interaction with ESD regarding heating/hot water issues.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	470	\$25,169	494	\$28,077	565	\$30,611	71	\$2,534
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$2,308		\$506		\$1,318		812
Overtime		\$7,578		\$7,212		\$10,709		3,498
Salary Retro		\$378		-		-		-
Shift Differential		\$301		\$275		\$958		683
Fringe		\$24,978		\$26,626		\$30,692		4,066
Other Salary		\$435		\$429		\$458		28
<b>Subtotal PS</b>	<b>470</b>	<b>\$61,147</b>	<b>494</b>	<b>\$63,125</b>	<b>565</b>	<b>\$74,745</b>	<b>71</b>	<b>\$11,621</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$115		\$10		\$96		\$86
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$146		-		-		-
Insurance		\$17		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$182		\$142		\$2,211		\$2,070
<b>Subtotal OTPS</b>		<b>\$460</b>		<b>\$152</b>		<b>\$2,308</b>		<b>\$2,156</b>
<b>Total Budget</b>	<b>470</b>	<b>\$61,608</b>	<b>494</b>	<b>\$63,276</b>	<b>565</b>	<b>\$77,053</b>	<b>71</b>	<b>\$13,777</b>

### Financial Review

The 2020 Operating Expense budget for Heating Management Services is \$77.053 million, of which \$74.745 million is for PS and \$2.308 million is for OTPS.

## (Technical Services)

### Overview / Mission Statement

The Technical Services Department (TSD) provides essential and specialized services that support the maintenance and operation of NYCHA's developments. The department is NYCHA's resource for applied sciences, skilled craftsmanship, and building and mechanical systems. The Technical Services Department has experts that provide technical assistance for routine and emergency situations to NYCHA personnel in the fields of health and safety, heating, and mechanical systems. The department consists of Fuel Oil remediation, Environmental Health and Safety, Contract Support Services, Environmental Review and Violations and Fire Safety Units.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	58	\$5,911	50	\$4,016	78	\$6,239	28	\$2,223
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$667		\$709		\$1,027		318
Salary Retro		\$38		-		-		-
Shift Differential		\$0		\$0		\$0		-
Fringe		\$4,300		\$3,145		\$4,937		1,792
Other Salary		\$217		\$225		\$168		(57)
<b>Subtotal PS</b>	<b>58</b>	<b>\$11,133</b>	<b>50</b>	<b>\$8,096</b>	<b>78</b>	<b>\$12,372</b>	<b>28</b>	<b>\$4,276</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$474		\$152		\$199		\$47
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$1,490		\$1,002		\$1,102		\$100
Insurance		\$8		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$145		\$37		\$81		\$44
<b>Subtotal OTPS</b>		<b>\$2,117</b>		<b>\$1,192</b>		<b>\$1,383</b>		<b>\$191</b>
<b>Total Budget</b>	<b>58</b>	<b>\$13,249</b>	<b>50</b>	<b>\$9,287</b>	<b>78</b>	<b>\$13,754</b>	<b>28</b>	<b>\$4,467</b>

### Financial Review

The 2020 Operating Expense budget for Technical Services is \$13.754 million, of which \$12.372 million is for PS and \$1.383 million is for OTPS.

## ***(Maintenance, Repair & Skilled Trades)***

### **Overview / Mission Statement**

The Department of Maintenance Repair and Skilled Trades has experts that provide technical assistance for routine and emergency situations to NYCHA personnel in the fields of carpentry, pest control, electrical, plastering, painting, plumbing, masonry and roofing. The Department consists of the following units:

#### *Environmental Field Operations Unit*

Abates environmental hazards and performs special projects with skilled trades staff. Responsibilities include the abatement of asbestos-containing materials (small projects and emergency repairs), and abatement and remediation of lead-based paint/paint hazards and mold abatement.

#### *Closed Circuit Television and Police Service Area (CCTV and PSA) Unit*

Performs and facilitates preventive maintenance and repairs of PSA buildings, hi-tech rooms, CCTV surveillance systems and maintains and repairs HVAC systems for the Department of Youth and Community Development (DYCD) Cornerstone program.

#### *The Central Shops Unit*

Provides all plumbing and electrical support for Heating Operations, fabrication and repair services that involve [carpentry], plumbing, electrical, sheet metal, machinery, lock repair, welding, and specialized skilled development support.

#### *The Grounds Maintenance Unit*

Provides technical oversight to the Property Management Department regarding horticultural problems.

#### *The Pest Management Control*

Administers the Integrated Pest Management (IPM) Program and responds to emergency infestations. Responsibilities include the tracking and reporting of pesticide and herbicide usage.

#### *The Waste Management Unit*

Implements, and coordinates recycling and refuse programs throughout NYCHA properties. It also administers the compactor maintenance program for NYCHA's 3,301 interior compactors and 335 exterior roll-away compactors.

#### *The Plumbing Administration Unit*

Responsible for obtaining Department of Buildings (DOB) work permits for all gas work performed by NYCHA plumbers. The unit prepares and evaluates the necessary scope of work and prepares and submits all DOB forms, accordingly.





## Financial Overview

### Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	166	\$15,098	156	\$13,103	195	\$14,626	39	\$1,523
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$2,224		\$10,000		\$644		(9,356)
Overtime		\$7,590		\$6,519		\$9,446		2,927
Salary Retro		\$685		-		-		-
Shift Differential		\$3		\$3		\$3		-
Fringe		\$17,489		\$13,139		\$14,014		875
Other Salary		\$230		\$188		\$213		25
<b>Subtotal PS</b>	<b>166</b>	<b>\$43,318</b>	<b>156</b>	<b>\$42,951</b>	<b>195</b>	<b>\$38,946</b>	<b>39</b>	<b>(\$4,005)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1,383		\$507		\$1,170		\$663
Equipment		\$43		-		\$993		\$993
Utilities		-		-		-		-
Contracts		\$569		\$57		\$77		\$20
Insurance		\$45		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$223		\$197		\$197		-
<b>Subtotal OTPS</b>		<b>\$2,263</b>		<b>\$760</b>		<b>\$2,436</b>		<b>\$1,676</b>
<b>Total Budget</b>	<b>166</b>	<b>\$45,581</b>	<b>156</b>	<b>\$43,712</b>	<b>195</b>	<b>\$41,383</b>	<b>39</b>	<b>(\$2,329)</b>

## Financial Review

The 2020 Operating Expense budget for Maintenance, Repair & Skilled Trades is \$41.383 million, of which \$38.946 million is for PS and \$2.436 million is for OTPS.



## (Elevators Services & Repair)

### Overview / Mission Statement

The Elevator Services and Repair Department is responsible for providing safe and reliable service of NYCHA-owned elevators. Staff responds to elevator-related emergencies and complaints 24 hours a day, seven days a week. They repair elevator outages and conduct routine preventive maintenance. Heavy-duty repairs such as replacing hoist motors, generators, hoist machines, hoist cables, traveling cables and control boards are also performed. Additional responsibilities include installing remote monitoring and Closed-Circuit Television (CCTV) in elevators, overseeing the rehabilitation of elevators, maintenance and requirement contracts and conducting periodic Category 1 and Category 5 mandated inspections/tests. The Elevator Services and Repair Department has an Elevator Training Center where all elevator personnel and others are trained on topics related to the elevator industry.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	429	\$36,376	415	\$34,997	473	\$37,380	58	\$2,383
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-
Overtime	-	\$7,999	-	\$8,438	-	\$11,580	-	3,143
Salary Retro	-	\$3,053	-	-	-	-	-	-
Shift Differential	-	\$713	-	\$723	-	\$723	-	-
Fringe	-	\$35,391	-	\$17,475	-	\$33,355	-	15,880
Other Salary	-	\$181	-	\$182	-	\$174	-	(8)
<b>Subtotal PS</b>	<b>429</b>	<b>\$83,713</b>	<b>415</b>	<b>\$61,814</b>	<b>473</b>	<b>\$83,212</b>	<b>58</b>	<b>\$21,398</b>
<b>OTPS</b>								
Leases	-	-	-	-	-	-	-	-
Supplies	-	\$346	-	\$141	-	\$719	-	\$578
Equipment	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contracts	-	\$181	-	\$0	-	\$0	-	-
Insurance	-	\$6	-	-	-	-	-	-
Section 8 Payments	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other OTPS	-	\$99	-	\$76	-	\$76	-	-
<b>Subtotal OTPS</b>	<b>-</b>	<b>\$631</b>	<b>-</b>	<b>\$217</b>	<b>-</b>	<b>\$795</b>	<b>-</b>	<b>\$578</b>
<b>Total Budget</b>	<b>429</b>	<b>\$84,345</b>	<b>415</b>	<b>\$62,031</b>	<b>473</b>	<b>\$84,007</b>	<b>58</b>	<b>\$21,976</b>

### Financial Review

The 2020 Operating Expense budget for Elevators Services & Repair is \$84 million, of which \$83.2 million is for PS and \$0.8 million is for OTPS.

## (Emergency Services)

### Overview / Mission Statement

The Emergency Services Department (ESD) provides emergency management, coordination, and on-the-scene response to emergencies, including those dangerous to life, limb, and property, whenever they occur in developments or at other NYCHA structures, throughout the five boroughs. ESD personnel handles emergency and high-level communications, manages and responds to afterhours maintenance calls and manages NYCHA's three tier radio systems around-the-clock. ESD provides NYCHA supervisors and field staff with a viable means of communicating to ensure employee safety, coordination of major emergencies and improved productivity.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	124	\$6,964	131	\$7,362	150	\$8,811	19	\$1,449
Salary Part-Time	23	\$630	-	\$422	-	\$298	-	(\$124)
Seasonal		-		-		\$85		85
Overtime		\$1,137		\$1,158		\$1,470		312
Salary Retro		\$124		-		-		-
Shift Differential		\$272		\$270		\$270		-
Fringe		\$6,461		\$6,993		\$7,819		825
Other Salary		\$96		\$96		\$96		-
<b>Subtotal PS</b>	<b>124</b>	<b>\$15,683</b>	<b>131</b>	<b>\$16,301</b>	<b>150</b>	<b>\$18,848</b>	<b>19</b>	<b>\$2,547</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$239		\$303		\$477		\$174
Equipment		-		-		\$1,344		\$1,344
Utilities		-		-		-		-
Contracts		\$480		\$131		\$2,631		\$2,500
Insurance		\$11		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$36		\$417		\$341		(\$76)
<b>Subtotal OTPS</b>		<b>\$766</b>		<b>\$851</b>		<b>\$4,792</b>		<b>\$3,941</b>
<b>Total Budget</b>	<b>124</b>	<b>\$16,449</b>	<b>131</b>	<b>\$17,152</b>	<b>150</b>	<b>\$23,640</b>	<b>19</b>	<b>\$6,488</b>

### Financial Review

The 2020 Operating Expense budget for The Emergency Services Department is \$23.640 million, of which \$18.848 million is for PS and \$4.792 million is for OTPS.

### *(Mixed Finance Asset Management Office)*

#### **Overview / Mission Statement**

The Mixed Finance Asset Management Office is responsible for the daily operation and maintenance of approximately 25,000 units in Brooklyn, Manhattan, Staten Island, and the Bronx. This portfolio includes 19 former city and state-funded developments and those managed from the same consolidated Asset Management Projects (AMPs). In March 2010, NYCHA was successful in receiving HUD approval to complete the federalization of 21 former city and state NYCHA developments, with more than 20,000 housing units. To qualify for ongoing federal subsidies through a Mixed-Finance Modernization Plan, the developments were sold to an entity created and controlled by NYCHA. The sale enabled HUD to include the 21 developments in a federal subsidy.

A critical component of the Mixed Finance transaction is the Low-Income Housing Tax Credit (LIHTC) Program. These developments are considered LLC-I's. The LLC-I's (tax credit unit) receive public housing funding for approximately 11,700 of the total units. The remaining units are either funded by section 8 voucher subsidies or unfunded. Low Income Housing Tax Credits are associated with the LLC-I portion of the portfolio and requires strict compliance with IRS LIHTC rules and regulations. The LLC-II (Non-tax credit unit) portion of the portfolio is not funded by public housing subsidies and has been in the process of converting public housing units to section 8 voucher units. The section 8 vouchers enable us to obtain subsidies from HUD. Across the LLC-I and LLC-II's, units with section 8 subsidies are required to follow the voucher program Housing Quality Inspections. The department is responsible for overseeing these inspections and ensuring no subsidies are lost due to failed inspections.

Although the department originally had 21 developments, NYCHA have successfully transitioned 2 of them through the PACT program. The Mixed Finance portfolio currently has a total of 19 developments; 13 LLC-I and 6 LLC-II.



## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	211	\$16,572	244	\$18,989	238	\$13,587	(6)	(\$5,402)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$548		\$1,319		\$594		(725)
Overtime		\$3,935		\$1,965		\$5,904		3,939
Salary Retro		\$348		-		-		-
Shift Differential		-		\$0		\$0		-
Fringe		\$14,374		\$16,501		\$13,924		(2,577)
Other Salary		\$318		\$313		\$249		(65)
<b>Subtotal PS</b>	<b>211</b>	<b>\$36,094</b>	<b>244</b>	<b>\$39,088</b>	<b>238</b>	<b>\$34,258</b>	<b>(6)</b>	<b>(\$4,829)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$58		\$50		\$50		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$12		\$36		\$178		\$142
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$22		\$4,811		\$4,811		-
<b>Subtotal OTPS</b>		<b>\$92</b>		<b>\$4,898</b>		<b>\$5,039</b>		<b>\$142</b>
<b>Total Budget</b>	<b>211</b>	<b>\$36,186</b>	<b>244</b>	<b>\$43,985</b>	<b>238</b>	<b>\$39,297</b>	<b>(6)</b>	<b>(\$4,688)</b>

## Financial Review

The 2020 Operating Expense budget for Mixed Finance Asset Management Office is \$39.3 million, of which \$34.3 million is for PS and \$5.0 million is for OTPS.

## (Tax Credit LLC)

### Overview / Mission Statement

Tax Credit LLC (LLC-I) is responsible for operations and maintenance of 13 developments in Brooklyn, Manhattan, Staten Island, and the Bronx. There are 14,468 units in the LLC-1 portfolio. They receive their federal funding from HUD for approximately 11,700 public housing units and section 8 subsidies for approximately 2,600 the remaining units. The portfolio consists of over 12,000 units that generate tax credits. These 13 developments are required to be in compliance with strict IRS LIHTC rules and regulations as well as section 8 voucher program HQS standards.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	243	\$18,812	289	\$21,663	300	\$22,931	11	\$1,268
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$298		-		-		-
Overtime		\$3,339		\$3,121		\$2,514		(606)
Salary Retro		\$309		-		-		-
Shift Differential		\$1		\$1		\$234		232
Fringe		\$21,531		\$14,039		\$18,486		4,447
Other Salary		\$252		\$262		\$406		144
<b>Subtotal PS</b>	<b>243</b>	<b>\$44,542</b>	<b>289</b>	<b>\$39,086</b>	<b>300</b>	<b>\$44,571</b>	<b>11</b>	<b>\$5,485</b>
<b>OTPS</b>								
Leases		\$17		-		-		-
Supplies		\$6,712		\$5,800		\$7,438		\$1,639
Equipment		\$476		\$350		\$921		\$571
Utilities		\$45,810		\$29,854		\$30,250		\$396
Contracts		\$13,333		\$17,682		\$18,488		\$807
Insurance		\$1,715		\$948		\$1,125		\$177
Section 8 Payments		-		-		-		-
Debt Service		\$142		\$123		\$94		(\$30)
Other OTPS		\$5,213		\$426		\$462		\$35
<b>Subtotal OTPS</b>		<b>\$73,417</b>		<b>\$55,183</b>		<b>\$58,778</b>		<b>\$3,595</b>
<b>Total Budget</b>	<b>243</b>	<b>\$117,959</b>	<b>289</b>	<b>\$94,269</b>	<b>300</b>	<b>\$103,349</b>	<b>11</b>	<b>\$9,080</b>

### Financial Review

The 2020 Operating Expense budget for Tax Credit LLC is \$103.4 million, of which \$44.6 million is for PS and \$58.8 million is for OTPS.

## (Non-Tax Credit LLC)

### Overview / Mission Statement

Non-tax credit LLC (LLC-II) is responsible for operations and maintenance of 6 developments in Brooklyn and Manhattan. These 6 developments are known as LLC-II. There are almost 5,000 units in this portfolio. They do not have LIHTC's attached and only source of funding is through the section 8 voucher program subsidies and shared federal subsidies. There are currently about 1,300 section 8 vouchers in this portfolio. In December 2018, 2 of the original 8 LLC-II developments transitioned to the PACT program: Baychester and Murphy Houses. We plan to continue these conversions for the remaining 6 LLC-II developments and are currently working on transitioning Independence Towers and Williams Plaza Houses by the end of 2019.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	75	\$8,279	289	\$6,701	300	\$5,585	11	(\$1,116)
Salary Part-Time		-		-		-	-	-
Seasonal		\$324		\$1,298		-		(1,298)
Overtime		\$1,347		\$1,047		\$506		(541)
Salary Retro		\$97		-		-		-
Shift Differential		\$1		\$0		\$52		52
Fringe		\$11,160		\$2,686		\$4,080		1,394
Other Salary		\$138		\$98		\$76		(22)
<b>Subtotal PS</b>	<b>75</b>	<b>\$21,345</b>	<b>289</b>	<b>\$11,830</b>	<b>300</b>	<b>\$10,299</b>	<b>11</b>	<b>(\$1,531)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$2,243		\$1,669		\$1,682		\$13
Equipment		\$139		\$116		\$211		\$96
Utilities		\$16,945		\$7,087		\$5,678		(\$1,408)
Contracts		\$4,960		\$5,751		\$4,814		(\$937)
Insurance		\$716		\$331		\$393		\$62
Section 8 Payments		-		-		-		-
Debt Service		\$72		\$53		\$42		(\$11)
Other OTPS		\$13,209		\$63		\$52		(\$10)
<b>Subtotal OTPS</b>		<b>\$38,284</b>		<b>\$15,069</b>		<b>\$12,873</b>		<b>(\$2,197)</b>
<b>Total Budget</b>	<b>75</b>	<b>\$59,629</b>	<b>289</b>	<b>\$26,899</b>	<b>300</b>	<b>\$23,172</b>	<b>11</b>	<b>(\$3,728)</b>

### Financial Review

The 2020 Operating Expense budget for Non-Tax Credit LLC is \$23.2 million, of which \$10.3 million is for PS and \$12.9 million is for OTPS.



**(Mixed Finance Conventional)**

**Overview / Mission Statement**

Mixed Finance Conventional Department is responsible for the daily operation and maintenance of all federally-aided Public Housing developments that are consolidated with Tax Credit and Non-tax credit LLC developments. Each development or consolidation is managed by a Property Manager who is supported by a Property Maintenance Supervisor, with management, maintenance, and clerical personnel in varying numbers depending on the size of the development. Developments are managed in accordance with written policies and operating procedures that specify uniform practices to ensure compliance with laws, regulatory requirements, and best practices.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	372	\$6,841	289	\$7,364	300	\$7,995	11	\$631
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$326		-		-		-
Overtime		\$1,196		\$1,062		\$1,085		22
Salary Retro		\$216		-		-		-
Shift Differential		\$0		\$1		\$109		108
Fringe		(\$1,042)		\$16,562		\$11,524		(\$5,038)
Other Salary		\$137		\$167		\$208		41
<b>Subtotal PS</b>	<b>372</b>	<b>\$7,674</b>	<b>289</b>	<b>\$25,156</b>	<b>300</b>	<b>\$20,921</b>	<b>11</b>	<b>(\$4,236)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$1,537		\$1,857		\$2,535		\$678
Equipment		\$190		\$127		\$305		\$177
Utilities		\$16,454		\$16,583		\$16,790		\$206
Contracts		\$5,094		\$6,544		\$6,058		(\$486)
Insurance		\$695		\$309		\$366		\$57
Section 8 Payments		-		-		-		-
Debt Service		\$19		\$50		\$42		(\$8)
Other OTPS		\$107		\$64		\$619		\$555
<b>Subtotal OTPS</b>		<b>\$24,097</b>		<b>\$25,534</b>		<b>\$26,715</b>		<b>\$1,181</b>
<b>Total Budget</b>	<b>372</b>	<b>\$31,770</b>	<b>289</b>	<b>\$50,690</b>	<b>300</b>	<b>\$47,636</b>	<b>11</b>	<b>(\$3,054)</b>

**Financial Review**

The 2020 Operating Expense budget for Mixed Finance Conventional is \$47.6 million, of which \$20.9 million is for PS and \$26.7 million is for OTPS.



## (Management & Planning)

### Overview / Mission Statement

The Department of Management and Planning (DMP) was created in March 2012 through the centralizing all borough business services units, timekeeping, and human resource functions. The centralization occurred to streamline these functions. This Department consists of the Financial Unit and the Time Management Unit. The Financial Unit is responsible for the overall personnel operations, other than personnel services and the management of the capital planning process for Operations. The management unit is responsible for human resources and timekeeping functions. The human resources team tracks all Operations vacancies, process requests to hire new employees in collaboration with Human Resources Department to ensure speedy and timely hiring of employees. The timekeeping team is responsible for processing all overtime entries in Kronos timekeeping system for all skilled trade and floating staffs.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	29	\$1,931	31	\$2,220	55	\$4,335	24	\$2,115
Salary Part-Time	-	\$8	-	-	-	-	-	-
Seasonal		\$53		-		\$9,668		9,668
Overtime		\$38		\$40		\$4,170		4,130
Salary Retro		\$69		-		-		-
Shift Differential		-		-		-		-
Fringe		\$1,541		\$1,774		\$4,794		3,021
Other Salary		\$20		\$20		\$21		1
<b>Subtotal PS</b>	<b>29</b>	<b>\$3,660</b>	<b>31</b>	<b>\$4,054</b>	<b>55</b>	<b>\$22,989</b>	<b>24</b>	<b>\$18,934</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$119		\$33		\$33		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$3,972		-		\$26,500		\$26,500
Insurance		-		-		-		-
Section 8 Payments		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$0		\$0		\$0		-
<b>Subtotal OTPS</b>		<b>\$4,091</b>		<b>\$33</b>		<b>\$26,533</b>		<b>\$26,500</b>
<b>Total Budget</b>	<b>29</b>	<b>\$7,752</b>	<b>31</b>	<b>\$4,088</b>	<b>55</b>	<b>\$49,522</b>	<b>24</b>	<b>\$45,434</b>

### Financial Review

The 2020 Operating Expense budget for Department of Management & Planning is \$49.522 million, of which \$22.989 million is for PS and \$26.533 million is for OTPS.

**(Private Management)**

**Overview / Mission Statement**

The principal objective of Private Management is to utilize alternative approaches to managing NYCHA’s scattered site developments at the same level or lower cost that is needed to run other developments, while enhancing the quality of service provided to Residents. Under the Private Management Program, the Property Managers are retained by NYCHA to conduct daily operations and serve residents’ needs.

**Financial Overview**

*Expenditures by Account Type (\$000)*

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	-	-	-	-	-	-	-	-
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		-		-		-		-
Overtime		\$0		-		-		-
Salary Retro		-		-		-		-
Shift Differential		-		-		-		-
Fringe		\$0		-		-		-
Other Salary		-		-		-		-
<b>Subtotal PS</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$17		-		-		-
Equipment		\$19		-		-		-
Utilities		\$6,717		\$5,768		\$5,853		\$85
Contracts		\$18,093		\$16,124		\$15,083		(\$1,040)
Insurance		\$396		\$182		\$213		\$32
Section 8 Payments		\$285		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$117		-		\$552		\$552
<b>Subtotal OTPS</b>		<b>\$25,644</b>		<b>\$22,074</b>		<b>\$21,702</b>		<b>(\$372)</b>
<b>Total Budget</b>	<b>-</b>	<b>\$25,644</b>	<b>-</b>	<b>\$22,074</b>	<b>-</b>	<b>\$21,702</b>	<b>-</b>	<b>(\$372)</b>

**Financial Review**

The 2020 Operating Expense budget for Private Management is \$21.702 million which is for OTPS.



## (Property Management Departments)

### Overview / Mission Statement

The Property Management departments are responsible for the daily operation and maintenance of all federally-aided Public Housing developments in New York City, including oversight of developments managed under contract with private management companies. Each development or consolidation is managed by a Property Manager who is supported by a Property Maintenance Supervisor, with management, maintenance, and clerical personnel in varying numbers depending on the size of the development. Developments are managed in accordance with written policies and operating procedures that specify uniform practices to ensure compliance with laws, regulatory requirements, and best practices.

### Bronx Property Management

#### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	1,084	\$60,595	1,155	\$63,489	1,188	\$60,958	33	(\$2,531)
Salary Part-Time	-	\$0	-	-	-	-	-	-
Seasonal		\$1,433		\$1,166		\$662		(504)
Overtime		\$14,783		\$10,343		\$10,094		(249)
Salary Retro		\$1,280		-		-		-
Shift Differential		\$12		\$13		\$469		456
Fringe		\$57,436		\$59,239		\$57,880		(1,359)
Other Salary		\$1,125		\$1,143		\$1,109		(34)
<b>Subtotal PS</b>	<b>1,084</b>	<b>\$136,663</b>	<b>1,155</b>	<b>\$135,392</b>	<b>1,188</b>	<b>\$131,171</b>	<b>33</b>	<b>(\$4,221)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$14,304		\$12,515		\$17,256		\$4,741
Equipment		\$1,605		\$1,362		\$1,800		\$438
Utilities		\$102,079		\$99,150		\$100,807		\$1,658
Contracts		\$44,050		\$37,539		\$33,372		(\$4,167)
Insurance		\$3,786		\$1,683		\$1,988		\$305
Section 8 Payments		\$1,787		-		-		-
Debt Service		\$485		\$476		\$456		(\$20)
Other OTPS		\$1,220		\$808		\$496		(\$312)
<b>Subtotal OTPS</b>		<b>\$169,317</b>		<b>\$153,532</b>		<b>\$156,175</b>		<b>\$2,643</b>
<b>Total Budget</b>	<b>1,084</b>	<b>\$305,979</b>	<b>1,155</b>	<b>\$288,924</b>	<b>1,188</b>	<b>\$287,346</b>	<b>33</b>	<b>(\$1,578)</b>

#### Financial Review

The 2020 Operating Expense budget for Bronx Property Management is \$287.346 million, of which \$131.171 million is for PS and \$156.175 million is for OTPS.



## Brooklyn Property Management

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	1,569	\$86,864	1,621	\$91,556	1,627	\$83,511	6	(\$8,044)
Salary Part-Time	-	\$0	-	-	-	-	-	-
Seasonal		\$2,779		\$3,892		\$941		(2,950)
Overtime		\$16,825		\$14,446		\$16,554		2,108
Salary Retro		\$1,852		-		-		-
Shift Differential		\$49		\$52		\$695		643
Fringe		\$78,754		\$83,725		\$79,566		(4,159)
Other Salary		\$1,357		\$1,406		\$1,501		95
<b>Subtotal PS</b>	<b>1,569</b>	<b>\$188,479</b>	<b>1,621</b>	<b>\$195,076</b>	<b>1,627</b>	<b>\$182,767</b>	<b>6</b>	<b>(\$12,309)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$17,263		\$17,400		\$22,413		\$5,014
Equipment		\$4,137		\$1,204		\$2,442		\$1,238
Utilities		\$123,999		\$122,512		\$121,363		(\$1,148)
Contracts		\$43,594		\$53,429		\$47,860		(\$5,569)
Insurance		\$5,513		\$2,695		\$3,186		\$491
Section 8 Payments		-		-		-		-
Debt Service		\$839		\$823		\$2,406		\$1,583
Other OTPS		\$1,010		\$7,191		\$9,330		\$2,139
<b>Subtotal OTPS</b>		<b>\$196,354</b>		<b>\$205,253</b>		<b>\$209,000</b>		<b>\$3,748</b>
<b>Total Budget</b>	<b>1,569</b>	<b>\$384,834</b>	<b>1,621</b>	<b>\$400,329</b>	<b>1,627</b>	<b>\$391,768</b>	<b>6</b>	<b>(\$8,561)</b>

### Financial Review

The 2020 Operating Expense budget for Brooklyn Property Management is \$391.768 million, of which \$182.767 million is for PS and \$209.00 million is for OTPS.



## Manhattan Property Management

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	1,316	\$74,057	1,432	\$78,855	1,439	\$74,610	7	(\$4,245)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1,846		\$2,121		\$846		(1,275)
Overtime		\$13,507		\$12,461		\$14,386		1,925
Salary Retro		\$1,442		-		-		-
Shift Differential		\$47		\$46		\$623		577
Fringe		\$68,355		\$73,735		\$71,329		(2,406)
Other Salary		\$1,303		\$1,371		\$1,269		(102)
<b>Subtotal PS</b>	<b>1,316</b>	<b>\$160,557</b>	<b>1,432</b>	<b>\$168,588</b>	<b>1,439</b>	<b>\$163,063</b>	<b>7</b>	<b>(\$5,525)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$15,255		\$14,604		\$21,701		\$7,097
Equipment		\$3,657		\$1,333		\$2,316		\$983
Utilities		\$113,261		\$119,913		\$120,761		\$848
Contracts		\$38,237		\$41,867		\$41,496		(\$372)
Insurance		\$6,024		\$2,914		\$3,414		\$500
Section 8 Payments		-		-		-		-
Debt Service		\$715		\$677		\$1,285		\$608
Other OTPS		\$705		\$572		\$2,735		\$2,163
<b>Subtotal OTPS</b>		<b>\$177,854</b>		<b>\$181,881</b>		<b>\$193,708</b>		<b>\$11,827</b>
<b>Total Budget</b>	<b>1,316</b>	<b>\$338,411</b>	<b>1,432</b>	<b>\$350,469</b>	<b>1,439</b>	<b>\$356,770</b>	<b>7</b>	<b>\$6,302</b>

### Financial Review

The 2020 Operating Expense budget for Manhattan Property Management is \$356.770 million, of which \$163.063 million is for PS and \$193.708 million is for OTPS. 193.708 million is for OTPS.

## Queens/Staten Island (SI) Property Management

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	793	\$43,925	813	\$45,129	841	\$44,237	28	(\$892)
Salary Part-Time	-	\$0	-	-	-	-	-	-
Seasonal		\$1,614		\$1,070		\$444		(626)
Overtime		\$6,164		\$7,335		\$7,011		(324)
Salary Retro		\$859		-		-		-
Shift Differential		\$42		\$43		\$259		216
Fringe		\$38,900		\$41,610		\$41,696		86
Other Salary		\$708		\$732		\$821		89
<b>Subtotal PS</b>	<b>793</b>	<b>\$92,212</b>	<b>813</b>	<b>\$95,919</b>	<b>841</b>	<b>\$94,468</b>	<b>28</b>	<b>(\$1,451)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$7,983		\$7,515		\$11,438		\$3,923
Equipment		\$1,741		\$594		\$1,227		\$633
Utilities		\$58,874		\$64,763		\$65,693		\$930
Contracts		\$28,274		\$25,652		\$24,779		(\$873)
Insurance		\$2,562		\$1,580		\$1,865		\$285
Section 8 Payments		\$11,887		-		-		-
Debt Service		-		-		\$277		\$277
Other OTPS		\$529		\$416		\$344		(\$72)
<b>Subtotal OTPS</b>		<b>\$111,851</b>		<b>\$100,521</b>		<b>\$105,623</b>		<b>\$5,103</b>
<b>Total Budget</b>	<b>793</b>	<b>\$204,064</b>	<b>813</b>	<b>\$196,440</b>	<b>841</b>	<b>\$200,092</b>	<b>28</b>	<b>\$3,652</b>

### Financial Review

The 2020 Operating Expense budget for Queens/SI Property Management is \$200.092 million, of which \$94.468 million is for PS and \$105.623 million is for OTPS.



## Next Generation Operations One

### Overview / Mission Statement

Next Generation Operations One mission is to set the standard of high performance and manage residential properties from a team approach. The team approach will enrich properties and empower employees to focus on the critical work needed to enhance the residents' living experience.

### Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	873	\$46,354	883	\$49,418	908	\$47,457	25	(\$1,961)
Salary Part-Time	-	-	-	-	-	-	-	-
Seasonal		\$1,011		\$1,139		\$513		(626)
Overtime		\$10,252		\$7,873		\$7,179		(694)
Salary Retro		\$874		-		-		-
Shift Differential		\$1		\$1		\$337		336
Fringe		\$42,056		\$45,291		\$44,757		(534)
Other Salary		\$750		\$783		\$761		(21)
<b>Subtotal PS</b>	<b>873</b>	<b>\$101,298</b>	<b>883</b>	<b>\$104,505</b>	<b>908</b>	<b>\$101,005</b>	<b>25</b>	<b>(\$3,500)</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$10,661		\$9,222		\$13,725		\$4,503
Equipment		\$1,161		\$866		\$1,407		\$541
Utilities		\$73,531		\$72,157		\$73,138		\$981
Contracts		\$29,160		\$30,762		\$29,125		(\$1,637)
Insurance		\$3,234		\$1,663		\$1,963		\$300
Section 8 Payments		\$143		-		-		-
Debt Service		-		-		\$1,404		\$1,404
Other OTPS		\$548		\$405		\$591		\$186
<b>Subtotal OTPS</b>		<b>\$118,439</b>		<b>\$115,076</b>		<b>\$121,354</b>		<b>\$6,279</b>
<b>Total Budget</b>	<b>873</b>	<b>\$219,736</b>	<b>883</b>	<b>\$219,580</b>	<b>908</b>	<b>\$222,359</b>	<b>25</b>	<b>\$2,779</b>

### Financial Review

The 2020 Operating Expense budget for Next Generation Operations One is \$222.359 million, of which \$101.005 million is for PS and \$121.354 million is for OTPS.

## **EVP for Capital Project**

### **Overview / Mission Statement**

The Capital Projects Division (CPD), in conjunction with NYCHA's Financial Planning and Analysis and Operations develops a Public Housing Annual (PHA) Plan, as well as a Five-Year Capital Plan, and plays a vital role in NYCHA's mission to preserve its significant housing stock and community facilities through cost-effective modernization and development activities.

CPD is responsible for delivering capital projects safely, on-time, within budget, and in accordance with the work quality dictated by the contract documents.

CPD is committed to preserving and modernizing safe and secure public housing for NYCHA residents by providing professional design and construction management services efficiently and with the highest level of safety and quality of work.

CPD's 2018 to 2022 Capital Budget manages a diverse portfolio of construction projects that include: brick repair; roof replacement; boiler replacement; security cameras; fire alarms systems; apartment renovations; elevator upgrades; and Hurricane Sandy repairs.

Detail of the capital projects are provided in the Capital Budget Section





## Financial Overview

Expenditures by Account Type (\$000)

	FY 2018		FY 2019		FY 2020		Variance	
	HC	YTD Actual	HC	Adopted Budget	HC	Adopted Budget	HC	FY 19 vs FY 20
<b>PS</b>								
Salary Full-Time	307	\$27,114	357	\$30,429	368	\$44,367	11	\$13,937
Salary Part-Time	0	-	0	-	0	-	-	-
Seasonal		\$24		-		-		-
Overtime		\$192		\$170		\$170		-
Salary Retro		\$368		\$90		\$90		-
Shift Differential		-		\$2		\$2		-
Fringe		\$20,328		\$21,475		\$22,469		994
Other Salary		\$1,329		\$1,332		\$1,332		-
<b>Subtotal PS</b>	<b>307</b>	<b>\$49,355</b>	<b>357</b>	<b>\$53,498</b>	<b>368</b>	<b>\$68,429</b>	<b>11</b>	<b>\$14,931</b>
<b>OTPS</b>								
Leases		-		-		-		-
Supplies		\$62		\$65		\$65		-
Equipment		-		-		-		-
Utilities		-		-		-		-
Contracts		\$627		\$9,851		\$9,475		(\$376)
Insurance		\$3		-		-		-
Section 8 Payments		-		-		-		-
Payment in Lieu of Taxes		-		-		-		-
Debt Service		-		-		-		-
Other OTPS		\$126		\$170		\$300		\$130
<b>Subtotal OTPS</b>		<b>\$818</b>		<b>\$10,086</b>		<b>\$9,840</b>		<b>(\$246)</b>
<b>Total Budget</b>	<b>307</b>	<b>\$50,173</b>	<b>357</b>	<b>\$63,584</b>	<b>368</b>	<b>\$78,270</b>	<b>11</b>	<b>\$14,685</b>

## Financial Review

The 2020 Operating Expense budget for the EVP for Capital Project is \$78.27 million, of which \$68.43 million is for PS and \$9.84 million is for OTPS.

# Capital Budget

## Overview

NYCHA prepares an annual budget for capital expenditures and a four-year financial plan for the renovation and modernization of its developments. Capital projects span multiple years. Table 1 highlights the projects budgeted for FY 2020 and planned for the following four years.

NYCHA's 2020 Capital Plan provides approximately \$7.114 billion in planned commitments for infrastructure improvements, major modernization, other systemic upgrades, 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 and expected disaster recovery in the wake of Superstorm Sandy.

The Plan includes \$6.1 billion in City and Federal funds to address deteriorated heating, elevators, facades and roofs. The City Plan includes \$1.2 billion to address lead, mold, heating, elevators and pests). The Federal Plan includes \$791 million to address building exteriors, including brick and roof projects and another \$114 million to address elevator replacements. The State Plan includes \$350 million for boilers and \$100 million for elevator replacements. Overall, of the \$7.114 billion dollars included in this Plan, 47% is from Annual Federal Capital Grants, 38% is from the City of New York, 7% comes from the State of New York, and 8% comes from other sources (Community Development Block Grant, Disaster Recovery, and Other



**Table 1: Capital Budget: FY 2020 – FY 2024**

(\$000)

<b>Non-CPD EVP Programs</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Administration	3,346	-	-	-	-
Chair	1,000	-	-	-	-
Community Engagement & Partner	120	-	-	-	-
Healthy Homes	122,600	16,700	16,700	-	-
Information Technology	32,793	5,716	5,716	5,698	4,404
Operations	156,525	67,865	67,865	84,565	84,565
Safety & Security	250	-	-	-	-
<b>Subtotal Non-CPD EVP Programs</b>	<b>316,634</b>	<b>90,281</b>	<b>90,281</b>	<b>90,263</b>	<b>88,969</b>
<b>CPD Programs</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
A and E	2,204	-	-	-	-
Consulting Costs	20,000	-	-	-	-
CM Fees	955	-	-	-	-
Energy	42,025	6,399	7,297	12,000	-
Boilers	475,631	79,908	91,148	-	-
Fuel Oil Tanks	1,568	5,597	4,318	2,462	-
Heating	107,162	29,456	9,100	7,778	-
Plumbing	147,661	14,978	10,450	31,490	17,750
IT Hardware and Software	3,724	-	-	-	-
Bathrooms	55,831	9,731	25,373	28,947	56,761
Electrical	20	-	-	-	-
Electrical -Lighting	12,351	-	-	-	-
Elevators	207,484	21,635	12,270	23,780	13,300
Kitchens	50,091	-	-	-	-
Lighting	24,406	-	-	-	-
Exterior Compactors	21,253	11,250	27,744	31,498	51,225
Fire Alarm	6,924	2,220	185	1,665	-
Furniture/Equip	14	-	-	-	-
Garbage Disposal	18,529	-	-	-	-
Interior Compactors	2,851	2,677	8,738	7,350	16,254
Miscellaneous	4,786	1,737	722	305	-
Section 504	835	-	675	-	-
Vehicles	310	-	-	-	-
Contingency	2,765	-	-	-	-
Front Line Costs	1,000	256	-	-	-
CCTV-Layered Access	57,444	18,165	7,930	27,458	21,662
Entrances-Exits	2,100	-	-	-	-
Brickwork	115,546	63,900	49,408	71,477	73,491
Brickwork-Roofs	45,146	-	-	-	-
Community Center Renov	67,318	-	-	-	-
Foundations	15,804	-	-	7,000	-
General Construction	520,885	475,559	281,371	210,000	210,000
Grounds	38,459	5,550	-	-	-
Major Renovation	295,798	-	-	-	-
Roofs	252,593	61,000	111,000	111,000	111,000
<b>Subtotal CPD Programs</b>	<b>2,621,473</b>	<b>810,017</b>	<b>647,728</b>	<b>574,211</b>	<b>571,443</b>
<b>Other Capital-Eligible Costs</b>					
Management Fees	55,175	55,175	55,175	55,175	55,175
Contingency	10,383	726	727	747	2,040
Debt Service	119,535	59,774	59,773	59,772	59,772
Reimb To Operate	115,047	116,475	110,350	110,350	110,350
Rad Transfer	1,026	-	-	-	-
<b>Subtotal Other Capital-Eligible Costs</b>	<b>301,166</b>	<b>232,150</b>	<b>226,025</b>	<b>226,043</b>	<b>227,336</b>
<b>Total Capital Plan</b>	<b>3,239,274</b>	<b>1,132,448</b>	<b>964,034</b>	<b>890,516</b>	<b>887,749</b>

### **Use of Capital Funds**

NYCHA plans to spend \$3.239 million for capital improvements during FY 2020. These funds are spent on construction as well as non-construction projects and programs.

### **Non-Construction Projects and Development Programs**

In FY 2020, NYCHA will spend \$619 million on non-construction projects. Such projects include the installation of energy efficient technology, upgrades to computer systems, lead and asbestos abatement, and painting stairwells.

### **Capital Projects Programs**

In 2019, NYCHA made meaningful progress towards its goals of rehabilitating and upgrading housing assets.

### **Completed Projects**

NYCHA's Capital Projects Division (CPD) succeeded in completing capital work at 132 developments in 2019, valued at \$248.8 million, impacting more than 90,000 families. There is ongoing construction at 183 developments, totaling \$1.45 billion, impacting over 130,000 families. The projects in the CPD portfolio include jobs funded primarily by Federal, State, and City partners. There is also Energy Performance Contract (EPC) funding of approximately \$122.8 million primarily for boiler replacements, heating controls, and lighting efficiency. The projects completed in 2019 and ongoing work include improvements to playgrounds, security enhancements, remediation of crawl spaces, apartment renovations, boiler replacements, and fortifying NYCHA's building envelopes. Below are NYCHA's selected capital projects highlights and accomplishments for 2019.

### **Special Programs Initiatives**

#### ***Mayoral Roofing Initiative:***

The Mayoral Roofing Initiative, originally consisting of thirteen phases, was consolidated by the Office of Management and Budget to be completed in 8 tranches due to the successes of the program. It provides a total of \$1.4 billion to replace aging roofs and to improve the lives of approximately 175,000 NYCHA residents in 949 buildings. Replacing the roofs will make buildings cooler and consume less energy as well as protect from water leakage to apartments. Upon completion, NYCHA will be out of deferred maintenance and into life-cycle costs on roofing.

**Status:**

Tranche I:

- Completed in 2018 roof installations at 65 buildings at six developments.

Tranche II:

- Construction has been completed at 52 buildings at 7 developments.
- Legal issues Breukelen have delayed the completion of 26 roofs.

Tranche III:

- Construction has been completed at all 7 buildings at Borinquen Plaza II
- Construction has started at 9 developments. Forty-six (46) buildings have been completed. The remainder of 48 buildings will be completed by the end of 2020.

Tranche IV:

- This Tranche comprises 134 roof replacements at 12 developments. The projected start dates for these projects range from February 2020 to June 2020.

Tranche V:

- There are 8 developments with a total of 111 roofs to be replaced. These projects are in varying stages of Design.

**Local Law 11:**

Pursuant to the Department of Buildings regulations, NYCHA proposes to repair the unsafe buildings and comply with NYC Local Law 11 requirements to repair all unsafe conditions found at the exterior walls of all NYCHA owned buildings city wide. All buildings higher than six (6) stories are required to be inspected once every five years. Upon filing an UNSAFE report, the owner, or person in charge, shall immediately commence such repairs or reinforcements as required to secure the safety of the public and make the facades conform to the provisions of the administrative code (RCNY §103-04). All unsafe conditions shall be corrected within thirty (30) days from the submission of the report (RCNY §103-04). Property owners must repair dangerous conditions within 90 days of filing a technical report (NYC DOB FISP).

- A total of 105 buildings were completed at a cost of \$49.4 million by the end of 2019.
- Completed inspection at 1,511 buildings (100%) of Cycle 8 of LL11 buildings.
- Increased the number of safe buildings in Cycle 8 from 184 to 607.

- Received authorization for approximately \$70 million.
- Expended approximately \$49 million for repair work and approximately \$12 million on sidewalk sheds. In 2019, 62,280 LF of sheds were installed
- Removed approximately 47,452 LF of sidewalk sheds in 2019.

#### Security Enhancements:

- Completion of 1 MAP CCTV site and 2 MAP LAC sites in 2019
- Completion of 10 Non-MAP CCTV projects and 3 LAC projects 2019 with predominantly City funding of approximately \$5 million

#### Quality of Life:

- Completed 4 grounds and landscaping projects.
- Completed structural upgrade to 5 senior\daycare centers

### ***Energy & Sustainability:***

#### **Energy:**

- Continued construction for four active energy performance contracts totaling \$271.8 million. Scope of work includes Whitman and Patterson boiler replacements, new BMS and heating controls including apartment temperature sensors at 58 developments; LED lighting upgrades (apartment & public space) at 70 developments; and Soundview domestic hot water (DHW) decoupling from central boiler plants.
- AC Pilot: Began installation of smart AC at Meltzer Tower in August. To date, 180 air conditioners have been installed.
- Entered into \$3.7 million in Weatherization Assistance Program Agreements at 9 developments
- In collaboration with NYSERDA finalized request for proposals to select a design team for retrofitting one building to achieve near net-zero energy performance.
- Procured four Energy Service Companies (ESCO) to implement future energy performance contracts.

## Sustainability:

- On December 23, 2019, NYCHA signed the first solar lease with Bright Power, Inc. and Sol Purpose to develop approximately 2 MW of community-shared solar on 27 rooftops in Queensbridge North and South. This project, a part of NYCHA's ACCESSolar program, projects to hire 12 temporary full-time residents for installation and subscriber outreach.
- Sustainability installed food waste disposals to reduce organic waste from household waste streams, eliminate food sources for pests and divert organic materials from landfills in 676 units at 3 developments.
- Enlarged ground-floor trash chute doors were installed at 12 developments, bringing the NYCHA total to 40 completed developments. These enlarged doors will make it more convenient to dispose of larger trash bags for compaction in existing interior compactors rather than dumping trash bags outside.
- Through a contract with DSNY, GrowNYC is implementing a program to address recycling, waste management and related operational issues at 12 NYCHA developments in the NRR zones. The goal is to address all facets of waste management – from generation of trash and recycling to sorting, hauling, storage, disposal and pick up at selected developments through education and additional resources.
- In partnership with NYCHA Ideas42 conducted an applied research project to understand and address quality of life issues including improper disposal of household trash and pet waste at 27 developments. The study demonstrated that improved access to trash disposal infrastructure, supplemented by behaviorally informed communications, significantly reduced the amount of trash, litter, and dog waste on the grounds of NYCHA developments.
- NYCHA installed cardboard balers at nine developments to prepare cardboard for recycling by DSNY and remove it from bulk waste streams sent to landfills.
- Sustainability kicked off the development of a Climate Adaptation Plan, focused on developing strategies physical enhancements (e.g. flood barriers, backup generators, cooling systems, etc.) to its portfolio that will help protect residents against future climate risks.
- NYCHA received a grant for \$198,719.25 from FEMA to develop a shovel-ready project proposal for a water square at the Clinton Houses in East Harlem. The project, which is part of a larger East Harlem resiliency plan, serves as a place making tool for the larger community while reducing the effects of flooding along the 106th street corridor. The project is being developed in collaboration with DEP, who is providing a \$66,240 local match.



## Information Technology

NYCHA's Information Technology (IT) Department continues to make significant service improvements for both our internal and external customers through the implementation of advanced technologies including mobile and self-service technologies. NYCHA continues to be recognized as a technology leader. In 2019, NYCHA was awarded two Regional Awards of Merit from the National Association of Housing and Redevelopment Officials (NAHRO) at their Summer Conference held in Boston, Massachusetts on July 11, 2019.

- Shanna Castillo of NYCHA's Office of Resident Economic Empowerment and Sustainability and Venkata Chitrapu, of NYCHA's IT Department, received the award for Resident Economic Empowerment and Sustainability in the category of Resident and Client Services.
- Venkata Chitrapu, of NYCHA's IT Department, received the award for NYCHA's IVR and KIOSK Self Service System in the category of Administrative Innovations.

Below are some of the highlights and status of key technology initiatives.

### Maximo and Handhelds

In 2019, NYCHA entered in an agreement with HUD and the Southern District of NY to engage in a series of reforms and milestones aimed at improving health, safety, and quality of living throughout NYCHA properties. In support of this agreement, NYCHA's has implemented the following improvements to Maximo:

**Robocalls.** Supporting the new Planned Outages policy of scheduling robocalls 60 hours prior to a scheduled outage; not allowing residents to cancel work orders related to lead, mold, leak or flooding. In addition, the system will prevent work orders from being closed for "tenant not home" when certain failure code and problem code conditions are met for apartment locations.

**Lead paint issues** were also at the forefront. To support NYCHA's new lead-related initiatives Maximo now tracks visual assessment certifications using a daily feed from Human Resources and Data Warehouse. In 2019, NYCHA deployed the new Lead Universal Dashboard. Users can view the latest progress on lead-based paint visual assessments by category, including 2018 visual, 2018 child under 6, CCOP category 1, newly created inspections for HUD, etc. Users can drill down to see data for each property management; users can further drill down to see open remediations or inspections work orders. In addition, enhancements were made to support XRF-related work orders:

- XRF QA Monitor and Re inspection work orders are now generated and configured for NYCHA handheld devices.

- Tenant notices and robo-calls providing notice ahead of scheduled work.
- 2019 Annual Visual Assessments - Capture of the visual assessment details on the NYCHA handheld device.
- Auto-generation of follow-up inspection work orders and abatement/remediation/dust wipe work orders based.
- XRF Positive Result Process; Pre-renovation Acknowledgment Form; and functionality to capture the EPA Pre Acknowledgement and EPA Post checklist on handheld.
- Identifying in EBLL work orders when a child under 6 lives in or frequents the apartment.
- Maximo now tracks visual assessment certifications using a daily feed.
- Bare Soil remediations on NYCHA playgrounds that could pose a potential lead hazard.
- Elevators. Deployed improvements to the management and reporting of elevator issues, including:
  - Streamlining the process of closing elevator parent work orders where there are no other child work orders open.
  - Allowing users to create children WOs on life-threatening ELEVOOO work orders.
  - Mold: Continued to support the Authority-wide Mold 2.0 rollout.
  - Implemented additional enhancements for Mold process, including requiring and allowing for photos and improved reporting. Child work orders prevented from being created once a mold inspection generates a QA work order, and improved scheduling of superintendent 4 hours in advance, replacing the 7-day restriction.
  - Enhancements related to Mold include automated escalation emails when mold work orders related to Local Law 55 Violations are open more than 21 days and added a requirement for users to answer ventilation questions upon arrival at an apartment for a Mold Inspection work order.
  - Create a new owner group “OMAR” for mold work orders; added a flag for Capital Work on work orders that have repeat repairs in an apartment.
- Heating:
  - New report in Maximo that displays all boiler and tank room assets for all locations.
  - Updates to Heating Outage reporting logic to more accurately track heating outage durations.
- Pests/Exterminators:
  - Enhance to the Pesticide Usage screen to allow users to select the room and specific place of application for each pesticide used. This is a compliance requirement for all exterminator CM work orders on the Handheld.

- Targeted Relief: Introduced Targeted Relief inspections and new functionality to be applied for all units that have more than one pest infestation complaint verified by NYCHA staff within twelve months.
- Implemented interim solution and new dashboard to support “Blitz” initiative, to track and complete extermination inspections on both Maximo and handhelds.
- Daily Buildings and Grounds Inspections - Building Supervisors must complete inspection checklists for Buildings, Grounds, and Playgrounds tasks every 24 hours (HUD requirement). Work Orders remain open for 1 month before auto-closing.

Human Resources: Overtime Approval released to production. This enhancement automates approvals for unplanned overtime with a multi-level approval process available for both desktop and handhelds. It also streamlines the process by providing reporting capabilities to track requests and match approvals to time sheet submissions.

Additional dashboards created for Daily Building, Grounds, Playgrounds Inspections, Door Sweeps, Mold. New reports for PAIS (Pests) and Heating.

EPA - RRP Record Retention – Enhancements include:

- Users cannot close CM work orders unless they attach the EPA pre-renovation and EPA post-renovation forms.
- Users to enter the estimated date and time they will complete the work.
- Users are required to enter results of a dust wipe and indicate Pass or Fail.

Maximo Inventory: Working with NYCHA’s Materials Management and Operations Departments, IT successfully completed development of storeroom inventory redesign, supporting the deployment of a new inventory process and improved underlying technology.

Other:

- Live with integration between Maximo and Jurisdiction Online.
- NYCHA receives heating asset deficiencies identified by C.N.A. insurance via Jurisdiction Online (JOL) to identify, track and resolve deficiencies before they become violations.
- Corresponding inspection WOs are automatically created to track deficiencies with info identified by C.N.A.
- If needed, manually created child Corrective Maintenance WOs track resolution of deficiencies.
- Improved tracking and handling of boiler asset deficiencies reported by C.N.A in Maximo.

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- Corresponding inspection WOs are automatically created to track deficiencies with info identified by C.N.A.
- If needed, manually created child Corrective Maintenance WOs track resolution of deficiencies.
- Improved tracking and handling of boiler asset deficiencies reported by C.N.A in Maximo.
- Part of heating-related compliance initiatives, as requested by City Council, Mayor's Office and other agencies.
- Live with third-party vendor National Grid using Maximo. National Grid users have the ability to use Maximo desktop to access and close National Grid owner group work orders.
- Warranty data migrated from APEX into Maximo, so that all work orders created for assets/ locations under warranty will be flagged. The "Warranties Exist" field shall be checked and banner/ message will be displayed on affected Work Orders in Maximo.
- Live with third-party vendor National Grid using Maximo. National Grid users have the ability to use Maximo desktop to access and close National Grid owner group work orders.

## **Siebel**

Also, in support of HUD guidance and milestones, Siebel has been upgraded with improved features:

- Complaint Management for Compliance Department: Went live with this project to maintain a forum for employee, contractor, and resident complaints (including anonymous complaints) regarding compliance issues and action taken on such complaints as appropriate.
- Compliance Web Project: Developed and deployed new Siebel-Webform for Compliance, EH&S, and Quality Assurance Depts to capture complaints about poor quality/incomplete repair and issue reoccurred after repair.
- Lead Disclosure: Implemented the logic to generate the Lead - Notice of Hazard Reduction letter from Siebel. Deployed changes to support Lead Disclosure requirements by displaying the sample Lead disclosure forms in the Self-Service Portal.

- Mold: Developed and deployed the CCC triage questions for Mold. Deployed changes to not allow any child tickets of Mold to be cancelled/closed from Siebel.
- Chair's Office Correspondence / Monitor Queries – Legacy correspondence system retired, and functionality integrated into Siebel.
- Continued to enhance the Self-Service Portal with the following changes,
  - Deployed the Quality of Life functionality on Siebel Public Service and Self-service application. The residents can now report non-violent, unlawful behaviors that affect the sense of well-being and public safety.
  - Ingersoll Section 8 Application: Deployed the changes in production for accepting the Ingersoll Section 8 application via Self-Service portal.
  - Tenant Complaints: Deployed the process to capture complaints by residents against NYCHA staff members.
  - CUNY Scholarship: Deployed a Siebel self-service application to provide the ability for Public Housing residents and Section 8 LLC residents to apply for CUNY Scholarships.
  - PH Annual Notices: Created new screen in Siebel to save load the Annual Survey questions/answers in Siebel for the year 2019. Siebel worked on creation of the maintenance work orders for the installation/repair of the window guards.
  - Heat and Hot Water: Project gave tenants the ability to let NYCHA know if heating outage restorations worked and if not, so that NYCHA could take immediate-action to fix the issue by creating required tickets.
- NYCHA IT continued to support the Leased Housing Program with the following initiatives:
  - Deployed functionality for Leased Housing voucher holders and staff to submit changes for Head of Household, Family Composition, and other profile details.
  - Deployed enhancements to implement the Permission Category for Leased Housing Department's policy on occupancy and succession and the associated HAP (Housing Assistance Payments) calculations.

- Fast Act Implementation Plan: Deployed logic support the HUD Streamlined Certification of Fixed Income policy to the Leased Housing Department Annual Recertification process.
- Deployed new and enhanced Reasonable Accommodation (RA) functions for residents and applicants. Final versions of the RAD conversion letters for Brooklyn Bundle were sent out to tenants through back file conversion process. A total of 1,256 letters were sent.
- RAD Portal: Deployed Self-Service portal functionality to allow Public Housing/Active/Prelim waitlist applicants to apply for Section 8 RAD developments.
- Ingersoll Application: Deployed portal to accept applications for Ingersoll Senior development.
- Change of Head of Household/Profile change for Section 8: Deployed the Siebel Self-Service portal changes to allow tenant request the changes to the Head of the household and/or profile updates. Also, implemented the process on the Employee portal for the NYCHA staff to review and approve request.

### **Self-Service Kiosks**

New kiosks have been added to NYCHA's walk-in centers, allowing for shorter waits and improved access to accounts and services.

### **Digital Van**

In 2019, NYCHA expanded its fleet with a fourth Digital Van. These mobile connectivity stations allow residents to access wireless broadband internet, allowing them better access to NYCHA services as well as other important resources, like research, job hunting, and education.



Third Digital Van at the LaGuardia Houses on the Lower East Side.

## **Owner Extranet**

During 2019, NYCHA also upgraded the Owner Extranet, the online portal for NYCHA Section 8 Owners. Deployed following New functionality:

- Allow owners to view upcoming inspections, tenant recertification dates, problems with repair certifications, and to resubmit rejected certifications of repairs.
- Allow Owners to view inspection related photos

In addition, NYCHA deployed changes to block submissions of certifications of repairs for 24-hour violations in public spaces.

## **Customer Contact Center Interactive Voice Response (IVR)**

Deployed the Outbound-Callback (Virtual Hold) feature to NYCHA's Customer Contact Center (CCC) Production environment, which offers NYCHA customers a convenient option to have a NYCHA Representative call them back at a more appropriate time. This Callback feature improves the efficiency of NYCHA's CCC staff, by reducing their queue and Average Speed to Answer (ASA), and provide better customer experience for callers into NYCHA's Customer Contact Center.

## **Support for Infrastructure at Development Management Offices**

VoIP Phone Deployment to NYCHA Property Management Offices: Deployed Voice over IP (VoIP) phones to 145 sites, with more than 3,200 VoIP Phones installed, and approximately 1,700 users trained.

E-LAN: Converted networks to high-speed dedicated E-LAN services, for improved internet access, at close to 130 management offices and other Property Management sites.

## **IT Service Management (ServiceNow®)**

Deployed a new NYCHA IT Service Desk, powered by ServiceNow®, featuring a new Service Portal and Knowledge Base, with Incident Management and Problem Management functionality. The platform is available inside and outside the NYCHA network.

## **NYCHA Outages Web Page**

- Deployed publishing of upcoming planned outages.
- Integrated functionality required by the New York State Vital Services legislation to include additional information related to the current status of open Heat, Hot Water, Water, Elevator and Electric outages.

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## Heating Action Plans on NYCHA Website

- Published development heat actions plans on the Developments portal and Transparency page

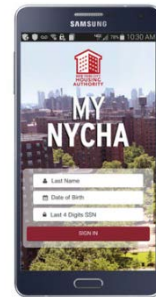
## XRF Testing Initiative on NYCHA Website

- Launched public facing web page to show XRF Lead-Based Paint Test results.

## MyNYCHA Mobile App

Deployed the following additional functionality:

- View tickets grouped by job
- View current Rent Bill
- Report Windows Issues in Heat/Hot Water Work Tickets
- View Lead Visual Assessments under inspections



## Workforce Management for Customer Contact Center

Deployed the Workforce Management (WFM) application to NYCHA's Customer Contact Center (CCC) Production environment, which allows for more efficient management of NYCHA CCC staff, along with enhanced performance metrics tracking and reporting. The WFM application enables streamline scheduling and administration of staffing resources, including management of CCC work shifts, CCC staff performance and feedback, providing customizable metrics reporting and analysis, such as calls handled, average handling time, staffing demand forecasting and planning.

## IT Security

This year, NYCHA's IT Department completed 8 major initiatives aimed at strengthening cybersecurity and awareness throughout the organization.

- Encrypted Data to protect sensitive Personally Identifiable Information (PII)
- Implemented a 24/7 Managed Security Service (MSS) to monitor NYCHA's IT
- Implemented an Artificial Intelligence (AI) capability
- Implemented Symantec Altiris, allowing for automated Inventory/Security and OS patching



- Implemented a Cloud Access Security Broker (CASB) solution for cloud IT Security monitoring, to protect data and security for Office 365 and Symantec.
- Implemented the Tripwire application to Automate IT change management
- Implemented AppGuard, an additional end-point protection to prevent virus / ransomware attacks on all NYCHA field endpoints and Windows 7 Machines.
- Established a shared Cyber-Awareness Training Program to train employees on best practices to safeguard against potential security threats.

### **eBuilder**

This year, NYCHA completed work on migrating functionality for the Primavera project management software used by the Capital Projects Department over to a cloud-based solution powered by eBuilder. This follows with a broad strategy for NYCHA to migrate services to cloud-based solutions wherever feasible.

### **Compliance Management**

The rollout of new cloud-based software for Site Compliance was completed in 2019. The new system, SiteCompli, improves the efficiency of managing regulatory compliance violations issued by NYC and New York State agencies. The use of Open Data public portals aims to identify and manage these violations in a timely and cost-effective manner.

### **Two-Way Radio Handsets**

NYCHA has upgraded its two-way radios, deploying over 3,500 new handsets for our Executive, ESD and NYCHA OEM vehicle fleet.

### **Floor Switches**

Aging network switches were replaced and upgraded across the 90 Church St, Long Island City, and Borough Management offices.



## Financial Comparison: FY 2018 vs. FY 2020

Table 2 below provides NYCHA's actual capital expenditures for FY 2018, the Adopted Budget for FY 2019 and the FY 2020 Budget by managing Department.

**Table 2: Comparison of FY 2018 and FY 2020 Budgets  
(\$'000)**

	FY2018	FY2019	FY2020	Variance
	Actuals	Adopted Budget	Budget	FY18 vs FY19
<b>Non-CPD EVP Programs</b>				
Administration	-	3,496	3,346	150
Chair	-	1,000	1,000	0
Community Engagement & Partner	-	120	120	0
Healthy Homes	-	-	122,600	(122,600)
Information Technology	14,912	40,335	32,793	7,542
Operations	4,707	105,746	156,525	(50,778)
Safety & Security	-	-	55,175	(55,175)
<b>Subtotal Non-CPD EVP Programs</b>	<b>19,619</b>	<b>150,698</b>	<b>371,559</b>	<b>(220,861)</b>
<b>CPD Programs</b>				
A and E	43,256	313.89	2,203.86	(1,890)
Consulting Costs	230	-	20,000.00	(20,000)
CM Fees	37,162	24,398.59	955.33	23,443
Energy	687	37,600.00	42,024.78	(4,425)
Boilers	115	178,015.56	475,630.92	(297,615)
Fuel Oil Tanks	6,273	-	1,567.51	(1,568)
Heating	20,886	182,586.68	107,162.04	75,425
Plumbing	27,606	139,923.10	147,660.69	(7,738)
IT Hardware and Software	13	3,659.62	3,723.62	(64)
Bathrooms	98	20,000.00	55,830.75	(35,831)
Electrical	-	20.00	20.00	0
Electrical_Lighting	1,326	74.38	12,351.27	(12,277)
Elevators	1,717	75,996.91	207,483.97	(131,487)
Interior Doors	-	-	-	0
Kitchens	-	50,091.00	50,091.00	0
Lighting	17,916	24,736.35	24,406.01	330
Environmental	66	-	-	0
Exterior Compactors	-	7,167.79	21,253.38	(14,086)
Fire Alarm	1,181	5,302.00	6,924.12	(1,622)
Fire Escapes	499	29.14	-	29
Garbage Disposal	411	21,719.22	18,528.93	3,190
Interior Compactors	42	4,507.80	2,851.04	1,657
Miscellaneous	3,350	97.72	4,786.23	(4,689)
Section 504	2,515	942.05	834.99	107
Vehicles	-	310.00	310.00	0
Contingency	-	1,246.84	2,765.17	(1,518)
Front Line Costs	1,626	2,276.40	1,000.00	1,276
CCTV_Layered Access	16,352	32,456.89	57,444.23	(24,987)
Entrances_Exits	457	3,642.00	2,100.00	1,542
Intercoms_Security	533	-	-	0
Brickwork	51,130	91,796.95	115,545.96	(23,749)
Brickwork_Roofs	61,676	242,725.73	45,146.08	197,580
Community Center Renov	11,443	51,243.25	67,318.12	(16,075)
Foundations	-	30,060.00	15,803.68	14,256
General Construction	469,944	928,516.66	520,885.34	407,631
Grounds	5,388	28,474.00	38,459.00	(9,985)
Major Renovation	22,959	353,861.26	295,798.28	58,063
Roofs	10,978	255,497.86	252,592.90	2,905
<b>Subtotal CPD Programs</b>	<b>817,830</b>	<b>2,799,290</b>	<b>2,621,459</b>	<b>177,830</b>
<b>Other Capital-Eligible Costs</b>				
Management Fees	6,247	14,369	115,047	(100,677)
Contingency	5	-	-	0
Debt Service	-	-	198	(198)
Reimb To Operate	-	-	23	(23)
Consulting Costs	-	-	806	(806)
Rad Transfer	65,251	145,062	301,166	
IT Hardware and Software	65,251	145,062	301,166	(156,104)
<b>Subtotal Other Capital-Eligible Costs</b>	<b>136,754</b>	<b>304,493</b>	<b>718,405</b>	<b>(413,912)</b>
<b>Total Capital Plan</b>	<b>974,204</b>	<b>3,254,481</b>	<b>3,711,423</b>	<b>(456,943)</b>

### Rollover Policy

NYCHA's policy regarding unspent capital funds is to roll them over to the next fiscal year. This allows departments to continue their projects using unspent funds from the previous year as part of the current year's budget.

### Capital Revenue Budget

The largest capital revenue source for NYCHA is HUD. The Federal Quality Housing and Work Responsibility Act of 1998 created the Capital Fund Program (CFP), which has been the primary vehicle through which HUD has allocated modernization and other capital funds to PHAs. NYCHA's FY 2020 Capital Budget of \$7.114 billion dollars included in this Plan, 47% is from Annual Federal Capital Grants, 39% is from City of New York, 6% is from State, 5% related to disaster recovery, and 1% comes from other sources.

As structural improvements to the building envelope are made, we expect to see a reduction in our operating expenses.

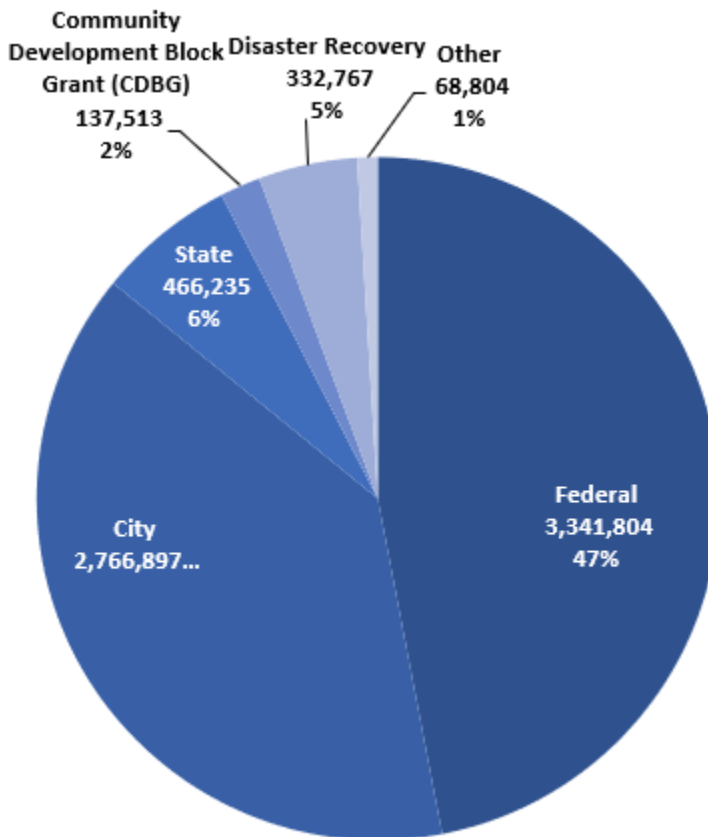
### Capital Fund Program (CFP)

Under NYCHA's HUD-funded Capital Fund Program, or CFP, a new grant is awarded each year. Each award typically has a term of four years. Due to overlapping terms, NYCHA has four to five awards open at any time. HUD requires that these awards be 90% to 100% committed within two years of the start date and 100% expended within four years. Table 4 lists the open CFP grants which will support the FY 2020 Capital Budget, included are the obligation and expenditure deadlines.

**Table 3: Summary of Open CFP Grants  
(\$000)**

<b>Grant/Award Name</b>	<b>Grant Award</b>	<b>Start Date</b>	<b>90% Obligation Deadline</b>	<b>Expenditure Deadline</b>
CAPITAL FUND 2014	296,237	5/12/2014	5/12/2016	5/12/2018
CAPITAL FUND 2015	306,356	4/12/2015	4/12/2017	4/12/2019
CAPITAL FUND 2016	318,733	4/12/2016	4/12/2018	4/12/2020
CAPITAL FUND 2017	346,326	8/16/2017	8/16/2019	8/16/2021
CAPITAL FUND 2018	528,246	5/29/2018	5/29/2020	5/29/2022
CAPITAL FUND 2019	551,749	4/15/2019	4/15/2021	4/15/2023

**Table 4: FY 2020 Capital Budget Sources  
(\$000)**



**Total \$7.114 billion**

## 2020 Initiatives

### *Federal Plan*

The Capital Projects Division will receive \$1.175 billion in new Federal Funding over the period from 2020 to 2024 for investment in NYCHA’s building portfolio. The projections over the upcoming years are summarized below.

### *Brick and Roof Projects*

For the FY 2020-2024 Capital Plan, \$321 million, or approximately 27% of the allocation of the Federal Plan, is targeted at building exteriors, including brick and roof projects. This work will ensure that building exteriors are watertight by replacing aging, deficient roofs and repairing brick façades. A significant portion of this funding will be allocated for Local Law 11 brickwork replacement projects at 60 developments. The remaining portion of this funding will support major exterior roof work at Sotomayor, Patterson, and

Dyckman developments. These sites have been prioritized based upon the Physical Needs Assessment (PNA) level of deficiencies and roof ratings, as well as an analysis of the volume of work order tickets.

### ***Heating & Plumbing***

Over \$309 million, or about 26% of the Federal Plan will be allocated to heating and plumbing projects.

Heating plant replacements are planned for 15 developments including: Bronx River, Butler, Dyckman and Saint Nicholas. These projects will fully replace heating plants and all ancillary equipment to optimize the total lifecycle investment, and to reduce fuel consumption. Underground steam distribution replacements are planned for 5 developments to ensure reliable and efficient heat delivery. The prioritization of these selected sites is based upon the assessment of conditions with regards to boiler equipment and underground piping age, volume of work tickets and availability of replacement parts. In addition, this allocation will be used for gas risers, roof tanks and underground fire/water lines at 23 developments.

### ***Elevators***

The funding for the elevator portfolio is \$81 million which is 7% of the Federal Plan. This allocation will be used to replace 126 elevators at 8 developments, including Queensbridge South, McKinley and Lafayette. Sites are prioritized based on conditions assessments.

One of the largest projects in the elevator portfolio is a comprehensive replacement of the 49 cars at Queensbridge South development. The architectural and engineering aspects are being funded federally and the physical work by New York State allocation.

### ***Safety & Security***

\$69 million or about 6% of the Federal Plan will be allocated for fire alarm and security systems. Of this amount, \$63 million is slated for inclusive security upgrade to install new main entrances, intercom and CCTV at 11 sites, including Woodson, Hernandez and Low Houses.

### ***Waste Management***

Over \$165 million, or about 14% of the Federal Plan will be allocated toward waste management projects.

This work is essential to the health, safety and welfare of residents and staff. Of this amount, \$28 million is planned for interior compactor replacement projects at 40 developments, including Wilson, Haber and Rangel. An additional \$137 million is planned for new waste yard and exterior compactor replacements at 86 sites, including La Guardia, 303 Vernon Avenue and Webster.

### ***Apartment Bathrooms***

The Federal Plan allocates approximately 13% of funding, \$157 million, for the renovation of bathrooms at Jefferson, Highbridge, Mitchel, and Pink developments. Each of these developments has a high number of work order tickets. Having completed building envelope work at these sites, allows NYCHA to invest wisely in the interior of the buildings.

### ***City Capital***

The City's capital projects portfolio being managed by CPD through 2024 is approximately \$2.7 billion. The funding is allocated for roof replacement, façade repairs, boiler replacement and related repairs, security enhancements, grounds improvement, and energy conservation measures.

In 2018, a commitment was made to NYCHA to provide \$200 million under the Mayoral Heating Initiative program for the installation of boilers, domestic hot water systems, and temperature controls. In that same year, NYCHA allocated \$156 million of the funds for boiler replacement for eleven developments. Design for those developments were completed in 2018 were awarded in 2019. Additionally, \$43.1 million, available in FY 2020, is being allocated to support heating plant upgrades at additional developments. These upgrades will include separation of domestic hot water from the heating system and installation of heat monitoring systems

As part of the Mayor's Waste & Pest Management Initiative NYCHA received over \$30 million in funds to replace or install exterior and interior compactors, excavate and clean basement crawl spaces and purchase bulk crushers. These measures will assist in reducing resident exposure to rodents, which studies have shown can trigger asthma attacks and spread communicable diseases.

### ***Brick & Roof***

The brick and roofing program is funded under the Mayor's \$1.3 billion roofing initiative. In 2020, the allocation is for \$319 million (23% of the 2020 budget). CPD has expedited the roofing replacement initiative through a more aggressive schedule from thirteen tranches down to eight. The objective is to shorten the delivery time for these replacements. Over the next 4 years, there will be an allocation of approximately \$182 million for each of the years to replace the roofs at the designated developments.

The schedule for 2020 is to continue to complete the remaining roofs in Tranche 3, with an expected completion date of December 2019 for six developments, with the remaining one development projected to be completed by October 2020. Tranche 3 is in progress: construction has started at seven of nine developments. The two remaining developments from Tranche 3 will begin construction by June 2019; and at least one will be completed by December 2019.

### ***Security Enhancement***

The City Plan has allocated approximately \$55 million (4%) of the 2020 funding to security enhancements, which include installation of CCTV/LAC and lighting across the City. Of these funds, over \$7 million funded by the Borough Presidents and City Council Members are planned for lighting. The current MAP CCTV/LAC projects at five developments are expected to be completed by December 2019. MAP CCTV and lighting work on Red Hook East and Red Hook West is expected to begin in the first quarter of 2021, after the completion of major work currently being done under the Recovery and Resilience program.

### ***Quality of Life***

In 2020, approximately \$128 million (9%) is being allocated to enhance the quality of life for NYCHA residents by improving the community facilities, and recreational centers and repair or replacement of playgrounds.

At Patterson, \$1 million in City funding has been allocated for two new bathrooms and a commercial kitchen renovation at the community center. The project is currently in the design stage.

Ongoing senior center projects include Vladeck and the Hudson Guild for a combined allocation of \$4.2 million projected to be completed by March 2020.

Approximately \$30 million has been allocated in 2020 for elevator repair and replacement.

As mentioned previously, the Mayor's Waste & Pest Management has an impact on the quality of life of the residents since it will provide additional funding for garbage disposal systems that will reduce the exposure to the infestation of rodents.

### ***Major Renovation***

\$10 million of Mayoral funding will be contributed towards the ongoing repairs to apartments at 8 developments putting them back on the rent roll so that more apartments are available for residents. Repairs in Whitman are expected to begin in 2019.

### ***Heating & Plumbing***

Approximately \$200 million is being provided through the Mayor's Heating initiative to address heating issues at 20 developments, impacting approximately 45,000 residents. This initiative includes boiler replacement, domestic hot water system, and heating controls. It is expected that this system of repairs as well as new system replacement will result in approximately \$5 million in energy savings.

Under this Plan, 39 boilers will be installed at 10 developments to alleviate the chronic outages previously experienced by residents. Heat and hot water systems will be modernized at twelve developments (ten developments receiving both boilers and domestic hot water (DHW) decoupling and two developments getting only DHW decoupling) where the hot water system will be separated from the boiler system. In addition, there are 7 developments that will be receiving only the heating controls component. The separation of DHW from the heating systems will permit the heating system to be turned off in summer months, enabling better preventive maintenance of the boilers as well as reducing wear on the boilers, thereby extending their useful life.

Gas riser replacements and underground fire and water line projects in excess of \$67 million are at various stages of the construction cycle. Developments impacted include Patterson, Castle Hill, Grant, Washington, Mitchel, and Van Dyke.

### ***Ventilation Modernization***

In 2017, the City committed \$20 million to modernize ventilation systems in 19 developments located in East Harlem as part of the East Harlem Rezoning portfolio. Proposals are expected by early March 2019. An engineering firm is being engaged for the design and preparation of construction documents, following which NYCHA will issue a Request for Proposals for the actual work. It is anticipated that the work will commence in the first quarter of 2020. These allocated funds will be spent between 2019 and 2021.

### ***Energy Programs:***

#### ***Energy Performance Contracts (EPC)***

- NYCHA set a goal of securing \$300 million in energy performance contracts funding by 2025. NYCHA is on track to exceed this goal by 2021. As of January 2020, NYCHA has received HUD approval of \$271.8 million for four energy performance contracts serving 70 developments. NYCHA expects to complete construction in 2020 for the four energy performance contracts.
- Will submit to HUD Ameresco A \$ 20 million revision for additional heating controls for Ameresco A energy performance contract.
- Will issue task orders to four IDIQ Energy Service Companies to begin energy audits for future energy performance contracts.

In 2016 NYCHA set a goal of securing \$30 million in Weatherization Assistance Program (WAP) by 2025. To date, NYCHA WAP contracts total \$13.9 million. WAP is a program of the US Department of Energy, administered by NYS Homes and Community Renewal. WAP provides grants of up to 80% of the cost of repairs and capital improvements that improve the energy efficiency of housing serving low-income



residents. NYCHA plans to enter into \$3 million Weatherization Assistance Program Agreements for the April 2020 – March 2021 program year.

### ***80x50 and Pilot Programs***

NYCHA is engaged in testing new technology to inform future capital investments toward meeting the City's goal of reducing Greenhouse Gases by 80% by 2050. In 2018, NYCHA prepared its participation in RetrofitNY, a deep-energy retrofit competition of the New York State Energy Research and Development Authority (NYSERDA). A NYCHA RetrofitNY RFP was issued in 2019. NYCHA also developed a pilot program to provide energy-efficient, smart AC units. In August 2019, 180 air conditioners were installed at Meltzer Tower. Through a partnership with the Mayor's Office of Sustainability and with funding from NYSERDA, NYCHA is designing a test installation of air-source heat pumps to provide both heating and cooling in another. NYCHA in collaboration with NYSERDA finalized request for proposals to select a design team for retrofitting one building to achieve near net-zero energy performance

In 2020, NYCHA in collaboration with NYSERDA Release RetrofitNY request for proposals for design team and begin passive house design at a NYCHA building.

Pilot installation of air-source heat pump for 7 top-floor apartments. Energy Department has engaged a mechanical vendor, AWL Industries, to do the installation work.

### ***Sustainability***

Waste Yard Redesigns and Recycling infrastructure: CPD redesigned exterior waste yards to eliminate in-kind replacements and incorporate facilities to store multiple waste streams, including recycling in an improved aesthetic design. In 2020 Sustainability will kick off design for the first six locations.

Develop Green Infrastructure Stewardship Program: NYCHA is developing a volunteer Green Infrastructure (GI) training and education program that promotes stewardship of vegetative GI through clean up as well as planting days and programming at Edenwald, Seth Low and Bronx River Houses.

Kick off of GI projects to mitigate Combined Sewer Overflow: Designs for the 15 phase II green infrastructure sites have been completed and filed with DOB. Construction kick off is scheduled for Cypress Hills and Pink Houses in early March 2020 with all other sites slated to begin shortly thereafter.

Release Climate Adaptation Vulnerability Assessment: This report describes NYCHA's vulnerabilities to climate change-induced hazards and how vulnerability varies across NYCHA's portfolio of properties. A vulnerability assessment provides the basis for prioritizing risks and developing a climate adaptation plan. It catalogues the major climate hazards projected for New York City, along with the physical, social, and

procedural characteristics that make NYCHA vulnerable to climate hazards in the coming decades.

**Install Waste Management infrastructure:** Sustainability awarded a task order to install interior compactors at 23 developments and enlarged hopper doors at an additional 23 developments, plus in-sink food waste disposers at one development.

**Kick off mattress recycling program:** Sustainability will release a Mattress Recycling RFP to procure mattress recycling services for up to 100 developments as funding allows. The first batch of sites will be selected for 2020 implementation after the contract is awarded.

**Complete first solar PV installations:** NYCHA is aiming to complete the first installations of rooftop solar PV arrays as part of NYCHA's Commercial Solar program.

### ***Recovery & Resilience***

In December 2015, NYCHA gained access to \$3 billion, the largest grant in Federal Emergency Management Agency (FEMA) history. Since then, NYCHA has been moving full steam ahead to get shovels in the ground on all critical Recovery and Resilience projects. To date, 3 developments have had major Sandy Recovery Projects substantially completed covering 27 residential buildings. As of the end of December 2019 NYCHA has awarded over \$2.98 billion in contracts related to Sandy Recovery and spent over \$1.7 billion. Every day, NYCHA is making tremendous strides to ensure its developments are protected in the face of climate change and that projects are progressing as quickly as possible. As of the end of 2019, NYCHA had active construction benefitting 234 buildings.

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- **Status of Construction**

- 3 developments complete.
- 30 major projects in progress (218 buildings benefiting).

- In 2020, NYCHA anticipates completing construction on 14 major resiliency contracts and starting up 5 new boiler plants.
- All construction anticipated to be complete in 2022.
- **Construction Milestones**
  - 139 roofs completed
  - 1,148 exterior lights installed
  - 931 CCTV cameras installed
  - 33 layered access control (LAC) systems at doors installed
  - 50 new annexes in progress
  - 26 new annexes completed
  - 142 hot water heaters installed
  - 54 boilers in place
  - 99 generators installed
  - 26 generators turned over and operational
- **Status of Funds**
  - \$3.26 billion total funding from HUD and FEMA
    - \$317 million CDBG-DR Award
      - \$251 million spent, \$66 million remaining to be spent
      - 90% of CDBG-DR Award expected to be spent by July 2020 (\$285 million)
      - Final 10% of CDBG-DR Award expected to be spent by April 2022 (\$32 million)
  - \$2.98 billion in contracts awarded
  - \$1.74 billion in work completed
    - Immediate Storm Response
    - Preliminary Construction
    - Design
    - Construction Management
    - Major Construction
    - Program Management
- **Status of Jobs**
  - Over 860 new section three positions created
  - 177 pre-apprenticeship training graduates (100% CDBG-DR funded)

In 2020, NYCHA will complete 14 additional Sandy Recovery contracts and will start up and commission 5 additional boiler plants. Every month additional investments are bringing benefits to the lives of NYCHA residents throughout the Sandy Recovery Program.

### ***Information Technology:***

In 2020-2024, the Authority will continue to leverage its investments in advanced technologies in support of the NYCHA's business vision and regulatory and compliance obligations. The following are the major initiatives that the Authority will undertake in 2020-2024 in information technology that improves service to our customers and stakeholders, and supports NYCHA's mission of providing safe, clean, and affordable housing and facilitating access to social and community services.

### ***Federal Plan***

#### ***Self-Service***

NYCHA will continue to maintain and support the Self-Service Kiosks which were deployed to NYCHA development management offices and Walk-In offices, and in 2024 complete a state-of-good-repair refresh of the devices.

#### ***Customer Relationship Management (CRM)***

Starting in late 2020, NYCHA will begin to deploy modernized Tenant Data and Rent Collection Systems to replace the legacy TDS, RCS, and TSAP systems with Siebel CRM and Oracle eBusiness Suite. The deployment will be paced over, with a number of developments being moved to production each month, over a six-to-nine month period.

In addition, in 2020, the Siebel system will be upgraded to Innovation Pack 18, which includes a more modern platform known as "Open UI." The Open UI framework will support an improved user experience for NYCHA users.

Also, in 2020, NYCHA will analyze and determine a roadmap for digitizing records related to Tenant Management, Law Matters, and Employees. The benefits of electronic folders include minimizing the time spent on finding and retrieving files, reducing the number of lost files and information, simplifying the sharing of files across departments, and improving privacy and recovery.

#### ***Maintenance Operations***

From 2020-2024, NYCHA IT will continue to support the Agreement entered into by NYCHA, HUD, and the Southern District of NY, by building functionality to support Maintenance Operations and Asset Management.

In addition, in 2020-2021, NYCHA will build on its successful Inventory Re-Design Project by implementing functionality to support Serialized Assets (refrigerators and stoves).

### ***Transparency, Reporting, and Compliance***

As a government entity, NYCHA is subject to various applicable laws governing the "Accessibility" of its technology communications and services to internal and external customers. In 2020, NYCHA IT will implement a Digital Accessibility compliance program to help assess IT assets and applications to ensure compliance with applicable Digital Accessibility laws.

### ***Finance and Procurement***

In 2021, NYCHA is scheduled for a State-of-Good-Repair upgrade to its financial system, Oracle eBusiness Suite, and archive its database files.

### ***Infrastructure and Information Security***

In 2019, NYCHA deployed 142 55-inch Smart Screens across its developments and offices. In 2020-2024, NYCHA will support and maintain the devices, and purchase new devices as needed for the business units. Also, in 2021, NYCHA will replace its Multi-functional Device printers (MFDs) with upgraded devices in all Central and field offices.

In 2020-2021, NYCHA continues the initiative to migrate critical business applications to the Cloud, including Oracle eBusiness, Siebel CRM, and Maximo Asset Management. In 2021, NYCHA IT will purchase additional Exadata Database Machine resources, with five years' support, to support the cloud migration. In addition, NYCHA will provide Linux Unix Application & Web Tier Virtualization & Cloud Training to upskill staff on managing Linux and Unix in the cloud. NYCHA IT will also provide staff with Cloud Based Testing & Training Services to ensure staff is prepared to support the new Cloud Infrastructure.

In 2022, NYCHA will initiate a State-of-Good-Repair desktop refresh, replacing over 6,000 desktop computers with Virtual Desktops. NYCHA IT will also replace end-of-life switches with current models.

Over the next five years, NYCHA IT will continue to support and maintain the VoIP phones that were deployed to the Borough Management and Development offices and deploy minor upgrades as needed. All VoIP phones at Central, Borough, and Development offices are scheduled for State-of-Good-Repair upgrades from 2021-2024.

Also, over the next five years, NYCHA IT Security Assessment and will implement new tools for as threats are understood.

# Capital Projects by Developments



As capital projects may span multiple years, the budgets in this section detail modernization work and corresponding budgets by development for FY 2020 - FY 2024. Capital budget information by development is arranged by borough.

**Table 1: FY 2020 Summary of Capital Budget by Borough**  
**(\$000)**

<b>Borough</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Totals</b>
Bronx	498,290	76,377	85,495	86,014	75,922	822,099
Brooklyn	596,148	262,433	57,915	76,736	73,419	1,066,651
Central Office	1,354,748	654,236	695,561	640,073	637,306	3,981,924
Manhattan	398,028	127,267	99,457	63,791	65,904	754,446
Queens	168,456	11,300	18,025	23,344	26,514	247,639
Staten Island	223,604	835	7,580	558	8,685	241,262
<b>Total NYCHA</b>	<b>3,239,274</b>	<b>1,132,448</b>	<b>964,034</b>	<b>890,516</b>	<b>887,749</b>	<b>7,114,021</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
<b>Bronx</b>							
1010 EAST 178TH ST	10314-LOCAL LAW11_AT_1010 E178TH	0	0	2,013	0	0	2,013
	1010 EAST 178TH ST Total:	0	0	2,013	0	0	2,013
1162-1176 WASHINGTON AVE	9748-INT COMPACTORS2_AT_1162-117	40	0	0	0	0	40
	1162-1176 WASHINGTON AVE Total:	40	0	0	0	0	40
ADAMS	8729-ELEVATORS_AT_ADAMS	7,387	0	0	0	0	7,387
	9300-GROUNDS2_AT_ADAMS	7	0	0	0	0	7
	9538-PLUMBING3_AT_ADAMS	0	0	0	4,287	0	4,287
	9622-FIRE PRO-ALARM_AT_ADAMS	185	0	0	0	0	185
	9987-EXT COMPACTORS_AT_ADAMS	204	0	0	0	0	204
	10481-EXT COMPACTORS2_AT_ADAMS	0	0	0	0	1,814	1,814
	10505-INT COMPACTORS_AT_ADAMS	0	0	0	0	503	503
	ADAMS Total:	7,783	0	0	4,287	2,317	14,388
BAILEY AVE - WEST 193rd ST	8277-SEC ENHANCEMETS_AT_BAILEY-W1	17	0	0	0	0	17
	9896-CCTV_AT_BAILEY-W193	500	0	0	0	0	500
	10480-EXT COMPACTORS_AT_BAILEY-	0	0	0	0	1,322	1,322
	BAILEY AVE - WEST 193rd ST Total:	517	0	0	0	1,322	1,839
BETANCES I	7719-CCTV_AT_BETANCES	25	0	0	0	0	25
	9862-GROUNDS_AT_BETANCES CC	250	0	0	0	0	250
	BETANCES I Total:	275	0	0	0	0	275
BOSTON ROAD PLAZA	9658-CC-UPGRADE3_AT_BOSTON RD C	1,000	0	0	0	0	1,000
	10538-ENERGY SMART AC_AT_BOSTON	500	1,000	1,500	1,000	0	4,000
	BOSTON ROAD PLAZA Total:	1,500	1,000	1,500	1,000	0	5,000
BOSTON SECOR	9090-GROUNDS4_AT_BOSTON SECOR	130	0	0	0	0	130
	10299-LOCAL LAW 11_AT_BOSTON SEC	0	0	0	8,054	0	8,054
	BOSTON SECOR Total:	130	0	0	8,054	0	8,184
BOYNTON AVE REHAB	10543-EXT COMPACTORS4_AT_BOYNT	0	1,200	0	0	0	1,200
	BOYNTON AVE REHAB Total:	0	1,200	0	0	0	1,200
BRONX RIVER	7772-GROUNDS_AT_BRONXRIVER	42	0	0	0	0	42
	9311-CC-UPGRADE3_AT_BRONXRIVER C	55	0	0	0	0	55
	9863-CC-UPGRADE2_AT_BRONXRIVER	1,000	0	0	0	0	1,000
	10399-BOILER_AT_BRONXRIVER A	1,165	10,489	0	0	0	11,655
	10434-HEATING2_AT_BRONXRIVER A	9,998	0	0	0	0	9,998
	10450-INT COMPACTORS_AT_BRONXRI	0	0	2,164	0	0	2,164
	BRONX RIVER Total:	12,261	10,489	2,164	0	0	24,914



**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
BRONX RIVER ADDITION						
9272-ROOFS_AT_BRONXRIVER A	2,184	0	0	0	0	2,184
9458-EXT COMPACTORS_AT_BRONXRIV	600	0	0	0	0	600
10113-ROOFS_AT_BRONXRIVER ADD	64	0	0	0	0	64
10575-INT COMPACTORS2_AT_BRONXR	0	0	1,241	0	0	1,241
<b>BRONX RIVER ADDITION Total:</b>	<b>2,848</b>	<b>0</b>	<b>1,241</b>	<b>0</b>	<b>0</b>	<b>4,089</b>
BRYANT AVE - EAST 174TH ST						
10555-ENE TEMP SENSOR_AT_BRYANT-	0	0	0	4,000	0	4,000
<b>BRYANT AVE - EAST 174TH ST Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>
BUTLER						
8857-SEC LIGHTING_AT_BUTLER	81	0	0	0	0	81
9020-SEC ENHANCEMENTS_AT_BUTLER	111	0	0	0	0	111
9898-GROUNDS2_AT_BUTLER	200	0	0	0	0	200
9933-ROOFS4_AT_BUTLER	14,640	0	0	0	0	14,640
10163-LOCAL LAW 11_AT_BUTLER	175	0	0	0	0	175
10176-GROUNDS3_AT_BUTLER	500	0	0	0	0	500
10292-ELEVATORS3_AT_BUTLER	14,400	0	0	0	0	14,400
10401-BOILER_AT_BUTLER	0	1,399	12,587	0	0	13,985
<b>BUTLER Total:</b>	<b>30,107</b>	<b>1,399</b>	<b>12,587</b>	<b>0</b>	<b>0</b>	<b>44,092</b>
CASTLE HILL						
7141-GROUNDS2_AT_CASTLE HILL	190	0	0	0	0	190
8851-SEC LIGHTING_AT_CASTLE HILL	977	0	0	0	0	977
9021-SEC ENHANCEMENTS_AT_CASTLE HIL	1,882	0	0	0	0	1,882
9292-PLUMBING3_AT_CASTLE HILL	10,138	0	0	0	0	10,138
<b>CASTLE HILL Total:</b>	<b>13,187</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,187</b>
CLAREMONT PARKWAY - FRANKLIN AVE						
10370-BRICKWORK_AT_CLAREMONT PK	0	0	0	2,013	0	2,013
10472-EXT COMPACTORS_AT_CLAREM	0	0	0	0	1,322	1,322
<b>CLAREMONT PARKWAY - FRANKLIN AV</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>1,322</b>	<b>3,336</b>
CLAREMONT REHAB GROUP 2						
8939-CC-UPGRADE_AT_MORRIS I	1,045	0	0	0	0	1,045
9316-SEC ENHANCEMENTS_AT_CLARE	39	0	0	0	0	39
<b>CLAREMONT REHAB GROUP 2 Total:</b>	<b>1,084</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,084</b>
CLAREMONT REHAB GROUP 3						
10371-BRICKWORK2_AT_CLAREMONT 3	0	0	0	4,027	0	4,027
<b>CLAREMONT REHAB GROUP 3 Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,027</b>	<b>0</b>	<b>4,027</b>
CLASON POINT GARDENS						
7142-GROUNDS2_AT_CLASON PT	52	0	0	0	0	52
<b>CLASON POINT GARDENS Total:</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52</b>
COLLEGE AVE - EAST 165TH ST						
9113-CCTV_AT_COLLEGE-E165	126	0	0	0	0	126
<b>COLLEGE AVE - EAST 165TH ST Total:</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126</b>
DAVIDSON						
7120-CC-UPGRADE_AT_DAVIDSON	290	0	0	0	0	290
10466-EXT COMPACTORS_AT_DAVIDSO	0	0	0	0	1,322	1,322

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
	<b>DAVIDSON Total:</b>	290	0	0	0	1,322	1,612
<b>EAGLE AVE - EAST 163RD ST</b>	10446-SECTION 5042_AT_EAGLE-E163	0	0	50	0	0	50
	10457-INT COMPACTORS_AT_EAGLE-E1	0	0	0	70	0	70
	10516-EXT COMPACTORS_AT_EAGLE-E1	0	0	0	0	1,322	1,322
	<b>EAGLE AVE - EAST 163RD ST Total:</b>	0	0	50	70	1,322	1,442
<b>EAST 152ND ST - COURTLAND AVE</b>	9655-FIRE PRO-ALARM_AT_E152ND-CO	185	0	0	0	0	185
	9901-CCTV2_AT_E152ND-COURT	275	0	0	0	0	275
	<b>EAST 152ND ST - COURTLAND AVE Total</b>	460	0	0	0	0	460
<b>EAST 165TH ST - BRYANT AVENUE</b>	10517-EXT COMPACTORS_AT_E165TH-	0	0	0	0	1,322	1,322
	<b>EAST 165TH ST - BRYANT AVENUE Total</b>	0	0	0	0	1,322	1,322
<b>EAST 173RD ST - VYSE AVENUE</b>	1082-ENTR/EXIT-DWEL_AT_E173RD-VY5	1,123	0	0	0	0	1,123
	<b>EAST 173RD ST - VYSE AVENUE Total:</b>	1,123	0	0	0	0	1,123
<b>EAST 180TH ST - MONTEREY AVE</b>	10228-GROUNDS2_AT_E180TH-MON	225	0	0	0	0	225
	10316-LOCAL LAW11_AT_E180TH-MON	0	0	2,013	0	0	2,013
	10443-SECTION 5042_AT_E180TH-MON	0	50	0	0	0	50
	10559-EXT COMPACTORS_AT_E180TH-	1,160	0	0	0	0	1,160
	<b>EAST 180TH ST - MONTEREY AVE Total:</b>	1,385	50	2,013	0	0	3,448
<b>EASTCHESTER GARDENS</b>	8275-SEC ENHANCMENTS_AT_EASTCHES	25	0	0	0	0	25
	9266-ROOFS3_AT_EASTCHESTER	2,270	0	0	0	0	2,270
	9534-HEATING3_AT_EASTCHESTER	500	0	0	0	0	500
	9537-FIRE PRO-ALARM_AT_EASTCHEST	185	0	0	0	0	185
	9857-BOILER_AT_EASTCHESTER	8,904	0	0	0	0	8,904
	10206-LOCAL LAW 11_AT_EASTCHESTE	0	0	0	4,027	0	4,027
	10334-CC-UPGRADE2_AT_EASTCHESTE	3,650	0	0	0	0	3,650
	<b>EASTCHESTER GARDENS Total:</b>	15,534	0	0	4,027	0	19,561
<b>EDENWALD</b>	9551-PLUMBING10_AT_EDENWALD	520	0	0	0	0	520
	9556-HEATING11_AT_EDENWALD	200	0	0	0	0	200
	6860-CCTV2_AT_EDENWALD	7	0	0	0	0	7
	9293-PLUMBING8_AT_EDENWALD	0	9,000	0	0	0	9,000
	9435-PLUMBING9_AT_EDENWALD	900	0	0	0	0	900
	9532-FIRE PRO-ALARM2_AT_EDENWAL	0	185	0	0	0	185
	9970-GARBAGE DISPOS5_AT_EDENWAL	927	0	0	0	0	927
	<b>EDENWALD Total:</b>	2,554	9,185	0	0	0	11,739
<b>FOREST</b>	8661-CC-UPGRADE_AT_FOREST	55	0	0	0	0	55
	8823-ROOFS2_AT_FOREST	17,297	0	0	0	0	17,297
	8918-CCTV_AT_FOREST	100	0	0	0	0	100

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9535-HEATING3_AT_FOREST	1,000	0	0	0	0	1,000
9972-GARBAGE DISPOS4_AT_FOREST	927	0	0	0	0	927
10033-LOCAL LAW 11_AT_FOREST	6,415	0	0	0	0	6,415
10383-BRICKWORK_AT_FOREST	0	0	0	0	2,013	2,013
10568-EXT COMPACTORS3_AT_FOREST	0	0	2,164	0	0	2,164
<b>FOREST Total:</b>	<b>25,794</b>	<b>0</b>	<b>2,164</b>	<b>0</b>	<b>2,013</b>	<b>29,971</b>
<b>FT INDEPENDENCE ST - HEATH AVE</b>						
8099-SECTION 504_AT_VARIOUS	0	0	500	0	0	500
8278-SEC ENHANCMENTS_AT_FT IND	6	0	0	0	0	6
8666-GROUNDS5_AT_FT IND	14	0	0	0	0	14
9443-ELEVATORS3_AT_FT IND	0	0	0	400	3,600	4,000
10071-HEATING2_AT_FT IND	482	1,006	9,100	7,778	0	18,366
10519-EXT COMPACTORS2_AT_FT IND	0	0	0	0	1,322	1,322
<b>FT INDEPENDENCE ST - HEATH AVE Tot</b>	<b>502</b>	<b>1,006</b>	<b>9,600</b>	<b>8,178</b>	<b>4,922</b>	<b>24,208</b>
<b>GLEBE AVE - WESTCHESTER AVE</b>						
9626-FIRE PRO-ALARM_AT_GLEBE-WES	67	0	0	0	0	67
<b>GLEBE AVE - WESTCHESTER AVE Total:</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>
<b>GRAVESEND</b>						
8331-SANDY RENO_AT_GRAVESEND	3,131	0	0	0	0	3,131
10475-INT COMPACTORS_AT_GRAVESE	0	0	0	0	1,079	1,079
<b>GRAVESEND Total:</b>	<b>3,131</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,079</b>	<b>4,210</b>
<b>GUN HILL</b>						
9676-PLUMBING2_AT_GUN HILL	520	0	0	0	0	520
9696-HEATING4_AT_GUN HILL	200	0	0	0	0	200
8945-GROUNDS3_AT_GUN HILL	200	0	0	0	0	200
9091-GROUNDS2_AT_GUN HILL	9	0	0	0	0	9
9566-FIRE PRO-ALARM3_AT_GUN HILL	0	185	0	0	0	185
<b>GUN HILL Total:</b>	<b>929</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,114</b>
<b>HIGHBRIDGE GARDENS</b>						
9372-LIGHTING2_AT_HIGHBRIDGE	50	0	0	0	0	50
10018-EXT COMPACTORS_AT_HIGHBRI	558	0	0	0	0	558
10291-ELEVATORS2_AT_HIGHBRIDGE	12,720	0	0	0	0	12,720
10562-BATHROOMS_AT_HIGHBRIDGE	0	0	0	0	3,146	3,146
<b>HIGHBRIDGE GARDENS Total:</b>	<b>13,328</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,146</b>	<b>16,474</b>
<b>HOE AVE - EAST 173RD ST</b>						
10020-LOCAL LAW 11_AT_HOE-E173RD	92	0	0	0	0	92
<b>HOE AVE - EAST 173RD ST Total:</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92</b>
<b>JACKSON</b>						
7629-PLUMBING3_AT_JACKSON	38	0	0	0	0	38
8405-BOILER_AT_JACKSON	6,466	0	0	0	0	6,466
9469-SECTION 504_AT_JACKSON	500	0	0	0	0	500
9985-EXT COMPACTORS_AT_JACKSON	204	0	0	0	0	204
10032-LOCAL LAW 11_AT_JACKSON	352	0	0	0	12,081	12,433
10124-ELECTRICAL3_AT_JACKSON	5,277	0	0	0	0	5,277

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
10127-ROOF55_AT_JACKSON	437	0	0	0	0	437
10436-ELECTRICALS_AT_JACKSON	7,000	0	0	0	0	7,000
10525-EXT COMPACTORS2_AT_JACKSO	0	0	0	0	1,814	1,814
<b>JACKSON Total:</b>	<b>20,274</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,894</b>	<b>34,169</b>
<b>JUSTICE SOTOMAYOR</b>						
9314-IT_AT_SOTOMAYOR CC	42	0	0	0	0	42
7286-MAJOR RENO2_AT_SOTOMAYOR	66,447	0	0	0	0	66,447
9135-CC-UPGRADE2_AT_SOTOMAYOR	500	0	0	0	0	500
9320-CC-UPGRADE3_AT_SOTOMAYOR	5,500	0	0	0	0	5,500
9341-SEC ENHANCEMENTS_AT_SOTOM	81	0	0	0	0	81
9638-FIRE PRO-ALARM2_AT_SOTOMAY	185	0	0	0	0	185
9967-GARBAGE DISPOS3_AT_SOTOMAY	927	0	0	0	0	927
9988-HEATING3_AT_SOTOMAYOR	2,454	22,087	0	0	0	24,542
10105-LOCAL LAW 11_AT_SOTOMAYOR	8,971	0	0	0	0	8,971
<b>JUSTICE SOTOMAYOR Total:</b>	<b>85,107</b>	<b>22,087</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>107,194</b>
<b>MARBLE HILL</b>						
8273-SEC ENHANCEMETS2_AT_MARBLE	1	0	0	0	0	1
9899-SEC ENHANCEMENTS2_AT_MARB	75	0	0	0	0	75
9910-GROUNDS3_AT_MARBLE HILL	139	0	0	0	0	139
10352-BOILER_AT_MARBLE HILL	13,738	0	0	0	0	13,738
<b>MARBLE HILL Total:</b>	<b>13,953</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,953</b>
<b>MCKINLEY</b>						
8276-SEC ENHANCEMETS_AT_MCKINLEY	8	0	0	0	0	8
8967-BOILER_AT_MCKINLEY	3,800	0	0	0	0	3,800
9439-ELEVATORS2_AT_MCKINLEY	10,100	0	0	0	0	10,100
9623-FIRE PRO-ALARM2_AT_MCKINLEY	185	0	0	0	0	185
9983-EXT COMPACTORS_AT_MCKINLEY	204	0	0	0	0	204
10366-LOCAL LAW 11_AT_MCKINLEY	0	0	0	5,034	5,034	10,067
10564-EXT COMPACTORS2_AT_MCKINL	0	0	0	1,758	0	1,758
<b>MCKINLEY Total:</b>	<b>14,297</b>	<b>0</b>	<b>0</b>	<b>6,792</b>	<b>5,034</b>	<b>26,123</b>
<b>MELROSE</b>						
8898-ELEVATORS_AT_MELROSE	8,535	0	0	0	0	8,535
8909-GROUNDS2_AT_MELROSE	179	0	0	0	0	179
9279-ROOF52_AT_MELROSE	1,410	0	0	0	0	1,410
9823-SEC ENHANCEMETS2_AT_MELROSE	3,000	0	0	0	0	3,000
9992-GARBAGE DISPOS2_AT_MELROSE	927	0	0	0	0	927
<b>MELROSE Total:</b>	<b>14,051</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,051</b>
<b>MIDDLETOWN PLAZA</b>						
5470-ELECTRICAL_AT_MIDDLETOWN SC	20	0	0	0	0	20
8274-SEC ENHANCEMETS_AT_MIDDLETO	27	0	0	0	0	27
<b>MIDDLETOWN PLAZA Total:</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47</b>
<b>MILL BROOK</b>						
8291-GC_AT_MILLBROOK	150	0	0	0	0	150
9106-GROUNDS3_AT_MILLBROOK	93	0	0	0	0	93

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9358-LIGHTING2_AT_MILLBROOK	40	0	0	0	0	40
9654-FIRE PRO-ALARM_AT_MILLBROOK	185	0	0	0	0	185
9871-GROUNDS4_AT_MILLBROOK	500	0	0	0	0	500
10174-SEC ENHANCEMENTS_AT_MILLBRO	300	0	0	0	0	300
10365-LOCAL LAW 11_AT_MILLBROOK	0	0	0	0	6,040	6,040
10428-PLUMBING2_AT_MILLBROOK E	2,000	0	0	0	0	2,000
10542-EXT COMPACTORS_AT_MILLBRO	0	0	0	0	831	831
<b>MILL BROOK Total:</b>	<b>3,268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,871</b>	<b>10,139</b>
<b>MILL BROOK EXTENSION</b>						
10508-INT COMPACTORS_AT_MILLBRO	0	0	0	0	72	72
10544-EXT COMPACTORS_AT_MILLBRO	0	0	0	0	1,322	1,322
<b>MILL BROOK EXTENSION Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,394</b>	<b>1,394</b>
<b>MITCHEL</b>						
9189-ELEVATORS_AT_MITCHEL	11,660	0	0	0	0	11,660
9347-SEC LIGHTING_AT_MITCHEL	22	0	0	0	0	22
9523-PLUMBING2_AT_MITCHEL	6,125	0	0	0	0	6,125
9743-BATHROOMS3_AT_MITCHEL	20,000	5,000	10,000	17,729	25,278	78,007
9976-GARBAGE DISPOS3_AT_MITCHEL	927	0	0	0	0	927
10409-BOILER_AT_MITCHEL	0	1,865	16,782	0	0	18,647
10429-PLUMBING3_AT_MITCHEL	0	0	2,000	0	0	2,000
10494-EXT COMPACTORS5_AT_MITCHEL	0	0	0	2,711	0	2,711
10504-INT COMPACTORS_AT_MITCHEL	0	0	0	0	719	719
<b>MITCHEL Total:</b>	<b>38,734</b>	<b>6,865</b>	<b>28,782</b>	<b>20,441</b>	<b>25,997</b>	<b>120,819</b>
<b>MONROE</b>						
8147-CC-UPGRADE_AT_MONROE	2,879	0	0	0	0	2,879
9044-CC-UPGRADE3_AT_MONROE	1,000	0	0	0	0	1,000
9116-CCTV_AT_MONROE	83	0	0	0	0	83
9927-ROOFS2_AT_MONROE	27,386	0	0	0	0	27,386
10177-CCTV2_AT_MONROE	2,506	0	0	0	0	2,506
10410-BOILER_AT_MONROE	0	1,279	11,509	0	0	12,788
10467-INT COMPACTORS_AT_MONROE	0	0	0	1,255	0	1,255
10493-EXT COMPACTORS2_AT_MONRO	0	0	0	1,758	0	1,758
<b>MONROE Total:</b>	<b>33,854</b>	<b>1,279</b>	<b>11,509</b>	<b>3,013</b>	<b>0</b>	<b>49,655</b>
<b>MOORE</b>						
9615-FIRE PRO-ALARM_AT_MOORE	185	0	0	0	0	185
9917-GROUNDS_AT_MOORE	1,200	0	0	0	0	1,200
10545-EXT COMPACTORS_AT_MOORE	0	0	0	1,282	0	1,282
<b>MOORE Total:</b>	<b>1,385</b>	<b>0</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>2,667</b>
<b>MORRISANIA</b>						
9147-SEC ENHANCEMENTS_AT_MORRISA	31	0	0	0	0	31
10548-EXT COMPACTORS_AT_MORRISA	0	0	0	0	1,322	1,322
<b>MORRISANIA Total:</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,322</b>	<b>1,353</b>
<b>MORRISANIA AIR RIGHTS</b>						
9441-ELEVATORS2_AT_MORRISANIA A	8,271	0	0	0	0	8,271

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9544-FIRE PRO-ALARM_AT_MORRISANI	380	0	0	0	0	380
9911-ELEVATORS3_AT_MORRISANIA A	2,000	0	0	0	0	2,000
9969-GARBAGE DISPOS5_AT_MORRISA	927	0	0	0	0	927
10411-BOILER_AT_MORRISANIA A	0	932	8,391	0	0	9,324
10535-EXT COMPACTORS2_AT_MORRIS	0	0	780	0	0	780
<b>MORRISANIA AIR RIGHTS Total:</b>	<b>11,578</b>	<b>932</b>	<b>9,171</b>	<b>0</b>	<b>0</b>	<b>21,681</b>
<b>MORRIS I</b>						
9141-GROUNDS_AT_MORRIS	725	0	0	0	0	725
9342-GROUNDS2_AT_MORRIS	210	0	0	0	0	210
9617-FIRE PRO-ALARM2_AT_MORRIS I	185	0	0	0	0	185
9849-BOILER_AT_MORRIS I	11,830	0	0	0	0	11,830
10175-LIGHTING_AT_MORRIS	250	0	0	0	0	250
10205-LOCAL LAW 11_AT_MORRIS I	0	16,200	0	0	0	16,200
<b>MORRIS I Total:</b>	<b>13,200</b>	<b>16,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,400</b>
<b>MORRIS II</b>						
9337-GROUNDS2_AT_MORRIS II	435	0	0	0	0	435
9850-BOILER_AT_MORRIS II	15,220	0	0	0	0	15,220
9861-ROOFS2_AT_MORRIS II	2,848	0	0	0	0	2,848
10532-EXT COMPACTORS2_AT_MORRIS	1,591	0	0	0	0	1,591
<b>MORRIS II Total:</b>	<b>20,094</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,094</b>
<b>MOTT HAVEN</b>						
9539-FIRE PRO-ALARM_AT_MOTT HAVE	185	0	0	0	0	185
10098-LOCAL LAW 11_AT_MOTT HAVE	0	0	0	4,027	0	4,027
10323-BOILER_AT_MOTT HAVEN	9,158	0	0	0	0	9,158
<b>MOTT HAVEN Total:</b>	<b>9,343</b>	<b>0</b>	<b>0</b>	<b>4,027</b>	<b>0</b>	<b>13,370</b>
<b>MURPHY</b>						
9133-GROUNDS_AT_MURPHY	300	0	0	0	0	300
9369-GROUNDS4_AT_MURPHY	250	0	0	0	0	250
<b>MURPHY Total:</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>
<b>PARKSIDE</b>						
9569-FIRE PRO-ALARM2_AT_PARKSIDE	0	0	0	185	0	185
10335-CC-UPGRADE2_AT_PARKSIDE	1,700	0	0	0	0	1,700
10552-ENERGY RetrofitNY_AT_PARKSID	0	0	0	2,000	0	2,000
<b>PARKSIDE Total:</b>	<b>1,700</b>	<b>0</b>	<b>0</b>	<b>2,185</b>	<b>0</b>	<b>3,885</b>
<b>PATTERSON</b>						
8786-BRICK/ROOFS_AT_PATTERSON	27,514	0	0	0	0	27,514
8858-SEC LIGHTING_AT_PATTERSON	189	0	0	0	0	189
8999-SECTION 504_AT_PATTERSON	10	0	0	0	0	10
9022-SEC ENHANCMENTS2 at PATTERSO	327	0	0	0	0	327
9246-PLUMBING7_AT_PATTERSON	7,600	0	0	0	0	7,600
9345-CC-UPGRADE2_AT_PATTERSON	1,000	0	0	0	0	1,000
9897-GROUNDS3_AT_PATTERSON	500	0	0	0	0	500
9974-GARBAGE DISPOS4_AT_PATTERSO	927	0	0	0	0	927
<b>PATTERSON Total:</b>	<b>38,067</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,067</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
<b>PELHAM PARKWAY</b>						
5772-CC-UPGRADE3_AT_PELHAM PKW	50	0	0	0	0	50
7636-HEATING2_AT_PELHAM PKWY	29,000	0	0	0	0	29,000
7774-SEC ENHANCEMETS_AT_PELHAM P	2	0	0	0	0	2
8747-SEC LIGHTING_AT_PELHAM PKWY	121	0	0	0	0	121
9568-FIRE PRO-ALARM2_AT_PELHAM P	0	0	0	185	0	185
<b>PELHAM PARKWAY Total:</b>	<b>29,173</b>	<b>0</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>29,358</b>
<b>RANDALL AVE - BALCOM AVE</b>						
9383-CCTV_AT_RAND-BALCOM	57	0	0	0	0	57
9634-FIRE PRO-ALARM_AT_RAND-BALC	185	0	0	0	0	185
<b>RANDALL AVE - BALCOM AVE Total:</b>	<b>242</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>242</b>
<b>SACK WERN</b>						
7773-GROUNDS4_AT_SACKWERN	19	0	0	0	0	19
9512-SECTION 504_AT_SACKWERN	250	0	0	0	0	250
<b>SACK WERN Total:</b>	<b>269</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>269</b>
<b>SAINT MARY'S PARK</b>						
8289-GROUNDS3_AT_ST MARY'S PK	176	0	0	0	0	176
<b>SAINT MARY'S PARK Total:</b>	<b>176</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>
<b>SEDGWICK</b>						
9052-ROOF53_AT_SEDGWICK	1,156	0	0	0	0	1,156
9484-PLUMBING2_AT_SEDGWICK	0	0	0	3,675	0	3,675
9636-FIRE PRO-ALARM3_AT_SEDGWICK	0	0	0	185	0	185
10215-ENTR/EXIT-DWEL2_AT_SEDGWIC	880	0	0	0	0	880
<b>SEDGWICK Total:</b>	<b>2,036</b>	<b>0</b>	<b>0</b>	<b>3,860</b>	<b>0</b>	<b>5,896</b>
<b>SOUNDVIEW</b>						
9315-IT_AT_SOUNDVIEW CC	42	0	0	0	0	42
7721-CCTV_AT_SOUNDVIEW	6	0	0	0	0	6
<b>SOUNDVIEW Total:</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>
<b>STEBBINS AVE - HEWITT PLACE</b>						
6868-GARBAGE DISPOS_AT_STEBBINS-H	5	0	0	0	0	5
8290-GROUNDS2_AT_STEBBINS-HEW	100	0	0	0	0	100
8734-ENERGY INIT_AT_STEBBINS-HEW	863	0	0	0	0	863
<b>STEBBINS AVE - HEWITT PLACE Total:</b>	<b>968</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>968</b>
<b>TELLER AVE - EAST 166TH ST</b>						
10372-BRICKWORK2_AT_TELLER-E166	1,800	0	0	0	0	1,800
<b>TELLER AVE - EAST 166TH ST Total:</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800</b>
<b>THROGGS NECK</b>						
8719-LIGHTING3_AT_THROGGS NK	6	0	0	0	0	6
9635-FIRE PRO-ALARM_AT_THROGGS N	0	0	0	185	0	185
9968-GARBAGE DISPOS6_AT_THROGGS	613	0	0	0	0	613
10138-EXT COMPACTORS_AT_THROGG	162	0	0	0	0	162
<b>THROGGS NECK Total:</b>	<b>781</b>	<b>0</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>966</b>
<b>THROGGS NECK ADDITION</b>						
9338-CC-UPGRADE_AT_THROGGS NK A	1,000	0	0	0	0	1,000

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9339-CC-UPGRADE2_AT_THROGGS NK	195	0	0	0	0	195
9340-CC-UPGRADE3_AT_THROGGS NK	600	0	0	0	0	600
9541-FIRE PRO-ALARM_AT_THROGGS N	185	0	0	0	0	185
10137-EXT COMPACTORS_AT_THROGG	199	0	0	0	0	199
<b>THROGGS NECK ADDITION Total:</b>	<b>2,179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,179</b>
<b>TWIN PARKS EAST (SITE 9)</b>						
6246-ELEVATORS_AT_TWIN PK CONS	5	0	0	0	0	5
10019-LOCAL LAW 11_AT_TWIN PK E(9)	3,662	1,800	0	0	0	5,462
10487-EXT COMPACTORS_AT_TWIN PK	0	0	0	0	1,322	1,322
<b>TWIN PARKS EAST (SITE 9) Total:</b>	<b>3,667</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>1,322</b>	<b>6,789</b>
<b>UNIVERSITY AVE REHAB</b>						
9921-CCTV_AT_UNI REHAB	121	0	0	0	0	121
10120-LOCAL LAW 11_AT_UNIV REH	0	2,700	2,700	0	0	5,400
<b>UNIVERSITY AVE REHAB Total:</b>	<b>121</b>	<b>2,700</b>	<b>2,700</b>	<b>0</b>	<b>0</b>	<b>5,521</b>
<b>WEBSTER</b>						
9267-ROOFS2_AT_WEBSTER	607	0	0	0	0	607
10540-EXT COMPACTORS2_AT_WEBSTE	1,591	0	0	0	0	1,591
10585-LAYERED ACCESS_AT_WEBSTER	0	0	0	6,377	0	6,377
<b>WEBSTER Total:</b>	<b>2,198</b>	<b>0</b>	<b>0</b>	<b>6,377</b>	<b>0</b>	<b>8,575</b>
<b>WEST TREMONT REHAB (GROUP 1)</b>						
10140-LOCAL LAW 11_AT_WFARMS RD	0	0	0	2,013	0	2,013
<b>WEST TREMONT REHAB (GROUP 1) Tot</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>0</b>	<b>2,013</b>
<b>Bronx Total</b>	<b>498,290</b>	<b>76,377</b>	<b>85,495</b>	<b>86,014</b>	<b>75,922</b>	<b>822,099</b>



**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
<b>Brooklyn</b>							
303 VERNON AVE	9440-ELEVATORS4_AT_SUMNER	0	1,325	0	0	0	1,325
	10557-EXT COMPACTORS2_AT_303 VER	1,160	0	0	0	0	1,160
	<b>303 VERNON AVE Total:</b>	<b>1,160</b>	<b>1,325</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,485</b>
572 WARREN STREET	8677-GROUNDS_AT_572 WARREN	11	0	0	0	0	11
	8724-CC-UPGRADE_AT_572 WARREN	2	0	0	0	0	2
	<b>572 WARREN STREET Total:</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>
ALBANY	9474-PLUMBING3_AT_ALBANY	1,000	0	0	0	0	1,000
	9889-GROUNDS2_AT_ALBANY	1,050	0	0	0	0	1,050
	<b>ALBANY Total:</b>	<b>2,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,050</b>
ATLANTIC TERMINAL SITE 4B	9161-ELEVATORS_AT_ATLANTIC T	1,855	0	0	0	0	1,855
	9391-GROUNDS2_AT_ATLANTIC T	347	0	0	0	0	347
	10080-SECTION 504_AT_ATLANTIC T	75	0	0	0	0	75
	<b>ATLANTIC TERMINAL SITE 4B Total:</b>	<b>2,277</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,277</b>
BAY VIEW	9118-CCTV4_AT_BAYVIEW	31	0	0	0	0	31
	9318-BRICK/ROOFS_AT_BAYVIEW	826	0	0	0	0	826
	9319-BRICK/ROOFS2_AT_BAYVIEW	1,216	0	0	0	0	1,216
	9891-GROUNDS2_AT_BAYVIEW	646	0	0	0	0	646
	10351-BOILER_AT_BAYVIEW	54,817	0	0	0	0	54,817
	<b>BAY VIEW Total:</b>	<b>57,536</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57,536</b>
BEDFORD - STUYVESANT REHAB	9619-FIRE PRO-ALARM2_AT_BED-STUY	185	0	0	0	0	185
	10558-EXT COMPACTORS_AT_BED-STU	0	0	0	1,282	0	1,282
	<b>BEDFORD - STUYVESANT REHAB Total:</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>1,467</b>
BELMONT - SUTTER AREA	9612-FIRE PRO-ALARM_AT_BELMONT-S	555	0	0	0	0	555
	10579-LAYERED ACCESS2_AT_BELMON	0	0	3,574	0	0	3,574
	<b>BELMONT - SUTTER AREA Total:</b>	<b>555</b>	<b>0</b>	<b>3,574</b>	<b>0</b>	<b>0</b>	<b>4,129</b>
BERRY ST - SOUTH 9TH ST	8925-SEC ENHANCEMENTS2_AT_BERRY-S9	90	0	0	0	0	90
	9046-GROUNDS2_AT_BERRY-S9TH	1	0	0	0	0	1
	9122-CCTV_AT_BERRY-S9TH	11	0	0	0	0	11
	<b>BERRY ST - SOUTH 9TH ST Total:</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102</b>
BORINQUEN PLAZA I	9377-ROOF52_AT_BORINQUEN I	1,872	0	0	0	0	1,872
	9436-CC-UPGRADE_AT_BORINQUEN I	400	0	0	0	0	400
	10452-INT COMPACTORS_AT_BORINQU	0	0	0	1,758	0	1,758
	10592-INT COMPACTORS2_AT_BORINQ	0	0	0	558	0	558

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
<b>BORINQUEN PLAZA I Total:</b>	<b>2,272</b>	<b>0</b>	<b>0</b>	<b>2,316</b>	<b>0</b>	<b>4,588</b>
<b>BORINQUEN PLAZA II</b>						
9378-ROOFS2_AT_BORINQUEN II	1,076	0	0	0	0	1,076
10398-INT COMPACTORS_AT_BORINQU	0	0	0	0	503	503
10476-EXT COMPACTORS_AT_BORINQ	0	0	0	1,282	0	1,282
<b>BORINQUEN PLAZA II Total:</b>	<b>1,076</b>	<b>0</b>	<b>0</b>	<b>1,282</b>	<b>503</b>	<b>2,861</b>
<b>BOULEVARD</b>						
316-BRICKWORK_AT_BOULEVARD	2,210	0	0	0	0	2,210
9019-SEC ENHANCEMENTS2_AT_BOULEVA	202	0	0	0	0	202
<b>BOULEVARD Total:</b>	<b>2,412</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,412</b>
<b>BREUKELEN</b>						
9552-PLUMBING4_AT_BREUKELEN	520	0	0	0	0	520
9557-HEATING5_AT_BREUKELEN	200	0	0	0	0	200
7525-BRICK/ROOFS_AT_BREUKELEN	5,043	0	0	0	0	5,043
8013-KITCHENS_AT_BREUKELEN	19,091	0	0	0	0	19,091
9867-KITCHENS2_AT_BREUKELEN	31,000	0	0	0	0	31,000
10109-LOCAL LAW 11_AT_BREUKELEN	335	0	0	0	0	335
<b>BREUKELEN Total:</b>	<b>56,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>56,189</b>
<b>BREVOORT</b>						
9321-CC-UPGRADE_AT_BREVOORT CC	10	0	0	0	0	10
9322-CCTV_AT_BREVOORT	250	0	0	0	0	250
9931-ROOFS2_AT_BREVOORT	1	0	0	0	0	1
10139-LOCAL LAW 11_AT_BREVOORT	285	0	0	0	0	285
10214-GROUNDS_AT_BREVOORT	800	0	0	0	0	800
10330-BOILER_AT_BREVOORT	9,158	0	0	0	0	9,158
10418-PLUMBING4_AT_BREVOORT	2,000	0	0	0	0	2,000
10451-INT COMPACTORS_AT_BREVOOR	0	0	0	1,758	0	1,758
10584-LAYERED ACCESS_AT_BREVOORT	0	0	0	16,401	0	16,401
<b>BREVOORT Total:</b>	<b>12,504</b>	<b>0</b>	<b>0</b>	<b>18,159</b>	<b>0</b>	<b>30,663</b>
<b>BROWNSVILLE</b>						
9555-PLUMBING_AT_BROWNSVILLE	520	0	0	0	0	520
9560-HEATING2_AT_BROWNSVILLE	200	0	0	0	0	200
8853-SEC ENHANCEMENTS3_AT_BROWNS	948	0	0	0	0	948
9023-SEC LIGHTING_AT_BROWNSVILLE	844	0	0	0	0	844
9592-FIRE PRO-ALARM_AT_BROWNSVIL	0	185	0	0	0	185
9828-BOILER2_AT_BROWNSVILLE	8,400	0	0	0	0	8,400
10130-ROOFS_AT_BROWNSVILLE	914	0	0	0	0	914
10190-CC-UPGRADE_AT_BROWNSVILLE	350	0	0	0	0	350
10378-CC-UPGRADE2_AT_BROWNSVILL	5,000	0	0	0	0	5,000
<b>BROWNSVILLE Total:</b>	<b>17,176</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,361</b>
<b>BUSHWICK</b>						
8850-SEC LIGHTING_AT_BUSHWICK	892	0	0	0	0	892
9024-SEC ENHANCEMENTS_AT_BUSHWICK	161	0	0	0	0	161

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9431-EXT COMPACTORS2_AT_BUSHWIC	1,000	0	0	0	0	1,000
10181-CC-UPGRADE2_AT_BUSHWICK	1,000	0	0	0	0	1,000
10188-CC-UPGRADE3_AT_BUSHWICK	165	0	0	0	0	165
<b>BUSHWICK Total:</b>	<b>3,218</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,218</b>
<b>BUSHWICK II CDA (GROUP E)</b>						
8934-BOILER_AT_BUSHWICK 2E	1,500	0	0	0	0	1,500
<b>BUSHWICK II CDA (GROUP E) Total:</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
<b>CAREY GARDENS</b>						
8319-SANDY RENO_AT_CAREY	0	1,500	0	0	0	1,500
9996-EXT COMPACTORS_AT_CAREY	409	0	0	0	0	409
10288-ELEVATORS2_AT_CAREY	3,498	0	0	0	0	3,498
<b>CAREY GARDENS Total:</b>	<b>3,907</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,407</b>
<b>CONEY ISLAND</b>						
8299-SANDY RENO_AT_CONEY ISL	500	500	500	0	0	1,500
10470-EXT COMPACTORS_AT_CONEY IS	0	0	0	0	1,322	1,322
<b>CONEY ISLAND Total:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>1,322</b>	<b>2,822</b>
<b>CONEY ISLAND (SITE 8)</b>						
8304-SANDY RENO_AT_CONEY ISL-8	0	15,417	0	0	0	15,417
10290-ELEVATORS2_AT_CONEY ISL-1B	1,908	0	0	0	0	1,908
10468-EXT COMPACTORS_AT_CONEY IS	0	0	0	0	1,322	1,322
<b>CONEY ISLAND (SITE 8) Total:</b>	<b>1,908</b>	<b>15,417</b>	<b>0</b>	<b>0</b>	<b>1,322</b>	<b>18,647</b>
<b>CONEY ISLAND I (SITE 1B)</b>						
10270-SANDYPLAYGROUNDS_AT_CONE	1,850	0	0	0	0	1,850
10422-PLUMBING_AT_CONEY ISL-8	1,000	0	0	0	0	1,000
<b>CONEY ISLAND I (SITE 1B) Total:</b>	<b>2,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,850</b>
<b>CONEY ISLAND I (SITES 4 &amp; 5)</b>						
10289-ELEVATORS2_AT_CONEY ISL4&5	2,226	0	0	0	0	2,226
10341-LOCAL LAW 11_AT_CONEY ISL4&8	0	0	0	0	2,013	2,013
<b>CONEY ISLAND I (SITES 4 &amp; 5) Total:</b>	<b>2,226</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>4,239</b>
<b>COOPER PARK</b>						
9596-FIRE PRO-ALARM2_AT_COOPER P	185	0	0	0	0	185
10189-GROUNDS3_AT_COOPER PARK	500	0	0	0	0	500
10331-BOILER_AT_COOPER PARK	9,158	0	0	0	0	9,158
10498-EXT COMPACTORS_AT_COOPER	0	0	1,702	0	0	1,702
<b>COOPER PARK Total:</b>	<b>9,843</b>	<b>0</b>	<b>1,702</b>	<b>0</b>	<b>0</b>	<b>11,546</b>
<b>CROWN HEIGHTS</b>						
10122-LOCAL LAW 11_AT_CROWN HTS	14	0	0	2,013	0	2,028
<b>CROWN HEIGHTS Total:</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>0</b>	<b>2,028</b>
<b>CYPRESS HILLS</b>						
9680-PLUMBING4_AT_CYPRESS	520	0	0	0	0	520
9700-HEATING3_AT_CYPRESS	200	0	0	0	0	200
7361-BRICK/ROOF_AT_CYPRESS	457	0	0	0	0	457
9824-BOILER_AT_CYPRESS	706	0	0	0	0	706

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
	<b>CYPRESS HILLS Total:</b>	1,883	0	0	0	0	1,883
<b>EAST NEW YORK CITY LINE</b>	8381-BRICKWORK_AT_E NYC LINE	200	0	0	0	0	200
	<b>EAST NEW YORK CITY LINE Total:</b>	200	0	0	0	0	200
<b>FARRAGUT</b>	9121-SEC ENHANCMENTS_AT_FARRAGUT	19	0	0	0	0	19
	9351-CCTV_AT_FARRAGUT	34	0	0	0	0	34
	9594-FIRE PRO-ALARM2_AT_FARRAGUT	185	0	0	0	0	185
	9907-LIGHTING2_AT_FARRAGUT	581	0	0	0	0	581
	9928-ROOF52_AT_FARRAGUT	28,301	0	0	0	0	28,301
	9960-BOILER_AT_NOSTRAND	818	7,390	0	0	0	8,208
	10563-EXT COMPACTORS_AT_FARRAG	0	2,093	0	0	0	2,093
	<b>FARRAGUT Total:</b>	29,938	9,483	0	0	0	39,421
<b>FIorentino PLAZA</b>	7548-CC-UPGRADE2_AT_UNITY PLZ CO	3,000	0	0	0	0	3,000
	8944-LIGHTING2_AT_FIORENTINO	27	0	0	0	0	27
	9487-INT COMPACTORS_AT_FIORENTIN	400	0	0	0	0	400
	9853-BOILER_AT_FIORENTINO	420	0	0	0	0	420
	10118-LOCAL LAW 11_AT_FIORENTINO	373	0	0	0	0	373
	10581-EXT COMPACTORS2_AT_FIOREN	0	0	1,241	0	0	1,241
	<b>FIORENTINO PLAZA Total:</b>	4,220	0	1,241	0	0	5,461
<b>GARVEY (GROUP A)</b>	9621-FIRE PRO-ALARM2_AT_GARVEY	185	0	0	0	0	185
	10103-LOCAL LAW 11_AT_GARVEY	0	0	0	4,027	0	4,027
	10145-LOCAL LAW 11A_AT_GARVEY	78	0	0	0	0	78
	10582-LAYERED ACCESS_AT_GARVEY	0	0	0	4,681	0	4,681
	<b>GARVEY (GROUP A) Total:</b>	263	0	0	8,707	0	8,971
<b>GLENMORE PLAZA</b>	6958-ELEVATORS3_AT_GLENMORE	89	0	0	0	0	89
	10259-LOCAL LAW 11_AT_GLENMORE	0	0	0	0	2,013	2,013
	10567-EXT COMPACTORS_AT_GLENMO	0	0	1,241	0	0	1,241
	<b>GLENMORE PLAZA Total:</b>	89	0	1,241	0	2,013	3,343
<b>GLENWOOD</b>	9608-FIRE PRO-ALARM_AT_GLENWOOD	185	0	0	0	0	185
	9993-EXT COMPACTORS_AT_GLENWOOD	307	0	0	0	0	307
	10222-CC-UPGRADE_AT_GLENWOOD	650	0	0	0	0	650
	10482-INT COMPACTORS_AT_GLENWO	0	0	0	0	2,877	2,877
	<b>GLENWOOD Total:</b>	1,142	0	0	0	2,877	4,018
<b>GOWANUS</b>	8676-GROUNDS2_AT_GOWANUS	150	0	0	0	0	150
	8681-CC-UPGRADE3_AT_GOWANUS	4,000	0	0	0	0	4,000
	9613-FIRE PRO-ALARM2_AT_GOWANUS	185	0	0	0	0	185
	10186-SEC ENHANCMENTS2_AT_GOWAN	150	0	0	0	0	150

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
10276-SANDY CCTV_AT_GOWANUS	5,000	0	0	0	0	5,000
10329-BOILER_AT_GOWANUS	41,470	0	0	0	0	41,470
<b>GOWANUS Total:</b>	<b>50,955</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,955</b>
<b>HABER</b>						
9628-FIRE PRO-ALARM_AT_HABER	185	0	0	0	0	185
10463-NT COMPACTORS_AT_HABER	0	196	0	0	0	196
<b>HABER Total:</b>	<b>185</b>	<b>196</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>381</b>
<b>HOPE GARDENS</b>						
6667-BOILER_AT_HOPE GDNS	100	0	0	0	0	100
9334-CC-UPGRADE2_AT_HOPE GDNS	500	0	0	0	0	500
10005-RAD TRANSFER_AT_HOPE GDNS	806	0	0	0	0	806
<b>HOPE GARDENS Total:</b>	<b>1,406</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,406</b>
<b>HOWARD</b>						
8887-SEC ENHANCEMETS_AT_HOWARD	18	0	0	0	0	18
9627-FIRE PRO-ALARM2_AT_HOWARD	185	0	0	0	0	185
9864-CCTV_AT_HOWARD	1,400	0	0	0	0	1,400
10035-LOCAL LAW 11_AT_HOWARD	654	0	0	0	0	654
10496-EXT COMPACTORS_AT_HOWARD	0	0	0	0	1,814	1,814
10587-LAYERED ACCESS_AT_HOWARD	0	0	0	0	12,374	12,374
<b>HOWARD Total:</b>	<b>2,257</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,188</b>	<b>16,445</b>
<b>HUGHES APTS</b>						
9588-FIRE PRO-ALARM_AT_HUGHES AP	185	0	0	0	0	185
10183-SEC ENHANCEMETS_AT_HUGHES	500	0	0	0	0	500
10510-INT COMPACTORS_AT_HUGHES	0	0	0	0	216	216
<b>HUGHES APTS Total:</b>	<b>685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>216</b>	<b>901</b>
<b>HYLAN</b>						
8674-GROUNDS2_AT_HYLAN	25	0	0	0	0	25
9826-ELEVATORS2_AT_HYLAN	3,700	0	0	0	0	3,700
10524-EXT COMPACTORS_AT_HYLAN	0	0	0	1,282	0	1,282
<b>HYLAN Total:</b>	<b>3,725</b>	<b>0</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>5,007</b>
<b>INDEPENDENCE</b>						
9130-CC-UPGRADE2_AT_INDEPENDENC	100	0	0	0	0	100
9365-GROUNDS5_AT_INDEPENDENCE	800	0	0	0	0	800
<b>INDEPENDENCE Total:</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>
<b>INGERSOLL</b>						
6411-GC2_AT_INGERSOLL	397	0	0	0	0	397
7606-BRICK/ROOF_AT_INGERSOLL	8,239	0	0	0	0	8,239
8856-SEC LIGHTING_AT_INGERSOLL	95	0	0	0	0	95
9025-SEC ENHANCEMETS2_AT_INGERSO	2,932	0	0	0	0	2,932
9381-GROUNDS3_AT_INGERSOLL	500	0	0	0	0	500
9384-GROUNDS4_AT_INGERSOLL	347	0	0	0	0	347
10110-LOCAL LAW 11_AT_INGERSOLL	37,617	0	0	0	0	37,617
10426-PLUMBING3_AT_INGERSOLL	1,000	0	0	0	0	1,000

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
	<b>INGERSOLL Total:</b>	<b>51,126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,126</b>
<b>KINGSBOROUGH</b>	7405-ENERGY CONSERV_AT_KINGSBOR	3,302	0	0	0	0	3,302
	9647-FIRE PRO-ALARM2_AT_KINGSBOR	0	185	0	0	0	185
	10212-GROUNDS2_AT_KINGSBOROUG	1,800	0	0	0	0	1,800
	10574-EXT COMPACTORS2_AT_KINGSB	0	1,200	0	0	0	1,200
	<b>KINGSBOROUGH Total:</b>	<b>5,102</b>	<b>1,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,487</b>
<b>KINGSBOROUGH EXT</b>	10565-EXT COMPACTORS_AT_KINGSBO	0	0	1,241	0	0	1,241
	<b>KINGSBOROUGH EXT Total:</b>	<b>0</b>	<b>0</b>	<b>1,241</b>	<b>0</b>	<b>0</b>	<b>1,241</b>
<b>LAFAYETTE</b>	9385-SEC ENHANCEMETS_AT_LAFAYETTE	17	0	0	0	0	17
	9579-FIRE PRO-ALARM2_AT_LAFAYETTE	0	185	0	0	0	185
	10031-LOCAL LAW 11_AT_LAFAYETTE	0	0	0	8,054	0	8,054
	10396-ELEVATORS4_AT_LAFAYETTE	1,120	10,080	0	0	0	11,200
	10408-BOILER_AT_LAFAYETTE	0	932	8,391	0	0	9,324
	10531-EXT COMPACTORS2_AT_LAFAYE	0	0	0	0	831	831
	<b>LAFAYETTE Total:</b>	<b>1,137</b>	<b>11,197</b>	<b>8,391</b>	<b>8,054</b>	<b>831</b>	<b>29,610</b>
<b>LONG ISLAND BAPTIST HOUSES</b>	9848-BOILER_AT_LI BAPTIST	487	0	0	0	0	487
	10117-LOCAL LAW 11_AT_LI BAPTIST	218	0	0	0	0	218
	10566-EXT COMPACTORS_AT_LI BAPTIS	0	1,200	0	0	0	1,200
	<b>LONG ISLAND BAPTIST HOUSES Total:</b>	<b>705</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,906</b>
<b>LOW HOUSES</b>	9599-FIRE PRO-ALARM_AT_SETH LOW	0	185	0	0	0	185
	10495-EXT COMPACTORS2_AT_LOW	0	0	0	1,282	0	1,282
	10578-LAYERED ACCESS_AT_LOW	0	4,950	0	0	0	4,950
	<b>LOW HOUSES Total:</b>	<b>0</b>	<b>5,135</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>6,416</b>
<b>MARCY</b>	7547-GROUNDS2_AT_MARCY	40	0	0	0	0	40
	9132-CC-UPGRADE_AT_MARCY	4,003	0	0	0	0	4,003
	9609-FIRE PRO-ALARM2_AT_MARCY	0	185	0	0	0	185
	9930-ROOF53_AT_MARCY	48,279	0	0	0	0	48,279
	10012-EXT COMPACTORS2_AT_MARCY	628	0	0	0	0	628
	10101-CONCRETE REPAIRS_AT_MARCY	713	0	0	0	0	713
	10324-BOILER_AT_MARCY	55,055	0	0	0	0	55,055
	10458-EXT COMPACTORS3_AT_MARCY	750	0	0	0	0	750
	10530-EXT COMPACTORS4_AT_MARCY	729	0	0	0	0	729
	<b>MARCY Total:</b>	<b>110,196</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,381</b>
<b>MARLBORO</b>	9093-GC2_AT_MARLBORO	16,161	0	0	0	0	16,161
	10000-BOILERS_AT_MARLBORO	13,356	0	0	0	0	13,356
	<b>MARLBORO Total:</b>	<b>29,517</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,517</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
<b>NOSTRAND</b>						
9051-GROUNDS2_AT_NOSTRAND	710	0	0	0	0	710
10036-LOCAL LAW 11_AT_NOSTRAND	828	0	0	0	0	828
10129-ROOF54_AT_NOSTRAND	571	0	0	0	0	571
10492-EXT COMPACTORS2_AT_NOSTRA	0	0	0	1,282	0	1,282
<b>NOSTRAND Total:</b>	<b>2,109</b>	<b>0</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>3,390</b>
<b>O'DWYER GARDENS</b>						
8330-SANDY RENO_AT_O'DWYER GDS	0	93,940	10,000	0	0	103,940
8679-GROUNDS3_AT_O'DWYER GDS	100	0	0	0	0	100
8684-GROUNDS3_AT_CONEY ISL4&5	75	0	0	0	0	75
10589-LAYERED ACCESS_AT_O'DWYER	0	0	0	0	7,643	7,643
<b>O'DWYER GARDENS Total:</b>	<b>175</b>	<b>93,940</b>	<b>10,000</b>	<b>0</b>	<b>7,643</b>	<b>111,758</b>
<b>OCEAN HILL APTS</b>						
9716-GROUNDS2_AT_OCEAN HILL APTS	435	0	0	0	0	435
9918-ELEVATORS_AT_SARATOGA	2,000	0	0	0	0	2,000
10144-LOCAL LAW 11_AT_OCEAN HILL	0	0	6,040	0	0	6,040
10294-BOILER_AT_OCEAN HILL APTS	7,380	0	0	0	0	7,380
10617-BOILER_AT_SARATOGA	4,200	0	0	0	0	4,200
<b>OCEAN HILL APTS Total:</b>	<b>14,015</b>	<b>0</b>	<b>6,040</b>	<b>0</b>	<b>0</b>	<b>20,055</b>
<b>PENNSYLVANIA AVE - WORTMAN AVE</b>						
10143-LOCAL LAW 11_AT_PENN-WORT	0	0	4,027	0	0	4,027
10423-INT COMPACTORS_AT_PENN-W	0	0	0	209	0	209
<b>PENNSYLVANIA AVE - WORTMAN AVE</b>	<b>0</b>	<b>0</b>	<b>4,027</b>	<b>209</b>	<b>0</b>	<b>4,236</b>
<b>PINK</b>						
8971-BOILER_AT_PINK	12,190	0	0	0	0	12,190
9482-PLUMBING3_AT_PINK	0	0	600	6,300	0	6,900
9610-FIRE PRO-ALARM2_AT_PINK	0	185	0	0	0	185
9810-CCTV3_AT_PINK	3,000	0	0	0	0	3,000
9965-BATHROOMS_AT_PINK	0	0	0	11,218	28,338	39,555
9971-GARBAGE DISPOS3_AT_PINK	927	0	0	0	0	927
10550-EXT COMPACTORS2_AT_PINK	0	0	0	0	831	831
<b>PINK Total:</b>	<b>16,117</b>	<b>185</b>	<b>600</b>	<b>17,518</b>	<b>29,168</b>	<b>63,588</b>
<b>PROSPECT PLAZA_</b>						
10227-CCTV_AT_GARVEY	75	0	0	0	0	75
<b>PROSPECT PLAZA Total:</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75</b>
<b>RED HOOK EAST</b>						
8307-SANDY RENO_AT_RED HOOK E	0	5,792	0	0	0	5,792
9768-STAIRWAYS_AT_RED HOOK	7,500	0	0	0	0	7,500
<b>RED HOOK EAST Total:</b>	<b>7,500</b>	<b>5,792</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,292</b>
<b>RED HOOK WEST</b>						
8308-SANDY RENO_AT_RED HOOK W	0	7,203	0	0	0	7,203
9483-PLUMBING2_AT_RED HOOK W	0	0	600	6,478	0	7,078
9982-EXT COMPACTORS_AT_RED HOOK	204	0	0	0	0	204

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
10287-SANDY NEW PLANTS_AT_RED H	6,000	10,000	10,746	0	0	26,746
<b>RED HOOK WEST Total:</b>	<b>6,204</b>	<b>17,203</b>	<b>11,346</b>	<b>6,478</b>	<b>0</b>	<b>41,231</b>
<b>REID APTS</b>						
9611-FIRE PRO-ALARM_AT_REID APTS	0	185	0	0	0	185
<b>REID APTS Total:</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>185</b>
<b>REVEREND BROWN</b>						
10447-SECTION 504_AT_REV BROWN	0	0	75	0	0	75
<b>REVEREND BROWN Total:</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>75</b>
<b>ROOSEVELT I</b>						
10303-LOCAL LAW 11_AT_ROOSEVELT I	0	0	0	2,013	0	2,013
10322-BOILER_AT_ROOSEVELT I	9,158	0	0	0	0	9,158
<b>ROOSEVELT I Total:</b>	<b>9,158</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>0</b>	<b>11,172</b>
<b>RUTLAND TOWERS</b>						
10022-LOCAL LAW 11_AT_RUTLAND TW	1,064	0	0	0	0	1,064
<b>RUTLAND TOWERS Total:</b>	<b>1,064</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,064</b>
<b>SHEEPSHEAD BAY</b>						
8931-GROUNDS3_AT_SHEEPSHEAD	2	0	0	0	0	2
9119-CCTV_AT_NOSTRAND	46	0	0	0	0	46
9120-CCTV_AT_SHEEPSHEAD	49	0	0	0	0	49
9905-GROUNDS4_AT_SHEEPSHEAD	350	0	0	0	0	350
10111-LOCAL LAW 11_AT_SHEEPSHEAD	1,036	0	0	0	0	1,036
10182-LIGHTING2_AT_SHEEPSHEAD	300	0	0	0	0	300
10561-EXT COMPACTORS_AT_SHEEPSH	0	0	3,087	0	0	3,087
<b>SHEEPSHEAD BAY Total:</b>	<b>1,783</b>	<b>0</b>	<b>3,087</b>	<b>0</b>	<b>0</b>	<b>4,869</b>
<b>STUYVESANT GARDENS I</b>						
10384-SECTION 504_AT_STUY GDNS II	0	0	100	0	0	100
<b>STUYVESANT GARDENS I Total:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>100</b>
<b>SUMNER</b>						
6722-ROOF53_AT_SUMNER	1,057	0	0	0	0	1,057
9367-GROUNDS_AT_SUMNER	500	0	0	0	0	500
9456-EXT COMPACTORS_AT_SUMNER	1,066	0	0	0	0	1,066
9625-FIRE PRO-ALARM2_AT_SUMNER	185	0	0	0	0	185
10157-LOCAL LAW 11_AT_SUMNER	168	0	0	0	0	168
10413-BOILER_AT_SUMNER	1,165	10,489	0	0	0	11,655
<b>SUMNER Total:</b>	<b>4,142</b>	<b>10,489</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,631</b>
<b>SURFSIDE GARDENS</b>						
8329-SANDY RENO_AT_SURFSIDE	0	77,083	0	0	0	77,083
8892-GROUNDS2_AT_SURFSIDE GARDE	250	0	0	0	0	250
10431-PLUMBING2_AT_SURFSIDE	0	0	2,000	0	0	2,000
<b>SURFSIDE GARDENS Total:</b>	<b>250</b>	<b>77,083</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>79,333</b>
<b>TAYLOR ST - WYTHE AVE</b>						
9047-GROUNDS2_AT_TAYLOR-WYTHE	4	0	0	0	0	4
9620-FIRE PRO-ALARM_AT_TAYLOR-WY	0	185	0	0	0	185



**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
	<b>TAYLOR ST - WYTHE AVE Total:</b>	<b>4</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>189</b>
<b>TILDEN</b>	8969-BOILER_AT_TILDEN	6,681	0	0	0	0	6,681
	9055-ROOFS2_AT_TILDEN	1,009	0	0	0	0	1,009
	<b>TILDEN Total:</b>	<b>7,690</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,690</b>
<b>TOMPKINS</b>	8855-SEC ENHANCEMENTS2_AT_TOMPKIN	310	0	0	0	0	310
	9033-SEC LIGHTING2_AT_TOMPKINS	533	0	0	0	0	533
	9571-FIRE PRO-ALARM2_AT_TOMPKINS	0	185	0	0	0	185
	9890-GROUNDS3_AT_TOMPKINS	507	0	0	0	0	507
	9934-ROOFS2_AT_TOMPKINS	50	0	0	0	0	50
	10046-INT COMPACTORS_AT_TOMPKIN	531	0	0	0	0	531
	10210-CC-UPGRADE_AT_TOMPKINS	500	0	0	0	0	500
	<b>TOMPKINS Total:</b>	<b>2,431</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,616</b>
<b>UNITY PLAZA (SITES 17, 24, 25A)</b>	10486-EXT COMPACTORS_AT_UN PL(17	0	0	0	0	1,322	1,322
	<b>UNITY PLAZA (SITES 17, 24, 25A) Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,322</b>	<b>1,322</b>
<b>UNITY PLAZA (SITES 4,5A,6,7,9,11,12,27</b>	9244-ELEVATORS_AT_UN PL(4,5A)	6,996	0	0	0	0	6,996
	10485-EXT COMPACTORS_AT_UN PL(4-	0	0	0	1,282	0	1,282
	<b>UNITY PLAZA (SITES 4,5A,6,7,9,11,12,2</b>	<b>6,996</b>	<b>0</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>8,278</b>
<b>VANDALIA AVENUE</b>	10141-LOCAL LAW 11_AT_VANDALIA	3,600	0	0	0	0	3,600
	10382-SECTION 504_AT_VANDALIA	0	0	50	0	0	50
	<b>VANDALIA AVENUE Total:</b>	<b>3,600</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>3,650</b>
<b>VAN DYKE I</b>	8854-SEC LIGHTING_AT_VAN DYKE I&II	773	0	0	0	0	773
	9027-SEC ENHANCEMENTS_AT_VAN DYKE	758	0	0	0	0	758
	9481-PLUMBING4_AT_VAN DYKE I	3,500	4,978	0	0	0	8,478
	9578-FIRE PRO-ALARM2_AT_VAN DYKE	0	0	0	185	0	185
	9750-PLUMBING5_AT_VAN DYKE I	6,737	0	0	0	0	6,737
	10106-LOCAL LAW 11_AT_VAN DYKE I	0	2,700	2,700	0	0	5,400
	10223-IT_AT_VAN DYKE I	64	0	0	0	0	64
	10319-BOILER_AT_VAN DYKE I	11,448	0	0	0	0	11,448
	<b>VAN DYKE I Total:</b>	<b>23,280</b>	<b>7,678</b>	<b>2,700</b>	<b>185</b>	<b>0</b>	<b>33,843</b>
<b>WEEKSVILLE GARDENS</b>	8685-CC-UPGRADE_AT_WEEKSVILLE	1	0	0	0	0	1
	<b>WEEKSVILLE GARDENS Total:</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>WHITMAN</b>	5922-APARTMENT RENO_AT_WHITMA	5	0	0	0	0	5
	7601-BRICK/ROOF_AT_WHITMAN	302	0	0	0	0	302
	9400-GROUNDS2_AT_WHITMAN	347	0	0	0	0	347
	9477-PLUMBING3_AT_WHITMAN	0	0	0	1,000	10,000	11,000

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9573-FIRE PRO-ALARM_AT_WHITMAN	0	0	0	185	0	185
9659-CC-UPGRADE2_AT_WHITMAN	500	0	0	0	0	500
10433-PLUMBING4_AT_WHITMAN	1,000	0	0	0	0	1,000
<b>WHITMAN Total:</b>	<b>2,154</b>	<b>0</b>	<b>0</b>	<b>1,185</b>	<b>10,000</b>	<b>13,339</b>
<b>WILLIAMSBURG</b>						
9217-GROUNDS3_AT_WILLIAMSBURG	622	0	0	0	0	622
9362-GROUNDS4_AT_WILLIAMSBURG	420	0	0	0	0	420
9363-GROUNDS5_AT_WILLIAMSBURG	280	0	0	0	0	280
<b>WILLIAMSBURG Total:</b>	<b>1,322</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,322</b>
<b>WILLIAMS PLAZA</b>						
9117-SEC ENHANCEMENTS2_AT_WILLIAM	100	0	0	0	0	100
9916-LIGHTING_AT_WILLIAMS	100	0	0	0	0	100
<b>WILLIAMS PLAZA Total:</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>WOODSON</b>						
10202-LOCAL LAW 11_AT_WOODSON	0	1,800	0	0	0	1,800
10379-LIGHTING_AT_WOODSON	250	0	0	0	0	250
10381-CCTV2_AT_WOODSON	858	0	0	0	0	858
10576-LAYERED ACCESS_AT_WOODSON	2,975	0	0	0	0	2,975
<b>WOODSON Total:</b>	<b>4,083</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,883</b>
<b>WYCKOFF GARDENS</b>						
8678-GROUNDS2_AT_WYCKOFF	27	0	0	0	0	27
9398-CC-UPGRADE5_AT_WYCKOFF	4,365	0	0	0	0	4,365
9831-SEC LIGHTING_AT_WYCKOFF	300	0	0	0	0	300
10192-PLUMBING2_AT_WYCKOFF	0	0	0	2,000	0	2,000
10432-INT COMPACTORS_AT_WYCKOFF	0	0	0	209	0	209
<b>WYCKOFF GARDENS Total:</b>	<b>4,692</b>	<b>0</b>	<b>0</b>	<b>2,209</b>	<b>0</b>	<b>6,901</b>
<b>Brooklyn Total</b>	<b>596,148</b>	<b>262,433</b>	<b>57,915</b>	<b>76,736</b>	<b>73,419</b>	<b>1,066,651</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
<b>Manhattan</b>							
131 SAINT NICHOLAS AVE	5765-CC-UPGRADE_AT_131 ST NICH	36	0	0	0	0	36
	10369-BRICKWORK_AT_131 ST NICH	0	1,800	0	0	0	1,800
	<b>131 SAINT NICHOLAS AVE Total:</b>	<b>36</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,836</b>
154 WEST 84TH ST (DOME SITE)	10393-BRICKWORK_AT_154 W84TH DO	0	0	0	0	2,013	2,013
	10483-EXT COMPACTORS_AT_154 W84	0	0	0	0	1,322	1,322
	<b>154 WEST 84TH ST (DOME SITE) Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,336</b>	<b>3,336</b>
335 EAST 111TH ST	9352-CCTV_AT_335 E111TH	58	0	0	0	0	58
	<b>335 EAST 111TH ST Total:</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58</b>
45 ALLEN ST	9780-BRICKWORK2_AT_45 ALLEN	95	0	0	0	0	95
	10580-LAYERED ACCESS_AT_45 ALLEN	0	0	1,140	0	0	1,140
	<b>45 ALLEN ST Total:</b>	<b>95</b>	<b>0</b>	<b>1,140</b>	<b>0</b>	<b>0</b>	<b>1,236</b>
830 AMSTERDAM AVE	8686-GROUNDS2_AT_830 AMSTER	16	0	0	0	0	16
	9471-PLUMBING2_AT_830 AMSTER	259	0	0	0	0	259
	9856-BOILER_AT_830 AMSTER	4,452	0	0	0	0	4,452
	10455-INT COMPACTORS_AT_830 AMS	0	0	0	70	0	70
	<b>830 AMSTERDAM AVE Total:</b>	<b>4,727</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>4,797</b>
AMSTERDAM	8911-GROUNDS2_AT_AMSTERDAM	500	0	0	0	0	500
	8919-GC_AT_AMSTERDAM	50	0	0	0	0	50
	9291-ELEVATORS_AT_AMSTERDAM	765	0	10,500	0	0	11,265
	10328-BOILER_AT_AMSTERDAM	9,158	0	0	0	0	9,158
	10546-ENERGY RetrofitNY_AT_AMSTER	0	0	0	3,000	0	3,000
	10623-INT COMPACTORS_AT_AMSTERD	0	0	0	0	1,726	1,726
	<b>AMSTERDAM Total:</b>	<b>10,473</b>	<b>0</b>	<b>10,500</b>	<b>3,000</b>	<b>1,726</b>	<b>25,699</b>
AUDUBON	9553-PLUMBING3_AT_AUDUBON	520	0	0	0	0	520
	9558-HEATING4_AT_AUDUBON	200	0	0	0	0	200
<b>AUDUBON Total:</b>	<b>720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>720</b>	
BARUCH	7625-BOILER_AT_BARUCH	13,699	0	0	0	0	13,699
	9448-GARBAGE DISPOS3_AT_BARUCH	200	0	0	0	0	200
	9479-PLUMBING10_AT_BARUCH	6,583	0	0	0	0	6,583
	9574-FIRE PRO-ALARM2_AT_BARUCH	0	0	185	0	0	185
	10008-EXT COMPACTORS_AT_BARUCH	1,135	0	0	0	0	1,135
	10225-ELEVATOR53_AT_BARUCH	1,000	0	0	0	0	1,000
	10257-LOCAL LAW 11_AT_BARUCH	0	0	0	0	4,027	4,027
	10402-INT COMPACTORS_AT_BARUCH	0	0	0	0	1,223	1,223
	<b>BARUCH Total:</b>	<b>21,517</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>4,027</b>	<b>26,732</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
	<b>BARUCH Total:</b>	<b>22,617</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>5,250</b>	<b>28,052</b>
<b>BARUCH HOUSES ADDITION</b>	9781-BRICKWORK_AT_BARUCH A	154	0	0	0	0	154
	10397-INT COMPACTORS_AT_BARUCH	0	0	0	0	72	72
	10440-SECTION 504_AT_BARUCH A	200	0	0	0	0	200
	<b>BARUCH HOUSES ADDITION Total:</b>	<b>354</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>	<b>426</b>
<b>BRACETTI PLAZA</b>	10026-LOCAL LAW 11_AT_BRACETTI	0	1,800	0	0	0	1,800
	<b>BRACETTI PLAZA Total:</b>	<b>0</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800</b>
<b>CAMPOS PLAZA II</b>	10346-SANDY CCTV_AT_CAMPOS II	0	5,000	0	0	0	5,000
	10375-ROOFS_AT_FIORENTINO	0	0	0	2,013	0	2,013
	<b>CAMPOS PLAZA II Total:</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>2,013</b>	<b>0</b>	<b>7,013</b>
<b>CARVER</b>	8705-GROUND55_AT_CARVER	21	0	0	0	0	21
	9717-BASEMENT CRAWL SPACES_AT_C	1,250	0	0	0	0	1,250
	9958-BOILER_AT_CARVER	1,113	10,017	0	0	0	11,130
	10221-CC-UPGRADE_AT_CARVER	500	0	0	0	0	500
	10336-HEATING3_AT_CARVER	3,000	0	0	0	0	3,000
	10529-EXT COMPACTORS_AT_CARVER	0	0	0	0	2,305	2,305
	10630-INT COMPACTORS_AT_CARVER	0	0	0	0	935	935
	<b>CARVER Total:</b>	<b>5,884</b>	<b>10,017</b>	<b>0</b>	<b>0</b>	<b>3,240</b>	<b>19,141</b>
<b>CHELSEA</b>	8819-LIGHTING2_AT_CHELSEA	4,565	0	0	0	0	4,565
	10099-GROUND54_AT_CHELSEA	160	0	0	0	0	160
	10241-HEATING4_AT_CHELSEA	920	0	0	0	0	920
	<b>CHELSEA Total:</b>	<b>5,645</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,645</b>
<b>CHELSEA ADDITION</b>	10200-LOCAL LAW 11_AT_CHELSEA A	0	0	0	0	2,013	2,013
	10474-EXT COMPACTORS_AT_CHELSEA	0	0	0	0	1,322	1,322
	10594-PLUMBING_AT_CHELSEA A	0	0	1,000	0	0	1,000
	<b>CHELSEA ADDITION Total:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>3,336</b>	<b>4,336</b>
<b>CLINTON</b>	6947-ELEVATORS_AT_CLINTON	648	0	0	0	0	648
	9718-BASEMENT CRAWL SPACES_AT_CL	1,250	0	0	0	0	1,250
	10256-LOCAL LAW 11_AT_CLINTON	0	3,600	3,600	0	0	7,200
	10626-INT COMPACTORS_AT_CLINTON	0	392	0	0	0	392
	<b>CLINTON Total:</b>	<b>1,898</b>	<b>3,992</b>	<b>3,600</b>	<b>0</b>	<b>0</b>	<b>9,490</b>
<b>CORSI HOUSES</b>	8938-CC-UPGRADE_AT_CORSI HOUSES	6,068	0	0	0	0	6,068
	9137-GROUNDS_AT_CORSI	450	0	0	0	0	450
	10198-LOCAL LAW 11_AT_CORSI HOUS	0	0	0	2,013	0	2,013
	<b>CORSI HOUSES Total:</b>	<b>6,518</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>0</b>	<b>8,531</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
DE HOSTOS APTS	10387-BRICKWORK_AT_DE HOSTOS	0	0	0	0	2,013	2,013
	10456-INT COMPACTORS_AT_DE HOST	0	65	0	0	0	65
	10499-EXT COMPACTORS_AT_DE HOST	0	0	0	0	1,322	1,322
	<b>DE HOSTOS APTS Total:</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>3,336</b>	<b>3,401</b>
DOUGLASS ADDITION	9981-GARBAGE DISPOS2_AT_DOUGLAS	927	0	0	0	0	927
	10207-LOCAL LAW 11_AT_DOUGLASS I	0	6,300	6,300	0	0	12,600
	10497-EXT COMPACTORS_AT_DOUGLA	0	0	0	0	831	831
	<b>DOUGLASS ADDITION Total:</b>	<b>927</b>	<b>6,300</b>	<b>6,300</b>	<b>0</b>	<b>831</b>	<b>14,358</b>
DOUGLASS II (BLDGS 1-3,13-15)	7784-GROUNDS_AT_DOUGLASS II	29	0	0	0	0	29
	9494-INT COMPACTORS_AT_DOUGLASS	200	0	0	0	0	200
	9577-FIRE PRO-ALARM2_AT_DOUGLASS	0	0	0	185	0	185
	9773-PLUMBING_AT_DOUGLASS I	4,568	0	0	0	0	4,568
	10208-LOCAL LAW 11_AT_DOUGLASS II	0	4,500	4,500	0	0	9,000
	10473-INT COMPACTORS3_AT_DOUGLA	0	0	743	0	0	743
	10541-ENERGY RetrofitNY_AT_DOUGLA	1,694	1,857	4,355	0	0	7,906
	<b>DOUGLASS II (BLDGS 1-3,13-15) Total:</b>	<b>6,491</b>	<b>6,357</b>	<b>9,598</b>	<b>185</b>	<b>0</b>	<b>22,630</b>
DREW - HAMILTON	10128-ROOF52_AT_DREW-HAM	661	0	0	0	0	661
	<b>DREW - HAMILTON Total:</b>	<b>661</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>661</b>
DYCKMAN	7685-MAJOR RENO_AT_DYCKMAN	37,611	0	0	0	0	37,611
	9151-ELEVATORS2_AT_DYCKMAN	500	6,000	0	0	0	6,500
	9575-FIRE PRO-ALARM3_AT_DYCKMAN	0	0	0	185	0	185
	9720-BASEMENT CRAWL SPACES_AT_D	0	0	0	1,000	0	1,000
	9908-GROUNDS_AT_DYCKMAN	500	0	0	0	0	500
	9909-CC-UPGRADE_AT_DYCKMAN	300	0	0	0	0	300
	9954-ELEVATORS3_AT_DYCKMAN	470	4,230	0	0	0	4,700
	10435-HEATING3_AT_DYCKMAN	0	6,363	0	0	0	6,363
	10464-BOILER_AT_DYCKMAN	1,165	10,489	0	0	0	11,655
	10515-EXT COMPACTORS2_AT_DYCKM	0	0	0	0	831	831
	<b>DYCKMAN Total:</b>	<b>40,546</b>	<b>27,082</b>	<b>0</b>	<b>1,185</b>	<b>831</b>	<b>69,643</b>
EAST RIVER	9455-EXT COMPACTORS_AT_EAST RIVE	400	0	0	0	0	400
	9576-FIRE PRO-ALARM2_AT_EAST RIVE	0	0	0	185	0	185
	9964-PLUMBING2_AT_EAST RIVER	1,000	0	0	0	0	1,000
	9994-EXT COMPACTORS2_AT_EAST RIV	204	0	0	0	0	204
	10406-BOILER_AT_EAST RIVER	932	8,391	0	0	0	9,324
<b>EAST RIVER Total:</b>	<b>2,537</b>	<b>8,391</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>11,113</b>	
ELLIOTT	8415-PLUMBING_AT_ELLIOT	150	0	0	0	0	150

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9473-PLUMBING2_AT_ELLIOT	300	0	0	0	0	300
9914-CCTV2_AT_ELLIOTT	250	0	0	0	0	250
10100-GROUNDS2_AT_ELLIOTT	216	0	0	0	0	216
10244-HEATING4_AT_ELLIOTT	515	0	0	0	0	515
10571-EXT COMPACTORS_AT_ELLIOT	0	1,200	0	0	0	1,200
<b>ELLIOTT Total:</b>	<b>1,431</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,632</b>
<b>FIRST HOUSES</b>						
9932-ROOF2_AT_FIRST	1	0	0	0	0	1
<b>FIRST HOUSES Total:</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>FT. WASHINGTON AVENUE REHAB</b>						
7448-CC-UPGRADE2_AT_FT WASH SCC	67	0	0	0	0	67
<b>FT. WASHINGTON AVENUE REHAB Total:</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>
<b>FULTON</b>						
9721-BASEMENT CRAWL SPACES_AT_F	0	0	0	1,000	0	1,000
9915-CCTV3_AT_FULTON	250	0	0	0	0	250
9939-GARBAGE DISPOS2_AT_FULTON	392	0	0	0	0	392
9995-MAJOR RENO_AT_FULTON	4,000	0	0	0	0	4,000
10146-LOCAL LAW 11_AT_FULTON	0	2,700	2,700	0	0	5,400
10191-LIGHTING3_AT_FULTON	464	0	0	0	0	464
10249-HEATING3_AT_FULTON	1,645	0	0	0	0	1,645
10503-INT COMPACTORS_AT_FULTON	0	0	0	0	1,366	1,366
<b>FULTON Total:</b>	<b>6,751</b>	<b>2,700</b>	<b>2,700</b>	<b>1,000</b>	<b>1,366</b>	<b>14,518</b>
<b>GOMPERS</b>						
9785-LIGHTING_AT_GOMPERS	74	0	0	0	0	74
9825-BOILERS_AT_GOMPERS	2,500	0	0	0	0	2,500
9926-ROOFS2_AT_GOMPERS	4,137	0	0	0	0	4,137
9962-PLUMBING2_AT_GOMPERS	1,000	0	0	0	0	1,000
10007-EXT COMPACTORS_AT_GOMPER	244	0	0	0	0	244
10520-EXT COMPACTORS2_AT_GOMPE	0	0	0	1,282	0	1,282
<b>GOMPERS Total:</b>	<b>7,955</b>	<b>0</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>9,237</b>
<b>GRANT</b>						
8838-ROOFS4_AT_GRANT	2,116	0	0	0	0	2,116
8929-GROUNDS2_AT_GRANT	37	0	0	0	0	37
9245-PLUMBING2_AT_GRANT	8,200	0	0	0	0	8,200
9374-GC_AT_GRANT	3,080	0	0	0	0	3,080
9895-LIGHTING_AT_GRANT	500	0	0	0	0	500
9952-ELEVATORS4_AT_GRANT	0	0	1,520	13,680	0	15,200
10407-BOILER_AT_GRANT	0	1,399	12,587	0	0	13,985
10484-EXT COMPACTORS2_AT_GRANT	0	0	0	0	2,797	2,797
<b>GRANT Total:</b>	<b>13,933</b>	<b>1,399</b>	<b>14,107</b>	<b>13,680</b>	<b>2,797</b>	<b>45,915</b>
<b>HARBORVIEW TERRACE</b>						
9488-INT COMPACTORS_AT_HARBORVI	80	0	0	0	0	80
10024-LOCAL LAW 11_AT_HARBORVIE	1,245	0	0	0	0	1,245

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
10087-CC-UPGRADE2_AT_HARBORVIE	53	0	0	0	0	53
10522-EXT COMPACTORS_AT_HARBOR	0	0	0	0	1,322	1,322
<b>HARBORVIEW TERRACE Total:</b>	<b>1,378</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,322</b>	<b>2,700</b>
<b>HERNANDEZ</b>						
9139-GROUNDS_AT_HERNANDEZ	1,087	0	0	0	0	1,087
10072-ENERGY EFF A/Cs_AT_MELTZER	567	0	0	0	0	567
10442-SECTION 504_AT_HERNANDEZ	50	0	0	0	0	50
10523-EXT COMPACTORS_AT_HERNAN	0	0	0	1,282	0	1,282
10577-LAYERED ACCESS_AT_HERNAND	1,291	0	0	0	0	1,291
<b>HERNANDEZ Total:</b>	<b>2,995</b>	<b>0</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>4,277</b>
<b>HOLMES TOWERS</b>						
8185-ENTR/EXIT-DWEL_AT_HOLMES	97	0	0	0	0	97
8347-LIGHTING_AT_HOLMES	250	0	0	0	0	250
9722-BASEMENT CRAWL SPA_AT_HOL	0	0	0	1,000	0	1,000
<b>HOLMES TOWERS Total:</b>	<b>347</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,347</b>
<b>ISAACS</b>						
9684-PLUMBING3_AT_ISAACS	520	0	0	0	0	520
9704-HEATING3_AT_ISAACS	200	0	0	0	0	200
7545-CC-UPGRADE2_AT_ISAACS CC	225	0	0	0	0	225
9723-BASEMENT CRAWL SPACES_AT_IS	1,250	0	0	0	0	1,250
10251-CC-UPGRADE2_AT_ISAACS	300	0	0	0	0	300
<b>ISAACS Total:</b>	<b>2,495</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,495</b>
<b>JACKIE ROBINSON</b>						
9724-BASEMENT CRAWL SPACES_AT_R	1,250	0	0	0	0	1,250
9851-BOILER_AT_ROBINSON	477	0	0	0	0	477
10308-LOCAL LAW 11_AT_ROBINSON	0	0	2,013	0	0	2,013
10438-SECTION 504_AT_ROBINSON	25	0	0	0	0	25
10590-LAYERED ACCESS_AT_ROBINSON	0	0	0	0	1,645	1,645
<b>JACKIE ROBINSON Total:</b>	<b>1,752</b>	<b>0</b>	<b>2,013</b>	<b>0</b>	<b>1,645</b>	<b>5,411</b>
<b>JEFFERSON</b>						
9692-PLUMBING8_AT_JEFFERSON	520	0	0	0	0	520
9712-HEATING6_AT_JEFFERSON	200	0	0	0	0	200
8755-CC-UPGRADE_AT_JEFFERSON	110	0	0	0	0	110
9256-BATHROOMS2_AT_JEFFERSON	35,831	4,731	15,373	0	0	55,935
9368-CCTV_AT_JEFFERSON	12	0	0	0	0	12
9382-GROUNDS3_AT_JEFFERSON	5	0	0	0	0	5
10373-GROUNDS4_AT_JEFFERSON	400	0	0	0	0	400
10374-GROUNDS5_AT_JEFFERSON	330	0	0	0	0	330
10376-GROUNDS6_AT_JEFFERSON	1,460	0	0	0	0	1,460
10526-EXT COMPACTORS_AT_JEFFERSON	0	0	0	2,711	0	2,711
10629-IIINT COMPACTORS_AT_JEFFERS	0	0	2,295	0	0	2,295
<b>JEFFERSON Total:</b>	<b>38,867</b>	<b>4,731</b>	<b>17,668</b>	<b>2,711</b>	<b>0</b>	<b>63,978</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
JOHNSON	9396-CC-UPGRADES_AT_JOHNSON	877	0	0	0	0	877
	9725-BASEMENT CRAWL SPACES_AT_JO	1,250	0	0	0	0	1,250
	9997-EXT COMPACTORS_AT_JOHNSON	204	0	0	0	0	204
	10332-BOILER_AT_JOHNSON	11,448	0	0	0	0	11,448
	10527-EXT COMPACTORS2_AT_JOHNSO	0	0	0	1,758	0	1,758
	10627-INT COMPACTORS_AT_JOHNSON	0	1,110	0	0	0	1,110
	<b>JOHNSON Total:</b>	<b>13,779</b>	<b>1,110</b>	<b>0</b>	<b>1,758</b>	<b>0</b>	<b>16,648</b>
KING TOWERS	9633-FIRE PRO-ALARM_AT_KING TOWE	321	0	0	0	0	321
	9726-BASEMENT CRAWL SPA_AT_KING	1,250	0	0	0	0	1,250
	10254-LIGHTING2_AT_KING TOWERS	250	0	0	0	0	250
	10528-EXT COMPACTORS2_AT_KING TO	0	0	0	805	0	805
	10628-INT COMPACTORS_AT_KING TO	0	653	0	0	0	653
	<b>KING TOWERS Total:</b>	<b>1,821</b>	<b>653</b>	<b>0</b>	<b>805</b>	<b>0</b>	<b>3,279</b>
LA GUARDIA	10549-EXT COMPACTORS2_AT_LAGUAR	1,591	0	0	0	0	1,591
	<b>LA GUARDIA Total:</b>	<b>1,591</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,591</b>
LA GUARDIA ADDITION	8916-CCTV_AT_LAGUARDIA A	170	0	0	0	0	170
	<b>LA GUARDIA ADDITION Total:</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>170</b>
LEHMAN	9526-PLUMBING3_AT_LEHMAN	0	0	0	2,450	2,450	4,900
	<b>LEHMAN Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,450</b>	<b>2,450</b>	<b>4,900</b>
LEXINGTON	8923-GROUNDS_AT_LEXINGTON	70	0	0	0	0	70
	<b>LEXINGTON Total:</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70</b>
LINCOLN	8059-SANDY GC_AT_LINCOLN	4,085	0	0	0	0	4,085
	9410-SANDY RENO_AT_LINCOLN	460	0	0	0	0	460
	10131-ROOF55_AT_LINCOLN	703	0	0	0	0	703
	10194-LOCAL LAW 11_AT_LINCOLN	0	0	0	0	4,027	4,027
	10327-BOILER_AT_LINCOLN	11,448	0	0	0	0	11,448
	10533-EXT COMPACTORS2_AT_LINCOL	0	0	0	0	1,814	1,814
	<b>LINCOLN Total:</b>	<b>16,696</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,841</b>	<b>22,536</b>
LOWER EAST SIDE II	9727-BASEMENT CRAWL SPACES_AT_LE	1,250	0	0	0	0	1,250
	<b>LOWER EAST SIDE II Total:</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250</b>
LOWER EAST SIDE III	10536-EXT COMPACTORS_AT_LES III	0	0	0	0	1,322	1,322
	<b>LOWER EAST SIDE III Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,322</b>	<b>1,322</b>
LOWER EAST SIDE I INFILL	9386-GROUNDS_AT_LES I	266	0	0	0	0	266
	9728-BASEMENT CRAWL SPACES_AT_LE	1,250	0	0	0	0	1,250



**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9782-LIGHTING_AT_HERNANDEZ	6	0	0	0	0	6
10219-SEC ENHANCEMENTS_AT_LES I	675	0	0	0	0	675
10534-EXT COMPACTORS_AT_LES I	0	0	0	0	1,322	1,322
<b>LOWER EAST SIDE I INFILL Total:</b>	<b>2,197</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,322</b>	<b>3,519</b>
LOWER EAST SIDE REHAB (GROUP 5)						
10025-LOCAL LAW 11_AT_LES V	1,800	0	0	0	0	1,800
LOWER EAST SIDE REHAB (GROUP 5) Total	1,800	0	0	0	0	1,800
MANHATTANVILLE						
9018-ELEVATORS4_AT_MHTNVILLE	267	0	0	0	0	267
MANHATTANVILLE Total:	267	0	0	0	0	267
MELTZER TOWER						
9468-INT COMPACTORS_AT_MELT-HER	100	0	0	0	0	100
10021-LOCAL LAW 11_AT_MELTZER	0	0	0	2,013	0	2,013
10539-EXT COMPACTORS_AT_MELTZER	0	0	0	0	1,322	1,322
MELTZER TOWER Total:	100	0	0	2,013	1,322	3,436
METRO NORTH PLAZA						
8357-SEC ENHANCEMENTS_AT_METRO N	250	0	0	0	0	250
8709-GROUNDS2_AT_METRO N PLZ	200	0	0	0	0	200
9216-GROUNDS3_AT_METRO N PLZ	300	0	0	0	0	300
10469-INT COMPACTORS_AT_METRO N	0	0	0	0	216	216
METRO NORTH PLAZA Total:	750	0	0	0	216	966
MORRIS PARK SENIOR CITIZENS' HOME						
8939-CC-UPGRADE_AT_MORRIS I	400	0	0	0	0	400
10514-INT COMPACTORS_AT_MORRIS I	0	65	0	0	0	65
10547-EXT COMPACTORS_AT_MORRIS	0	0	0	1,282	0	1,282
MORRIS PARK SENIOR CITIZENS' HOME	400	65	0	1,282	0	1,747
POLO GROUNDS TOWER						
8859-SEC LIGHTING_AT_POLO GROUND	1,312	0	0	0	0	1,312
9028-SEC ENHANCEMENTS_AT_POLO GRO	66	0	0	0	0	66
9248-PLUMBING4_AT_POLO GROUNDS	9,433	0	0	0	0	9,433
9450-GARBAGE DISPOS4_AT_POLO GR	200	0	0	0	0	200
10460-EXT COMPACTORS_AT_POLO GR	0	0	15,048	0	0	15,048
POLO GROUNDS TOWER Total:	11,011	0	15,048	0	0	26,059
RANDOLPH						
9466-INT COMPACTORS_AT_RANDOLP	1,500	0	0	0	0	1,500
RANDOLPH Total:	1,500	0	0	0	0	1,500
RANGEL						
6727-ELEVATORS2_AT_RANGEL	1,124	0	0	0	0	1,124
9735-BASEMENT CRAWL SPACES_AT_R	1,250	0	0	0	0	1,250
9801-BOILER_AT_RANGEL	21,421	0	0	0	0	21,421
9865-CCTV_AT_RANGEL	200	0	0	0	0	200
10419-INT COMPACTORS_AT_RANGEL	0	0	0	627	0	627
RANGEL Total:	23,995	0	0	627	0	24,622

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
REHAB PROGRAM (DOUGLASS)	10090-LOCAL LAW II_AT_DOUGLASS RE	1,813	0	0	0	0	1,813
	10556-EXT COMPACTORS_AT_DOUGLA	0	0	0	0	1,322	1,322
	<b>REHAB PROGRAM (DOUGLASS) Total:</b>	<b>1,813</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,322</b>	<b>3,135</b>
REHAB PROGRAM (WISE REHAB)	8915-CCTV_AT_WISE REHAB	125	0	0	0	0	125
	<b>REHAB PROGRAM (WISE REHAB) Total:</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>
RIIS I	10537-EXT COMPACTORS2_AT_RIIS I	0	754	0	0	0	754
	<b>RIIS I Total:</b>	<b>0</b>	<b>754</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>754</b>
RIIS II	8314-SANDY RENO_AT_RIIS II	7	0	0	0	0	7
	<b>RIIS II Total:</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
ROBBINS PLAZA	8956-EQUIP UPGRADE_AT_ROBBINS PL	14	0	0	0	0	14
	9734-BASEMENT CRAWL SPA_AT_ROBB	0	0	0	1,000	0	1,000
	10569-EXT COMPACTORS_AT_ROBBINS	0	1,200	0	0	0	1,200
	<b>ROBBINS PLAZA Total:</b>	<b>14</b>	<b>1,200</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>2,214</b>
RUTGERS	6224-ENERGY INIT_AT_RUTGERS	275	0	0	0	0	275
	9900-CC-UPGRADE2_AT_RUTGERS	120	0	0	0	0	120
	10083-EXT COMPACTORS_AT_RUTGERS	270	0	0	0	0	270
	<b>RUTGERS Total:</b>	<b>665</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>665</b>
SAINT NICHOLAS	8763-BRICK/ROOFS_AT_ST NICH	1,416	0	0	0	0	1,416
	9029-SEC ENHANCEMENTS_AT_ST NICHOL	344	0	0	0	0	344
	9290-ELEVATORS_AT_ST NICH	275	0	0	9,700	9,700	19,675
	9733-BASEMENT CRAWL SPACES_AT_ST	0	0	0	1,000	0	1,000
	9979-GARBAGE DISPOS2_AT_ST NICH	927	0	0	0	0	927
	9980-EXT COMPACTORS_AT_ST NICHOL	307	0	0	0	0	307
	10412-BOILER_AT_ST NICH	1,399	12,587	0	0	0	13,985
	10471-INT COMPACTORS_AT_ST NICH	0	0	0	0	1,007	1,007
<b>SAINT NICHOLAS Total:</b>	<b>4,667</b>	<b>12,587</b>	<b>0</b>	<b>10,700</b>	<b>10,707</b>	<b>38,660</b>	
SAMUEL, FREDERICK (CITY)	9110-CCTV_AT_SAMUEL(CITY)	22	0	0	0	0	22
	<b>SAMUEL, FREDERICK (CITY) Total:</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22</b>
SEWARD PARK EXT	10224-OFF FAC UPGR_AT_SEWARD PK E	500	0	0	0	0	500
	10444-SECTION 5042_AT_SEWARD PK E	0	75	0	0	0	75
	<b>SEWARD PARK EXT Total:</b>	<b>500</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>575</b>
SMITH	8323-SANDY RENO_AT_SMITH	6,000	0	0	0	0	6,000
	8636-PLUMBING4_AT_SMITH	2,569	0	0	0	0	2,569

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9432-PLUMBING6_AT_SMITH	0	0	250	0	0	250
9445-GARBAGE DISPOS2_AT_SMITH	1,278	0	0	0	0	1,278
9480-PLUMBING7_AT_SMITH	8,127	0	0	0	0	8,127
9513-HEATING3_AT_SMITH	550	0	0	0	0	550
10218-GROUNDS4_AT_SMITH	500	0	0	0	0	500
10265-SANDYPLAYGROUNDS_AT_SMIT	0	1,850	0	0	0	1,850
10321-BOILER2_AT_SMITH	31,460	0	0	0	0	31,460
<b>SMITH Total:</b>	<b>50,484</b>	<b>1,850</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>52,584</b>
<b>STRAUS</b>						
10220-GARBAGE DISPOS2_AT_STRAUS	100	0	0	0	0	100
10573-EXT COMPACTORS2_AT_STRAUS	0	1,200	0	0	0	1,200
10624-INT COMPACTORS_AT_STRAUS	0	0	0	0	144	144
<b>STRAUS Total:</b>	<b>100</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>144</b>	<b>1,444</b>
<b>TAFT</b>						
6574-ELEVATORS2_AT_TAFT	11	0	0	0	0	11
7468-BRICK/ROOF_AT_TAFT	30	0	0	0	0	30
9252-HEATING3_AT_TAFT	6,975	0	0	0	0	6,975
9309-ELEVATORS3_AT_TAFT	0	0	250	0	0	250
9732-BASEMENT CRAWL SPACES_AT_T	0	0	0	1,000	0	1,000
9808-BOILER_AT_TAFT	1,355	0	0	0	0	1,355
9975-EXT COMPACTORS_AT_TAFT	409	0	0	0	0	409
9991-GARBAGE DISPOS3_AT_TAFT	927	0	0	0	0	927
10337-HEATING4_AT_TAFT	7,000	0	0	0	0	7,000
10380-BRICKWORK3_AT_TAFT	0	0	0	4,027	2,013	6,040
10488-EXT COMPACTORS2_AT_TAFT	0	0	0	0	831	831
10631-INT COMPACTORS_AT_TAFT	0	0	1,215	0	0	1,215
<b>TAFT Total:</b>	<b>16,706</b>	<b>0</b>	<b>1,465</b>	<b>5,027</b>	<b>2,844</b>	<b>26,042</b>
<b>THOMAS APTS</b>						
10311-LOCAL LAW11_AT_THOMAS APT	0	1,800	0	0	0	1,800
<b>THOMAS APTS Total:</b>	<b>0</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800</b>
<b>THURGOOD MARSHALL PLAZA</b>						
7278-ROOFS2_AT_TMARSHALL	2,200	0	0	0	0	2,200
9631-FIRE PRO-ALARM_AT_TMARSHALL	128	0	0	0	0	128
<b>THURGOOD MARSHALL PLAZA Total:</b>	<b>2,328</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,328</b>
<b>TWO BRIDGES URA (SITE 7)</b>						
9138-GROUNDS_AT_TWO BRIDGES	350	0	0	0	0	350
10307-LOCAL LAW 11_AT_TWO BRDGS{	0	0	0	0	2,013	2,013
<b>TWO BRIDGES URA (SITE 7) Total:</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>2,363</b>
<b>UPACA URBAN RENEWAL (SITE 5)</b>						
10173-LOCAL LAW 11_AT_UPACA(5)	225	0	0	0	0	225
10320-BOILER_AT_UPACA(5)	4,579	0	0	0	0	4,579
10441-SECTION 5042_AT_UPACA(5)	25	0	0	0	0	25
<b>UPACA URBAN RENEWAL (SITE 5) Total</b>	<b>4,829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,829</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
UPACA URBAN RENEWAL (SITE 6)						
10437-SECTION 5042_AT_UPACA(6)	25	0	0	0	0	25
<b>UPACA URBAN RENEWAL (SITE 6) Total</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>
VLADECK I						
6163-CC-UPGRADE_AT_VLADECK	51	0	0	0	0	51
7739-CC-UPGRADE3_AT_VLADECK	238	0	0	0	0	238
9336-GROUNDS_AT_VLADECK	202	0	0	0	0	202
9731-BASEMENT CRAWL SPACES_AT_VL	0	0	0	1,000	0	1,000
9783-LIGHTING_AT_VLADECK	237	0	0	0	0	237
9866-GROUNDS2_AT_VLADECK	600	0	0	0	0	600
10009-EXT COMPACTORS_AT_VLADECK	553	0	0	0	0	553
10125-ROOFS_AT_VLADECK	950	0	0	0	0	950
10560-EXT COMPACTORS2_AT_VLADECK	0	0	1,241	0	0	1,241
<b>VLADECK I Total:</b>	<b>2,830</b>	<b>0</b>	<b>1,241</b>	<b>1,000</b>	<b>0</b>	<b>5,071</b>
VLADECK II						
9784-LIGHTING_AT_SEWARD PK E	24	0	0	0	0	24
10126-ROOFS_AT_VLADECK II	256	0	0	0	0	256
<b>VLADECK II Total:</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280</b>
WAGNER						
8861-SEC LIGHTING_AT_WAGNER	396	0	0	0	0	396
9030-SEC ENHANCEMENTS2_AT_WAGNER	460	0	0	0	0	460
9230-GROUNDS3_AT_WAGNER	500	0	0	0	0	500
9433-PLUMBING6_AT_WAGNER	0	0	4,000	5,300	5,300	14,600
9446-GARBAGE DISPOS4_AT_WAGNER	200	0	0	0	0	200
9973-GARBAGE DISPOS3_AT_WAGNER	927	0	0	0	0	927
10368-EPC MANAGEMENT SEV_AT_WA	1,664	3,542	1,442	0	0	6,648
<b>WAGNER Total:</b>	<b>4,147</b>	<b>3,542</b>	<b>5,442</b>	<b>5,300</b>	<b>5,300</b>	<b>23,731</b>
WALD						
8327-SANDY RENO_AT_WALD	0	4,000	0	0	0	4,000
10006-EXT COMPACTORS2_AT_WALD	1,299	0	0	0	0	1,299
10300-LOCAL LAW 11_AT_WALD	0	0	0	2,013	0	2,013
<b>WALD Total:</b>	<b>1,299</b>	<b>4,000</b>	<b>0</b>	<b>2,013</b>	<b>0</b>	<b>7,313</b>
WASHINGTON						
8711-GROUNDS3_AT_WASHINGTON	37	0	0	0	0	37
9414-GROUNDS4_AT_WASHINGTON	800	0	0	0	0	800
9771-PLUMBING2_AT_WASHINGTON	5,303	0	0	0	0	5,303
9923-ROOFS_AT_WASHINGTON	30,039	0	0	0	0	30,039
9940-GARBAGE DISPOS3_AT_WASHING	1,951	0	0	0	0	1,951
10342-LOCAL LAW 11_AT_WASHINGTO	0	7,200	7,200	0	0	14,400
<b>WASHINGTON Total:</b>	<b>38,130</b>	<b>7,200</b>	<b>7,200</b>	<b>0</b>	<b>0</b>	<b>52,530</b>
WHITE						
7790-CC-UPGRADE2_AT_WHITE CC	781	0	0	0	0	781
9136-GROUNDS_AT_WHITE	50	0	0	0	0	50

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9356-SEC ENHANCEMENTS_AT_WHITE	28	0	0	0	0	28
10572-EXT COMPACTORS_AT_WHITE	0	1,200	0	0	0	1,200
<b>WHITE Total:</b>	<b>859</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,059</b>
<b>WILSON</b>						
8937-GROUNDS2_AT_WILSON	15	0	0	0	0	15
9941-GARBAGE DISPOS2_AT_WILSON	196	0	0	0	0	196
10297-LOCAL LAW 11_AT_WILSON	0	3,600	0	0	0	3,600
10362-PLUMBING3_AT_ROOSEVELT II	1,000	0	0	0	0	1,000
10439-SECTION 504_AT_WILSON	100	0	0	0	0	100
10454-INT COMPACTORS_AT_WILSON	0	196	0	0	0	196
<b>WILSON Total:</b>	<b>1,311</b>	<b>3,796</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,107</b>
<b>WISE TOWERS</b>						
8695-GROUNDS2_AT_WISE TOWERS	1	0	0	0	0	1
9872-GROUNDS4_AT_WISE TOWERS	525	0	0	0	0	525
9906-CCTV_AT_WISE	275	0	0	0	0	275
<b>WISE TOWERS Total:</b>	<b>801</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>801</b>
<b>W S U R (BROWNSTONES)</b>						
10305-LOCAL LAW 11_AT_WSUR(BWN)	0	5,400	0	0	0	5,400
<b>W S U R (BROWNSTONES) Total:</b>	<b>0</b>	<b>5,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,400</b>
<b>W S U R (SITE A) 120 WEST 94TH ST</b>						
9131-CC-UPGRADE_AT_WSUR (SITEA)	140	0	0	0	0	140
10586-INT COMPACTORS_AT_WSUR-94	0	0	0	70	0	70
<b>W S U R (SITE A) 120 WEST 94TH ST Tot</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>210</b>
<b>W S U R (SITE B) 74 WEST 92ND ST</b>						
10116-LOCAL LAW 11_AT_WSUR-92ND	37	0	0	0	0	37
10513-INT COMPACTORS_AT_WSUR-92	0	0	0	70	0	70
<b>W S U R (SITE B) 74 WEST 92ND ST Tot</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>106</b>
<b>W S U R (SITE C) 589 AMSTERDAM AVE</b>						
10385-BRICKWORK_AT_WSUR-589A	0	0	0	0	2,013	2,013
10459-INT COMPACTORS_AT_WSUR-58	0	0	0	70	0	70
<b>W S U R (SITE C) 589 AMSTERDAM AVE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>2,013</b>	<b>2,083</b>
<b>Manhattan Total</b>	<b>398,028</b>	<b>127,267</b>	<b>99,457</b>	<b>63,791</b>	<b>65,904</b>	<b>754,446</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
<b>Queens</b>						
<b>ASTORIA</b>						
9554-PLUMBING3_AT_ASTORIA	520	0	0	0	0	520
9559-HEATING5_AT_ASTORIA	200	0	0	0	0	200
1676-CC-UPGRADE_AT_ASTORIA SCC	201	0	0	0	0	201
7689-ROOF53_AT_ASTORIA	1,110	0	0	0	0	1,110
8306-SANDY RENO_AT_ASTORIA	8,520	0	0	0	0	8,520
8917-GROUNDS2_AT_ASTORIA	28	0	0	0	0	28
9094-GROUNDS3_AT_ASTORIA	6	0	0	0	0	6
9364-LIGHTING3_AT_ASTORIA	46	0	0	0	0	46
9376-CCTV3_AT_ASTORIA	80	0	0	0	0	80
9390-GROUNDS4_AT_ASTORIA	572	0	0	0	0	572
9904-CCTV4_AT_ASTORIA	100	0	0	0	0	100
10180-GROUNDS5_AT_ASTORIA	500	0	0	0	0	500
10193-LOCAL LAW 11_AT_ASTORIA	0	0	3,600	4,027	0	7,627
10271-SANDYPLAYGROUNDS_AT_ASTO	1,850	0	0	0	0	1,850
<b>ASTORIA Total:</b>	<b>13,733</b>	<b>0</b>	<b>3,600</b>	<b>4,027</b>	<b>0</b>	<b>21,360</b>
<b>BAISLEY PARK</b>						
9095-CCTV_AT_BAISLEY PK	66	0	0	0	0	66
10211-CCTV2_AT_BAISLEY PK	1,500	0	0	0	0	1,500
10507-INT COMPACTORS_AT_BAISLEY P	0	0	0	0	360	360
<b>BAISLEY PARK Total:</b>	<b>1,566</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>360</b>	<b>1,926</b>
<b>BEACH 41ST ST - BEACH CHANNEL DRIV</b>						
10274-SANDYPLAYGROUNDS_AT_BEAC	0	1,850	0	0	0	1,850
10345-SANDY CCTV_AT_BEACH 41ST	5,000	0	0	0	0	5,000
<b>BEACH 41ST ST - BEACH CHANNEL DRIV</b>	<b>5,000</b>	<b>1,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,850</b>
<b>BLAND</b>						
9870-GROUNDS4_AT_BLAND	500	0	0	0	0	500
10178-LIGHTING2_AT_BLAND	300	0	0	0	0	300
10203-LOCAL LAW 11_AT_BLAND	0	0	0	6,040	0	6,040
10477-EXT COMPACTORS_AT_BLAND	0	0	0	0	1,322	1,322
<b>BLAND Total:</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>6,040</b>	<b>1,322</b>	<b>8,162</b>
<b>CARLETON MANOR</b>						
8910-GROUNDS_AT_CARLETON	250	0	0	0	0	250
9457-EXT COMPACTORS_AT_CARLETON	200	0	0	0	0	200
10272-SANDYPLAYGROUNDS_AT_CARL	1,850	0	0	0	0	1,850
<b>CARLETON MANOR Total:</b>	<b>2,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>
<b>CONLON LIHFE TOWERS</b>						
9361-SEC ENHANCMENTS_AT_CONLON LI	220	0	0	0	0	220
9913-CC-UPGRADE_AT_CONLON LIFHE	600	0	0	0	0	600
10304-LOCAL LAW11_AT_CONLON LIHF	0	0	0	0	2,013	2,013
10424-PLUMBING2_AT_CONLON LIHFE	1,000	0	0	0	0	1,000
<b>CONLON LIHFE TOWERS Total:</b>	<b>1,820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>3,833</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
HAMMEL	9096-GROUNDS3_AT_HAMMEL	500	0	0	0	0	500
	10038-LOCAL LAW 11_AT_HAMMEL	0	0	0	2,013	0	2,013
	10521-EXT COMPACTORS_AT_HAMMEL	0	0	0	0	1,814	1,814
	<b>HAMMEL Total:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>2,013</b>	<b>1,814</b>	<b>4,327</b>
INTERNATIONAL TOWER	9142-CCTV_AT_INTL TWRS	38	0	0	0	0	38
	10107-LOCAL LAW 11_AT_INTL TWRS	0	0	0	2,013	0	2,013
	10588-INT COMPACTORS_AT_INTL TWR	0	0	0	70	0	70
	<b>INTERNATIONAL TOWER Total:</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>2,083</b>	<b>0</b>	<b>2,121</b>
LATIMER GARDENS	9688-PLUMBING2_AT_LATIMER	520	0	0	0	0	520
	9708-HEATING4_AT_LATIMER	200	0	0	0	0	200
	9097-GROUNDS3_AT_LATIMER	37	0	0	0	0	37
	10179-CC-UPGRADE_AT_LATIMER	200	0	0	0	0	200
<b>LATIMER GARDENS Total:</b>	<b>957</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>957</b>	
LEAVITT ST - 34TH AVE	8940-CCTV_AT_LEAVITT-34	88	0	0	0	0	88
	10377-SECTION 5042_AT_LINDEN	0	0	25	0	0	25
	<b>LEAVITT ST - 34TH AVE Total:</b>	<b>88</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>113</b>
OCEAN BAY (OCEANSIDE) FORMERLY AR	10266-SANDYPLAYGROUNDS_AT_OCEA	0	1,850	0	0	0	1,850
	10278-SANDY CCTV_AT_OCEANSIDE	0	5,000	0	0	0	5,000
	<b>OCEAN BAY (OCEANSIDE) FORMERLY A</b>	<b>0</b>	<b>6,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,850</b>
POMONOK	7469-BRICK/ROOF_AT_POMONOK	39	0	0	0	0	39
	7633-BOILER_AT_POMONOK	0	1,600	14,400	0	0	16,000
	9313-CCTV2_AT_POMONOK	3	0	0	0	0	3
	9978-GARBAGE DISPOS2_AT_POMONO	927	0	0	0	0	927
	10491-EXT COMPACTORS2_AT_POMON	0	0	0	3,188	0	3,188
<b>POMONOK Total:</b>	<b>969</b>	<b>1,600</b>	<b>14,400</b>	<b>3,188</b>	<b>0</b>	<b>20,157</b>	
QUEENSBRIDGE NORTH	8862-SEC LIGHTING_AT_QUEENSBRIDG	4,184	0	0	0	0	4,184
	8953-GROUNDS_AT_QUEENSBRIDGE	1	0	0	0	0	1
	9190-ELEVATORS2_AT_QUEENSBDGE N	21,730	0	0	0	0	21,730
	10553-EXT COMPACTORS2_AT_QUEENS	0	0	0	0	831	831
<b>QUEENSBRIDGE NORTH Total:</b>	<b>25,915</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>831</b>	<b>26,746</b>	
QUEENSBRIDGE SOUTH	9098-GROUNDS2_AT_QUEENSBDGE S	163	0	0	0	0	163
	9191-ELEVATORS2_AT_QUEENSBDGE S	34,707	0	0	0	0	34,707
	10554-EXT COMPACTORS2_AT_QUEENS	0	0	0	0	831	831
<b>QUEENSBRIDGE SOUTH Total:</b>	<b>34,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>831</b>	<b>35,701</b>	

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
RAVENSWOOD						
9140-GROUNDS2_AT_RAVENSWOOD	62	0	0	0	0	62
10187-CC-UPGRADE3_AT_RAVENSWOOD	600	0	0	0	0	600
10333-BOILER_AT_RAVENSWOOD	16,027	0	0	0	0	16,027
10430-INT COMPACTORS_AT_RAVENS	0	0	0	0	3,236	3,236
10490-EXT COMPACTORS2_AT_RAVENS	0	0	0	2,711	0	2,711
10551-ENERGY RetrofitNY_AT_RAVENS	0	0	0	2,000	0	2,000
<b>RAVENSWOOD Total:</b>	<b>16,689</b>	<b>0</b>	<b>0</b>	<b>4,711</b>	<b>3,236</b>	<b>24,637</b>
REDFERN						
8715-GROUNDS_AT_REDFERN	150	0	0	0	0	150
<b>REDFERN Total:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>
REHAB PROGRAM (COLLEGE POINT)						
10489-EXT COMPACTORS_AT_COLLEGE	0	0	0	1,282	0	1,282
REHAB PROGRAM (COLLEGE POINT) To	0	0	0	1,282	0	1,282
SHELTON HOUSE						
9100-CCTV_AT_SHELTON	21	0	0	0	0	21
10416-PLUMBING3_AT_SHELTON	0	1,000	0	0	0	1,000
<b>SHELTON HOUSE Total:</b>	<b>21</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,021</b>
SOUTH JAMAICA I						
8716-GROUNDS2_AT_SJAMAICA	50	0	0	0	0	50
9924-ROOF52_AT_SJAMAICA I	29,824	0	0	0	0	29,824
9977-EXT COMPACTORS_AT_S JAMAICA	409	0	0	0	0	409
10213-CC-UPGRADE_AT_SJAMAICA II	1,000	0	0	0	0	1,000
<b>SOUTH JAMAICA I Total:</b>	<b>31,283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,283</b>
SOUTH JAMAICA II						
9925-ROOF53_AT_SJAMAICA II	24,903	0	0	0	0	24,903
10161-LOCAL LAW 11_AT_SJAMAICA II	4,105	0	0	0	0	4,105
<b>SOUTH JAMAICA II Total:</b>	<b>29,009</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,009</b>
WOODSIDE						
9101-GROUNDS2_AT_WOODSIDE	5	0	0	0	0	5
9809-PLUMBING2_AT_WOODSON	1,400	0	0	0	0	1,400
9912-CC-UPGRADE3_AT_WOODSIDE	600	0	0	0	0	600
10037-LOCAL LAW 11_AT_WOODSIDE	0	0	0	0	16,108	16,108
10133-ROOF52_AT_WOODSIDE	742	0	0	0	0	742
<b>WOODSIDE Total:</b>	<b>2,747</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,108</b>	<b>18,855</b>
<b>Queens Total</b>	<b>168,456</b>	<b>11,300</b>	<b>18,025</b>	<b>23,344</b>	<b>26,514</b>	<b>247,639</b>



**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
<b>Staten Island</b>							
BERRY	9425-LIGHTING2_AT_BERRY	100	0	0	0	0	100
	9632-FIRE PRO-ALARM3_AT_BERRY	185	0	0	0	0	185
	9741-FIRE PRO-ALARM2_AT_BERRY-59T	185	0	0	0	0	185
	10184-CCTV_AT_BERRY	200	0	0	0	0	200
	10326-BOILER2_AT_BERRY	6,678	0	0	0	0	6,678
	10479-EXT COMPACTORS_AT_BERRY	0	0	0	0	1,322	1,322
	10500-INT COMPACTORS_AT_BERRY	0	0	1,080	0	0	1,080
	<b>BERRY Total:</b>	<b>7,348</b>	<b>0</b>	<b>1,080</b>	<b>0</b>	<b>1,322</b>	<b>9,750</b>
CASSIDY - LAFAYETTE	9350-SEC ENHANCMENTS2_AT_CASSIDY-	2,760	0	0	0	0	2,760
	<b>CASSIDY - LAFAYETTE Total:</b>	<b>2,760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,760</b>
MARINER'S HARBOR	7471-BRICK/ROOF_AT_MARINERS HB	65	0	0	0	0	65
	9324-CC-UPGRADE2_AT_MARINER'S HB	5,700	0	0	0	0	5,700
	9903-GROUND52_AT_MARINER'S HARB	393	0	0	0	0	393
	<b>MARINER'S HARBOR Total:</b>	<b>6,158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,158</b>
MARKHAM GARDENS	10301-LOCAL LAW 11_AT_W BRIGHTON	238	0	0	0	0	238
	<b>MARKHAM GARDENS Total:</b>	<b>238</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>238</b>
NEW LANE AREA	8364-SANDY RENO_AT_NEW LANE	510	0	0	0	0	510
	8889-SEC ENHANCMENTS_AT_NEW LANE	500	0	0	0	0	500
	9353-CC-UPGRADE2_AT_NEW LANE	322	0	0	0	0	322
<b>NEW LANE AREA Total:</b>	<b>1,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,332</b>	
RICHMOND TERRACE	9354-GROUND53_AT_RICHMOND TR	4	0	0	0	0	4
	10115-MAJOR RENO_AT_RICHMOND T	187,741	0	0	0	0	187,741
	10293-ELEVATOR53_AT_RICHMOND TR	12,720	0	0	0	0	12,720
<b>RICHMOND TERRACE Total:</b>	<b>200,465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,465</b>	
SOUTH BEACH	9397-CCTV_AT_SOUTH BEACH	22	0	0	0	0	22
	9452-BOILER_AT_SOUTH BEACH	0	650	6,500	0	0	7,150
	10185-LIGHTING3_AT_SOUTH BEACH	200	0	0	0	0	200
	10310-LOCAL LAW 11_AT_SOUTH BEAC	0	0	0	0	4,027	4,027
<b>SOUTH BEACH Total:</b>	<b>222</b>	<b>650</b>	<b>6,500</b>	<b>0</b>	<b>4,027</b>	<b>11,399</b>	
STAPLETON	8852-SEC LIGHTING_AT_STAPLETON	793	0	0	0	0	793
	9031-SEC ENHANCMENTS_AT_STAPLETO	1,670	0	0	0	0	1,670
<b>STAPLETON Total:</b>	<b>2,463</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,463</b>	
TODT HILL	8444-GARBAGE DISPOS3_AT_TODT HILL	56	0	0	0	0	56

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
8888-SEC ENHANCEMETS_AT_TODT HILL	1,500	0	0	0	0	1,500
9123-CCTV_AT_TODT HILL	429	0	0	0	0	429
9379-GROUNDS2_AT_TODT HILL	500	0	0	0	0	500
9739-FIRE PRO-ALARM_AT_TODT HILL	0	185	0	0	0	185
9902-GROUNDS3_AT_TODT HILL	50	0	0	0	0	50
10142-LOCAL LAW 11_AT_TODT HILL	0	0	0	0	2,013	2,013
10518-EXT COMPACTORS2_AT_TODT HI	0	0	0	0	1,322	1,322
<b>TODT HILL Total:</b>	<b>2,535</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>3,336</b>	<b>6,055</b>
WEST BRIGHTON I						
8947-CCTV2_AT_W BRIGHTON I	83	0	0	0	0	83
10449-INT COMPACTORS_AT_W BRIGH	0	0	0	558	0	558
<b>WEST BRIGHTON I Total:</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>558</b>	<b>0</b>	<b>641</b>
<b>Staten Island Total</b>	<b>223,604</b>	<b>835</b>	<b>7,580</b>	<b>558</b>	<b>8,685</b>	<b>241,262</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
<b>Central Office</b>							
EVP - Administration	9288-HR/PERFORMANCE Mgt_AT_VARI	3,346	0	0	0	0	3,346
	<b>EVP - Administration Total:</b>	<b>3,346</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,346</b>
<b>Office of Security</b>							
Office of Security	9770-INCIDENT MGT SOFTWARE	250	0	0	0	0	250
	<b>Office of Security Total:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>
<b>EVP - Capital Projects</b>							
	10230-LEAD ABATEMENT_AT_VARIOUS	5,000	0	0	0	0	5,000
	10232-LEAD INSPECTIONS-QA_AT_VARI	51,000	0	0	0	0	51,000
	9829-HEATING22_AT_VARIOUS	7,800	0	0	0	0	7,800
	10231-COMMON SPACE PAINTING_AT_	20,000	0	0	0	0	20,000
	1896-ENERGY-INST HOT WATER HEATE	7,642	0	0	0	0	7,642
	5060-CHANGE ORDER/UNPLANNED_AT	2,765	0	0	0	0	2,765
	6144-CCTV_AT_INDEP/WILLIAMS	7	0	0	0	0	7
	7733-INSPECTION SERV2_AT_VARIOUS	50	0	0	0	0	50
	7781-SEC ENHANCMENTS_AT_VARIOUS	6	0	0	0	0	6
	7987-BRICKWORK5_AT_VARIOUS	91	0	0	0	0	91
	7988-BRICKWORK6_AT_VARIOUS	10	0	0	0	0	10
	7989-BRICKWORK7_AT_VARIOUS	995	0	0	0	0	995
	8113-CM FEES_AT_VARIOUS	464	0	0	0	0	464
	8143-A&E_AT_VARIOUS	1,975	0	0	0	0	1,975
	8657-FIRE PRO-ALARM3_AT_VARIOUS	1,218	0	0	0	0	1,218
	8721-SEC LIGHTING_AT_VARIOUS	201	0	0	0	0	201
	8722-SEC LIGHTING2_AT_VARIOUS	102	0	0	0	0	102
	8723-SEC LIGHTING3_AT_VARIOUS	318	0	0	0	0	318
	8728-SEC ENHANCMENTS4_AT_VARIOUS	169	0	0	0	0	169
	8843-CCTV4_AT_VARIOUS LOC	6,431	3,216	3,216	0	0	12,863
	8897-ROOFS4_AT_VARIOUS	0	61,000	111,000	111,000	111,000	394,000
	8899-SEC LIGHTING5_AT_VARIOUS	2,707	0	0	0	0	2,707
	8966-BRICKWORK13_AT_VARIOUS	77	0	0	0	0	77
	8996-SANDY MONITOR_AT_VARIOUS	4,786	1,737	722	305	0	7,550
	9001-APARTMENT RENO3_AT_VARIOUS	10,359	0	0	0	0	10,359
	9016-CM FEES3_AT_VARIOUS	107	0	0	0	0	107
	9017-CM FEES4_AT_VARIOUS	384	0	0	0	0	384
	9032-SEC ENHANCMENTS_AT_QUEENSBR	1,327	0	0	0	0	1,327
	9036-SEC ENHANCMENTS7_AT_VARIOUS	331	0	0	0	0	331
	9053-ROOFS_AT_WISE TOWERS/WHITE	1,522	0	0	0	0	1,522
	9104-HEATING4_AT_VARIOUS(BK/SI)	1	0	0	0	0	1
	9152-ELEVATORS2_AT_VARIOUS	2,400	0	0	0	0	2,400
	9171-PLUMBING19_AT_VARIOUS	42	0	0	0	0	42
	9235-NYCHA STAFF COSTS_AT_SANDY	1,000	256	0	0	0	1,256
	9257-CONCRETE REPAIRS2_AT_VARIOU	3,841	0	0	0	0	3,841

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
9404-URBANFARMS_AT_VARIOUS	120	0	0	0	0	120
9416-GARBAGE DISPOS15_AT_VARIOUS	1,287	0	0	0	0	1,287
9618-SANDY-FUEL OIL_AT_VARIOUS	1,568	5,597	4,318	2,462	0	13,944
9767-ELEVATOR COMM DEVICES_AT_V	32,413	0	0	0	0	32,413
9769-TANK DECOMMISS_AT_VARIOUS	18,369	0	0	0	0	18,369
9774-SANDY RENO_AT_MANH (VARIOU	7,000	0	0	0	0	7,000
9827-PLUMBING27_AT_VARIOUS	8,689	0	0	0	0	8,689
9830-HEATING23_AT_VARIOUS	43,122	0	0	0	0	43,122
9869-PLUMBING29_AT_VARIOUS	45,000	0	0	0	0	45,000
9882-IT-CCTV/LAC_AT_VARIOUS	3,660	0	0	0	0	3,660
9919-GC6_AT_VARIOUS	424,000	250,000	250,000	200,000	200,000	1,324,000
9920-VEHICLE53_AT_VARIOUS	160	0	0	0	0	160
9922-GC7_AT_VARIOUS	22,545	10,000	10,000	10,000	10,000	62,545
10216-CC-UPGRADE2_AT_VARIOUS	2,000	0	0	0	0	2,000
10217-GROUNDS3_AT_QUEENSBRIDGE	600	0	0	0	0	600
10226-CCTV9_AT_VARIOUS	250	0	0	0	0	250
10229-SEC LIGHTING7_AT_VARIOUS	600	0	0	0	0	600
10237-EXT COMPACTORS4_AT_VARIOU	1,303	0	0	0	0	1,303
10612-PROGRAM MGT SERVICES_AT_V	20,000	0	0	0	0	20,000
10613-LOCAL LAW 11 FACADES_AT_VA	34,513	0	0	0	0	34,513
<b>EVP - Capital Projects Total:</b>	<b>802,327</b>	<b>331,805</b>	<b>379,255</b>	<b>323,768</b>	<b>321,000</b>	<b>2,158,155</b>
Capital Projects Administration-Off of Pr						
7162-LAYERED ACCESS_AT_KING/TAFT	295	0	0	0	0	295
8618-LOCAL LAW 11 INSPECT4_AT_VAR	179	0	0	0	0	179
<b>Capital Projects Administration-Off of P</b>	<b>474</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>474</b>
Off of the Chair						
9766-RETAIL PROTOTYPE	1,000	0	0	0	0	1,000
<b>Off of the Chair Total:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
EVP - IT/CIO						
6785-IT-VOIP	0	375	0	621	555	1,551
7430-IT-ORACLE EXADATA	0	240	0	0	0	240
8183-IT-CLOUD SOLUTION	565	1,302	0	0	0	1,867
8881-IT-APP DEV/ENH-FIELD DEPT	0	0	0	1,000	0	1,000
8882-IT-APP DEV/ENH-NYCHA EMPS	0	0	0	503	0	503
8883-IT-APP DEV/ENH-NYCHA DEPT	0	0	0	1,035	0	1,035
8884-IT-INFRAST UPG/ENH-FIELD DEPT	0	0	0	1,000	0	1,000
8885-IT-INFRAST UPG/ENH-NYCHA EMP	0	0	0	503	0	503
8886-IT-INFRAST UPG/ENH-NYCHA DEP	0	352	0	1,035	0	1,387
10166-IT-CENTRALIZED CALL CENTER(2)	526	145	0	0	0	671
10169-IT-TRAINING(2)	95	104	0	0	0	198
10233-IT-PRINTERS(2)	6,389	0	0	0	0	6,389
10236-IT ORACLE	0	213	0	0	0	213
10238-IT ROUTERS & SWITCHES	0	62	0	0	0	62

**Table 2: FY Capital Projects by Development  
(\$000)**

	FY20	FY21	FY22	FY23	FY24	Total
10239-IT - DESKTOP REFRESH(2)	0	0	2,691	0	0	2,691
10242-IT-NETWORK SECURITY(2)	171	83	0	0	629	883
10243-IT-COMMUNICATION UPGRADE(	2,900	0	0	0	2,220	5,120
10246-IT-HR MANAGEMENT(2)	503	0	0	0	0	503
10247-IT SIEBEL ENHANCEMENTS	545	1,294	1,631	0	0	3,470
10248-IT-MAXIMO ENHANCEMENT(2)	4,417	1,547	1,394	0	1,000	8,358
10250-IT EXE DATAWAREHOUSE	172	0	0	0	0	172
10234-IT-IMAGING(2)	385	0	0	0	0	385
9392-VEHICLE52_AT_VARIOUS	150	0	0	0	0	150
<b>EVP - IT/CIO Total:</b>	<b>16,819</b>	<b>5,716</b>	<b>5,716</b>	<b>5,698</b>	<b>4,404</b>	<b>38,352</b>
Enterprise Portfolio Management-Off of						
6922-IT-ERP ENHANCEMENT	1,451	0	0	0	0	1,451
8173-IT-EMERGENCY REPORTING SYSTE	67	0	0	0	0	67
8174-IT-MAXIMO ENHANCEMENT	1,819	0	0	0	0	1,819
<b>Enterprise Portfolio Management-Off o</b>	<b>3,337</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,337</b>
IT Infrastructure Dept-Off of the Dir						
3849-IT-WIRELESS	1,069	0	0	0	0	1,069
6785-IT-VOIP	566	0	0	0	0	566
8180-IT-PROCUREMENT	232	0	0	0	0	232
8884-IT-INFRAST UPG/ENH-FIELD DEPT	3,575	0	0	0	0	3,575
<b>IT Infrastructure Dept-Off of the Dir Tot</b>	<b>5,441</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,441</b>
Business Solution Tech-Off of the Dir						
7128-IT-BUSINESS SYS TECH IMP	6,280	0	0	0	0	6,280
8881-IT-APP DEV/ENH-FIELD DEPT	1,000	0	0	0	0	1,000
8882-IT-APP DEV/ENH-NYCHA EMPS	25	0	0	0	0	25
8883-IT-APP DEV/ENH-NYCHA DEPT	41	0	0	0	0	41
<b>Business Solution Tech-Off of the Dir T</b>	<b>7,346</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,346</b>
Energy Dept-5040						
8400-INST HOT WATER HEATERS_AT_V	25,518	0	0	0	0	25,518
8879-LIGHTING & HEATING_AT_VARIO	420	0	0	0	0	420
<b>Energy Dept-5040 Total:</b>	<b>25,938</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,938</b>
Budget Dept-Capital Unit						
3921-CONTINGENCY (NON-CPD)	10,383	726	727	747	2,040	14,624
6460-CFFP DEBT SERVICE	119,535	59,774	59,773	59,772	59,772	358,625
<b>Budget Dept-Capital Unit Total:</b>	<b>129,918</b>	<b>60,500</b>	<b>60,500</b>	<b>60,518</b>	<b>61,812</b>	<b>373,249</b>
EVP - Finance						
3482-MANAGEMENT FEES PROJECT	55,175	55,175	55,175	55,175	55,175	275,874
6859-TRANSFER TO OP FY2010 I	115,047	110,350	110,350	110,350	110,350	556,446
8583-TRANSFER TO OPER - INSUR	0	6,126	0	0	0	6,126
9999-RAD TRANSFER_AT_VARIOUS	198	0	0	0	0	198
10002-RAD TRANSFER_AT_HIGHBRIDGE	23	0	0	0	0	23
<b>EVP - Finance Total:</b>	<b>170,442</b>	<b>171,650</b>	<b>165,525</b>	<b>165,525</b>	<b>165,525</b>	<b>838,666</b>

**Table 2: FY Capital Projects by Development  
(\$000)**

		FY20	FY21	FY22	FY23	FY24	Total
Healthy Homes Unit	10232-LEAD INSPECTIONS-QA_AT_VARI	50,000	0	0	0	0	50,000
	10604-MOLD/VENTILATION_AT_VARIO	16,600	16,700	16,700	0	0	50,000
	<b>Healthy Homes Unit Total:</b>	<b>66,600</b>	<b>16,700</b>	<b>16,700</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
EVP - Operations	4037-RELOCATION-04_AT_PHA WIDE I	29	0	0	0	0	29
	6575-BRICK/ROOFS_AT_MANH VAR	2	0	0	0	0	2
	6746-APARTMENT RENO_AT_VARIOUS	27	0	0	0	0	27
	6759-INTERCOMS_AT_OPERATIONS	25	0	0	0	0	25
	6760-BOILERS_AT_OPERATIONS	22	0	0	0	0	22
	7118-ELEVATOR ZONE LOCK INST_AT_V	4,736	0	0	0	0	4,736
	7204-FIRE PRO-ALARM-06_AT_PHA WID	814	0	0	0	0	814
	8376-HEATING8_AT_VARIOUS	5	0	0	0	0	5
	8585-PLUMBING7_AT_VARIOUS	139	0	0	0	0	139
	8964-APARTMENT RENO4_AT_VARIOUS	62	0	0	0	0	62
	8990-HEATING12_AT_VARIOUS	85	0	0	0	0	85
	8991-HEATING13_AT_VARIOUS	1,541	0	0	0	0	1,541
	9038-PAINTING_AT_VARIOUS	23	0	0	0	0	23
	10077-SIGNAGE(SMOKE-FREE)_AT_VARI	32	0	0	0	0	32
	10147-EQUIP2_AT_OPERATIONS	481	0	0	0	0	481
	10252-LIGHTING2_AT_VARIOUS	12,478	0	0	0	0	12,478
	10609-APARTMENT PREP_AT_VARIOUS	48,320	45,348	51,348	81,085	81,085	307,187
	10611-APARTMENT REHAB_AT_VARIOU	33,000	0	0	0	0	33,000
	<b>EVP - Operations Total:</b>	<b>101,820</b>	<b>45,348</b>	<b>51,348</b>	<b>81,085</b>	<b>81,085</b>	<b>360,687</b>
	Technical Services Dept-Elevator Suppor	10608-REMOTE ELEVATOR MONITORIN	13,037	13,037	13,037	0	0
<b>Technical Services Dept-Elevator Suppo</b>		<b>13,037</b>	<b>13,037</b>	<b>13,037</b>	<b>0</b>	<b>0</b>	<b>39,111</b>
Technical Services Dept-Environmental	3885-LEAD INSPECTIONS	12	0	0	0	0	12
	3981-ENVIRO CONSULTING & SURVEY	26	0	0	0	0	26
	<b>Technical Services Dept-Environmental</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38</b>
Technical Services Dept-Contract Suppo	10605-HOIST MOTOR/GENERATOR_AT_	3,480	3,480	3,480	3,480	3,480	17,400
	10606-HEATING/ZONE VALVES_AT_VAR	936	0	0	0	0	936
	10607-HEATING/PIPE REPLACEMENT	2,192	0	0	0	0	2,192
	10610-HEATING/VACUUM TANKS_AT_V	0	6,000	0	0	0	6,000
	<b>Technical Services Dept-Contract Supp</b>	<b>6,608</b>	<b>9,480</b>	<b>3,480</b>	<b>3,480</b>	<b>3,480</b>	<b>26,528</b>
Technical Services Dept-Central Off Staff	4953-SECTION 504_AT_PHA WIDE	5	0	0	0	0	5
	<b>Technical Services Dept-Central Off Sta</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>Central Office Total</b>	<b>1,354,748</b>	<b>654,236</b>	<b>695,561</b>	<b>640,073</b>	<b>637,306</b>	<b>3,981,924</b>	
		<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>Total</b>
<b>All Projects Total</b>		<b>3,239,274</b>	<b>1,132,448</b>	<b>964,034</b>	<b>890,516</b>	<b>887,749</b>	<b>7,114,021</b>

# Budget Process

## Overview of the Budget Process

### Responsibilities

Each year the Chief Financial Officer, through the Department of Financial Planning and Analysis, prepares and submits to the General Manager an annual budget for the forthcoming fiscal year and a four-year financial plan to be presented to NYCHA's Board. The General Manager will work with the Board in setting strategic objectives to prepare both an operating and capital budget. The capital and operating budget include proposed expenditures for current fiscal year and four-year financial plan as well as the method of financing such expenditures.

### Budget Process

Each year the financial plan seeks to respond to the demands and needs of NYCHA within the context of a changing financial environment in a way that reflects the Board's vision and NYCHA's overall policy. NYCHA's budget process builds on previous financial plans incorporating feedback from stakeholders in each department. This facilitates long-term planning and allows for adjustments to the baseline to demonstrate the effect of spending decisions. At the conclusion of the budget process, DFPA produces a budget and four-year financial plan that:

- Reflects the priorities and policy of the Board;
- Evaluates Department's budget line item requests which can be new needs or proposals to eliminate the gap;
- Incorporates the balancing of revenues and expenditures. For the Revenue Budget this sets forth the estimated revenues and receipts of the Authority for the current and four succeeding fiscal years. For the Expense Budget, this sets forth the proposed appropriations for the operating expenses of the Authority for the current and four succeeding fiscal years; The process also includes estimating the federal capital allocation for the next year, collecting, and reviewing plan submissions from departments, prioritizing projects based on NYCHA needs and briefing the Executive Department, General Manager, Chair and other City Stakeholders.
- Monitor the implementation of the budget.

As part of the capital planning process, NYCHA evaluated the operating budget impact for all requested projects. Financial Planning & Analysis requested that departments who manage capital funds provide long term operating impact. The Executive Department used this information, along with the physical needs of the properties, to determine whether to fund the capital projects. Currently, the Capital Plan focuses on maintaining the building envelope, improving heating and plumbing systems, providing security to residents and mitigating damages caused by Hurricane Sandy. The funding



of structural improvements (brickwork and roofs) and building systems (elevators, boilers and plumbing systems) will reduce ongoing operating expenses.

**Table 1: Preliminary Budget Calendar**



### Planning

DFPA, working with all Departments, is responsible for providing funding estimate for both the Capital and Operating plan for the Authority.

The planning process involves determining of available resources and providing vital/critical financial information to executive team who will then direct DFPA with planning guidance.

Planning phase consists of following processes:

- Determination of Available Resources; and
- Review of the Authority’s Financial Condition & Executive Guidelines

### Development

This phase of the process provides guidance on steps necessary in development & approval of the financial plan.

The development phase consists of following three processes:

- Development and distribution of instructions;
- Department preparation and submission of budgets; and
- Review of Department submissions and coordination of budget approval process.

## **Implementation, Management & Reporting**

Once the Board approves the proposed plan, The Five Year Operating and Capital Plans will be “Adopted” and establishes as financial guideline all departments to follow. It is responsibilities of DFPA, in collaboration with departments, to manage and monitor NYCHA’s budget. Below is series of processes in which Adopted Plan is implemented and managed ensuring effective execution of the Board authorized “Adopted” financial plan.

### **Implementation**

Upon approval from the Board, the Financial Planning & Analysis shall perform the following in coordination with Department of Communication

1. The plan becomes “Adopted” after the Board approved the plan.
2. Financial Plan Narrative, a summary document, is prepared by DFPA and is to be posted on NYCHA’s web site for public review.
3. “Budget Book”, comprehensive document which provides financial and programmatic details, is published on in the 1st Quarter of the following fiscal year. Updating systems such as Oracle and Hyperion and disseminating reports to BRGs

### **Management**

Process consists of day-to-day activities that occur throughout the year, mainly around monitoring the budget and headcount, and performing budgeting related programmatic and financial analysis and reporting to relevant internal and external stakeholders. As part of ongoing budget management activities EVP/Directors/Managers periodically review their performance against budget. One of the focus points of this review is to determine the adequacy of the current budget to sustain current and future operating requirements of the department. In the event the review identifies the need to make a modification or revision to the current budget, the Department Manager submits request for a modification/revision which will be reviewed by DFPA based on following revision protocols:

### **Reporting**

To aid the BRG’s in the administration of financial resources, DFPA provides a variety of different reports

#### Daily, Biweekly and Monthly report in the Budget Web Portal

The budget Web Portal allows for free accessibility to financial information while adhering to all IT security protocols. Access to these reports can be obtained by submitting a Movaris request.

#### Monthly BRG’s Reports

These ad-hoc variance reports uniquely tailored to BRG’s needs with the objective measure performance

Quarterly EVPs and SVPs reports

These are executive level variance reports intended to identify and significant variances from the Board approved plan.

**Table 2: Operating Budget Process**



**Table 3: Capital Planning Process**



# Financial Management

NYCHA's financial management policies provide a basic framework for overall fiscal management. The policies represent a foundation to address changing circumstance and conditions, assist in the decision-making process and provide the guidelines for evaluating financial activities for future initiatives.

The financial management policies reflect long-standing principles and practices, which have enabled NYCHA to maintain its financial stability. It is intended that the policies be reviewed annually so that the guidelines represent a realistic, framework for public policy decisions.

The information that follows provides a summary of financial management policies for the following areas:

- Budget;
- Audit;
- Debt;
- Cash Management;
- Risk Management; and
- Contract Registration.

## **Responsibilities**

### **Budget**

The Authority has instituted an Agency-wide departmental budgeting structure. Departmental budgeting provides NYCHA departments with increased responsibilities in the development and monitoring of the Operating and Capital Budgets. Departments are primarily responsible for determining their current and anticipated needs and will work with the Financial Planning & Analysis Department to review and incorporate those needs into an annual Board approved budget. In addition, departments are empowered to display fiscal responsibility and accountability in the periodical monitoring of actual departmental revenues and expenditures against the annual budget.

In conjunction with Agency-wide departmental budgeting structure, NYCHA's budget process reflects the Board's vision and NYCHA's policy direction as well as its response to change in needs, demands, and opportunities. The budget process occurs twice a year with a pre-defined budget calendar. It incorporates departmental input in planning, development, and management of NYCHA's budget.

## Audit

### Internal Audit

The Authority has established an internal Audit Department to provide independent and objective analysis of NYCHA operations. In carrying out its responsibilities, internal audit reviews:

- The adequacy of Authority controls;
- The degree of compliance to regulatory requirements and internal procedures; and
- The efficiency and economy of its operations.

Audits are performed in accordance with an annual audit plan that is approved by the Authority's Audit Committee. The Audit Department has unrestricted access to Authority documents, records, and staff to maintain an independent perspective, the Director of Audit reports directly to the Audit Committee and administratively to the Executive Vice President for Policy, Planning, and Management Analysis.

### Audit Committee

The Authority's Audit Committee has been in existence since June 2003. Per the amended and restated Charter, approved by the Board on September 25, 2013, the Committee consists of at least two (2) and not more than seven (7) members. The Chair of NYCHA is responsible for appointing two members of the Board annually, with the approval of a majority of the Board to the Committee. The Chair may select up to five other (5) non-Board members, with the approval of a majority of the Board, who are not NYCHA employees. The Chair of the Committee is selected by the Chair of NYCHA. The Audit Committee currently consists of four members, two of whom are Board members and the other two of whom are independent members, neither NYCHA employees nor Board members. The Audit Committee is co-chaired by the two Board members, an independent Board member and a resident Board member. As a result, the Audit Committee now consists of four highly accomplished individuals from outside NYCHA with a diverse range of expertise including regulatory and compliance, resident advocacy, finance, and policy making. Per its Board-approved Charter, the Audit Committee is charged with assisting the Board in overseeing the integrity of financial reporting, the adequacy of internal controls, and compliance with statutory and regulatory requirements. The Audit Committee oversees external audits performed by the Independent Auditor and reviews the internal annual risk assessment/Annual Audit Plan, and through its co-chairs monitors the internal audit plan for the Internal Audit and Assessment Department.

### **External Audit**

NYCHA is required by statute to have an independent Auditor annually conduct a Single Audit of its operations including opining on its internal controls over financial reporting and compliance to Federal award programs. In addition, the Authority requires that an Independent Auditor annually audit its financial statements. The Independent Auditor shall have broad experiences in auditing large local government agencies in compliance with relevant federal rules and regulations such as the Single Audit Act.

In addition to the above audits, the Authority operations are monitored and audited by the United States Department of Housing and Urban Development (HUD).

### **Debt**

NYCHA has no legal debt limit. HUD is the primary source for operating and capital improvement revenues and secures the Authority's debt.

### **HDC Loans**

On September 10, 2013, the Authority entered into a Loan Agreement with New York City Housing Development Corporation ("HDC"), borrowing approximately \$701 million of bond proceeds issued under the Capital Fund Grant Revenue Bond Program at a weighted average interest rate of 4.8%. The face amount of the bonds consisted of \$185,785,000 of Series 2013 A bonds ("Series A bonds") and \$470,300,000 of Series 2013 B ("Series B bonds"). The Series B bonds had two sub-series: Series 2013 B-1 \$348,130,000 and Series 2013 B-2 \$122,170,000. The bond premiums were \$15,020,118 and \$29,695,129 on the Series A bonds and Series B bonds, respectively. The proceeds of the face amount of these bonds were loaned to the Authority by HDC.

The Series 2013 A bonds proceeds were issued at a weighted average rate of 4.4% and were used together with other available funds from the prior Series 2005 A bond issuance as an advance refund of the remaining balance of the pre-existing Series 2005 A bonds and to defease the existing debt. The bond proceeds of the new Series 2013 A bonds were deposited in an irrevocable trust with an escrow agent to provide for all remaining debt service payments on the Series 2005 A bonds. The 2005 A bonds were fully paid in July 2005. The advance refunding resulted in a difference between the reacquisition price and the net carrying amount of the old debt of \$10,388,000. This difference, a deferred amount on refunding, is being amortized through the year 2025 using the effective-interest method. The Authority completed the advance refunding to reduce total debt service payments over 11 years by \$7.0 million and to obtain an economic gain of \$2.9 million.

The Series 2013 B bond proceeds were issued with a weighted average rate of 5.0% to fund acquisition, construction or rehabilitation, and to make capital improvement at 34

Authority developments. Capital improvements primarily include “building envelope” work on roofs, brickwork, and windows, etc. The proceeds of these bonds that have been loaned to the Authority by HDC were placed in escrow accounts with the Trustee banks. The capital improvements for this program was completed and on June 7, 2017, the Authority made its final draw of the loan proceeds.

## Certificates of Indebtedness

The State of New York has loaned the Authority funds to finance the construction of State-aided developments from proceeds of State Housing Bonds. The Authority has acknowledged its indebtedness for such loans by issuance of Certificates of Indebtedness. Debt service payments are made from funds provided by the State of New York.

## Mortgage Loans

As part of the Authority’s March 16, 2010 mixed-finance transaction (see Note 21), HDC issued bonds totaling \$477,455,000. The bonds issued by HDC were comprised of seven different series as follows: \$23,590,000 2009 Series L-1, \$68,000,000 2009 Series L-2, \$150,000,000 2010 Series B (Bridge Bonds), \$140,000,000 2011 Series A (Bridge Bonds), \$25,325,000 2010 Series A-1, \$3,000,000 2010 Series A-2 (Fixed-Rate Taxable Bonds), and \$67,540,000 2012 Series A (Index Floating Rate).

The bond proceeds were used to provide financing in the form of mortgage loans to LLC I and LLC II. Of the seven different series of bonds issued as part of the mixed-finance transaction, four series were paid in full in 2013, and three series were outstanding as of December 31, 2018. Specifically, 2009 Series L-2, 2010 Series B, 2011 Series A, and 2012 Series A were paid in full, while the three outstanding are 2009 Series L-1, 2010 Series A-1, and 2010 Series A-2. In September 2013, the three remaining loans were converted from construction to permanent loans, with principal and interest payable monthly.

For LLC I, the proceeds from the mortgage issued in connection with the \$23,590,000 2009 Series L-1 Bonds were used to finance the acquisition of the developments. These mortgage loans are secured by the net operating income of the respective development’s Section 8 rental revenue.

The LLC II financing structure for rehabilitation provided private activity bond proceeds from a long-term bond issue of \$25,325,000 2010 Series A-1 Bonds. Similarly, acquisition funds were provided from the proceeds of the \$3,000,000 2010 Series A-2 Bonds. These mortgage loans are secured by the net operating income of the respective development’s Section 8 rental revenue.



## **Equipment Purchase/Lease Agreement**

In January 2013, the Authority entered into a 13-year Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp (“BAPCC”) in the amount of \$18,046,000 to finance an Energy Performance Contract (“EPC”). This financing agreement and EPC have enabled the Authority to upgrade boilers, instantaneous water heaters, apartment temperature sensors, and upgrade computerized heating automated systems at six developments, and upgrade apartment convectors at one of these six developments. The Equipment Lease/Purchase Agreement with BAPCC will mature in 2026. This EPC plan provides HUD-sponsored EPC funding for projects at these six developments, which were previously earmarked to be funded with Federal Capital subsidies, thereby enabling the Authority to use its Federal Capital funds for other critical capital improvements pursuant to the Authority’s Five-Year Capital Plan.

### **2016 Equipment Purchase/Lease Agreement**

In December 2016, the Authority entered into a 20-year Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp in the amount of \$51,548,000 to finance an Energy Performance Contract. This financing agreement and EPC will enable the Authority to upgrade common area and apartment lighting at sixteen (16) developments and to replace a boiler plant and upgrade a comprehensive heating system at one development. The Equipment Lease/Purchase Agreement with BAPCC will mature in June 2036. This EPC plan provides HUD-sponsored EPC funding at these sixteen developments, thereby enabling the Authority to use its Federal Capital funds for other capital improvements pursuant to the Authority’s Five-Year Capital Plan.

### **2016 Unsecured Line of Credit /Loan Agreement**

In December 2016, the Authority entered into a Loan Agreement with the NY Green Bank, a division of New York State Energy Research and Development Authority, providing the Authority with an \$11 million unsecured line of credit. The term of the loan was 12 months, with cumulative draws totaling approximately \$11 million, exclusive of interest and fees. The proceeds of this loan were used to partially finance energy efficiency upgrades at twenty-three (23) developments associated with a HUD approved EPC. This financing agreement enabled the Authority to complete lighting installations that reduce the Authority’s electricity demand in the Brooklyn and Queens boroughs of New York. The installation and other associated work enabled the Authority to receive incentive funds from Con Edison in an amount ranging from \$5.5 million up to \$8 million in an ongoing ConEd demand reduction program. This loan was paid off prior to maturity in December 2017.

### **2017 Equipment Lease/Purchase Agreement for Sandy-A**

In December 2017, the Authority entered into a 20-year Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp (“BAPCC”) in the amount of \$43,000,000 to finance an Energy Performance Contract (“EPC”). This financing

agreement and EPC will enable the Authority to upgrade common area and apartment lighting at eighteen (18) developments and heating controls at 17 developments. The Equipment Lease/Purchase Agreement with BAPCC will mature in December 2037. This EPC plan provides HUD-sponsored EPC funding at these 18 developments, thereby enabling the Authority to use its Federal Capital funds for other capital improvements pursuant to the Authority's Five-Year Capital Plan.

#### **2017 Equipment Lease/Purchase Agreement for Brooklyn Queens Demand Management ("BQDM")**

In December 2017, the Authority entered into a 20-year Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp ("BAPCC") in the amount of \$60,133,000 to finance an Energy Performance Contract ("EPC"). This financing agreement and EPC will enable the Authority to upgrade common area and apartment lighting, and apartment heating controls at twenty-three (23) developments. The Equipment Lease/Purchase Agreement with BAPCC will mature in December 2037. This EPC plan provides HUD-sponsored EPC funding at these developments, thereby enabling the Authority to use its Federal Capital funds for other capital improvements pursuant to the Authority's Five-Year Capital Plan.

#### **2018 Equipment Lease/Purchase Agreement for Ameresco B (EPC007)**

In August 2018, the Authority entered into a 20-year Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp ("BAPCC") in the amount of \$79,462,000 to finance an Energy Performance Contract ("EPC"). This financing agreement and EPC have enabled the Authority to fund energy conservation work to upgrade common area and apartment lighting, and apartment heating controls at fifteen (15) developments. The Equipment Lease/Purchase Agreement with BAPCC will mature in July 2038. This EPC plan provides HUD-sponsored EPC funding at these developments, thereby enabling the Authority to use its Federal Capital funds for other capital improvements pursuant to the Authority's Five-Year Capital Plan.

The table that follows provides information about the change in long term debt over the past year for the Authority and its blended component units (\$ in thousands):



Description of Long Term Debt	Jan. 1, 2018	Proceeds	Payments & Amortization	Dec. 31, 2018	Due Within One Year
<b><u>Bonds:</u></b>					
State Guaranteed Certificates of Indebtedness Outstanding (State Program) three issues remaining bearing interest of 3.5% to 3.75% per annum maturing annually through July 2024.	\$ 8,564	-	\$ (1,462)	\$ 7,102	\$ 1,462
State Guaranteed Certificates of Indebtedness Outstanding (incorporated into the Federal Housing Program), three issues remaining bearing interest of 3.5% to 4.75% per annum, maturing annually through July 2024.	1,399	-	(244)	1,155	243
<b><u>Loans Funded by:</u></b>					
HDC Capital Fund Program Revenue Bonds, Series 2013 A (\$185,785,000); Loan Agreement with an interest rate of 3.0% to 5.0% per annum, maturing annually through July 2025.	136,815	-	(14,415)	122,400	15,095
HDC Capital Fund Program Revenue Bonds, Series 2013 B-1 (\$348,130,000); Loan Agreement with an interest rate of 5.0% to 5.25% per annum, maturing annually through July 2033.	293,535	-	(17,465)	276,070	18,345
HDC Capital Fund Program Revenue Bonds, Series 2013 B-2 (\$122,170,000); Loan Agreement with an interest rate of 5.0% to 5.25% per annum, maturing annually through July 2032.	122,170	-	-	122,170	-
Loan Payable - 2013 Equipment Lease/Purchase Agreement; with BAPCC for Energy Performance Contract (\$18,045,580) at an interest rate of 1.98% per annum, maturing January 19, 2026.	13,812	-	(1,392)	12,420	1,457
Loan Payable - 2016 Equipment Lease/Purchase Agreement; (Ameresco A) with BAPCC for Energy Performance Contract (\$51,548,356) at an interest rate of 3.27% per annum, maturing June 28, 2036.	53,247	871	(729)	53,389	1,610
Loan Payable - 2016 Multi-draw term loan facility; with NY Green Bank (\$11,000,000) at rate of 3.5% per annum on the used portion and at 0.50% per annum on the unused portion, paid off on December 18, 2017.	-	-	-	-	-
Loan Payable - 2017 Equipment Lease/Purchase Agreement; (BQDM); with BAPCC for Energy Performance Contract (\$60,132,977.75) at an interest rate of 3.6178% per annum, maturing December 15, 2037.	60,133	2,195	-	62,328	-
Loan Payable - 2017 Equipment Lease/Purchase Agreement; (SANDY A); with BAPCC for Energy Performance Contract (\$43,000,000) at an interest rate of 3.6178% per annum, maturing December 22, 2037.	43,000	1,570	-	44,570	-
Loan Payable - 2018 Equipment Lease/Purchase Agreement; (Ameresco B); with BAPCC for Energy Performance Contract (\$79,461,775.81) at an interest rate of 4.75% per annum, maturing July 1, 2038.	-	79,462	-	79,462	-
HDC 2009 Series L-1 Bonds (\$23,590,000); Permanent Mortgage Loan at an interest rate of 6.3% per annum, maturing November 2043; secured by mortgage.	22,298	-	(358)	21,940	381
HDC 2010 Series A-1 Bonds (\$25,325,000); Permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing November 2041; secured by mortgage.	23,389	-	(3,303)	20,086	480
HDC 2010 Series A-2 Bonds (\$3,000,000); Permanent Mortgage Loan at an interest rate of 5.1% per annum, maturing May 2041; secured by mortgage.	2,770	-	(405)	2,365	57
<b>Long Term Debt (before Premium)</b>	<b>781,132</b>	<b>84,098</b>	<b>(39,773)</b>	<b>825,457</b>	<b>39,130</b>
Add Premium on HDC Revenue Bond Loan Agreements	19,035	-	(4,063)	14,972	-
<b>TOTAL LONG TERM DEBT</b>	<b>\$ 800,167</b>	<b>\$ 84,098</b>	<b>\$ (43,836)</b>	<b>\$ 840,429</b>	<b>\$ 39,130</b>

During 2018, an additional \$2,783,000 of the 2010 Series A-1 Bonds and \$344,000 of the 2010 Series A-2 Bonds was prepaid in connection with the Baychester/Murphy PACT transaction (see Note 21).

### ***Pledged Revenue***

***CFFP Series 2013A & B Bonds*** - As security for the Series 2013 A, B-1, and B-2 CFFP Bonds which were issued by HDC, the Authority pledged future HUD Capital Fund Program grant revenue to service the bond debt (thereby satisfying the Authority's loans payable to HDC). With HUD's approval, the Authority pledged as sole security for the bonds, a portion of its annual appropriation from HUD. The bonds are payable with pledged revenue through 2033. The Authority has committed to appropriate capital contributions of the Capital Fund Program in amounts sufficient to cover the scheduled principal and interest requirements of the debt. Total principal and interest paid for 2018 and 2017, by the Authority was \$59,544,000 and \$59,529,000, respectively. As of December 31, 2018, total principal and interest remaining on the combined debt for Series 2013 A, B-1, and B-2 are \$520,640,000 and \$206,570,000, respectively, with annual debt service ranging from \$59,559,000 in the coming year 2019 to \$38,792,000 in the final year 2033.

***2013 Equipment Purchase/Lease Agreement*** - As security for the Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD's approval, the Authority pledged as security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2026. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. Total principal and interest paid for 2018 and 2017, by the Authority was \$1,659,000 and \$1,622,000 respectively. As of December 31, 2018, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$12,420,000 and \$1,018,000, with annual debt service ranging from \$1,696,000 in the coming year 2019 to \$853,000 in the final year 2026.

***2016 Equipment Purchase/Lease Agreement*** - As security for the Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD's approval, the Authority pledged as security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2036. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2018, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$53,389,000 and \$18,437,000, with annual debt service payments ranging from \$3,343,000 in the coming year 2019 to \$2,439,000 in the final year 2036. During the construction period and prior to beginning debt service payments, the interest will be added to the principal of the

loan. In 2018 and 2017, the Authority added \$871,000 and \$1,699,000 respectively, in interest to this loan.

**2017 Equipment Purchase/Lease Agreement for Sandy A** – As security for the Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD’s approval, the Authority pledged as security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2037. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2018, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$44,570,000 and \$20,033,000, with no annual debt service payments due during the coming year 2019 to \$4,271,000 in the final year 2037. Debt service payments will begin in June 2020. During the construction period and prior to beginning debt service payments, the interest will be added to the principal of the loan. In 2018, the Authority added \$1,570,000 in interest to this loan.

**2017 Equipment Purchase/Lease Agreement for BQDM** - As security for the Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD’s approval, the Authority pledged as security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2037. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2018, total principal and interest remaining on the Equipment Lease/Purchase Agreement are \$62,328,000 and \$27,868,000, with no annual debt service payments due during the coming year 2019 to \$5,640,000 in the final year 2037. Debt service payments will begin in June 2020. During the construction period and prior to beginning debt service payments, the interest will be added to the principal of the loan. In 2018, the Authority added \$2,195,000 in interest to this.

**2017 Equipment Purchase/Lease Agreement for Ameresco B (EPC007)** – As security for the Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, the Authority pledged HUD Operating Subsidy revenue to service the loan debt. With HUD’s approval, the Authority pledged as security, a portion of its annual appropriation from HUD that consists of HUD Financial Incentive Payments. The loan is payable with pledged revenue through 2038. The Authority has committed to appropriate HUD Operating Subsidy revenue in amounts sufficient to cover the scheduled principal and interest requirements of the debt. As of December 31, 2018, total principal and interest remaining on the Equipment Lease/Purchase Agreement are

\$79,462,000 and \$53,969,000, with no annual debt service payments due during the coming year 2019 to \$8,841,000 in the final year 2038. Debt service payments will begin in January 2021. During the construction period and prior to beginning debt service payments, the interest will be added to the principal of the loan. In 2018, the Authority added \$1,269,000 in interest to this loan.

The Authority has five Equipment Lease/Purchase Agreements supporting energy performance contracts with Banc of America Public Capital Corp. As of December 31, 2018, the restricted cash balances that were held in escrow and pledged as collateral for these five leases totaled \$207,337,000 and the related equipment serving as collateral for these EPCs totaled \$ 38,828,000. The Authority has four loan agreements outstanding with HDC. As of December 31, 2018, the restricted cash balances that were held in debt service reserve accounts and serving as collateral for these four loans totaled \$31,338,000.

## Combined Debt of the Authority

Future principal and interest payments of all the Authority's outstanding long-term debt (excluding amortized bond premium) at December 31, 2018 are payable as follows (\$ in thousands):

	<u>Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Current portion	2019	\$ 39,130	\$ 37,914	\$ 77,044
Long-term portion:				
	2020	33,112	36,934	70,046
	2021	48,499	35,010	83,509
	2022	51,237	32,794	84,031
	2023	53,415	30,412	83,827
	2024-2028	236,243	116,033	352,276
	2029-2033	255,355	61,076	316,431
	2034-2038	97,014	13,886	110,900
	2039-2043	11,452	1,462	12,914
Total long-term portion		<u>786,327</u>	<u>327,607</u>	<u>1,113,934</u>
Total payments		<u>\$ 825,457</u>	<u>\$ 365,521</u>	<u>\$ 1,190,978</u>

Interest rates on outstanding debt range from 1.98 percent to 6.30 percent. During 2018 and 2017, principal repayments totaled \$36,647,000 and \$46,051,000, respectively.

## Deposits

At December 31, 2018, the Authority's deposits had a carrying amount of \$808,762,000 and a bank balance of \$804,717,000. These deposits were insured up to \$250,000 per bank by the Federal Deposit Insurance Corporation ("FDIC"). Deposits in excess of FDIC coverage were fully collateralized, with the collateral being held in segregated custodial accounts in the Authority's name. Collateral coverage is monitored and maintained on a daily basis.

Deposits were comprised of the following at December 31, 2018 and 2017 (\$ in thousands):

<u>Unrestricted</u>	<u>Bank Balance</u>	
	<u>2018</u>	<u>2017</u>
FDIC insured	\$ 1,127	\$ 1,567
Collateralized	<u>104,209</u>	<u>121,788</u>
Subtotal	<u>105,336</u>	<u>123,355</u>
<u>Restricted</u>		
FDIC insured	43,534	42,888
Collateralized	<u>655,847</u>	<u>472,382</u>
Subtotal	<u>699,381</u>	<u>515,270</u>
Total Deposits	<u>\$ 804,717</u>	<u>\$ 638,625</u>

Unrestricted deposits totaling \$105,336,000 were largely comprised of operating balances for both LLC I and LLC II and replacement reserves for LLC I, totaling \$100,822,000. The remaining balances totaling \$4,514,000 are eligible for working capital and funding future liabilities, including self-insurance programs. The Authority's unrestricted deposits are held at various banks in interest-bearing accounts and demand deposit accounts (DDA) without interest. The maximum exposure of deposits, represented by the highest daily cash balance held in all deposit accounts maintained by the Authority during the year, was \$363,997,000.

At December 31, 2018, restricted deposits totaling \$699,381,000 included funds held in depository accounts on behalf of Sandy Recovery, escrow funds for several Energy Performance Contracts, escrow funds for vendor retention, reserves supporting the 2010 mixed-finance transaction, Certificates of Deposit for tenant security, and tenant participation activity HUD subsidies for use by resident councils for residents. In addition, a small part of the total restricted deposits included funds held by NYC Housing Development Corporation ("HDC) relating to the 2010 mixed-finance transaction. The Certificates of Deposits for tenant security will be maturing on March 29, 2019 and will be reinvested for one year through March 31, 2020. The liability

related to these deposits is included in unearned revenues and other current liabilities (see Note 14).

## Investments

In accordance with GASB 72, NYCHA discloses its investments at fair value. The Authority invests only in securities that fall under GASB's Level 2 fair market valuation grouping (there are 3 levels in total), as there are comparable and observable traded securities that can be used to accurately value the Authority's portfolio of securities. The Authority uses the Bloomberg financial data system to determine the fair value of its entire portfolio of securities. As of December 31, 2018, and 2017, all of the Authority's long-term investment holdings were in U.S. Governmental agency securities and GASB 72 requires their fair value be based on similar bonds that are being traded.

### Unrestricted Investments

The Authority's investment policies comply with HUD's guidelines. These policies restrict the Authority's investments to obligations of the U.S. Treasury, U.S. Government agencies, and their instrumentalities. All investments are held in a secured custody account in the name of the Authority. All investments are publicly traded, and the fair value was based on published quoted values. Accrued interest receivable on unrestricted investments was \$2,580,000 and \$2,293,000 at December 31, 2018 and 2017.

Unrestricted investments stated at fair value, consist of the following at December 31, 2018 and 2017 (\$ in thousands):

<b>Unrestricted</b>	<b>2018</b>	<b>2017</b>
U.S. Government Agency Securities	\$ 533,097	\$ 592,899
Repurchase Agreements	<u>420,870</u>	<u>447,000</u>
Total Unrestricted investments, including cash equivalents	953,967	1,039,899
Less: amount reported as unrestricted cash equivalents	<u>420,870</u>	<u>447,000</u>
Total Unrestricted investments	<u><u>\$ 533,097</u></u>	<u><u>\$ 592,899</u></u>

Cash equivalents include investments in repurchase agreements. The maximum exposure of investments held in repurchase agreements during the year was \$635,070,000. At December 31, 2018, the Authority held \$420,870,000 in repurchase agreements yielding 2.70 percent. At December 31, 2017, the Authority held \$447,000,000 in repurchase agreements yielding 1.65 percent.



The maturities of the Authority's unrestricted investments at December 31, 2018 and 2017 are as follows (\$ in thousands):

Security Type	As of December 31, 2018				As of December 31, 2017			
	Total	<1 year	1 - 5 years	>5 years	Total	<1 year	1 - 5 years	>5 years
U.S. Govt Agency Securities	<u>\$533,097</u>	<u>\$101,313</u>	<u>\$318,694</u>	<u>\$113,090</u>	<u>\$592,899</u>	<u>\$96,269</u>	<u>\$337,908</u>	<u>\$158,722</u>

At December 31, 2018 and 2017, the Authority's weighted average term to maturity for unrestricted investments is 3.14 years and 3.33 years, respectively. The Authority determines maturity levels based upon current available interest rates, expectations for future rates and the appropriate amount of liquidity needed for operations. While HUD's policy limits the maturities of investments held by housing authorities to three years, the Authority has received a HUD waiver to invest long-term reserves up to seven years.

The U.S. Government Agency security balance is comprised of obligations issued by the Federal Home Loan Mortgage Corporation, the Federal Home Loan Bank, Federal Farm Credit Bank and the Federal National Mortgage Association. At December 31, 2018 and 2017, the fair value of the Authority's long-term investments was \$533,097,000 and \$592,900,000, respectively, and these amounts are designated to fund the Authority's self-insurance programs.

### Restricted Investments

At December 31, 2018 and 2017, NYCHA's total restricted investments had a fair value of \$39,693,000 and \$38,768,000, respectively. These funds were held in Trust supporting loans from NYC HDC for the 2013 Capital Fund Financing Program Bonds and the 2010 mixed-finance transaction. The restricted total was comprised of \$31,335,000 in restricted investments and \$8,358,000 in restricted cash equivalents at December 31, 2018 and \$31,351,000 in restricted investments and \$7,417,000 in restricted cash equivalents at December 31, 2017.

Of the \$31,335,000 in restricted investments, \$29,824,000 represents debt service reserves for the 2013 Capital Fund Financing Program Bonds, and the remaining \$1,511,000 represents debt service reserves for the 2010 mixed-finance transaction. Accrued interest receivable on restricted investments was \$1,184,000 and \$874,000 at December 31, 2018 and 2017.

Restricted investments stated at fair value, consisted of the following at December 31, 2018 and 2017 (\$ in thousands):

<b>Restricted</b>	<b>2018</b>	<b>2017</b>
Forward Delivery Agreement (debt service reserves)	\$ 29,824	\$ 29,824
Repurchase Agreements	8,358	7,417
Municipal Bonds	<u>1,511</u>	<u>1,527</u>
Total Restricted investments, including cash equivalents	39,693	38,768
Less amount reported as restricted cash equivalents	<u>8,358</u>	<u>7,417</u>
Total Restricted investments (not including cash equivalents)	<u>\$ 31,335</u>	<u>\$ 31,351</u>

The maturities of the Authority restricted investments at December 31, 2018 and 2017 were as follows (\$ in thousands):

Security Type	As of December 31, 2018				As of December 31, 2017			
	Total	<1 year	1 - 5 years	>5 years	Total	<1 year	1 - 5 years	>5 years
Forward Delivery Agreement	\$ 29,824	\$ -	\$ -	\$ 29,824	\$ 29,824	\$ -	\$ -	\$ 29,824
Municipal Bonds	\$ 1,511	\$ -	\$ 1,511	\$ -	\$ 1,527	\$ -	\$ 1,527	\$ -
Total	<u>\$ 31,335</u>	<u>\$ -</u>	<u>\$ 1,511</u>	<u>\$ 29,824</u>	<u>\$ 31,351</u>	<u>\$ -</u>	<u>\$ 1,527</u>	<u>\$ 29,824</u>

At December 31, 2018 and 2017, the Authority's weighted average term to maturity for restricted investments was 13.94 years and 14.94 years, respectively. The Fiscal Agents determine maturity levels based upon current available interest rates, expectations for future rates and the appropriate amount of liquidity needed for NYCHA's operations.

### ***Policies governing investments***

The Authority has adopted the HUD investment policy outlined in HUD Notice PIH-2002-13 (HA), as its formal investment policy. In accordance with its Annual Contributions Contract (the "ACC") with HUD, the Authority is required to comply with this HUD Notice. These guidelines require the Authority to deposit funds in accordance with the terms of a General Depository Agreement, which must be in a form approved by HUD and executed between the Authority and its depository institutions, and restricts the Authority's investments to HUD-authorized securities, such as those issued by the U.S. Treasury, U.S. Government agencies and their instrumentalities, and requires that all investments be held in a segregated custodial account in the name of the Authority.

The Authority's current investment strategy involves consideration of the basic risks of fixed-income investing, including interest rate risk, market risk, credit risk, and concentration risk. In managing these risks, the primary factors considered are safety of principal, yield, liquidity, maturity, and administrative costs.

### **Interest Rate Risk**

Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of the Authority's investment portfolio. In accordance with the Authority's investment policy, interest rate risk is mitigated by holding the securities in the Authority's portfolio until maturity, except when a reinvestment strategy may be

appropriate. As an additional manner of minimizing interest rate risk, the securities of the Authority's fixed income portfolio have historically only had fixed coupon rates, and therefore the cash flows will not fluctuate with changes in interest rates.

### **Credit Risk**

It is the Authority's policy to limit its investments to HUD-authorized investments issued by the U.S. Government, by a U.S. Government agency, or by a Government-sponsored agency. The Authority's policy is to invest mostly in Governmental agency and U.S. Treasury securities which are AA+ and Aaa rated by Standard and Poor's ("S&P") or Moody's, or to place balances in fully collateralized money market deposit accounts and interest-bearing bank accounts at banks rated A or better by Moody's or S&P. As of December 31, 2018, each of the agency securities that were in the NYCHA investment portfolio had bond ratings as follows: Moody's Aaa and S&P AA+. Depository bank accounts maintaining federal funds are fully collateralized, in excess of FDIC insurance, with Treasury and/or Governmental agency securities.

### ***Concentration of Credit Risk***

The Authority strives to invest in only AA+ and Aaa rated Governmental Agency and/or U.S. Treasury securities. Therefore, the Authority's policy does not place a limit on investments with any one issuer. The Authority's cash deposits are maintained in fully collateralized money market deposit accounts and fully collateralized interest-bearing and non-interest bearing (if required) bank accounts. Consequently, the Authority does not limit deposits to any one bank. Nonetheless, the Authority strives to diversify holdings in investments, cash and cash equivalents, whenever possible, to further minimize any potential concentration risk.

### ***Custodial credit risk***

The Authority maintains a perfected security interest in the collateral held on its behalf by its custodial agents. Custodial credit risk is the risk that the Authority will not be able to recover its collateral held by a third-party custodian, in the event that the custodian defaults. The Authority has no custodial credit risk due to the Authority's perfected security interest in its collateral in a segregated custodian account, which is registered in the Authority's name. The Authority's policy requires that all securities shall be maintained in a third-party custodian account and the manner of collateralization shall provide the Authority with a continuing perfected security interest in the collateral for the full term of the deposit, in accordance with applicable laws and Federal regulations. Such collateral shall, at all times, have a market value at least equal to the amount of deposits so secured.

## Risk Management

The Authority maintains a risk management program to protect its assets and minimize its exposure to potential losses. The Authority utilizes a combination of self-insurance (workers' compensation and general liability) and commercial insurance to cover potential liabilities. A third-party administrator provides investigation, processing and loss control services for workers' compensation.

The core mission of the Risk Management Department (RMD) is to protect NYCHA from the risk of financial loss. To fulfill this mission, RMD focuses on three major areas of risk transfer responsibilities:

- Insurance Procurement
- Claim Management and Risk Control
- Insurance Compliance

The Risk Management Department's risk control efforts were developed to support the Authority's insurance program and to guard the health and safety of the Authority's staff. These efforts produce positive results as injury rates continue to decline.

## Contract Registration

All contracting activity and associated accounting are performed in the financial systems as part of the Authority's new contract registration process, and in conjunction with NYCHA's departmental budgets implemented in September 2003. This process requires that contracts must be registered in the financial system before final execution and must have budgetary approval. This means that work to be performed under the contract cannot commence until registration is completed. It ensures that sufficient funding exists to support the obligation associated with the contract, provides a central repository for contract documentation necessary to maintain an audit trail supporting the general ledger, and ensures the accuracy of accounting and funds available information posted in the Oracle financial system.

# Fund Structure

## Fund Structure Summary

The Authority's basic financial statements consist of a single enterprise fund, which includes the following programs:

- Federal Low Rent Housing Program (Conventional Public Housing);
- City/State Housing Program (Conventional Public Housing);
- Housing Choice Voucher Program (Section 8);
- Section 8 Rental New Construction Program (Project-Based);
- Capital Fund Program;
- Other Grant Programs.

Excluding the capital fund program, these funds collectively comprise NYCHA's Operating Budget. The Authority maintains its accounting records by program.

## Budgets by Fund

Budgets and headcounts are maintained by funding source. Funding sources are monies which support specific programs. NYCHA's operating budget is categorized into four major funding sources:

- General Fund, (GF01) which includes conventional Public Housing (Federal, State and City units) and NYCHA's Section 8 project-based developments;
- Section 8 (F006), which includes revenues and expenses incurred by the administration of this federal program.
- Grants, which includes competitive grants received by NYCHA.
- Elimination used offset inter-fund revenues.

## Fund Balance

For budgetary purposes, "fund balance" refers to a balanced budget (i.e. existing resources that are used to supplement current revenues and similar items to cover current expenditures). NYCHA budgets on a cash basis. The following tables show beginning and ending cash from FY 2017 - FY 2019. Going into FY 2019, NYCHA has a \$33 million surplus.

Table 1 lists headcounts associated by funding sources from FY 2019- FY 2023.

Table 2 shows the beginning and ending cash flows from FY 2017 -2019.

Table 3 -7 list FY 2019 through FY 2023 by line item for each major funding source.

**Table 1: FY 2020 –FY 2024 Head Count**

**By Funding**

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
General Funds	10,458	9,992	9,788	9,595	9,382
Section 8 Funds	481	481	481	481	481
Grants	400	399	399	399	399
<b>Total</b>	<b>11,339</b>	<b>10,872</b>	<b>10,668</b>	<b>10,475</b>	<b>10,262</b>



**Table 2: FY 2017 –FY 2019 Comparison  
(\$000)**

	FY 2017	FY 2018	FY 2019	Variance
Expenditures	YTD Actual	Adopted Budget	Adopted Budget	FY 18 vs. FY 19
<b>Personnel Services:</b>				
Salary F/T	633,276	658,428	649,601	(8,827)
Salary P/T	1,384	1,409	1,020	(388)
Seasonal	5,673	6,010	26,026	20,016
Overtime	93,809	66,743	85,534	18,791
Retro	3,431	292	286	(6)
Shift Differential	1,075	1,070	1,477	407
Fringe	546,867	571,884	568,552	(3,332)
Other Salary	11,106	13,079	12,882	(197)
<b>Subtotal Personnel Services</b>	<b>1,296,622</b>	<b>1,318,915</b>	<b>1,345,378</b>	<b>26,463</b>
<b>Other Than Personnel Services:</b>				
Leases	110,833	42,422	43,317	896
Supplies	64,374	66,167	78,934	12,766
Utilities	538,604	543,748	542,755	(993)
Equipment	14,681	18,000	17,129	(871)
Contracts	202,764	305,073	374,591	69,517
Insurance	50,815	24,604	13,453	(11,151)
Housing Assistance Payments	987,021	984,375	1,027,419	43,044
Payment in Lieu of Taxes				
Debt Services	627	534	2,205	1,672
OTPS Other	18,573	22,839	31,438.44	8,599
<b>Subtotal Other Than Personnel Services</b>	<b>1,988,292</b>	<b>2,007,762</b>	<b>2,131,241</b>	<b>123,479</b>
<b>Total Expenses</b>	<b>3,284,914</b>	<b>3,326,677</b>	<b>3,476,620</b>	<b>149,942</b>
<b>Revenues</b>				
<b>Revenues from Operations:</b>				
Tenant Rental Revenue	1,031,196	1,074,404	1,046,534	(27,870)
Other Revenue from Operations	19,157	21,977	20,345	(1,632)
<b>Subtotal Revenues from Operations</b>	<b>1,050,352</b>	<b>1,096,381</b>	<b>1,066,879</b>	<b>(29,502)</b>
<b>Other Revenues:</b>				
Federal Subsidies	889,603	885,598	944,026	58,428
Debt Services Subsidy	353	283	230	(53)
Section 8 Phased Conversion	54,618	58,120	-	
Section 8 Management Fees	-		-	
Capital Fund Reimbursements	12,697	4,697	4,697	0
Interest on Investments	6,238	7,954	10,519	2,565
Other	160,829	74,958	24,948	(50,010)
Categorical Grants	4,368	3,838	2,665	(1,173)
Section 8 Subsidy	971,699	975,549	1,092,386	116,837
Section 8 Admin	70,309	74,408	75,333	925
City Funds	76,067	142,985	288,310	145,325
<b>Subtotal Other Revenues</b>	<b>2,246,781</b>	<b>2,228,390</b>	<b>2,443,115</b>	<b>214,725</b>
<b>Total Revenues</b>	<b>3,297,133</b>	<b>3,324,771</b>	<b>3,509,994</b>	<b>185,223</b>
<b>Surplus /(Deficit) before Reserves</b>	<b>12,219</b>	<b>(1,906)</b>	<b>33,375</b>	<b>35,281</b>
HAP Reserve (HUD-HELD)	-	8,825		(8,825)
Admin Reserve	-	5,057		(5,057)
<b>Surplus/(Deficit) net of Reserves</b>	<b>12,219</b>	<b>11,975</b>	<b>33,375</b>	<b>21,399</b>





**Table 3: All Funds FY 2020–FY 2024**  
**(\$'000)**

	FY20	FY21	FY22	FY23	FY24
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	684,941	665,430	656,441	652,125	641,779
Salary P/T	789	298	149	-	-
Seasonal	18,112	18,027	18,027	18,027	18,027
Overtime	105,453	88,902	87,944	86,973	85,962
Salary Retro	286	286	286	286	286
Shift Differential	4,779	4,840	4,718	4,596	4,476
Fringe	594,166	588,800	598,383	574,688	598,075
Other Salaries	13,015	12,087	11,982	11,876	11,772
<b>Subtotal Personnel Services</b>	<b>1,421,542</b>	<b>1,378,671</b>	<b>1,377,931</b>	<b>1,348,572</b>	<b>1,360,376</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases	77,210	65,007	54,089	55,204	56,987
Supplies	108,590	115,799	112,679	101,101	85,350
Utilities	545,375	532,653	517,270	500,201	478,980
Equipment	25,505	20,834	21,629	21,746	22,856
Contracts	377,142	416,187	367,592	341,263	309,707
Insurance	15,427	66,624	81,057	85,996	86,004
Section 8 Payments	1,132,728	1,123,494	1,145,237	1,164,026	1,186,942
Debt Services	6,009	9,852	9,485	9,137	8,765
OTPS Other	36,547	43,186	43,774	45,380	41,784
<b>Subtotal Other Than Personnel Services</b>	<b>2,324,532</b>	<b>2,393,637</b>	<b>2,352,813</b>	<b>2,324,056</b>	<b>2,277,375</b>
<b>Total Expenses</b>	<b>3,746,073</b>	<b>3,772,308</b>	<b>3,730,744</b>	<b>3,672,628</b>	<b>3,637,751</b>
<b>Revenues</b>					
<b><u>Revenues from Operations:</u></b>					
Tenant Rental Revenue	1,024,530	980,298	954,961	926,658	896,942
Other Revenue from Operations	22,960	21,996	21,348	20,500	19,607
<b>Subtotal Revenues from Operations</b>	<b>1,047,489</b>	<b>1,002,294</b>	<b>976,308</b>	<b>947,158</b>	<b>916,548</b>
<b><u>Other Revenues:</u></b>					
Federal Subsidies	984,449	990,025	979,947	971,113	958,402
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	180	131	81	40	8
Section 8 Phased Conversion	-	-	-	-	-
Section 8 Management Fees	-	-	-	-	-
Capital Funds Reimbursements	230,293	270,564	158,835	158,000	157,054
Interest on Investments	12,723	12,046	11,368	11,021	11,021
Other	22,992	22,809	22,633	22,330	22,073
Categorical Grants	2,350	4,695	4,695	4,695	4,375
Section 8 Subsidy	1,125,818	1,166,182	1,173,359	1,193,453	1,212,142
Section 8 Admin	80,417	79,777	80,654	81,418	82,170
Section 8 Admin Reserve	-	-	-	-	-
City Funds	261,706	216,864	226,769	178,505	171,733
<b>Subtotal Other Revenues</b>	<b>2,720,927</b>	<b>2,763,095</b>	<b>2,658,341</b>	<b>2,620,576</b>	<b>2,618,978</b>
<b>Total Revenues</b>	<b>3,768,417</b>	<b>3,765,388</b>	<b>3,634,649</b>	<b>3,567,733</b>	<b>3,535,526</b>
HAP Reserve (HUD-HELD)	69,005	6,919	21,515	20,346	24,822
Admin Reserve	-	-	-	-	-
<b>Total Revenue w/ Reserve</b>	<b>3,837,421</b>	<b>3,772,308</b>	<b>3,656,164</b>	<b>3,588,080</b>	<b>3,560,348</b>
<b>Surplus/ (Deficit) w/ Reserve</b>	<b>91,348</b>		<b>(74,580)</b>	<b>(84,548)</b>	<b>(77,403)</b>



**Table 4: General Funds FY 2020–FY 2024**  
**(\$000)**

	FY20	FY21	FY22	FY23	FY24
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	606,851	605,463	595,886	585,405	575,059
Salary P/T	491	-	-	-	-
Seasonal	18,063	17,978	17,978	17,978	17,978
Overtime	104,653	88,102	87,160	86,205	85,194
Salary Retro	196	196	196	196	196
Shift Differential	4,777	4,838	4,716	4,594	4,474
Fringe	547,420	540,587	548,686	523,393	544,941
Other	11,079	10,151	10,046	9,940	9,836
<b>Subtotal Personnel Services</b>	<b>1,293,530</b>	<b>1,267,315</b>	<b>1,264,668</b>	<b>1,227,712</b>	<b>1,237,678</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases	69,393	57,071	45,991	46,939	48,454
Supplies	107,377	114,586	111,954	100,864	85,113
Utilities	545,166	532,441	517,055	499,985	478,764
Equipment	24,082	19,485	20,159	20,224	21,316
Contracts	359,838	406,124	358,123	332,365	300,702
Insurance	15,318	66,511	80,938	85,870	85,870
Section 8 Payments	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-
Debt Services	166	116	67	67	67
OTPS Other	31,456	38,161	38,966	40,799	37,278
<b>Subtotal Other Than Personnel Services</b>	<b>1,152,796</b>	<b>1,234,495</b>	<b>1,173,254</b>	<b>1,127,112</b>	<b>1,057,563</b>
<b>Total Expenses</b>	<b>2,446,326</b>	<b>2,501,810</b>	<b>2,437,922</b>	<b>2,354,823</b>	<b>2,295,241</b>
<b>Revenues</b>					
<b><u>Revenues from Operations:</u></b>					
Tenant Rental Revenue	\$1,024,530	\$980,298	\$954,961	\$926,658	\$896,942
Other Revenue from Operations	\$22,960	\$21,996	\$21,348	\$20,500	\$19,607
<b>Subtotal Revenues from Operations</b>	<b>1,047,489</b>	<b>1,002,294</b>	<b>976,308</b>	<b>947,158</b>	<b>916,548</b>
<b><u>Other Revenues:</u></b>					
Federal Subsidies	974,750	976,557	966,916	958,568	946,374
Contract Based Section 8 Properties Subsidy	-	-	-	-	-
Debt Services Subsidy	180	131	81	40	8
Section 8 Phased Conversion	48,506	35,451	35,050	34,654	34,262
Section 8 Management Fees	21,051	20,728	20,801	20,841	20,879
Capital Funds Reimbursements	230,293	270,564	158,835	158,000	157,054
Interest on Investments	10,912	10,912	10,912	10,912	10,912
Other	22,017	21,834	21,658	21,355	21,098
Categorical Grants	-	-	-	-	-
Section 8 Subsidy	-	-	-	-	-
Section 8 Admin	-	-	-	-	-
Section 8 Admin Reserve	-	-	-	-	-
City Funds	101,865	113,528	121,509	124,331	121,056
<b>Subtotal Other Revenues</b>	<b>1,409,573</b>	<b>1,449,705</b>	<b>1,335,761</b>	<b>1,328,701</b>	<b>1,311,643</b>
<b>Total Revenues</b>	<b>2,457,062</b>	<b>2,451,998</b>	<b>2,312,069</b>	<b>2,275,858</b>	<b>2,228,192</b>
<b>Surplus/ (Deficit)</b>	<b>10,737</b>	<b>(49,812)</b>	<b>(125,853)</b>	<b>(78,965)</b>	<b>(67,050)</b>



**Table 5: Section FY 2020–FY 2024  
(\$000)**

	FY20	FY21	FY22	FY23	FY24
<b>Expenditures</b>					
<b>Personnel Services:</b>					
Salary F/T	31,722	31,722	31,722	31,722	31,722
Salary P/T					
Seasonal	49	49	49	49	49
Overtime	598	598	598	598	598
Salary Retro					
Shift Differential					
Fringe	23,651	24,348	25,124	25,959	26,905
Other	604	604	604	604	604
<b>Subtotal Personnel Services</b>	<b>56,623</b>	<b>57,320</b>	<b>58,096</b>	<b>58,931</b>	<b>59,877</b>
<b>Other Than Personnel Services:</b>					
Leases	7,816	7,936	8,098	8,266	8,533
Supplies	93	93	93	93	93
Utilities	209	212	214	217	217
Equipment	1,423	1,350	1,470	1,523	1,540
Contracts	26,346	25,517	25,748	25,972	26,117
Insurance	108	113	119	126	134
Section 8 Payments	1,181,234	1,158,945	1,180,287	1,198,680	1,221,204
Payment in Lieu of Taxes					
Debt Services					
OTPS Other	2,470	2,478	2,486	2,495	2,503
<b>Subtotal Other Than Personnel Services</b>	<b>1,219,700</b>	<b>1,196,643</b>	<b>1,218,516</b>	<b>1,237,370</b>	<b>1,260,340</b>
<b>Total Expenses</b>	<b>1,276,324</b>	<b>1,253,963</b>	<b>1,276,613</b>	<b>1,296,301</b>	<b>1,320,218</b>
<b>Revenues</b>					
<b>Revenues from Operations:</b>					
Tenant Rental Revenue					
Other Revenue from Operations					
<b>Subtotal Revenues from Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Revenues:</b>					
Federal Subsidies					
Contract Based Section 8 Properties Subsidy					
Debt Services Subsidy					
Section 8 Phased Conversion					
Section 8 Management Fees					
Capital Funds Reimbursements					
Interest on Investments	109	109	109	109	109
Other	975	975	975	975	975
Categorical Grants					
Section 8 Subsidy	1,125,818	1,166,182	1,173,359	1,193,453	1,212,142
Section 8 Admin	80,417	79,777	80,654	81,418	82,170
Section 8 Admin Reserve					
City Funds					
<b>Subtotal Other Revenues</b>	<b>1,207,319</b>	<b>1,247,044</b>	<b>1,255,098</b>	<b>1,275,955</b>	<b>1,295,396</b>
<b>Total Revenues</b>	<b>1,207,319</b>	<b>1,247,044</b>	<b>1,255,098</b>	<b>1,275,955</b>	<b>1,295,396</b>
<b>Surplus/ (Deficit)</b>	<b>(69,005)</b>	<b>(6,919)</b>	<b>(21,515)</b>	<b>(20,346)</b>	<b>(24,822)</b>
HAP Reserve (HUD-HELD)	69,005	6,919	21,515	20,346	24,822
Admin Reserve					
<b>Total Revenue w/ Reserve</b>	<b>1,276,324</b>	<b>1,253,963</b>	<b>1,276,613</b>	<b>1,296,301</b>	<b>1,320,218</b>
<b>Surplus/ (Deficit) w/ Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Table 6: Grants FY 2020–FY 2024**  
**(\$000)**

	FY20	FY21	FY22	FY23	FY24
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T	46,369	28,246	28,833	34,998	34,998
Salary P/T	298	298	149		
Seasonal					
Overtime	202	202	186	170	170
Salary Retro	90	90	90	90	90
Shift Differential	2	2	2	2	2
Fringe	23,095	23,866	24,574	25,336	26,229
Other	1,332	1,332	1,332	1,332	1,332
<b>Subtotal Personnel Services</b>	<b>71,389</b>	<b>54,036</b>	<b>55,166</b>	<b>61,929</b>	<b>62,821</b>
<b><u>Other Than Personnel Services:</u></b>					
Leases					
Supplies	1,120	1,120	632	145	145
Utilities					
Equipment					
Contracts	12,008	5,275	4,522	3,768	3,768
Insurance					
Section 8 Payments					
Payment in Lieu of Taxes					
Debt Services	5,842	9,735	9,418	9,070	8,698
OTPS Other	2,621	2,547	2,322	2,087	2,003
<b>Subtotal Other Than Personnel Services</b>	<b>21,592</b>	<b>18,677</b>	<b>16,894</b>	<b>15,069</b>	<b>14,613</b>
<b>Total Expenses</b>	<b>92,981</b>	<b>72,713</b>	<b>72,060</b>	<b>76,998</b>	<b>77,434</b>
<b>Revenues</b>					
<b><u>Revenues from Operations:</u></b>					
Tenant Rental Revenue					
Other Revenue from Operations					
<b>Subtotal Revenues from Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Other Revenues:</u></b>					
Federal Subsidies	9,699	13,469	13,031	12,546	12,028
Contract Based Section 8 Properties Subsidy					
Debt Services Subsidy					
Section 8 Phased Conversion					
Section 8 Management Fees					
Capital Funds Reimbursements					
Interest on Investments	1,702	1,024	347	-	-
Other					
Categorical Grants	2,350	4,695	4,695	4,695	4,375
Section 8 Subsidy					
Section 8 Admin					
Section 8 Admin Reserve					
City Funds	159,841	103,336	105,260	54,174	50,677
<b>Subtotal Other Revenues</b>	<b>173,592</b>	<b>122,525</b>	<b>123,333</b>	<b>71,415</b>	<b>67,080</b>
<b>Total Revenues</b>	<b>173,592</b>	<b>122,525</b>	<b>123,333</b>	<b>71,415</b>	<b>67,080</b>
<b>Surplus/ (Deficit)</b>	<b>80,612</b>	<b>49,812</b>	<b>51,273</b>	<b>(5,583)</b>	<b>(10,353)</b>



**Table 7: Eliminations FY 2020–FY 2024  
(\$000)**

	FY20	FY21	FY22	FY23	FY24
<b>Expenditures</b>					
<b><u>Personnel Services:</u></b>					
Salary F/T					
Salary P/T					
Seasonal					
Overtime					
Salary Retro					
Shift Differential					
Fringe					
Other					
<b>Subtotal Personnel Services</b>	-	-	-	-	-
<b><u>Other Than Personnel Services:</u></b>					
Leases					
Supplies					
Utilities					
Equipment					
Contracts	(21,051)	(20,728)	(20,801)	(20,841)	(20,879)
Insurance					
Section 8 Payments	(48,506)	(35,451)	(35,050)	(34,654)	(34,262)
Payment in Lieu of Taxes					
Debt Services					
OTPS Other					
<b>Subtotal Other Than Personnel Services</b>	<b>(69,557)</b>	<b>(56,179)</b>	<b>(55,851)</b>	<b>(55,495)</b>	<b>(55,141)</b>
<b>Total Expenses</b>	<b>(69,557)</b>	<b>(56,179)</b>	<b>(55,851)</b>	<b>(55,495)</b>	<b>(55,141)</b>
<b>Revenues</b>					
<b><u>Revenues from Operations:</u></b>					
Tenant Rental Revenue					
Other Revenue from Operations					
<b>Subtotal Revenues from Operations</b>	-	-	-	-	-
<b><u>Other Revenues:</u></b>					
Federal Subsidies					
Contract Based Section 8 Properties Subsidy					
Debt Services Subsidy					
Section 8 Phased Conversion	(48,506)	(35,451)	(35,050)	(34,654)	(34,262)
Section 8 Management Fees	(21,051)	(20,728)	(20,801)	(20,841)	(20,879)
Capital Funds Reimbursements					
Interest on Investments					
Other					
Categorical Grants					
Section 8 Subsidy					
Section 8 Admin					
Section 8 Admin Reserve					
City Funds					
<b>Subtotal Other Revenues</b>	<b>(69,557)</b>	<b>(56,179)</b>	<b>(55,851)</b>	<b>(55,495)</b>	<b>(55,141)</b>
<b>Total Revenues</b>	<b>(69,557)</b>	<b>(56,179)</b>	<b>(55,851)</b>	<b>(55,495)</b>	<b>(55,141)</b>
<b>Surplus/ (Deficit)</b>	-	-	-	-	-

# NYCHA Fact Sheet

## What Is NYCHA?

The New York City Housing Authority (NYCHA), the largest public housing authority in North America, was created in 1935 to provide decent, affordable housing for low- and moderate-income New Yorkers.

NYCHA is home to 1 in 15 New Yorkers. Our residents are employed as teachers, police officers, nurses – people who provide services that are essential to the city. NYCHA “alumni” include Howard Schultz, the former CEO of Starbucks, Goldman Sachs Chair and CEO Lloyd Blankfein, Whoopi Goldberg, NASA aerospace engineer Aprille Ericsson, journalist Errol Louis, and Dr. Mary Bassett, former New York City Health Commissioner.

Since 1998, we’ve seen a steady decline in federal and State funding for both operations and capital projects. As NYCHA passes its 85th anniversary, this disinvestment has resulted in the deterioration of our buildings, which now need \$32 billion in major repairs. We must pursue innovative ways to fund the building and apartment upgrades that residents deserve. Launched in late 2018, NYCHA 2.0 is the Authority’s comprehensive strategic roadmap; it is a comprehensive, 10-year plan to address \$24 billion in vital repairs that our buildings desperately need.

Through our plan, we aim to operate as an efficient and effective landlord; repair public housing and build affordable housing stock; address critical health and safety issues in our buildings and connect residents to best-in-class social services and programming that enhance their quality of life.

## NYCHA 2019

- 564,301 New Yorkers in total are served by NYCHA’s public housing and Section 8 programs
- 170,740 families (381,159 authorized residents) live in NYCHA public housing, including Section 8 residents living in former State- and City-funded developments
- 2,991 Section 8 families (7,976 authorized residents) live in the PACT/RAD developments formerly managed by NYCHA
- 83,225 Section 8 households (185,127 authorized residents), which includes the 3,870 households (9,961 residents) who live in former State- and City-funded developments (as of Dec. 2018)
- Together, NYCHA public housing residents and Section 8 voucher holders occupy 11.6 percent of the city’s rental apartments and comprise 6.5 percent of New York City’s population
- If NYCHA (public housing and Section 8) were a city, it would rank 32nd in population size in the United States, and is larger than Sacramento, Atlanta and Miami; New York City is ranked first (July 2017 U.S. Census Estimate)
- NYCHA has 10,238 employees (as of March 2019), of which 22 percent are public housing residents
- NYCHA’s public housing serves 166,870 families and 381,159 authorized residents
- NYCHA public housing represents 7.9 percent of the city’s rental apartments (2017 NYC Housing and Vacancy Survey) and houses 4.4 percent of the city’s population (July 2017 U.S. Census Estimate)
- NYCHA has 173,762 public housing apartments in 2,351 residential buildings in 316 individual developments throughout the 5 boroughs
- 3,237 elevators in NYCHA public housing developments

**NYCHA SERVES  
1 IN EVERY 15  
NEW YORKERS**



**2019 FACT SHEET**

1

Release Date: March 2019

## Conventional Public Housing

- Bronx: 75 developments with 41,831 apartments and 94,773 residents
- Brooklyn: 99 developments with 58,422 apartments and 131,024 residents
- Manhattan: 101 developments with 52,999 apartments and 112,607 residents
- Queens: 21 developments with 15,302 apartments and 32,802 residents
- Staten Island: 10 developments with 4,477 apartments and 9,953 residents
- 129 apartments located in 10 developments primarily in Queens comprise FHA-Acquired Homes
- 41 seniors-only developments
- 13+ seniors-only buildings exist within mixed-population developments
- 7,368 retrofitted apartments for families with persons who are mobility impaired
- Largest public housing developments per borough:
  - Queens: Queensbridge (North and South) Houses (3,142 apartments)
  - Brooklyn: Red Hook East and West (2,878 apartments)
  - Manhattan: Baruch Houses (2,391 apartments)
  - Bronx: Edenwald Houses (2,036 apartments)
  - Staten Island: Stapleton Houses (693 apartments)
- Age of NYCHA developments:
  - 70+ years old: 22 developments
  - 60-69 years old: 62 developments
  - 50-59 years old: 78 developments
  - 40-49 years old: 81 developments
  - 30-39 years old: 53 developments
  - 296 out of 316 developments are 30 years or older
  - Oldest development: First Houses in Manhattan, dedicated in 1935

## Affordability

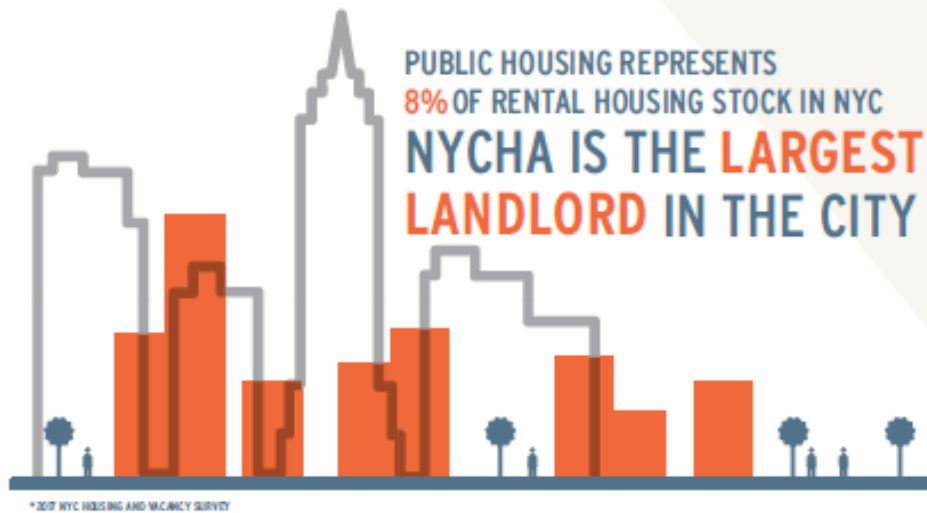
- The average rent is 30 percent of the household's income; the U.S. Department of Housing and Urban Development subsidizes the remainder of the rent
- Average public housing family income: \$25,007;
- Average public housing family's monthly rent: \$533;
- 46.1 percent of NYCHA families are working
- 13 percent of NYCHA families receive public assistance
- Social Security, SSI, pensions, veteran's benefits, and other government programs support 40.8 percent of families
- 39.7 percent of households are headed by persons age 62 and older
- 21.2 percent of the NYCHA population is age 62 or older
- 31.9 percent are younger than age 21 and 26.3 percent are under age 18
- 23 years is the average tenure of a NYCHA resident

## Section 8 Housing Choice Voucher Program

- 2,991 Section 8 families (7,976 authorized residents) live in the PACT/RAD developments formerly managed by NYCHA
- 83,225 Section 8 households (185,127 authorized residents), which includes the 3,870 households (9,961 residents) who live in former State- and City-funded developments (as of Dec. 2018)
- Average Section 8 household income: \$17,150
- Average Section 8 household monthly rent: \$360 (as of Dec. 2018)
- 24,954 participating private landlords
- 1,800 apartments, known as Portability Vouchers, located outside NYC
- NYCHA's Section 8 program is expanding through the Section 8 Project-Based Voucher (PBV) program: as of 1/11/2019, there are 8,736 PBV units







## Applying for Public Housing

- 181,090 families are on the waiting list for public housing as of March 2019
- 138,705 families are on the waiting list for Section 8 housing as of March 2019
- Over 9,564 applicants are on both waiting lists
- 2.5 percent turnover rate for public housing apartments during calendar year 2018
- 1 percent vacancy rate of apartments available for occupancy
- The computerized Tenant Selection and Assignment Plan (TSAP) randomly selects the next applicant for an apartment based on need priorities assigned to each applicant family, matching them to available vacancies as those apartments become available; TSAP guarantees impartial selection of applicants for vacant apartments based strictly on their needs.

## Resident Programming

- NYCHA's Office of Resident Economic Empowerment & Sustainability (REES) helps residents increase their income and assets through programs, policies, and partnerships involving employment and advancement, financial literacy and asset building, adult education and training, and resident business development
- More than 15,000 NYCHA resident job placements since 2014
- NYCHA residents have access to a network of over 400 community centers, senior centers, health care centers, and day care and Head Start educational centers

A translation of this document is available in your management office.

La traducción de este documento está disponible en la Oficina de Administración de su residencial.

所居公房管理处備有文件譯本可供索取。

所居公房管理处备有文件译本可供索取。

Перевод этого документа находится в офисе управления Вашего жилищного комплекса.

# NYCHA Metrics

Through NextGen NYCHA is committed to a new level of transparency, public participation, and collaboration with our stakeholders. You can use our data to look at the Authority's performance. This information will be updated monthly on our website using the following link, <https://eapps.nycha.info/NychaMetrics/>.

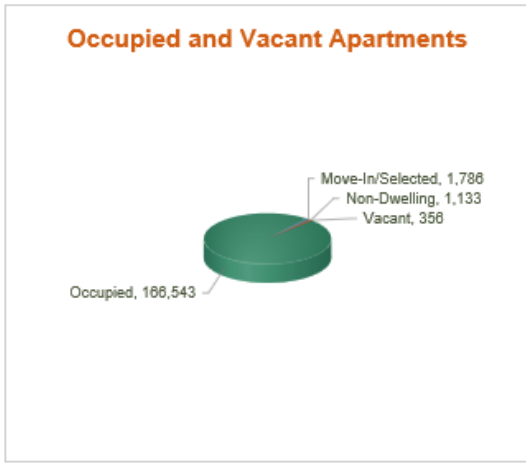
Here you will find information on many facets of NYCHA, such as work orders listed by public housing development, Section 8 occupancy, rent collection levels and more.

# NYCHA Metrics

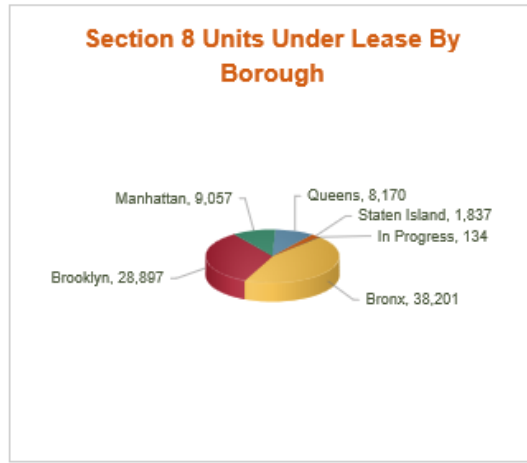
[NYCHA Metrics Home](#) | 
 [Public Housing](#) | 
 [Section 8](#) | 
 [Glossary](#) | 
 [Feedback](#)

NYCHA is committed to a new level of transparency, public participation, and collaboration with our stakeholders. You can use our data to take a look at the Authority's performance. This information will be updated monthly. Simply mouse over each chart to see a more detailed dataset. Here you will find information on many facets of NYCHA, such as work orders listed by public housing development, Section 8 occupancy, rent collection levels and more.

We welcome your comments. Please [click here](#) to send us your feedback.



This chart shows how many NYCHA apartments are occupied or available to move into. It also indicates "non-dwelling" units that may be under renovation or not for residential use.



This chart shows how many apartments are rented by people with Section 8 vouchers.

Service Level Performance (Days) by Trade			
Trade	Prior Year	Current	Above/Below Target
Bricklayer	22	52	■
Carpenter	162	276	■
Electrician	91	148	■
Exterminator	9	35	■
Glazier	66	123	■
Maintenance	5	15	■
Painter	165	288	■
Plaster	136	239	■
Plumber	143	142	■
Roofer	49	31	■
Vendor	187	308	■
Welder	30	77	■

This chart shows the average number of days it takes different types of NYCHA workers to complete a repair. You can compare current wait times to last year's and see if NYCHA is meeting its service response goal.

Service Level Performance (Days) by Repair Category			
Category	Prior Year	Current	Trend
Compactor	12	17	■
Door (All Public Space)	31	64	■
Interroom	52	115	■
Light (All Public Space)	10	30	■
Roof Fan	7	53	■

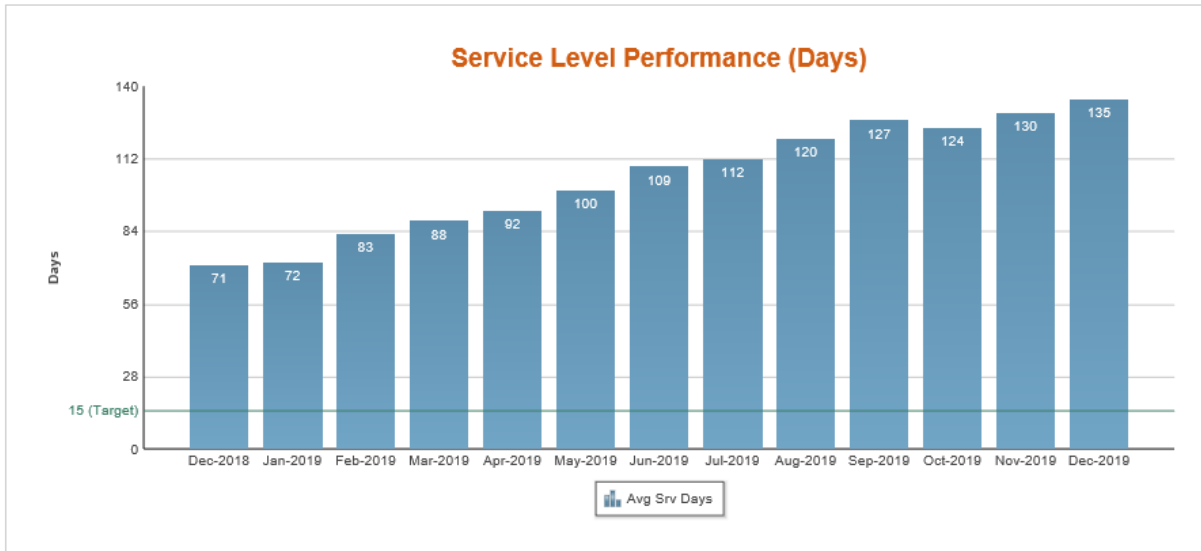
This chart shows the average number of days it takes to address different types of repairs. You can compare current wait times to last year's and gauge NYCHA's performance.

## Public Housing Charts

- Repairs
- Emergency Work Orders
- Vacancies
- Transfers
- Rent Collection

Trade

All ▼



This chart shows how many days, on average, it takes NYCHA to complete repairs. You can compare how NYCHA is doing for each month of the past year.

Borough

All ▼

Development

All ▼



This graph represents the number of work orders for repairs that are open at the end of each month. NYCHA's manageable workload is about 90,000 work orders.

## Public Housing Charts

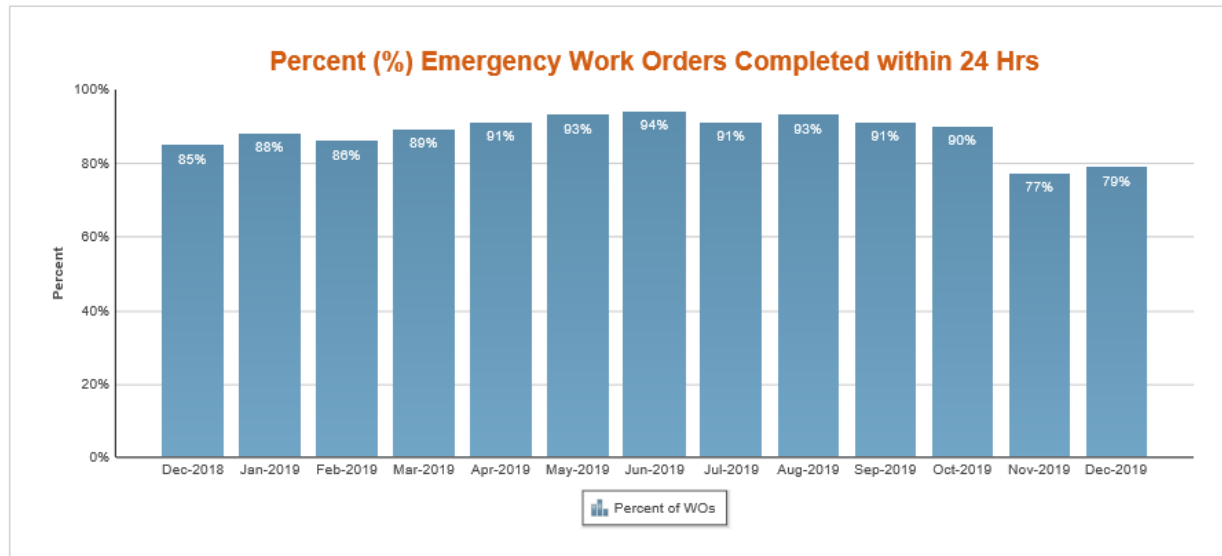
Repairs **Emergency Work Orders** Vacancies Transfers Rent Collection

Borough

All

Development

All



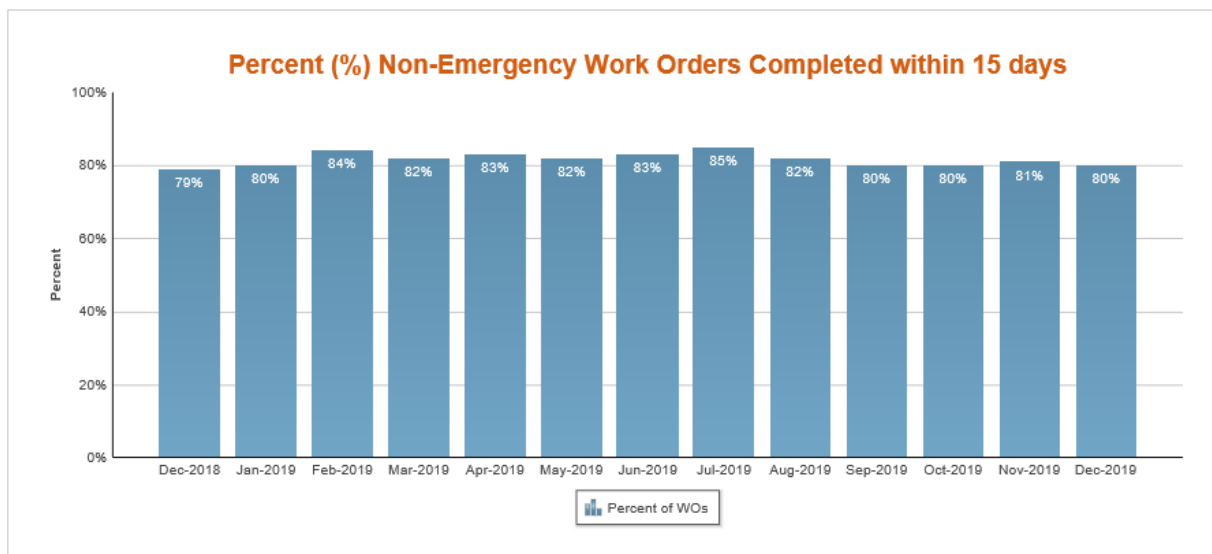
This chart shows the percentage of emergency repair requests (work orders) that are completed by NYCHA within 24 hours, which is the Housing Authority's service response goal.

Borough

All

Development

All



This chart shows the percentage of non-emergency repair requests (work orders) that are completed by NYCHA within 15 days, which is the Housing Authority's service response goal.

## Public Housing Charts

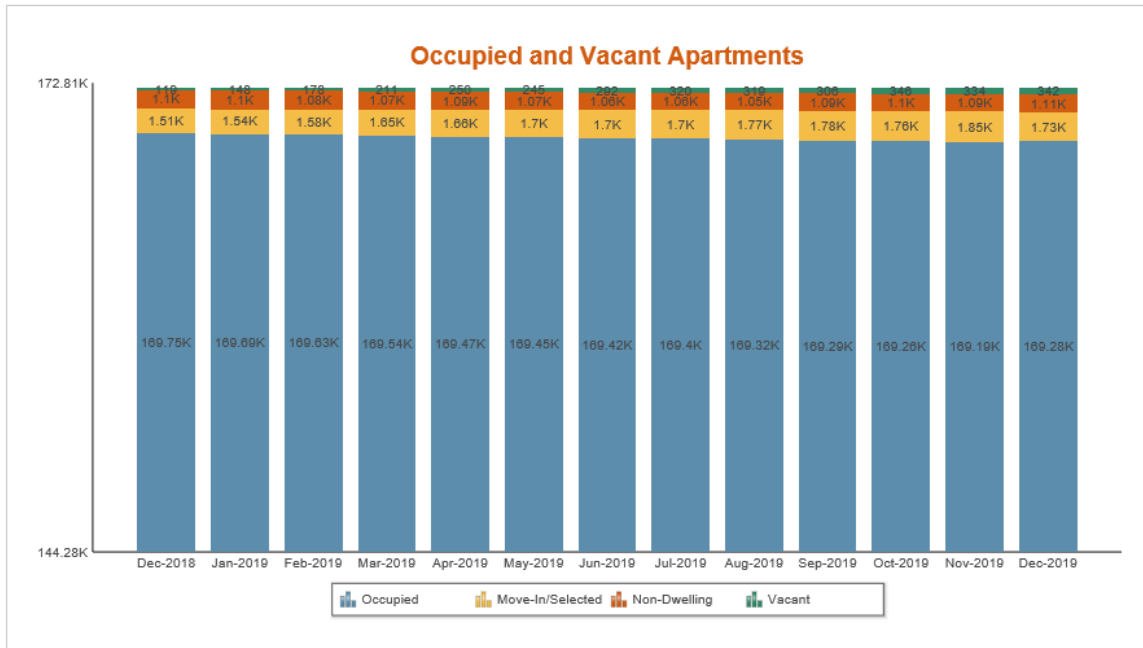
Repairs   Emergency Work Orders   **Vacancies**   Transfers   Rent Collection

Borough

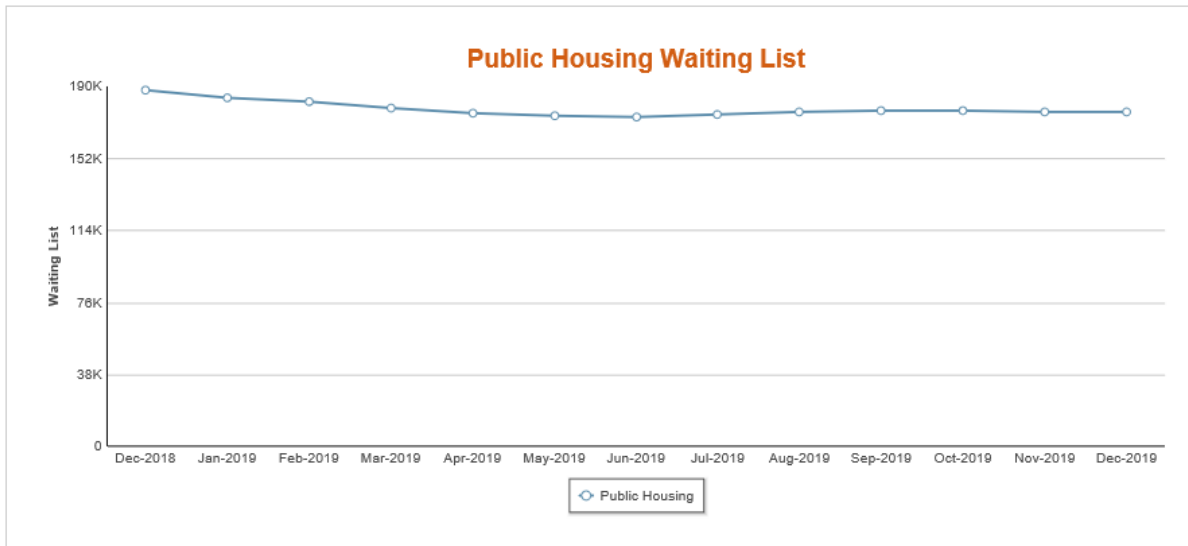
All

Development

All



This chart shows how many NYCHA apartments are occupied and how many are vacant, including how many have been chosen for a family to move into (move-in/selected) and how many are being renovated or are not for residential use (non-dwelling).



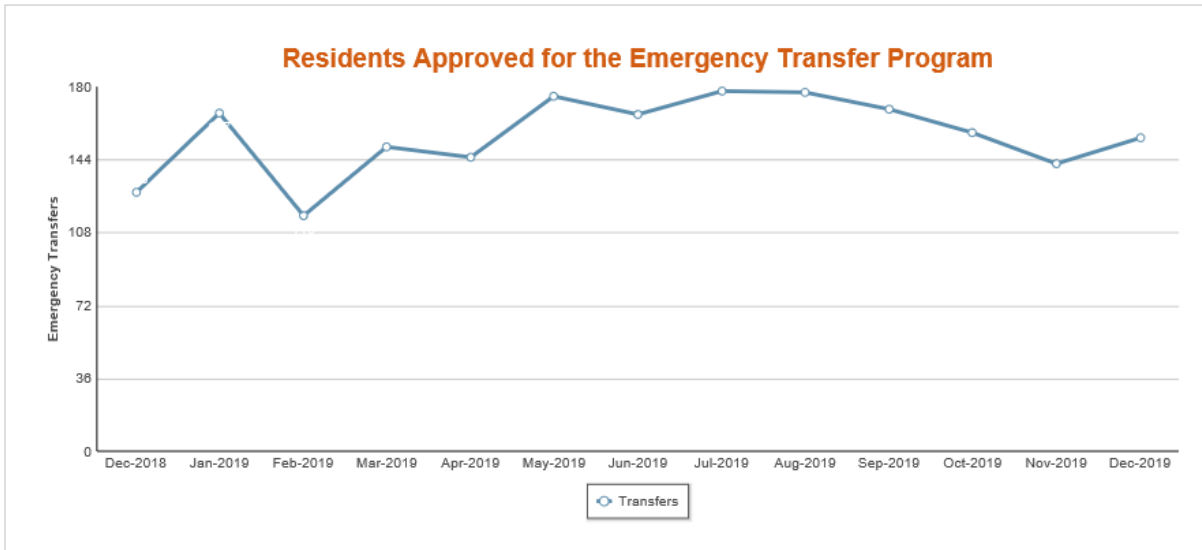
This chart shows how many people are on the waiting list for a NYCHA public housing apartment. You can compare how many were on the list each month of the past year.

## Public Housing Charts

Repairs   Emergency Work Orders   Vacancies   **Transfers**   Rent Collection

Borough

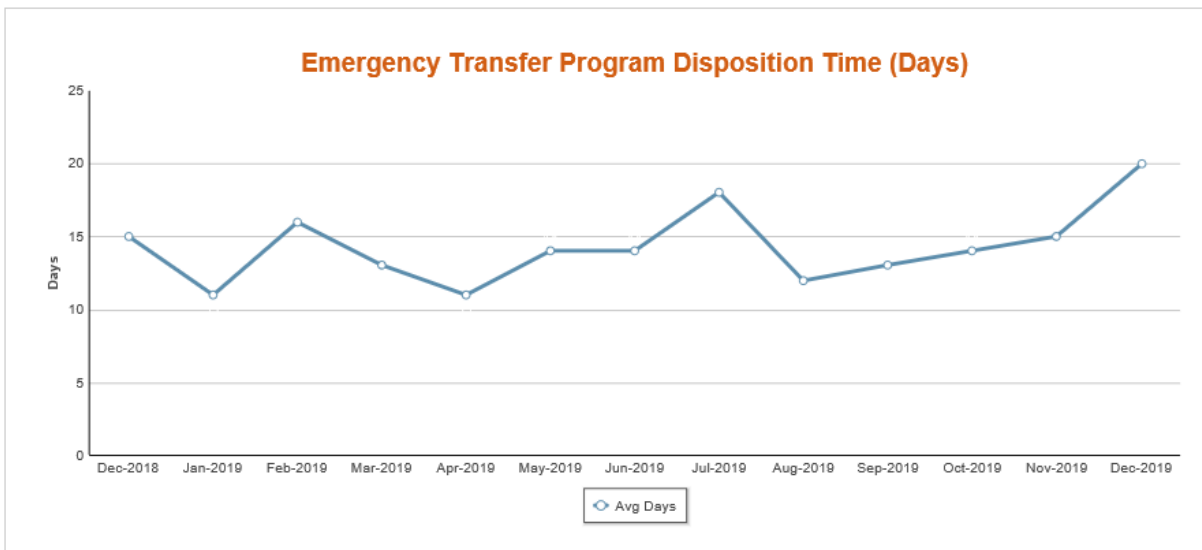
All



This chart shows how many residents are approved to move into a NYCHA apartment through its emergency transfer program. You can compare how many were approved for each month of the past year.

Borough

All



This chart shows how many days, on average, it takes to process the emergency transfer application from the date it is received by NYCHA to the date of the determination of eligibility for the program. You can compare how NYCHA is doing for each month of the past year.

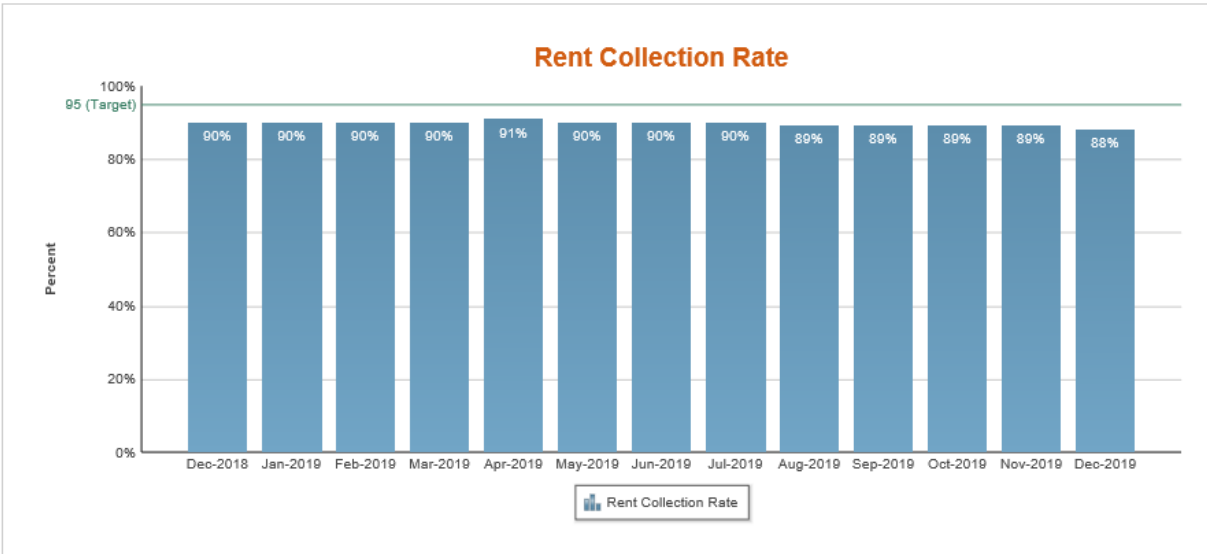


## Public Housing Charts

Repairs   Emergency Work Orders   Vacancies   Transfers   **Rent Collection**

Borough

All



This chart shows the percentage of rent collected from NYCHA residents for each month of the past year. You can see how NYCHA is doing compared to its goal of a 95 percent collection rate.

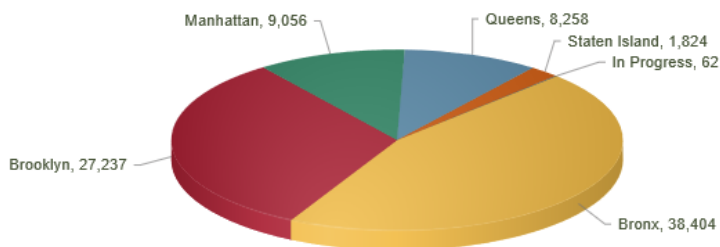
## Section 8 Charts

Units Metrics

Owners Metrics

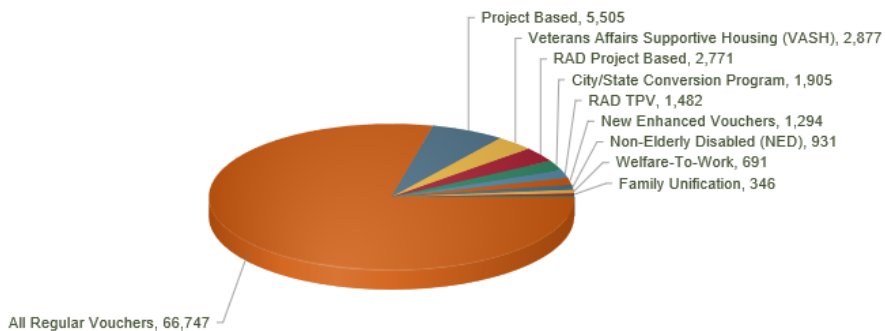
VASH Metrics

### Section 8 Units Under Lease By Borough



This chart shows how many apartments are rented by families with Section 8 vouchers, by borough.

### Section 8 Units Under Lease By Voucher Type



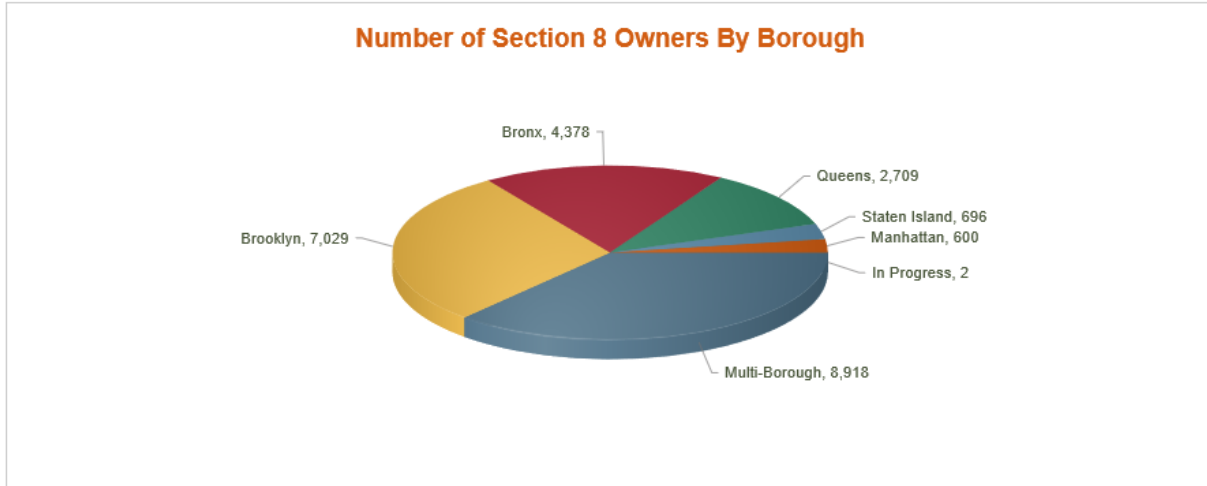
This chart shows how many apartments are rented by families with Section 8 vouchers, by the type of voucher they have.

## Section 8 Charts

Units Metrics

Owners Metrics

VASH Metrics



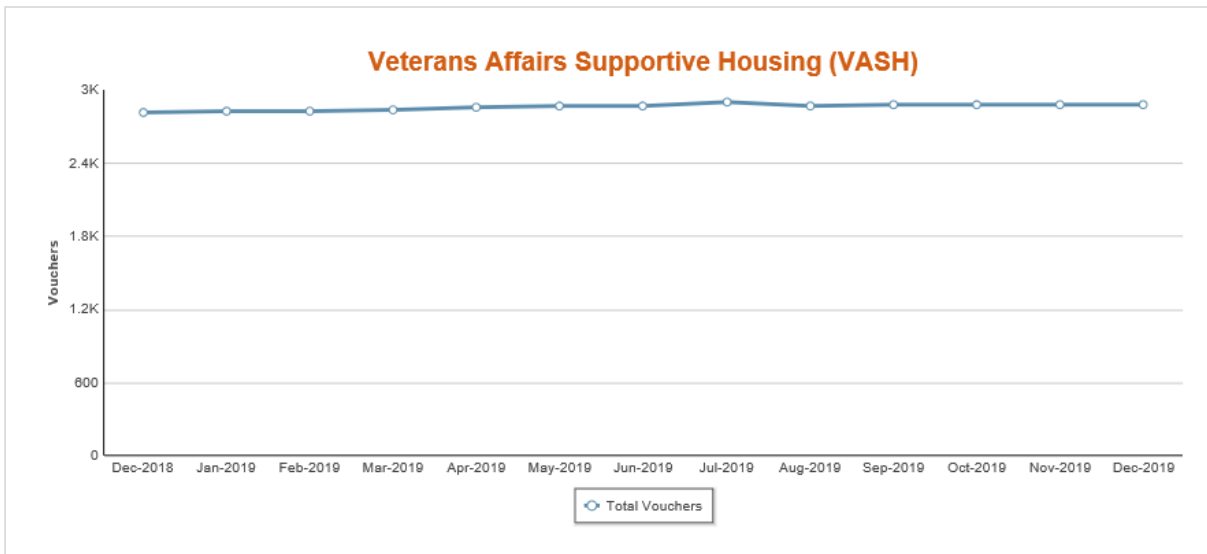
This chart shows how many landlords in each borough have at least one tenant using a Section 8 voucher, including how many operate in more than one borough.

## Section 8 Charts

Units Metrics

Owners Metrics

VASH Metrics



This chart shows how many apartments are rented by families with Section 8 VASH vouchers, which are available to veterans. You can compare how many there were for each month of the past year.

# Glossary of Terms

**Accounts** - The lowest level within the Authority's chart of accounts that identifies the expenditure type. Examples of Accounts are: supplies, equipment, contracts, travel, and utilities.

**Accrual** - An accounting expense recognized in the books before it is paid for. A Negative Un-Liquidated Actual represents an accrual set up for the goods or services received in the prior Fiscal Year but not yet paid.

**Action Plan** - A plan of actions to be funded by the Authority over a period for five years to make the necessary physical and management improvements identified in the PHA's Comprehensive Plan. The Five-Year Action Plan is based upon HUD's and the PHA's best estimates of the funding reasonably expected to become available. It is updated annually to reflect a rolling five-year base.

**Annual Contributions Contract (ACC)** - A contract under the United States Housing Act of 1937, as amended, between HUD and the Authority containing the terms and conditions under which the Department assists the Authority in providing decent, safe, and sanitary housing for low-income families.

**Annual Statement** - A work statement submitted to HUD covering the first year of the Five-Year Action Plan. It sets forth the major work categories and costs by development for the Federal Fiscal Year (FFY) grant and provides a summary of costs by development account as well as implementation schedules for obligation and expenditure of the funds.

**Amortized** - Payment of a debt or credit by regular intervals over a specific period.

**Board** - NYCHA's governing body that are responsible for voting on contracts, resolutions, policies, motions, rules, and regulations at regularly scheduled meetings of the Members of the Authority.

**Budget** - Proposed plan of revenue and expenditures over a given period.

**Budget Calendar** - The schedule of key dates or milestones that the Authority follows in the preparation and adoption of the budget.

**Budget Development** - The process for preparing, modifying, and adopting a budget.

**Budget Hierarchy** - Communicates the roles and responsibilities of the Budget Responsibility Groups (BRGs), as well as the workflow for review and approval.

**Budget Instructions** - Technical instructions and policy guidelines to follow when completing the financial planning exercises.

**Budget Management** - The monitoring and modification of an existing or planned budget.

**Budget Planning** - Involves the estimating of the agency's available resources, matching the available resources to the agency's operating and capital needs, and determining if appropriate financial measures are being taken.

**Budget Responsibility Group (BRG)** - A department or office that is managed by a director or an equivalent managerial title that is responsible for budgeting for the activities of a responsibility center or a group of responsibility centers.

**Capital Fund Program (CFP)** - Formerly the Comprehensive Grant Program (CGP) is a HUD program which provides fungible modernization and reconstruction funds on a formula basis to the Housing Authorities with 250 or more Public Housing units.

**Capital Projects** - The purchase of land, renovations or construction of a building or facility.

**Chair** - Appointed by the Mayor, the Chair presides at all Board meetings, directs the business and affairs of the Authority, is responsible for the execution of all policies, resolutions, motions, and rules and regulations adopted by the Board.

**Chart of Accounts** - The complete listing of all accounts listed in the General Ledger that Accounting tracks. Each account is accompanied by a reference number which indicates the account type. Such categories include revenues and expenses.

**Commitment (Encumbrance)** - The total value of encumbered funds associated with requisitions, or standard or planned purchase orders submitted but not yet approved.

**Comprehensive Plan** - A plan prepared by the Authority and approved by HUD setting forth all the physical and management needs of the Authority and its housing developments. It indicates the relative urgency of needs, with cost estimates and includes the PHA's Action Plan. The Plan may be revised, as necessary, but must be revised at least every sixth year. It is the focal point of the PHA's modernization strategy.

**Consolidation** - A group of developments that is managed by one office.

**Conveyed Unit** - A unit where modernization work has been approved before the transfer of the title to the homeowner. The Authority may complete the work even if the title to the unit is subsequently conveyed before the work is completed. The costs of work are eligible under the Capital Fund Program regulations.

**Department** - A basic organizational unit that is functionally unique in its delivery of services.

**Department of Financial Planning and Analysis (DFPA)** - The Department of Financial Planning & Analysis serves as an Authority-wide resource in providing functional and technical guidance on wide-ranges of matters relating to budget planning, development and management. DFPA advises BRGs in the monitoring of expenses, the progress of service delivery, and the implementation of budget adjustments. This department also provides ongoing training on budget-related Oracle applications, and workshops seminars on advanced analytical techniques. There are three major divisions: Operating Budget Division, Capital Budget Division, and Budget Control and Coordination Division.

**Executive Vice President (EVP)** - The EVPs functions are to act for the General Manager, when required, and to work with the General Manager in the day-to-day operation and administration of the business of the Authority.

**Development** - A low-income housing project that consists of a building or group of buildings housing NYCHA residents. Each has a unique name and responsibility center number.

**Director** - Supervises the activities and daily operations of the department. The director implements NYCHA policy and procedures in his/her department.

**Division** - Organizational component of a department.

**Expenses** - Represents the total cost of operations during a period, regardless of the timing of related expenses.

**Federal Fiscal Year (FFY)** - October 1 - September 30.

**Field Office (FO)** - The local HUD office with which the Authority transacts its low-income housing business. In addition, the Field Office reviews the Comprehensive Plan, including the Five-Year Action Plan, in accordance with statutory/regulatory criteria and notifies the Authority in writing of approval or disapproval.

**Fiscal Year** - for NYCHA, it is the same as the calendar year. This 12-month period begins with January 1 and ends on December 31.

**Fund** - A fiscal and accounting tool with a self-balancing set of accounts to record revenue and expenditures.

**Fund Balance** - The excess of an entity's assets over its liabilities.

**Funding Source** - Identifies a specific pool of funds or revenue source.

**Funds Available** - Represents the difference between the Budget and the Total Actual and Total Encumbrances.

**Fundability** - A concept which permits the Authority to substitute any work item from the latest approved Five-Year Action Plan to any previously approved CFP Annual Statement, and to move to work items among approved modernization budgets without prior HUD approval.

**Gap Sheet** - A tool used by DFPA during the financial plan exercise. It lists all deficits that exist upon entering the budget process and includes any projected changes to those deficits.

**General Ledger (G/L)** - The General Ledger is the official accounting record for all Authority transactions.

**General Manager (GM)** - The General Manager is the principal executive administrator of the Authority. The GM assists the Chair in the supervision of the business affairs of the Authority and is responsible for the proper execution of all orders, rules and regulations made or approved by the Authority.

**Grant** - A contribution by a government or other organization to support a function. Grants may be classified as categorical or block, depending upon the amount of discretion allowed by the grantee.

**Grants** - The Oracle module used by Capital that allows the Authority to maintain a five-year capital plan. It is intended as the means for collection and storage of capital project financial information.

**Hard Costs** - The physical improvement costs in the development accounts 1450-1475, which include Account 1450 Site Improvements, Account 1460 Dwelling Structures, Account 1465 Dwelling Equipment, Account 1470 Non-Dwelling Structure, and Account 1475 Non-Dwelling Equipment. These are costs directly associated with the construction of a development, including labor, materials, overhead, profit, and contingencies.

**Headcount (HC)** - The Authority's full-time headcount plan accounts for all authorized employees that can be sustained by the amount of projected revenue, as approved by the Board, and broken down by department for current year as well as for out years.

**Housing Choice Voucher (HCVP/ Section 8)** - Is a rent subsidy allowing families to pay a reasonable share of income for rent with the government making up the difference up to a specified limit.

**Housing Development Corporation (HDC)** - A corporate government agency constituted as a public benefit corporation and established in 1971. HDC encourages the investment of private capital through low-interest mortgage loans and provides safe and sanitary dwellings for families and persons whose housing needs cannot be met by



unassisted private enterprise. Through the issuance of bonds and notes, provides construction and/or permanent financing for multifamily residential housing.

**Housing and Urban Development (HUD)** - United States Department of Housing and Urban Development provides funds to promote homeownership, support community development, and increase access to affordable housing free from discrimination.

**Human Resource Administration (HRA)** - An agency with New York City government that delivers social services that enable individuals and families to achieve their highest level of self-reliance.

**Liquidated Actual (Actuals)** - The total funds paid to vendors for received and invoiced goods or services.

**Modernization Program** - The Authority's program for carrying out capital modernization and reconstruction projects to keep the developments in a state of good repair, as set forth in the Annual Statement.

**New Needs** - Are all costs associated with a purchase of goods or services, or additional costs of existing goods or services.

**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.

**New York City Office of Management and Budget (OMB)** - In assisting the Mayor with developing and implementing the City's budget, OMB monitors and forecasts the revenues and expenditures of the City. It analyzes the economy, evaluates agencies' management improvement initiatives, including information technology purchases, and conducts value engineering reviews of capital projects and, in cooperation with the Office of the Comptroller for the City of New York, issues bonds and notes in the public credit markets.

**Obligation (Encumbrance)** - The total unexpended balance of encumbered funds associated with approved requisitions and standard or planned purchase orders.

**Operating Budget** - Authorized expenditures for on-going day-to-day services; e.g. maintenance, materials, supplies, etc.

**Other Than Personnel Services (OTPS)** - The OTPS budget pays for the non-personnel costs of running the Authority, including payments for utilities such as water, electricity, heating fuels, and cooking gas for NYCHA residents, payments to outside contractors who provide painting, elevator maintenance, fire safety, plumbing and heating services, all insurance costs, consulting services, the purchase of machines and

equipment used by development staff to maintain the buildings and grounds, and payments to private landlords participating in the Section 8/Housing Choice Voucher Program.

**Parent Fixed Asset Accounts (Equipment Accounts)** - A reporting tool which allows a BRG to view the Budget, Encumbrances, and Actual for equipment accounts. For example:

GF01	3240000	164000300	Budget
GF01	3240000	990400300	Encumbrances & Actual
PG01	P324000	PFA4000300	PFA

**Parent/Child Relationship** - Describes the relationship between the Management Office and the developments within a consolidation. For example:

GF01	B100300	4301200000	Consolidation
GF01	B000300	4301200000	Child
PG01	BP00300	P3012000000	Parent

**Program/Phase** - Unique identifier used primarily to specify Grant Year for Funding Source.

**Program to Eliminate the Gap (PEG)** - Is a financial package of ideas to close a given financial deficit. They can be classified as expense reductions, revenue increases, legislative/regulatory changes, or management initiatives to improve productivity.

**Project** - A budget line item identifier used for external reporting and billing purposes.

**Personnel Action Request (PAR)** - A form submitted by BRGs to change salaries and add staff. This form is required for filling a vacancy.

**Personnel Services (PS)** - The PS budget includes salaries and fringe benefits for all NYCHA's staff. Approximately 14,000 NYCHA employees are responsible for all service delivery within NYCHA's developments, including building maintenance, rent collection, administration of the Section 8 program, annual inspections and certifications, grounds maintenance, community center staffing, social services, and administrative services.

**Project Organization Expenditure Type Task Awards (POETA)** - Tool used by the Oracle Grants Module. It includes detailed award information which incorporates information from the Chart of Accounts.

**Public Sector Budgeting (PSB)** - The Oracle application that is used to create and maintain the operating budget and financial plan processes.

**Responsibility Center (RC)** - A Development or Department where expenses will be budgeted and recorded.

**Revenues** - Funds received from various sources and treated as income that the Authority uses to finance expenditures.

**Revision** - The journal processes used between financial planning exercises which allows the modification of the current year budget.

**Risk Management** – to help manage and protect government’s assets against accidental loss via utilization of financial measures.

**Service Package** - A worksheet tool used to identify portions of a budget. It is used to modify the approved baseline budget during the semi-annual financial planning exercises.

**Soft Costs** - The non-physical improvement or non-brick and mortar costs which exclude any costs in the development accounts 1450-1475. These are the non-construction costs incurred in the development of a project (e.g. third-party expenses such as design and legal fees, taxes, insurance, construction, loan debt service, developer overhead and profit.)

**Tenant Participation Activities (TPA)** - According to HUD, \$25 per unit per year is allocated to fund resident participation activities such as training and outreach programs.

**Un-Liquidated Actual (Actuals)** - Represents the total funds expensed for received and invoiced goods or services.

**Vice Chair (of NYCHA)** - One member of the Authority’s Board is designated to be the Vice-Chair, and in the event of a vacancy in the office of the Chair or when the Chair is absent or unable to act, the Vice-Chair assumes his/her duties and powers.